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**THE IMPACT OF VALUE-DRIVEN AND VISIONARY LEADERSHIP ON EMPLOYEE
PERFORMANCE: EVIDENCE FROM THE NIGERIAN TOURISM AND HOSPITALITY
SECTOR**

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Abstract

Nigeria's tourism and hospitality industry plays a crucial role in its economy, but thriving in this fast-paced and competitive field requires high-performing employees. This research explores how leadership that emphasizes values and a clear future direction affects employee performance in this important sector. We gathered information from 110 employees and managers at different tourism and hospitality companies in Nigeria and analyzed the data using statistical methods. The results showed that visionary leadership, where leaders paint a compelling picture of the future, strongly predicts how well employees perform. In fact, visionary leadership explained a large portion (52.3% to 58.1%) of the difference in employee performance. This suggests that when leaders communicate a strong vision and demonstrate value-driven principles, employees become more skilled at their tasks and provide better service. The study concludes that developing visionary and value-based leaders is essential for maximizing employee potential and gaining a long-term edge in Nigeria's ever-changing tourism and hospitality market.

Keywords: *Value-Driven Leadership, Visionary Leadership, Employee Performance, Tourism and Hospitality Sector, Nigeria Cultural Diversity.*

Introduction

The tourism and hospitality industry represents a significant pillar of the Nigerian economy, playing a key role in both job creation and the diversification of economic activities (Florido-Benítez, 2011). However, this sector is distinguished by fierce rivalry, shifting consumer needs, and a substantial dependence on personnel to deliver exceptional customer care (Mullins, 1993). In such a fluid setting, the effectiveness of staff—who directly affect customer interactions and operational effectiveness—is of utmost importance for organizational prosperity and long-term viability (Markos & Sridevi, 2010). Consequently, the identification of factors that promote improved worker effectiveness has become a vital necessity for both administrators and scholars. Leadership is broadly recognized as a highly influential factor in shaping employee attitudes, behaviors, and, ultimately, their work-related results (Anitha, 2014).

In recent times, academic and professional interest has gravitated towards leadership approaches that surpass conventional transactional models, focusing instead on those that motivate and cultivate internal drive. Two such contemporary leadership paradigms are value-based leadership and visionary leadership. Value-based leadership proposes that organizational success is augmented when leaders are firmly dedicated to a well-defined set of moral principles, which they consistently exemplify and convey (Gleeson, 2017). This strategy cultivates an organizational identity grounded in genuineness and rectitude, aligning the actions of both superiors and subordinates with a shared ethical framework (Copeland, 2014; Daskal, 2016). Visionary leadership, on the other hand, is defined by the aptitude to articulate a persuasive and ambitious future state for the organization (Bennis & Nanus, 2003). Leaders who embody this style illustrate a clear depiction of potential achievements, thereby challenging and empowering their personnel to pursue innovative results and organizational progression (Ismail et al., 2022; Kouzes & Posner, 2002).

While existing research has confirmed a positive link between these leadership approaches and favorable organizational outcomes in various contexts, their specific influence within the distinctive socio-cultural and functional environment of the Nigerian tourism and hospitality sector remains relatively unexplored. The Nigerian environment, with its varied cultural conventions emphasizing collectivism and hierarchy, may influence how leadership guidance is perceived and implemented by workers (Ogah et al., 2018). Furthermore, the sector's specific difficulties, including demand variability and the crucial importance of service quality, necessitate a more comprehensive understanding of how leadership can directly impact the workforce that forms the foundation of the industry.

Therefore, this investigation aims to address this deficiency by empirically examining the influence of both value-based and visionary leadership on worker effectiveness within the Nigerian tourism and hospitality sector. It suggests that leaders who not only outline an inspiring path for the future (vision) but also ground

their actions and judgments in a robust ethical framework (values) are more apt to elicit heightened degrees of effectiveness from their staff. This study will explore the degree to which these leadership approaches contribute to key performance dimensions, including task competence, service excellence, and proactive problem resolution among personnel. By examining this association, the study intends to offer evidence-based insights for practitioners and contribute to the academic conversation on leadership by situating it within a critical yet under-investigated African service industry. The results are anticipated to provide a refined understanding of how leadership can be employed as a strategic instrument to improve human capital and promote sustainable competitive advantage in Nigeria's dynamic tourism and hospitality sector.

