

Citation: Wahab, A., Fayyaz, M. Y., & Ishaq, S. (2023) Principal Leadership Strategies for Achieving Organizational Excellence of Public Sector Colleges. *Global Educational Studies Review*, VIII(I), 566-579. [https://doi.org/10.31703/gesr.2023\(VIII-I\).50](https://doi.org/10.31703/gesr.2023(VIII-I).50)

Principal Leadership Strategies for Achieving Organizational Excellence of Public Sector Colleges

Abdul Wahab*

Muhammad Yasir Fayyaz†

Sajid Ishaq‡

Corresponding Author: Abdul Wahab (Lecturer, Institute of Education and Research, Kohat University of Science and Technology, Kohat, KP, Pakistan. Email: abdulwahab@kust.edu.pk)

Abstract: *Understanding how different strategies and leadership styles contribute to organizational excellence is essential for higher education institutions that face increasing pressure for accountability. Objectives include identifying effective leadership strategies for organizational excellence, exploring the links between strategic leadership practices and employee efficiency, and evaluating the impact of different leadership styles on organizational performance. The study used descriptive and quantitative methodology. Respondents were selected from 40 colleges in Khyber Pakhtunkhwa using a cluster sampling technique. Data were collected from 720 male and female teachers and principals working in government colleges in the Khyber Pakhtunkhwa region. The research instrument was a comprehensive questionnaire designed to assess two key variables: leadership strategies and organizational excellence. Effective leadership practices were found necessary but they must be complemented by a supportive organizational environment and adequate resources to achieve high performance and it also provides evidence for leaders and organizations to improve their strategies for achieving organizational success.*

Key Words: Principal Leadership Strategies, Organizational Excellence, Leadership Styles, Performance, Organizational Success

Introduction

Principal in the field of education also has much more than the organizational operation of an organization as his or her responsibilities. Principals bear the primary accountability of creating a favorable climate for all students and other members of staff and developing long-term strategies on the academic and managerial outcomes of the school. It should also be noted that leadership vision is one of

the efforts at any given agenda as much as the attainment of objectives and improvement of the general performance of the organization is concerned (Rohman et al., 2023). Some of these techniques are creating a positive environment for teaching by participating teachers and students, formulation of objectives, and good administration (Al-frijawy, Mahssn & Waham, n.d.). Thinking in this way, it can be stated that these methods

* Lecturer, Institute of Education and Research, Kohat University of Science and Technology, Kohat, KP, Pakistan.

† M.Phil Scholar, Institute of Education and Research, Kohat University of Science and Technology, Kohat, KP, Pakistan.

‡ M.Phil Scholar, Institute of Education and Research, Kohat University of Science and Technology, Kohat, KP, Pakistan.

produce benefits in terms of the best organizational performance of the results of academic, working effectiveness, and the satisfaction level of the stakeholders. Strategic leadership practices place pressure on the school performance standards now in terms of the set vision that in the future will direct the results. In addition to their administrative roles and responsibilities, school principals also have to be strategic leaders who create value in the institution. The level at which the leaders will be able to effectively employ the determined strategies, practices as well as leadership styles also come closer to the achievement of the organizational goals and as well hurdle through high levels of performance (Ariani, Hardhienata, & Entang, [2023](#)). They respect the need to know how different types of leadership and modes of leadership advance organizational development in the current era of affirmation and creditability to efficiency (Suleman et al, [2021](#)). To innovate and sustain institutions, the management of institutions should have ample appreciation of how resources ought to be utilized efficiently and how to engage human resources to extend outstanding performance. The leadership style of the college principal affects the productivity of the workers and their effectiveness in performance (Kowalski, [2010](#)). This argument is based on previous research that demonstrates that college principals' leadership styles might positively affect the performance or negatively affect the performance of the organization in a different way and in accordance with the principles of transformational leadership, their employees raise performance (Ateş et al., [2018](#)). However can be affected in another way or not at all by the transactional leadership that focuses on ordinary work and the application of motivation through outcome (Brayfield & Crockett, [1955](#)). Hence it is important to understand these dynamics when looking for the best leadership practices in the field of education. In exercise, the principal acts as a source of the image that is maintained within the purview of a learning institution in molding his or her students to the best of their abilities, management and overall running of the school.

