



The Modern Geese Theory (TMGT): A Conceptual and Philosophical Framework for Sustainable Institutional Achievement Through Unity and Critical Concern

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Abstract- The Modern Geese Theory (TMGT) is a philosophical and conceptual framework developed to explain the behavioural foundations of sustainable institutional achievement. The theory emerged from the recognition that, despite substantial advances in organizational and leadership scholarship, many institutions continue to experience fragmented collaboration, weak collective responsibility, inadequate mutual support, and declining organizational cohesion. Existing theories provide valuable explanations of leadership, organizational systems, culture, learning, and cooperation, yet they do not explicitly integrate unity and critical concern as the two fundamental behavioural traits underpinning sustainable institutional achievement. This conceptual gap provided the scholarly justification for developing the Modern Geese Theory. The theory was developed using a philosophical and conceptual research design involving behavioural observation of migratory geese, critical review and synthesis of organizational literature, comparative theoretical analysis, conceptual reasoning, and logical integration. Philosophical foundations, theoretical assumptions, conceptual constructs, and behavioural propositions were systematically formulated to establish a coherent theoretical framework. The Modern Geese Theory contends that unity and critical concern are fundamental traits for sustainable institutional achievement. Unity aligns institutional members around a shared purpose through cooperation, mutual trust, coordinated action, and collective commitment, while critical concern promotes vigilance, proactive support, constructive accountability, shared responsibility, and timely intervention to safeguard institutional effectiveness. Leadership and communication strengthen the relationship between these behavioural traits and sustainable institutional achievement by facilitating organizational coordination, collaboration, and adaptive decision-making. The theory contributes to organizational scholarship by introducing critical concern as a distinct behavioural construct and integrating it with unity into a unified philosophical and conceptual framework. It further broadens organizational theory by demonstrating how carefully interpreted behavioural observations from nature can inspire rigorous conceptual development. The theory is applicable across educational institutions, business organizations, government agencies, healthcare institutions, faith-based organizations,



non-governmental organizations, security institutions, and community organizations. The Modern Geese Theory provides a philosophically grounded, conceptually coherent, and practically applicable framework for understanding and strengthening sustainable institutional achievement. It also establishes a foundation for future empirical validation, comparative studies, cross-cultural research, and continued theoretical refinement, thereby contributing to the advancement of organizational and institutional scholarship.

Keywords- Modern Geese Theory, unity, critical concern, sustainable institutional achievement, organizational behaviour, institutional development, theory development, organizational leadership.

I. Introduction

Institutions across the world continue to pursue sustainable achievement amid increasingly complex social, economic, technological, and organizational environments. Whether in education, business, government, healthcare, or civil society, institutional success is no longer measured solely by short-term performance but also by the ability to maintain effectiveness, resilience, adaptability, and stakeholder confidence over time (Senge, 2006; Northouse, 2022). Sustainable institutional achievement therefore requires more than strategic planning and resource availability; it depends fundamentally on the quality of relationships, collective commitment, and shared responsibility among institutional members (Fullan, 2016; Yukl, 2013).

Contemporary institutions frequently encounter challenges such as fragmented teamwork, declining commitment, ineffective communication, weak collaboration, and insufficient concern for the welfare of colleagues and the institution itself. These challenges often undermine organizational effectiveness despite the presence of adequate financial, technological, or human resources (Robbins & Judge, 2023). Consequently, scholars have increasingly recognized that enduring institutional achievement is strongly influenced by behavioural and relational factors that promote collective action and organizational cohesion (Schein & Schein, 2021).

Nature has long served as an important source of inspiration for scientific inquiry and theory development. Observations of living organisms have contributed to the advancement of knowledge in fields such as engineering, management, psychology, and organizational studies through the use of analogical reasoning and biomimicry (Benyus, 1997). Among these organisms, geese exhibit remarkable behavioural characteristics that demonstrate coordinated movement, collective responsibility, adaptive leadership, mutual vigilance, and sustained cooperation during migration.



Their ability to maintain formation, rotate leadership, communicate continuously, and support injured members illustrates behavioural patterns that can offer valuable insights for institutional management and sustainable organizational performance.

Although numerous leadership and organizational theories emphasize collaboration, teamwork, transformational leadership, and collective responsibility, limited attention has been given to the combined role of unity and critical concern as the fundamental traits underpinning sustainable institutional achievement. Existing theories often examine these concepts independently or as supporting variables rather than as the central foundation upon which enduring institutional success is built. This conceptual gap provides the rationale for developing the Modern Geese Theory (TMGT).

The Modern Geese Theory is therefore proposed as a philosophical and conceptual framework derived from the observable behavioural characteristics of modern geese. The theory contends that institutions achieve sustainable success when members demonstrate unity in pursuing common goals while simultaneously exercising critical concern through continuous support, vigilance, shared responsibility, and collective accountability. By integrating these two foundational traits into a coherent theoretical framework, the Modern Geese Theory contributes a new perspective to organizational and institutional scholarship and offers practical guidance for leaders, managers, educators, policymakers, and other practitioners seeking sustainable institutional achievement.

1. Background to the Study

Conceptual Perspective

Theory development begins with conceptual clarity because clearly defined concepts provide the foundation upon which theoretical propositions are constructed (Jabareen, 2009). Accordingly, the Modern Geese Theory is anchored on four principal concepts: unity, critical concern, institution, and sustainable institutional achievement. Examining these concepts establishes the conceptual boundaries of the theory and clarifies their interrelationships.

Unity

Unity generally refers to the state in which individuals work collectively toward a shared purpose through cooperation, coordination, mutual trust, and commitment to common goals. In organizational settings, unity promotes cohesion, minimizes conflict, strengthens communication, and enhances collective performance. Robbins and Judge (2023) argue that organizations characterized by strong cohesion and collaboration are more likely to achieve superior performance because members align their efforts toward common objectives. Similarly, Schein and Schein (2021) contend that



organizational culture fosters unity by creating shared assumptions, values, and norms that guide collective behaviour.

Within educational institutions, unity extends beyond interpersonal relationships to include shared vision, collaborative decision-making, mutual accountability, and coordinated implementation of institutional programmes (Fullan, 2016). Institutions in which leaders, employees, and stakeholders pursue common objectives collectively are generally better positioned to sustain organizational effectiveness than institutions characterized by fragmentation and internal competition.

In the context of the Modern Geese Theory, unity is defined as:

- the deliberate and sustained commitment of institutional members to pursue shared goals through cooperation, coordination, mutual trust, collective responsibility, and a common sense of purpose.
- This definition emphasizes that unity is not merely physical togetherness or organizational membership but an active commitment to collective institutional success.

Critical Concern

Concern generally denotes care, interest, or attention directed toward the welfare of others or toward the successful accomplishment of a particular objective. Within organizations, genuine concern encourages members to support one another, recognize emerging challenges, and respond proactively before problems escalate (Northouse, 2022).

The Modern Geese Theory introduces the concept of critical concern as a distinctive theoretical construct. Unlike ordinary concern, which may simply reflect sympathy or goodwill, critical concern incorporates vigilance, timely intervention, constructive accountability, shared responsibility, and purposeful support directed toward sustaining institutional achievement. It requires institutional members to remain attentive to both individual and organizational well-being while taking appropriate action whenever circumstances threaten collective progress.

Accordingly, the Modern Geese Theory defines critical concern as:

- the proactive, vigilant, and purposeful commitment of institutional members to safeguard one another and the institution through timely support, constructive accountability, shared responsibility, and responsive action toward common goals.
- This conceptualization distinguishes critical concern as one of the defining contributions of the Modern Geese Theory.



Institution

An institution is commonly understood as an organized social system established to pursue defined objectives through coordinated structures, roles, rules, and relationships. Institutions include schools, universities, businesses, government agencies, faith-based organizations, non-governmental organizations, and community organizations (Scott, 2014). Their effectiveness depends not only on formal structures but also on the quality of interaction among members and the institutional culture that shapes behaviour.

For purposes of the Modern Geese Theory, an institution refers to: a structured organization whose members work collectively within established systems, values, and leadership arrangements to accomplish shared objectives and sustain long-term development.

Sustainable Institutional Achievement

Achievement generally refers to the successful realization of predetermined objectives. However, contemporary organizational scholarship increasingly emphasizes sustainability, recognizing that institutions should maintain effectiveness over time while continuously adapting to changing internal and external environments (Elkington, 1997).

Sustainable institutional achievement therefore extends beyond immediate success to encompass the institution's capacity to maintain performance, resilience, adaptability, stakeholder confidence, innovation, and continuous improvement across successive generations of leadership and membership (Senge, 2006; Fullan, 2016).

Within the Modern Geese Theory, sustainable institutional achievement is defined as: the continuous realization and maintenance of institutional goals through enduring collaboration, responsible leadership, adaptability, and collective commitment that enables long-term organizational effectiveness and development.

Collectively, these four concepts establish the conceptual foundation of the Modern Geese Theory. The theory contends that when institutional members demonstrate unity and critical concern, institutions become better positioned to attain and sustain organizational achievement despite changing environmental conditions. These concepts therefore constitute the principal conceptual pillars upon which the Modern Geese Theory is developed.

Historical Perspective

The pursuit of sustainable institutional achievement has historically depended on the capacity of individuals to work collectively toward shared goals. Throughout human



civilization, cooperation, coordinated action, and mutual responsibility have enabled communities, governments, educational institutions, military organizations, and businesses to survive, adapt, and prosper. Although the terminology has evolved across different historical periods, the underlying principles of collective effort have consistently influenced institutional success (Barnard, 1938).

In ancient societies, institutional survival largely depended on unity among members of families, clans, kingdoms, and emerging states. Early civilizations such as Mesopotamia, Egypt, Greece, and Rome developed governance systems that emphasized collective responsibility, social order, and coordinated action to ensure political stability, economic productivity, and public welfare (North, 1990). Philosophers including Plato and Aristotle further argued that the success of a society depended upon citizens working harmoniously toward the common good while fulfilling their respective responsibilities within the state (Aristotle, trans. 1998; Plato, trans. 1992). These early perspectives established the enduring importance of collective commitment in institutional life.

The Industrial Revolution of the eighteenth and nineteenth centuries transformed institutions through increased specialization, mechanization, and formal organizational structures. As organizations became larger and more complex, scholars began to examine the principles that enable people to work effectively together. Taylor (1911) emphasized scientific management to improve productivity, while Fayol (1949) identified unity of direction, coordination, discipline, and esprit de corps as essential principles of effective administration. Weber (1947) later demonstrated how rational organizational structures and clearly defined authority contribute to institutional stability and efficiency. These classical contributions laid important foundations for understanding organizational coordination, although they focused primarily on structural and administrative arrangements rather than interpersonal concern among institutional members.

During the twentieth century, attention increasingly shifted from organizational structures to human relationships. The Hawthorne Studies demonstrated that social relationships, employee participation, and group cohesion significantly influence organizational performance (Mayo, 1933). Building on these findings, Barnard (1938) argued that organizations survive only when members willingly cooperate to achieve common purposes. Likewise, Maslow (1943) emphasized that individuals are motivated not only by material needs but also by belongingness, esteem, and self-actualization, suggesting that supportive organizational environments enhance commitment and productivity. These developments highlighted the importance of social cohesion and collective responsibility within institutions.



The latter half of the twentieth century and the early twenty-first century witnessed the emergence of leadership and organizational theories that increasingly emphasized collaboration, teamwork, shared leadership, organizational learning, and stakeholder engagement. Senge (2006) proposed the learning organization as a model for continuous institutional improvement through shared vision and collective learning. Fullan (2016) similarly argued that sustainable educational improvement depends upon collaborative cultures and shared moral purpose. Contemporary organizational scholarship continues to emphasize trust, collaboration, adaptive leadership, and organizational culture as essential drivers of institutional effectiveness (Schein & Schein, 2021; Northouse, 2022).

Parallel to these developments, scientific interest in animal behaviour has demonstrated that many species exhibit sophisticated forms of cooperation, communication, leadership, and collective adaptation. Research on migratory birds, particularly geese, has shown that they maintain coordinated V-formations, rotate leadership positions, communicate continuously through vocal signals, and provide assistance to injured or weakened members during migration (Raveling, 1969; Portugal et al., 2014). These behaviours illustrate highly organized systems of collective coordination that maximize group survival and long-distance migration efficiency.

Despite this rich historical evolution of organizational thought, existing literature has generally examined cooperation, teamwork, leadership, collaboration, organizational culture, and collective responsibility as separate or supporting constructs. Comparatively little attention has been devoted to integrating unity and critical concern into a single theoretical framework that explains their combined role as the foundational behavioural traits for sustainable institutional achievement. The Modern Geese Theory addresses this conceptual gap by drawing inspiration from the coordinated behaviour of geese and proposing that enduring institutional success is fundamentally rooted in these two interdependent behavioural traits.

Thus, the historical development of organizational thought provides both the intellectual foundation and the justification for the Modern Geese Theory. Rather than replacing existing theories, the theory extends the historical progression of organizational scholarship by introducing a distinctive conceptual perspective that positions unity and critical concern as the primary behavioural drivers of sustainable institutional achievement.

Theoretical Perspective

The development of a new theory requires a thorough understanding of existing theoretical perspectives that relate to the phenomenon under investigation. Theoretical



foundations provide established explanations of organizational behaviour while simultaneously revealing conceptual gaps that justify the development of new theoretical frameworks (Creswell & Creswell, 2023). Accordingly, the Modern Geese Theory draws insights from several organizational, leadership, and behavioural theories that emphasize collective action, cooperation, leadership, organizational learning, and institutional effectiveness.

One of the principal theories underpinning the Modern Geese Theory is Systems Theory, originally advanced by Bertalanffy (1968). Systems Theory views organizations as integrated systems whose components function interdependently to achieve common objectives. The theory argues that organizational effectiveness depends on the harmonious interaction of various subsystems rather than on the performance of isolated individuals. This perspective reinforces the Modern Geese Theory's proposition that sustainable institutional achievement depends upon collective rather than individual effort. However, Systems Theory primarily explains structural interdependence and does not explicitly identify the behavioural traits that sustain coordinated institutional performance.

The Human Relations Theory, developed from Elton Mayo's Hawthorne investigations, emphasizes that social relationships, employee participation, and interpersonal cooperation significantly influence organizational productivity (Mayo, 1933). The theory shifted management attention from purely technical efficiency to human interaction, demonstrating that supportive relationships improve motivation and institutional effectiveness. While Human Relations Theory highlights cooperation and morale, it does not conceptualize critical concern as a distinct organizational construct characterized by vigilance, proactive support, shared responsibility, and timely intervention.

The Modern Geese Theory is also informed by Transformational Leadership Theory, developed by Burns (1978) and later expanded by Bass (1985). Transformational leaders inspire followers through shared vision, intellectual stimulation, individualized consideration, and motivational influence. Such leadership encourages institutional members to transcend personal interests in pursuit of collective organizational goals. Although transformational leadership promotes collaboration and commitment, its principal focus remains leadership behaviour rather than the reciprocal behavioural obligations shared by all institutional members. The Modern Geese Theory extends this perspective by arguing that sustainable institutional achievement depends not only on effective leaders but also on the continuous practice of unity and critical concern by every member of the institution.



