



**NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION**

**IDENTIFYING FACTORS INFLUENCING VISIONARY LEADERSHIP: AN
EMPIRICAL EVIDENCE FROM MANUFACTURING INDUSTRIES IN
SULAYMANIYAH, KURDISTAN REGION OF IRAQ**

M.Sc. THESIS

Rozha Mahmood SALEEM

**Nicosia
September, 2022**

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MASTER THESIS

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M.Sc. THESIS

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Approval

We certify that we have read the thesis submitted by Rozha Mahmood Saleem titled **“Identifying Factors Influencing Visionary Leadership: An Empirical Evidence from Manufacturing Industries in Sulaymaniyah, Kurdistan Region of Iraq”** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

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Declaration

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of the Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Rozha Mahmood Saleem

September, 2022

Dedication

I dedicate my dissertation work to the Almighty God who is always there when I am in need. Thank you for guiding me and giving me strength in my everyday life. Thank you for always looking out for me and being there for me. Thank you for making all of these happened and ended it with a good outcome. All of this is offer to you.

To my beloved father, who continually provides his moral, spiritual, emotional, and financial support.

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Rozha Mahmood Saleem

Özet

Vizyoner Liderliği Etkileyen Faktörlerin Belirlenmesi: Irak'ın Kürdistan Bölgesi Süleymaniye'deki İmalat Endüstrilerinden Ampirik Bir Kanıt

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Çalışma, Irak'ın Kürdistan bölgesi Süleymaniye'deki imalat sanayilerinden elde edilen ampirik kanıtları kullanarak vizyoner liderliği etkileyen faktörlerin belirlenmesine odaklanmaktadır. Temel amaç, özellikleri, duygusal zekayı, örgütsel iklimi, yaratıcılığı ve iletişimi vizyoner liderlikle ilişkilendiren etkileşimli bağlantıların önemini özellikle test etmektir. 316 anket yanıtından oluşan rastgele bir örneğe regresyon analizi içeren çok değişkenli bir analiz uygulandı. Çalışmanın bulguları, özelliklerin, duygusal zekanın, örgütsel iklimin ve yaratıcılığın vizyoner liderlik üzerinde önemli olumlu etkileri olduğunu göstermiştir. Çalışma, iletişim sürecinin vizyonun netliğini artırdığını, beklentileri ve geri bildirimleri netleştirdiğini, uyumu ve katılımı artırdığını ve belirtilen vizyona ulaşmada vizyoner lideri desteklemek için başkalarına ilham verdiğini ve motive ettiğini ortaya koydu. Çalışma, endüstriyel şirketlerde vizyoner liderlik stillerinin etkili kullanımını teşvik etmek için özelliklerin, duygusal zekanın ve yaratıcılık yönlerinin insan İKY teorisinin bir parçası olarak nasıl entegre edilebileceğini tartışmak için bir platform oluşturmaktadır. Çalışmanın endüstriyel şirketlerde vizyoner liderlik stillerinin uygulanmasını ve etkin kullanımını teşvik etmek için mevcut iletişim yöntemlerini, araçlarını ve kanallarını kullanmanın en iyi yolunu bulmayı amaçlayan ampirik yöntemlerin ve örgütsel araştırmaların geliştirilmesine katkıları büyük önem taşımaktadır.

Anahtar Kelimeler: iletişim, yaratıcılık, duygusal zeka, organizasyon iklimi, özellikler, vizyoner liderlik.

Abstract

Identifying Factors Influencing Visionary Leadership: An Empirical Evidence from Manufacturing Industries in Sulaymaniyah, Kurdistan Region of Iraq

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M.Sc. Department of Business Administration

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The study focuses on Identifying factors influencing visionary leadership using empirical evidence from manufacturing industries In Sulaymaniyah, Kurdistan Region of Iraq. The main objective is to specifically test the significance of interactive connections linking traits, emotional intelligence, organisational climate, creativity and communication with visionary leadership. A multivariate analysis involving with regression analysis was applied to a random sample of 316 questionnaire responses. The study's findings showed that traits, emotional intelligence, organisational climate, creativity have significant positive effects on visionary leadership. The study uncovered that communication process enhances the vision's clarity, clarifies expectations and feedback, boosts alignment and buy-in, and inspires and motivates others to support the visionary leader in achieving the stated vision. The study creates a platform for discussing further how traits, emotional intelligence, and creativity aspects can be integrated as part of the human HRM theory to promote the effective use of visionary leadership styles in industrial companies. Of paramount importance is the study's contributions to the development of empirical methods and organisational research aimed at finding out the best way to harness existing communications methods, tools and channels to foster the application and effective use of visionary leadership styles in industrial companies.

Keywords: communication, creativity, emotional intelligence, organization climate, traits, visionary leadership.

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List of Abbreviations

COM:	Communication
CREA:	Creativity
EI:	Emotional Intelligence
HRM:	Human Resources Management
KMO:	Kaiser-Meyer Olkin
MSA:	Measure of Sampling Adequacy
OC:	Organization Climate
PCA:	Principal Component Analysis
SPSS:	Statistical Package for Social Sciences
TS:	Traits
VL:	Visionary Leadership
KRG:	Kurdistan Regional Government
MOTI:	Ministry of Trade and Industry

CHAPTER I

Introduction

1.1 Background of the Study

Leadership is one of the key factors that influence organizational effectiveness and success. The importance of leadership in organizations is well documented in academic studies. For example, Atthirawong, Bunnoiko and Panprung (2021) contend that good leadership is essential for the effective organization and management of employees to enhance productivity and organizational efficiency. Solan (2008) noted good leadership skills as the key to improving job satisfaction and reducing employee turnover. A study by Van der Voet and Steijn (2021) asserts that leadership is linked to organization growth and development. Some studies connected leadership with improved competitiveness (Anshar, 2017; Elkington et al., 2017). These empirical studies highlight and reinforce the notion that leadership is vital in organizations.

Nevertheless, there have been some notable developments in leadership management that saw various leadership principles and forms being introduced since the twenty-first century. For instance, there has been a gradual shift in leadership from the mere supervision and leading of employees (Ateş et al., 2020) to developing employees capable of running with and supporting the organizational vision (Mascareño, Rietzschel & Wisse, 2020). Such developments are presumed to be one of the major reasons being the development of various and modern forms of leadership (Prestiadi, Zulkarnain & Sumarsono, 2019). Consequently, the need to achieve an organizational vision through the incorporation of various aspects like motivation, job satisfaction, training and development, good management, etc., to accomplish long goals is increasingly becoming a norm in modern-day organizational situations. Some studies relate such actions to visionary leadership (Anshar, 2017; Elkington et al., 2017; Van Knippenberg & Stam, 2014). In other words, a visionary leader is a leader who not only bears the vision but transfers part or the whole vision to other employees and motivates, trains and develops them to help the organization achieve its goals or stated vision. Others state that a visionary leader sets good examples, builds good relationships, develops personnel, teaches consistently, is farsighted, and has a vision (Atthirawong, Bunnoiko & Panprung, 2021; Elkington et al., 2017; Van Knippenberg & Stam, 2014). Most importantly, visionary leaders are associated with having a

vision, providing resources, and developing and realizing other employees' values and direction in performing tasks (Zhou et al., 2018).

Meanwhile, visionary leadership is a leadership form that is distinct from other leadership forms like transformational, autocratic, authoritative, pacesetting, and democratic leadership and its inception is meant to aid organizations to achieve stated goals. Such is of huge paramount importance, especially after considering that the business environment is increasingly getting competitive. This has been of huge concern, notably in industrial companies in Kurdistan that are being riddled with intense competition, changes in business and economic trends as well as the ravaging effects of Covid 19. Studies reckon that visionary leadership is well-posed to address these challenges and aid organizations to achieve their stated goals (Atthirawong, Bunnoiko & Panprung, 2021; Bratton, Dodd & Brown, 2011). However, gradual changes in business situations have led many scholars to purport that this is conditional. For instance, Atthirawong, Bunnoiko and Panprung (2021) contend that visionary leadership works effectively under guided conditions. to which Anshar (2017) agrees and highlights that the most influencing factors influencing the effectiveness of visionary leadership are emotional intelligence, organization climate, creativity, and communication.

1.2 Research Problem

The extent to which the influence of emotional intelligence, organization climate, creativity, and communication on visionary leadership has been tested is of huge concern. Firstly, there is a lack of supporting evidence regarding their influence. Secondly, their influence is still yet to be analyzed in various developing economies' contexts like Kurdistan region. Thirdly, novel ideas can be established when related to industrial companies that require many examinations but have not been accorded such an opportunity. Most importantly, is identifying which factors influence visionary leadership and the magnitude of their effects with specific regard to traits, emotional intelligence, organizational climate, creativity and communication and how they affect visionary leadership.

1.3 Purpose of the Study

In light of the mentioned empirical problems, the study seeks to identify and examine factors influencing visionary leadership. The study specifically examines the significance of interactive connections linking traits, emotional intelligence, organisational climate, creativity and communication with visionary leadership.

1.4 Research Questions and Hypothesis

Given that the study attempts to identify and examine factors influencing visionary leadership, the study will answer the following questions;

- What are the factors influencing visionary leadership?
- How do traits, emotional intelligence, organisational climate, creativity and communication affect visionary leadership?

Having identified that emotional intelligence, organisational climate, creativity, and communication are regarded as instrumental factors influencing visionary leadership (Atthirawong, Bunnoiko & Panprung, 2021), the following hypotheses will be tested;

- **H₁:** Traits have a significant positive influence on visionary leadership.
- **H₂:** Emotional intelligence has a significant influence on visionary leadership.
- **H₃:** Organization climate has a significant influence on visionary leadership.
- **H₄:** Creativity has a significant influence on visionary leadership.
- **H₅:** Communication has a significant influence on visionary leadership.

1.5 Significance and Justification of the Study

The study is of valuable importance as it enlightens and enhances understanding regarding how managers can effectively apply the visionary leadership style to enhance the effective ability of an organization to attain its goals and vision. Furthermore, it serves as a platform upon which further examinations and development of leadership theories can be applied and tested in modern-day business situations concerning their relevance and usefulness. On an empirical basis, this study extends studies on the measurement and testing of visionary leadership and its determinants

(traits, emotional intelligence, organisational climate, creativity and communication) constructs.

1.6 Definition of terms

- Emotional Intelligence is a personal ability to display emotion rationally, namely, emotional perception, emotional expression and emotional self-control (Bratton, Dodd & Brown, 2011).
- Leadership is the ability of a leader to create something new and supervise workers and subordinates to achieve their tasks at the highest level in his action to achieve set goals (Atthirawong, Bunnoiko & Panprung, 2021).
- Visionary leadership is a capability of a leader to form and transmit the vision of the organization, by providing directions and setting priorities to move the organization forward and achieve new levels of success (Atthirawong, Bunnoiko & Panprung, 2021).

CHAPTER II

Literature Review

2.1 Introduction

This chapter is dedicated to the theoretical and empirical examination of leadership concepts. The goal is to explore and fill empirical gaps about factors influencing visionary leadership and establish possible connections or effects using the hypothesis that will be tested in the context of industrial companies.

2.2 The Concept of Leadership

Foremost, it is vital to note that leadership is a construct that is intangible and conceptual, which makes it complicated to define. Besides, studies have shown that constructs are inferred from the results of observable phenomena developed to provide meaning to ideas (Irwin, 2020; Macdonald, Burke & Stewart, 2018). Nonetheless, Carlson (2021) defines leadership as the ability of a manager to induce subordinates to work with zeal and confidence. Northouse (2014) considers leadership to be a process through which executives direct, guide and influence the behaviour and work of others towards the accomplishment of certain goals in a given situation. Both definitions show an important feature of leadership. That is, they denote an important leader-follower relationship in which the follower relies on the leader for direction and guidance and has his actions or behaviour influenced by the leader. Such a relationship connotes a manager and employee scenario through which managers lead employees and employees rely on managers for direction and guidance, and their actions or behaviour are influenced by managers.

Meanwhile, leaders are significantly distinct from managers in the sense that a leader does not have to be a manager to lead. On the other hand, a manager can be regarded as a leader when he demonstrates leadership traits or is appointed as a leader (Jackson & Parry, 2018). However, Northouse (2014) contends that managers at all levels act as leaders of employee groups to ensure that subordinates perform their tasks. Northouse (2014) also outlined that leadership is significantly different from management in terms of origin, formal rights, followers, functions, necessity, stability, mutual relationship, accountability, role continuation, and sanctions.

Leadership is an essential aspect of an organization and its existence serves to provide important benefits to an organization. Nickels, McHugh, and McHugh (2008) assert that leadership is a vital management function that aids in achieving organizational goals and maximizing efficiency. Northouse (2014) noted that leadership offers seven specific benefits to organizations. Firstly, it is presumed that leaders are important for initiating action by communicating the organization's plans, goals, vision, and policies to the subordinates (Irwin, 2020). In other words, leaders are viewed as vision bearers who communicate the vision, and constantly manage both human and physical resources to ensure that they are working towards the attainment of such plans, goals, vision, and policies. Secondly, subordinates must be guided on how to perform their duties and responsibilities efficiently and effectively (Irwin, 2020). Thirdly, leadership is deemed to be essential for motivating employees (Irwin, 2020). Studies contend that leaders are responsible for ensuring that their followers (employees) are well motivated to carry out assigned tasks and responsibilities to aid the organization to achieve its goals (Watson-Gegeo, 2021). Besides, managers acting as leaders are tasked to provide economic and non-economic rewards to motivate employees to enhance job satisfaction and promote commitment to the organization's vision. This is connected to the fourth benefit or function in which leaders are important for creating confidence among the subordinates that the stated plans, goals, and vision are achievable (Demirtas & Karaca, 2020). Furthermore, this function or benefit is vital for dealing with employee problems and complaints undermining their capacity to perform the intended tasks. This is connected to the fifth function or benefit of building morale (Macdonald, Burke & Stewart, 2018). It is crucial for leaders to boost employees' morale leading to improved trust, confidence, and cooperation. According to Northouse (2014), coordination, which is the sixth benefit or function stems from the leaders' ability to reconcile organizational goals with personal interests. Studies contend that leaders' primary motive should be to achieve proper and effective coordination (Carlson, 2021; Macdonald, Burke & Stewart, 2018). All this revolves around the seventh benefit or function of building an efficient work environment. Northouse (2014) outlines that an efficient work environment is essential for ensuring the sound and stable growth of the organization. Thus, it is vital for leaders to have a sound knowledge of human resources management to establish good personal contact with employees so as to be able to identify and solve their problems.

