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The Impact of Visionary Leadership on Employee Commitment: Principal Leadership Perspective

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Abstract

The aim of the study is to examine the impacts of Principal Leadership on the performance of teachers. The basic objectives of the study were (a) to find the key dimensions of Principal visionary leadership that contribute to employee commitment in educational settings. (b) To explore the role of communication strategies by principals in enhancing employee commitment through visionary leadership. and (c) How do school principals perceive the impact of visionary leadership on employee commitment within their schools? Information was gathered through questionnaires using a Sample random sampling technique. Only 120 questionnaires were received and using different statistical methods, including mean, percentage, Pearson's correlation, and Regression. Research findings indicate that effective communication strategies employed by principals significantly enhance employee commitment through visionary leadership and also found that there is a significant impact of Principal Leadership on employee commitment.

Keywords: Principal Visionary Leadership, Communication Strategies, Employee Commitment

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The Impact of Visionary Leadership on Employee Commitment: Principal Leadership Perspective

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Abstract

The aim of the study is to examine the impacts of Principal Leadership on the performance of teachers. The basic objectives of the study were (a) to find the key dimensions of Principal visionary leadership that contribute to employee commitment in educational settings. (b) To explore the role of communication strategies by principals in enhancing employee commitment through visionary leadership. and (c) How do school principals perceive the impact of visionary leadership on employee commitment within their schools? Information was gathered through questionnaires using a Sample random sampling technique. Only 120 questionnaires were received and using different statistical methods, including mean, percentage, Pearson's correlation, and Regression. Research findings indicate that effective communication strategies employed by principals significantly enhance employee commitment through visionary leadership and also found that there is a significant impact of Principal Leadership on employee commitment.

Keywords: Principal Visionary Leadership, Communication Strategies, Employee Commitment

Introduction

In the realm of educational leadership, the role of principals is pivotal not only in administrative tasks but also in shaping the overall performance and commitment of teachers within their schools. Principals who exhibit visionary leadership are believed to significantly impact employee commitment through their strategic communication and inspirational guidance. This study aims to examine the multifaceted association between principal leadership, particularly visionary leadership, and teacher performance within educational settings. By exploring the dimensions of visionary leadership and the communication strategies employed by principals, this research seeks to uncover how these factors influence employee commitment among teachers. In the dynamic landscape of educational leadership, the role of principals extends beyond mere administrative oversight to encompass

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transformative influences on teacher performance and organizational effectiveness. Central to this paradigm is the concept of principal leadership, which not only shapes the operational philosophy of educational institutions but also profoundly impacts the motivation, commitment, and performance of teachers. This study seeks to explore the multidimensional impacts of principal leadership, particularly focusing on visionary leadership and communication strategies, for enhancing employee commitment among teachers within educational settings.

Effective principal leadership is pivotal in fostering a conducive environment where teachers feel motivated, supported, and empowered to excel in their roles. By investigating the dimensions of visionary leadership that contribute to employee commitment (Amin, Khattak & Khan, 2018), and examining the role of communication strategies employed by principals, this research aims to provide insights into the mechanisms through which principals' leadership influences organizational outcomes in schools. Employee's performance is directly related to their commitment to the job. Thus it is pertinent for the success of any organization whether it is education or any corporate organization that its employees work dedicatedly and have a strong commitment to their jobs. Thus better performance of employees directly impacts the success or failure of an organization or department(Wahab& Din, 2024). Although there are several factors that impact the commitment of the employees leadership vision is one of the major factors. Most of the organizations which are successful in achieving their goals are due to efficient and visionary leadership. If a leader performs their duties effectively, it is highly probable that the organization will reach its objectives. An organization requires a capable leader who can positively influence employee behavior. Furthermore, employees need to be motivated and maintain a high level of discipline to achieve success and strive for optimal outcomes. When visionary leadership is effectively communicated, it positively shifts subordinates' attitudes and behaviors, leading to significant organizational transformations. Visionary leadership traits like vision, empowerment, supportive behavior, and intellectual stimulation are positively linked to subordinates' organizational commitment (Al-frijawy, Mahssn, & Waham, 2023).

On the other hand, Organizational commitment signifies the emotional connection and deep involvement that employees feel toward their organization. One factor influencing employees' organizational commitment is the leadership behavior of their immediate superior. Among different leadership styles, visionary leadership has been shown to have a positive association with employees' organizational commitment(Ateş, Tarakci, Porck, van Knippenberg, & Groenen, 2018).

