Article

Navigating academic excellence: Understanding how university vision impacts staff effectiveness

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Abstract: Vision statements are seen as important factors that come before the development of strategies. They excel at encapsulating the strategic direction of a company, clearly defining its scope, boundaries, and the process of creating value. Vision statements function as comprehensive frameworks that guide the development of several strategic elements, including mission, strategic capabilities, strategic intent, objectives, goals, core values, standards of behavior, and business models. However, research on this subject remains scanty, particularly within academia. Therefore, this study examined the impact of university vision on staff effectiveness, building on transformational leadership theory and strategic leadership theory. The study adopted a positivist research philosophy. The research employed a cross-sectional study design. This study employed a descriptive research design. Questionnaires were devised by the researcher to collect data from a randomly selected group of 186 academic personnel from the four colleges in a private university using stratified sampling. The data obtained was subject to validity checks using composite reliability, the average variance extracted (AVE) estimate, and the Cronbach Alpha coefficient. The findings reveal that the vision of the university had a significant but weak impact on the effectiveness of staff. Based on the findings and conclusions, the study suggests that the university's organizational vision should be consistently improved and effectively conveyed to staff members to direct their efforts toward achieving the university's vision.

Keywords: academic; vision; staff; strategy; effectiveness; university

1. Introduction

Globalization has resulted in significant changes in higher education, including the expansion of services and products, a wider range of services being offered, improved financing structures, a greater focus on accountability and effectiveness, international relationships, greater accessibility, partnerships, and strategic leadership considerations (Kantabutra, 2020). To address these changes, the management of institutions must prioritize the task of revising and providing clear definitions for organizational vision statements (Jonyo et al., 2018). Vision is an essential tool for leaders to motivate individuals within an organization by outlining the organization's future goals and objectives (Ogbari et al., 2018; Onyango, 2015).

The organization's vision is the first stage of the strategic planning process, clearly stating the reason for its existence and the desired state it aims to achieve while outlining significant goals and objectives. The development of a company's vision is closely connected to its philosophy, serving as a structure for the creation and assessment of both planned and unexpected initiatives (Vega et al., 2015). Vision statements are universally recognized as essential components of the strategic management process for all sorts of organizations, including for-profit companies, global multinationals, and businesses of all sizes. There is a widely held idea that

vision statements have a substantial influence on strategy, staff commitment, and the overall effectiveness of a firm.

In an earlier study, Greyser (2019) asserted that mission and vision statements have a tangible impact on everyday responsibilities. Kimani (2022) highlights the significance of vision statements in creating a collective understanding of purpose among employees, influencing their concentration, and promoting a shared dedication. Vision statements are regarded as potent catalysts that shape behavior and have a beneficial effect on employee performance. According to scholars such as Ogbari et al. (2018) and Sebidi (2022), vision statements are seen as important factors that come before the development of strategies. They excel at encapsulating the strategic direction of a company, clearly defining its scope, boundaries, and the process of creating value.

Vision statements function as comprehensive frameworks that provide guidance for the development of several strategic elements, including mission, strategic capabilities, strategic intent, objectives, goals, core values, standards of behavior, and business models (Hag, 2021). Vision statements play a crucial role in guiding the design of missions and associated goals by providing strategic direction. Regardless of differing viewpoints, there is a general consensus regarding the future-oriented nature of vision statements. According to Knikker (2021), visions play a crucial role in guiding enterprises by outlining their history, motivating employees, and providing a sense of control.

Kantabutra and Avery (2010) emphasize the significance of a mutual business vision in order to guarantee dedication and lucidity regarding the expected future. A clearly articulated vision is seen as a remedy for the existing obstacles encountered by the company, offering a captivating conceptual representation of the anticipated future conditions. Entrepreneurial firms and those applying entrepreneurial approaches in their development procedures consider having a vision and ambitions for the future to be crucial (Sarbin, 2021). According to Greyser and Urde (2019), it is contended that vision statements ought to be ambitious.