The application and effectiveness of leadership in any organization like an industrial company are highly dependent on ethics. This entails that leaders must abide by and demonstrate acceptable ethical standards. Irwin (2020) contends that ethical standards should be highly visible in any organization to foster loyalty and commitment among employees. Such ideas significantly show that a lack of ethical practices compromises key human resources and other organizational aspects or standards linked to leadership. For instance, Northouse (2014) contends that leaders should have dignity and respect for their subordinates. In a similar fashion, leaders are advised to respect other employees' values, decisions, and feelings. Under no circumstance should leaders use other employees as a medium of achieving their personal goals. This does include an essential leadership characteristic that regards leaders' purpose of serving others (Jackson & Parry, 2018). Therefore, ethical principles are a solid foundation on which any leadership practice can be effectively used to lead employees to achieve organizational goals.

2.3 Leadership Styles and Characteristics

It is vital to note that there is various leadership applicable in organizations but the decision to choose a specific leadership style like visionary leadership is subject to various factors. It is of huge importance to explore the existing leadership styles, their assumptions, and critiques so as to answer such inquiries. Hence, efforts by this study to ascertain factors influencing visionary leadership in industrial companies will primarily be based on the examination of the existing leadership styles and include factors that may dissuade managers from using other leadership styles in favor of visionary leadership.

Management styles have significantly changed since their development and as it stands new styles have emerged. However, organizations have the option to apply autocratic leadership styles in which managers have the full authority and power to make decisions (Northouse, 2014). Studies cite that autocratic leadership is essential and necessary in work situations involving untrained or new employees lacking information and a sound understanding of their tasks, procedures to follow and decisions to be made (Carlson, 2021; Macdonald, Burke & Stewart, 2018). Others cite the need to produce high-volume output and insufficient time to make decisions are the key reasons for adopting autocratic leadership practices (Irwin, 2020; Macdonald,

Burke & Stewart, 2018). Some studies argue that autocratic leadership is instrumental and plays an important role when other leadership styles are not applicable (Demirtas & Karaca, 2020; Watson-Gegeo, 2021). Furthermore, there is strong evidence supporting that the application of autocratic leadership helps in dealing with situations where employees are challenging a manager's authority (Jackson & Parry, 2018; Mujtaba, 2013; Northouse, 2014). Nonetheless, autocratic leadership does not apply in situations where employees are showing strong signs of resentment and expect to have their opinions heard (Carlson, 2021). In most cases, it is difficult to apply an autocratic leadership approach when there is a work stoppage, high employee turnover, and absenteeism (Irwin, 2020). Besides, employees' dependency on management for decision-making undermines the effective application of an autocratic leadership approach. It is in this regard that other leadership styles like bureaucracy have to be applied.

The bureaucratic leadership style relies on provided policies and procedures to lead employees (Northouse, 2014). This entails that bureaucratic leaders follow organizational policies and procedures when devising their leadership strategies. Additionally, anything that is outside such policies and procedures is not applicable and for this reason, studies opine that a Bureaucratic leadership approach is rigid and not flexible (Carlson, 2021; Macdonald, Burke & Stewart, 2018). According to Northouse (2014), managers under this leadership style act as 'police officers' instead of leaders. This entails that the managers' duties are to enforce organizational rules and laws. Studies against the application of a bureaucratic leadership approach contend that is relevant when the organization is conducting security or safety training (Carlson, 2021; Macdonald, Burke & Stewart, 2018). This is similar to situations where employees are working with delicate or dangerous equipment requiring specific procedures to operate. This is because security or safety training and delicate equipment require leaders to follow specific guidelines, especially those that are stipulated in the company's policies and procedures.

Meanwhile, there are considerable arguments supporting the notion that Bureaucratic leadership is instrumental in assisting employees in understanding specific procedures or standards (Carlson, 2021; Macdonald, Burke & Stewart, 2018; Northouse, 2014; Watson-Gegeo, 2021). In certain cases, organizations can resort to applying a bureaucratic leadership approach when an employee is required to perform routine tasks continuously (Demirtas & Karaca, 2020). All these cases provide

considerable evidence of why companies may resort to applying the bureaucratic leadership approach as part of their leadership approach. Nonetheless, there are studies expressing negative sentiments toward the adoption of a bureaucratic leadership approach. For instance, studies against the application of a bureaucratic leadership approach contend that this approach is not suitable when employees are only doing what they are expected to do and nothing more (Carlson, 2021; Macdonald, Burke & Stewart, 2018). This is highly prevalent in situations where employees no longer trust other employees and have lost interest in their jobs. Thus, by adopting the other leadership approaches, managers can restore employees' trust and boost their motivation and work participation levels. In this case, the application of a democratic leadership style can be a viable option.

The democratic leadership style involves the application of a participative approach to leadership (Demirtas & Karaca, 2020). That is, it encourages employees to participate in the decision-making process. This is highly beneficial and it makes employees feel valued and their efforts appreciated. Furthermore, it is empirically supported that a democratic leadership style ensures that employees are well informed about all organizational activities, their duties, participation in solving the company's problems, and in making corporate decisions (Carlson, 2021). The application of a democratic leadership style allows managers to collect information from employees prior to making any decisions without compromising their overall final say in any decision-making process. There are substantial benefits to applying this specific leadership style. For instance, Watson-Gegeo (2021) argues that applying a democratic leadership style results in high quantity and quality work stretching over a large period. Others contend that it is highly feasible to recognize and promote employee achievement using a democratic leadership style (Irwin, 2020; Macdonald, Burke & Stewart, 2018). Other benefits such as promotion, growing on the job, employees establishing targets, the development of plans aimed at assisting employees to reexamine their performance, high morale, team spirit, cooperation, and trust are highly conceivable under democratic leadership (Jackson & Parry, 2018; Mujtaba, 2013; Northouse, 2014). The existence of all these benefits does not neglect the idea that a democratic leadership approach suffers from its own distinct challenges. Carlson (2021) documents that are not always appropriate to deploy a democratic leadership style in organizations. Watson-Gegeo (2021) cites a lack of skills and experience as the key challenges affecting the effective use of a democratic leadership approach. The

condition under which a democratic leadership approach is applied is also of huge concern. Northouse (2014) asserts that a democratic leadership approach is most suitable for resolving group or individual problems. This demands the deployment of other leadership styles such as a laissez-faire leadership approach.

A laissez-faire leadership approach is a "hands-off" style (Northouse, 2014). That is, it is a leadership approach through which leaders offer employees the necessary freedom and little or no direction in executing their responsibilities. This entails that employees must resolve problems, make decisions, and set goals on their own. This is an effective style to use when employees are highly educated, experienced, and skilled (Jackson & Parry, 2018). Furthermore, managers can find it most suitable to adopt a "hands-off" style when employees are experienced and trustworthy and the organization has hired external experts. However, it is crucial to note that laissez-faire leadership is not applicable when managers fail to comprehend their responsibilities (Watson-Gegeo, 2021). Additionally, managers are not advised to adopt laissez-faire leadership when they are not capable of rewarding employees for their services (Demirtas & Karaca, 2020). Other conditions in which laissez-faire leadership is considered suitable to apply, include the inability to constantly provide feedback to employees and there are challenges of job insecurities affecting employees (Carlson, 2021; Macdonald, Burke & Stewart, 2018).

2.4 The Concept and Adoption of Visionary Leadership Practices

Molina (2018) defines visionary leadership as a process a leader influences other members of a group by directing their activities, and inspiring and motivating them to achieve organizational goals. Molina (2018) also considers it to be an exercise through which leaders influence followers to develop innovative ways of solving problems and creating better prospects. These definitions are characterized by similar outcomes linked to the creation of endurance and positive momentum in organizations. The decision to adopt a visionary leadership style is necessitated by the need to achieve long-term goals (Mascareño, Rietzschel & Wisse, 2020). It is further academically documented that visionary leadership styles are essential and are applicable in situations where organizations require new and clearer directions to follow (Molina, 2018). As a result, visionary leadership is distinct from other leadership styles. Most importantly, visionary leaders are well-positioned to equip, empower, encourage, and

inspire their followers to achieve better results. Additionally, visionary leadership is more appropriate when organizations want to reevaluate their vision and take new initiatives capable of moving the organization to a better level. Hence, visionary leadership programs are on a long-term basis. Some studies contend that the adoption of visionary leadership serves to introduce innovative systems capable of assisting an organization to move from a point of stagnation (Ateş, Tarakci, Porck, van Knippenberg & Groenen, 2020; Mascareño, Rietzschel & Wisse, 2020).

There are several benefits obtainable from applying a visionary leadership style. For instance, Northouse (2014) contends that visionary leadership allows employees to understand what the organization wants to achieve and assume their duties and responsibilities in assisting the organization to achieve its goals. This aligns with suggestions showing that assuming responsibilities and having an understanding of the vision allows managers to assume proactive strategies and actions and link several organizational activities, employees, and branches (Mascareño, Rietzschel & Wisse, 2020). Some studies link the benefits of visionary leadership to risk-taking and measures needed in ensuring that the vision is successfully accomplished (Mascareño, Rietzschel & Wisse, 2020; Van der Voet & Steijn, 2021). Other studies highlight that visionary leadership is characterized by important abilities necessary for ranking and separating top-priority organizational activities from less essential activities (Ateş et al., 2020; Mascareño, Rietzschel & Wisse, 2020). Hence, the organization tends to enjoy significantly in terms of high rationality linked to such exercises. This is essential in contemporary business situations, especially in industrial companies that are facing severe levels of competition from both domestic and international counterparts.

Meanwhile, the decision to adopt visionary leadership needs managers to weigh the benefits and challenges of adopting such a style. Northouse (2014) contends that visionary leadership has drawbacks requiring managers to address if there are to effectively enjoy the benefits of adopting such a style. It is widely considered that visionary leadership suffers from the problem that a lack of clarity can undermine the entire process and efforts to accomplish the set tasks needed in attaining the vision (Ateş et al., 2020). This is because employees need to clearly understand and embrace the vision and responsibilities in manifesting that vision. In addition, they must be well motivated to perform their duties in achieving the required goals. Hence, any activity

or circumstance hindering the clarity of the vision and employees' understanding and motivation will compromise the effectiveness of visionary leadership practices.

There is a tendency for visionary leaders to focus on the vision and neglect other vital responsibilities and details. For instance, Molina (2018) argues that focusing on future outcomes causes managers to overlook present issues and situations requiring immediate attention. This is disadvantageous as it creates and/or worsens problems faced by the organizations as they are allowed to escalate without getting attention from the visionary leader. Besides, the possibility of missing future aspects and outcomes faced by the organization is high when managers are attached to a long-term vision as in the case of visionary leadership (Van der Voet & Steijn, 2021).

The other challenge is that abandoning a vision is difficult under visionary leadership. A study by Van der Voet and Steijn (2021) notes that visionary leaders are reluctant to abandon a vision which results in them leaving organizations in situations characterized by unexpected situations or outcomes. Furthermore, Molina (2018) asserts that visionary leadership practices are bound to be influenced by employees' confidence in both the vision and leaders' effective ability to lead. This entails that employees are reluctant to pursue a vision that they are not confident will succeed and when they are aware that the leader is not skilled and qualified enough to execute the vision.

Funding is another essential factor influencing the success and effectiveness of visionary leadership (Demirtas & Karaca, 2020). It is vital to acknowledge that the adoption of visionary leadership demands skilled employees and leaders as well as enacted programs to support the vision and incentivize employees to ensure that they are well-motivated to accomplish their goals. Such can be a difficult task as organizations might be engaging in cost-minimization exercises aimed at boosting their revenues. This is a common feature in modern organizations and undermines both the adoption and effectiveness of visionary leadership in organizations.

Nonetheless, the practice of visionary leadership is essential and offers substantial long-term benefits to organizations. There is substantial evidence supporting the decision to apply visionary leadership practices in organizations. For instance, Northouse (2014) argues in support of deploying visionary leadership practices citing that the outcomes are substantial and can outweigh the assumed risks. In another circumstance, Mujtaba (2013) highlights that it is more favorable for the organization to apply visionary leadership because of the related organizational

expansion, growth, and development benefits attached to visionary leadership. Besides, other vital aspects such as market share growth and countering competitive pressure are also connected to the prevalence and adoption of visionary leadership practices in organizations (Jackson & Parry, 2018; Mujtaba, 2013; Watson-Gegeo, 2021). It is in this regard that organizations see it fit and are encouraged to apply visionary leadership practices. A better understanding of this situation requires an in-depth understanding of the underlying theoretical basis. Hence, the next section examines the underlying leadership theories and their application in organizations.

2.5 Leadership Theories and their Application in Organizations

Prior leadership theories were confined to traits and one example of such theory is the great man theory, which represented a primary foundation for studying leadership and later superseded the trait approach (Mango, 2018). Most important, as stated by Jaser (2021), is the notion that the trait approach dwelt on leaders' personal characteristics and qualities. That is the theory presumed that success is a function of personal characteristics and qualities and sought to establish those traits that separated good leaders from bad leaders. Studies have risen to support ideologies purported by the traits approach that leaders are born and not made (Lee, Chen & Su, 2020; Reis Neto, de Araújo & Avelar Ferreira, 2019). This implies that it is practically impossible or difficult to make individuals who are non-leaders become leaders. Studies have also proven that the traits approach is biased in this aspect by restricting its focus and implications on characteristics separating good leaders from ordinary individuals and traits separating from non-leaders (Deshwal & Ali, 2020; Jaser, 2021). Amid such arguments, it was established that there are three groups of traits influencing leadership and these are; (1) personality traits like the need for power, introversion-extroversion, and conservatism, (2) ability traits, like authoritarianism, need for achievement, and intelligence, and (3) physical traits like appearance, height, physical energy, gender and physique (Deshwal & Ali, 2020; Mango, 2018).

Other traits-centered theories emerged and in a related instance, the second trait theory focused on identifying traits responsible for differentiating less successful leaders from successful leaders (Jaser, 2021; Lord, Epitropaki, Foti & Hansbrough, 2020). That is, identifying leaders with more satisfied workgroups or subordinates or capable of performing better than others. As a result, concerns were raised about

whether traits and personal abilities relevant to the effective exercise of leadership are genetically influenced. But examinations supporting this theological idea suggest that the trait approach draws its suggestions from individuals whose role is to become prominent leaders and are capable of giving sufficient details about what to consider when selecting individuals for both future and present leadership positions (Lord et al., 2020).

Nonetheless, Stogdill established from several types of research that there are no specific traits that characterize successful leaders (Lee, Chen & Su, 2020). However, it was noted that there are specific individual characteristics related to leadership success (Lee, Chen & Su, 2020). Amid such observations, traits like social participation, activity, dependability in exercising responsibilities, scholarship, intelligence, integrity, and intellectual fortitude were identified (Lee, Chen & Su, 2020). Studies carried out by Stogdill between 1904 and 1970 revealed that there are certain traits or personalities influencing successful leadership (Lee, Chen & Su, 2020). Other traits included an ability to structure social-interaction situations, influence others' behaviors, tolerate delays and frustrations, absorb inter-personal stress, accept the consequences of one's actions and decisions, self-confidence, exercise initiative in social circumstances, originality in solving problems, and a strong drive for task completion (Lee, Chen & Su, 2020).

