



Examining Vision Sharing as a Driver of Organizational Resilience: Evidence from Public Sector Contexts in Developing Economies

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ABSTRACT

Background: Public Sector entities in the developing economies are susceptible to shocks through the risk factors as determined by political instability, fiscal discipline and inefficient systems. In this regard, organizational resilience has become a very significant capacity of maintaining institutional performance.

Purpose: The paper discusses the role of vision sharing in enhancing organizational resilience in the case of the public sector organizations based in developing economies. It would seek to integrate existing empirical and theoretical knowledge in formulating a conceptual framework of thinking about it which would be contextual.

Approach: Narrative synthesis approach was adopted and the framework used was four stages proposed by Popay. Thematic analysis of relevant literature addressing organizational studies, leadership theory, and public administration was performed through systematic review, coding, and identification of causal linkages, mediating factors and transcending dynamics.

Results: The study concluded that vision sharing can increase resilience in three interconnected pathways, including strategic alignment, adaptive engagement, and culture integration. Leadership style, institutional structure and political context moderate these effects.

Implications: The study provides a vision-driven resilience-enabling policy insight and conceptual model to enable the leaders in the public sector to integrate resilience strategies. It also addresses research gaps in theory development and measurement.

Introduction

In the present era of global volatility, increasing complexity, and frequent institutional disruptions, it is crucial to reconsider how organizations, particularly those in the public sector, can maintain operational continuity and strategic flexibility under external environmental threats (M. Z. Afshar & Hussain Shah, 2025). The institutional capability of an organization to plan, absorb, respond, and recover after facing adverse events and still remaining operational and dynamic, commonly known as organizational resilience, has emerged as a thriving topic in organizational sustainability (Hollaar et al., 2025). It is particularly relevant to agencies in developing economies and their public sector organizations (PSOs) which commonly face unstable political environments, few resources, bureaucratic systems and rising citizen demands (Chowdhury et al., 2025; Do et al., 2022). In the face of such system weaknesses, one of the issues that has increasingly become significantly important is vision sharing, which is the shared knowledge, commitment and coordination by organizational members to a common strategic intent (Ye et al., 2021). The paper establishes the vision sharing as a crucial antecedent to the creation of organizational resilience in the sphere of state institutions, proposing a narrative synthesis of available knowledge and formulating the specific dynamics of developing countries.

The importance of examining the vision sharing in the organizational resilience context is that it can connect the strategic and behavioral contexts in the organizations. The propagation and internalization of a common vision represents a potent integrative force in the public sector, in which institutions regularly operate under a complex institutional structure and highly directive regulations (Butt & Yazdani, 2023; Douglas et al., 2022). Once a shared vision is embedded in the personnel on various levels, it develops coherence, shared responsibility, and proactiveness, all of which are building blocks of the effective performance in the face of disturbances. In addition, the shared visioning can offer the psychological and organisational integration required to achieve resiliency in the developing countries where external volatility is frequently combined with domestic institutional fragmentation (M. Afshar, 2023; Madi Odeh et al., 2023).

Overall, the aspect of vision sharing as an enabler of organizational resilience has not been addressed in academic or policy literature despite the mounting interest in organizational resilience in general. It is generally assumed that resilience is considered in terms of the structure or through a leadership perspective or a resource perspective, neglecting the importance or rather the soft yet powerful aspects of shared vision, purpose and meaning (Douglas et al., 2022; Ye et al., 2021; Sadia, 2020). Because of the contextually situated character of PSOs in developing economies, this lack of oversight constitutes a major knowledge gap.

Prior studies of the concept of organizational resilience have mostly been contextualized according to systems thinking, crisis management, and institutional adaptation. The resilience is considered as dynamic capability producing shock-absorbing mechanisms and helps companies to remain operative without losing their focal operations (Bartuseviciene et al., 2024; Pettit et al., 2019). Scholars in the field of public management have identified adaptive governance, inter-agency coordination, and leadership agility to be some of the influences on resilience in the field. Nevertheless, such frameworks are biased towards structural/processual properties, many of the times to the detriment of cognitive, cultural and motivation properties (M. Z. Afshar & Hussain Shah, 2025; Qayyum et al., 2025).