Nevertheless, the crucial inquiry revolves around the extent to which the corporate vision influences the capacity of employees to achieve effectiveness. Yearly, several Nigerian universities continue to suffer poor rankings in the world webometrics of universities due to a lack of visionary engagement and ineffectiveness within their organizational architecture, resulting in poor employee and organizational performance. Nevertheless, few private universities, such as Covenant University, have consistently risen in rank in the world webometrics of universities through the pursuit of a strategic vision such as "Vision One of Ten in Ten", a strategic objective to be one of the top ten universities in the world. In spite of these feats, there is a lack of empirical evidence elucidating how the university's vision manifests in the professional lives of its staff. Hence, it is crucial to gather real-life experiences to understand how university employees interpret and embrace the institution's vision and how this vision influences their day-to-day tasks.

Research rationale

While there have been studies exploring the impact of vision on behavior and organizational performance in different contexts, little research has focused on universities (Jonyo et al. 2018). Previous studies, mostly conducted outside Nigeria, have shown that visionary leadership is closely linked to organizational success (Etzkowitz, 2016; Gregory, 2023; Haque et al., 2020; Jonyo et al., 2018; Kantabutra and Avery, 2010). However, it is important to note that these findings may not directly apply to the Nigerian university landscape. Therefore, a comprehensive investigation into aspects of a university's vision and its role in enhancing staff effectiveness within the context of Nigerian universities is necessary. Additionally, considering the nature of attracting and retaining talent in universities, it becomes imperative to examine how vision contributes to staff effectiveness and the overall organizational culture.

Hence, the objective of this paper is to investigate the ever-changing connection between strategic vision and the operational effectiveness of staff in institutions of higher learning, with a particular focus on analyzing how the harmonization of university vision and staff effectiveness serves as a catalyst for establishing a scholarly achievement-oriented environment. This study aims to provide significant insights into the continuing conversation within academic institutions as they work towards achieving their strategic vision. The study offers management of higher institutions valuable insights into the nexus between visionary practices and effective staff performance and can assist particularly Nigerian universities in implementing visionary strategies to improve the operational effectiveness of staff, thus creating a competitive advantage. Furthermore, the study also contributes to the academic community by delving into the relationship between university vision and staff effectiveness; consequently, this study serves as a basis for future researchers to study in depth the relationship between university vision and staff effectiveness.

2. Literature review

2.1. Theoretical framework

The Transformational Leadership Theory is a strong theoretical framework for investigating the relationship between staff effectiveness and university vision. According to Siangchokyoo et al. (2020), transformational leadership is characterized by the influence that leaders exert on their followers, who hold them in high regard, esteem them, and have admiration for them. Kwan (2020) argues that, in addition to charisma, a transformative leader necessitates supplementary traits to exert influence on individuals. According to Nuel et al. (2021), genuine transformational leadership is based on moral principles that include Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. The moral dimensions encompass the leader's moral integrity, the ethical principles ingrained in the leader's vision, communication, and agenda, and the morality of the procedures of societal ethical decision-making and behavior (Musa et al., 2020).

Mbindyo et al. (2021) suggest that individuals are motivated by an understanding and recognition of the corporate goal, since it offers a broader framework for achieving high-quality work. When implemented in university environments, where

administrators frequently occupy leadership positions, this theory proposes that adopting a visionary and transformational leadership approach can have a beneficial influence on the effectiveness of staff members. Leaders who effectively communicate a distinct and captivating vision for the university possess the ability to motivate staff members, developing a collective understanding of purpose and dedication. This collective vision acts as a guiding principle, harmonizing the endeavors of the personnel with the institution's broader objectives.

The Strategic Leadership Theory, put forth by Samimi et al. (2022), serves as another theoretical foundation for this study. According to this theoretical reasoning, companies mirror the traits of their top leaders. The unique visions, expertise, standards, and choices of these individuals not only impact their decision-making but also shape their understanding of the circumstances in which decisions are made. Ali and Anwar (2021) assert that strategic leadership is essential for guiding the vision and inspiring employees to adopt the company's goals and values. This shared vision is a vital asset for organizational success.