Stogdill reached the conclusion that these traits or characteristics were not practical predictors or measures of leadership effectiveness (Jaser, 2021). However, it was revealed that these traits were essential for the successful determination of a set of universal traits (Jaser, 2021). As a result, other theories emerged and started shifting focus away from traits to behaviour. According to Jaser (2021), the emerging theories were developed on ideas or beliefs that there is a certain type of behaviour that differentiates successful from less successful organizational leaders (Jaser, 2021). For instance, considerate behaviour demonstrated by the leader can translate to highly effective and satisfied followers compared to followers with inconsiderate leaders (Jaser, 2021). However, it is a normal feature that leadership behaviour can be changed by merely shifting focus from selecting leaders to training leaders (Jaser, 2021).

Nonetheless, studies supporting behavioral approaches cite that there were highly viable compared to prior attempts to concentrate on traits (Lee, Chen & Su, 2020; Reis Neto, de Araújo & Avelar Ferreira, 2019). Such shifts emphasising behaviour were supported by psychologists' outcomes in recognising the significance

of organisational situations on individuals' behaviour (Jaser, 2021; Reis Neto, de Araújo & Avelar Ferreira, 2019). Reis Neto, de Araújo and Avelar Ferreira (2019) posit that there were significant attempts made to study the behaviour of individuals in positions of authority either by asking questions or observing their behaviour in a laboratory setting soon after the disenchantment with traits with the aim of establishing factors influencing leadership effectiveness.

Three significant groups of researchers embarked on a quest to ascertain leadership effectiveness with regard to behaviour. For instance, Bales and his associates at Harvard came to the conclusion that there are two distinct categories of leader behaviours namely person-oriented and task-oriented behaviours (Lee, Chen & Su, 2020). Similarly, the Ohio State group also considered the same two leadership groups using factor analysis (Lee, Chen & Su, 2020). Additionally, the Harvard group found another category, individual prominence that was not addressed by previous studies (Lee, Chen & Su, 2020). Lord et al. (2020) outlined that the behavioural paradigm offered an effective way of dealing with people and design of task-oriented behaviours. However, both examinations did not find any pattern of leader behaviour associated with manager or supervisor effectiveness and subordinates' satisfaction (Lord et al., 2020). Nonetheless, it became highly evident that leadership effectiveness is not confined to relationship and task behaviour (Jaser, 2021).

Given that there are various leadership theories applicable in organizational contexts, applying one theory is not adequate enough to provide the required understanding. Besides, there are broad categories of factors influencing visionary leadership with distinct principles (Lee, Chen & Su, 2020). It is in this regard that the study will draw ideas from the trait theory of leadership. The trait theory contends that there are certain natural qualities responsible for creating good leaders (Nawaz, 2016). The major concern with the trait approach is that it does not state the exact factors underlying visionary leadership but only indicates the possibility of distinct factors capable of influencing leadership and this entails that similar influences are feasible with visionary leadership. Additionally, the trait forms a good base for basing this study's argument as it outlines that possessing specific leadership qualities does not necessarily imply that the leader has strong leadership skills (Chao & Chang, 2013). For instance, certain leaders may be excellent listeners or communicators, but not every listener or communicator makes an excellent leader.

The study also proposes to draw ideas from the behavioural theory of leadership because it focuses on how a leader's environment forms them into leaders (Rajbhandari, 2017). In other words, the behavioural theory presumes that certain behavioural traits mould leaders into becoming visionary leaders. It is in this regard that we can point to such traits as creativity, good communication skills, and emotional intelligence. Ideas concerning organisational climate are also embodied under this theory because it relies on the concept of conditioning that asserts that leaders are more likely to lead in a certain style because of environmental responses to behaviour (Anderson, 2021). Such behaviour can be exhibited by other employees or managers and visionary, managers must be well poised to identify and deal with such behaviour in a manner that does not compromise the organisation's ability to achieve its vision.

The transformational theory of leadership will also be applied as well to identify and analyze the factors influencing visionary leadership. This is because the transformational theory asserts that effective leadership is the result of a positive relationship between leaders and team members (Eliyana & Ma'arif, 2019). This is synonymous with propositions given by behavioral theory. Additionally, other vital aspects forming or constituting visionary leadership like the ability to inspire and motivate employees and other managers are also engraved under the transformational theory (Farahnak, Ehrhart, Torres & Aarons, 2020). Ghasabeh, Soosay, and Reaiche (2015) contend that transformational leaders are a model for others and, inspire and motivate employees and other managers by using their passion and enthusiasm. They are a model for their teams, and they hold themselves to the same standard they expect of others.

2.6 Factors Hindering the Effectiveness of Visionary Leadership

Visionary leadership just like any leadership Is subject to the influence of challenges that undermine both its effective development and use in organizations. Hence, organizations must be well organized to identify and address such challenges. Nonetheless, there are diverging points of focus regarding the factors hindering the effectiveness of visionary leaders as existing schools of thought offer different theoretical backgrounds regarding such factors.

2.7 Leadership styles and leadership practice

There are contradicting ideas about which type of leadership is more effective in specific organizational situations or contexts. Some consider transformational leadership instrumental in promoting and fostering change in organizations riddled with old and obsolete work practices and production methods (Alotebi, Alharbi & Masmali, 2018; Godfrey, 2013) while others contend that transactional leadership plays a vital role in organizations desiring to enhance clarity, improve performance evaluations practices and motivate employees to work hard (Dastmalchian, Javidan & Alam, 2001; Vaculik, Procházka & Smutny, 2014). However, both transformational and transactional leadership styles are relatively contrary to each other as circumstances requiring the adoption of either style do not always favor the application of the other style. This can create stern conditions undermining the effectiveness of visionary leadership, especially when the opposite factors are required to foster the attainment of the stated vision and yet there is no leadership style flexibility to allow a conducive atmosphere to favor visionary leadership. Notable examples can be drawn from Leithwood's (2019) study denoting that the effective attainment of a vision requires corporation at both lower, middle, and higher levels of management, which may not always be present due to chains of command and centralization of authority requiring employees and managers to operate in a specific manner. In a similar fashion, Nanjundeswaraswamy and Swamy (2014) highlighted that leadership styles are on their own a hindrance to effective leadership. This entails the adoption of a specific leadership style that can possibly demand conditions compromising its effectiveness and successful adoption in organizations. Others cited that being vision-driven can cause leaders to implement specific strategies and measures that are anti-motivational and cause job dissatisfaction (Hitt & Player, 2019; Sethuraman & Suresh, 2014). This is notable when a leader is highly focused on performance and neglects the followers' interests and welfare. Lack of motivation and job dissatisfaction can potentially trigger resentment to attain the stated goals or hinder efforts to work toward manifesting the required vision. Besides, other essential organizational indicators like commitment are linked to leadership styles (Hyatt, Hyatt & Hyatt, 2007). Lack of commitment among followers stands to be an obstacle to visionary leadership.

2.8 Management styles

Management styles are relatively similar to leadership styles but include the management of both physical and human resources. Generally, there are four widely recognized management styles namely; charismatic (persuasive management), delegation (laissez-faire management), participative (democratic management), and coercive (autocratic management) styles (Hyatt, Hyatt & Hyatt, 2007). Each distinct management style enforces certain conditions and has implications for followers. For instance, autocratic managers take complete control of the situation with little or no room for followers to contribute their input (Sethuraman & Suresh, 2014). As a result, followers may feel unappreciated and demotivated to follow set commands or execute their duties. On the contrary, the practice of democratic management encourages follower or employee participation and creates a conducive atmosphere that encourages followership and participation. This aligns with propositions provided by Cote (2017) suggesting that the improper deployment of management styles stands to be a major obstacle causing resentment, and lack of commitment coupled with high demotivation levels. It is important for leaders to adopt proper management styles when managing human resources to accomplish the given goals and help the organization achieve its vision. Thus, management styles serve an essential purpose of ensuring that leaders are well informed on how best not to organize, direct, and utilize their follower's skills, knowledge, and expertise to achieve their vision.

2.9 Change management

In another instance, visionary leaders must be well-posed to anticipate, introduce and manage change in an organization. Cote (2017) contends that change management is instrumental, in achieving a vision. However, resistance to change can stand as a major obstacle to achieving a vision. It is apparent to establish that though change may be necessary for achieving a vision, it stands to be undermined through resistance to change. Such is important in modern-day businesses as businesses are being forced to innovate operations, improve their operational methods and introduce new products and services so as to stay relevant and curb competition so as not to, lose their market share to their competitors. Employees have always been known for resisting new systems, work methods, management styles, etc., that can threaten their growth

prospects, work comfort, future and other forms of interests (Leithwood, 2019; Vaculik, Procházka & Smutny, 2014). Given such circumstances, the need and importance of a visionary leader to introduce change can prove to be a daunting task. This shows that the requirements of visionary leadership can stand as obstacles to visionary leadership.

2.10 The existence of conflicts

Conflicts are an undesirable phenomenon and studies have shown that the existence of conflicts presents severe challenges that can hinder organizations from being successful and growing (Godfrey, 2013; Sethuraman & Suresh, 2014). On the other hand, the ability of visionary leaders to harness existing human resources requires cooperation and conflicts are significant issues that hinder cooperation. This aligns with Cote's (2017) inferences showing that conflict hinders the unit, which is an essential element required in achieving effective leadership.

Conflicts are often associated with different perspectives, goals and visions, and the idea of introducing visionary can further introduce other forms of conflicts. Visionary leadership requires that both employees and managers comprehend the same vision. Additionally, both leaders across the entire organisation must complement each other's plans, strategies, and efforts to achieve the vision. Furthermore, Cote (2017) suggests that visionary leadership may require that the entire organization embraces changes necessary for achieving the vision though it may be contrary to their suggestions. Such is of huge essence in industrial companies that are striving to boost their performance, grow and expand their operations. The importance of introducing visionary leadership in modern-day organizations cannot be understated as various business and economic uncertainties and structural problems are continuously emerging. Hence, the need to ensure that existing human resources are harnessed towards achieving the visions becomes of paramount importance.

2.11 Organisational setting

An organizational setting can either support or hinder visionary leadership. This is because an organizational setting represents an environment in which leaders will have to exercise their leadership skills. Meanwhile, Cote (2017) opines that a

conducive organizational setting enhances leadership effectiveness leading to the attainment of the organizational vision. Visionary leadership tends to thrive in an organizational setting characterized by good work ethics, corporate social responsibility, corporate governance, and other vital organizational aspects. Thus, the absence of these conditions among others will impair the effective adoption and practice of visionary leadership. For instance, Saad, Sudin, and Shamsuddin (2018) highlighted that a conducive organizational setting provides all the prerequisites required in attaining a vision. Similarly, Pellegrini, Ciampi, Marzi, and Orlando (2020) contend low commitment and high job turnover rates are predominantly high in organizations characterized by bad organizational settings. Besides, Schuetz (2016) argues that an organizational setting is instrumental in shaping the success and effectiveness of any leadership practice adopted by an organization. Therefore, managers of organizations are required to adopt good and ethical practices that foster employee motivation, job satisfaction, and commitment so as to enhance the effectiveness of the adopted visionary leadership practices.

2.12 Decision quality

Decision quality is the most instrumental aspect in organizations as it influences various organizational outcomes like success and/or performance, growth, and survival (Cote, 2017; Madanchian et al., 2017). On a leadership level, Nash (2019) argues that quality decisions provide an indication of the leader's inert abilities to lead and make informed decisions. Cote (2017) relates decision quality with performance. This connotes that the adopted leadership practices must aid the organization to achieve set performance standards and continuously generate sustainable profit levels in the future. However, both the quality of decisions made by managers and the owners of the organizations can either aid or hinder visionary leadership.

2.13 Follower satisfaction and commitment

Follower satisfaction and commitment are vital and influence the success and effectiveness of any leadership practice adopted in an organization. According to Alotebi, Alharbi and Masmali (2018), leaders are not only assessed based on their accomplishments but also according to the way they cause their followers to pursue

and achieve the required vision. As a result, aspects like follower satisfaction and commitment must be made available at all times. This is because a lack of satisfaction is linked to detrimental behaviour and attitudes affecting the leader's ability to execute the vision (Leithwood, 2019). Leithwood (2019) also stated that followers or employees must be satisfied with both the leader's leadership skills and programs if they are to commit to the vision. Some studies assert that the implemented leadership programs must not adversely interfere with employees' working conditions (Hitt & Player, 2019; Pellegrini et al., 2020), while others cited that the leader's adopted strategies employees must not compromise employees' interests (Cote, 2017; Saad, Sudin & Shamsuddin, 2018). These ideas significantly show that both the success and effectiveness of visionary leadership-related programs and their capacity to induce the required follower behavior and attitudes are highly reliant on how leaders foster commitment.

Meanwhile, employee commitment is a function of commitment satisfaction hence, leaders must seek to ensure that employees are well satisfied. Aspects like job satisfaction are instrumental and play a crucial role in ensuring that visionary leaders achieve their goals. According to Sethuraman and Suresh (2014), job satisfaction is interlinked with other organizational and human behavior-related outcomes such as productivity, motivation, attitude, and commitment. Therefore, the significance of job satisfaction influencing employee commitment is high. Commitment means employees are committed to fulfilling their purpose and helping organizational managers and the organization at large achieve stated goals. It is practically impossible to manifest a vision when employees are not committed to both their responsibilities and the organization. Studies also support this observation and indicate that there is a negative relationship between low commitment and leadership outcomes (Nash, 2019; Madanchian et al., 2017). Therefore, visionary leaders must ensure that their strategies and practices can instill high levels of commitment among their followers to warrant success and effectiveness in achieving the disclosed vision.

2.14 Organisational culture

Organizational culture is defined as the proper way to behave within the organization (Nash, 2019). Hitt and Player (2019) consider it to be a combination of established shared values and beliefs communicated and reinforced by leaders to shape

employees' understanding, perceptions, and behaviors. With regard to culture and visionary leadership, culture plays an essential role of shape employees' understanding, perceptions, and behaviors. This is important in determining the leader's ability to accomplish the provided tasks. For instance, there are four forms of culture and the existence of a specific culture in an organization influences the adoption of leadership styles like visionary leadership. For example, a complete culture (market culture) is competitive and results-oriented, and hence, the adopted leadership style requires employees to exhibit productive behavior and attitude toward work so that the leaders can be able to accomplish their competitiveness-based vision.