In the meantime, the concept of vision sharing has already been analyzed in a lot of literature on leadership and organizational behavior. It is related to employee engagement, strategic alignment and innovation. The process of vision sharing helps to develop a sense of direction, provides the

feeling of psychological safety, and drives the motivation to work together, particularly, in turbulent and complex situations (Morales et al., 2019). However, empirical research involving the incorporation of vision sharing into the resilience-building processes is limited especially in public institutions which operate in different mandates and constraints unlike those in the private sector (Watson et al., 2023).

New ideas indicate that shared vision is an accelerator of resilience by encouraging forward-looking thinking, pooling of responsibility and adopting flexibility (Vercio et al., 2021). However, these are studies that are not comprehensible and are mostly situated in western context and hardly situate their results to governance and capacity limitation that PSOs have in the developing world.

Research Gap

Based on critical review of the literature, three interconnected gaps concerning the current understanding were identified where the proposed study fills in the gaps and provides contributions:

- i. ***The absence of integrative frameworks:*** The empirical and conceptual studies that specifically arrange vision sharing with organizational resilience, specifically by a narrative synthesis where different disciplinary perspectives are brought to intersection, are lacking.
- ii. ***Contextual bias:*** The majority of the available literature is within the corporate or the western centric area of the public sector, thus, when applied in institutions in resource strained or fragile conditions, it will be difficult to generalize.
- iii. ***Ignoring cultural-institutional dynamics:*** Studies that have taken cultural-institutional elements into consideration are scant few, and they failed to explain the role of cultural-institutional complexities, within institutional cultures in developing countries, leadership ideologies, and governance structures, which foster or hinder the influence of vision sharing on the resilience-building processes.

Such gaps make it important to establish a thorough synthesis that gathers, organizes, and assesses all available insights to craft a detailed perception of the impacts of vision sharing on organizational resilience in evolving settings of the developing public sector.

Research Purpose

This paper seeks to review critically how vision sharing can be used to enhance organizational resilience in the public sector organizations in the context of developing economies. Through the narrative synthesis approach, the paper bundles up the knowledge brought by various theoretical traditions as well as empirical studies to get a glimpse of the pathway through which shared vision helps to provide resilience outcomes.

The paper has four outstanding contributions to the field as they are:

Conceptual integration: It helps in integrating scattered literature, about sharing vision and resilience, in a comprehensible manner stating causal patterns, mediating and facilitating factors.

Contextual relevance: It places particular importance and highlights the issues and peculiarities of PSOs in the developing economies and, consequently, provides insights that are both theoretically sound and practically viable.

Policy and practice implications: The research points out practical guidelines that should be adopted by the leaders and policymakers working in the sectors of the public to integrate shared vision strategies into the structure of resilience.

Research agenda: It presents a research agenda in the future that fills gaps at the empirical level of testing, inter-country comparison, and measurement of vision-led resilience in the public sector.

Methodological Approach

The study uses the narrative synthesis approach to learn how vision sharing contributes to organizational resilience in a public sector organization in developing economies. The integration of studies on the intersection of the fields of public management, leadership, and resilience is the type of study topic that best fits the method of narrative synthesis with its focus on heterogeneous study designs, conceptual diversity, and particularities of context-sensitive variables. The methodology employs the four-stage framework of Popay et al in 2006 which is structured and flexible at the same time to incorporate the evidence in different sources (Popay et al., 2006).

In the light of the multidisciplinary nature and context-specificity of the constructs under investigation, namely, vision sharing and organizational resilience, a purely statistical meta-analysis may not be able to reveal the complexity of contextually embedded mechanisms that characterize their interconnection. Thus, narrative synthesis will be used to facilitate theory-driven, interpretive, and qualitative assembly of empirical facts, conceptual frameworks, and institutional observations. In this approach, it is possible to provide a comprehensive or in depth understanding about the dynamic interaction, causal pathways, mediating variables and organizational settings involved in determining how vision sharing is able to improve resilience, particularly in the context of complex governance systems of public sector organizations in developing economies. This kind of strategy is important in unmasking the intensity and variation in meaning, practise and the results in shared vision practises in different institutional realms (M. Z. Afshar & Shah, 2025; Popay et al., 2006).