Luciano et al. (2020) provide a distinct definition of strategic leadership, characterizing it as the capacity to clearly express a vision and gather a group of individuals to transform that vision into concrete results. Strategic communication entails employing deliberate strategies to convey the organization's vision and effectively cooperate with others in order to accomplish predetermined objectives (Kurzhals et al., 2020). Golensky and Hager (2020) contend that strategic leadership at the corporate level affords followers the chance to actively participate with leaders in the pursuit of the organization's objectives. Leadership at the managerial level is responsible for formulating strategies and identifying key moments of strategic change. They ensure that specific strategies are put into action in order to bring about the change they want (Avolio and Drummey, 2023). Hence, strategic leadership plays a crucial role in effectively utilizing and implementing the required organizational capacities that facilitate entities in attaining excellent results within educational settings (Tao et al., 2021).

2.2. Conceptual review and hypothesis development

Vision is perceived as a strategic influence on organizations, augmenting their probability of achieving success. It functions as a strategic plan, delineating the anticipated trajectory for a company's advancement and expansion. A vision encompasses the future goals and objectives of the firm, serving as a logical justification for the next endeavors. Different interpretations of vision can be found in the literature, encompassing its function in discerning the significance of work and enabling individuals to acknowledge their contributions towards attaining an ideal (Haque et al., 2020). Vision, as described, serves as a source of energy and direction that individuals utilize to navigate through periods of transition (Kimani, 2022). It is a comprehensive concept that clarifies the organization's beliefs, guiding principles, and tangible appearance (Reid and Crawford, 2022). Individually internalized, vision functions as a concept that supports an individual's personal and professional circumstances (Gregory, 2023).

Visioning enables businesses to establish a distinct and powerful path forward, serving as a catalyst for empowerment and instilling personnel with a feeling of importance (Fadli et al., 2022; Mayfield et al., 2015). A robust company vision is a succinct declaration that outlines the purpose, direction, and values of an organization. The roadmap provided by the document has a significant impact on various aspects, including decision-making and staff behavior (Reid and Crawford, 2022). An effective firm vision should captivate and energize both employees and stakeholders while also being easily understandable and memorable (Nichols, 2007; Reid and Crawford, 2022). An influential corporate vision significantly impacts employee motivation by offering a clear sense of purpose and guidance. Enhanced employee engagement and motivation are more likely to occur when individuals possess a clear comprehension of their organization's mission and objectives. The feeling of contributing to a larger purpose cultivates a strong sense of belonging (Vallerand and Verner-Filion, 2013).

Kantabutra (2023) defines a vision as a lofty and ambitious outlook for the future that inspires belief and commitment from all members of an organization, presenting a desirable future that is challenging to attain. An inspiring vision stimulates the development of an organization, resonating with its members and broadening their outlook on potential opportunities while still being grounded in reality. According to Roache (2023), a clear vision plays a vital role in various aspects. It improves decision-making, assists individuals in distinguishing between important and trivial matters, appeals to the fundamental needs of followers, connects and rationalizes approaches, gives meaning to work, and sets a standard of excellence.

According to Kara (2022), a firm's vision statement is a reflection of its beliefs and objectives to inspire and engage employees and stakeholders. According to Kantabutra and Ketprapakorn (2020), strategic leaders are persons at various levels of the business who utilize the strategic management process to select activities that are in line with the company's vision and accomplish its goal. This vision fosters unity among members of the organization, facilitating the attainment of established goals. After the vision is set, the people of the organization assume responsibility by devising and executing methods to achieve that vision. Top-level executives receive input, enabling them to reevaluate the organization's goal in terms of its credibility and genuineness. Private higher education institutions prioritize the optimization of human and financial resources to achieve exceptional academic results and thrive in extracurricular activities, ultimately leading to the prosperity of the educational institution (Kantabutra and Avery, 2010).

Developing a strategic direction entails creating a long-term vision for the company's goals, usually forecasting a period of five to 10 years ahead. Ogbari et al. (2018) stress the importance of ensuring that the goals and aspirations of an organization are in harmony with the behaviors and conduct of all personnel inside the organization. An authentic vision is characterized by its dynamism, ensuring that all members of the company possess a comprehensive understanding of it and align their actions accordingly. The infusion of passion and energy within personnel fosters a sense of pride in discussing their organization's purpose and goal, eventually leading to great results. Lannes (2021) asserts that the efficacy of an organization is measured by its ability to successfully achieve its declared objectives. Individual effectiveness

in an organizational context pertains to the degree to which an individual contributes to the accomplishment of the organization's goals (Amah and Ahiauzu, 2014).