Similarly, Servant Leadership Theory, first articulated by Greenleaf (1977), proposes that genuine leadership begins with serving others. Servant leaders prioritize the growth, well-being, and empowerment of followers while fostering ethical organizational cultures. Contemporary scholarship has demonstrated positive relationships between servant leadership, employee engagement, organizational citizenship, and institutional effectiveness (Canavesi & Minelli, 2022). The Modern Geese Theory shares the servant leadership emphasis on care for others but differs by positioning critical concern as a collective institutional responsibility rather than a characteristic expected primarily of leaders.

The theory is further supported by Social Interdependence Theory, developed by Deutsch (1949) and subsequently refined by Johnson and Johnson (2009). Social Interdependence Theory argues that positive interdependence encourages cooperation, trust, mutual assistance, and collective achievement, whereas negative interdependence fosters competition and conflict. This perspective aligns closely with the Modern Geese Theory's emphasis on coordinated institutional effort. Nevertheless, Social Interdependence Theory concentrates on interaction patterns and collaborative learning without explicitly integrating sustained vigilance and institutional care into its conceptual framework.

In educational contexts, Organizational Learning Theory provides another important foundation. Senge (2006) argues that learning organizations achieve continuous improvement through systems thinking, shared vision, team learning, personal mastery, and collective reflection. Similarly, Fullan (2016) emphasizes collaborative professionalism, shared moral purpose, and continuous improvement as prerequisites for sustainable educational change. These theories affirm the importance of collaboration in institutional development but stop short of identifying unity and critical concern as the central behavioural pillars upon which long-term institutional achievement rests.

Collectively, these theories provide substantial insight into organizational cooperation, leadership, collaboration, learning, and institutional effectiveness. However, each addresses only part of the broader phenomenon. None explicitly conceptualizes unity and critical concern as the two fundamental behavioural traits that jointly sustain institutional achievement across diverse organizational settings. This omission represents an important theoretical gap.

The Modern Geese Theory builds upon these established theoretical traditions while offering a distinctive contribution. Inspired by the coordinated behaviour of migratory geese, the theory proposes that sustainable institutional achievement is fundamentally



dependent upon the simultaneous practice of unity, which aligns institutional members toward common goals, and critical concern, which ensures continuous vigilance, mutual support, collective accountability, and timely intervention whenever institutional success is threatened. By integrating these two constructs into a coherent philosophical and conceptual framework, the Modern Geese Theory advances organizational scholarship and offers a new lens through which sustainable institutional achievement can be understood and strengthened.

Contextual Perspective

The contemporary institutional environment is characterized by unprecedented complexity, rapid technological advancement, globalization, changing stakeholder expectations, and increasing demands for accountability and sustainable performance. Institutions are expected not only to achieve their immediate objectives but also to remain resilient, innovative, and effective over time despite economic uncertainty, political change, demographic shifts, environmental challenges, and technological disruption (United Nations, 2015; OECD, 2023). Consequently, sustainable institutional achievement has become a strategic priority across educational institutions, businesses, government agencies, healthcare organizations, non-governmental organizations, and faith-based institutions.

In the education sector, institutions are increasingly expected to improve learning outcomes while promoting equity, inclusion, innovation, and accountability. However, many educational institutions continue to face challenges such as fragmented teamwork, ineffective communication, declining professional commitment, inadequate stakeholder collaboration, and limited collective responsibility. These challenges often weaken curriculum implementation, institutional governance, learner support, and continuous school improvement (Fullan, 2016; UNESCO, 2021). Although policies and resources remain important, experience demonstrates that institutional success also depends upon the willingness of stakeholders to work together with shared commitment and mutual responsibility.

Similarly, contemporary business organizations operate within highly competitive and rapidly changing markets where innovation, adaptability, teamwork, and organizational learning have become indispensable for long-term success. Organizations increasingly recognize that sustainable competitiveness depends not only on financial capital or technological capability but also on organizational culture, employee engagement, collaboration, and shared organizational purpose (Robbins & Judge, 2023). Institutions characterized by internal fragmentation, mistrust, and weak collaboration frequently experience declining productivity, poor employee morale, and reduced organizational resilience.



Government institutions likewise face increasing public expectations regarding transparency, accountability, service delivery, and responsible governance. Effective public administration requires coordinated action among departments, agencies, political leaders, civil servants, and citizens. Weak coordination, institutional silos, poor communication, and limited concern for collective outcomes often reduce policy effectiveness and public confidence in government institutions (World Bank, 2022). Sustainable public sector performance therefore depends upon institutional cultures that encourage cooperation, shared accountability, and collective commitment to public service.

Faith-based organizations, community organizations, and non-governmental organizations encounter comparable challenges. Their effectiveness depends heavily upon volunteer commitment, trust, collective participation, servant leadership, and shared responsibility for organizational missions. Internal divisions, interpersonal conflict, weak communication, and declining commitment frequently undermine organizational sustainability despite the strength of institutional vision or available resources (Northouse, 2022). Institutions that cultivate unity and mutual care among members are generally better positioned to maintain stability and achieve long-term organizational objectives.

At the international level, the United Nations Sustainable Development Goals (SDGs) emphasize partnerships, inclusive institutions, quality education, peace, justice, and strong governance as essential conditions for sustainable development (United Nations, 2015). In particular, Sustainable Development Goal 4 promotes quality education, Goal 16 advocates for peaceful, just, and accountable institutions, while Goal 17 highlights partnerships and collaborative action. These global priorities reinforce the importance of institutional behaviours that encourage cooperation, shared responsibility, and coordinated action toward common objectives.

Despite increasing recognition of collaboration, teamwork, organizational culture, and stakeholder engagement, many contemporary institutions continue to experience persistent challenges arising from fragmented relationships, weak interpersonal commitment, inadequate support systems, and insufficient collective accountability. Existing organizational frameworks frequently emphasize leadership practices, governance structures, or strategic management while giving comparatively less attention to the combined behavioural influence of unity and critical concern as foundational institutional traits.

The Modern Geese Theory responds directly to this contemporary context by proposing that sustainable institutional achievement is fundamentally dependent upon two



behavioural pillars: unity, which aligns institutional members around a common purpose, and critical concern, which promotes vigilance, proactive support, collective accountability, and timely intervention whenever institutional effectiveness is threatened. Inspired by the coordinated migration and cooperative survival strategies of geese, the theory provides a practical and philosophically grounded framework that is applicable across educational institutions, business organizations, public administration, healthcare systems, civil society organizations, and faith-based institutions.

Accordingly, the Modern Geese Theory is both contextually relevant and practically significant because it addresses contemporary institutional challenges through behavioural principles that encourage long-term collaboration, shared responsibility, organizational resilience, and sustainable institutional achievement.

2. Statement of the Problem

Sustainable institutional achievement remains a major concern across educational institutions, business organizations, government agencies, healthcare systems, faith-based organizations, and civil society despite significant advances in leadership theory, organizational management, strategic planning, and institutional governance. Institutions continue to experience persistent challenges including organizational fragmentation, declining teamwork, ineffective communication, weak stakeholder collaboration, inadequate mutual support, reduced employee commitment, and limited collective accountability. These challenges frequently undermine institutional effectiveness, organizational resilience, service delivery, innovation, and long-term sustainability (Fullan, 2016; Robbins & Judge, 2023; Schein & Schein, 2021).

Over the past century, numerous organizational and leadership theories have been developed to improve institutional performance. Systems Theory emphasizes organizational interdependence (Bertalanffy, 1968), Human Relations Theory focuses on interpersonal relationships and employee motivation (Mayo, 1933), Transformational Leadership Theory highlights visionary leadership and follower inspiration (Bass, 1985; Burns, 1978), Social Interdependence Theory promotes cooperation and positive interdependence (Deutsch, 1949; Johnson & Johnson, 2009), while Servant Leadership Theory emphasizes serving and empowering others (Greenleaf, 1977). Collectively, these theories have significantly advanced understanding of organizational effectiveness and institutional leadership.

Despite these theoretical contributions, sustainable institutional achievement remains elusive in many organizations. Existing theories predominantly emphasize leadership behaviours, organizational structures, management practices, motivation,



organizational culture, or collaborative processes. Comparatively limited scholarly attention has been devoted to conceptualizing unity and critical concern as the two fundamental behavioural traits that collectively sustain institutional achievement across diverse organizational contexts. Consequently, there remains no comprehensive philosophical and conceptual framework that explicitly integrates these two constructs into a unified theory capable of explaining how they jointly promote sustainable institutional achievement.

This theoretical limitation creates both scholarly and practical challenges. From a scholarly perspective, the absence of an integrated framework leaves an important conceptual gap in organizational and institutional literature concerning the behavioural foundations of sustainable achievement. From a practical perspective, institutional leaders and members lack a coherent theoretical guide that emphasizes the simultaneous cultivation of collective unity and proactive concern as enduring institutional capabilities rather than isolated organizational practices.

The observable behaviour of migratory geese presents a compelling natural analogy for addressing this gap. Geese maintain coordinated flight through shared direction, rotate leadership according to changing circumstances, communicate continuously, and demonstrate sustained support for weaker members during migration. These behavioural characteristics suggest that enduring collective success depends upon both unity and critical concern, yet these principles have not previously been synthesized into a comprehensive organizational theory.

Therefore, there was a need to develop a philosophical and conceptual theory that positions unity and critical concern as the fundamental behavioural traits underpinning sustainable institutional achievement. The Modern Geese Theory was proposed to address this theoretical gap by providing an integrated framework through which institutions can better understand, cultivate, and sustain behaviours that promote long-term organizational effectiveness, resilience, and achievement.

3. Purpose of the Study

The purpose of this study is to develop the Modern Geese Theory (TMGT) as a philosophical and conceptual framework that positions unity and critical concern as the fundamental behavioural traits for sustainable institutional achievement. Drawing inspiration from the coordinated behavioural characteristics of migratory geese and integrating insights from established organizational and leadership theories, the study seeks to advance a theoretically grounded framework that explains how these two behavioural traits contribute to long-term institutional effectiveness, resilience, collaboration, and sustainable achievement across diverse organizational contexts.



The theory further seeks to enrich organizational and institutional scholarship by introducing a distinctive conceptual perspective through which leaders, managers, educators, policymakers, and institutional members can better understand, cultivate, and sustain behaviours that promote enduring institutional success.

4. Specific Objectives

The study is guided by the following objectives:

- To establish unity as a fundamental trait for sustainable institutional achievement.
- To establish critical concern as a fundamental trait for sustainable institutional achievement.
- To formulate the Modern Geese Theory as a philosophical and conceptual framework for sustainable institutional achievement.

These objectives are intentionally aligned with the progression of the paper. The first two establish the theoretical constructs individually, while the third integrates them into the Modern Geese Theory.

5. Central Proposition of the Theory

The central proposition underpinning the Modern Geese Theory is:

- The Modern Geese Theory contends that unity and critical concern are fundamental traits for sustainable institutional achievement.
- This proposition serves as the guiding philosophical statement from which all assumptions, theoretical constructs, conceptual relationships, and applications of the theory are derived. It asserts that sustainable institutional achievement is fundamentally dependent upon the collective commitment of institutional members to pursue shared goals through unity while simultaneously demonstrating critical concern through vigilance, mutual support, shared responsibility, constructive accountability, and timely intervention whenever institutional success is threatened.
- Unlike many organizational theories that primarily emphasize leadership, organizational structures, or management processes, the Modern Geese Theory identifies these two behavioural traits as the foundational drivers of enduring institutional effectiveness across diverse organizational settings.

6. Significance of the Theory

The Modern Geese Theory makes important contributions to scholarship and institutional practice.

- Theoretical significance: The theory extends organizational and leadership scholarship by introducing critical concern as a distinct theoretical construct and



by integrating it with unity into a coherent philosophical and conceptual framework for sustainable institutional achievement. It therefore contributes to the continuing development of organization and management theory.

- Practical significance: The theory provides institutional leaders, managers, educators, administrators, and practitioners with behavioural principles that can strengthen teamwork, collaboration, collective responsibility, organizational resilience, and long-term institutional performance.
- Policy significance: Policymakers may use the theory to guide the formulation and implementation of policies that promote collaborative governance, institutional cohesion, stakeholder participation, and sustainable organizational development.
- Educational significance: Researchers, lecturers, students, and educational administrators may use the Modern Geese Theory as a framework for teaching, scholarly inquiry, leadership development, and empirical research on institutional behaviour and organizational sustainability.
- Societal significance: Beyond formal organizations, the theory offers insights applicable to community organizations, faith-based institutions, civil society organizations, and development initiatives where sustainable achievement depends upon collective commitment, mutual responsibility, and shared purpose.

7. Scope of the Theory

The Modern Geese Theory is conceived as a universal philosophical and conceptual framework whose applicability extends beyond a single institution, sector, geographical location, or period. Unlike empirical studies that are confined to specific populations or contexts, this theory is intended to provide a broad conceptual lens for understanding how unity and critical concern contribute to sustainable institutional achievement across diverse organizational environments.

The theory is applicable to educational institutions, business organizations, government agencies, healthcare institutions, non-governmental organizations, faith-based organizations, community organizations, security institutions, and other formal or informal organizations whose effectiveness depends upon coordinated human interaction, shared responsibility, and collective commitment toward common goals. Accordingly, its principles are not limited by national boundaries, cultural settings, economic systems, or organizational size but may be adapted to institutions operating in different social, political, and economic contexts.

Conceptually, the theory focuses on two fundamental behavioural constructs which are unity and critical concern as the principal determinants of sustainable institutional achievement. These constructs are intended to complement, rather than replace, existing organizational, leadership, and management theories by providing an



integrated behavioural perspective through which institutional effectiveness may be understood and strengthened.

The Modern Geese Theory further recognizes that institutions operate within dynamic environments characterized by changing technologies, evolving governance systems, globalization, demographic transformation, and emerging organizational challenges. Consequently, the theory is designed to remain adaptable and relevant across different historical periods while maintaining its central proposition that sustainable institutional achievement is fundamentally rooted in unity and critical concern.

Finally, although the theory is developed through philosophical inquiry, conceptual analysis, observations of geese behaviour, and synthesis of existing organizational scholarship, it is intentionally formulated to provide a foundation for future empirical validation, refinement, and application across multiple academic disciplines and professional fields.

II. Literature Review

The literature review provides the intellectual foundation upon which the Modern Geese Theory is developed. It critically examines existing scholarship on the principal constructs underpinning the theory and evaluates their contribution to understanding sustainable institutional achievement. Rather than merely summarizing previous studies, this review identifies areas of convergence, divergence, and conceptual limitations within the existing body of knowledge. Such analysis establishes the scholarly basis for developing the Modern Geese Theory and demonstrates the theoretical gap that necessitates a new philosophical and conceptual framework (Boote & Beile, 2005; Snyder, 2019).

The review focuses on five interrelated areas. First, it examines the concept of unity as discussed in organizational, leadership, and institutional literature. Second, it reviews the concept of critical concern, drawing upon scholarship on organizational care, mutual responsibility, organizational citizenship, and supportive institutional behaviour. Third, it examines the concept of sustainable institutional achievement and the factors associated with enduring organizational success. Fourth, it critically analyses existing organizational and leadership theories related to cooperation, collaboration, institutional effectiveness, and collective action. Finally, the review synthesizes the literature to identify the conceptual and theoretical gap addressed by the Modern Geese Theory.