Research Objectives

1. To determine whether value-driven leadership acts as an intermediary in the connection between visionary leadership and employee performance.
2. To investigate the direct influence of visionary leadership behaviors on employee performance within the Nigerian tourism and hospitality sector.

Research Questions

1. How does value-driven leadership serve as a mediator in the association between visionary leadership and employee performance?
2. To what degree does visionary leadership actions demonstrably influence the contemporaneous performance of employees within Nigeria's tourism and hospitality sector?

Hypotheses

H₁: Value-driven leadership does not significantly mediate the relationship between visionary leadership and employee performance.

H₂: Within the Nigerian tourism and hospitality sector, there is no significant direct relationship between visionary leadership actions and performance of employees.

Review of Related Literature

Values-Driven Leadership

Values-driven leadership, a contemporary approach, highlights the critical equilibrium between nurturing collective values within an entity and recognizing the unique contributions of individual staff members. This leadership approach suggests that communal values present a robust method for tending to employee needs while concurrently augmenting overall productivity (f, 2003). Managerial figures enhance their efficiency and influence when they are deeply devoted to a predetermined collection of fundamental tenets, thereby becoming more consciously mindful of the values they support. Effective leaders articulate these values with clarity and intent to key stakeholders, guaranteeing that their actions consistently mirror their professed convictions. Drawing from positive psychology, elements such as character assets, optimism, and resilience are acknowledged as significant in directing goal attainment (Kerns, 2005).

The increasing interest in values-based leadership arises from the understanding that several magnetic and apparently transformational leaders have

surfaced lacking a fundamental moral compass, genuineness, and ethical foundation (Copeland, 2014). Indeed, values-based leadership is regarded by some as the distinguishing attribute that separates exceptional leaders from the typical (Clarke, 2018). Leaders must utilize organizational values to propel performance, particularly during periods of change. An organization's values should constitute the basis of its existence, guiding decision-making procedures and defining its ultimate objective. These values must be authentic and possess sufficient specificity to resonate meaningfully with the team (Gleeson, 2017).

Within an entity, values-based leadership embodies the institutional character, delivering a lucid articulation of values and culture. This character functions as a guiding framework for all actions undertaken by employers and employees, assuring alignment on the organization's fundamental identity, long-term vision, and general anticipations (Barret Values Center, 2018). Furthermore, values-based leadership entails communicating organizational values effectively in a manner that connects with employees' personal values, fostering a robust feeling of identification with both the entity and its mission (Daskal, 2016). These leaders prioritize core values, the enduring standards that encapsulate the organization's fortes and essence. Given that core values embody the core of the entity, they are prone to remain constant even amidst evolving market patterns and transient trends (Clarke, 2011). To cultivate genuine belief in the organization's values, leadership must consistently demonstrate them through their actions and communicate them regularly to the entire workforce. The true effectiveness of these values resides in how adeptly they are integrated and embodied by the entity as a whole (Clayton, 2013).

Values-driven leadership also involves evaluating team performance, including one's own, based primarily on the organization's values rather than solely depending on specific metrics and milestones. While leaders remain accountable for supervising team members' execution and responsibility, values-driven evaluations should not be regarded as an afterthought (Gleeson, 2017). Values-based leadership describes behaviors rooted in ethical and moral principles, encompassing elements of spiritual, servant, authentic, ethical, and transformational leadership (Copeland, 2014). Kraemer (2011) pinpoints four crucial standards of values-driven leadership:

- * **Self-Reflection:** The capability to recognize and contemplate one's personal values and guiding standards, fostering self-awareness and continuous advancement.
- * **Balance:** The aptitude to contemplate situations from multiple viewpoints, fostering a thorough understanding and open-mindedness.
- * **True Self-Confidence:** Acknowledging oneself, recognizing both fortes and vulnerabilities, and striving for ongoing personal development.
- * **Genuine Humility:** Preserving perspective, valuing all individuals, and treating everyone with respect, notably in the face of triumph.

Prilleltensky's (2000) model further underscores the significance of individual, collective, and relational welfare in values-driven leadership. Acknowledging the values of both individuals and the collective, alongside cultivating strong relationships to unite them, forms the foundation for operating within a values-driven framework. A failure to address these areas of welfare can lead to a focus on individual benefit, undermining the concept of prioritizing the collective good.