Based on the four-stage synthesis procedure suggested by Popay and colleagues (2006), synthesis of the research began with development of a background theory on the effect of vision sharing on organizational resilience. The theory was supported by the background literature of studies concerning leadership, organization behavior, and resilience referring to shared vision enhancing alignment, flexibility, and group commitment, particularly in the resource-scarce settings of public life. The second step referred to the synthesis of the descriptive and tabular literature map, which helped to find patterns regarding the authorship, context, sectoral application, theoretical positioning, and methodological inclination. The third phase focused on thematical coding in order to explore conceptual and contextual connections, with a particular focus on repeated subject matter as leadership alignment, institutional culture and strategic coherence. Lastly, the robustness of the synthesis was tested by examining the quality and relevance of the studies that were included in the answer with specific regard to transferability and limitations under the framework in the environment of the public sector organisations in the developing economies.

Selection Criteria

The databases used to perform this systematic literature search are Scopus, Web of Science, JSTOR, Science Direct and others, including grey literature in institutional reports, government publications and policy briefs. The following were inclusion criteria:

Time Dimension: The timeframe of the papers published between 2000 and 2025 was used, in order to be relevant in terms of current situation in the public sector.

Geographic Scope: The idea has been to target the developing economies.

Type of Organization: Empirical or conceptual studies which incorporate government agencies (known as public sector organizations), non-profit public entities, and state-owned companies.

Conceptual Focus: The studies need to cover one of the two essential constructs: vision sharing and organizational resilience and be favored by those studies that explore their intertwining or antecedent correlations.

Language: English-language publications were only used.

The studies ruled out were those that solely resorted to the study of private sector firms specifically, cases that lack conceptual application, and cases that were purely anecdotal in nature.

Data Extraction Procedures

A data extraction sheet was created and used on every single one of the identified sources so that the sources can be used consistently. The captured following fields of data were:

- Author(s) and year.
- Country and Sectoral context.
- Research design and Methodology.
- Theoretical Framework(s).
- Defining Vision Sharing & Organizational Resilience.
- Reported outcomes and findings.
- Availability of Enablers, Mediators or Barriers.
- Applicability to the Developing Contexts of the Public Sector.

Data got extracted in a professional manner considering reliability, clarity and academic rigor.

Thematic Coding and Synthesis

Thematic coding was used to analyze the data and after extraction of information the codes were formed using conceptual categories (e.g. leadership, communication, trust, institutional adaptability) and finally generalized into themes. The method of cross-case analysis was taken to define patterns of convergence, divergence, and contextual variation. Thematic maps were created in order to manifest ties between subthemes and overall categories, after which they were cross-referenced with the initial conceptual scheme to narrow down on theoretical propositions.

Reflexivity and Limitations

During synthesis, reflexivity was adhered to in terms of possible selection bias, interpretive bias and generalizability of contexts. The results generated using the method are not meant to be statistically generalized based on the narrative nature of the approach and are meant to be developed as contextually specific but generalizable insights that can be transferred. Some of the limitations are possible publication bias, scarce access to peer-reviewed studies in certain developing regions, and sources based on English.

Conceptual Framework

Theoretical Foundations and Integrative Perspective

The conceptual framework derived in this narrative synthesis provides an integrative view on the vision sharing as a strategic facilitator of organizational resilience in the public sector organizations in general, and, within the governance and institutional frameworks of the developing economies in specific (Garrido-Moreno et al., 2024; Morales et al., 2019). Based on the thematic patterns observed in the reviewed literature, with a theoretical lens that conceptualizes the idea of vision sharing as more than a communication exercise or the result of leadership work, the framework regards it as a multi-faceted, relational, and dynamic process, which cultivates the processes of collective sense-making, strategic alignment, and adaptive capacity (Vallury et al., 2022). It captures the integration of leadership theory, literatures on resilience, organizational behavior, and studies of public management in that resilience is not simply a structural or procedural concept of strength or protection, it is also on the cognitive and cultural mentality from which the performance of public institutions can be facilitated in the face of turmoil (M. Z. Afshar & Hussain Shah, 2025; Alibašić, 2025).

