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RESEARCH PAPER

Impact of Leadership Vision on Employee Commitment and Organizational Excellence: A Case Study of Public Sector Universities in Khyber Pakhtunkhwa

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ABSTRACT

This study investigates the impact of leadership vision (LV) on the employee commitment (EC) and organizational excellence (OE). Basic objectives of the study were to comprehend the Dimensions and components of effective leadership vision, to find out the association between leadership vision and employee commitment, and to assess the impact of leadership vision clarity and consistency on employee commitment. Five public sector universities and 380 male and female lecturers have been chosen. Information was gathered through questionnaires using cluster sampling techniques. Only 340 questionnaires were received and using different statistical methods, including mean, percentage, Pearson's correlation, and Regression. Tested the above construct were found that there is strong positive impact of Leadership vision on employee commitment. Moreover, the strategic alignment of vision with the university's values and objectives ensures coherence and unity of purpose, enabling effective decision-making and resource allocation. As a result, employees are more engaged, proactive, and invested in their work, leading to improved performance, innovation, and overall organizational excellence and effectiveness.

| **KEYWORDS** | Leadership Vision, Employee Commitment, Organizational Excellence, Public Sector Universities |

Introduction

Leadership vision plays a central role in determining employee commitment and dedication within an organization. A leader's vision serves as a guiding light, directing the efforts of individuals towards a common goal and inspiring them to invest their energy and talents wholeheartedly. In today's dynamic and competitive professional landscape, where organizations strive to retain top talent and foster a culture of engagement, it is essential to understand the impact of leadership vision on employees Attachment. The research's major goal was to determine how does the clarity and consistency of leadership vision impact the level of commitment demonstrated by employees within an organization?

The Leadership vision is a clear and fascinating representation of the organization's future. It provides direction and purpose, aligning employees' efforts with organizational objectives Leadership vision is commonly defined as a clear, compelling, and future-oriented picture of where the organization is headed (Hilton, Madilo, Awaah, & Arkorful, 2021)It encompasses values, goals, and aspirations, providing a sense of purpose and direction for organizational members (Avolio & Yammarino, 2013). By examining relevant theories and empirical evidence, we aim to uncover the nuances of this relationship and provide insights that can inform leadership practices and organizational strategies. Leadership vision is widely recognized as a fundamental aspect of effective leadership, shaping organizational direction and inspiring collective

action (Sulistiasih & Widodo, 2023). Within the context of organizational behaviour, understanding how leadership vision influences employee commitment is essential for fostering a motivated and engaged workforce. Leadership vision comprises a leader's ability to articulate a compelling and aspirational of future action for the organization (Bass & Bass Bernard, 1985). It provides clarity of purpose and direction, guiding organizational strategy and decision-making (Shamir, House, & Arthur, 1993). A clear and inspiring vision motivates employees by fostering a sense of meaning and alignment with organizational goals (Avolio & Yammarino, 2013).

Research indicates a strong positive correlation between leadership vision and employee (Avolio & Yammarino, 2013). When leaders communicate a compelling vision that resonates with employees' values and aspirations, it enhances their sense of commitment to the organization (O'Reilly & Chatman, 1986). Visionary leaders inspire followership by instilling confidence in the organization's future prospects and fostering a shared sense of purpose (J. M. Kouzes & Posner, 2012). Effective communication of the leadership vision is crucial for eliciting employee commitment (Sashkin & Rosenbach, 1990). Leaders who articulate the vision clearly, consistently, and authentically are more successful in gaining employee buy-in and commitment (Boal & Schultz, 2007)Moreover, alignment between the vision and organizational values enhances its credibility and relevance, strengthening employee commitment (Simons & Peterson, 2000)

Literature Review

Visionary leaders motivate and inspire employees by challenging them to aspire to higher goals and fostering beliefs of innovation and excellence (Berson, Nemanich, Waldman, Galvin, & Keller, 2006). They use storytelling, symbolism, and personal charisma to express the vision in a way that resonates with employees' emotions and aspirations (Gardner, 2012). By creating a compelling narrative of the future, visionary leaders instil a sense of excitement and purpose, driving employee commitment (Sosik, Kahai, & Piovoso, 2009). The positive impact of leader vision on employee commitment is mediated by organizational culture and climate (Den Hartog & Belschak, 2012)Visionary leaders who cultivate a supportive, inclusive, and empowering work environment are more successful in fostering employee commitment (Brown, Treviño, & Harrison, 2005). Conversely, leaders who fail to align their actions with the vision or create a culture of mistrust may undermine employee commitment despite the clarity of the vision (Conger, Kanungo, & Menon, 2000). High levels of employee commitment are correlated with numerous positive consequences for organizations, including increased job performance, higher productivity, greater employee retention, and enhanced organizational performance (Jaros, 2007).