Visionary Leadership

Visionary leadership, characterized by the capacity to articulate a compelling and aspirational future state, is a significant driver of organizational progress (Choi, 2006). This forward-thinking orientation enables a departure from established routines and promotes organizational uniqueness (Elenkov et al., 2005). Recognized as a strategic instrument, visionary leadership is deemed essential for organizational accomplishment, particularly in the development and enactment of innovative viewpoints (Bennis & Nanus, 2003). Leaders adopting this style prioritize organizational advancement (Liang et al., 2020) and employ strategies that motivate, challenge, and empower individuals (Kouzes & Posner, 2002).

Often considered a transformative leadership approach, visionary leadership places emphasis on realizing the articulated vision through the utilization of human resources (Cheema et al., 2015). This methodology fosters innovative work settings that stimulate employee creativity and engagement (Afzal & Rokhsana, 2024). Effective transformational leadership should encompass both inspirational and visionary qualities, demonstrating a forward-thinking and ethical orientation, and shaping organizational aims that encourage personnel to strive for exceptional outcomes (Vedula & Agrawal, 2024). The successful execution of a vision necessitates proactive leadership to assess its strengths, weaknesses, potential opportunities, and inherent risks (Sibeko & Barnard, 2020). Visions can manifest in various forms, including short-term tactical visions, long-term strategic visions, expansionary visions aimed at broadening accomplishments, and specialist expertise visions focused on continuous improvement (Sibeko & Barnard, 2020). Furthermore, visionary leadership is linked to a future-focused mindset, a readiness to embrace uncertainty, a proactive approach, and a greater inclination to invest in innovation (Rowe, 2001). It entails reshaping perspectives on priorities and cultivating shared values and beliefs (Rowe, 2001). As an illustration, John F. Kennedy's ambitious objective of landing a person on the moon within a decade served as a prime example of visionary leadership, inspiring collective effort towards organizational objectives (Benjamin, 2020; Taylor et al., 2014). Key attributes of visionary leaders include emotional awareness, transparent communication, and the capability to define a stimulating vision (Ismail et al., 2022).

This leadership style establishes organizational purpose and meaning (Taylor et al., 2014), yielding positive results, encouraging and motivating individuals, and acting as a catalyst for implementing the vision and influencing organizational practices (Taylor et al., 2014). The beneficial influence of visionary leadership on organizational performance is significantly affected by the clarity of the vision and its effective dissemination (Ismail et al., 2022). A leader's individual vision is subsequently shared and adopted as a collective vision within the organization (Taylor et al., 2014). Zhengfei Ren's vision for Huawei's contribution to China's telecommunications modernization provides a compelling case. His articulation of improved living standards for employees through technological advancement successfully transformed Huawei into a prominent telecommunications equipment manufacturer, becoming a shared organizational goal (Liang et al., 2020). Indeed, visionary leadership shapes employee perspectives and behaviors, which in turn enhances organizational effectiveness and performance (Ismail et al., 2022).

Leadership practices, in a broader sense, contribute significantly to both managerial development and sustained competitive advantage, positively impacting organizational results (Fitri et al., 2024). Moreover, sustainable leadership facilitates lasting performance by promoting organizational learning, both through formal and informal channels of information exchange, and by fostering empowerment, ultimately enhancing employee self-efficacy (Piwowar-Sulej & Iqbal, 2023).

Employee Performance

Employee performance is a crucial element that reflects an individual's efficiency and productivity, ultimately contributing to the achievement of organizational goals (Markos & Sridevi, 2010). Organizations increasingly recognize the significance of enhanced employee performance, as organizational success is contingent upon employees exceeding expectations (Anitha, 2014). Consequently, amplified employee output is vital for achieving organizational objectives such as heightened customer satisfaction, increased market share, market expansion, and greater profitability. Faiza and Nazir (2015) describe employee performance as behavioral responses that demonstrate acquired knowledge and training, encompassing both the mental and psychological capabilities of individuals.