Indeed, it would be surprising if the head of any institution contributes significantly to the effectiveness of that institution. It affects the market positioning of the institution and the mental attitude as well as the productivity of the people. Before comprehending organizational excellence, it is imperative to comprehend the maneuvers and actions of the school leaders and the head teachers as the laid down institutions in the educational systems are increasingly placed under unsustainable pressures of accountability and performance. Promoting organizational performance is among the goals of leadership in educational organizations and to this end the following strategies are used (Candrasari, Yorman, Mayasari, Yulia, & Lake, [2023](#)). There are variables that define the concept of strategic leadership and these include Strategic leadership involves features that impact directly the satisfaction and productivity of the faculty and staff in the organization, embraces flexibility in addressing changes in the education environment, involves proactive decision making (Taherdoost & Madanchian, [2023](#)). The following organizational impacts of leadership in educational institutions are based on different kinds of leadership strategies in general and with reference to categories of transformational and transactional leadership. Silvester & Dopson (1997) also considered the application of leadership behaviors and strategies in the context of organizational performance on this account, this research seeks to find out how college principal leadership strategies and ways of working can improve their organizational efficiency and worker productivity frequently of interest in the study as it proposes to evaluate these. It therefore becomes the reason for this study to try to find out if the leadership strategies and leadership style used by college principals are appropriate and the impact the leadership has on organizational performance. Regarding these aspects, the research aim is to examine the approaches of principal leadership practices to increase organizational performance and employee productivity.

Literature Review

The competency of the school leaders is relevant in determining whether the various targets set meet the test of efficiency and effectiveness, create a responsible ethos concerning learning, and balance the distribution of responsibilities and decision-making. As for the latter, these are the views of Abujudeh (2019) that organizational success is enhanced by the efforts of such managers who look for solutions and who acknowledge the agreement. Prior literature points at organizations as having much to gain in championing transformational leadership which is more focused on inspiring the employees to read and to improve their performance. The management structures might realize other favorable heights in the performance, innovation, and work outcomes by employing the staff of transformational leaders who embrace vision creation and the professional development of their subordinate employees (Aina & Verma, 2017). The authors Al-Sada et al. (2017) highlighted that leaders who can articulate a vision and support professional practice can drive their organizations to higher levels of performance and creativity. There is a certain correlation between some of the key strategic leadership practices and the subsequent levels of employees' productivity that have been established. Strategic management at the tactical level is fully supported by leaders and they ensure that they convey the expectations of the organization as well as ensure that tools that will enhance the productivity and job satisfaction of the performers are made available (Aina & Verma, 2017; Khattak, Qureshi & Amin, 2020). The leaders who apply the key change processes for the PD and promotion of the organizational climate, a positive shift in the level of engagement and productivity of the faculty (Banjarnahor et al., 2018). According to the practices of leadership by organizations, it became noticeable that employee recommendation, employee feedback and participation in decision-making foster high levels of motivation and commitment among the employee population

of an organization (Rahayu Candrasari and Hanani, 2023). It promotes organizational superiority by making certain that organizational objectives are achieved as employee objectives are always aligned to help bring about the achievement of organizational goals. Various leadership styles, therefore, have different impacts on the performance of educational institutions. The leadership, which is devoted to the dimensions, including the vision, the communication with inspirational appeals, and activation of subordinates, when adopting the transformational leadership model promotes the achievement of positive outcomes in the performance of the higher education institution. Transformational leaders are usually instrumental in establishing commitment and enthusiasm for things that are important in affecting the positive goals of the school in as much as performance and results are concerned. Nevertheless, although transactional leadership changes daily work activities and deals with incentives for performance, it only offers a short-term benefit and may not assist organizations in sustaining superior quality (Sabir & Khan, 2011). While transactional leadership is more appropriate for the resolution of day-to-day affairs, it is not necessarily built on messages that will compel the workers to change in a manner that will transform the organization in the long run (Suleman et al, 2021). Another known organizational theory that has been seen to increase organizational performance because of workers' motivation and teamwork is servant leadership which emphasizes the needs of the workers and the use of service instead of authority (Hayati, 2020). Sheppard and Rentsch (2008) justifiably contend that managers, who adopt servant leadership behavior, can cultivate an organizational culture supportive of employee mental health and organizational performance (p.400). Leadership tactics refer to the set of planned strategies and behaviors that any leader employs, with the aim of leading the team or company to the intended objectives. In the context of the university, integration of these tactics involves formulation of the broad strategic directions and articulation of mission

and vision statements, besides putting in place strategies that support the improvement of learning and organizational performance (Ilham, [2017](#)). If an organization must be the best in terms of its achievement in academics; being operationally efficient; and, being a community where all its stakeholders are satisfied; such an organization; requires effective leadership preferably strategic (Jekelle, [2021](#)). Higher performance and an atmosphere for even more enhancement can be cultivated where the principals have a visionary perception of the future of their institutes, as posited by (Komara, [2023](#)). According to other research, there exist basic organizational practices that are compulsory for corporate performance. Even more institution performance can be optimized if principals embrace professional development, constructive organizational culture, and participative decision making as pointed out by Kowalski ([2010](#)). Other stages include the formulation of goals for performance, frequent provision of feedback, increasing creativity, and other parts of successful strategies and accountabilities. The need for practical knowledge is better to focus on where the leadership made a positive impact on the success of an organization (Mwesigwa, Tusiime & Ssekiziyivu [2020](#)). Keskes, [2014](#) has revealed various aspects in which leadership impacts the performance of a certain organization. The principals who provide the framework for professional personnel development in most instances experience higher students' interest and performance (Taylor, Cornelius & Colvin, [2014](#)). In the empirical literature, the adoption of strategic management practices enhances worker productivity. The academic output was positively associated with the dependent overall performance-controlled principles: that provided feedback and institutional effectiveness. Shatha Mahfouz, Abd Halim, Bahkia, and Alias ([2022](#)) established an understanding that, when the management took over the responsibility of the strategic planner and provided the support needed for professional personal development, the manufactured team identified improvements in the team performance and the organizational