1. Unity and Sustainable Institutional Achievement

Unity has long been recognized as one of the most significant behavioural characteristics contributing to organizational effectiveness. Although scholars have used related concepts such as cohesion, collaboration, collective commitment, teamwork, shared vision, and organizational integration, they generally acknowledge that institutions function more effectively when members pursue common goals through coordinated action and mutual cooperation (Robbins & Judge, 2023; Schein & Schein, 2021).

The concept of unity originates from the broader understanding that individuals accomplish more collectively than independently. Barnard (1938) argued that organizations exist because individuals willingly cooperate to achieve purposes that cannot easily be accomplished alone. His theory of cooperative systems established one of the earliest scholarly foundations for understanding organizational unity as an essential condition for institutional survival.

Similarly, Fayol (1949) identified unity of direction as one of the fundamental principles of administration, arguing that activities pursuing the same objective should operate under a common plan and coordinated leadership. Although Fayol primarily discussed managerial coordination, his principle continues to influence contemporary organizational thinking by emphasizing the importance of institutional alignment.

Within educational leadership, Fullan (2016) argues that sustainable institutional improvement depends upon collaborative professionalism, collective moral purpose, and shared responsibility among institutional stakeholders. He maintains that meaningful educational reform cannot be sustained through isolated individual effort but requires coordinated commitment across the entire institution. Likewise, Senge (2006) proposes that learning organizations thrive when members share a common vision, engage in collective learning, and recognize their interdependence within the organizational system.

Research in organizational behaviour similarly demonstrates that cohesive teams generally exhibit stronger communication, higher trust, improved problem-solving, greater adaptability, and superior organizational performance than fragmented groups (Robbins & Judge, 2023). Organizational culture further reinforces unity by establishing shared assumptions, values, beliefs, and behavioural expectations that guide collective action (Schein & Schein, 2021). Institutions characterized by cohesive cultures are therefore more likely to sustain effectiveness, innovation, and resilience under changing environmental conditions.



Despite widespread recognition of unity as a desirable organizational characteristic, existing scholarship has generally treated it as one of several organizational variables influencing institutional performance. Most studies examine unity alongside leadership, communication, organizational culture, motivation, or teamwork without positioning it as one of the two foundational behavioural traits upon which sustainable institutional achievement fundamentally depends.

The Modern Geese Theory extends existing scholarship by elevating unity from a supporting organizational characteristic to a primary theoretical construct. Within the theory, unity is not merely cooperation among institutional members but represents a sustained behavioural commitment characterized by shared purpose, coordinated action, mutual trust, collective responsibility, and institutional alignment. The coordinated migration of geese demonstrates that enduring collective achievement depends upon continuous unity maintained throughout changing circumstances rather than temporary cooperation during isolated organizational activities.

Accordingly, the Modern Geese Theory proposes that unity constitutes one of the indispensable behavioural foundations for sustainable institutional achievement because it aligns institutional members toward common objectives while strengthening organizational resilience, coordination, and collective effectiveness.

2. Critical Concern and Sustainable Institutional Achievement

The concept of critical concern occupies a central position in the Modern Geese Theory because it represents one of the two behavioural traits proposed as fundamental for sustainable institutional achievement. Although the exact phrase critical concern has not been widely established as a theoretical construct within organizational and leadership literature, its underlying dimensions are reflected in scholarly discussions of organizational care, mutual support, organizational citizenship behaviour, stewardship, servant leadership, collective responsibility, and proactive organizational behaviour. The Modern Geese Theory synthesizes these related perspectives into a unified construct that extends existing organizational scholarship.

Concern generally refers to a genuine interest in the welfare, progress, or well-being of another individual, group, or institution. Within organizational settings, concern is often expressed through supportive leadership, empathy, responsiveness, collaboration, and a willingness to assist colleagues in achieving shared objectives (Northouse, 2022). Organizations in which members demonstrate concern for one another tend to develop stronger interpersonal trust, improved communication, higher commitment, and greater organizational cohesion.



One of the theoretical foundations underlying this concept is Servant Leadership Theory. Greenleaf (1977) argued that effective leadership begins with a genuine desire to serve others before exercising authority. Servant leaders prioritize the growth, well-being, and success of followers while fostering ethical organizational cultures characterized by trust, collaboration, and mutual respect. Contemporary reviews have demonstrated that servant leadership positively influences organizational commitment, employee engagement, collaboration, and institutional effectiveness (Canavesi & Minelli, 2022). Nevertheless, servant leadership primarily examines concern as a leadership attribute rather than as a behavioural responsibility shared by all institutional members.

Similarly, Organizational Citizenship Behaviour (OCB) explains how voluntary actions beyond formal job requirements contribute to organizational effectiveness. Organ (1988) identified behaviours such as altruism, conscientiousness, courtesy, civic virtue, and helping behaviour as essential components of organizational citizenship. Employees who willingly assist colleagues, protect organizational interests, and contribute beyond contractual obligations strengthen organizational performance and institutional resilience. However, Organizational Citizenship Behaviour generally emphasizes voluntary discretionary actions without explicitly integrating vigilance, timely intervention, and collective accountability into a single conceptual framework. The literature on psychological safety also provides valuable insights into supportive institutional behaviour. Edmondson (2019) argues that institutions perform more effectively when members feel safe to communicate openly, report mistakes, seek assistance, and express concerns without fear of punishment. Such environments encourage learning, innovation, collaboration, and collective problem-solving. While psychological safety strengthens organizational support systems, it primarily addresses communication climate rather than the broader institutional obligation of continuously safeguarding collective achievement.

Research on organizational commitment similarly demonstrates that individuals who identify strongly with institutional goals are more likely to invest effort, remain loyal, and contribute positively toward organizational success (Meyer & Allen, 1991). Likewise, stewardship perspectives emphasize responsible management of institutional resources and commitment to long-term organizational welfare (Davis et al., 1997). Together, these perspectives reinforce the importance of responsibility, trust, and institutional care but stop short of conceptualizing these qualities as an integrated behavioural trait applicable to every institutional member.

The Modern Geese Theory advances this body of scholarship by introducing critical concern as a distinct theoretical construct. Within this theory, critical concern extends



beyond empathy, goodwill, or occasional assistance. It represents a sustained behavioural disposition characterized by vigilance, proactive support, shared responsibility, constructive accountability, timely intervention, and collective commitment toward protecting institutional effectiveness and promoting sustainable achievement.

The behaviour of migratory geese provides a compelling natural illustration of this construct. During migration, geese continuously monitor one another, communicate through vocal signals, rotate demanding leadership responsibilities, and accompany injured or weakened members until they recover or perish before rejoining the flock. These behaviours demonstrate not merely cooperation but an enduring commitment to safeguarding the welfare of both individual members and the collective mission. Such coordinated concern enhances the survival, resilience, and long-distance success of the flock.

Translating this behavioural analogy into institutional practice, critical concern requires institutional members to remain attentive to emerging challenges, support colleagues during periods of difficulty, identify risks before they escalate, uphold shared standards, and take timely action whenever institutional effectiveness is threatened. It therefore transforms concern from a passive emotional disposition into an active organizational responsibility directed toward sustaining institutional achievement.

Consequently, the Modern Geese Theory defines critical concern as: the proactive, vigilant, and purposeful commitment of institutional members to safeguard one another and the institution through timely support, constructive accountability, shared responsibility, and responsive action directed toward the realization of common institutional goals.

This conceptualization distinguishes critical concern from related constructs within existing organizational literature. Rather than functioning solely as a leadership quality or an optional organizational behaviour, it is proposed as one of the two indispensable behavioural foundations upon which sustainable institutional achievement depends.

Critical Synthesis

The reviewed literature demonstrates broad scholarly agreement that supportive behaviour, organizational commitment, servant leadership, stewardship, psychological safety, and organizational citizenship contribute positively to institutional effectiveness. However, these perspectives generally examine these concepts independently and often emphasize leaders or individual discretionary behaviour. The literature does not provide a unified theoretical construct that integrates vigilance,



proactive support, shared responsibility, constructive accountability, and timely intervention as a collective institutional obligation. The Modern Geese Theory addresses this conceptual gap by introducing critical concern as a distinct behavioural construct and positioning it, together with unity, as a foundational determinant of sustainable institutional achievement.

3. Sustainable Institutional Achievement

Sustainable institutional achievement has increasingly become a central objective of organizations operating in complex and dynamic environments. While many institutions achieve short-term success, comparatively fewer sustain effectiveness over extended periods. Consequently, contemporary organizational scholarship has shifted from emphasizing immediate performance to examining the institutional capabilities that enable organizations to maintain excellence, resilience, adaptability, and continuous improvement despite changing internal and external conditions (Senge, 2006; Fullan, 2016).

The concept of achievement generally refers to the successful realization of predetermined goals or objectives through effective utilization of available resources. In organizational contexts, achievement is commonly measured through indicators such as productivity, quality of services, innovation, stakeholder satisfaction, financial performance, institutional reputation, employee development, and organizational effectiveness (Robbins & Judge, 2023). However, scholars increasingly argue that institutional success should not be evaluated solely by immediate outcomes but also by the ability to sustain positive performance over time (Elkington, 1997).

The notion of sustainability gained international prominence following the report of the World Commission on Environment and Development, commonly known as the Brundtland Report, which defined sustainable development as development that meets present needs without compromising the ability of future generations to meet their own needs (World Commission on Environment and Development [WCED], 1987). Although originally applied to environmental and economic development, the concept has since been extended to organizational and institutional contexts, where sustainability encompasses long-term viability, resilience, responsible governance, and continuous adaptation.

Within organizational studies, sustainable institutional achievement refers to an institution's capacity to consistently accomplish its mission while maintaining organizational effectiveness, adapting to changing circumstances, preserving stakeholder confidence, and continuously improving its structures, processes, and outcomes (Senge, 2006). This perspective recognizes that institutions operate within



dynamic environments that require continuous learning, innovation, collaboration, and responsible leadership.

Educational scholars similarly emphasize that sustainable institutional achievement depends upon continuous improvement rather than isolated episodes of success. Fullan (2016) argues that lasting educational improvement emerges from collaborative cultures, shared moral purpose, capacity building, and collective professional responsibility. Educational institutions that cultivate these characteristics are more likely to sustain quality teaching, learner achievement, organizational learning, and institutional effectiveness despite changing educational demands.

Organizational culture also plays a significant role in sustaining institutional achievement. Schein and Schein (2021) contend that shared values, beliefs, assumptions, and behavioural norms shape organizational adaptability and long-term performance. Institutions characterized by positive organizational cultures generally demonstrate stronger resilience, improved employee commitment, greater innovation, and enhanced organizational stability. Similarly, learning organizations continuously generate new knowledge, reflect upon experience, and adapt institutional practices in response to emerging challenges (Senge, 2006).

Increasingly, sustainable institutional achievement is viewed as a multidimensional construct encompassing organizational resilience, stakeholder satisfaction, ethical governance, responsible resource utilization, innovation, adaptability, social responsibility, and continuous organizational learning (OECD, 2023). This broader perspective reflects the understanding that institutional success cannot be maintained through financial or operational performance alone but requires behavioural, relational, and cultural capacities that strengthen institutional continuity across generations of leadership and membership.

Despite this growing body of scholarship, existing literature has largely concentrated on leadership practices, strategic planning, organizational structures, governance systems, resource management, innovation, and organizational culture as the principal determinants of sustainable institutional achievement. Comparatively limited attention has been devoted to identifying the fundamental behavioural traits that consistently sustain these organizational capacities over time. Consequently, the behavioural foundations underpinning sustainable institutional achievement remain insufficiently conceptualized within existing organizational literature.

The Modern Geese Theory addresses this conceptual limitation by proposing that sustainable institutional achievement is fundamentally rooted in two behavioural traits:



unity and critical concern. The theory argues that institutions sustain achievement when members remain united in pursuing common objectives while simultaneously exercising continuous vigilance, mutual support, shared responsibility, and constructive accountability. These behaviours strengthen institutional resilience, improve collective decision-making, reinforce organizational commitment, and enhance the institution's ability to adapt successfully to changing circumstances.

Accordingly, the Modern Geese Theory defines sustainable institutional achievement as:

- the continuous realization, preservation, and advancement of institutional goals through enduring unity, critical concern, responsible leadership, organizational resilience, adaptability, and collective commitment that promote long-term institutional effectiveness and development.
- Unlike conventional perspectives that primarily emphasize strategic, structural, or managerial determinants of institutional success, the Modern Geese Theory positions behavioural cohesion as the foundational mechanism through which sustainable institutional achievement is realized and maintained.

Critical Synthesis

The reviewed literature consistently recognizes sustainable institutional achievement as a multidimensional outcome characterized by resilience, adaptability, effectiveness, innovation, stakeholder confidence, and continuous improvement. However, the literature predominantly explains these outcomes through leadership, governance, organizational culture, strategic management, and resource utilization. Less attention has been given to the behavioural conditions that enable these institutional capabilities to flourish. The Modern Geese Theory contributes to this discourse by proposing that unity and critical concern constitute the primary behavioural foundation upon which sustainable institutional achievement is built, sustained, and continuously strengthened.

4. Existing Theories Related to the Modern Geese Theory

The development of organizational and leadership theories has significantly enhanced scholarly understanding of institutional effectiveness, organizational behaviour, teamwork, leadership, and sustainable development. Numerous theories explain how institutions function, how leaders influence followers, and how organizational members cooperate to achieve collective objectives. However, no single theory comprehensively conceptualizes unity and critical concern as the two fundamental behavioural traits upon which sustainable institutional achievement depends. The Modern Geese Theory builds upon these theoretical traditions while offering a distinct philosophical and conceptual contribution.



Systems Theory

General Systems Theory, developed by Bertalanffy (1968), views organizations as open systems composed of interdependent components that interact to achieve common objectives. The theory argues that the effectiveness of the whole depends upon the harmonious functioning of its constituent parts. Organizational success therefore requires coordination, interaction, and balance among various subsystems.

Systems Theory provides an important foundation for understanding institutional interdependence because it emphasizes that organizations cannot function effectively when individual units operate in isolation. This perspective aligns with the Modern Geese Theory's recognition that institutional members must function collectively rather than independently.

Nevertheless, Systems Theory primarily explains structural interdependence and organizational interaction. It does not explicitly identify the behavioural qualities that sustain cooperation among institutional members. The Modern Geese Theory extends Systems Theory by proposing that unity and critical concern constitute the behavioural mechanisms through which organizational interdependence is translated into sustainable institutional achievement.

Human Relations Theory

The Human Relations Theory emerged largely through Elton Mayo's Hawthorne Studies, which demonstrated that employee motivation, social interaction, participation, and interpersonal relationships significantly influence organizational performance (Mayo, 1933). The theory shifted organizational thinking away from purely mechanistic management toward recognition of the human dimension of work. Human Relations Theory contributed significantly to understanding organizational cooperation and employee morale. It established that institutions perform more effectively when employees experience belongingness, recognition, and supportive interpersonal relationships.

However, the theory primarily emphasizes interpersonal satisfaction and motivation without conceptualizing organizational vigilance, collective accountability, or proactive institutional responsibility. The Modern Geese Theory extends this perspective by introducing critical concern as an institutional behaviour that requires continuous attentiveness to colleagues, organizational challenges, and collective institutional welfare.



Transformational Leadership Theory

Burns (1978) introduced Transformational Leadership Theory, later expanded by Bass (1985), to explain how visionary leaders inspire followers to pursue organizational goals beyond personal interests. Transformational leadership emphasizes inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration.