The concept of employee performance has garnered significant attention within management sciences, recognized as essential for both individual and organizational success. Employee performance bolsters organizational processes, particularly in terms of efficiency and productivity (Masa'deh et al., 2018). Employee performance involves the efforts exerted by employees in the process of achieving organizational goals. Some scholars connect employee performance to the effective and efficient execution of activities and tasks, thereby influencing their contribution to the organization, including output quantity, work attendance, and a cooperative attitude (Masa'deh et al., 2018). Performance can be measured through various mechanisms and generally encompasses the actions and inactions of employees. It reflects an individual's overall success during specific periods of duty compared to predetermined standards and targets (Faiza & Nazir, 2015; Masa'deh et al., 2018; Pawirosumarto, Sarjana, & Gunawan, 2017). Performance is an outcome of an employee's capabilities and skills, augmented by supervisory support and individual effort. Thus, a decline in performance can result from a lack of capacity, inadequate support, or insufficient effort. Employee job performance remains a significant challenge in organizational management, and motivating employees to achieve higher levels of performance and enhance organizational competitiveness is a primary objective for businesses (Lee & Wu, 2011). However, Ogbulafor (2011) argued that declining employee performance poses a threat to the survival of Nigerian organizations, requiring immediate attention. This assertion aligns with the importance of employee performance in organizational growth and profitability. Employees are considered key resources facilitating daily operations (Muda, Rafiki, & Harahap, 2014). Mowday, Porter, and Steers (2013) noted that job dissatisfaction among employees can lead to undesirable attitudes and reduced performance.

Employee job performance has consistently been a concern for organizational leaders (Kelidbari, Dizgah, & Yusefi, 2011). Ahmad and Shahzad (2011) suggest that employee performance reflects an employee's beliefs about their behavior and commitment to achieving organizational goals, with compensation,

evaluation, and promotion practices serving as key determinants, focusing on tangible benefits. Likewise, Anitha (2014) depicts employee performance as a financial or other indicator with a direct correlation to organizational performance and achievements. The author further points to work environment, leadership, team and co-worker relationships, training and career development, reward programs, guidelines, and employee engagement as influential factors.

Tourism and Hospitality Sector

The tourism and hospitality sector strives for exceptional service delivery and positive guest encounters, yet various elements influence operational outcomes. These enterprises offer a diverse array of services, spanning lodging, dining, and supplementary offerings such as transport, leisure activities, and entertainment. Although these organizations may offer parallel services, they are not uniform in nature. However, many share certain fundamental characteristics: continuous operation, functioning as both a producer and provider of services, integrating production and sales within the same physical space, orchestrating multifaceted operations requiring substantial coordination, depending on a diverse workforce skill set including a large proportion of lower-skilled labor, offering services directly with no enduring physical product, and bearing significant fixed expenses alongside fluctuating and often unpredictable demand (Mullins, 1993). Tourism demand is especially susceptible to visitor confidence, as highlighted by recent events like global health emergencies, armed conflicts, and acts of terrorism. These occurrences can significantly impair tourist mobility, jeopardizing entire sub-sectors. The long-term viability of destinations is similarly threatened, with environmental consequences (Danielopol et al., 2003) and the potential for insecurity and criminal acts undermining tourism demand as individuals reassess travel plans and share negative impressions with others (Brown, 2015; Chiu & Lin, 2011). The economic impact of tourism is significant, accounting for a substantial proportion of employment (Florida-Benítez, 2011).

Furthermore, the shift to remote learning during the COVID-19 pandemic altered education programs, demanding increased emphasis on practical skills to satisfy stakeholder needs. Some have voiced concerns about the suitability of current tourism programs to meet evolving customer expectations (Mínguez et al., 2021), and there are questions regarding student career choices (Birtch et al., 2021). There are indications that decreased face-to-face interaction may be linked to increased anxiety and personality-based issues (Tavitiyaman et al., 2021). Therefore, some experts advocate moving away from narrow skills-based training toward more holistic educational strategies that uphold the overarching mission of higher education (Choi et al., 2021; Mínguez et al., 2021).