outcome. Studies that have been undertaken in all the carry-out regions have provided evidence that SM practices affect the productivity of workers. The participating principals, who developed the strategic plans, and offered professional input for enhancing the staff, noted the changes in the relations to the performance of the team and the general organizational outcomes (Kowalski, [2010](#)). Strategic practices with staff such as in the aspect of setting objectives for development and the setting of professional development programs are very useful as far as enhancing the productivity of the human capital in organizations is concerned (Mwesigwa et al., [2020](#)). In short, transformational principles are highlighted for the regulation of formulation of organizational purpose, fostering unity amongst the members of the organization, and the culture of creativity. Transactional management which includes maintenance of order and general performance using rewards and punishment though can lead to simple-term improvements but does not promote the development of long-term excellence (Mahfouz, Awang & Muda, [2019](#)). Findings that are readily available in systematic literature demonstrate that principal practices relate strongly to organizational performance. The positive effect of transformation management approaches such as TOC has been revealed in many comparative analyses of different WORMPs; it could be suggested that transactional management offers the best of both worlds (Pahi et al., [2022](#)). This technique can be useful for principals to attend to short-term wants and, in the process, attain the long-term goals of enhancing the performance of the organization (Prestiadi et al., [2019](#)). Also, the decisions on the management of organizations by directors impact the performance of the organization. It is also seen that the transformational management practice is comparatively more effective than transactional management most of the time. The understanding of these components is crucial for understanding the sufficient management of these aspects in higher learning institutions (Puni et al., [2020](#)). The objective of the present study is to establish the best

practices measures, and patterns and thereby, give recommendations for better management performance and upward organizational outcomes in schools. In examining the applicability of certain management approaches and strategies, it is latently important to return to management's academic connotations. Change management, transactional management, servant management, and so on; all theories offer distinct practices in ways in which leaders might be able to shape organizational processes. Of the most important competencies of change management, one of the most relevant is the ability to engage people by building the vision and embodying the attitude. Compared to the situation in schools, authoritative changes by school leaders can often create significant positive changes to learning and other organizational processes. Transactional management is one of the leadership styles where the leaders and the followers bargain where the leaders promise to provide rewards and punishment in order to increase performance (Sulantara, Mareni, Sapta & Suryani [2020](#)). On this aspect, this management trend is often helpful in setting disciplines and in the acquisition of the near-term objectives. But currently is rather not very effective for long-term value creation or problem-solving which schools might face. The technique's goal setting, providing feedback, and professional growth that is planned within a school are performed by principals to impact the performance of a school (Tursina, [2023](#)). School leaders make it possible to have an environment that rewards the school participants and provides them with the support they need hence promoting performance. It is one of the leading activities of strategic management and goal formulation. Oftentimes, the productivity of schools is improved by the fact that schools that have set down aims and objectives always provide performance appraisals to the staff, and this nudges the professional to his call of duty and objectives. The authorities who use positive feedback assist the school members to focus on the areas that need improvement as well as on success, hence, encouraging the members. As

one more aspect of the strategic management process, there is help in the augmentation of the number of experts. When principals invest their own money in school improvement programs and carry along with them support resources for growth, they create productivity and self-motivated job satisfaction (Khattak & Qureshi, [2020](#)). The Professional development opportunities enable educational institutions to build on their competence and get acquainted with recent progressive approaches which again cannot but affect its performance and consequently the overall reputation of the organization. Managing college principals effectively is relevant to the development of the environment and the proper running of the college. The chief executive of the university though having no direct power to create organizational structures in the university has an important mandate in shaping the viability of the university in the search for organizational efficiency, increased employee performance, and generally better performance. The research review focuses on analyzing the scholar's work discussing the effectiveness of the management approaches and methods applied by principals working in higher education institutions and organization consequences. The purpose of this research will be to comprehend whether there is efficiency in the management of higher learning institutions' strategies and management styles in the enhancement of organizational effectiveness and employee performance and productivity. The research question therefore represents what strategies in the management of higher education achieve the best organizational results. The intent of this investigation is to establish what strategies school principals apply to foster high-degree organizational performance. They may include setting outcomes, fostering a culture of change, and the creation of managerial strategies. The information about the best practices can be useful to school administrators who wish to enhance their institution's organizational effectiveness (Rohman et al, [2023](#)). Of what nature are the effects of various leadership styles on the productivity and performance of organizations? The aim of this research is to