The theory has substantially influenced organizational leadership research by demonstrating the importance of visionary leadership, organizational commitment, and employee empowerment. Institutions led by transformational leaders frequently demonstrate improved innovation, organizational learning, and employee motivation. Despite these strengths, Transformational Leadership Theory remains principally leader-centred. The Modern Geese Theory differs by arguing that sustainable institutional achievement cannot depend exclusively upon leadership behaviour. Instead, every institutional member shares responsibility for maintaining unity and demonstrating critical concern, thereby distributing responsibility for institutional success throughout the organization.

Servant Leadership Theory

Greenleaf (1977) proposed Servant Leadership Theory on the premise that effective leadership begins with serving others. Servant leaders prioritize follower development, ethical conduct, empathy, stewardship, and community building. Subsequent research has consistently demonstrated positive relationships between servant leadership and organizational commitment, employee engagement, trust, and institutional effectiveness (Canavesi & Minelli, 2022).

The Modern Geese Theory shares servant leadership's emphasis on care, service, and responsibility toward others. However, it differs fundamentally by extending these behavioural expectations beyond formal leaders. Within the Modern Geese Theory, critical concern is not restricted to leadership behaviour but is understood as a collective institutional responsibility expected of every organizational member.

Social Interdependence Theory

Social Interdependence Theory, initially proposed by Deutsch (1949) and further developed by Johnson and Johnson (2009), argues that positive interdependence encourages cooperation, trust, mutual assistance, and collective achievement, whereas negative interdependence promotes competition and conflict.



The theory provides valuable insight into teamwork, cooperative learning, and collaborative institutional behaviour. It explains how positive relationships improve organizational outcomes and collective effectiveness.

Nevertheless, Social Interdependence Theory primarily explains patterns of interaction among individuals rather than identifying the behavioural traits necessary for sustaining institutional achievement over time. The Modern Geese Theory complements this perspective by identifying unity and critical concern as enduring behavioural foundations that sustain institutional cooperation across changing organizational circumstances.

Organizational Learning Theory

Senge's (2006) Organizational Learning Theory argues that successful institutions continuously learn, adapt, innovate, and improve through systems thinking, shared vision, team learning, mental models, and personal mastery. Learning organizations remain resilient because they respond effectively to changing environmental conditions.

The Modern Geese Theory supports these principles but contends that continuous institutional learning depends fundamentally upon organizational behaviours that encourage collective commitment and mutual responsibility. Unity provides the shared direction necessary for organizational learning, while critical concern encourages members to identify challenges early, support one another, and respond constructively to emerging institutional problems.

Organizational Culture Theory

Schein and Schein (2021) argue that organizational culture consists of shared assumptions, beliefs, values, and norms that influence organizational behaviour and institutional performance. Strong organizational cultures promote cohesion, commitment, adaptability, and organizational stability.

Organizational Culture Theory explains how institutional values shape organizational behaviour. However, it does not explicitly distinguish the specific behavioural traits most fundamental for sustaining institutional achievement.

The Modern Geese Theory complements Organizational Culture Theory by proposing that organizational cultures become sustainable when they intentionally cultivate unity and critical concern as shared institutional values and everyday behavioural practices. Critical Comparative Analysis: Collectively, these theories have made profound contributions to organizational scholarship by explaining leadership, cooperation,



motivation, organizational systems, culture, learning, and institutional effectiveness. Each provides valuable insights into particular dimensions of organizational behaviour. However, a comparative analysis reveals that they predominantly emphasize structures, leaders, organizational processes, motivation, learning, or interpersonal relationships. None explicitly conceptualizes unity and critical concern as the two foundational behavioural traits that jointly sustain institutional achievement across different organizational contexts.

The Modern Geese Theory therefore does not reject these theories. Rather, it synthesizes relevant insights from each while advancing a distinctive philosophical proposition. Drawing inspiration from the coordinated migration of geese, the theory argues that sustainable institutional achievement emerges when institutional members remain united in purpose and consistently demonstrate critical concern through vigilance, mutual support, constructive accountability, shared responsibility, and timely intervention. In doing so, the Modern Geese Theory broadens existing organizational scholarship by introducing a behavioural framework that complements, rather than replaces, established theories.

5. Theoretical Gap

The preceding literature demonstrates that organizational and leadership scholars have made substantial contributions toward understanding institutional effectiveness, cooperation, leadership, organizational culture, teamwork, organizational learning, and sustainable organizational performance. The reviewed theories collectively establish that institutions function more effectively when members collaborate, communicate, trust one another, and pursue common organizational objectives. Similarly, contemporary scholarship recognizes the importance of organizational commitment, servant leadership, organizational citizenship behaviour, social interdependence, and organizational learning in promoting institutional success (Barnard, 1938; Greenleaf, 1977; Senge, 2006; Schein & Schein, 2021).

The literature further demonstrates that sustainable institutional achievement is a multidimensional construct influenced by leadership effectiveness, organizational structures, strategic management, governance, institutional culture, employee engagement, stakeholder participation, innovation, and organizational adaptability (Fullan, 2016; Robbins & Judge, 2023). These perspectives have significantly advanced scholarly understanding of organizational behaviour and institutional development while providing valuable guidance for organizational practice.

Notwithstanding these important contributions, the reviewed literature reveals an important conceptual limitation. Existing theories generally examine organizational



effectiveness through the lenses of leadership behaviour, organizational systems, management processes, organizational culture, cooperation, motivation, or collaborative learning. Although these perspectives recognize the importance of working together, they do not explicitly conceptualize unity and critical concern as the two fundamental behavioural traits that jointly underpin sustainable institutional achievement across diverse organizational contexts.

Furthermore, existing scholarship tends to examine cooperation, organizational citizenship, servant leadership, teamwork, stewardship, organizational commitment, and supportive organizational behaviour as independent or complementary constructs. Consequently, the literature provides limited theoretical integration of these behavioural dimensions into a single philosophical framework capable of explaining how institutions sustain achievement through continuous collective commitment and shared institutional responsibility.

A further gap identified in the literature concerns the limited application of behavioural analogies from nature in organizational theory development. Although biomimicry has contributed significantly to scientific innovation and organizational thinking (Benyus, 1997), comparatively little attention has been devoted to developing comprehensive organizational theories inspired by the coordinated behavioural characteristics of migratory geese. Existing organizational literature rarely synthesizes the flock's behavioural patterns—shared direction, rotational leadership, continuous communication, mutual protection, collective responsibility, and adaptive cooperation—into a coherent theoretical explanation of sustainable institutional achievement.

The Modern Geese Theory addresses these conceptual limitations by proposing that unity and critical concern constitute the two fundamental behavioural traits that sustain institutional achievement. Unlike existing theories that primarily emphasize leaders, structures, systems, or organizational processes, the Modern Geese Theory focuses on the behavioural responsibilities shared by all institutional members. The theory argues that sustainable institutional achievement is realized when institutional members remain united in pursuing common goals while simultaneously demonstrating critical concern through vigilance, proactive support, constructive accountability, shared responsibility, and timely intervention whenever institutional effectiveness is threatened.

The theory therefore contributes to organizational scholarship in three important ways. First, it introduces critical concern as a distinct theoretical construct within organizational and institutional studies. Second, it integrates unity and critical concern



into a unified philosophical and conceptual framework for sustainable institutional achievement. Third, it extends organizational theory by drawing systematically upon the observable behavioural characteristics of migratory geese to explain how collective behaviour contributes to enduring institutional success across educational, governmental, business, healthcare, faith-based, and community organizations.

Accordingly, the theoretical and conceptual gaps identified in the literature provide the scholarly justification for the development of the Modern Geese Theory. The theory complements existing organizational and leadership theories by offering a new behavioural perspective through which sustainable institutional achievement may be understood, strengthened, empirically examined, and applied across diverse institutional contexts.

Critical Synthesis

The literature review confirms that substantial progress has been made in explaining institutional effectiveness through leadership, management, organizational culture, systems, cooperation, and organizational learning. However, no reviewed theory explicitly identifies unity and critical concern as the two foundational behavioural traits that collectively sustain institutional achievement. This unresolved conceptual gap forms the intellectual basis for the Modern Geese Theory. By integrating these behavioural constructs into a coherent philosophical and conceptual framework inspired by the coordinated behaviour of migratory geese, the theory advances organizational scholarship while providing a practical framework for strengthening sustainable institutional achievement.

III. Methodology

1. Research Design

The Modern Geese Theory was developed using a philosophical and conceptual research design. Conceptual research focuses on the systematic development, refinement, and integration of concepts to generate new theoretical knowledge rather than collecting primary empirical data (Jabareen, 2009). Philosophical inquiry complements conceptual research by employing logical reasoning, critical reflection, and systematic analysis to explain phenomena and construct coherent theoretical frameworks (Crotty, 1998).

The selection of this design was guided by the purpose of the study, which was to formulate a new organizational theory explaining how unity and critical concern contribute to sustainable institutional achievement. Unlike empirical research designs that seek to test hypotheses through quantitative or qualitative data collection, conceptual and philosophical research seeks to synthesize existing knowledge, examine



relationships among concepts, identify theoretical gaps, and develop original theoretical explanations capable of guiding future research and institutional practice (Jaakkola, 2020).

The design enabled the researcher to examine organizational and leadership literature, analyse behavioural observations of migratory geese, compare existing theoretical perspectives, and integrate these diverse sources into a coherent philosophical framework. This approach ensured that the Modern Geese Theory was developed through systematic scholarly reasoning rather than subjective opinion or isolated observation.

The philosophical and conceptual design was therefore appropriate because it facilitated the development of a theory that is conceptually coherent, logically defensible, and applicable across diverse institutional settings while also providing a foundation for future empirical validation.

Critical Methodological Justification

The adoption of a philosophical and conceptual research design reflects the nature of theory development itself. The purpose of the present study was not to measure organizational variables or establish statistical relationships but to construct a new theoretical explanation capable of advancing organizational scholarship. Consequently, conceptual analysis, philosophical reasoning, synthesis of existing literature, and behavioural interpretation provided a more appropriate methodological foundation than conventional empirical research designs.

2. Philosophical Foundation

The Modern Geese Theory is founded on a philosophical perspective that recognizes institutions as dynamic social systems whose sustainability depends not only on formal structures, policies, and resources but also on the behavioural qualities demonstrated by their members. The theory assumes that sustainable institutional achievement emerges from the interaction between individual commitment and collective responsibility, with unity and critical concern serving as the behavioural foundations that sustain institutional effectiveness. Accordingly, the philosophical foundation of the theory is articulated through its ontological, epistemological, and axiological assumptions.

Ontological Foundation

Ontology concerns the nature of reality and the phenomena that exist independently of human interpretation (Crotty, 1998). The ontological position of the Modern Geese Theory is that institutions are real, living social systems composed of individuals whose



interactions shape organizational outcomes. Institutional achievement is therefore viewed as an emergent reality resulting from continuous behavioural interaction rather than merely from organizational structures or administrative procedures.

The theory further assumes that unity and critical concern are objective and observable behavioural realities that exist within institutions and influence their long-term effectiveness. These behaviours are not abstract ideals but practical institutional characteristics that can be demonstrated, cultivated, and strengthened through collective organizational practice.

Drawing inspiration from the observable behaviour of migratory geese, the theory recognizes that coordinated behaviour, mutual vigilance, shared responsibility, adaptive leadership, and collective commitment contribute to the survival and success of social groups. Similarly, institutions achieve sustainable success when these behavioural realities are intentionally nurtured among their members. Thus, the ontological position of the Modern Geese Theory affirms that sustainable institutional achievement is rooted in real and observable patterns of collective human behaviour.

Epistemological Foundation

Epistemology concerns the nature, sources, and validation of knowledge (Crotty, 1998). The Modern Geese Theory adopts a constructivist and interpretivist epistemological orientation, recognizing that theoretical knowledge is developed through systematic observation, critical reflection, conceptual analysis, logical reasoning, and synthesis of existing scholarship.

Knowledge underpinning the Modern Geese Theory was derived from multiple complementary sources. These include observations of the coordinated behavioural characteristics of migratory geese, critical examination of organizational and leadership literature, comparative analysis of established theories, and philosophical reasoning concerning institutional behaviour and sustainable achievement. Rather than relying upon a single source of knowledge, the theory integrates empirical observations from nature with established scholarly knowledge to produce a coherent conceptual explanation.

The theory therefore maintains that understanding sustainable institutional achievement requires more than statistical measurement. It also requires thoughtful interpretation of behavioural patterns, conceptual integration, and philosophical reflection capable of explaining how institutions function and why certain behaviours consistently contribute to enduring organizational success.



Axiological Foundation

Axiology concerns the values and ethical principles that guide inquiry and human behaviour (Creswell & Creswell, 2023). The Modern Geese Theory is grounded in values that promote collective responsibility, mutual respect, cooperation, integrity, accountability, compassion, and commitment to the common good. These values provide the ethical foundation upon which unity and critical concern are exercised within institutions.

The theory assumes that sustainable institutional achievement cannot be separated from ethical organizational behaviour. Institutions flourish when members value one another, demonstrate honesty, support colleagues, respect diversity, uphold shared responsibilities, and place institutional welfare above individual self-interest. Consequently, unity and critical concern are not only behavioural constructs but also ethical commitments that guide responsible institutional practice.

The behavioural characteristics of migratory geese illustrate these values through coordinated movement, shared leadership, continuous communication, mutual protection, and unwavering commitment to collective survival. Although human institutions are more complex than animal societies, these observable behaviours provide valuable philosophical insights into the ethical principles that support sustainable organizational achievement.

Accordingly, the Modern Geese Theory affirms that sustainable institutional achievement is achieved most effectively when organizational behaviour is guided by ethical values that strengthen collaboration, responsibility, trust, and collective institutional commitment.

Critical Philosophical Synthesis

The ontological, epistemological, and axiological foundations collectively provide the philosophical basis for the Modern Geese Theory. Ontologically, the theory recognizes unity and critical concern as observable behavioural realities within institutional life. Epistemologically, it explains that knowledge of these realities emerges through systematic observation, conceptual analysis, philosophical reasoning, and synthesis of existing scholarship. Axiologically, it affirms that ethical values such as cooperation, responsibility, integrity, mutual respect, and collective commitment provide the moral foundation upon which sustainable institutional achievement is built.

Together, these philosophical assumptions establish the Modern Geese Theory as a coherent philosophical and conceptual framework capable of explaining how



behavioural values influence long-term institutional success across diverse organizational settings.

3. Philosophical Assumptions of the Modern Geese Theory

The Modern Geese Theory is founded upon a set of philosophical assumptions that explain the behavioural principles underlying sustainable institutional achievement. These assumptions are derived from philosophical reflection, conceptual analysis, observations of migratory geese, and synthesis of organizational and leadership scholarship. Together, they establish the intellectual foundation upon which the theory is developed.

Assumption 1: Institutions are sustained through collective rather than isolated effort.

The Modern Geese Theory assumes that sustainable institutional achievement cannot be realized through the efforts of a single individual, regardless of position or authority. Institutions achieve enduring success when members work collectively toward shared objectives through coordinated action, mutual trust, and shared responsibility. This assumption recognizes institutions as cooperative social systems whose effectiveness depends upon collective participation rather than individual accomplishment.

Assumption 2: Unity is the behavioural foundation of coordinated institutional action.