The efficacy of an organizational vision can be evaluated based on seven attributes: brevity, clarity, abstractness, challenge, future orientation, stability, and desirability. Brevity pertains to the concise nature of the vision statement, ideally consisting of 11–22 words. Clarity evaluates the extent to which a vision highlights a main objective within a specified period of time. The level of abstractness represents the conceptual nature of the organization's goals, while the level of difficulty gauges the degree to which the vision inspires people to attain exceptional performance. Future orientation measures the degree to which a vision looks ahead; stability evaluates the vision's ability to withstand market and technological changes; and desirability assesses how well a vision defines a goal and its benefits for members (Daly, 2023; Haque et al., 2020; Kantabutra, 2023).

On the other hand, job effectiveness refers to an employee's capacity to carry out assigned tasks and responsibilities to the highest level of quality and performance (Amoda et al., 2021). Job effectiveness is defined as the successful performance of tasks that result in desired consequences (Alabi and Durojaiye, 2023). Employees play a crucial role in achieving a competitive advantage. Proficient corporations and staff exhibit resourcefulness, delivering exceptional goods and services that fulfill the requirements of clients (Opara and Onyeri, 2023). Staff effectiveness, as defined by Heggestad et al. (2023), refers to the evaluation process employed by different organizations to measure an employee's productivity and skills. In addition, there is a positive correlation between higher customer satisfaction ratings and improved worker effectiveness. Conversely, lower worker effectiveness is linked to consumer complaints and the tendency to transfer brands (Baughn, 2023).

According to Agbanu et al. (2023), staff effectiveness is the degree to which a worker completes the necessary tasks and the skill with which they complete them. To assist staff in identifying areas for growth, human resource managers usually conduct annual or periodic staff effectiveness evaluations (Ogbu and Blessing, 2019). A more favorable work environment can be fostered by putting in place a number of initiatives that increase employee effectiveness. The actions included in this list include retraining and certification, improved communication, incentives and pay, employee recognition, improved teamwork and administration, modernization of tools and equipment, and the development of a more positive work environment (Felix, 2023). Studies indicate that the substance of a vision has an impact on the degree of inspiration and dedication among the spectators (Preller et al., 2020; Meslec et al., 2020). Vision statements often consist of three components: goal direction, the business strategy, and the working environment for members of the organization (Palos Sánchez et al., 2020). Moreover, it is imperative for members of an organization to regard the change as suitable (Hofmann and Jaeger-Erben, 2020). Appropriateness pertains to the potential for individuals to embrace a goal while holding differing opinions on the appropriateness of a particular adjustment to uphold that ideal (Shika et al., 2021).

Kantabutra (2023) has noted a lack of research in fully comprehending the elements of a successful vision and how these components might simultaneously influence organizational development. Prior research (e.g., Haque et al., 2020;

Kantabutra, 2010) suggests that analyzing visual content alongside the seven qualities of vision is crucial for improving vision efficacy. Taamneh et al. (2022) highlight the crucial roles of a distinct vision, such as improving decision-making, meeting followers' basic requirements, rationalizing operational methods, giving significance to work, and setting a benchmark for excellence. Jonyo et al. (2018) emphasize the significance of acknowledging that a company's vision statement reflects its beliefs and objectives, which are meant to involve employees and stakeholders. This highlights the importance of strategic leadership in effectively conveying and guaranteeing the adoption of the organization's vision and mission by all personnel. A well-defined corporate vision allows employees to understand how their particular responsibilities contribute to the overall success of the corporation, promoting a sense of ownership, accountability, and motivation (Kimani, 2022).