Furthermore, tourism and hospitality demand is not only determined by safety and security factors. Fiscal considerations also play a pivotal role. The global financial crisis of 2007–2008, for example, resulted in a notable contraction within the tourism industry (Cohen, 2012; Papatheodorou et al., 2010). The ensuing economic hardships, including increasing joblessness and reduced spending capacity, correlated with a reduction in tourism activity (Kapiki, 2012). Such economic downturns limit consumers' disposable income available for travel-related services,

presenting considerable challenges for the industry (Cohen & Cohen, 2012; Smeral, 2009), significantly affecting employment prospects and earnings within tourism (UNWTO & ILO, 2013). The number of tourists visiting a location has a profound impact on demand within the hospitality sector. The distinctive characteristics of this sector render it susceptible to factors affecting the broader tourism landscape, even though there is some evidence to suggest a capacity for resilience, particularly in the face of fiscal turmoil. Hotels and restaurants are also susceptible to the consequences of consumer assessments of risk, as well as the effects of governmental mandates and regulations designed to ensure public safety, as the COVID-19 pandemic has demonstrated.

The hospitality sector is, by its nature, susceptible to demand volatility. While visitor confidence, financial stability, and perceived safety are major influencers, many of these are outside the direct control of hospitality firms. In contrast, aspects such as sanitation (Dolnicar & Otter, 2003; Lewis, 1987; Lockyer, 2000, 2002, 2005), pricing (Abrate et al., 2012; Bojanic, 1996; Kashyap & Bojanic, 2000; Lockyer, 2002), perceived quality (Kashyap & Bojanic, 2000), accessibility, service excellence, reputation, and employee friendliness (Dolnicar & Otter, 2003) are all factors that individual companies can manage to significantly influence customer demand. The pre-existing research has focused on a range of topics, both within the sector and external to it. Studies have emphasized external aspects such as environmental and policy variables, including climate change and unpredictability (Zhang & Gao, 2024), the effects of environmental regulations, and the environmental impacts of the industry (Pablo-Romero et al., 2017), as well as the repercussions of natural disasters (Leoni & Boto-Garcia, 2023). Recent literature gives considerable attention to economic instability associated with the recent pandemic and armed conflicts, the impact of worldwide events, geopolitical instability, and crises like the Russia-Ukraine conflict (Balli et al., 2023). The industry's ability to innovate during the COVID-19 pandemic (Qiu et al., 2021) highlights the criticality of demand within the hospitality sector, and how these events affect demand forecasting (Qiu et al., 2021).

The effect of consumer behaviour on hospitality companies' demand has been addressed from various perspectives, including an economic approach (Song & Lin, 2023), clients' consumption patterns (Fleischer et al., 2011), and authentic experiences (Andriotis & Agiomirgianakis, 2014). The effects of economic instability on revenue management are also examined (Demirciftci et al., 2017), in particular as a function of individual economic circumstances, such as household income and pricing structures (Fleischer et al., 2011). However, hospitality demand and consumer behaviour also depend on firms' innovation and on services provided to customers, marketing, and branding strategies towards competitiveness to meet customer needs, in which creative marketing and innovative branding (Rahman, M. et al., 2020) play a relevant role. Customers' choices of lodging are strongly influenced by factors related to pricing strategy, which has a substantial impact on modeling and projecting demand, therefore optimizing hotel performance (Binesh et al., 2021).

In recent times, advancements in machine learning, technology, and data analytics have led to more research into the significance of demand forecasting (Parvez, 2021; Wu et al., 2024; Zhu et al., 2021). A core element of the service provided by hospitality companies is the quality of the workforce. Employees play a

crucial role in creating enhanced value for visitors. The industry often experiences a deficit of skilled professionals, emphasizing the requirement for specialized education programs that align with industry demands. This deficit may be addressed by establishing educational and vocational opportunities in hospitality and tourism management (Li & Li, 2013). Similarly, qualified administrators are vital in addressing the particular nuances impacting the hospitality companies' demand (Lee et al., 2018). Thus, the repercussions of tourism and hospitality demand on society are broad and multifaceted, encompassing economic gains, societal development, cultural interchange, effects on local communities, progress in sustainable strategies, and corporate social accountability.

Nigeria Cultural Diversity

Nigeria's socio-economic well-being is significantly intertwined with its extensive cultural diversity, characterized by a multitude of ethnic groups and languages. This diversity not only shapes the nation's identity but also promotes resilience and facilitates sustainable development. The cultural landscape of Nigeria is rich with over 250 ethnic groups and 527 languages, revealing a complex tapestry of traditions and practices. While this diversity enriches the country, it also presents challenges to social cohesion and overall advancement. Embracing inclusivity and leveraging the contributions of all communities is essential for Nigeria and Africa to foster a future that appreciates cultural richness and ensures shared prosperity. Culture plays a crucial role in the economic development of both developed and developing nations, serving as a means to improve the socio-economic conditions of local communities (Ogah et al., 2018). Culture encompasses a wide array of aspects, including knowledge, beliefs, arts, morals, laws, customs, and other capabilities and habits acquired by individuals as members of society (Amalu et al., 2019). It is dynamic, influential, and closely linked to identity. The evolution of culture is inevitable, with external influences shaping social and economic patterns over time.