The theory assumes that unity provides the common direction through which institutional members align their efforts toward shared goals. Without unity, institutional resources, leadership, and strategic plans become fragmented, reducing organizational effectiveness and long-term sustainability. Unity therefore serves as the behavioural force that integrates institutional members into a cohesive and purpose-driven community.

Assumption 3: Critical concern sustains institutional resilience and continuity.

The Modern Geese Theory assumes that institutions remain resilient when members continuously demonstrate vigilance, mutual support, constructive accountability, shared responsibility, and timely intervention. Critical concern enables institutions to identify emerging challenges, support vulnerable members, correct deviations, and maintain collective progress despite changing organizational circumstances.

Assumption 4: Sustainable institutional achievement is behavioural before it is structural.

The theory assumes that organizational structures, policies, technologies, and resources alone cannot guarantee sustainable institutional achievement. Rather, these institutional



arrangements become effective only when supported by behavioural qualities that encourage cooperation, responsibility, ethical conduct, and commitment to shared institutional goals. Consequently, behavioural excellence precedes sustained organizational excellence.

Assumption 5: Leadership is a shared institutional responsibility.

Unlike theories that primarily associate institutional success with formal leadership positions, the Modern Geese Theory assumes that every institutional member contributes to leadership through responsible participation, mutual encouragement, constructive accountability, and commitment to institutional objectives. Leadership therefore becomes a distributed behavioural responsibility rather than the exclusive function of designated leaders.

Assumption 6: Institutional adaptability depends upon collective learning and shared responsibility.

The theory assumes that institutions operate within continuously changing environments requiring learning, innovation, and adaptation. Sustainable achievement therefore depends upon members who willingly share knowledge, learn collectively, support one another, and respond constructively to emerging organizational challenges. Institutions characterized by unity and critical concern are consequently better positioned to adapt successfully to change.

Assumption 7: Behaviour observed in nature can provide legitimate philosophical insights for organizational theory development.

The Modern Geese Theory assumes that carefully interpreted behavioural patterns observed in nature may provide valuable analogies for understanding human organizations. The coordinated migration, shared leadership, continuous communication, and mutual support demonstrated by geese offer philosophical insights into behaviours that may strengthen institutional effectiveness. The theory does not suggest that human institutions are identical to animal societies; rather, it proposes that natural behavioural systems can inspire conceptual frameworks capable of enriching organizational scholarship.

Critical Synthesis

Collectively, these assumptions establish the philosophical architecture of the Modern Geese Theory. They affirm that sustainable institutional achievement is fundamentally behavioural, collaborative, ethical, and adaptive. They also distinguish the Modern Geese Theory from many 3.3 Philosophical Assumptions of the Modern Geese Theory. The Modern Geese Theory is founded upon a set of philosophical assumptions that explain the behavioural principles underlying sustainable institutional achievement.



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Critical Synthesis

Collectively, these assumptions establish the philosophical architecture of the Modern Geese Theory. They affirm that sustainable institutional achievement is fundamentally behavioural, collaborative, ethical, and adaptive. They also distinguish the Modern Geese Theory from many existing organizational theories by emphasizing that unity and critical concern are not merely desirable organizational characteristics but the behavioural conditions through which institutions achieve enduring success. These assumptions therefore provide the conceptual bridge between the philosophical foundations of the study and the systematic development of the Modern Geese Theory.



4. Theory Development Procedure

The Modern Geese Theory was developed through a systematic and iterative process of philosophical inquiry, conceptual analysis, critical literature synthesis, behavioural observation, and logical reasoning. Rather than emerging from isolated intuition, the theory evolved through a structured sequence of scholarly activities that progressively transformed observations and concepts into a coherent philosophical and conceptual framework. The procedure adopted ensured methodological rigor, conceptual clarity, and theoretical coherence.

Identification of the Institutional Problem

The first stage involved identifying a persistent challenge within contemporary institutions. A review of organizational, leadership, and institutional literature revealed that many institutions continue to experience fragmented teamwork, weak collaboration, declining collective responsibility, ineffective communication, and limited mutual support despite advances in management theory, leadership practice, and organizational governance (Fullan, 2016; Robbins & Judge, 2023). This observation raised the fundamental question of whether existing theories had sufficiently explained the behavioural foundations of sustainable institutional achievement.

Observation of the Behavioural Characteristics of Migratory Geese

The second stage involved philosophical observation and interpretation of the behavioural characteristics exhibited by migratory geese. Existing ornithological literature demonstrates that geese maintain coordinated V-formations, rotate leadership positions, communicate continuously through vocal signals, support injured members, and remain committed to collective migration objectives (Portugal et al., 2014; Raveling, 1969).

These observable behavioural characteristics were not adopted as direct prescriptions for human organizations but were interpreted as natural analogies capable of inspiring conceptual understanding of collective institutional behaviour. The observed behaviours suggested that long-term collective success depends upon sustained unity and continuous concern for the welfare of the group.

Critical Review and Synthesis of Existing Scholarship

The third stage involved an extensive review of organizational, leadership, management, behavioural, and institutional literature. The review examined classical and contemporary theories, including Systems Theory, Human Relations Theory, Transformational Leadership Theory, Servant Leadership Theory, Social



Interdependence Theory, Organizational Learning Theory, and Organizational Culture Theory.

The purpose of this review was not only to summarize previous scholarship but also to critically evaluate its strengths, identify areas of convergence and divergence, and determine conceptual gaps requiring further theoretical development. This process ensured that the Modern Geese Theory was grounded in established scholarship while making an original contribution.

Identification of the Conceptual and Theoretical Gap

The fourth stage involved synthesizing the reviewed literature to determine unresolved conceptual issues. Although existing theories explain leadership, cooperation, organizational learning, organizational culture, and institutional effectiveness, none explicitly conceptualizes unity and critical concern as the two fundamental behavioural traits that collectively sustain institutional achievement.

The identification of this theoretical gap provided the scholarly justification for developing a new philosophical and conceptual framework.

Development of the Core Constructs

The fifth stage involved identifying and refining the principal constructs of the Modern Geese Theory. Through conceptual analysis, two independent behavioural constructs were established:

- Unity
- Critical Concern

These constructs were then conceptually linked to the dependent construct:

- Sustainable Institutional Achievement

Each construct was carefully defined, distinguished from related concepts, and supported through relevant organizational literature before being integrated into the proposed theoretical framework.

Formulation of the Central Proposition

Following conceptual refinement, the principal constructs were integrated into a single theoretical proposition expressing the central philosophical position of the theory.

The resulting proposition states:

- The Modern Geese Theory contends that unity and critical concern are fundamental traits for sustainable institutional achievement.



- This proposition became the central organizing principle from which the philosophical assumptions, theoretical propositions, conceptual framework, and practical applications of the theory were subsequently derived.

Development of the Philosophical Framework

The seventh stage involved integrating the philosophical assumptions, conceptual definitions, theoretical relationships, and behavioural interpretations into a coherent philosophical framework. This framework established the ontological, epistemological, and axiological foundations of the theory while clarifying the behavioural relationships among its principal constructs.

The framework also demonstrated how behavioural observations derived from migratory geese could be translated into institutional principles applicable across educational, governmental, business, healthcare, community, and faith-based organizations.

Validation Through Scholarly Consistency

The final stage involved evaluating the internal consistency of the theory by comparing its assumptions, concepts, propositions, and philosophical foundations with existing organizational scholarship. Particular attention was given to conceptual coherence, logical consistency, originality, applicability, and alignment with established organizational knowledge.

Rather than seeking empirical validation at this stage, the emphasis was placed upon ensuring that the theory constitutes a logically defensible and philosophically coherent contribution capable of guiding future empirical investigation and institutional practice.

Methodological Synthesis

The development of the Modern Geese Theory followed a systematic progression from problem identification to theoretical formulation. Each stage contributed to strengthening the conceptual coherence, philosophical integrity, and scholarly credibility of the theory. By integrating behavioural observation, conceptual analysis, critical literature review, philosophical reasoning, and logical synthesis, the study produced a comprehensive theoretical framework that advances organizational scholarship while providing practical guidance for sustainable institutional achievement.

5. Sources of Evidence for Theory Development

The development of the Modern Geese Theory was informed by multiple complementary sources of evidence to ensure conceptual rigor, philosophical



coherence, and scholarly credibility. Rather than relying on a single source of knowledge, the theory integrates evidence from behavioural observations of migratory geese, established scholarly literature, philosophical and conceptual reasoning, and comparative theoretical analysis. The integration of these sources provided a comprehensive foundation for constructing a theory capable of explaining sustainable institutional achievement across diverse organizational settings.

Behavioural Observations of Migratory Geese

The primary source of inspiration for the Modern Geese Theory was the observable behavioural characteristics of migratory geese. Scientific studies have documented that geese demonstrate highly coordinated collective behaviours, including maintaining V-formations during migration, rotating leadership responsibilities, communicating continuously through vocal signals, supporting injured members, and sustaining collective movement toward a common destination (Portugal et al., 2014; Raveling, 1969).

These behavioural characteristics were interpreted philosophically rather than mechanically replicated. The study did not assume that human institutions operate identically to animal societies. Instead, the observed behaviours provided natural analogies from which broader organizational principles could be derived. Through conceptual interpretation, these behaviours informed the development of the two principal constructs of the Modern Geese Theory: unity and critical concern.

Scholarly Literature

A second source of evidence comprised classical and contemporary scholarly literature in organizational studies, leadership, management, education, behavioural science, and institutional development. The literature provided conceptual definitions, theoretical explanations, empirical findings, and methodological guidance that informed the development of the theory.

Classical scholars such as Barnard (1938), Fayol (1949), and Mayo (1933) provided foundational perspectives on cooperation, administration, and human relations, while contemporary scholars including Fullan (2016), Northouse (2022), Robbins and Judge (2023), Schein and Schein (2021), and Senge (2006) contributed current perspectives on leadership, organizational behaviour, institutional culture, and sustainable organizational development. This body of scholarship ensured that the Modern Geese Theory was firmly grounded in established academic knowledge while addressing identified conceptual gaps.



Philosophical and Conceptual Reasoning

The third source of evidence consisted of philosophical inquiry and conceptual reasoning. Philosophical reasoning enabled critical reflection on the nature of institutions, organizational behaviour, collective responsibility, and sustainable achievement. Conceptual analysis facilitated the identification, clarification, comparison, refinement, and integration of key constructs into a coherent theoretical framework (Jabareen, 2009).

Through this process, the concepts of unity, critical concern, and sustainable institutional achievement were systematically defined and logically related to one another. Philosophical inquiry also supported the formulation of the theory's assumptions, central proposition, and conceptual relationships, thereby ensuring internal consistency and theoretical coherence.

Comparative Analysis of Existing Theories

The fourth source of evidence involved a systematic comparison of existing organizational and leadership theories. Systems Theory, Human Relations Theory, Transformational Leadership Theory, Servant Leadership Theory, Social Interdependence Theory, Organizational Learning Theory, and Organizational Culture Theory were critically examined to identify their contributions and limitations concerning sustainable institutional achievement.

The comparative analysis revealed substantial agreement regarding the importance of cooperation, leadership, organizational learning, and institutional culture. However, it also demonstrated that existing theories do not explicitly integrate unity and critical concern into a unified behavioural framework for explaining sustainable institutional achievement. This finding provided the theoretical justification for developing the Modern Geese Theory.

Logical Synthesis of Evidence

The final source of evidence involved the logical synthesis of all preceding sources. Behavioural observations, scholarly literature, philosophical reasoning, and comparative theoretical analysis were integrated into a unified conceptual framework through systematic reasoning and critical interpretation. This synthesis enabled the researcher to move beyond isolated concepts and formulate a coherent theory explaining how unity and critical concern function collectively to promote sustainable institutional achievement.



The synthesis process also ensured that each component of the Modern Geese Theory was logically connected to the others, thereby strengthening the theory's internal consistency, conceptual clarity, and applicability across multiple institutional contexts.

Methodological Synthesis

The Modern Geese Theory was developed through the convergence of diverse but complementary sources of evidence. Behavioural observations provided the natural inspiration, scholarly literature established the academic foundation, philosophical reasoning facilitated conceptual refinement, comparative theoretical analysis identified the scholarly gap, and logical synthesis integrated these elements into a coherent philosophical and conceptual framework. Collectively, these sources ensured that the Modern Geese Theory represents a systematic, evidence-informed, and academically grounded contribution to organizational and institutional scholarship.

6. Criteria for Evaluating the Modern Geese Theory

The credibility and usefulness of a theory depend upon its ability to satisfy accepted standards of scholarly theory development. Well-developed theories should demonstrate conceptual clarity, logical consistency, coherence, originality, explanatory capacity, practical applicability, and the potential to stimulate future empirical inquiry (Dubin, 1978; Whetten, 1989; Gregor, 2006). Accordingly, the Modern Geese Theory was evaluated against these widely recognized criteria to ensure that it constitutes a rigorous philosophical and conceptual contribution to organizational scholarship.

Conceptual Clarity

Conceptual clarity requires that the principal constructs of a theory be clearly defined and logically distinguished from related concepts (Whetten, 1989). The Modern Geese Theory satisfies this criterion by providing explicit definitions of unity, critical concern, and sustainable institutional achievement. Each construct is conceptually differentiated while remaining logically interconnected within the overall framework of the theory. This clarity reduces conceptual ambiguity and enhances scholarly understanding and practical application.

Logical Consistency

A sound theory should demonstrate internal logical consistency, meaning that its assumptions, propositions, and conclusions are free from contradiction (Dubin, 1978). The Modern Geese Theory was developed through systematic philosophical reasoning, ensuring that its assumptions align with its central proposition and that its conceptual relationships remain coherent throughout the framework. Every component of the theory contributes logically to explaining how unity and critical concern promote sustainable institutional achievement.



Theoretical Coherence

Theoretical coherence refers to the degree to which the various components of a theory complement one another to provide a unified explanation of a phenomenon (Gregor, 2006). The Modern Geese Theory integrates behavioural observations, philosophical assumptions, conceptual analysis, and organizational scholarship into a single explanatory framework. The relationship among the independent constructs (unity and critical concern) and the dependent construct (sustainable institutional achievement) remains consistent across all sections of the theory, thereby enhancing its overall coherence.

Originality

Originality is an essential criterion for theory development because a new theory should contribute knowledge beyond existing scholarship (Corley & Gioia, 2011). The Modern Geese Theory introduces critical concern as a distinct organizational construct and integrates it with unity into a unified behavioural framework for explaining sustainable institutional achievement. While drawing upon established organizational scholarship, the theory advances a new philosophical perspective inspired by the coordinated behavioural characteristics of migratory geese. This contribution differentiates the theory from existing leadership, management, and organizational theories.

Explanatory Power

An effective theory should provide a convincing explanation of the phenomenon it seeks to address (Gregor, 2006). The Modern Geese Theory explains sustainable institutional achievement by identifying the behavioural mechanisms through which institutions strengthen collective commitment, organizational resilience, mutual accountability, adaptive capacity, and long-term effectiveness. The theory therefore extends existing explanations that primarily emphasize leadership, structures, or organizational processes by focusing on the behavioural foundations of institutional sustainability.

Practical Applicability

The usefulness of a theory depends upon its applicability in real organizational settings (Whetten, 1989). The Modern Geese Theory is intentionally designed to be applicable across educational institutions, business organizations, government agencies, healthcare institutions, non-governmental organizations, faith-based organizations, community organizations, and other institutions where collective human behaviour influences organizational success. Its behavioural principles can guide leadership practice, organizational development, policy formulation, institutional capacity building, and professional training.