Literature Review

Principal leadership has been widely acknowledged as a critical determinant of teacher performance and organizational success in educational contexts. Communication strategies employed by principals play a pivotal role in translating visionary leadership into actionable practices that enhance employees (Kowalski, 2010). Effective communication involves not only the dissemination of information but also the creation of shared understanding, trust, and collaboration within the school community. Principals who communicate openly, transparently, and empathetically foster a culture of inclusiveness and mutual respect among teachers(Kurniadi, Lian, & Wahidy, 2021). Strategic communication also encompasses active listening, soliciting feedback, and responding constructively to concerns and suggestions from teachers(Sashkin, 1988). By engaging in two-way communication processes, principals demonstrate respect for teachers' perspectives and empower them to contribute meaningfully to decision-making processes and school improvement initiatives (Simarmata, 2024).

The perception of school principals regarding the influence of visionary leadership on employee commitment provides valuable insights into leadership effectiveness and organizational dynamics within schools(Simatupang, Marsidin, & Sulastri, 2024). Principals who embrace visionary leadership principles often report higher levels of teacher morale, job satisfaction, and commitment to school goals. They perceive visionary leadership as essential for fostering a positive school climate, promoting professional growth, and achieving sustainable improvements in educational outcomes(Siregar, Akmaluddin, Hanim, Nasution, & Syara, 2024). However, the perception of

visionary leadership effectiveness may vary based on individual leadership styles, organizational contexts, and cultural factors within schools (Suleman et al, 2021). Some principals may encounter challenges in implementing visionary practices or overcoming resistance to change among staff members(Supriyadhi, Rini, Hariri, & Sowiyah, 2023). Understanding these perceptions can provide critical insights into the factors that facilitate or hinder the successful implementation of visionary leadership strategies in diverse educational settings.

The previous review underscores the profound influence of principal leadership, particularly visionary leadership and communication strategies, on enhancing employee commitment among teachers in educational settings. A visionary leader is always inspiring and equipped with transformative abilities. It assists, instigates, molds, and brings out the hidden talent of its employees. Visionary leadership transforms its employees into a higher professional personality. It wields innovation and sharp professionalism in its employees. The visionary leadership style is always focused and consistent with realizing the vision as compared to strategic leadership. For educational management, visionary leadership is the most suitable as it not only enhances productivity but the professional performance of the employees. a visionary leader serves as a role model who can guide and train other personnel to attain the desired level of professionalism in their work (Hayati, 2020;).

Leadership is the ability toward a vision or series of(Herold, Fedor, Caldwell, & Liu, 2008). The primary fundamental factor of management is a guiding imaginative and prescient(Komara, 2023). Meanwhile, organizational dedication is the choice of personnel to preserve the club within the side of the enterprise and willing to do commercial enterprise for the success of organizational goals(Dvir, Kass, & Shamir, 2004) Likewise, organizational dedication is the quantity to which someone is aware of the organization and its goals(Habeeb& Eyupoglu, 2024). Organizational dedication has a high quality and huge impact on workers' overall performance. Then studies via way of means of Astuty and Udin (2020) said that worker dedication to the enterprise can almost enhance workers' overall performance via way of means of visionary management. Purwanti & Komariah (2018) state that the electricity of instructional imagination and prescient affects overall academic performance. The pressure to obtain academic excellence, enhance overall performance, and acquire instructional achievement could be evident.

Organizations require those who can set a clear direction, speak it to all members, manual humans closer to attaining goals, construct networks with different institutions, offer incentives, encourage their teams, and praise first-rate subordinates. People capable of doing such matters are known as visionary leaders. It is because schooling could be received with rationality, dignity, ethics, and aesthetics(Tawa, Bafadal, & Ulfatin, 2024). Visionary leadership has been found to enable employees to realize their full professional potential. According to Ahmad and Oranye (2010), empowerment is the process of improving self-efficacy, facilitating feelings of helplessness, and enhancing the intrinsic power of organizational members to achieve effective goals and objectives. Visionary leadership has been proven to ensure high levels of cohesion, commitment, trust, motivation, and improved performance among employees (Simatupang et al., 2024). As the world changes, adaptability is becoming synonymous with leadership. If leadership does not have contemporary requirements, it can never be called visionary leadership. Because leadership and employees are directly related, it is important to consider factors that shape leadership perceptions and influences in the short term as well as the long term. Although some studies have shown short-term effects, long-term studies are needed to evaluate the lasting effects of leadership vision on employee attitudes and behaviors (Simarmata, 2024).