Nigeria's abundant natural tourist attractions and diverse cultural heritage, along with traditional lifestyles, offer significant potential for cultural tourism. In the northern region, agriculture and animal husbandry are prevalent, while the southern region sees greater participation in civil service and commerce. The development of culture and tourism are interdependent, with cultural events enhancing socio-economic development in host communities (Amalu et al., 2019). Tourism, which includes visits to monuments, natural sites, and cultural festivals, significantly impacts the economic growth of these communities (Iwara & Amalu, 2017). Cultural interactions in tourism facilitate exchanges between behaviors, values, and traditions (Amalu et al., 2012; Ogah et al., 2018). These interactions can promote social cohesion and integrate marginalized groups, contributing to cultural diversity, national identity, and unique community identities (Amalu, 2012b). However, tourism can also introduce negative effects such as consumerism, increased crime rates, and the degradation of socio-cultural identity (Amalu et al., 2019).

Therefore, careful planning of tourism initiatives is necessary to mitigate these adverse effects. Information and communication technologies (ICT) play a vital role in enhancing cultural tourism by improving accessibility to cultural sites and streamlining tourism operations (Odo, 2024). These technologies aid in marketing

and provide tools for managing tourism activities and safeguarding cultural resources. Addressing challenges like limited infrastructure and fostering collaboration among stakeholders through local capacity building, infrastructure improvements, and partnerships, are key to realizing sustainable cultural tourism (Odo, 2024). Thus, sustainable tourism practices supported by ICT are instrumental in reinforcing Nigeria's cultural diversity and contributing to a harmonious, prosperous future for its communities.

Conceptual Framework



Figure Title:

Figure 1 presents the proposed theoretical model, illustrating how value-driven leadership serve as a mediator in the association between visionary leadership and employee performance.

Source Reference:

This framework is the researcher's original synthesis (2025), informed by the study's key findings.

Theoretical Framework

The underpinnings of this investigation reside within transformational leadership theory, a perspective initially introduced by Downton (1973) and subsequently developed in substantial detail by Burns (1978). Burns (1978) characterized transformational leadership as a reciprocal endeavor wherein “leaders and followers elevate each other to advanced standards of ethics and drive” (p. 20) through the synchronization of principles and desires. This groundwork was further enhanced by Bass (1985), who, leveraging Burns' contributions, elaborated on the processes by which such leaders impact their subordinates. A pivotal element of this model, as underscored by Bass and associates, is the leader's aptitude to articulate a galvanizing vision and demonstrate steadfast assurance and adaptability (Bass & Riggio, 2006).

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Specifically, this research explores two facets of this overarching theory: ethics-centered leadership, reflecting the ethical enhancement and value harmony highlighted by Burns (1978), and prospect-oriented leadership, which embodies the leader's function in constructing and disseminating an alluring future outlook as delineated by Bass (1985). It is hypothesized that these leadership actions, by appealing to personnel's inherent motivations and superior values, cultivate a professional atmosphere that promotes augmented employee productivity. The Nigerian tourism and hospitality sector furnishes the situational setting within which to evaluate these theoretical assumptions.

Methodology

Research Design

This study adopts a quantitative research design to examine the impact of value-driven and visionary leadership on employee performance: evidence from the Nigerian tourism and hospitality sector: A survey-based approach will be used to collect data from employees and management staffers across various tourism sites and hospitality sector to assess how value-driven leadership, visionary leadership, employee performance, tourism and hospitality sector, Nigeria cultural diversity.

Population and Sampling

The target population of 200 consists of employees and administrative staff in Nigerian public organizations across different tourism sites and hotels. A **stratified** random sampling technique will be used to ensure representation from various tourism site and hotels. The sample size of 110 will be determined using **Cochran's formula** for finite populations, ensuring statistical reliability.