Visionary leaders who prioritize employee commitment as a strategic imperative are more likely to reap the benefits of a motivated and dedicated workforce (Hassan, Mahsud, Yukl, & Prussia, 2013). In contemporary organizational contexts, leadership vision is increasingly recognized as a critical factor in shaping employee commitment. However, despite extensive research on leadership and organizational behaviour, there remains a need for a comprehensive accepting of the specific methodology through which leader vision effects employee commitment. It encapsulates a leader's aspirations, values, and strategic direction, providing a framework for action and decision-making. The dimension of leadership vision encompasses various facets that contribute to its Clarity, Inspiration, Future Oriented and Adoptability with organizational goals. Understanding and cultivating these dimensions is essential for leadership to effectively execute and implement their vision, driving positive change and fostering organizational

success. Clarity of vision often refers to the ability of educational leaders to articulate a clear and compelling direction for their schools or institutions.

Recent studies have examined how clarity of vision influences teacher motivation, student outcomes, and overall school improvement efforts (Sulistiasih & Widodo, 2023). Inspiration Educational leadership scholars have investigated how inspirational leadership vision motivates and engages stakeholders within educational settings. Studies have examined the role of visionary leadership in fostering teacher commitment, student engagement, and positive school culture (Den Hartog & Belschak, 2012). Future oriented leadership vision in education emphasizes strategic planning, innovation, and adaptability to prepare students for an ever-changing world. Recent research has examined how educational leaders anticipate future challenges, leverage emerging technologies, and promote 21st-century skills development. Educational change and innovation highlights the importance of future-oriented leadership in driving educational transformation. Leadership vision should be future-focused, as highlighted by Peter Senge in "The Fifth Discipline," where he discusses the importance of creating a shared vision that guides future actions (Senge, Dow, & Neath, 2006). Adoptability Educational leadership scholars have increasingly emphasized the importance of adaptive leadership in navigating complex educational challenges and uncertainties. Recent research has explored how educational leaders demonstrate flexibility, resilience, and responsiveness in shaping and revising their vision amidst changing contexts. Adaptive leadership strategies for addressing equity issues in diverse educational settings (Bogotch, Pappas, Kervin, & Silliman, 2020).

In a rapidly changing world, leadership vision must be adaptable. John Kotter, in "Leading Change," discusses the need for flexible vision to navigate organizational transformations. Furthermore, there is a gap in the literature concerning the long-term impact of leadership vision on employee commitment and its sustainability over time. While some studies have demonstrated short-term effects, longitudinal research is needed to evaluate the enduring influence of leader vision on employee attitudes and behaviours (Kotter, 2012). Moreover, the role of leader in shaping the dimensions and association between leadership vision and employee commitment remains underexplored. Understanding how these factors interact and influence the effectiveness of leadership vision can provide valuable insights for organizational leaders and practitioners.

Therefore, the primary problem addressed in this study is to elucidate the nuanced mechanisms through which leadership vision impacts employee commitment, considering both individual and contextual factors, and to assess the long-term sustainability of this relationship in diverse organizational settings. Framework of Contemporary theories of educational leadership focus the significance of transformational leader in promoting a shared vision and fostering employee commitment (Leithwood, 2016). After analysis of data it was found that Leadership vision has strong positive impact on employee's commitment and organizational excellence. The education sector relies heavily on leadership vision to guide institutions towards their goals while ensuring the commitment and engagement of employee within organization. Furthermore Leadership vision plays a crucial role in shaping the direction and culture of educational institutions, influencing employee commitment and organizational effectiveness.

Material and Methods

The present study was quantitative and descriptive in nature. The study's population consisted of public-sector universities in Khyber Pakhtunkhwa. The researcher was used cross sectional approach to collect the data from the respondents.

Population and Sample

The survey population for this study was drawn from five universities using the Cluster sampling method. Universities were chosen to represent both the public and higher education sectors. These universities were located in the Khyber Pakhtunkhwa region. The questionnaire was developed based on previous literature published in various articles.