assess how, and to what extent, leadership styles affect or influence organizational performance. The purpose of the study is to assess the effects that different leadership types have on organizational performance, with emphasis on the comparison of the profiles of transformational, transactional as well as servant leadership. These findings are useful to educational administrators about the best managerial activities to apply to enhance learners' success and achieve excellent results (Sokoll, 2014). From the above literature review, this paper identified several management practices and patterns that are likely to lead to higher education institutions' excellence. Sustaining activities like executive strategies and long-term plans coupled with constant improvement of organizational work plans are key to the achievement of educational facilities. In addition, the application of strategic management practices including the formulation of clear objectives and advanced promotion of professional development increases employees' performance. In the study, the effects of transformational, transactional, and service management on the performance of organizations show how students require an effective and adaptable management system. School leaders, therefore, can enhance their management processes and rates of organizational effectiveness and success by understanding and responding to these factors.

Material and Methods

The review used both descriptive and quantitative research methods to accomplish its tasks. The study was aimed at the PLS of the public colleges in Khyber Pakhtunkhwa only. Cross-sectional has been used in the study as this gives a clear and detailed picture of important factors/conditions by identifying and taking data at a particular point in time.

Instrument Reliability

Table 1

Statistical analysis of Cronbach Alpha	.913
Standardized items of Cronbach Alpha calculation method that relies on.	.879

Population and Sample

The participants of this study were chosen purposively chosen from 40 colleges in Khyber Pakhtunkhwa through cluster sampling. This made it easier to perfectly determine the colleges to sample by only focusing on the public sector colleges; this helped in giving a perfect picture of the educational sector within the region. These colleges were chosen carefully to get as varied samples as possible from the province of Khyber Pakhtunkhwa. The survey instrument used in this study refers to a carefully constructed tool in the form of a questionnaire which was designed by incorporating data and methodological framework from previous scholarly works.

Sample of the Study

A set of 800 lecturers and principals including males as well as females were taken from public sector colleges of Khyber Pakhtunkhwa for the collection of data. The main research tool used was a thorough questionnaire, which was used to assess two key variables: questions relating to organizational effectiveness and management practices. The survey was developed with the aim of studying multiple aspects of Administrative techniques to reach the purpose of Organizational superiority. A total of 720 questionnaires were completed and collected out of the 800 questionnaires that were distributed. Subsequently, cross-tabulation, regression analysis percentage calculations mean values, and Pearson product-moment correlation were conducted on the responses obtained., to assess the overall relationship between leadership actions and organizational performance in the colleges that were under study, a rigorous statistical study was conducted

Total number of items

60

Table No.1 illustrates the robust reliability of the research instrument, as evidenced by a Statistical analysis value of 0.913. Cronbach's Alpha is a statistical measure that ranges from 0 to 1. Higher values indicate greater internal consistency and reliability of the measurement tool. The elevated value signifies that the instrument consistently and accurately assesses the intended constructs throughout the survey process. The data collected has a high-reliability coefficient of 0.913, which indicates a strong level of confidence in its accuracy and consistency.

Data Analysis

The study sought to examine the impact of strategic leadership practices implemented by college principals on employee productivity and overall organizational performance in the Khyber Pakhtunkhwa region. To achieve these various statistical techniques, including percentage, mean analysis, correlation, and regression analysis, to comprehensively analyze the data.

Table 2*Descriptive Statistics*

	Mean	Std. Deviation	N
Organizational Excellence(OE)	62.9689	3.2278	720
Leadership Strategies(LS)	73.8828	2.5508	720

Organizational Excellence (OE) and Leadership Strategies (LS) are crucial factors in the research. The table provides a comprehensive overview of the descriptive statistics for these variables. Based on the findings, the mean for organizational excellence is 62.96, indicating that the majority of respondents perceive it to be satisfactory. This indicates that, overall, participants hold a favorable perception of organizational excellence within their respective organizations. The standard deviation for OE is 3.22, indicating a moderate level of dispersion of responses. The diversity of opinions expressed indicates that while there may be shared perspectives on what constitutes organizational excellence, everyone holds their own distinct viewpoint. Conversely, the average score for leadership strategies is 73.88, significantly more outstanding than the

average score for organizational excellence. The higher mean indicates that the respondents believe that the strategic leadership practices at their colleges surpass their previous perceptions of organizational excellence. The standard deviation for leadership strategies is 2.55, which is slightly lower than the standard deviation for Organizational Excellence. A lower standard deviation indicates a greater degree of dispersion of responses around the mean, implying a higher level of agreement among respondents regarding the effectiveness of strategic leadership practices. The descriptive statistics indicate that both variables are generally perceived positively. However, the perception of Organizational Excellence is less negative compared to the perception of leadership strategies, which is slightly more positive.