On the contrary, a collaborative culture demands that a visionary leader apply people-oriented strategies when leading employees. This denotes that different organizational cultures demand various forms of leadership approaches and visionary leadership must be designed around such demands if it is to yield satisfactory results. Similarly, applying visionary leadership can succeed in certain cultures and fail in other cultures. For instance, Hitt and Player (2019) argue that visionary leadership is bound to succeed and provide effective results when applied in an adhocracy culture which is entrepreneurial and dynamic compared to a structured Control Culture, which process-oriented. There exists a strong connection between culture and leadership and leaders are encouraged to harness organizational culture to create a conducive organizational setting that fosters and promotes the success and effectiveness of visionary leadership practices.

2.15 Leadership effectiveness

Lastly, leadership on its own can be an obstacle to its success and effectiveness. The provided ideas given in the above sections show that inherent leadership requirements embedded in a specific leadership style can either impose challenges on the followers or the leaders themselves. For instance, Leithwood (2019) noted that visionary leadership may demand changes that employees are not willing to embrace resulting in resistance. Some studies highlighted that adopting new leadership styles, especially visionary leadership results in a new organizational setting requiring additional resources and skills to support its application. The unavailability of such a new organizational setting requiring additional resources and skills hinders the attainment of a vision. Others cited that adopting visionary leadership may be

accompanied by various adverse changes in employee behavior and attitudes hindering the attainment of the vision (Alotebi, Alharbi & Masmali, 2018; Schuetz, 2016). Additionally, the adoption of visionary leadership requires the effectiveness of existing leadership structures and styles. This includes vital aspects like traits, emotional intelligence, organizational climate, creativity, and communication playing an instrumental role in determining whether visionary leadership will succeed when adopted.

Ideas provided in this section show that there are possible challenges that can affect the adoption of visionary leadership. Therefore, it remains important for organizational managers to enact measures and strategies aimed at addressing these issues to warrant the success and effectiveness of the applied visionary leadership practices. However, some of these issues lack sound empirical examinations analyzing their validity and significance in various industrial contexts. This study addresses such concerns and devotes attention to analyzing these issues among other factors influencing visionary leadership in industrial companies. Therefore, there are significant theoretical and practical benefits or contributions attached to this study.

2.16 Related Empirical Studies on Leadership Styles and the Underlying Determinants

Contemporary problems observed in real-world situations require continuous empirical examinations to ascertain ways of improving the effective application of visionary leadership in organizations. Besides, theoretical frameworks on visionary leadership need to be amended to cater to such changes. This is essential for enhancing organisational effectiveness and such ideas are empirically justified. For instance, Van der Voet and Steijn (2021) highlighted that visionary leadership spurs team cohesion, which is instrumental in fostering innovation. Such observations were previously documented as responsible for envisioning innovation which enhances innovative performance and goal alignment (Mascareño, Rietzschel, & Wisse, 2020). Jaser (2021) documented the importance of aligning leadership theories to managers' issues. The findings showed that leadership theories provide insights into the possible challenges confronted by managers in organizations. As a result, the findings suggested that training and development coupled with a good organizational climate were instrumental in addressing problems faced by organizational leaders. Given such cases,

it becomes feasible for managers to effectively lead, guide and motivate employees to achieve set goals. This is vital, especially in situations involving the application of visionary leadership styles that are vision centered. In another study, Reis Neto, de Araújo, and Avelar Ferreira (2019) outlined that leadership theories are essential for devising effective strategies needed for boosting individual performance. This significantly shows that visionary leaders need to have certain traits, skills, and competence capable of being used to communicate the vision, guide, motivate and lead employees to achieve their purpose in attaining set goals. Besides, the importance of analyzing the role of leadership theories in identifying factors influencing visionary leadership practices in organizations is considered vital for analyzing new research trends (Lee, Chen & Su, 2020). Also, Mango (2018) outlined the importance of rethinking leadership theories. These observations are instrumental in highlighting this study's theoretical implications. In addition, theoretical contributions such as commitment, strategic consensus, and Strategic alignment linked to the strategy implementation of visionary leadership are also conceivable (Ateş et al., 2020). This also includes benefits related to the dynamic processing of leadership information, implicit followership, and implicit leadership theories (Lord et al., 2020). Besides, the theoretical contributions of visionary leadership are considered to continuously evolve with time and context (Deshwal & Ali, 2020).

Meanwhile, there are nascent ideas exploring the determinants of visionary leadership. As such, there are vast empirical gaps that remain to be filled in this area. Additionally, existing studies are still yet to shed more light on the inconsistencies surrounding the link between personality traits and leadership styles. For instance, Pearce and Manz (2014) consider leadership to be a disease requiring a possible cure. A study by Hassan, Asad, and Hoshino (2016) pinpoints that personality dimensions are distinct and diverse and so is each respective influence on leadership styles. Different characteristics and theoretical underpinnings were noted as the underlying causes of such effects. Hence, the same effects are expected to influence the deployment and effectiveness of visionary leadership in companies. In another instance, Dwivedi (2006) conducted a case study and systematic literature review of visionary leadership. The study findings outlined that innovative action, relationship empowerment, vision clarity, and core values are presumed as the chief influencing factors governing the success and effectiveness of visionary leadership. These details show that visionary leadership is a broad concept that encompasses various different

elements whose study requires an in-depth examination of both the theoretical frameworks and practical suggestions. Hence, the need and importance of this study to identify and examine the factors influencing visionary leadership.

Vesterinen, Isola, and Paasivaara (2009) conducted a relatively similar study in a different professional context of Finnish nurse managers. Education, employees, cooperation, information, values, and earlier superiors were identified as key factors determining the nurse managers' leadership styles. Again, their findings imply similar thoughts deduced by Dwivedi (2006) concerning the diverse nature of factors influencing visionary leadership commanding academic attention. However, their study ascertained the implications of such factors on a broad category of leadership composed of commanding, democratic, affiliate, coaching, and visionary leadership.

Building on foundational ideas put forward by Teerajetgul, Chareonngam, and Wethyavivorn (2009), the effective ability of supervisors and managers to lead other employees is seen as reliant on satisfaction, organizational alignment, employee motivation, and vision communication. Their study regards these factors as knowledge factors and this entails that leadership is a function of ingested organizational knowledge. Hence, effective visionary leaders are those that have sound knowledge and understanding of organizational activities and followers, which they can utilize to lead an organization and ensure that it achieves its objectives. Such is a vital element, especially in modern-day organizations characterized by numerous changes and activities compromising the effective ability of organizations to achieve their goals. As a result, incorporating these knowledge factors in this study helps to enhance our theoretical understanding and application of visionary leadership ideas in organizations. Additionally, this has practical implications for the way organizations choose future leaders and develop their leadership programs.

Worley (2018) analyzed visionary leadership in a team-oriented setting. The study recognizes key areas under which leadership is to effect changes and influence for the overall benefit of the entire organization. The findings denoted that leadership should be both people focus and task focus and that this role relies on interpersonal exchanges between leaders and followers. Though such a study provides significant information on interpersonal exchanges and the measures of effective leadership, other crucial underlying factors influencing the effectiveness of leadership were not disclosed. Besides, Elkington et al. (2017) contend that leadership extends beyond an individual's interpersonal competencies and relies on other professionally or task-

acquired sources of knowledge. Therefore, the need to explore and examine other factors influencing leadership, especially visionary leadership becomes of crucial importance. Such is the background of studies contending that visionary leadership is goal and performance-orientated and positions an organization to grow and expand operations (Anshar, 2017; Elkington, Van der Steege, Glick-Smith & Breen, 2017).

A study conducted by Molina (2018) showed visionary leadership is essential for enhancing the effectiveness of administrative staff in the education sector. Such findings offer remarkable ideas when analyzed in the context of industrial companies. Hence, it is in this regard that this study builds on such observations and applies the concept of visionary leadership in industrial companies. However, novel ideas will be introduced as the study strives to identify and examine the effects of factors influencing visionary leadership in industrial companies.

Karwan, Hariri, and Ridwan (2021) used a systematic literature review to investigate the how, what and why aspects of visionary leadership. Their findings noted that visionary leadership revolves around the use of personal characteristics and the display of behavior to develop, illustrate, imagine, interpret, and communicate goals to followers so as to achieve set goals. It is through these functions that both functions, determinants, and effectiveness of visionary leadership can be ascertained. Besides, the importance of personal traits, emotional intelligence, organization climate, communication, and creativity embedded in these functions and/or determinants is evident in previous examinations (Bunnoiko & Atthirawong, 2017) and contemporary studies as well (Atthirawong, Bunnoiko & Panprung, 2021). This entails that these factors are of paramount importance and have a solid historical foundation that continues to play vital relevant roles in contemporary business situations. It is in this regard that personal traits, emotional intelligence, organization climate, communication, and creativity factors demand further examination, especially in regions like the Kurdistan Region of Iraq where no contemporary efforts are made to address such issues.

Bunnoiko and Atthirawong (2017) undertook a confirmatory factor examination of Thailand's manufacturing industry with the goal of analyzing factors influencing supply chain managers' visionary leadership styles. Traits, emotional intelligence, organization climate, communication, and creativity were established as having instrumental effects on visionary leadership. The computed factor analysis results depicted that these factors validly explained both the success and effectiveness

of the visionary leadership style. In a similar fashion, Atthirawong, Bunnoiko, and Panprung (2021) conducted a study on the Thai manufacturing industry aimed at identifying factors influencing visionary leadership. Their study identified emotional intelligence, organizational climate, creativity, and communication as the crucial factors influencing visionary leadership. Additionally, both factors were noted as positively influencing visionary leadership. However, the validity of such evidence remained to be tested in various contexts and industries such as those in Kurdistan. Therefore, this study extends Atthirawong, Bunnoiko, and Panprung's ideas to explore the validity and significance of emotional intelligence, organizational climate, creativity, and communication's influence on the application of visionary leadership by industrial companies in Sulaymaniyah, Kurdistan Region of Iraq. However, an additional factor, traits will be added to the analysis to ascertain its significance and validity when applied in the context of industrial companies in Sulaymaniyah, Kurdistan Region of Iraq.

Given that five vital factors have been empirically determined as having significant effects on visionary leadership, the next section, therefore, explores the related studies investigating the possible connections between each factor and visionary leadership. This is instrumental for developing and testing the underlying hypotheses.

2.17 Hypotheses Development of the Factors Influencing Visionary Leadership

Given that the identified empirical problems point to certain factors (emotional intelligence, organization climate, creativity, and communication) identified as influencing visionary leadership, the importance of testing their influence on visionary leadership is called for and of huge importance (Atthirawong, Bunnoiko & Panprung, 2021). As a result, the following sections concentrate on establishing links and formulating the related hypotheses;

2.18 The influence of traits on visionary leadership

There is substantial evidence denoting the importance of traits in leadership. For instance, Northouse (2014) contends that traits play an essential role in separating leaders from non-leaders. Other studies building on such an observation also show that

traits are responsible for providing leaders with the necessary drive required to lead employees (Carlson, 2021; Macdonald, Burke & Stewart, 2018). This aligns with the proposition denoting that traits play a crucial role in enhancing managers' desire to lead employees (Northouse, 2014). Other vital interpersonal competencies such as knowledge of the business, cognitive ability, self-confidence, and integrity or honesty are also significantly linked to traits (Irwin, 2020; Macdonald, Burke & Stewart, 2018). Hence, leaders possessing the necessary traits are bound to effectively execute their leadership duties. In addition, Northouse (2014) contends that effective leadership is observed when organizations hire leaders with the required traits because of their capacity to lead, communicate and motivate employees to execute their duties and help the organization achieve its goals. Such is important as it allows visionary leaders to communicate the vision to employees, and guide and motivate them to work towards attaining the vision. As a result, it can be said that traits have a positive influence on visionary leaders. Hence, the following hypothesis will be formulated to cater for such effects;

- **H₁:** Traits have a significant positive influence on visionary leadership.

2.19 The influence of emotional intelligence on visionary leadership

Leaders are bound to demonstrate their emotions over certain tasks, behavior, and outcomes like individual and organizational performance. As such, studies regarding such emotions must be rational and based on certain acceptable precepts and conduct (Bratton, Dodd & Brown, 2011; Castro, Gomes & de Sousa, 2012). Consequently, the concept of emotional leadership lays a foundation for such aspects. Solan (2008) outlines that leaders must be capable of demonstrating emotional self-control, emotional expressions, and exercising emotional perception and emotional rationality. Having emotions is unavoidable but such emotions must be proper and shown at the appropriate time. This aligns with propositions advocating that emotional intelligence influences organizational success (Preston, Moon, Simon, Allen & Kossi, 2015). Hence, the effective ability of visionary leaders to institute the desired changes, and manage and lead the organizations to achieve their goals and visions will rely on emotional intelligence. Besides, emotional intelligence allows leaders to cope with inappropriate emotions, and accept and flexibly change them (Atthirawong, Bunnoiko & Panprung, 2021). Solan (2008) states that constructive actions and ideas are

formulated on the premise of a good display of emotional intelligence by leaders. All these insights tend to reveal the positive contributing nature of emotional intelligence to visionary leadership and hence, the following hypothesis will be used to express such an interaction;

- **H₂:** Emotional intelligence has a significant positive influence on visionary leadership.

2.20 The influence of organizational climate on visionary leadership

It is no argument that the organizational climate must be conducive for visionary leaders to function effectively. The organizational climate can either hinder or promote the effectiveness of visionary leadership. Atthirawong, Bunnoiko, and Panprung (2021) note that the interaction between organizational members must be sound and acceptable to allow managers and leaders to perform their duties effectively. The possibility of accomplishing stated tasks and achieving a vision can be low when employees are not relating well with each other. Additionally, the following of resources and the organization of tasks can prove to be a major challenge when the organizational climate is not conducive. Atthirawong, Bunnoiko, and Panprung (2021) stated that good and long-term visions are birthed in a conducive organizational climate. It is under such premises that we can consider that organizational climate has a significant influence on visionary leadership which can be expressed as follows;

- **H₃:** Organization climate has a significant positive influence on visionary leadership.

2.21 The influence of creativity on visionary leadership

Creativity relates to the development of new, innovative, and effective ideas and solutions to organizational situations and problems (Apriyani, Sutisna & Suharyati, 2019). It is practically impossible for visionary leaders to accomplish their tasks when they lack creativity. Zhou, Zhao, Tian, Zhang & Chen, (2018) regard creativity as the key through which visionary leaders can devise effective roadmaps to attain the stated vision and goals. Zhou et al. (2018) also opine that creativity deals with complexities undermining organizational leaders' capacity to perform better and develop the organization. The importance of creativity in a modern organization

cannot be underestimated, especially when competition and complex business situations are undermining productivity, operational capacity, and performance. Such problems can be addressed on the platform of visionary leaders being capable of devising creative ideas. Creativity allows visionary leaders to deal with employee burdens and deal with matters compromising their relationships with other employees as well as their productivity and performance. Besides, job satisfaction and employee development require the introduction of creative strategies to foster their implementation. The provided ideas suggest that there is a significant interaction between creativity and visionary leadership that is expressed in the form of a hypothesis as follows;

H₄: Creativity has a significant positive influence on visionary leadership.