Moreover, a robust corporate vision ensures that employee objectives are in harmony with the organization's aims, allowing employees to actively pursue shared objectives in their day-to-day tasks. This shared purpose encourages teamwork, collaboration, and the formation of a cohesive corporate culture (Mayfield et al., 2015). Strategic leaders, positioned at various levels within the organization, employ the strategic management process to choose actions that are in line with the firm's vision and mission. This promotes unity among organizational members and facilitates the attainment of predetermined objectives (Castellanos and George, 2020). Private universities prioritize the utilization of human and financial resources to achieve outstanding academic results and excellence in extracurricular activities. This emphasizes the need to have a clear vision for the institution (Etzkowitz, 2016). Hence, this study posits that:

- H_1: There is a significant influence between university vision and staff effectiveness.
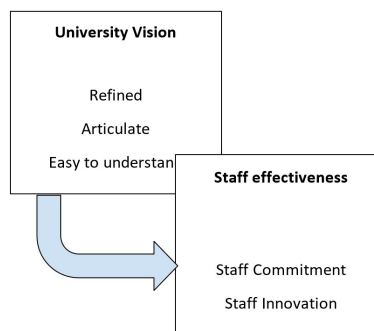

Figure 1. Conceptual framework.

3. Methodology

The study adopted a positivist research philosophy, which is based on the idea of measurable observations that can be analysed statistically (Hürlimann and Hürlimann, 2019). Implementing an appropriate research philosophy allows investigators to eliminate irrelevant variables from the investigation (Saunders et al., 2007). The research employed a cross-sectional study design for its ability to provide a snapshot of the relationship between university vision and staff effectiveness at a specific point in time (Kesmodel, 2018; Pandis, 2014). This study employed a descriptive research

design (Omair, 2015; Siedlecki, 2020) selected for its appropriateness to comprehensively portray and analyze the relationship between university vision and staff effectiveness in a detailed manner. The selected design was deemed suitable as the study focused on examining the influence of university vision on staff effectiveness. The researcher created questionnaires to enable the customization of questions according to the specific context of the study. Additionally, no existing instruments were identified that directly measured the variables of interest, specifically those related to university vision. Hence, using a self-designed questionnaire, data was collected from a randomly selected group of academic personnel at Covenant University in Ota, Ogun State, Nigeria. The target population comprises 346 academic employees. Recognizing that no survey is completely free of errors or guarantees total certainty, the goal is to achieve acceptable error margins of less than 5% and confidence levels that are above 95% (Holden and Lynch, 2004). Given this factor, the margin of error at a confidence level of 95% would be 0.5%.

The study utilizes stratified sampling widely adopted in studies of similar nature (Parsons, 2014), employing Yamane's formula to calculate a sample size of 186 employees from the four colleges. The selection of survey questionnaires as the principal tool for data gathering is based on their efficacy. Validity checks encompass the use of Confirmatory Factor Analysis, preceded by an initial Exploratory Factor Analysis (EFA) to examine the correlations between factors, followed by Structural Equation Modeling (SEM). Validity and reliability are evaluated using composite reliability, the average variance extracted (AVE) estimate, and the Cronbach Alpha coefficient. These measures ensure internal consistency and stability.

The suggested model was subjected to testing using measurement model analysis and Partial Least Squares Structural Equation Modeling (PLS-SEM), which is a popular multidimensional analytical approach employed by social scientists. This method allows for simultaneous analysis of measurement data and structural models. The methodology is used to assess the measurement model, establish both convergent and discriminant validity, and ensure the adequacy of the model fit. The link between independent and dependent concept collections is tested using PLS-SEM through a rigorous investigation of the given assumptions. The measurement model is subjected to rigorous examination, including analyzing the loading of items and identifying the components that are indicated. The exhaustive process culminates with the scrutiny of assumptions and the validation of the constructed structural model.

Table 1 displays the factor loadings of all measuring items pertaining to University Vision and staff effectiveness, as specified in the research instrument. In addition, the study instrument's validity and reliability were evaluated by utilizing composite reliability, average variance extracted (AVE) estimation, and Cronbach Alpha. The statistical results for factor loading, composite reliability, average variance extracted (AVE), and Cronbach Alpha all exceeded the required levels. Construct validity was established by utilizing convergent and discriminant validity.