Table 3*Correlations Analysis*

		OE	LS
Pearson Correlation	OE	1.000	.896
	LS	.896	1.000

		OEs	LS
Sig. (2-tailed)	OEs	.	.000
	LS	.000	.
N	OEs	720	720
	S	720	720

The table shows the association between two important variables in the study organizational excellence (OEs) and leadership strategies (LS). The correlation coefficient between the observed error (OE) and sea level pressure (LS) is 0.896, indicating a strong and statistically

significant positive correlation between these two variables. The sample size (N) for both variables is 720, which signifies a significant and consistent number of observations for the correlation analysis of organizational excellence and Strategic Leadership Practices.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.896 ^a	.746	.245	2.8053	.246	136.059	1	416	.000	2.220

a. Predictors: (Constant), Leadership Strategies (LS)

b. Dependent Variable: Organizational Excellences (OEs)

The table shows the results of a regression analysis examining the impact of Leadership strategies (LS) on Organizational Excellence (OEs). The model's coefficient (R) is 0.896, indicating a strong and statistically significant positive correlation between the predictor variable, LS, and the dependent variable, OEs. The R Square value of 0.746 indicates that 74.6% of the variability in Organizational Excellence can be explained by the changes in leadership strategies. The R Square value signifies that a substantial portion of the

variability in organizational outcomes can be ascribed to strategic leadership. The Change Statistics section presents an R Square Change of 0.74, which aligns with the R Square value. This indicates that the model greatly improves the accuracy of predicting Organizational Excellence when compared to a model that does not include any predictors. The Durbin-Watson statistic is 2.22, which is close to 2.0, suggesting that there is no significant autocorrelation in the residuals of the regression model.

Table 5

ANOVA^a

Mode		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1070.757	1	1070.757	136.059	.000 ^b
	Residual	3273.838	416	7.870		
	Total	4344.596	417			

a. Dependent Variable: Organizational Excellences (OSs)

b. Predictors: (Constant), Leadership Strategies (LS)

The table shows the Regression Sum of Squares, which quantifies the amount of variation in organizational excellence that can be accounted for by the predictor variable, LS. The significance level (Sig.) of the F statistic is reported as 0.000, indicating that the model is statistically significant with a high level of confidence. The correlation between LS and OEs is highly probable and not merely coincidental. This demonstrates that the predictor variable can clarify the fluctuations in the dependent variable. The residual Mean Square is 7.87, indicating the average spread of the residuals around the regression line. It provides a comprehensive representation of the overall variability of the variable. The ANOVA table demonstrates the significance of the regression model in elucidating the variability in Organizational Excellence.

Result and Discussion

Thus, the study focuses on leadership strategies as vital for the development of the best practices within the organization. The mean was 73. The above analysis of 88 for leadership strategies (LS), indicates that the respondents have a positive. Still, the average score totaled 62. It would thus suggest that though much is said and done on leadership strategies for OEs, there is still some way to be gone in attaining excellence with leadership scores of 96 in the OEs or Organizational Excellence. This is in conformity with other researchers who have found that strategic leadership if practiced, will go a long way in improving the performance of an organization. Visionary in nature, which entails the generation of a unique perception of the organization and the promotion of change is vital in the achievement of optimal organizational development as identified by Yuan et al., (2021). Of these leadership processes the ones that are symmetrical are equally important in the achievement of outstanding results by leaders, as they foster a shared vision and enable individuals to act (Rohman et al, 2023). They assist in identifying the purpose of an organization and its goal-setting consistent with the leadership approaches to improve overall growth and

results. The scientific evidence in favor of this hypothesis is the high and positive coefficient (0.896) of the dependent variable LS that reflects its considerable influence on the independent variable OEs. This result supplements the work done by Judge & Piccolo, (2004) who posit that leadership, when done rightly has a direct bearing on enhancing the performance of an organization. The results of ANOVA confirmed the premise of the existence of the mentioned relationship because of get high value of F so, it is confirmed that LS is a predictor of organizational excellence. Such dissection shows that leadership techniques have a strong positive relationship with the productivity of employees. The significance of the regression model based on the analysis of the value of R Square was equal to 0. A huge amount of the variance in organizational excellence is potentially attributable to strategic leadership when 746 is used in the formula. As such, it is implied that the act of proficient leadership is perhaps one of the most significant means for the improvement of efficacy among the workforce. Research done in the literature supports this relation asserting that the implementation of leadership behaviors creates an organizational climate that encourages higher performance. Examples of leadership activities that are known to affect employee performance positively include %Direction and support. Managers who work on the development of comprehensive key strategies to carry out in conjunction with efficient interpersonal communication significantly enhance the employees' performance. The findings of the study suggest a strong causal relation between leadership and productivity than is measured by the correlation. It also underlines the importance of leadership in being able to guide the behaviors and performance outcomes of the employees. The study also looks at the effects of leadership behavior on organizational performance. The findings suggest that leadership attitudes defined by the presence of a strategic outlook, communication abilities, and backing for new initiatives influence an organization's performance crucially. The mean difference

