ABSTRACT

Vision serves as a critical part in today’s organizations. A successful vision paints a bright picture for the future of the organization. Most organizations have their own corporate vision. However, making a corporate vision become a shared vision is challenging for management. Shared vision produces powerful results. It can energize all staff by involving them in the purpose of the organization. Once people have a shared vision they see and focus on the same objectives. Nowadays, management provides great support to the organizational vision and wants to make it understood and shared throughout the organization.

The main objective of this research is to search for the key antecedents of shared vision. Based on literature, there are many factors that contribute to shared vision. However, not many empirical studies have been conducted in this area. Another objective is to empirically examine the relationship between shared vision and staff performance. The data were collected from all staff working in one company. Quantitative and qualitative methodologies were applied. The multiple regression method was employed to test the hypotheses.

The results of the research revealed that three factors including affective commitment, intrinsic motivation and communication were identified as the key antecedents of shared vision. In contrast, normative commitment, continuance commitment, extrinsic motivation, transformational leadership behaviors, transactional leadership behaviors and perceived Clan culture did not show a significant relationship with shared vision. Regarding the test of performance, the results showed that shared vision positively contributed to employee performance.
The findings provide significant implications for the organization to understand the importance of affective commitment, intrinsic motivation and communication. Management and HR should focus on positive activities and practices in order to enhance these factors in the organization.