The foundation of the framework lies in the assumptions that the sharing of vision can foster a collective organizational discourse that will encourage consistency of priorities, eliminate feelings of uncertainty, and augment the agency of the system participants to both anticipate and respond to their activities. Such shared vision is a mental anchor that aligns individual and organizational activities with the broader goals of the institution itself, which would help in enhancing both resilience but also absorptive and transformative aspects of resilience (Rezvi et al., 2025; Madi Odeh et al., 2023). The framework identifies three interconnected pathways through which vision sharing influences resilience encompassing strategic alignment, adaptive engagement, and cultural embedding.

Mechanisms Linking Vision Sharing to Organizational Resilience

To begin with, there is the concept of strategic alignment, which implies that goals, expectations, and the logic of decision making must be coordinated at different levels in an organization. Vision sharing can serve as a guiding standard in the environment that suffers bureaucratic compartmentalization or political intervention as is usually the case with most of the public institutions in developing states (Morales et al., 2019). Second, adaptive engagement is the alignment of the individuals and teams in absorbing the shared vision and the ability of responding to the emerging challenges with creativity and flexibility. The same contributes not just to personal resilience, but also to shared capabilities of innovation, collaboration, and risk-taking which is informed so that it goes back to the adaptability of organizations (Garrido-Moreno et al., 2024). Third, cultural embedding refers to the mechanism of bringing the shared vision into values, routines and organizational identity of the company (Madi Odeh et al., 2023). This cultural Entrenchment facilitates stability through turbulence and contributes to organizational learning thus increases resiliency in the long run (Ahmed et al., 2025).

The following conceptual framework visually summarizes the mechanisms and contextual enablers linking vision sharing to organizational resilience in the public sector organizations operating in developing economies.

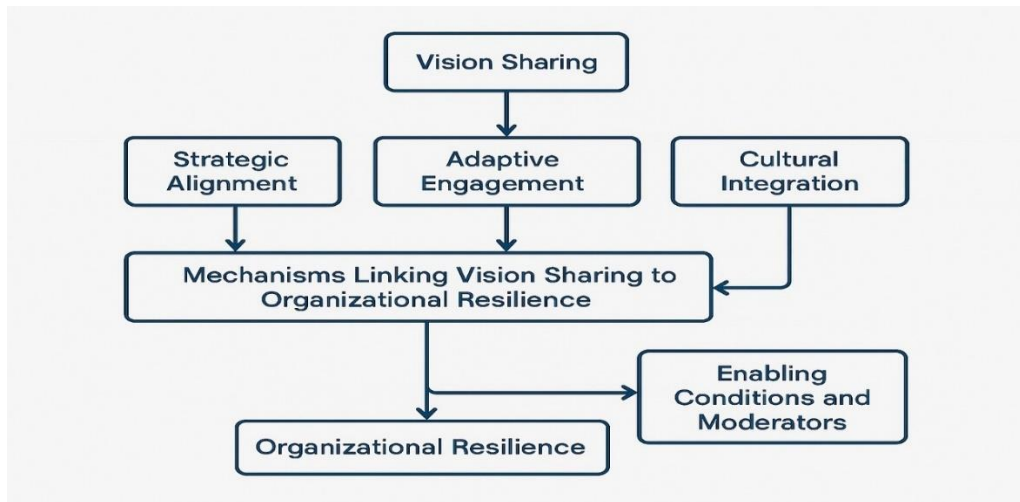


Figure.1: Conceptual Framework of Vision Sharing Driving Organizational Resilience

Enabling Conditions, Moderators, and Practical Utility

There is a system of enablers and contextual moderators on the framework that determines the effectiveness and power of the connection between vision and resilience. These encompass leadership orientation (e.g. transformational, participatory), institutional maturity, communication infrastructure, employee trust levels, and the existence of inclusive structures of decision making. Such factors play an important role in the level of vision internalization and the ability of the organization to transform vision into practice capable of resisting turmoil in resource-challenged and politically turbulent settings (Ghasabeh et al., 2015; Igalla et al., 2019). Enabling leadership, open-style communication, and organizational learning processes are depicted with increasing the positive impacts of sharing the vision, whereas hierarchical structure, separated effects, and poor psychological safety are shown to counter-balance the positive outcomes of sharing the vision.