Potential for Empirical Validation

Although the Modern Geese Theory is philosophical and conceptual in nature, it has been formulated to facilitate future empirical investigation. The theory's principal constructs are conceptually defined and capable of operationalization within quantitative, qualitative, or mixed-methods research designs. Researchers may therefore examine the relationships among unity, critical concern, and sustainable institutional achievement in different institutional contexts using appropriate empirical methodologies. This capacity for empirical validation strengthens both the scientific relevance and the long-term development of the theory.

Methodological Evaluation

The evaluation demonstrates that the Modern Geese Theory satisfies the principal criteria commonly associated with rigorous theory development. The theory possesses conceptual clarity, internal logical consistency, theoretical coherence, originality, explanatory capacity, practical applicability, and potential for empirical investigation. These qualities collectively strengthen its scholarly credibility and support its contribution to organizational and institutional studies.

IV. Presentation of the Modern Geese Theory

The Modern Geese Theory is presented as a philosophical and conceptual framework explaining how unity and critical concern function as the fundamental behavioural traits that promote sustainable institutional achievement. The theory was developed through philosophical inquiry, conceptual analysis, systematic review of organizational scholarship, behavioural observations of migratory geese, and logical synthesis. It provides a behavioural explanation of institutional sustainability by demonstrating that enduring organizational achievement depends not only on leadership, organizational structures, or strategic management but also on the collective behaviours consistently demonstrated by institutional members.

The theory draws philosophical inspiration from the coordinated migration of geese, whose observable behaviours illustrate cooperation, shared direction, adaptive leadership, mutual vigilance, collective responsibility, and unwavering commitment to common objectives. These behavioural characteristics provide a conceptual analogy through which human institutions may better understand the behavioural conditions necessary for achieving and sustaining organizational success.

The Modern Geese Theory therefore proposes that institutions become stronger, more resilient, and more sustainable when their members remain united in purpose while



simultaneously demonstrating critical concern through vigilance, mutual support, constructive accountability, shared responsibility, and timely intervention. These behavioural traits strengthen institutional cohesion, improve organizational adaptability, reinforce collective commitment, and enhance the institution's capacity to achieve its mission over time.

Unlike many organizational theories that concentrate primarily on leadership behaviour, organizational systems, or managerial processes, the Modern Geese Theory focuses on the behavioural responsibilities shared collectively by all institutional members. Sustainable institutional achievement is therefore understood as a behavioural outcome emerging from coordinated institutional relationships rather than solely from administrative authority or organizational structures.

The theory is applicable across educational institutions, business organizations, government agencies, healthcare institutions, faith-based organizations, community organizations, non-governmental organizations, and other organizational settings where collective human behaviour significantly influences institutional effectiveness. Consequently, the Modern Geese Theory provides both a philosophical explanation and a practical behavioural framework capable of guiding organizational leadership, institutional development, policy implementation, and future empirical investigation.

1. Core Constructs of the Modern Geese Theory

The Modern Geese Theory is built upon three principal constructs that collectively explain sustainable institutional achievement. These constructs represent the conceptual pillars of the theory and define the behavioural relationships through which institutions attain long-term effectiveness.

Unity

Within the Modern Geese Theory, unity represents the deliberate, continuous, and collective commitment of institutional members to pursue shared organizational goals through cooperation, coordination, mutual trust, common purpose, and collective responsibility. Unity enables institutional members to align their efforts, minimize fragmentation, strengthen communication, and promote coordinated institutional action.

The theory recognizes unity as the behavioural force that integrates individual efforts into collective institutional achievement. Just as migratory geese maintain formation through coordinated movement toward a common destination, institutions sustain effectiveness when members remain committed to shared organizational objectives despite changing internal and external circumstances.



Critical Concern

Critical concern constitutes the second and most distinctive construct of the Modern Geese Theory. It refers to the proactive, vigilant, and purposeful commitment of institutional members to safeguard colleagues and institutional objectives through mutual support, constructive accountability, timely intervention, shared responsibility, and continuous attentiveness to organizational well-being.

Critical concern transforms institutional participation from passive membership into active organizational stewardship. It requires members not only to perform assigned responsibilities but also to recognize emerging challenges, assist colleagues, protect institutional interests, encourage continuous improvement, and respond constructively whenever institutional achievement is threatened.

Inspired by the behavioural characteristics of migratory geese, critical concern reflects the continuous support demonstrated by flock members through communication, adaptive leadership, mutual protection, and collective responsibility during migration.

Sustainable Institutional Achievement

The dependent construct of the Modern Geese Theory is sustainable institutional achievement. It refers to the continuous realization, preservation, and advancement of institutional objectives through enduring collaboration, organizational resilience, ethical conduct, adaptability, responsible leadership, and collective commitment.

Within the Modern Geese Theory, sustainable institutional achievement is viewed not as a temporary organizational accomplishment but as the long-term outcome of institutional behaviours that consistently reinforce unity and critical concern across successive generations of institutional leadership and membership.

Accordingly, the theory maintains that sustainable institutional achievement becomes a natural consequence of institutions that intentionally cultivate these two behavioural foundations throughout their organizational culture and daily operations.

Critical Construct Synthesis

The three constructs collectively define the conceptual architecture of the Modern Geese Theory. Unity provides shared direction and collective alignment, critical concern strengthens institutional vigilance and mutual responsibility, while sustainable institutional achievement represents the enduring organizational outcome resulting from the interaction of these behavioural traits.



Unlike conventional organizational models that treat these concepts independently, the Modern Geese Theory integrates them into a coherent behavioural framework through which institutions may better understand, strengthen, and sustain organizational effectiveness across diverse institutional environments.

2. Fundamental Principles of the Modern Geese Theory

The Modern Geese Theory is underpinned by a set of fundamental principles that collectively explain how institutions achieve and sustain long-term organizational success. These principles are derived from philosophical inquiry, observations of migratory geese, conceptual analysis, and synthesis of organizational scholarship. They translate the central proposition of the theory into practical behavioural guidelines capable of informing institutional leadership, organizational management, and sustainable development.

Principle of Shared Direction

The Modern Geese Theory maintains that sustainable institutional achievement begins with a shared sense of direction. Institutions achieve lasting success when all members understand, embrace, and collectively pursue a common vision, mission, and organizational purpose. Shared direction aligns individual efforts toward common institutional objectives while minimizing fragmentation, duplication, and conflicting priorities.

The coordinated migration of geese demonstrates that collective movement toward a common destination enhances efficiency, stability, and long-term survival. Similarly, institutions become more effective when organizational members maintain unity of purpose despite changing internal and external conditions.

Principle of Unity

The theory asserts that unity is the behavioural foundation upon which coordinated institutional action is built. Unity promotes cooperation, mutual trust, shared commitment, and collective responsibility among institutional members. It transforms diverse individuals into a cohesive organizational community capable of working together toward sustainable achievement.

Without unity, institutional structures, policies, and resources become less effective because organizational members pursue fragmented rather than collective objectives.

Principle of Critical Concern

The Modern Geese Theory proposes that institutions sustain achievement when members continuously demonstrate critical concern for one another and for institutional



success. Critical concern requires vigilance, proactive support, constructive accountability, timely intervention, ethical responsibility, and genuine commitment to collective institutional welfare.

Rather than waiting for organizational problems to become crises, institutional members actively identify challenges, assist colleagues, and contribute to continuous institutional improvement.

Principle of Adaptive Leadership

Leadership within the Modern Geese Theory is understood as a shared institutional responsibility rather than the exclusive function of formally appointed leaders. Although formal leadership remains important, sustainable institutions encourage leadership participation across all organizational levels.

The rotational leadership observed among migratory geese illustrates that effective leadership involves knowing when to lead, when to support, and when to allow others to assume responsibility according to changing institutional circumstances.

Principle of Continuous Communication

Effective institutions sustain achievement through continuous, open, and purposeful communication. Communication strengthens coordination, reinforces shared understanding, encourages timely problem-solving, and promotes organizational learning.

The continuous vocal communication exhibited by migratory geese symbolizes the importance of maintaining institutional dialogue that encourages collaboration, feedback, encouragement, and collective decision-making.

Principle of Mutual Support

The Modern Geese Theory recognizes that institutional sustainability depends upon members supporting one another during both periods of success and periods of difficulty. Mutual support strengthens organizational resilience, promotes employee well-being, enhances institutional commitment, and reinforces collective responsibility.

Just as geese assist injured or weakened members during migration, institutions strengthen long-term achievement when members willingly support colleagues facing professional or organizational challenges.



Principle of Constructive Accountability

The theory maintains that sustainable institutional achievement requires accountability exercised constructively rather than punitively. Institutional members should encourage responsible performance, uphold ethical standards, provide constructive feedback, and assist one another in maintaining organizational excellence.

Constructive accountability promotes continuous improvement while strengthening institutional trust and shared responsibility.

Principle of Institutional Resilience

Institutions inevitably encounter change, uncertainty, and unexpected challenges. The Modern Geese Theory therefore emphasizes resilience as a collective behavioural capacity developed through unity, critical concern, adaptability, and shared commitment.

Resilient institutions recover more effectively from setbacks because members remain committed to common objectives while supporting one another throughout organizational transitions.

Principle of Collective Learning

Sustainable institutional achievement requires continuous learning at both individual and organizational levels. Institutions become stronger when members willingly exchange knowledge, learn from experience, encourage innovation, and continuously improve organizational practice.

Collective learning strengthens institutional adaptability while enabling organizations to respond effectively to emerging opportunities and challenges.

Principle of Sustainable Collective Achievement

The ultimate principle of the Modern Geese Theory is that enduring institutional success is achieved collectively rather than individually. Sustainable institutional achievement is not measured solely by short-term organizational performance but by the institution's continuing ability to fulfil its mission, preserve stakeholder confidence, adapt responsibly, and maintain organizational effectiveness across successive generations.

The coordinated behaviour of migratory geese demonstrates that sustained collective achievement depends upon consistent behavioural commitment rather than isolated individual excellence. Similarly, institutions realize long-term success when unity and



critical concern become enduring organizational values rather than temporary management initiatives.

Critical Synthesis of the Principles

The ten principles collectively operationalize the Modern Geese Theory by translating its central proposition into practical institutional behaviours. Shared direction establishes common purpose; unity aligns institutional members; critical concern promotes vigilance and mutual responsibility; adaptive leadership distributes organizational responsibility; continuous communication strengthens coordination; mutual support reinforces resilience; constructive accountability encourages continuous improvement; institutional resilience enables adaptation; collective learning promotes innovation; and sustainable collective achievement represents the enduring outcome of these interacting principles.

Together, these principles distinguish the Modern Geese Theory as both a philosophical explanation and a practical behavioural framework capable of guiding sustainable institutional development across educational, governmental, business, healthcare, faith-based, and community organizations.

3. Theoretical Propositions

The Modern Geese Theory is underpinned by a set of theoretical propositions derived from its central proposition, philosophical assumptions, and fundamental principles. These propositions articulate the expected relationships among the principal constructs of the theory and provide a logical basis for future empirical investigation. Although the present study is philosophical and conceptual, the propositions establish clear theoretical statements that may guide quantitative, qualitative, and mixed-methods research across diverse institutional contexts.

Proposition 1

Unity is a fundamental behavioural trait that strengthens sustainable institutional achievement.

The Modern Geese Theory proposes that institutions characterized by strong unity are more likely to achieve long-term effectiveness because members pursue common objectives through cooperation, mutual trust, coordinated action, and shared commitment. Unity aligns institutional efforts, strengthens organizational cohesion, and enhances collective capacity to achieve institutional goals.



Proposition 2

Critical concern is a fundamental behavioural trait that strengthens sustainable institutional achievement.

The theory proposes that institutions whose members consistently demonstrate vigilance, proactive support, constructive accountability, shared responsibility, and timely intervention are more capable of sustaining institutional effectiveness than institutions characterized by indifference or fragmented responsibility. Critical concern strengthens organizational resilience by encouraging members to safeguard both colleagues and institutional objectives.

Proposition 3

The interaction between unity and critical concern strengthens sustainable institutional achievement more effectively than either behavioural trait operating independently.

The Modern Geese Theory proposes that unity and critical concern operate synergistically rather than independently. Unity provides shared institutional direction, while critical concern sustains organizational commitment through continuous mutual support and vigilance. Together, these behavioural traits create institutional conditions conducive to enduring organizational success.

Proposition 4

Shared institutional responsibility enhances the positive influence of unity and critical concern on sustainable institutional achievement.

The theory proposes that institutions become more sustainable when organizational responsibility is distributed among all members rather than concentrated exclusively within formal leadership structures. Shared responsibility strengthens institutional participation, ownership, accountability, and commitment to organizational success.

Proposition 5

Adaptive leadership strengthens the relationship between unity, critical concern, and sustainable institutional achievement.

The Modern Geese Theory proposes that leadership characterized by flexibility, shared participation, responsiveness, and contextual adaptation reinforces institutional unity and critical concern. Adaptive leadership enables institutions to respond effectively to changing organizational circumstances while maintaining collective direction.



Proposition 6

Continuous communication promotes the effective practice of unity and critical concern within institutions.

The theory proposes that open, timely, and purposeful communication enhances institutional coordination, encourages mutual support, facilitates collective learning, and enables organizational members to identify and respond proactively to emerging institutional challenges.

Proposition 7

Institutional resilience emerges from the sustained practice of unity and critical concern.

The Modern Geese Theory proposes that resilient institutions are characterized by organizational cultures in which members remain united during periods of uncertainty while demonstrating continuous concern for institutional well-being. Such behaviours enable institutions to adapt, recover, and continue pursuing organizational objectives despite internal and external challenges.

Proposition 8

Sustainable institutional achievement is the cumulative outcome of institutional behaviours characterized by unity and critical concern.

The culminating proposition of the Modern Geese Theory asserts that sustainable institutional achievement is not primarily the product of organizational structures, financial resources, or administrative authority alone. Rather, it is the enduring outcome of institutional cultures in which unity and critical concern are continuously practised as shared behavioural commitments by all institutional members.

Integration of the Propositions

The theoretical propositions collectively explain the behavioural logic of the Modern Geese Theory. The first two propositions establish the independent importance of unity and critical concern. The third demonstrates their combined influence. The fourth, fifth, and sixth identify institutional conditions that reinforce these behavioural traits. The seventh explains the emergence of institutional resilience, while the eighth presents sustainable institutional achievement as the ultimate outcome of the integrated behavioural system.



These propositions collectively transform the Modern Geese Theory into a coherent explanatory framework capable of guiding organizational practice and future empirical research across multiple institutional settings.

4. Conceptual Framework of the Modern Geese Theory

The conceptual framework of the Modern Geese Theory illustrates the philosophical and behavioural relationships among the principal constructs underpinning sustainable institutional achievement. The framework is founded upon the central proposition that unity and critical concern constitute the fundamental behavioural traits through which institutions achieve and sustain long-term organizational effectiveness.

Within the framework, unity and critical concern function as the independent behavioural constructs because they initiate and sustain the collective institutional behaviours necessary for organizational success. Unity provides the shared purpose, collective commitment, cooperation, and coordinated institutional direction that align organizational members toward common goals. Critical concern complements unity by promoting vigilance, mutual support, constructive accountability, shared responsibility, and timely institutional intervention whenever organizational effectiveness is threatened.