between LS and OEs was very high which implies that although employees perceive leadership practices favorably there is considerable room for effectiveness in enhancing superior organizational performance. Past literature has confirmed that various leadership behaviors have unique effects on performance. The model of leadership which focuses on the ability of the lead to transform the workers is commonly understood to have a positive effect on the effectiveness of the organization (Piccolo & Colquitt, 2006). Even more, the application of participative leadership decision-making by employees is effective in increasing the level of organizational performance because it increases the level of employee involvement and commitment (Mayowa, 2018). These are in line with the literature suggesting that for organizational excellence to be achieved other factors such as organizational culture, resources, and external conditions, besides competent leadership must be addressed. The aspect known as management can be understood to consist of leadership, organizational culture, and organizational resources, and it affects organizational performance (Denison 1990).

Conclusion

This work offers a review of the leadership approaches' applicability in an organization in increasing organizational excellence, employee productivity, and thereby, organizational performance. The results signify the need to apply the center of gravity leadership concepts in the accomplishment of higher organizational performance and success. This research work has brought to light the fact that for organizational excellence to be achieved, all leadership processes in each organization should be efficient. It was clearly given by an evidentially higher average score for LS than the score obtained for OEs to make a proposition that though the concept of leadership strategies is perceived positively there is still a scope for enhancement to perform at excellent levels of organizational performance. When analyzing the dispersed

points on the graph that represent Leadership strategies (LS) and Organizational Excellence (OEs), there was a very significant and strong positive correlation coefficient showing that leadership strategies do significantly influence the performance and success of the organization. This paper aimed to identify the strategies for improving organizational outcomes that include proper organizational vision, innovation, and support (Ilham, 2017). The assessment indicates a rather active association between LS and the amount of work accomplished by the employees. The split R Square is a measure of the total R square that is split up based on a chosen predictive variable, it is equal to 0. Largely, therefore, leadership accounts for organizational excellence, which in turn affects efficiency, and where on average 746 indicates that leadership contributes 45% of organizational excellence. Communication, having Goals and objectives, Delegation of work, and Motivation of employees are all the above-mentioned factors that have a positive correlation with improvement in efficiency levels. This is in line with the earlier studies that revealed the effect of leadership vision on the performance of the employees (Rohman et al, 2023). The recommendations focus on the area of strategic leadership in the development of a positive work environment that positively impacts employee productivity. It also evaluates leadership behaviors and models and their effects on organizational performance. Strategizing leadership, communication, and emphasizing innovation proves to be influential in the organization as shown in the findings above. The significantly higher average score of LS as compared with the OEs suggests that much as leadership strategies are quite valued, there are other numerous factors that need to be looked at to gain optimal results in this organization including culture and resources. The capability of transformational leadership to influence employee behaviors and participative leadership styles that imply the direct involvement of employees in decision-making has been proved by various studies to positively influence performance (Kurniadi, Lian, & Wahidy, 2021). However, the study also

pointed out a fact that leadership indicators are not sufficient, organizational culture support and sufficient resources should also be present to achieve the performance in the case organization. From this study, leadership factors can be said to play a paramount role in promoting organizational performance and operating efficiency. Planning, leading, and controlling are key activities that can be applied in leadership but there must be a favorable environment and adequate resources to attain and maintain high levels of performance. Hence, the study brings a rare perspective that can be of great value to leaders and organizations who wish to enhance the efficiency of their plans and hence, achieve higher standards of organizational success. It is also recommended that future work is done on the following: More studies on the relationship between various dimensions of leadership and the variables of organization to get a better approach to increasing performance.

Recommendations

1. The studies emphasize that for enhancing leadership practices, increasing the productivity of workers, and promoting the performance of an organization the resources should be provided for implementing sophisticated training programs to enhance the strategic leadership competency to improve organizational performance and organizational superiority. Therefore, training feedback, strategic planning, communication, and the creation of a vision should be prioritized in training. This will ensure that organizations have leaders who are able to lead the organization toward success as well as create the kind of culture that is desired. The study reveals a close relationship between the level of organizational excellence and the leadership practices of strategy.
2. Leaders are advised to adopt and sustain structured feedback processes, and appraisals to ensure that all staff know their strengths and limitations. If leaders engage staff members and get constructive feedback, the efficiency of work can be raised, and people's work can be aligned with organizational goals and values.
3. Several leadership approaches influence the effectiveness of an organization according to scholars. To boost performance, the leadership approaches in organizations ought to embrace staff participation and participatory and transformational leadership. While transformational leaders provide support and motivation to the workers, participative leaders involve the employees in decisions made.
4. The studies emphasize that the resources that are needed for the strategic initiatives are available and that these initiatives match the organizational culture, leaders and senior managers must interact with numerous departments of the organization. In applying this all-embracing approach, it would be suggested that the authors conduct periodic audits of the culture with respect to the organization and how resources are deployed to look for alignment issues.
5. To this effect, it is encouraged that organizations adopt assessment techniques to review the impacts made by leadership approaches on results-oriented approaches. Implementation of these recommendations will enable firms to monitor leadership practices and enhance the productivity of the workers and the performance of the organizations.