Remarkably, the framework is diagnostic in nature, as well as developmental in nature. It offers a platform on which to examine the available institutional capabilities, as well as the interventions that can be developed to augment resilience by strengthening the vision practices. This framework can guide policymakers and leaders of the public sector in creating settings where the concept of shared vision does not remain in printed mission statements but transforms into reality as regards decision-making, behavior, and institutional results. Moreover, the framework is aware of the fact that resilience cannot be a quality; it is a dynamic skill that is dynamically transformed based on the internal and external stimuli and, therefore, a sharing of vision has to be also iterative, dialogic, and responsive to the feedback of the stakeholders and the environmental prompt.

Overall, the conceptual framework synthesized in the present article was a contribution to the literature because here, it has been intended to present a theoretically informed and culturally aware model that helps understand how vision sharing could become a lever to develop an organizational resilience in the public sector in the context of developing economies. It fills the gap between abstract conceptualizations of vision and functional realities of resilience, and should underline the role of common grounds, purposeful alignment and institutional cultures to deal with uncertainty and maintain performance. This framework has an implication beyond academic learnings as putting resilience into practice can be applied to institutional design, development of leadership skills and reforming governance at the public level where both imperative resilience is necessary and resilience as a developmental need.

Thematic Synthesis of Empirical Evidence

The empirical theme synthesis that is performed in the current study indicates that the interrelationship between vision sharing and organizational resilience in the context of public sector organizations will be fairly multifaceted and intricate primarily in the cases of developing economies (Morales et al., 2019). The conclusion is divided into three very broad thematic areas including enablers, barriers, and contextual dynamics each of which are of important relevance in mediating on the success of vision sharing as a process of institutional resilience. The synthesis is based on various empirical studies in the area of governance, leadership, organizational behavior, and development administration to state a refined perception of the workings of the vision sharing process within various levels, settings of different constraints of institutions, social and political, and resources (Garrido-Moreno et al., 2024; Vallury et al., 2022).

Enablers of Vision-Led Resilience

As noted in the literature, transformational leadership enables effective vision sharing and building strong organizational cultures and cultures. Leaders with great inspirational motivation, intellectual stimulation, individualized consideration have a better chance of expressing a powerful vision, conveying it in a convincing manner and developing ownership at all institutional levels. Leadership of this nature develops an aspect of strategic coherence, psychological safety, and trust and this leads to an increased level of flexibility and the ability to work together in times of crisis (DeCaro et al., 2025; Madi Odeh et al., 2023).

The existence of participatory structures that enable stakeholders, such as mid-level managers, employees on the front line and external partners, to incorporate co-creation, interpretation, and reinforcement of organizational vision, also forms another important enabler. Besides the increase in legitimacy and commitment, participatory governance also keeps the vision within a proper context and operational respect. Likewise, horizontal and vertical diffusion of vision flow is also noted when open communication systems are in existence, thus connecting the timely feedback and collaborative learning critical to adaptive responses (M. Z. Afshar & Hussain Shah, 2025; Alibašić, 2025).

It is also emphasized based on the literature that institutional mechanisms of learning, which include after-action reviews, scenario planning and knowledge-sharing platforms, are valuable in aligning the vision with practice, and encouraging persistence adjustment. These mechanisms are dynamic capabilities that, in turn, change vision into a symbolic artifact into a tool of building resilience in the environment of resource scarcity and unpredictability.

4.2 Barriers to Vision Sharing and Resilience

Although promising, the introduction of resilience building practices of vision sharing is frequently limited by the possibilities of numerous institutional, structural, and cultural obstacles. A widely-known obstacle is laid out in bureaucratic inflexibility, because formalism, proceduralism and hierarchical segregation provide a hinderance to flow of information and only act to influence independent decision-making. Within this environment, the vision statements can be created privately by the topmost leadership and unlinked with the practical realities which do not yield much internalization and attachment (Y. S. Chen & Chang, 2013; Igalla et al., 2019).