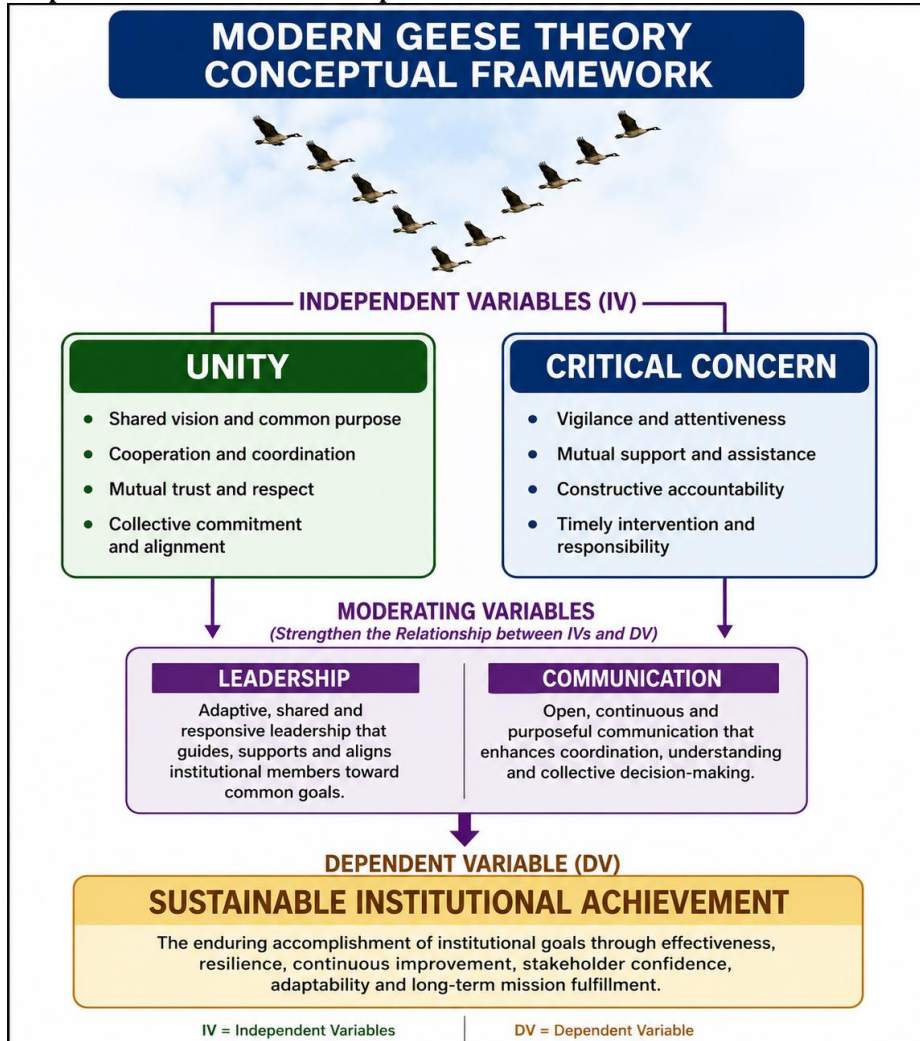
The framework further recognizes that the relationship between these behavioural traits and sustainable institutional achievement is strengthened by important institutional conditions. These include adaptive leadership, continuous communication, shared institutional responsibility, and institutional resilience. These moderating constructs reinforce the behavioural influence of unity and critical concern by creating organizational environments that encourage collaboration, responsiveness, ethical conduct, organizational learning, and continuous institutional improvement.

The dependent construct, sustainable institutional achievement, represents the enduring organizational outcome generated by the interaction of these behavioural relationships. Sustainable institutional achievement is reflected in institutional effectiveness, organizational resilience, continuous improvement, stakeholder confidence, organizational adaptability, responsible governance, and long-term mission accomplishment.

The framework is conceptually inspired by the coordinated migration of geese. Just as migratory geese maintain formation through shared direction, continuous communication, rotational leadership, mutual support, and collective responsibility, institutions similarly strengthen their long-term effectiveness when these behavioural principles become embedded within their organizational culture and daily practice.

Accordingly, the conceptual framework visually demonstrates that sustainable institutional achievement emerges not from isolated organizational actions but from the continuous interaction of behavioural values that promote institutional unity, collective responsibility, ethical concern, and organizational resilience.

Proposed Structure of the Conceptual Framework





5. Interpretation of the Conceptual Framework:

The conceptual framework of the Modern Geese Theory illustrates the behavioural relationships through which institutions attain sustainable institutional achievement. The framework is founded on the central proposition that unity and critical concern are the two fundamental behavioural traits that collectively influence long-term institutional success. The framework further recognizes that the strength of this relationship is enhanced by leadership and communication, which function as moderating variables.

The independent variables comprise unity and critical concern. These constructs represent the behavioural foundation of the Modern Geese Theory. Unity emphasizes shared vision, cooperation, mutual trust, and collective commitment among institutional members. It ensures that individuals work harmoniously toward common institutional goals, thereby strengthening organizational cohesion and minimizing fragmentation. Institutions characterized by unity are more likely to coordinate resources effectively, resolve challenges collectively, and sustain organizational direction.

The second independent variable, critical concern, reflects the proactive commitment of institutional members to safeguard one another and the institution through vigilance, mutual support, constructive accountability, and timely intervention. Unlike passive concern, critical concern requires members to identify emerging challenges, provide assistance where needed, uphold institutional standards, and contribute actively to organizational well-being. It therefore reinforces institutional resilience and strengthens collective responsibility.

The framework further demonstrates that the relationship between the independent variables and sustainable institutional achievement is influenced by leadership and communication. Leadership provides strategic direction, coordinates institutional efforts, motivates organizational members, and creates an enabling environment within which unity and critical concern can flourish. Communication complements leadership by facilitating the timely exchange of information, strengthening mutual understanding, encouraging collaboration, and supporting effective decision-making. Together, leadership and communication enhance the effectiveness of unity and critical concern in promoting institutional success.

The dependent variable, sustainable institutional achievement, represents the long-term outcome of these interacting behavioural relationships. The theory proposes that institutions characterized by unity and critical concern, supported by effective leadership and communication, are better positioned to achieve enduring organizational



effectiveness, resilience, adaptability, continuous improvement, stakeholder confidence, and long-term mission accomplishment.

The symbolic V-formation of geese positioned at the top of the framework reinforces the philosophical foundation of the theory. The formation represents coordinated movement toward a common destination, shared responsibility, orderly leadership, continuous communication, and mutual support. It serves as a visual reminder that sustainable success is achieved not through isolated individual effort but through disciplined collective action. In the context of the Modern Geese Theory, the V-formation symbolizes the behavioural ideals that institutions should cultivate if they are to attain and sustain organizational achievement.

Overall, the conceptual framework demonstrates that sustainable institutional achievement is a behavioural outcome generated through the interaction of unity and critical concern, with leadership and communication strengthening this relationship. The framework therefore provides a coherent philosophical and conceptual explanation of how institutions can develop organizational cultures that promote long-term effectiveness, resilience, and sustainable success across diverse institutional settings.

V. Discussion of the Modern Geese Theory

The discussion chapter interprets the Modern Geese Theory in light of existing organizational and leadership scholarship. It explains the theory's contribution to knowledge, demonstrates its practical relevance, evaluates its strengths and limitations, and identifies opportunities for future scholarly development. Unlike the preceding chapters, which established the conceptual and philosophical foundations of the theory, this chapter focuses on its scholarly significance and practical implications for institutions seeking sustainable achievement.

1. Theoretical Contribution of the Modern Geese Theory

The Modern Geese Theory makes a significant contribution to organizational and institutional scholarship by introducing a new behavioural perspective for understanding sustainable institutional achievement. Drawing philosophical inspiration from the coordinated migration of geese and integrating insights from established organizational theories, the theory advances a conceptual framework that positions unity and critical concern as the two fundamental behavioural traits underpinning enduring institutional success. In doing so, it extends existing scholarship while remaining consistent with the broader evolution of organizational and leadership theory.



The first major contribution of the Modern Geese Theory is the introduction of critical concern as a distinct theoretical construct. Organizational scholarship has long emphasized concepts such as cooperation, teamwork, organizational commitment, organizational citizenship behaviour, servant leadership, stewardship, and supportive organizational culture (Greenleaf, 1977; Organ, 1988; Schein & Schein, 2021). However, these concepts have generally been examined independently or within specific theoretical traditions. The Modern Geese Theory integrates the behavioural dimensions of vigilance, proactive support, constructive accountability, shared responsibility, and timely intervention into the unified construct of critical concern, thereby expanding the conceptual vocabulary available to organizational researchers. A second contribution is the integration of unity and critical concern into a single behavioural framework. Existing theories frequently explain organizational effectiveness through leadership, systems, organizational culture, motivation, or management processes (Bass, 1985; Bertalanffy, 1968; Senge, 2006). The Modern Geese Theory complements these perspectives by proposing that the effectiveness of such organizational mechanisms ultimately depends upon the behavioural commitment of institutional members to remain united in purpose while demonstrating continuous concern for one another and for institutional success. The theory therefore shifts attention toward the behavioural foundations that sustain organizational excellence. Third, the Modern Geese Theory broadens the application of nature-inspired theory development within organizational studies. While biomimicry has influenced engineering, architecture, innovation, and management thinking (Benyus, 1997), comparatively few organizational theories have systematically drawn upon the coordinated behavioural characteristics of migratory geese to explain institutional sustainability. The Modern Geese Theory demonstrates that carefully interpreted behavioural patterns observed in nature can inspire rigorous philosophical frameworks capable of enriching organizational scholarship without implying that human institutions are identical to animal societies.

The theory also contributes by providing an interdisciplinary framework applicable across education, business, public administration, healthcare, faith-based organizations, community development, and other institutional settings. Because unity and critical concern are behavioural rather than sector-specific constructs, the theory transcends disciplinary boundaries and offers a common conceptual language for examining institutional sustainability across diverse organizational environments. This broad applicability enhances the theory's relevance for both academic inquiry and professional practice.

Furthermore, the Modern Geese Theory contributes methodologically by illustrating a systematic process of conceptual and philosophical theory development. The study



demonstrates how behavioural observation, literature synthesis, philosophical reasoning, conceptual analysis, and logical integration can be combined to construct a coherent theoretical framework. In doing so, it provides an example of rigorous theory-building that may guide future scholars interested in developing original conceptual theories.

Finally, the theory contributes to future research by establishing clearly defined constructs, propositions, philosophical assumptions, and a conceptual framework capable of empirical examination. Researchers may operationalize the constructs of unity, critical concern, and sustainable institutional achievement to test the theory in different organizational settings, cultural environments, and disciplinary contexts. Consequently, the Modern Geese Theory not only advances conceptual scholarship but also creates opportunities for future empirical validation, refinement, and theoretical expansion.

Collectively, these contributions position the Modern Geese Theory as a meaningful addition to organizational and institutional scholarship. Rather than replacing established theories, it complements them by offering a behavioural explanation of sustainable institutional achievement founded upon the interaction of unity and critical concern. This contribution enriches existing knowledge while providing scholars and practitioners with a practical framework for understanding, strengthening, and sustaining institutional effectiveness.

Critical Scholarly Synthesis

The Modern Geese Theory advances organizational scholarship in four principal ways. First, it introduces critical concern as a new behavioural construct. Second, it integrates unity and critical concern into a unified explanatory framework for sustainable institutional achievement. Third, it demonstrates the scholarly value of carefully interpreted nature-inspired analogies in organizational theory development. Fourth, it provides a theory that is philosophically grounded, conceptually coherent, practically applicable, and capable of empirical investigation. These contributions collectively strengthen the originality, relevance, and scholarly significance of the Modern Geese Theory.

2. Practical Applications of the Modern Geese Theory

The value of a theory is not measured solely by its conceptual originality but also by its capacity to guide practice and improve institutional performance. The Modern Geese Theory provides a practical behavioural framework through which organizations can strengthen collaboration, promote ethical responsibility, enhance organizational resilience, and achieve sustainable institutional success. Because the theory is founded



upon the universal behavioural principles of unity and critical concern, its application extends across diverse institutional settings irrespective of geographical location, organizational size, or sector.

Application in Educational Institutions

Educational institutions depend upon effective collaboration among school leaders, teachers, learners, parents, governing bodies, and surrounding communities. The Modern Geese Theory provides a framework through which schools and universities can cultivate unity by promoting shared educational goals, collaborative decision-making, and mutual trust among stakeholders. At the same time, critical concern encourages teachers and administrators to provide timely learner support, identify academic and welfare challenges early, strengthen professional collaboration, and foster an institutional culture centred on continuous improvement. Consequently, the theory has the potential to improve curriculum implementation, institutional governance, learner achievement, staff motivation, and educational quality.

Application in Business Organizations

Business organizations operate within competitive environments that require innovation, teamwork, adaptability, and organizational commitment. The Modern Geese Theory encourages organizations to strengthen corporate performance by fostering unity among employees while promoting critical concern through proactive communication, responsible leadership, mutual accountability, and collaborative problem-solving. Organizations that cultivate these behavioural principles are more likely to improve employee engagement, customer satisfaction, organizational resilience, productivity, and long-term competitiveness.

Application in Government and Public Administration

Government institutions require coordinated action among political leaders, administrators, technical personnel, and citizens to achieve national development objectives. The Modern Geese Theory provides a behavioural framework for strengthening public service delivery by encouraging institutional unity, collective responsibility, transparent communication, and proactive concern for public welfare. Through these principles, government agencies can improve policy implementation, accountability, interdepartmental coordination, public confidence, and institutional effectiveness.

Application in Healthcare Institutions

Healthcare organizations depend upon multidisciplinary collaboration among physicians, nurses, pharmacists, laboratory personnel, administrators, and support staff. The Modern Geese Theory promotes coordinated teamwork, shared responsibility, and



continuous communication while encouraging critical concern for patient welfare and professional collaboration. Such behavioural practices may strengthen patient safety, service quality, organizational resilience, staff morale, and healthcare outcomes.

Application in Faith-Based Organizations

Faith-based organizations rely heavily upon shared vision, volunteer commitment, ethical leadership, and collective participation in achieving spiritual and community objectives. The Modern Geese Theory reinforces these values by encouraging unity among members and critical concern through compassion, mutual support, accountability, servant leadership, and responsible stewardship. These behavioural principles can strengthen congregational cohesion, ministry effectiveness, leadership development, and long-term organizational sustainability.

Application in Non-Governmental and Community Organizations

Non-governmental organizations and community-based organizations frequently operate within resource-constrained environments requiring extensive cooperation among staff, volunteers, beneficiaries, donors, and local communities. The Modern Geese Theory provides a behavioural framework that promotes collaboration, stakeholder participation, shared responsibility, and proactive organizational support. Consequently, NGOs and community organizations may strengthen programme implementation, community ownership, institutional credibility, and sustainable development outcomes.

Application in Security and Defence Institutions

Security organizations, including the military, police, correctional services, and emergency response agencies, depend upon discipline, coordination, communication, trust, and collective responsibility. The Modern Geese Theory reinforces these behavioural principles by emphasizing unity of purpose and critical concern for colleagues and organizational missions. These principles strengthen operational effectiveness, teamwork, institutional resilience, ethical conduct, and mission accomplishment under both routine and high-pressure conditions.