Convergent validity demonstrates the presence of a connection between the university vision and measurements of staff effectiveness. All factor loadings for each measurement item exceed the specified criteria, indicating a strong convergence of variance. Concurrently, in order to assess discriminant validity, the Average Variance Extracted (AVE) was compared with the squared correlation for each construct. The

average variance extracted (AVE) for the latent variable surpasses the squared correlations between the dependent and independent variables in the model.

Table 1. Confirmatory factor analysis for the tested hypothesis.

	Loading	AVE	Composite reliability	Cronbach's alpha	Rho. A
Constructs	≥ 0.7	≥0.5	≥0.8	>0.7	-
University Vision	-	0.687	0.868	0.773	0.773
I understand Covenant University's Vision 10:2022	0.865	-	-	-	-
I align with the vision and inculcate it in teaching methods.	0.810	-	-	-	-
Covenant University's increased global ranking have encouraged me to spend longer duration in the institution.	0.810	-	-	-	-
Staff effectiveness	-	0.649	0.847	0.730	0.739
I have been rewarded by the school management for students' exceptional performance.	0.816	-	-	-	-
A special bonus is given to me whenever I publish an academic material in global reputable journals.	0.757	-	-	-	-
Staff appraisals have helped me analyse my strength and weakness over time in relation with set out standards.	0.841	-	-	-	-

The data collection approach was conducted with meticulous adherence to ethical considerations. Initially, the participants were notified that their involvement was optional, and only those who granted permission were included in the survey. Prior to initiating fieldwork, a thorough introduction was provided to every participant, elucidating the goal of the survey. In addition, all survey questionnaires contained an introductory section that emphasized the importance of maintaining the secrecy of participants' names in order to protect them from any potential harm.

4. Result and discussion

The study model, which demonstrates the relationship between the vision of a university and the effectiveness of its faculty, was tested for its ability to accurately predict outcomes using Smart Partial Least Square analysis. The investigation sought to investigate the influence of university vision on staff efficacy, substantiating the formulated premise. The study's interpretation was based on the values of path coefficients, t-statistics, *r*-square, and *p*-values. The measurements were utilized to assess the magnitude of the impact and the correlation between the staff's effectiveness at Covenant University and the university's vision.

The route coefficient value, depicted in **Figure 2**, played a crucial role in quantifying the extent of the correlation between the vision of the university and the effectiveness of the staff members at Covenant University. Furthermore, the *r*-square values shown in **Figure 3** were used to determine the amount of variation in staff effectiveness that may be attributed to university vision. In contrast, **Figure 3** also displays the *p*-value, which quantifies the statistical significance of the hypothesis being tested. In addition, **Figure 4** presents the t-statistics, which help to quantify the estimated differences in terms of standard error units.
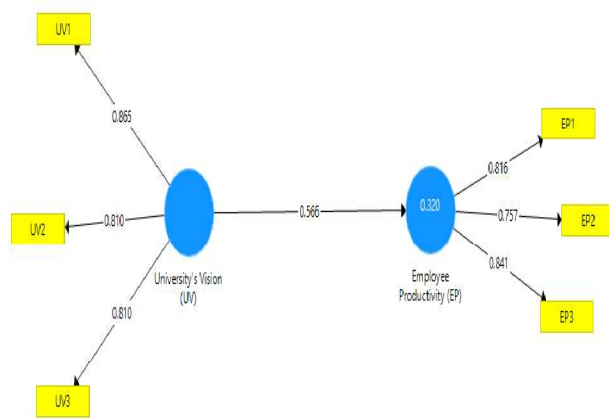
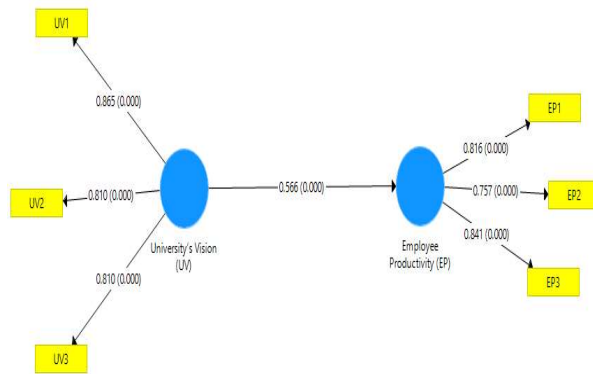**Figure 2.** PLS algorithm model of university vision and staff effectiveness.