2.22 The influence of communication on visionary leadership

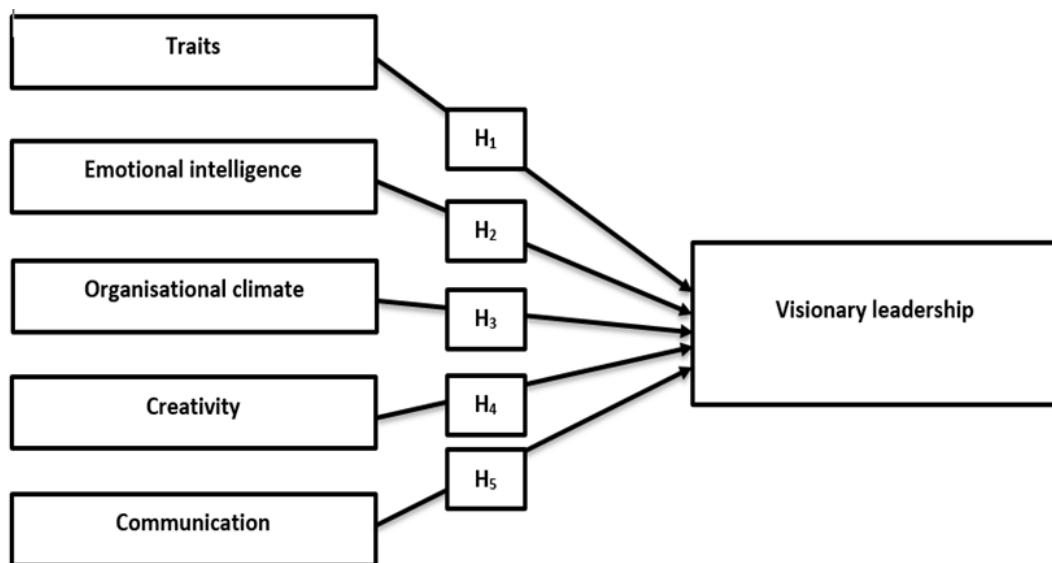
Communication is the key to which information is being between employees and managers. Having the right and effective communication skills, abilities, and channels will allow visionary leaders to communicate their vision with other employees and managers. Alipour (2011) stated that there must be a smooth flow of information and the eradication of barriers undermining communication to allow leaders to disperse correct information and assume rational positions and make good decisions. In another study by Ayundhasunya and Kurniawan (2018), it is suggested that effective communication allows leaders to have an accurate description of the organization. Atthirawong, Bunnoiko, and Panprung (2021) reckon the importance of such abilities and cite that it further helps in devising effective strategies required in attaining the vision. Nevertheless, the vision needs to be known by employees and managers and both changes and progress regarding such matters must be communicated either as formulated strategies or feedback. These ideas reinforce the importance of communication in aiding visionary leaders to perform their tasks. As a result, the following hypothesis will be used to express the underlying influence of communication on visionary leadership;

- **H₅:** Communication has a significant positive influence on visionary leadership.

The suggested hypotheses can be combined to develop a conceptual model required in examining how traits, emotional intelligence, organisational climate, creativity, and communication influence visionary leadership as shown in Figure 1.

Figure 1.

Conceptual Model



CHAPTER III

Methodology

3.1 Design

A quantitative research approach was used to carry out the proposed study. This is because quantitative research is vital for obtaining better insights into the underlying research issues (factors influencing visionary leadership). Apart from this, quantitative research has been known for improving understanding of the required subject matter (Queirós, Faria & Almeida, 2017). Other studies support the application of quantitative research citing that it incorporates numbers and thus makes it feasible to study human phenomena, behaviour and other related aspects (Bloomfield & Fisher, 2019; Queirós, Faria & Almeida, 2017). It is in this regard that the study uses a quantitative research approach. Additionally, a multivariate analysis of the effects of traits, emotional intelligence, organizational climate, creativity, and communication on visionary leadership was done using Statistical Package for Social Sciences (SPSS) version 26.

3.2 Population and The Study Sample

The targeted population of this study was managers and employees from manufacturing industries in Sulaymaniyah, Kurdistan Region of Iraq. A total number of 11817 individuals in 1088 industrial factories as KRG Ministry of Trade and Industry (MOTI, 2022). The sample size will be determined by applying Slovin's (1960) formula using a margin error of 0.05 (e=5%) as suggested by Etikan and Bala (2017).

Size determination formula;

$$S = \frac{N}{1 + Ne^2} \quad 1$$

$$S = 383.2$$

Where S is the sample size, N = population size and e = the margin of error taken to be 0.05.

Hence, 400 survey questionnaires were randomly distributed to managers and staff members of industrial companies in Sulaymaniyah, Iraq using simple random sampling technique. After taking permission from HR office of the manufacturing

companies, managers and employees voluntarily participated in and could choose not to participate in this study. Nonetheless, out of the distributed survey questionnaires, 330 questionnaires were returned. After eliminating the inaccurate and careless responses from individuals who didn't take the survey's items seriously, 316 valid responses were left in the data set.

3.3 Data Collection Procedures and Tools

The data will be collected using questionnaires that were distributed to industrial companies in Sulaymaniyah area. The questionnaire was designed from previous studies using an existing questionnaire developed by Bunnoiko & Atthirawong (2017). However, more room was left to improve the questionnaire to enhance its validity and reliability. The independent variables, Traits (TS), Emotional Intelligence (EI) emotional awareness, accurate self-assessment and self-confidence, Organization Climate (OC), Creativity (CREA), Communication (COM) and Visionary Leadership (VL) were measured using a five-point Likert scale (strongly disagree, disagree, not sure, agree and strongly agree), a higher score mean a higher level of interest. The variables' compositions were; TS = 9 items, EI = 6 items, OC = 8 items, CREA = 7 items, and COM = 10 variable elements adopted from previous studies (Northhouse, 2016; Rivera, 1994). A pilot study involving 8 employees was used to test the validity of the proposed questionnaire. Data collection was carried out in Summer 2022.

3.4 Data Analysis Procedures

The collected data was coded using SPSS (Statistical Package for Social Sciences) version 26 to create a solid foundation for conducting further and detailed analysis. Prior insights given by the developed conceptual model (see Figure 1) show that Visionary Leadership (VL) is influenced by Traits (TS), Emotional Intelligence (EI), Organization Climate (OC), Creativity (CREA), and Communication (COM). Such a model was used to develop a functional expression required in establishing a foundation on which the variables will be regressed. As such, the functional form is expressed as follows;

$$VL = f \{TS, EI; OC; CREA; COM\} \quad (1)$$

In a book entitled basic econometrics, Gujarati, Porter and Gunasekar (2012) econometrics. show that a regression model requires the integration of precepts encompassing a constant (α), parameters which in this case range from β_1 to β_5 , and an error term (μ). These precepts were combined with a functional form (1) to produce the following regression model;

$$VL = \alpha + \beta_1 TS + \beta_2 EI + \beta_3 OC + \beta_4 CREA + \beta_5 COM + \mu \quad (2)$$

The above regression model shown by equation (2) was used to test the influence of factors influencing visionary leadership. Additionally, Freund, Wilson and Sa (2006) support the application of a regression model citing that it allows the examination of either the impact or relationship between a dependent variable (VL) and a set of independent variables (TS, EI; OC; CREA; COM)

The study applied the Pearson correlation coefficient test to test the correlation between visionary leadership and its related influencing factors. Other tests like descriptive statistics were used to analyse the questionnaire responses. All the data analysis procedures were conducted using SPSS (Statistical Package for Social Sciences) version 26.

3.5 Ethical Considerations

The collected data was kept with the researcher for five years, during which the data was not made accessible to third parties. The identity of the employee respondents was kept private and the results will not be published without their consent. Most importantly, the ethical committee supervising the proposed research also checked the proposed questionnaire to determine if it fits the required research ethics standards.

3.6 Limitations and Delimitations

The study is limited to the examination of factors influencing visionary leadership in Sulaymaniyah, Kurdistan region of Iraq industrial companies. This implies that the findings are not generalisable to other industries and economies. Moreover, the selected companies are from Sulaymaniyah and this excludes other regions like Erbil and Duhok which also have largest numbers of industrial companies. Therefore, focusing on industrial companies in Sulaymaniyah limits the sample size

as well as the study's coverage and perceptions. Such challenges will require the inclusion of these regions to increase the sample size, the study's coverage and perceptions.

CHAPTER IV

Findings

4.1 Introduction

A quantitative research approach was used to carry out the proposed study. This is because quantitative research is vital for obtaining better insights into the underlying research issues (factors influencing visionary leadership: empirical evidence from manufacturing industries in Sulaymaniyah, Kurdistan Iraq). The presented findings are based on analysed 316 questionnaire responses collected from 31 top-level managers, 44 middle-level managers, 141 lower-level managers, and 100 non-managers of manufacturing companies in Sulaymaniyah, Kurdistan region of Iraq.

The respondents were made up of 179 male employees and 137 female employees as shown in Table 1. This possibly indicates differences in job preferences between male and female employees and can be attached to various reasons such as culture, income and employment conditions (Barasa, Gunawan & Sumali, 2018; Jędrzejczak-Gas, & Wyrwa, 2020). Among such are 102 individuals aged between 18-25 years, 154 employees aged between 26-35 years, 41 employees aged between 36-45 years, 12 employees aged between 46-55 years, and 7 employees aged at least 56 years. The respondents were drawn from a random sample of industrial companies comprising 60 manufacturing, 80 food and retail, 33 pharmaceutical, 43 telecommunications, 68 construction and 32 other industrial companies in Sulaymaniyah, Kurdistan region of Iraq.

Table 1 presented outcomes also show that the largest number of the respondents (47.2%) employees have been working for less than 5 years. This is followed by 32% of employees who have been working for 5-10 years, 11.7% of the employees who have been working for 11-15 years and 4.4% that have been working for 16-20 years.

Table 1.

Demographic Analysis

Variable	Description	Count	Percentage
Gender	Male	179	56.6
	Female	137	43.4
	Total	316	100
Age group	18-25 years	102	32.3
	26-35 years	154	48.7
	36-45 years	41	13.0
	46-55 years	12	3.8
	56 years and above	7	2.2
	Total	316	100
Industry	Manufacturing	60	19.00
	Food and retail	80	25.30
	Pharmaceutical	33	10.40
	Telecommunications	43	13.60
	Construction	68	21.50
	Other	32	10.10
	Total	316	100
Employment position	Top-level managers	31	9.80
	Middle-level managers	44	13.90
	Lower-level managers	141	44.60
	Non-managers	100	31.60
	Total	316	100
Years of experience	Less than 5 years	149	47.20
	5-10 years	101	32.00
	11-15 years	37	11.70
	16-20 years	14	4.40
	More than 20 years	15	4.70
	Total	316	100

Only 4.7% of the employees have been working for more than 20 years. On an average scale, such findings can infer that the manufacturing companies are applying good leadership styles allowing them to retain their employees for a long period of time. Additionally, this can also be connected to a good working environment and working conditions (Cote (2017; Pellegrini et al., 2020; Saad, Sudin & Shamsuddin, 2018).

4.2 Descriptive Analysis of the Questionnaire Responses

Descriptive statistics involving mean and standard deviation were computed for the variables, visionary leadership, traits, emotional intelligence, organization climate, creativity, and communication. The results are presented as follow

4.3 Descriptive analysis of visionary leadership responses

Based on the results, The variable "*Talks optimistically about the future*" has the highest mean score of 3.703, indicating that, on average, respondents agree that the leader talks positively and optimistically about the future. The variable "*Envisions exciting new possibilities*" has the lowest mean score of 3.241, suggesting a slightly lower agreement among respondents regarding the leader's ability to envision new possibilities. The standard deviations for all variables range from approximately 1.057 to 1.246, indicating moderate variability in responses across the different aspects of visionary leadership.

Table 2.

Descriptive Analysis of Visionary Leadership Responses

Variable elements	Mean	Std. Deviation
Envisions exciting new possibilities.	3.241	1.129
Emphasizes the importance of being committed to our beliefs.	3.649	1.057
Talks optimistically about the future.	3.703	1.127
Specifies the importance of having a strong sense of purpose.	3.684	1.119
Clarifies the central purpose underlying our actions.	3.541	1.201
Focuses my attention on "what it takes" to be successful.	3.582	1.125
Displays conviction in his ideals, beliefs & values.	3.592	1.198
Provides reassurance that we will overcome obstacles.	3.633	1.103
Expresses his confidence that we will achieve our goals.	3.661	1.246
Overall visionary leadership variable descriptive analysis	3.587	0.892

Overall, the results suggest that respondents generally perceive the leader to possess visionary leadership qualities, as indicated by the mean scores above the scale's midpoint of 3.0. However, the variability in responses, as reflected in the standard deviations, suggests some diversity in individual perceptions regarding certain aspects of visionary leadership. It may be beneficial to further analyze the data to understand the factors contributing to this variability and explore any potential patterns or trends.

4.4 Descriptive analysis of visionary leadership determinants

The mean represents the average score given by the respondents for each trait variable. It indicates the central tendency or the typical score for that particular trait. Higher mean scores indicate a stronger agreement or higher perception of the specific trait being measured. The standard deviation measures the dispersion or variability of the responses around the mean. A higher standard deviation indicates a wider range of responses, reflecting greater variability or disagreement among the respondents. Conversely, a lower standard deviation suggests that the responses are more consistent and clustered around the mean.

Table 3.

Descriptive Analysis of Traits

Variable elements	Mean	Std. Deviation
Friendly: Shows warmth and kindness.	3.734	1.165
Dependable: Is reliable and consistent.	3.813	1.107
Trustworthy: Inspires confidence and is authentic	3.794	1.041
Determined: Acts with certainty and takes a firm stand.	3.851	1.024
Persistent: Stays fixed on goals despite interference.	3.744	1.069
Self-assured: Is secure with self and free of doubts.	3.915	1.125
Self-confident: Believes in herself/himself and her/his ability.	4.079	0.987
Perceptive: Is insightful and discerning.	3.915	1.052
Articulate: Communicates with others effectively.	3.946	1.054
Overall, of traits variable descriptive analysis	3.866	0.824

The trait "*Self-confident*" has the highest mean score of 4.079, indicating that, on average, respondents strongly agree that the individual possesses self-confidence and believes in themselves and their abilities. The trait "*Friendly*" has the lowest mean score of 3.734, suggesting a slightly lower agreement among respondents regarding the individual's warmth and kindness. The standard deviations for all traits range from approximately 0.987 to 1.165, indicating moderate variability in responses across the different traits.