Material and Methods

The current study employed a quantitative and descriptive research design. The study's Participants included school principals' teachers. The researcher utilized a cross-sectional approach to gather data from the respondents.

Population and Sample

The survey population for this study was drawn from ten schools using the Sample random

sampling method. Ten Schools were chosen to represent both the Principal and teaching faculty. These schools were located in the Tehsil Jand District Attack in the Punjab region. The questionnaire was developed based on previous literature published in various articles.

Sample of the Study

The data collection process involved circulating the questionnaire among the 90 teachers, and 30 Principals who provided responses. These responses were subsequently collected and analyzed using various statistical tools, including Pearson product correlation and regression analysis. These analytical methods were chosen to explore relationships between variables and to uncover potential predictors of employee commitment within the school context.

Table 1

Instrument Reliability

Statistical analysis of Cronbach's Alpha	.572
Standardized items of Cronbach's Alpha calculation on the method that relies on.	.536
Total number of items	20

The Cronbach's Alpha coefficients (.572 and .536) suggest moderate internal consistency reliability for the scale employed in the study, which consists of 20 items. This indicates a reasonable degree of reliability in measuring the construct of interest based on the responses collected. This reliability ensures that the survey instrument effectively captures the variables being studied, thereby enabling meaningful interpretation of the results.

Data Analysis

The aim of the study is to examine the impacts of Principal Leadership on the performance of the teachers. We analyzed the data using different methods: percentage, mean, and correlation analysis.

Table 2

Descriptive Statistics Of Correlation Principals Between Leadership Vision And Commitment Employee (Pearson Correlation)

		PLV Mean	EC Mean
PLV Mean	Correlation	1	.775**
	Sig. level (2-tailed)		.000
	N	120	120
EC Mean	Correlation	.775**	1
	Sig. level (2-tailed)	.000	

Table No.2 represents a strong positive correlation between Principal Leadership Vision (PLV) and Employee Commitment (EC), with a Pearson correlation coefficient of .775**. This indicates that as Leadership Vision increases, Employee Commitment tends to increase as well. Significance Level (2-tailed): The Correlation Coefficient is statistically Significant at $p < .001$. N: The sample size for both Leadership Vision and Employee Commitment is 120. The findings suggest a significant and positive relationship between Leadership Vision and Employee Commitment among the respondents. The outcomes support the objectives of the research, which aimed to examine the connection between principal Leadership Vision and Employee Commitment within the school.

Table 3

Summary of the VariablesImpact of Principal Leadership Vision on Employee Commitment Within School

Model No.	R	R Square	Adjusted of R	Std. Error	Durbin-Watson
1	.546[a]	.692	.243	.21461	1.472

a. Employee Commitment: (Dependent Variable)
b. Predictors: Principal Leadership vision

Table **2** highlights the impact of Principal Leadership Vision on Employee Commitment within schools. The findings indicate a significant relationship between these variables: The correlation coefficient (R) of .546 suggests a moderate positive relationship between Principal Leadership Vision and Employee Commitment. R Square: The coefficient of determination (R Square) is .692, indicating that approximately 69.2% of the variability in Employee Commitment can be explained by Principal Leadership Vision. Adjusted R Square: This value, .243, suggests that when considering the number of predictors in the model, around 24.3% of the variability in Employee Commitment is specifically accounted for by Principal Leadership Vision. Std. Error of the Estimate: The standard error (.21461) represents the average distance between the observed values and the regression line, reflecting the model's accuracy in predicting Employee Commitment based on Principal Leadership Vision. Durbin-Watson: The statistic of 1.472 falls within the acceptable range of 0 to 2, indicating no significant autocorrelation in the data, which enhances the reliability of the model's findings. These statistical results provide empirical support for the assertion that Principal Leadership Vision significantly impacts Employee Commitment within schools. Principals who exhibit strong visionary leadership are likely to foster higher levels of commitment among their employees. This correlation underscores the effectiveness of leadership in shaping institutional culture and enhancing employee engagement within educational settings.