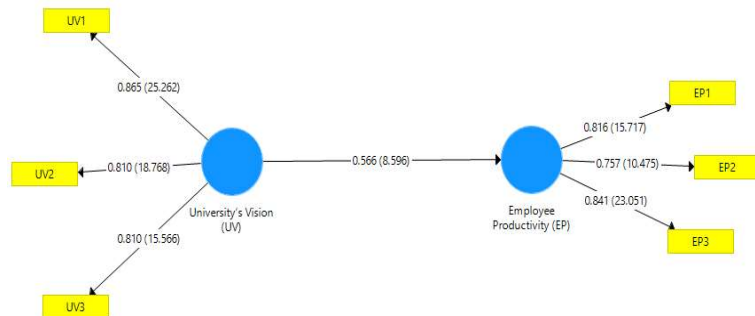**Figure 3.** PLS bootstrapping model with P university vision and staff effectiveness.

Figure 4. PLS Bootstrapping model with β university vision and staff effectiveness.

Figures 2–4 illustrate the application of the PLS algorithm to analyze the relationship between university vision and staff effectiveness among Covenant University staff members. The path coefficient value of 0.566 indicates the extent of the relationship between university vision and staff effectiveness. The R-square (R^2) value, categorized as high (>0.75), moderate (>0.50), and weak (<0.25), stands at 0.320 (see **Figure 2**). This implies that 32.0% of the variation in staff effectiveness can be explained by university vision. Consequently, the relationship between university vision and staff effectiveness is deemed weak. Hence, the hypothesis has been accepted based on the results.

The standard coefficient was employed to assess the significance of the presented hypothesis. It represents the anticipated variance in the dependent variable (university

vision) for a unit variation in the independent variable. It is noteworthy that a higher value indicates a greater influence on innovation. The T-statistical test affirmed that university vision has a substantially low impact on staff effectiveness.

Table 2. Path co-efficient for the tested hypothesis.

Variables	T Statistics	*P* Values	Path Co-efficient	*R²*
Structural Path	-	-	-	-
University Vision → Staff Effectiveness	8.596	0.000	0.566	0.320
I understand Covenant University's Vision 10:2022	25.262	0.000	-	-
I align with the vision and inculcate it in teaching methods.	18.768	0.000	-	-
Covenant University's increased global ranking have encouraged me to spend longer duration in the institution.	15.566	0.000	-	-
I have been rewarded by the school management for students' exceptional performance.	15.717	0.000	-	-
A special bonus is given to me whenever I publish an academic material in global reputable journals.	10.479	0.000	-	-
Staff appraisals have helped me analyse my strength and weakness over time in relation with set out standards.	23.051	0.000	-	-

Table 2 displays the findings of the statistical analysis using Smart Partial Least Squares for the tested hypothesis, which investigates the relationship between staff effectiveness and university vision. The results suggest that University Vision has a notably limited influence on the effectiveness of university workers. The results indicate that the University Vision has a moderate impact on staff effectiveness (β = 0.566, *t*-statistics = 8.596 > 1.96, *P*-value = 0.000 < 0.05). The path coefficient of 0.566 indicates a moderate and positive association between University Vision and staff effectiveness. Hence, the hypothesis has been accepted based on the results.

The results indicate that the university's vision does have an impact on staff productivity; although weak, the influence is significant. This outcome is consistent with comparable research, such as the study conducted by Taamneh et al. (2022), which determined that having a distinct vision improves decision-making and sets a benchmark for achieving excellence. Jonyo et al. (2018) highlight the significant importance of a company's vision statement in facilitating employees' comprehension of how their responsibilities contribute to the achievement of corporate objectives. According to Kimani's (2022) research, having a well-defined organizational vision results in increased motivation and higher productivity among employees. In a similar vein, Mayfield et al. (2015) found that having a clear corporate vision promotes a collective sense of purpose, teamwork, and collaboration, and helps establish a unified workplace culture. A well-defined vision is essential for fostering unity among members of an organization, allowing them to effectively achieve their established goals (Castellanos and George, 2020).