References

- Abujudeh, S. (2019). The Role Of Human Resource Management In Employees' job Satisfaction And Organizational Commitment. *Sea-Practical Application of Science*, 7(20), 137-145.
- Aina, O. A., & Verma, K. K. (2017). *Effect of leadership style on organizational commitment*. Paper presented at the 2017 Pan Pacific Microelectronics Symposium (Pan Pacific).
- Al-Frijawy, J., Mahssn, H. J., & Waham, M. A. (n.d.). *Visionary leadership and its role in promoting organizational excellence: An analytical study of the opinions of senior leaders and employees of the General Fertilizer Company in the province of Basra*. University of Basrah. <https://faculty.uobasrah.edu.iq/uploads/publications/1681327010.pdf>
- Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business*, 12(2), 163–188. <https://doi.org/10.1108/emjb-02-2016-0003>
- Ariani, R., Hardhienata, S., & Entang, M. (2023). Increasing work productivity through organizational culture, visionary leadership, and achievement motivation. *SUJANA: Education and Learning Review*, 39-52.
- Ateş, N. Y., Tarakci, M., Porck, J. P., Van Knippenberg, D., & Groenen, P. J. F. (2018). The dark side of visionary leadership in strategy implementation: strategic alignment, strategic consensus, and commitment. *Journal of Management*, 46(5), 637–665. <https://doi.org/10.1177/0149206318811567>
- Banjarnahor, H., Hutabarat, W., Sibuea, A. M., & Situmorang, M. (2018). Job Satisfaction as a Mediator between Directive and Participatory Leadership Styles toward Organizational Commitment. *International Journal of Instruction*, 11(4), 869–888. <https://doi.org/10.12973/iji.2018.11455a>
- Brayfield, A. H., & Crockett, W. H. (1955). Employee attitudes and employee performance. *Psychological Bulletin*, 52(5), 396–424. <https://doi.org/10.1037/h0045899>
- Candrasari, R., Yorman, Y., Mayasari, N., Yulia, R., & Lake, F. (2023). Visionary leadership in education management: leading toward optimal achievement in the era of independent learning. *Indonesian Journal of Education (INJOE)*, 3(3), 451-467.
- Hayati, N. (2020). The influence of visionary leadership, talent management, employee engagement, and employee motivation to job satisfaction and its implications for employee performance all divisions of bank bjb head office. *International Journal of Scientific and Technology Research*, 9(3), 120-135.
- Ilham, R. (2017). The impact of organizational culture and leadership style on job satisfaction and employee performance. *Deleted Journal*, 50–53. <https://doi.org/10.18178/joams.6.1.50-53>
- Jekelle, H. E. (2021). Leadership Styles Dimensions and Organizational Commitment Nexus: Evidence from a Public Sector in Nigeria. *Journal of Economics and Business*, 4(1). <https://doi.org/10.31014/aior.1992.04.01.336>
- Keskes, I. (2014). Relationship between leadership styles and dimensions of employee organizational commitment: A critical review and discussion of future directions. *Intangible Capital*, 10(1). <https://doi.org/10.3926/ic.476>
- Khattak, A. Z., Qureshi, M. S. U., & Amin, M. (2021). Effects of self-esteem on job satisfaction among operational rescuers of rescue 1122 district Peshawar. *City University Research Journal*, 11(3), 416-426. <http://cusitjournals.com/index.php/CURJ/article/view/301>