The other obstacle noted in the literature is that there are many forms of political interference and changing sets of policies that may not help maintain the strategic continuity and change the commitment to the vision in the organizations (Korejan & Shahbazi, 2016). Leadership or other ministerial direction changes too frequently, and this is especially true of politically unstable

settings; which causes vision volatility and decreases employee faith in any sense of purpose or direction in the institution (Alibašić, 2025). This breaks the continuity of organizational memory and restricts resilience practice institutionalization capabilities overtime.

Further, there are low rates of employee engagement and an insufficient level of trust between employees and the management, which is a great hindrance to diffusion and alignment of vision. When workers feel that sharing of vision is a top-down forcing exercise and has nothing to do with them then the result is resistance, which results into passive obedience or indifference. This issue is especially severe when the scenario involves working conditions of low intrinsic motivation and lack of career incentives combined with underdeveloped systems of performance accountability among the ranks of public servants.

Contextual Dynamics in Developing Economies

The interaction between vision sharing and organizational resilience is very entrenched in the wider political, cultural, and socioeconomic environment of developing economies. Any systemic limitation such as weak fiscal space, administrative capacity, and governance arrangements that are fragmented tends to characterize the public sector organizations in these contexts, thus complicating the attempts of operationalizing the visionary leadership and strategic alignment. Furthermore, short-term survival usually means that resilience measures are often subdued to day-to-day survival, making institutions put their foot down on crisis management in the short term at the expense of strategy enforcements that would be redefined in the long term (Garrido-Moreno et al., 2024; Morales et al., 2019).

Meanwhile, the literature recognizes the contextually specific opportunities that might improve the performance of vision sharing. To illustrate, in a culture with high regard to collectivity, inhabitants of the group and community sense, shared vision may be a very powerful uniting force that reinforces morale, trust, and initiatives of teamwork. By analogy, vision sharing may be a mending force in post-conflict or post-crisis institutional settings where the hunger to rebuild both legitimacy and coherence is pressing, in restoring meaning, reconciling skeptical cultures, and in redirecting fragmented bureaucracy to resiliency objectives (Hollaar et al., 2025).

Relationships between dominant institutional structure and informal organizational culture have also been revealed as one of the vital contextual determinants. Organizations which achieve some balance between the rule-dominated system of governance and adaptive flexibility have the better chance of imparting vision in the ways that strengthen resilience. The existence of hybrid forms of institutions, including the establishment of the autonomous agencies or of the public-private partnership, provides more opportunities to reconcile the vision with the operational flexibility in the uncertain policy space (Liang & Cao, 2021; Prayag et al., 2024).

Overall, the thematic synthesis indicates that, although the concept of vision sharing has great potential as a driver of organizational resilience, its potential should not be overestimated and taking action depends on a set of factors through a complex interaction of enabling conditions, structural barriers and contextual dynamics (R. Chen et al., 2021; Do et al., 2022). The approach towards the solution therefore has to be highly specific to the purpose, as seen in the case of the public sector organizations in the developing economies, as it has to enhance the capacity of leadership, inclusive visioning process, and has to develop institutional infrastructure to ensure continuous learning and adaptation. This evidence highlights the importance of strategic investments on the cognitive/structural level of vision sharing which open up its capacities as the driver of institutional resilience.

Discussion

Vision Sharing as a Strategic Organizational Capability

This narrative synthesis is informative in the appraisal of why vision sharing may be a dynamic, multi-faceted force of organization resilience in government agencies in the turbulent and thinly-resource climate of developing economies. This analysis shows that vision sharing is not an empty leadership role but a real strategic power that can inspire alignment, adjustment, and cultural coherence, all none of which can be avoided in the public institutions that desire to resist disruption and preserve performance in the long term. The theoretical background and the thematic synthesis collectively sheds light on how shared vision can be described to be a connective tissue which holds together disparate elements of the organization, improves anticipatory and absorptive abilities, and also offers motivational and cognitive framework which is required to make it through the complexities of the governance issues.