Overall, the results suggest that respondents generally perceive the individual to possess positive traits, as indicated by the mean scores above the scale's midpoint of

3.0. The relatively low standard deviations indicate a moderate level of agreement among respondents regarding the traits. It is important to note that the overall mean score for the traits as a whole is 3.866, which falls above the midpoint, indicating an overall positive perception of the individual's traits. However, there is some variability in how respondents perceive these traits, as reflected in the standard deviations. Further analysis may be necessary to explore any potential patterns or trends within the responses and to gain a deeper understanding of the factors contributing to this variability.

Descriptive statistics were also computed for the variable emotional intelligence with the aim of analysing the provided responses and the results are presented in Table 4.

Table 4.

Descriptive Analysis of Emotional Intelligence

Variable elements	Mean	Std. Deviation
he/she always knows which emotions he/she is feeling and why.	3.487	1.100
he/she manages his/her impulsive feelings and distressing emotions well.	3.611	1.071
He/she is results-oriented, with a high drive to meet objectives and standards.	3.734	1.007
he/she gladly offers appropriate assistance.	3.832	1.107
he/she makes and maintains personal friendships among work associates.	3.807	1.140
he/she balances a focus on tasks with attention to relationships.	3.839	1.070
Overall emotional intelligence variable descriptive analysis	3.718	0.846

As indicated in Table 4, the variable "he/she balances a focus on task with attention to relationships" has the highest mean score of 3.839, indicating that, on average, respondents agree that leaders can effectively balance task-oriented work and maintain attention to relationships in the workplace. The variable "he/she always knows which emotions he/she feels and why" has the lowest mean score of 3.487, suggesting a slightly lower agreement among respondents regarding leaders'

awareness of their emotions and the reasons behind them. The standard deviations for all variables range from approximately 1.007 to 1.140, indicating moderate variability in responses across the different aspects of emotional intelligence.

Overall, the results suggest that respondents generally perceive leaders as having a moderate level of emotional intelligence, as indicated by the mean score of 3.718 for the overall emotional intelligence variable. The standard deviation of 0.846 indicates that the responses are relatively consistent and clustered around the mean.

The study proceeded to analyse the descriptive statistics of the variable organisational climate and the results are presented in Table 5. Several responses were relatively indicating that on average, respondents agree that good work is recognized appropriately and leaders' work is regularly reviewed with their development in mind (recognition of good work: mean=3.816 and regular review of work with development in mind: mean=3.816).

Table 5.

Descriptive Analysis of Organizational Climate

Variable elements	Mean	Std. Deviation
he/she has clear objectives and goals for his/her job.	3.753	1.119
he/she feels valued by colleagues in the department.	3.722	1.126
Good work is recognized appropriately.	3.816	0.991
his/her work is regularly reviewed with his/her development in mind.	3.816	1.083
he/she is encouraged to be innovative in his/her work.	3.813	1.051
Workers' needs are well met by the company.	3.687	1.107
Conflicts are positively/constructively resolved in this company.	3.614	1.196
Work in the company makes the best use of employees' experiences.	3.513	1.161
Overall organizational climate variable descriptive analysis	3.717	0.817

The findings also suggest a slightly lower agreement among respondents regarding their perception of their needs being well met by the company. This is because the variable "Workers' needs well met by the company" has the lowest mean score of 3.687. The standard deviations for all variables range from approximately 0.817 to 1.196, indicating variability in responses across the different aspects of the

organizational climate. Overall, the results suggest that respondents generally perceive a moderately positive organizational climate, as indicated by the mean score of 3.717 for the overall organizational climate variable. The standard deviation of 0.817 indicates that the responses are relatively consistent and clustered around the mean. These findings imply that respondents generally feel that the leaders have clear objectives, and goals for their job, are valued by colleagues, receive recognition for good work, have their work reviewed with their development in mind, are encouraged to be innovative and experience positive conflict resolution. However, there is some variability in how respondents perceive the organizational climate.

A descriptive analysis of the variable creativity was also conducted and the results are presented in Table 6. Most important are observations of the respondents indicating that leaders feel confident in their ability to perform creatively on various tasks at work. This is because the variable *"Confidence in performing creatively on tasks"* has the highest mean score of 3.889. Similarly, the respondents also indicated that they slightly and lowly agree regarding leaders' preference for taking risks at work. In support of this, the variable *"Preference for taking risks at work"* has the lowest mean score of 3.506, suggesting a slightly lower agreement among respondents regarding leaders' preference for taking risks at work. The standard deviations for all variables range from approximately 1.022 to 1.220, indicating variability in responses across the different aspects of creativity at work. Overall, the results suggest that respondents generally perceive a moderately positive level of creativity at work, as indicated by the mean score of 3.719 for the overall creativity variable. The standard deviation of 0.845 indicates that the responses are relatively consistent and clustered around the mean.

Table 6.

Descriptive Analysis of Creativity

Variable elements	Mean	Std. Deviation
he/she can achieve most of my personal goals at work.	3.547	1.113
He/she is not afraid when facing challenges at work.	3.801	1.116
He/she feels confident that he/she can perform creatively on many different tasks at work.	3.889	1.022
he/she demonstrates originality in his/her work.	3.823	1.033
he/she likes taking risks at work.	3.506	1.220
his/her colleagues think of him/her as a creative employee.	3.614	1.153
Creativity at work is important to him/her	3.854	1.092
Overall creativity variable descriptive analysis	3.719	0.845

Lastly, descriptive examinations were made for the variable communication with the intention of analysing the respondents' perceptions of communication. Similarly, it can be seen and deduced that they relatively agreed on suggestions or beliefs about communications' influence on visionary leadership. For instance, there is a high indication that on average, respondents feel adequately informed about important company-wide matters. This is because the variable *"adequate awareness of significant issues in the entire company"* has the highest mean score of 3.867, indicating that, on average, respondents feel adequately informed about important company-wide matters. Among the responses, it was also indicated that there is lower agreement among respondents regarding the adequacy of information received for work. This can be evidenced by the lowest mean score of 3.608 for the variable *"receiving necessary information for work"*. Furthermore, the standard deviations for all variables range from approximately 0.800 to 1.187, indicating variability in responses across the different aspects of communication in the company. Overall, the results suggest that respondents generally perceive a moderately positive level of communication in the company, as indicated by the mean score of 3.693 for the overall communication variable. The standard deviation of 0.800 indicates that the responses are relatively consistent and clustered around the mean. The findings are displayed in Table 7.

Table 7.

Descriptive Analysis of Communication

Variable elements	Mean	Std. Deviation
he/she receives the information he/she needs to carry out his/her work.	3.608	1.077
Employees in this company do not spend too much time on non-essentials.	3.658	1.142
he/she adequately kept informed about significant issues in the entire company.	3.867	0.996
he/she is adequately kept informed by the grapevine and other informal means.	3.570	1.103
his/her department receives all the information it needs to carry out its functions well.	3.832	1.078
his/her department is kept adequately informed about significant issues in the entire company.	3.747	1.032
he/she have adequate opportunities to express his/her views in his/her department.	3.747	1.132
his/her colleagues are generally eager to discuss work matters with him/her.	3.595	1.169
In general, communication is effective in this company.	3.566	1.187
he/she works effectively because other employees communicate regularly with him/her.	3.737	1.086
Overall communication variable descriptive analysis	3.693	0.800

4.5 Descriptive analysis of the developed variables

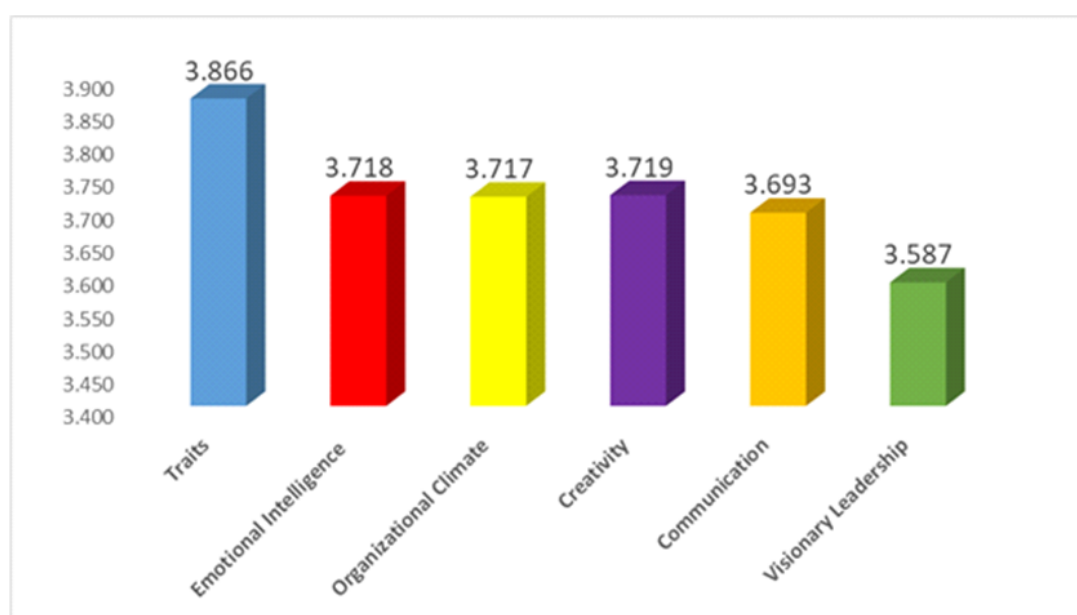
In overall, relatively high indications of agreement were observed to be linked to the variables, traits (mean = 3.866), creativity (mean = 3.719), emotional intelligence (mean = 3.718), organisational climate (mean = 3.717) and communication (mean = 3.693). The lowest indications were linked to the variable and visionary leadership (mean = 3.587) with a standard deviation of 0.892 as shown in Table 8. A graphical illustration of the overall mean values is provided in Figure 2.

Table 8.

Variable Descriptive Statistics Results

	Mean	Std. Deviation
Visionary Leadership	3.587	0.892
Communication	3.693	0.800
Creativity	3.719	0.845
Emotional Intelligence	3.718	0.846
Traits	3.866	0.824
Organizational Climate	3.717	0.817

Figure 2.

The Variables' Overall Mean Values**4.6 Factor Analysis**

A multivariate statistical class helps to reduce and summarize data. This has the ability to handle the analysis and interrelationship of huge numbers of variables following the explanation of these variables in terms of their common as well as underlying factors. This statistical method is part of the Principal Component Analysis (PCA) technique, whereby the outcome and the clarification in these steps are alike.

However, the mathematical models are diverse. In addition, this method correlates with a huge number of quantitative variables. It decreases the value of original variables by looking at a smaller number of the latest variables to be named as factors. When grouping variables into factors, the reduction would be activated as each variable in every single factor is nearly related whereas, variables of various factors are less related (Blbas, et al. 2017; Blbas & Kadir, 2019; Johnson & Wichern, 2013). In order to validate the construct, factor analysis was performed using PCA with the varimax rotation method. The PCA results are shown in Table 9. provides the Kaiser-Meyer Olkin (KMO) and Bartlett's test, Overall Measure of Sampling Adequacy (MSA) for the set of variables included in the analysis was 0.962, which exceeds the minimum requirement of 0.50 for overall MSA and also means this test does not find the level of correlation to be too low for factor analysis. All variables remaining in the analysis satisfy the criteria for appropriateness of factor analysis except OC7 and OC8 because of less variation.

- **H₀** =The model is not good for the Factor Analysis
- **H₁** =The model is good for the Factor Analysis

The hypothesis shows that the known correlation matrix is equivalent to the identity matrix, indicating that the matrix is not factorable (Pett et al., 2003). Principal component analysis requirements are possibly related to Bartlett's Test of Sphericity were fewer than the value of significance. Depending on the result in Table 9, the principal component analysis requires that the probability associated with Bartlett's Test of Sphericity be less than the level of significance. The probability associated with the Bartlett test is <0.001 and chi-square = 10419.2 which satisfies this requirement.

Table 9. represents communalities; communalities which is the variance in the original variables that is accounted for by the factor solution. The factor solution should explain at least half of each original variable's variance, so the communality value for each variable should be 0.50 or higher (Tefera et. al., 2016). Depending on the result from Table 9. the communality value for each variable is higher than 0.5 and satisfies the assumption. Table 9. shows the proportion of variability which is firstly explained with all factors together and then only with the factors before and after rotation. The result shows the six first common factors which explain 61.942% of the total variance and it is a quite good percentage depending on Kaiser Criteria that an Eigen Value is greater than or equal to 1. After the rotation method, this percentage

does not change, but it changes the percentage that explains each factor. Specifically, these percentages are transformed to reduce the differences between them after rotation.

Table 9.

Rotated Component Matrix for a Principal Component Analysis

	Component						Communalities	Cronbach's alpha
	First	Second	Third	Fourth	Fifth	Sixth		
TS1					0.662		0.713	0.903
TS2					0.625		0.682	0.901
TS3					0.692		0.736	0.900
TS4					0.650		0.657	0.904
TS5					0.576		0.504	0.913
TS6					0.363		0.679	0.905
TS7					0.329		0.677	0.905
TS8					0.339		0.653	0.904
TS9					0.369		0.648	0.903
EI1			0.548				0.583	0.864
EI2			0.626				0.641	0.845
EI3			0.495				0.591	0.847
EI4			0.527				0.639	0.848
EI5			0.601				0.637	0.849
EI6			0.646				0.707	0.848
OC1		0.428					0.604	0.865
OC2		0.499					0.576	0.859
OC3		0.626					0.595	0.872
OC4		0.369					0.520	0.867
OC5		0.380					0.519	0.863
OC6		0.326					0.535	0.866
CREA1						0.474	0.618	0.867
CREA2						0.345	0.591	0.863
CREA3						0.341	0.589	0.858
CREA4						0.244	0.613	0.857
CREA5						0.660	0.648	0.879
CREA6						0.452	0.688	0.856
CREA7						0.508	0.661	0.856
COM1				0.341			0.503	0.895
COM2				0.641			0.523	0.897
COM3				0.630			0.616	0.891
COM4				0.560			0.576	0.896

Table 9 (Continued).