- Khattak, A. Z., & Qureshi, M. S. U. (2020). Relationship between Job Stress and Job Satisfaction among Rescuers of Rescue 1122 Khyber Pakhtunkhwa. *Journal of Professional & Applied Psychology*, 1(1), 3–9.
<https://doi.org/10.52053/jpap.v1i1.1>
- Komara, B. (2023). Increasing Work Productivity through Organizational Culture, Visionary Leadership and Achievement Motivation. *SUJANA: Education and Learning Review*, 1-12.
- Kowalski, T. J. (2010). *The school principal: Visionary leadership and competent management*: Routledge.
- Kurniadi, R., Lian, B., & Wahidy, A. (2021). Visionary leadership and organizational culture on teacher's performance. *Journal of Social Work and Science Education*, 1(3), 249–256.
<https://doi.org/10.52690/jswse.v1i3.112>
- Taylor, C. M., Cornelius, C. J., & Colvin, K. (2014). Visionary leadership and its relationship to organizational effectiveness. *Leadership & Organization Development Journal*, 35(6), 566–583.
<https://doi.org/10.1108/lodj-10-2012-0130>
- Mahfouz, S., Halim, M. S. A., Bahkia, A. S., & Alias, N. (2022). Mediating role of employee commitment in the relationship between transactional leadership and employee performance. *Journal of Governance and Regulation*, 11(1, special issue), 337–350.
<https://doi.org/10.22495/jgrv11i1siart13>
- Mahfouz, S., Awang, Z., & Muda, H. (2019). The impact of transformational leadership on employee commitment in the construction industry. *International Journal of Innovation, Creativity and Change*, 7(10), 151-167.
- Mayowa-Adebara, O. (2018). The Influence Of Leadership Style, Organizational Justice And Human Capital Development On Employee Commitment In University Libraries In South-West, Nigeria. *Library Philosophy & Practice*.
- Mwesigwa, R., Tusiime, I., & Ssekiziyivu, B. (2020). Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*, 39(2), 253–268.
<https://doi.org/10.1108/jmd-02-2018-0055>
- Pahi, M. H., Abdul-Majid, A., Fahd, S., Gilal, A. R., Talpur, B. A., Waqas, A., & Anwar, T. (2022). Leadership style and employees' commitment to service quality: An analysis of the mediation pathway via knowledge sharing. *Frontiers in Psychology*, 13.
<https://doi.org/10.3389/fpsyg.2022.926779>
- Prestiadi, D., Zulkarnain, W., & Sumarsono, R. B. (2019). Visionary Leadership in Total Quality Management: Efforts to Improve the Quality of Education in the Industrial Revolution 4.0.
<https://doi.org/10.2991/coema-19.2019.40>
- Puni, A., Hilton, S. K., & Quao, B. (2020). The interaction effect of transactional-transformational leadership on employee commitment in a developing country. *Management Research Review*, 44(3), 399–417. <https://doi.org/10.1108/mrr-03-2020-0153>
- Rohman, F., Noermijati, N., Mugiono, M., & Soelton, M. (2023). The role of quality assurance in improving the distribution of organizational performance. *Uncertain Supply Chain Management*, 11(1), 237–248.
<https://doi.org/10.5267/j.uscm.2022.10.003>
- Sabir, M. S., & Muhammad Asif Khan. (2011). Impact of leadership style on organization commitment: in a mediating role of employee values. *Journal of Economics and Behavioral Studies*, 3(2), 145–152.
<https://doi.org/10.22610/jebis.v3i2.265>
- Sokoll, S. (2014). Servant leadership and employee commitment to a supervisor. *International Journal of Leadership Studies*, 8(2), 88-104.

- Sulantara, I. M., Mareni, P. K., Sapta, I. K. S., & Suryani, N. K. (2020). The effect of leadership style and competence on employee performance. *European Journal of Business Management and Research*, 5(5).
<https://doi.org/10.24018/ejbmr.2020.5.5.494>
- Suleman, Q., Syed, M. A., Shehzad, S., Hussain, I., Khattak, A. Z., Khan, I. U., Amjid, M., & Khan, I. (2021). Leadership empowering behaviour as a predictor of employees' psychological well-being: Evidence from a cross-sectional study among secondary school teachers in Kohat Division, Pakistan. *PLoS ONE*, 16(7), e0254576.
<https://doi.org/10.1371/journal.pone.0254576>
- Suleman, Q., Syed, M. A., Ahmed, S. Z., Khattak, A. Z., Noreen, R., & Qureshi, M. S. U. (2021). Association between soft skills and job performance: a cross-sectional study among secondary-schoolheads in Kohat division, Pakistan. *International Journal of Innovation, Creativity and Change*, 15(7), 1-24.
- Taherdoost, H., & Madanchian, M. (2023). Multi-Criteria Decision Making (MCDM) methods and Concepts. *Encyclopedia*, 3(1), 77–87.
<https://doi.org/10.3390/encyclopedia3010006>
- Tursina, N. (2023). Optimizing Educational Leadership: Building Sustainable Education in the 5.0 Era. *AL-HAYAT Journal of Islamic Education*, 7(2), 267.
<https://doi.org/10.35723/ajie.v7i2.402>
- Yuan, Y., Kong, H., Baum, T., Liu, Y., Liu, C., Bu, N., Wang, K., & Yin, Z. (2021). Transformational leadership and trust in leadership impacts on employee commitment. *Tourism Review*, 77(5), 1385–1399. <https://doi.org/10.1108/tr-10-2020-0477>