Application in International and Multilateral Organizations

International organizations frequently coordinate complex programmes involving multiple governments, cultures, institutions, and development partners. The Modern Geese Theory offers a behavioural framework for strengthening international cooperation through shared objectives, mutual respect, effective communication, and collective accountability. Such principles may enhance partnership effectiveness, conflict resolution, programme coordination, and sustainable global development initiatives.



Practical Implications

The Modern Geese Theory demonstrates that sustainable institutional achievement is not confined to one organizational sector. Rather, the behavioural principles of unity and critical concern provide a common foundation upon which institutions of different sizes, structures, cultures, and mandates can strengthen collaboration, improve decision-making, enhance resilience, and achieve long-term success. By integrating these principles into leadership practice, organizational culture, policy implementation, and institutional development, organizations can cultivate environments that promote both effectiveness and sustainability.

Critical Synthesis

The practical applications of the Modern Geese Theory illustrate its broad relevance and interdisciplinary value. The theory provides behavioural guidance for institutions operating in education, business, government, healthcare, faith-based organizations, civil society, security services, and international development. Its emphasis on unity and critical concern enables organizations to strengthen collaboration, ethical responsibility, organizational resilience, and sustainable institutional achievement across diverse operational contexts. Consequently, the Modern Geese Theory serves not only as a conceptual contribution to organizational scholarship but also as a practical framework capable of informing institutional leadership and organizational transformation.

3. Strengths of the Modern Geese Theory

The Modern Geese Theory possesses several conceptual, philosophical, methodological, and practical strengths that distinguish it as a meaningful contribution to organizational and institutional scholarship. These strengths enhance its academic value, practical applicability, and potential for future theoretical and empirical development.

Conceptual Simplicity and Clarity

One of the principal strengths of the Modern Geese Theory is its conceptual simplicity. The theory is built upon two clearly defined behavioural constructs as unity and critical concern which are logically linked to sustainable institutional achievement. This parsimonious structure makes the theory easy to understand, communicate, apply, and empirically examine while preserving sufficient depth to explain complex institutional behaviour.

Strong Philosophical Foundation

The Modern Geese Theory is grounded in a well-defined philosophical foundation encompassing ontological, epistemological, and axiological assumptions. This



philosophical grounding strengthens the theory's intellectual credibility by explaining not only what the theory proposes but also the worldview from which it emerges. Such a foundation enhances its coherence and distinguishes it from purely descriptive organizational models.

Integration of Existing Organizational Knowledge

Rather than rejecting existing theories, the Modern Geese Theory builds upon established organizational scholarship. It integrates valuable insights from Systems Theory, Human Relations Theory, Transformational Leadership Theory, Servant Leadership Theory, Organizational Learning Theory, Organizational Culture Theory, and Social Interdependence Theory while introducing a distinctive behavioural perspective centred on unity and critical concern. This integrative approach strengthens both its theoretical relevance and scholarly acceptance.

Original Theoretical Contribution

A major strength of the theory lies in its introduction of critical concern as a distinct organizational construct. While previous theories discuss related ideas such as organizational citizenship, stewardship, care, and support, the Modern Geese Theory synthesizes these behavioural dimensions into a coherent construct characterized by vigilance, proactive support, constructive accountability, shared responsibility, and timely intervention. This originality broadens the conceptual landscape of organizational studies.

Broad Interdisciplinary Applicability

The Modern Geese Theory is not confined to a single discipline or institutional context. Its behavioural principles are applicable across educational institutions, business organizations, public administration, healthcare systems, faith-based organizations, community organizations, security institutions, and international organizations. This interdisciplinary applicability enhances the theory's practical value and increases opportunities for future scholarly application.

Practical Relevance

The theory provides practical behavioural guidance for institutional leaders, managers, educators, policymakers, and organizational members. By emphasizing unity and critical concern, it offers institutions a framework for strengthening teamwork, communication, ethical responsibility, organizational resilience, and sustainable achievement. This practical orientation increases the likelihood that the theory can influence both organizational practice and policy development.



Methodological Rigor

The Modern Geese Theory was developed through a systematic process involving philosophical inquiry, conceptual analysis, behavioural observation, literature synthesis, comparative theoretical analysis, and logical reasoning. This transparent methodological process strengthens the credibility of the theory and demonstrates that its development followed accepted scholarly procedures for conceptual theory building.

Potential for Empirical Validation

Although developed philosophically, the Modern Geese Theory is structured in a manner that facilitates empirical investigation. Its constructs are clearly defined, its propositions are logically formulated, and its conceptual framework identifies explicit relationships among variables. Researchers can therefore operationalize the theory for quantitative, qualitative, or mixed-methods studies in diverse institutional settings. This capacity for empirical testing supports the long-term refinement and advancement of the theory.

Promotion of Ethical Institutional Behaviour

The Modern Geese Theory emphasizes ethical values such as mutual respect, shared responsibility, integrity, accountability, cooperation, and concern for collective well-being. By embedding these values within its behavioural framework, the theory promotes institutional cultures that support ethical leadership, responsible governance, and sustainable organizational development.

Contribution to Sustainable Institutional Development

The ultimate strength of the Modern Geese Theory lies in its capacity to explain how institutions can achieve sustainable success through behavioural excellence rather than relying solely on organizational structures or material resources. The theory demonstrates that enduring institutional achievement is strengthened when unity and critical concern become embedded within organizational culture, leadership practice, and everyday institutional behaviour.

Critical Evaluation

Collectively, these strengths position the Modern Geese Theory as a philosophically grounded, conceptually coherent, methodologically rigorous, and practically applicable framework for understanding sustainable institutional achievement. The theory balances conceptual simplicity with scholarly depth, making it accessible to practitioners while maintaining the academic rigor expected of a publishable theory. Its originality, interdisciplinary relevance, ethical orientation, and potential for empirical validation further strengthen its contribution to organizational and institutional studies.



Critical Synthesis

The strengths of the Modern Geese Theory demonstrate that its value extends beyond conceptual originality. The theory offers a clear behavioural explanation of sustainable institutional achievement, integrates existing organizational knowledge with new conceptual insights, and provides practical guidance applicable across diverse institutional settings. These qualities enhance its potential to influence organizational scholarship, institutional leadership, policy formulation, and future empirical research.

4. Limitations of the Modern Geese Theory

Every theory has boundaries within which its explanations are most appropriate. Identifying these limitations does not diminish the value of a theory; rather, it demonstrates scholarly objectivity, clarifies the context within which the theory should be interpreted, and identifies opportunities for future refinement. The Modern Geese Theory is no exception.

Philosophical and Conceptual Orientation

The Modern Geese Theory was developed primarily through philosophical inquiry, conceptual analysis, behavioural observation, and synthesis of existing scholarship rather than through primary empirical investigation. Consequently, although the theory provides a logically coherent explanation of sustainable institutional achievement, its propositions require empirical validation across different institutional contexts before their generalizability can be fully established.

Behavioural Emphasis

The theory primarily emphasizes behavioural factors, particularly unity and critical concern, as the fundamental determinants of sustainable institutional achievement. While these constructs provide an important explanation of institutional success, the theory does not suggest that behavioural factors alone determine organizational outcomes. Institutions are also influenced by resources, technology, legal frameworks, economic conditions, political environments, organizational structures, and other contextual variables that may strengthen or constrain institutional performance.

Nature-Inspired Analogy

The Modern Geese Theory draws philosophical inspiration from the coordinated behavioural characteristics of migratory geese. Although this analogy provides valuable conceptual insights, it should not be interpreted as implying that human institutions function identically to animal societies. Human organizations operate within complex social, cultural, political, legal, and ethical environments that require contextual interpretation when applying the behavioural principles proposed by the theory.



Contextual Diversity

Institutions differ considerably in terms of culture, leadership styles, governance systems, organizational size, resources, and operational environments. Consequently, the practical application of the Modern Geese Theory may vary across institutional contexts. Researchers and practitioners should therefore adapt the behavioural principles of unity and critical concern while remaining sensitive to the unique characteristics of each institution.

Evolution of Organizational Environments

Organizational environments continue to evolve because of globalization, technological innovation, demographic changes, and emerging societal expectations. As institutions change, additional behavioural factors may become relevant to sustainable institutional achievement. The Modern Geese Theory should therefore be viewed as a dynamic framework capable of refinement through continued scholarly inquiry and empirical evidence.

Critical Evaluation of the Limitations

The identified limitations do not undermine the theoretical value of the Modern Geese Theory. Instead, they define the boundaries within which the theory should currently be interpreted and applied. The theory remains conceptually coherent, philosophically grounded, and practically relevant while recognizing the need for continued empirical testing and contextual refinement. Such openness to further development is characteristic of enduring scientific theories, which evolve as new evidence and scholarly perspectives emerge.

Critical Synthesis

The Modern Geese Theory is presented as a robust philosophical and conceptual framework rather than a completed body of knowledge. Its limitations acknowledge the need for future empirical validation, contextual adaptation, and theoretical refinement. By recognizing these boundaries, the theory encourages continued scholarly engagement and provides a foundation upon which future researchers can expand organizational knowledge concerning sustainable institutional achievement.

5. Future Research Directions

The Modern Geese Theory provides a philosophical and conceptual foundation for understanding sustainable institutional achievement through the behavioural constructs of unity and critical concern. While the theory advances organizational scholarship conceptually, its long-term development depends upon continued empirical validation, theoretical refinement, and application across diverse institutional settings. Accordingly, several directions for future research are proposed.



Empirical Validation of the Theory

The foremost priority for future research is the empirical examination of the Modern Geese Theory. Researchers should operationalize the constructs of unity, critical concern, and sustainable institutional achievement and examine their relationships using quantitative, qualitative, and mixed-methods research designs. Such studies will establish the reliability, validity, and explanatory power of the theory in different organizational contexts.

Cross-Sectoral Application

Future studies should investigate the applicability of the Modern Geese Theory across different institutional sectors, including education, business, healthcare, public administration, faith-based organizations, non-governmental organizations, security institutions, and community development initiatives. Comparative studies across sectors will determine whether the behavioural principles proposed by the theory operate consistently in different organizational environments.

Cross-Cultural Studies

Because institutions operate within diverse cultural environments, future research should examine how cultural values, traditions, and organizational norms influence the practice of unity and critical concern. Comparative international studies would establish the universality of the theory while identifying cultural factors that may strengthen or modify its application.

Longitudinal Research

Most organizational studies examine institutional behaviour at a single point in time. Future longitudinal research should investigate how unity and critical concern influence institutional achievement over extended periods. Such studies would provide stronger evidence concerning the theory's capacity to explain sustainable organizational success across changing organizational conditions.

Comparative Studies with Existing Organizational Theories

Researchers should compare the explanatory capacity of the Modern Geese Theory with established theories such as Systems Theory, Transformational Leadership Theory, Servant Leadership Theory, Organizational Learning Theory, Organizational Culture Theory, and Social Interdependence Theory. Such comparative investigations would clarify the distinctive contribution of the Modern Geese Theory while identifying opportunities for theoretical integration.



Development of Measurement Instruments

Future scholars should develop and validate standardized instruments for measuring unity, critical concern, and sustainable institutional achievement. Reliable and valid measurement scales would facilitate empirical testing, comparative research, and practical organizational assessment across different institutional settings.

Examination of Moderating and Mediating Variables

Although the present study identifies leadership and communication as moderating variables, future research should investigate additional organizational factors that may strengthen or influence the relationships proposed by the theory. Variables such as organizational culture, trust, employee engagement, innovation, organizational climate, governance, and technological capability may further enrich understanding of the theory.

Theory Refinement and Extension

The Modern Geese Theory should be regarded as an evolving theoretical framework. Future scholars are encouraged to refine its propositions, expand its conceptual boundaries, integrate emerging organizational knowledge, and examine its relevance in response to changing institutional environments. Such refinement will contribute to the continued growth and maturity of the theory.

Research Agenda

The Modern Geese Theory establishes a comprehensive research agenda for organizational and institutional studies. It invites scholars to investigate behavioural determinants of sustainable institutional achievement, develop new measurement approaches, compare theoretical perspectives, and evaluate organizational interventions based on unity and critical concern. Through sustained scholarly engagement, the theory has the potential to evolve into a widely tested and internationally recognized framework for understanding institutional sustainability.

Critical Synthesis

VI. Conclusion

The Modern Geese Theory was developed in response to the continuing need for a comprehensive behavioural framework capable of explaining sustainable institutional achievement. Although existing organizational and leadership theories have significantly advanced understanding of leadership, cooperation, organizational culture, systems, learning, and institutional effectiveness, the present study identified



an important conceptual gap concerning the behavioural foundations that sustain institutional success over time. This gap provided the scholarly justification for developing a new philosophical and conceptual theory centred on unity and critical concern.

Drawing philosophical inspiration from the coordinated behavioural characteristics of migratory geese and integrating insights from established organizational scholarship, the Modern Geese Theory proposes that unity and critical concern are the fundamental behavioural traits for sustainable institutional achievement. Unity aligns institutional members around a common purpose through cooperation, mutual trust, shared commitment, and coordinated action. Critical concern complements unity by encouraging vigilance, mutual support, constructive accountability, shared responsibility, and timely intervention to safeguard institutional well-being and long-term success.

The theory contributes to organizational scholarship by introducing critical concern as a distinct behavioural construct and by integrating it with unity into a coherent philosophical and conceptual framework. Unlike theories that primarily emphasize leadership, organizational structures, or management processes, the Modern Geese Theory focuses on the collective behavioural responsibilities of all institutional members. In doing so, it complements rather than replaces existing organizational theories and broadens understanding of the behavioural conditions necessary for sustainable institutional achievement.

Beyond its theoretical contribution, the Modern Geese Theory provides practical guidance for educational institutions, business organizations, public administration, healthcare systems, faith-based organizations, non-governmental organizations, security institutions, and community organizations. Its emphasis on shared purpose, mutual responsibility, ethical conduct, and continuous support offers leaders and organizational members a practical framework for strengthening collaboration, resilience, adaptability, and long-term institutional effectiveness.

The theory also establishes a foundation for future scholarly inquiry. By presenting clearly defined constructs, philosophical assumptions, theoretical propositions, and a conceptual framework, it creates opportunities for empirical validation, comparative studies, cross-cultural research, longitudinal investigations, and continued theoretical refinement. These future studies will determine the extent to which the theory explains institutional behaviour across different organizational settings while contributing to its continued development.



In conclusion, the Modern Geese Theory advances organizational and institutional scholarship by providing a philosophically grounded, conceptually coherent, and practically applicable explanation of sustainable institutional achievement. The theory affirms that institutions achieve enduring success not merely through effective leadership, organizational structures, or strategic planning, but through the sustained practice of unity and critical concern by all institutional members. It is therefore proposed as a new behavioural framework capable of enriching organizational theory, informing institutional practice, and inspiring future research into the behavioural foundations of sustainable institutional development.

Future research will determine the long-term scientific value of the Modern Geese Theory. Empirical validation, cross-cultural investigation, comparative theoretical studies, longitudinal research, and continued conceptual refinement will strengthen its explanatory power and practical relevance. Consequently, the theory should be viewed not as a final explanation of sustainable institutional achievement but as a foundation upon which future organizational scholarship can continue to build.

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Note: Duplicate references were removed and the remaining entries were arranged alphabetically. A final APA 7th verification (punctuation, italics, edition details, and publisher information) should be completed before journal submission.

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