	Component						Communalities	Cronbach's alpha
	First	Second	Third	Fourth	Fifth	Sixth		
COM5				0.515			0.628	0.886
COM6				0.584			0.562	0.892
COM7				0.466			0.673	0.887
COM8				0.514			0.698	0.887
COM9				0.504			0.626	0.891
COM10				0.513			0.672	0.885
VL1	0.512						0.497	0.917
VL2	0.507						0.576	0.910
VL3	0.573						0.628	0.910
VL4	0.561						0.603	0.908
VL5	0.623						0.614	0.910
VL6	0.685						0.627	0.909
VL7	0.645						0.691	0.906
VL8	0.587						0.598	0.909
VL9	0.608						0.696	0.904
% Of Variance	14.342	12.268	10.245	9.526	9.183	6.376		
Total % of Variance						61.942		
KMO						0.962		
Bartlett's Test of Sphericity						10419.2		
The P-value for Bartlett's test						0.000		

Table 9. represents the result of the rotated component matrix for a PCA impact on visionary leadership. All nine elements of the visionary leadership constructs are loaded at factor (1). Then, all six elements are loaded to construct the organizational climate at factor (2). All six elements are charged to the emotional intelligence at factor (3). As well, all ten items are loaded to construct the communications at factor (4). Then, all nine items are loaded to construct the traits at factor (5). Finally, all seven items are loaded to construct the creativity at factor (6). All α -values exceeded the recommended minimum Cronbach's alpha value of 0.70 (Blbas, 2019).

4.6 Correlation Coefficient Test

The Pearson correlation coefficient test was applied in analysing the correlations between the variables. Table 10 shows that all the correlations are above 0.60, which suggests that the variables are highly correlated with each other. For instance, visionary leadership is significantly and positively correlated with traits (0.706), emotional intelligence (0.759), organisational climate (0.776), creativity

(0.798) and communication (0.787), at 1%. This means that the strength and direction of the positive linear association are high and significant. Alternatively, this implies that improvements in the leaders' communication skills, creativity, emotional intelligence, traits and organisational climate will be associated with improvements in the leaders' visionary leadership skills.

Table 10.

Correlation Coefficient Test Results

		VL	TS	EI	OC	CREA	COM
VL	Pearson Correlation	1					
	Sig. (2-tailed)						
TS	Pearson Correlation	0.706**	1				
	Sig. (2-tailed)	0.000					
EI	Pearson Correlation	0.759**	0.741**	1			
	Sig. (2-tailed)	0.000	0.000				
OC	Pearson Correlation	0.776**	0.755**	0.785**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
CREA	Pearson Correlation	0.798**	0.721**	0.745**	0.823**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
COM	Pearson Correlation	0.787**	0.686**	0.709**	0.750**	0.775**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	

*Visionary Leadership (VL); Traits (TS); Emotional Intelligence (EI); Organization Climate (OC), Creativity (CREA) and Communication (COM). ** Correlation is significant at the 0.01 level (2-tailed).*

Such results are congruent with propositions made by the behavioural approach (Lee, Chen & Su, 2020) and traits approach (Jaser, 2021; Lord, Epitropaki, Foti & Hansbrough, 2020). Besides, Stogdill made similar remarks that there are specific traits that characterise successful leaders (Lee, Chen & Su, 2020).

Table 10 also shows that all of the visionary leadership determinants (TS, EI, OC, CREA and COM) are positively correlated with each other. This implies that improvements in one determinant will see other determinants improving as well as indicated by previous related studies (Apriyani, Sutisna & Suharyati, 2019; Atthirawong, Bunnoiko & Panprung, 2021; Castro, Gomes & de Sousa, 2012). Such cases, therefore, support the importance of behavioural attributes (Lee, Chen & Su, 2020) and traits (Lee, Chen & Su, 2020) in improving the quality of leadership skills.

All the visionary leadership determinants' correlations with the except of communications and traits ($\text{corr.}=0.686$; $p=0.000$) are highly significant and more than 0.7 indicating possible signs of multicollinearity. The highest correlation of 0.823 between creativity and organization climate significantly indicates that multicollinearity is present. However, in basic terms, this indicates that the strength and direction of the positive linear association between creativity and organization climate is significantly high. However, Gujarati (2022) recommends that it is important to note that a high correlation coefficient does not imply a causal relationship between the variables. In that regard, a VIF test was applied to determine the presence of multicollinearity among the variables.

4.7 Regression Model Specification Tests

Initial model specification tests were carried out using the Variance Inflation Factor (VIF) and the decision was to accept that there is no multicollinearity when the VIF values are less than 5, which is the basic standard (Hair et al., 2017). In some studies, VIF values less than 3 are desired (McAleer, 2018). However, a VIF value of 10 is usually the upper limit beyond which multicollinearity problems will be said to exist (Hair et al., 2017).

Table 11 shows that the related VIF values were less than 1 when 5 distinct single regression analysis models are estimated. As a result, this indicates the absence of multicollinearity as the VIF values are less than 3 are desired (McAleer, 2018). However, VIF values less than 3 are also obtained following discoveries made denoting VIF values of 2.860 (communication), 3.172 (creativity) and 2.597 (emotional intelligence) when a combined multiple regression analysis is estimated. The values are less than 5 as suggested by Hair et al. (2017). Therefore, it can be upheld that the regression model is free from multicollinearity problems. As stated by Paul (2006), *“practical experience indicates that if any of the VIFs exceeds 5 or 10, it is an indication that the associated regression coefficients are poorly estimated because of multicollinearity”*. As a result, the variables, traits and organisational climate were dropped from the combined overall regression model because of multicollinearity issues.

Table 11.

Multicollinearity Test Results

Variables	VIF-single regression model	VIF-Multiple regression model
Communication	1.000	2.860
Creativity	1.000	3.172
Emotional Intelligence	1.000	2.597
Traits	1.000	-
Organisational Climate	1.000	-

4.8 Model Summary

A model summary was produced to determine the extent to which changes in the practised visionary leadership style are explained by changes in creativity, emotional intelligence and communication. Table 12 results show that the overall model has an R-square value of 0.748. This indicates that 74.8% of the changes in the practised visionary leadership style are explained by changes in creativity, emotional intelligence and communication. Hence, 25.2% of the changes in the practised visionary leadership style are explained by other external factors not included in the model.

Accounted changes of 49.9%, 57.6%, 60.2%, 63.7% and 61.9% were observed following the estimation of TS, EI, OC, CREA and COM regression models. It can also be seen that there are insignificant values between the R Square values and the Adjusted R Square values. This entails that the estimated regression models are correctly specified as shown in Table 12.

Table 12.

Model Summary Results

Model	R Square	Adjusted R Square	Std. Error of the Estimate
TS	0.499	0.497	0.626
EI	0.576	0.575	0.576
OC	0.602	0.601	0.558
CREA	0.637	0.635	0.533
COM	0.619	0.618	0.546
Combined*	0.748	0.746	0.438
<i>Independent variables: traits (TS), emotional intelligence (EI), organisational climate (OC), creativity (CREA), and communication (COM).</i> <i>* Estimated using independent variables EI, CREA, and COM after TS and OC were excluded because of multicollinearity issues.</i>			

4.9 Reliability Tests

A reliability test in the form of Cronbach's alpha test was applied to test the internal consistency of the regression model variables (visionary leadership, organisational climate, creativity, emotional intelligence, communication and traits). The decision was to regard variables with alpha values of at least 0.70 as reliable (Bujang, Omar & Baharum, 2018).

Table 13.

Reliability Test Results

	Number of items	Cronbach's Alpha
Communication	10	90.1%
Creativity	7	88.0%
Visionary leadership	9	91.8%
Emotional intelligence	6	87.2%
Traits	9	91.4%
Organisational climate	8	88.1%
<i>Overall model's Cronbach's alpha value = 97.5%; Number of items = 6</i>		

Table 13. confirms that the regression model was reliable as all the variables surpassed 0.70 (Communication = 90.1%, Creativity = 88%, Visionary leadership = 91.8%, Emotional intelligence = 87.2%, Traits = 91.4%, and Organisational climate =

88.1%). Besides, the overall model has an alpha value of 81.6% indicating that the model is highly reliable (see Table 14). As a result, the study proceeded to estimate and interpret the regression analysis results.

4.10 Regression Analysis Results

Given that the estimated regression analysis model successfully passed on the estimation tests (model specification, validity and reliability tests), the study proceeds to analyse the produced regression analysis results. Preliminary findings denote that traits are vital and significantly instrumental in improving visionary leadership. The presented results show that there is a significant positive relationship of 0.755 (for the single model) between traits and visionary leadership (probability = 0.000). Therefore, hypothesis 1 was accepted leading to inferences being made that traits have a significant positive influence on visionary leadership.

It can further be established using Table 14 that emotional intelligence offers significant essential benefits necessary for improving visionary leadership. This is evidenced by the provided Table 14 results showing significant positive interactions of 0.791 (for the single model) and 0.276 (overall model) between emotional intelligence and visionary leadership (probability = 0.000). Thus, hypothesis 2 was validated.

Regarding hypothesis 3 formulated to confer the idea that organisational climate has a significant positive effect on visionary leadership was validated. This is because improvements in the organisational climate can be observed as causing an improvement in visionary leadership by 0.838 (probability = 0.000). In another instance, enhancements in creativity can be seen to be positively and significantly related to visionary leadership (p-value = 0.832 and 0.333: probabilities = 0.000). This implies that creativity is necessary and serves important functions capable of improving visionary leadership. As a result, hypothesis 4 contending that creativity has a significant positive influence on visionary leadership was accepted at 5%.

Table 14.

Regression Analysis Results

	Estimate	Coefficients		Model summary			ANOVA	
		t.stat.	p. Value	R	R ²	Adj. R ²	F-stat.	Sig.
TS	0.755	17.612	<0.000	0.706	0.499	0.497	310.175	<0.000
EI	0.791	20.592	<0.000	0.759	0.576	0.575	424.046	<0.000
OC	0.838	21.732	<0.000	0.776	0.602	0.601	472.298	<0.000
CREA	0.832	23.381	<0.000	0.798	0.637	0.635	546.661	<0.000
COM	0.866	22.525	<0.000	0.787	0.619	0.618	507.376	<0.000
The combined model with independent variables EI, CREA & COM**								
A	-0.083	-0.664	0.507	0.855	0.748	0.746	302.898	<0.000
EI	0.276	5.807	<0.000					
CREA	0.333	6.344	<0.000					
COM	0.385	7.267	<0.000					

Where Traits (TS); Emotional Intelligence (EI); Organization Climate (OC), Creativity (CREA) and Communication (COM).

* Dependent Variable: Visionary Leadership

** TS and OC were excluded because of multicollinearity issues.

Lastly, the results denote that attempts to improve communication positively affect visionary leadership. As such, the findings demonstrate that an improvement in communication methods and tools by 1-unit results in a significant increase in visionary leadership by 0.866 (for the single model) and 0.385 (overall model). All the probabilities are significant at 0.01 level. Hence, hypothesis five asserting that communication has a significant positive influence on visionary leadership was accepted at 5%. Table 15 provides a summary of the computed hypothesis examinations.

The Analysis of Variance (ANOVA) test was applied to determine if the regression models do not have outliers. Evidence provided in Table 13 shows that the F-statistic values of 310.175 (TS), 424.046 (EI), 472.298 (OC), 546.661 (CREA), 507.376 (COM) and 302.898 (the overall model) are significant at 1% (p-value = 0.000). This means that the estimated regression model is homogeneous and has no outliers (McAleer, 2018). Therefore, the estimated regression is regarded as reliable and valid to examine the factors influencing visionary leadership using empirical

evidence from Sulaymaniyah, Kurdistan of Iraq's manufacturing industries. Table 15 provides a summary of the hypotheses test results and it is from these results that discussions were carried out. Therefore, the next section of the study discusses the obtained findings.

Table 15.

Summary of the Hypothesis Results

Alternative hypothesis	t.stat.	p. Value	Decision
H₁: Traits * visionary leadership.	17.612	<0.000	Accept
H₂: Emotional intelligence * visionary leadership.	20.592	<0.000	Accept
H₃: Organizational climate * visionary leadership.	21.732	<0.000	Accept
H₄: Creativity * visionary leadership.	23.381	<0.000	Accept
H₅: Communication * visionary leadership.	22.525	<0.000	Accept

4.11 Discussion of Findings

Given that the study attempts to identify and examine factors influencing visionary leadership, regression analysis was applied and played an instrumental role in achieving such objectives. The findings are discussed as follows;

Foremost, the provided results have demonstrated that hypothesis 1 inferring that traits have a significant positive influence on visionary leadership is acceptable ($\beta=0.755$; $p=0.000$). The results are similar to theoretical propositions made by Northouse (2014) contending that traits play an essential role in separating leaders from non-leaders. Additionally, this study's findings are also similar to practical examinations made in Carlson's (2021) study asserting that traits are responsible for providing leaders with the necessary drive and ability required to lead employees. Other studies also build on such observation and argue that traits and other vital interpersonal competencies such as knowledge of the business, cognitive ability, self-confidence, and integrity or honesty are also significantly linked to traits separating effective and influential leaders from non-effective and non-influential leaders (Irwin, 2020; Macdonald, Burke & Stewart, 2018). This, therefore, suggests that visionary leaders possessing the necessary traits are bound to effectively execute their leadership duties compared to other leaders with the necessary traits. Besides, the effective

capacity of visionary leaders to lead, communicate and motivate employees to execute their duties and help the organisation achieve its goals is significantly influenced by their traits. Alternatively, traits can thus, be said to be important as they allow visionary leaders to communicate the vision to employees, and guide and motivate them to work towards attaining the vision.

Secondly, the study results demonstrated that hypothesis 2 asserting that emotional intelligence has significant positive effects of 0.791 on visionary leadership is acceptable. Such findings are practically valid because leaders are bound to demonstrate their emotions over certain tasks, behaviour and outcomes like individual and organisational performance. This can also be supported by Castro, Gomes and de Sousa's (2012) empirical findings denoting that emotional intelligence accords leaders with an effective ability to influence employees into supporting and working towards achieving the visionary leaders' vision. This validates previous propositions made by Solan (2008) demonstrating that emotional self-control, emotional expressions, and exercising emotional perception and emotional rationality can be displayed when leaders possess the necessary emotional intelligence attributes. In other words, emotional intelligence serves to deal with situations and factors influencing employees' emotions and their subsequent behaviour and attitude towards the stated vision. Hence, it is important to ensure that visionary leaders possess and use emotional intelligence attributes to instil good employee behaviour and attitude and motivate employees to work towards attaining the vision. Such is an important aspect, especially in modern business situations in which various work and family-related situations are influencing workers' emotions and attitudes towards work. Therefore, this study offers beneficial ideas, visionary leaders, in organisations can use to cope with inappropriate emotions, and accept and flexibly change them.