The theorizing of vision sharing as a reclassification of this construct out of the narrow conceptual view of leadership and into a more rounded organizational capability that is etched in strategy, relationships, and culture is also one of the major contributions of the study to the theory. The reviewed literature demonstrates unanimous evidence of the beneficial adaptation of vision sharing to achieving the ability to make agile decisions, enhancing the coherence of the institutions, and nurturing the psychological resilience of employees (Garrido-Moreno et al., 2024; Gligor et al., 2019). Such consequences are especially relevant in the public institution of the developing economies, where the system of governance lacks unity and continuity and the policies agendas of such institutions are easily changed and the administrative inertia commonly destroys the continuity in long term strategic focus. In this case, a clearly shared and competently stated vision may serve to act like a pillar of stability in continuity of direction, despite the turbulence of outside forces.

Gaps, Inconsistencies, and Theoretical Fragmentation

Nevertheless, the synthesis also shows a number of gaps and contradictions within the existing literature that are worth of critical reflection and are to be considered as objects of further research. To begin with, empirical granularity is missing in the way that vision sharing processes take place at various levels of hierarchies within the public sector. There is a top-down basis of most of the studies, and the study of how the mid-level managers and the first line employees interpret, challenge or internalize the shared vision is hardly explored. This intervenor is a barrier to our comprehension of micro-dynamics resourcing the transmission and operationalization of vision in the workings of multifarious public institutions.

Second, the scales between vision sharing and resilience display a particular theoretical unevenness in conceptualisation and variables. Although some research stresses on structural-related dimensions like strategic planning or performance alignment, the other happens to stress out relational and affective-related dimensions like trust, engagement and motivation. Although such conceptual pluralism signals the multidimensional character of the constructs, it presents difficulties when it comes to comparative analysis, as well as theory building. The lack of conventionalized measures or officially certified methodologies of gauging the effectiveness of vision sharing on outcome indices of resilience constrains the progressive consolidation of knowledge in this respect.

Contextual and Institutional Mediators

Third, the synthesis finds a contextual gap, where it relates to the question of how socio-political institutions fit in the determination of the effectiveness of the vision-based resiliency strategies. Although a number of studies have recognised the role played by leadership and communication, not many studies have taken an approach of determining how institutional arrangements, that is, larger sets of institutions- political stability, legal frameworks, civil service structures, and cultural norms mediate or limit the impact of vision sharing (Alibašić, 2025; Madi Odeh et al., 2023). There is volatility of governance in most developing economies, whereby, the institutional embeddedness of vision sharing would be crucial to contextually viable interventions design, which are not only desirable but they can be attained.

Literature contradictions also arise with the issue regarding the durability and sustainability of the vision sharing practices. Some studies describe vision as a consistent force towards strategy coherence and resilience; in other studies, the initiative about sharing of vision is characterized as being eventful, reactive, or temporary in nature and frequently interfered by switching of leadership or external shocks (Brooks et al., 2005; DeCaro et al., 2025). Such a discrepancy suggests the need to have longitudinal research designs that have the ability to follow the changes over time and across administration through which shared vision practices are established.

The evidence base is also still regionally skewed, with more information based on a small number of middle-income countries and little coverage in particular of fragile or low-income states. Such concentration on geography restricts the generalizability of the results and causes breaching of the distinction of the challenges and innovations that can be developing in more tenuous governance environments. Including a wider variety of political- administrative backgrounds would have an upsurge in the ecological validity of the vision-resiliency relationship.

Normative Implications

Lastly, the discussion indicates the normative implication of the use of vision sharing as a resilience tool. Although shared vision may undoubtedly unify and mobilize, it has the disadvantage of suppressing those voices that may not agree to the vision, of strengthening the vertical authority, or concealing power disparities in the public organizations. Future studies ought to question the politics of vision, i.e. who sets out what the vision is, who is involved in its development and who is it ultimately beneficial to, to make sure that sharing the vision leads not only to strategic coherence, but also to democratic accountability and inclusivity.

Overall, it is true that vision sharing has great potential as part of resilience-building process in the state, in developing economies, in particular. To develop all the potential, however, it needs further theoretical incorporation, thicker empirical research, and a more critical reflection of the institutional and political circumstances under which its practice is practiced. Research around these areas needs to be filled to enhance the knowledge available to scholars, and to provide the tools which policymakers and public managers require in ensuring that the institutions that they are working in are resilient to this world in which everything is speeding up.