Sample of the Study

To collect data 380 male and female Lecturers chosen from Public Sector universities working in Khyber Pakhtunkhwa region. A questionnaire with two main variable Leadership vision and employee commitment was the research instrument. As a Leadership vision the construct like (Clarity, Inspiration, Future Oriented and Adoptability). Different constraints concerning to the employee commitment were taken. For collection of data 380 questionnaires were circulated, but received only 340 responses were gathered and then analyzed using different statistics, including, percentage, mean Pearson product correlation and Regression.

Table 1
Instrument Reliability

Statistical analysis of Cronbach's Alpha	.832
Standardized items of Cronbach's Alpha calculation method that relies on.	.818
Total number of items	35

Table 1, represent the research instrument exhibited robust reliability, as verified by a Cronbach's Alpha value of 0.832, which falls within the range of 0 to 1. This value indicates a high level of internal consistency and reliability in the questionnaire, suggesting that it consistently measures the intended constructs throughout the survey. With a Cronbach's Alpha value exceeding the commonly accepted threshold of 0.7, the questionnaire demonstrates strong reliability, providing confidence in the accuracy and consistency of the data collected. This reliability ensures that the survey instrument effectively captures the variables under investigation, facilitating significant, and interpretation of the results.

Data Analysis

The aimed of the study to understand how leadership vision relates to employee commitment and organizational excellence at Public Sector Universities of Khyber Pakhtunkhwa. We analysed the data using different methods: percentage, mean, and correlation analysis.

Table 2
Representation of the different construct of leadership vision (Clarity, Inspiration Future Oriented and Adoptability) and Dependent Variable that is Employee Commitment. (**Pearson Correlation**)

		Clarity Mean	Inspiration Mean	Future O Mean	Adoptability Mean	LV Mean
Clarity Mean	Correlation	1.00				
	Sig. (2-tailed)					
	N	340				

Inspiration Mean	Correlation	**.601****	1.00		
	Sig. (2-tailed)	.000			
	N	340	340		
Future Oriented(FV) Mean	Correlation	**.712****	**.691****	1.00	
	Sig. (2-tailed)	.001	.002		
	N	340	340	340	
Adoptability Mean	Correlation	**.693****	**.570****	**.537****	1.00
	Sig. (2-tailed)	.000	.000	.o55	
	N	340	340	340	340
Leadership Vision(LV) Mean	Correlation	***.827*****	***.751*****	***.693*****	***.646*****	1.00
	2-tailed significant level	.000	.000	.000	.000	
	Total number	340	340	340	340	340

Representation of significance at a 2-tailed level of 0.05, the significance for correlation is 0.01 at 2-tailed level.

Table 2 presented Pearson's correlation that examined the association between Leadership vision, including clarity, Inspiration, future oriented and adoptability with Employee Commitment. The findings shown strong positive relation between Leader Vision and employee commitment with Clarity (r = .827**, p = 0.000<0.05), Inspiration. (r = .751**, p = 000<0.05), Future Oriented (r = .693**, p = 001 <0.05), and Adoptability(r = .646**p = 0.000<0.05). The outcomes support the second objective of the research, which aimed to examine the connection between Leadership Vision and Employee Commitment.

Table No.3
Descriptive statistics of correlation between Leadership vision and commitment employee.

		ECOE Mean	LV Mean
ECOE Mean	Correlation	1	**.898****
	Sig. level (2-tailed)		.000
	N	340	340
LV Mean	Correlation	**.898****	1
	Sig. level (2-tailed)	.000	
	(N) sample	340	340

** Significant at the 0.01 level (2 tailed).

Table No. 3 revealed a strong and positive correlation between leadership vision and employee commitment (r = 0.898, p = 0.000). This indicates that as leadership vision increases, so does employee commitment. The findings confirm that leadership vision significantly influences employee commitment, validating the study's objective.

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Table 4
Summary of the Variables

Model No.	R	R Square	Adjusted of R	Std. Error of the	Durbin-Watson
1	.637ᵃ	.869	.352	.26243	1.725

a. Employee Commitment and Organizational Excellence Mean: (Dependent Variable)
b. Predictors: Leadership vision
c. Leadership vision (1. Clarity 2. Inspiration 3. Future Oriented 4. Adoptability)

The Table 4 presented in underscore significant levels of association among the factors under investigation. The coefficient of (r square) value of .869 shows a robust and meaningful relationship between leadership vision, employee commitment, and organizational excellence. Furthermore, the value of Durbin Watson 1.725 within the suitable range of 0-2, indicating no significant presence of autocorrelation in the data. These results provide empirical support for the assertion that leadership vision has a substantial impact on both employee commitment and organizational excellence. As such, the research question concerning the influence of the clarity and consistency of leadership vision on employee commitment within an organization can be confidently affirmed based on the evidence presented.