5. Implications for practice and policy

The results of this research emphasize the importance of having a defined and clearly communicated vision for enhancing the effectiveness of staff members, and the study's implications extend across diverse academic institutions. It is beneficial

for all institutions, regardless of their size or status, to invest in developing and sharing a vision with their employees. For example, public universities that often struggle with leadership orientation can use the insights from this study to prioritize strategic leadership training and development for their administrators and managerial members. The implication of this is that leaders who can effectively articulate and implement the institution's vision within Nigerian public universities can boost staff motivation and overall effectiveness. Similarly, private universities can also benefit from these findings by placing emphasis on strategic leadership development. Therefore, both public and private higher education institutions can differentiate themselves by promoting leadership, which will attract both students and faculty who value forward-thinking approaches.

Based on the findings of this study, it is recommended that Nigerian universities give consideration to incorporating a well communicated vision into their future strategic plans. It is crucial to prioritize the development and effective communication of a vision that fosters a shared understanding among staff members. Furthermore, efforts should be made to assess the impact of this vision on staff effectiveness. To ensure the successful articulation and implementation of visionary agendas, governments and accreditation bodies can mandate leadership training programs for university administrators. This will equip them with the skills to effectively communicate and integrate the vision.

5.1. Conclusion and recommendation

The conclusion of this study is based on the results obtained from testing the formulated hypothesis. The study confirmed a theoretical model that explained the impact and connection between university vision and staff effectiveness. Therefore, this study determined that the efficiency of the staff is a direct outcome of a well-defined and expressed organizational vision established by the university's leadership. Hence, the capacity to consistently enhance the efficiency of the staff by continuously refining and communicating the organizational vision will significantly aid the institution in achieving its vision and organizational objectives. Based on the findings and conclusions, the study suggests that the university's organizational vision should be consistently improved and effectively conveyed to staff members to direct their efforts toward achieving the university's vision.

5.2. Contributions to knowledge

Undoubtedly, this work has made significant contributions to the current body of knowledge in numerous aspects. The study specifically demonstrated the practical dynamics of university vision and the effectiveness of staff. Therefore, this study specifically discovered that a well-defined and eloquent vision enhances the morale of employees, leading to increased effectiveness. The study presented a model that explained the relationship between the organizational vision of the university and staff effectiveness in the Nigerian higher education sector. The study offered a valuable understanding of the different aspects of the observed variables that can be utilized for the development and execution of policies.

The study utilized multiple theories as a foundation to make a significant contribution to understanding how university vision might impact staff effectiveness. First, transformational leadership theory emphasizes the influence that leaders exert on their followers through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Nuel et al., 2021; Siangchokyoo et al., 2020); hence, we understand from the findings of this study that through a refined, articulate, and easy-to-understand vision, the management of a university can inspire and motivate staff effectiveness. Another dimension of the transformational leadership theory highlighted by Musa et al. (2020) is ingrained in the leadership vision and the ability of leadership to convey managerial objectives in a way that inspires and motivates employee effectiveness. Employees are motivated by an understanding and recognition of the corporate goal, since it offers a broader framework for achieving high-quality work (Mbindyo et al., 2021).

Furthermore, the findings of the study contribute to strategic leadership theory. According to this theory, employees mirror the traits of their top leaders, meaning that visionary leadership will influence the level of motivation and inspiration of employees, which in turn will influence their effectiveness, as shared vision is a vital asset for organizational success. Strategic leadership guides the vision and inspires employees to adopt the company's goals and values (Ali and Anwar, 2021). The unique visions of these individuals not only impact their decision-making but also shape their understanding of the circumstances in which decisions are made.

5.3. Limitations of the study and suggestions for further study

This study focuses exclusively on one specific private university in Nigeria, among the other universities in the country, indicating a restricted scope. Furthermore, the study just examined the direct relationship between institutional vision and staff effectiveness. Hence, further research endeavors could broaden the study's range. In addition, future research endeavors may conduct a comparison examination between the university and other sectors in Nigeria. The study examined linear associations, thus suggesting that future research may investigate multivariate analysis by incorporating moderating and mediating variables.

Conflict of interest: The author declares no conflict of interest.

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