Result and Discussion

Visionary leadership in educational settings encompasses several key dimensions that have been identified as critical to fostering employee commitment. Research suggests that visionary leaders articulate a compelling vision that aligns with the school's mission and goals (Zeng, Alias, & Mansor, 2024)This vision provides a sense of direction and purpose, motivating employees to contribute towards achieving common objectives (Wahab & Din, 2024). Effective communication is essential for translating visionary goals into actionable plans and motivating employees. Principals who engage in open, transparent communication foster trust and clarity among staff members (Tursina, 2023). Communication strategies such as regular staff meetings, one-on-one discussions, and feedback mechanisms help in aligning employees with the vision, thereby enhancing their commitment. From the perspective of school principals, visionary leadership significantly impacts employee commitment by creating a positive organizational culture and climate. Principals perceive visionary leadership as instrumental in inspiring and empowering employees to perform at their best(Simatupang et al., 2024). By setting clear expectations, providing support, and fostering a collaborative environment, principals cultivate a sense of ownership and commitment among staff members(Simarmata, 2024). Effective communication strategies play a crucial role in enhancing employee commitment. Principals who communicate the school's vision clearly and consistently help employees understand their roles and contributions toward achieving organizational goals (Saputra & Mahaputra, 2022). Clear communication fosters a sense of trust, transparency, and alignment with the school's mission, leading to higher levels of commitment among employees (Fios, Marzuki, Ibadurrahman, Renyaan, & Telaumbanua, 2024). School principals perceive visionary leadership as central to fostering employee commitment. Visionary leaders inspire and motivate employees by sharing a compelling vision, encouraging innovation, and promoting a sense of shared purpose (Bass, 1990). Principals recognize that visionary leadership enhances organizational effectiveness and employee satisfaction by creating a supportive environment where individuals feel valued and motivated to contribute(Kowalski, 2010).

Conclusion

The study's overall findings emphasize the broad influence that visionary leadership significantly influences employees' commitment to an organization by offering a clear, compelling, and inspirational vision. This leadership style motivates and engages employees, deepening their dedication to their work and the organization. Visionary leaders provide clarity and direction, aligning employees' personal goals with the organization's vision, thus fostering a strong sense of purpose. They inspire and motivate by communicating a compelling future vision, boosting morale, enthusiasm, and emotional connection to the organization. By involving employees in the vision and encouraging ownership of their work, visionary leaders empower their teams, enhancing commitment as employees feel valued and crucial to the organization's success. Furthermore, visionary leaders promote innovation and creativity, allowing employees the freedom to explore new ideas, leading to higher job satisfaction and engagement. They create a supportive work environment that fosters collaboration and teamwork, increasing employees' commitment Recognizing and appreciating employees' efforts and achievements regularly boosts morale and commitment, making employees feel valued. Visionary leaders articulate and embody core values that resonate with employees, enhancing their sense of belonging and loyalty. They also focus on long-term goals and sustainability, providing employees with a sense of stability and security, thus enhancing long-term commitment. Investing in employees' personal and professional development, visionary leaders provide growth opportunities, increasing engagement and commitment by showing a clear career path within the organization. Trust, a cornerstone of visionary leadership, is built through integrity, transparency, and ethical behavior, fostering loyalty and commitment to the leader and the organization. In summary, visionary leadership impacts employees' commitment by providing clarity, inspiration, empowerment, and support, cultivating a highly committed and motivated workforce dedicated to achieving the organization's vision and goals.

Recommendations

On the basis of the above findings, the following recommendations are made for the future course of action.

1. Educational institutions should prioritize developing and nurturing the dimensions of visionary leadership among school leaders. Leadership development programs should focus on enhancing skills related to articulating a compelling vision, fostering a supportive and empowering environment, and aligning organizational goals with the aspirations of staff members. Clarity to achieve Objectives is the Primary trait of the leadership and it makes the employees clear to achieve the organizational objectives. Visionary leadership motivates and inspires his employees with a clear vision and transforms the efforts into fruitful achievement of collective objectives.
2. Principals should receive training and support in communication strategies that promote open dialogue, active listening, and feedback mechanisms. These strategies should be integrated into leadership practices to ensure effective dissemination of the school's vision and goals.
3. The study underscores that teachers are highly affected by rapid changes whether in the field of research or technology, thus visionary leadership must have the unique quality of adaptability to cater to the needs of the teachers and assist them to coup up with the emerging trends and technologies. By fostering a culture of adaptation, leaders can empower employees to take risks, learn from failures, and promote innovation.
4. Educational leaders and policymakers should recognize and support visionary leadership practices that promote employee commitment. Initiatives should focus on creating opportunities for principals to share best practices, collaborate with peers, and receive mentorship to sustain and enhance visionary leadership efforts. The study also identifies the optimism of the principal authority. Positivity is the unique trait of leadership that not only inspires teachers but also helps them to stay positive while facing challenges, thereby improving their

motivation and productivity. Future research could further investigate specific leadership behaviors and their impact on employee engagement, providing practical insights for educational leaders aiming to foster a positive work environment and enhance organizational effectiveness.

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