Result and Discussion

The research article's findings offer insightful information about the impact of a leadership vision's clarity and consistency, as well as its sub-factors of inspiration, clarity, future orientation, and flexibility, on employee commitment inside an organization. Employee commitment and leadership vision are strongly and positively correlated, as seen by the robust correlation coefficient (r square) value of.869. This shows that employees are more likely to show higher levels of devotion to the organization when leaders set a clear and consistent vision that is based on inspiration, future orientation, and adaptability. The importance of these results is consistent with other studies in the fields of leadership and organizational behaviour.

For instance, highlights the significance of transformational leadership which incorporates characteristics of inspiration, clarity, and future orientation in promoting employee engagement and organizational success (Avolio & Gardner, 2005). In a similar vein, (Kramer, 2007) research emphasizes how adaptive leadership can foster organizational resilience and employee engagement in changing work settings. Furthermore, researches like (J. Kouzes & Posner, 2017), who contend that effective leadership entails developing a compelling vision that inspires and motivates others to action, have proposed theoretical frameworks that are supported by the positive correlation between employee commitment and leadership vision. Furthermore, (Jamrich, Greenleaf, & Bautz, 1977)'s discussion of the idea of servant leadership highlights how crucial it is for leaders to meet the needs of their subordinates and develop a feeling of dedication and purpose within the organization. In summary, the above empirical data confirms the research question about how employee commitment within an organization is impacted by the coherence and consistency of the leadership vision and its component parts. Leaders can make a big difference by setting clear expectations, motivating others, encouraging a future-focused mind set, and exhibiting flexibility. Leaders have the ability to greatly influence employee commitment and make a positive impact on organizational success through the provision of clear direction, motivational inspiration, future orientation, and adaptability.

Conclusion

The study's overall findings emphasize the broad influence of leadership vision on worker dedication and organizational excellence, with key components including clarity, inspiration, future orientation, and adaptability influencing workers' attitudes and actions in the direction of accomplishing organizational objectives. A distinct and well-expressed leadership vision gives workers a feeling of purpose and direction, which greatly influences their commitment. When workers are aware of the organization's objectives and how their work fits into those goals, they are more likely to show commitment. The assessment that an inspiring leadership vision inspires employees to

go above and beyond their regular duties, fostering a culture of commitment and dedication, was strongly agreed upon by the most extreme respondents. Employees that feel inspired by their leaders are more likely to be engaged and loyal to the organization. Respondents with the most extreme opinions consistently agreed that a forward-thinking leadership vision that highlights future goals and aspirations stimulates employees to invest in the organization's long-term success. Leaders may foster a sense of devotion amongst employees who share their vision for organizational success and development by linking current activities with future goals. A leadership vision marked by adaptability recognizes the dynamic nature of the environment and encourages staff to participate in change and innovation. When leaders are adaptable and open to new ideas, people are inspired to contribute their innovative thinking and skills, resulting with enhanced dedication and organizational performance. Overall. The responders who had the most empirical data offer strong evidence in favor of the claim that team commitment within the organization is significantly impacted by the leadership vision's consistency and clarity.

Recommendations

1. The Study highlights that leaders have a straightforward, inspiring vision that describes the purpose, fundamental principles, and long-term objectives of the organization. It is recommended that Inspiration drives employees to accomplish the organization's goals, while a clear vision ensures that they comprehend the strategy of the organization.
2. The Study highlights that ideally, leaders may provide the tools and support to employee they need access to technology and information. It is recommended that may provide the opportunities for training, development, and acknowledgment for efforts that more seriously achieve the long term strategies.
3. The Study highlights that visionary Leaders may encourage employees to have a future-oriented mind set, to be ready for external changes. Therefore it is recommended that encouraging creativity, flexibility, and adaptability to keep the organization viable and adaptable in circumstances of insecurity.
4. Furthermore it is recommended that Leaders may demonstrate adaptability and flexibility in their leadership approach. This involves being open to new ideas, embracing change, and encouraging experimentation. By fostering a culture of adaptation, leaders can empower employees to take risks, learn from failures, and foster innovation.

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