The study has illustrated through hypothesis three that organizational climate has a significant effect on visionary leadership ($\beta=0.838$; $p=0.000$). This demonstrates that a good organizational climate promotes the effectiveness of visionary leadership. Such results are in support of Atthirawong, Bunnoiko and Panprung's (2021) study findings denoting that a good organizational climate helps to improve the interaction between organisational members and allows managers and leaders to perform their duties effectively. Besides, a bad organizational climate hinders the possibility of accomplishing stated tasks and achieving a vision when employees are not relating well with each other. Furthermore, this study's findings can be aligned with

Atthirawong, Bunnoiko and Panprung's (2021) propositions highlighting that good and long-term visions are birthed in a conducive organisational climate. These results provide essential ideas necessary for developing further leadership theories into incorporating modern work situations affecting the creation of a sound and conducive work environment that foster good and effective visionary leadership capabilities.

It has been revealed through this study that creativity significantly enhances the effectiveness of visionary leadership resulting in the acceptance of hypothesis 4 ($\beta=0.832$; $p=0.000$). This can be supported by study findings established by Apriyani, Sutisna and Suharyati (2019) showing that creativity accords managers with an ability to develop new, innovative and effective ideas and solutions to organisational situations and problems that are instrumental to the success and effectiveness of visionary leadership. Additionally, this is empirically supported by Zhou et al.'s (2018) suggestions outlining that creativity is the key through which visionary leaders can devise effective roadmaps to attain the stated vision and goals. The positive interaction between creativity and visionary leadership guides organisational managers into devising effective strategies vital for dealing with competition and complex business situations undermining productivity, operational capacity and performance. Moreover, the results of this study can also point to creativity serving important functions of allowing visionary leaders in dealing with employee burdens, matters compromising their relationships with other employees as well as their productivity and performance. Furthermore, job satisfaction and employee development require the introduction of creative strategies to foster their implementation. As a result, the study's findings can be used to extend empirical examinations involving visionary leadership styles and their influence on other organisational activities like job satisfaction and employee development.

Lastly, the findings have demonstrated that improvements in communication significantly enhance visionary leadership by 0.866 at 1%. These results mirror Alipour's (2011) previous findings suggesting that improvements in communication eradicate barriers undermining communication and enhance the smooth flow of information thereby allowing leaders to disperse correct information and assume rational positions and make good decisions. The findings also reinforce Atthirawong, Bunnoiko and Panprung's (2021) studying propositions reckoning that improving communications is important citing that it further helps in devising effective strategies required in attaining the vision. This possibly suggests that improvements in

communication enhance the vision's clarity. In other words, effective communication helps leaders articulate their vision clearly to their team members. Thus, by conveying the vision in a compelling and understandable manner, leaders can inspire and motivate others to align their efforts towards shared goals. Moreover, these findings suggest that communication enables leaders to effectively communicate their vision, goals, and strategies to the entire organization. When team members understand and internalize the vision, they are more likely to align their actions and decisions with the leader's vision, leading to increased commitment and buy-in. Additionally, communication enables leaders to provide clear expectations, guidelines, and feedback to their team members. This clarity helps individuals understand their roles and responsibilities, receive constructive feedback, and make necessary adjustments to contribute effectively to the vision.

CHAPTER V

Conclusions and Recommendations

5.1 Conclusions

The study identifies and examines factors influencing visionary leadership following observations made that; (1) the extent to which the influence of traits, emotional intelligence, organization climate, creativity, and communication on visionary leadership has been tested is of huge concern, (2) there is lack of supporting evidence regarding their influence, and (3) their influence is still yet to be analysed in various developing economies' contexts like Kurdistan, Iraq. As a result, a multivariate analysis including single and multiple regression analysis was used in analysing the effects of traits, emotional intelligence, organization climate, creativity, and communication on visionary leadership practices used in industrial companies.

The results of the study demonstrated that traits play an essential role in improving the effective use of visionary leadership styles in industrial companies. Hence, the findings imply that industrial companies should revise their recruitment strategies and recruit managers with personal, high academic and professional traits. Additionally, this can demand that training and development programs be applied specifically targeting to improve managers' personal competencies. Therefore, the study carries significant theoretical implications essential for developing further understanding and implications of the human resources management theory with regard to leadership styles. Similarly, the study findings also displayed that the development of emotional intelligence is essential for significantly improving the effective use of visionary leadership styles in industrial companies. Such findings have been established to align with previous studies and demand that educational programs, workshops and other training and development programs be used to enhance leaders' or managers' emotional intelligence skills and approaches to leadership. Such programs are vital because they enable managers to deal with various work and personal-related emotions affecting employees' response, behaviour, attitude and approach to visionary leadership. Therefore, there are significant theoretical implications embedded in this study as it highlights the importance of human resources training and development's implications on visionary leadership.

The study outcomes lead to inferences being made that a conducive organisational climate helps to foster the effective application of visionary leadership style in industrial companies. Most important is the idea that good and long-term visions are birthed in a conducive organisational climate. Hence, the managerial implications are organisational managers need to devise specific and effective programs and strategies aimed at improving the organisational climate. Such attempts include facilitating opportunities for learning, developing strong workplace culture, encouraging team communication and collaboration, conducting regular check-ins, helping employees find a comfortable work environment and prioritising onboarding and training.

An increase in creativity is one of the keys to improving visionary leadership. This is because creativity accords managers with the ability to develop new, innovative and effective ideas and solutions to organisational situations and problems that are instrumental to the success and effectiveness of visionary leadership. This suggests managers must be given more room to demonstrate their creative abilities. Among such programs are attempts aimed at encouraging the practice of self-reflection, promoting creativity through office design, offering the space for knowledge sharing and providing freedom and flexibility in how work is done. Such creates a platform upon which future studies can be extended to explore connections between employee and managerial creativity and the significance of their implications on visionary leadership, especially in different industrial contexts.

Lastly, it can be inferred that improvements in the communication process enhance the vision's clarity, clarifies expectations and feedback, boosts alignment and buy-in, and inspires and motivates others to support the visionary leader in achieving the stated vision. Therefore, the practical implication of this finding is that companies can focus on developing and enhancing communication skills among their leaders. This can involve providing training, workshops, and coaching to improve leaders' ability to articulate and communicate their vision effectively. Moreover, companies can develop and implement communication strategies that align with the visionary leadership style. This may involve establishing clear channels of communication, utilizing various communication mediums (such as town halls, newsletters, or digital platforms), and fostering a culture of open and transparent communication. Thus, by embracing and implementing these practical implications, organizations can leverage effective communication to enhance visionary leadership, drive organizational

alignment, inspire employee engagement, foster collaboration and innovation, and successfully navigate change. Ultimately, these efforts can contribute to the achievement of organizational goals and long-term success.

5.2 Theoretical contributions

The theoretical contributions of this are embedded in its ability to identify the link between traits, emotional intelligence, and creativity and how they can be improved using human resources management practices engraved in the human resources management (HRM) theory. Therefore, the study creates a platform for discussing further how traits, emotional intelligence, and creativity aspects can be integrated as part of the human HRM theory to promote the effective use of visionary leadership styles in industrial companies. In addition, the study necessitates further examinations as to how the leadership theories together with the HRM theory can be combined to devise effective strategies aimed at creating conducive organisational climates in industrial companies.

5.3 Managerial implications

The study provides novel empirical ideas necessitating further modelling and examinations of communication programs used in industrial companies using a visionary leadership style. The study also creates a platform upon which future studies can be extended to explore connections between employee and managerial creativity and the significance of their implications on visionary leadership, especially in different industrial contexts. Of paramount importance is the study's contributions to the development of empirical methods and organisational research aimed at finding out the best way to harness existing communications methods, tools and channels to foster the application and effective use of visionary leadership styles in industrial companies.

5.4 Recommendations

The study has successfully identified and examined factors influencing visionary leadership style in industrial companies. Given that traits, emotional intelligence, organisational climate, creativity and communication were observed to

significantly influence visionary leadership styles in industrial companies, the following recommendations will be made;

- Managers must devise specific and effective programs and strategies aimed at improving the organisational climate and leaders' competence. Such attempts include facilitating opportunities for learning, developing strong workplace culture, encouraging team communication and collaboration, conducting regular check-ins, helping employees find a comfortable work environment and prioritising onboarding and training
- Efforts are required to promote employee and managerial creativity by encouraging the practice of self-reflection, promoting creativity through office design, offering the space for knowledge sharing and providing freedom and flexibility in how work is done.
- Companies can emphasize the importance of aligning communication efforts with the vision and goals set by visionary leaders. This involves ensuring that communication messages, internal communication channels, and communication practices consistently reflect and reinforce the vision and values of the company.

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APPENDICES

Appendix A: Research questionnaire

NEAR EAST UNIVERSITY

DEPARTMENT OF BUSINESS ADMINISTRATION

IDENTIFYING FACTORS INFLUENCING VISIONARY LEADERSHIP: AN EMPIRICAL EVIDENCE FROM MANUFACTURING INDUSTRIES IN SULAIMANYAH, KURDISTAN REGION OF IRAQ

My name is Rozha Mahmood Saleem and I am a graduate student at Near East University. For my final project, I am examining *“Identifying Factors Influencing Visionary Leadership: An Empirical Evidence from Manufacturing Industries in Sulaymaniyah, Kurdistan Region of Iraq”*. Because you are industrial companies that require such examinations in Sulaymaniyah, Kurdistan Region but have not been accorded such an opportunity. I am inviting you to participate in this research study by completing the attached surveys.

The following questionnaire will require approximately about 8 minutes to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the project will be provided to Near East University. If you choose to participate in this project, please answer all questions as honestly as possible. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavours. The data collected will provide useful information regarding the significance of interactive connections linking traits, emotional intelligence, organisational climate, creativity and communication with visionary leadership. If you would like a summary copy of this study, please complete and detach the Request for Information Form and return it to me in a separate envelope. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

Rozha Mahmood Saleem
MSc. Student, Near East University
Department of Business Administration
Email: rozha.saleem@gmail.com

SECTION ONE: DEMOGRAPHY SECTION

1. Gender	
<input type="checkbox"/> Male	<input type="checkbox"/> Female
2.. Age group	
<input type="checkbox"/> 18-25 years	<input type="checkbox"/> 26-35 years
<input type="checkbox"/> 36-45 years	<input type="checkbox"/> 46-55 years
<input type="checkbox"/> 56 years and above	
3. Industry	
<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Food and retail
<input type="checkbox"/> Pharmaceutical	<input type="checkbox"/> Telecommunications
<input type="checkbox"/> Construction	<input type="checkbox"/> Other
4. Employment position	
<input type="checkbox"/> Top-level manager	<input type="checkbox"/> Middle-level manager
<input type="checkbox"/> Lower-level manager	<input type="checkbox"/> Non managerial
5. Experience level	
<input type="checkbox"/> Less than 5 year	<input type="checkbox"/> 5-10 years
<input type="checkbox"/> 11-15 years	<input type="checkbox"/> 16-20 years
<input type="checkbox"/> More than 20 years	

SECTION TWO: INFORMATIVE SECTION

This section contains statements that measure the determinants and personal characteristics of visionary leadership inside the organisations. The questionnaires should be completed by leaders and subordinators. Please tick your response according to the following scale:

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	REFERENCES: <ul style="list-style-type: none"> • Northhouse, P. G. (2016). <i>Leadership, Theory and Practice</i>, 7th edition, Sage, Los Angeles • Bunnoiko & Atthirawong(2017), <i>Confirmatory factor analysis towards visionary leadership of supply chain managers in the manufacturing industry of Thailand</i> 	1	2	3	4	5
	Traits					
6	Friendly: Shows warmth and kindness.					
7	Dependable: Is reliable and consistent.					
8	Trustworthy: Inspires confidence and is authentic					
9	Determined: Acts with certainty and takes a firm stand.					
10	Persistent: Stays fixed on goals despite interference.					
11	Self-assured: Is secure with self and free of doubts.					
12	Self-confident: Believes in herself/himself and her/his ability.					
13	Perceptive: Is insightful and discerning.					
14	Articulate: Communicates with others effectively.					
	Emotional intelligence					
15	he/she always know which emotions he/she is feeling and why.					
16	he/she manages his/her impulsive feelings and distressing emotions well.					
17	he/she is results-oriented, with a high drive to meet objectives and standards.					
18	he/she gladly offer appropriate assistance.					
19	he/she makes and maintain personal friendships among work associates.					
20	he/she balance a focus on task with attention to relationships.					
	Organisational climate					
21	he/she has clear objectives and goals for his/her job.					
22	Work in the company makes the best use of employees' experiences.					
23	he/she feels valued by his/her colleagues in the department.					
24	Good work is recognised appropriately.					
25	his/her work is regularly reviewed with his/her development in mind.					
26	he/she is encouraged to be innovative in his/her work.					
27	Workers' needs are well met by the company.					
28	Conflicts are positively/constructively resolved in this company.					

Using the following 5-point scale, please indicate how frequently the leader in your organisation shows the behaviour described.

1	2	3	4	5
Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always

		1	2	3	4	5
Visionary leadership						
46	Envisions exciting new possibilities.					
47	Emphasizes the importance of being committed to our beliefs.					
48	Talks optimistically about the future.					
49	Specifies the importance of having a strong sense of purpose.					
50	Clarifies the central purpose underlying our actions.					
51	Focuses my attention on "what it takes" to be successful.					
52	Displays conviction in his ideals, beliefs & values.					
53	Provides reassurance that we will overcome obstacles.					
54	Expresses his confidence that we will achieve our goals.					
	REFERENCE: • <i>Rivera, J. B. (1994). Visionary versus crisis-induced charismatic leadership: An experimental test. Texas Tech University, USA</i>					

Thank you for your participation

Appendix B: Permissions Regarding the Use of Scales



BİLİMSEL ARAŞTIRMALAR ETİK KURULU

07.07.2022

Dear Rozha Mahmood Saleem

Your application titled “**Identifying Factors Influencing Visionary Leadership: An Empirical Evidence from Kurdistan’s Manufacturing Industries**” with the application number NEU/SS/2022/1364 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.

Appendix C: Turnitin Similarity Report

ORIGINALITY REPORT			
8%	5%	1%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	pdfs.semanticscholar.org Internet Source	1%	
2	Submitted to Durban University of Technology Student Paper	<1%	
3	ir-library.ku.ac.ke Internet Source	<1%	
4	erepo.usiu.ac.ke Internet Source	<1%	
5	erepository.uoeld.ac.ke Internet Source	<1%	
6	Submitted to Universiti Teknologi MARA Student Paper	<1%	
7	Submitted to Kuala Lumpur Infrastructure University College Student Paper	<1%	
8	Submitted to Danford College Student Paper	<1%	
9	Submitted to Intercollege		