Conclusion

Key Findings and Theoretical Insights

This study aimed at exploring the contribution of vision sharing as a strategic capability in achieving organizational resilience in the context of public sector organizations, especially in such complex and volatile environments where there are developing economies. In a systematic

synthesis of the narrative, the paper has justified that, beyond being the dreamy role of leadership, sharing vision is a strategic organizational process capable of supporting the alignment of strategies, promoting behaviors that are adaptive to changes and instilling resilient culture across the hierarchical levels. The review indicates that vision when articulated as shared and continually expressed and significantly absorbed, becomes enhanced as a capacity in an organization to foresee, absorb, and react to disturbances without losing key institutional roles and reputability (Butt, 2021; Morales et al., 2019).

The most important findings revealed in the synthesis are based on three main mechanisms of how vision sharing contributes to resilience namely, strategic coherence, adaptive engagement and cultural integration. The processes are facilitated and maintained by facilitating forces that include transformational leadership, participatory governance systems and open communication ecosystems. However, they are usually hampered by institutional setbacks such as bureaucratic inflexibility, political instability, resource shortage, and low labor confidence, which are worst in the public sectors of the developing economies. This conceptual framework and thematic findings used in the study give a holistic understanding of vision sharing, which is context-specific and enables its operationalization to instill adaptability, continuity, and sustainability in institutions.

Practical Implications for Policy and Institutional Design

The tactical consequences of these findings are huge. The key challenge on such matters that policymakers and leaders in the public sector can use as a lever of engagement in the realm of strategic change, employee engagement, and institutional strength in the presence of future political, economic and environmental uncertainty is institutional design and leadership development efforts ought to be focused on institutionalizing vision sharing. In terms of administrative reform programs, the platform of vision sharing gives the headway of determining the policy objective to the policy practice and fills the so-called implementation gap that is frequently mentioned in the execution of public service delivery. In addition, vision sharing can be a low-cost but high-potential program in those settings where resource shortages preclude the possibility of bigger initiatives, but in which a simple, low-cost approach that can have high effect and potential to cultivate unity of purpose and motivate personnel, as well as reinforce collective agency can be valued.

Future Research Directions and Critical Considerations

Along with its contribution, this study says that there are quite a number of critical gaps in the literature, which indicate possible veins of future research. To further realize the vision sharing practices on other levels and functions in the context of public organization, empirical studies are required to study the way it happens regarding the specific viewpoints of the mid-level managers and front minus employees. With the help of longitudinal research, it may be possible to get good insights regarding the durability of shared vision risks and the institutionalization of strategies applied. Also, there is necessity to come up with context sensitive measurement devices that sensitize the depth, diffusion of the aggregate and effect of the vision sharing towards resilience outcomes. Geographic diversification of the empirical research by extending the scope of that work to cover the poor-covered areas, i.e. fragile states or post-conflict societies could make the existing knowledge more diverse and applicable.

Political and ethical implications of vision sharing should also be investigated which includes investigation of who voices are present in defining vision and what is the aspect of power in the same influencing the process of vision-making, spreading, and internalization. Engaging in such critical inquiry will ensure that the sharing of visions does not merely reinforce the status quo of

dominant narratives. Instead, it will be recognized as a genuinely open, inclusive, and transformative practice.

Summing up, the results of this review confirm that vision sharing is an important but underused tool of enhancing the resilience of the public sector in developing economies. Finding ways to harness the capabilities and energies of the citizens, not to mention the human resources within the governments, in creating high-trust, highly civic-minded, healthy, productive, and creative public conditions, will have to be a matter of genuine respect and feeling, with a lot more going on than structural adjustments or policy prescriptions. It will entail an organizational level of purpose and the purpose that will be communicated and shared by all and a visionary leadership. In a properly contextualized and purposefully utilized way, vision sharing can help to make the public bodies work faster, more responsive, and more long-lasting forces on the way to sustainable development and the generation of public value.

Declaration

Ethics Approval and Consent to Participate: This study adhered strictly to academic ethical guidelines for research, ensuring informed consent and compliance with data privacy standards.

Conflicts of Interest: The author states that there are no conflicts of interest associated with this study.

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