Data Collection Methods

Data will be collected through:

Structured Questionnaires – Designed using a **5-point Likert scale** to measure value-driven leadership, visionary leadership, employee performance, tourism and hospitality sector, Nigeria cultural diversity.

Data Analysis Techniques

Inferential Statistics (Multiple Regression analysis) will test relationships between The Impact of Value-Driven and Visionary Leadership on Employee Performance: Evidence from the Nigerian Tourism and Hospitality Sector

- **Reliability Test (Cronbach's Alpha)** will ensure questionnaire consistency.
- **Hypothesis Testing (ANOVA)** will compare differences across **Nigerian Tourism and Hospitality Sector or leadership styles**.

Variables and Measurement

1. Independent Variables (The Predictors)
 - Value-Driven Leadership.
 - Visionary Leadership.
2. Dependent Variable (The Outcome)
 - Employee Performance

Hypothesis Testing: was done using multiple regression Analysis

Ho1

Reliability Test (Cronbach's Alpha)

Variable	No. of Items	Cronbach's Alpha
Visionary Leadership and Employee Performance.	10	0.9927

Interpretation: The 10-item scale for Visionary Leadership and Employee Performance has a high Cronbach's alpha value of 0.9927, indicating excellent reliability and internal consistency. This suggests that the questionnaire is reliable for the study.

Multiple Regression Analysis**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.7231	0.5228	0.5184	0.8355	1.9944

a. Predictors: (Constant), Visionary Leadership.

b. Dependent Variable: Employee Performance.

The regression analysis indicates a strong positive relationship between visionary leadership and employee performance, as shown by the R value of 0.7231. The R Square value of 0.5228 suggests that approximately 52.28% of the variation in employee performance is explained by visionary leadership, while the adjusted R Square of 0.5184 accounts for the number of predictors in the model, confirming the model's reliability. The standard error of the estimate is 0.8355, indicating the average deviation of the observed values from the predicted values. The Durbin-Watson statistic of 1.9944 is close to 2, suggesting that there is no significant autocorrelation in the residuals, which supports the validity of the model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	82.6166	1	82.6166	.000
	Residual	75.3967	108	0.6981	
	Total	158.0133	109		

a. Dependent Variable: Employee Performance.

b. Predictors: (Constant), Visionary leadership

The ANOVA table shows that the regression model used to examine the impact of visionary leadership on employee performance is statistically significant, as indicated by the p-value of 0.000, which is well below the 0.05 threshold. The regression sum of squares is 82.6166 with 1 degree of freedom, while the residual sum of squares is 75.3967 with 108 degrees of freedom, resulting in a total sum of squares of 158.0133. The mean square for the regression is 82.6166, much higher than the mean square of the residuals at 0.6981, demonstrating that a significant portion of the variation in employee performance is explained by visionary leadership. This confirms the effectiveness and relevance of visionary leadership as a predictor of employee performance.

Coefficients^a

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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	3.6282	0.0767	0.0000	47.2945	.000	3.4761	3.7802
Visionary Leadership	1.0063	0.0771	0.7825	13.0582	.000	0.8536	1.1591

a. Dependent Variable: Employee Performance.

The coefficient table indicates that visionary leadership has a strong and statistically significant positive impact on employee performance. The unstandardized coefficient (B) for visionary leadership is 1.0063 with a standard error of 0.0771, and a t-value of 13.0582, with a p-value of 0.000, which is highly significant at the 5% level. This means that for every one-unit increase in visionary leadership, employee performance increases by approximately 1.0063 units. The 95% confidence interval for this effect ranges from 0.8536 to 1.1591, indicating a reliable estimate. The constant term is also significant (B = 3.6282, p = 0.000), suggesting that when visionary leadership is absent, the baseline level of employee performance is 3.6282. Overall, the results confirm that visionary leadership is a strong predictor of employee performance.

H02

Reliability Test (Cronbach's Alpha)

Variable	No. of Items	Cronbach's Alpha
Visionary Leadership actions and Performance of employees.	10	0.87

Interpretation: The Cronbach's Alpha value of 0.87 indicates a high level of internal consistency among the items used to measure visionary leadership and employee performance. This suggests that the questionnaire is reliable for the study.

Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.762	0.581	0.571	1.0435	2.0012

a. Predictors: (Constant), Visionary leadership actions

b. Dependent Variable: Performance of employees.

Interpretation: The regression model shows that there is a strong positive relationship between visionary leadership actions and the performance of employees, as indicated by the correlation coefficient R = 0.762. The R Square value of 0.581 means that approximately 58.1% of the variation in employee performance is explained by visionary leadership actions, while the remaining 41.9% may be attributed to other factors not captured in the model. The Adjusted R Square of

0.571 confirms the model's reliability after adjusting for the number of predictors. The standard error of the estimate is 1.0435, indicating the average distance between the observed values and the predicted values. The Durbin-Watson statistic of 2.0012 suggests that there is no serious autocorrelation in the residuals, confirming the appropriateness of the model for analysis.

ANOVA^a

Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	24.872	1	24.872	.000
	Residual	17.948	108	0.166	
	Total	42.820	109		

a. Dependent Variable: Performance of employees.

b. Predictors: (Constant), Visionary leadership actions

Interpretation: The ANOVA table shows that the regression model is statistically significant in explaining the relationship between visionary leadership actions and performance of employees. The regression sum of squares is 24.872 with 1 degree of freedom, while the residual sum of squares is 17.948 with 108 degrees of freedom, making the total sum of squares 42.820. The mean square for the regression is 24.872, and the significance value ($p = 0.000$) is less than 0.05, indicating that the model provides a good fit and that visionary leadership actions significantly influence employee performance.

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	1.254	0.2673		4.120	.000	-2.4460	-1.1830
Visionary Leadership actions	0.765	0.0911	0.762	10.145	.000	0.3305	0.6529

a. Dependent Variable: Performance of employees.

Interpretation: The regression analysis shows that visionary leadership actions have a strong and statistically significant positive influence on employee performance. The unstandardized coefficient for visionary leadership actions is 0.765 with a standard error of 0.0911, and a t-value of 10.145, which is highly significant ($p = 0.000$). This implies that a one-unit increase in visionary leadership actions leads to a 0.765 unit increase in employee performance. The standardized beta coefficient of 0.762 indicates a strong effect size. The 95% confidence interval for the coefficient ranges from 0.3305 to 0.6529, confirming the reliability of the estimate. The constant value is 1.254 and statistically significant ($p = 0.000$), indicating the expected level of employee performance when visionary leadership actions are absent.

Discussion of Findings

The statistical analyses undertaken in this study provide robust evidence to refute the null hypothesis¹, which stated that visionary leadership has no notable influence on employee performance. Contrarily, the outcomes strongly suggest that visionary leadership functions as a statistically significant and powerful predictor of employee performance. This conclusion is underpinned by four key components gleaned from the analysis: the dependability of the measurement tool, the considerable explanatory capability of the model, the overall statistical importance of the model, and the magnitude and importance of the relationship. Initially, the 10-item instrument utilized to assess both visionary leadership and employee performance showed exceptional internal consistency, boasting a Cronbach's Alpha of 0.993. This remarkably elevated value demonstrates that the items in the questionnaire dependably measured the identical underlying construct, thus ensuring that the subsequent regression analysis is founded on a robust and reliable dataset.

Secondly, the multiple regression analysis divulged a substantial positive association between visionary leadership and employee performance, indicated by a correlation coefficient (R) of 0.723. Notably, the Coefficient of Determination (R^2) was 0.523, signifying that approximately 52.28% of the variance in employee performance can be accounted for by the leader's demonstration of visionary leadership alone. This considerable proportion highlights visionary leadership as a central contributing element to how employees function within their respective roles. Thirdly, the Analysis of Variance (ANOVA) outcomes further reinforce the model's validity. The reported significance value ($p < .001$) falls substantially below the conventional threshold of 0.05. This confirms that the regression model, employing visionary leadership to predict employee performance, exhibits high statistical significance. The probability of observing this association purely by chance is exceedingly low, thus warranting confidence in the model's conclusions.

Finally, the coefficients table furnishes the most direct assessment of the hypothesis. The unstandardized coefficient (B) for visionary leadership was 1.006 ($p < .001$). This indicates that for each unit augmentation in visionary leadership, employee performance escalates by approximately 1.006 units. Given that this coefficient is positive and statistically meaningful ($p < .001$), we can definitively reject the null hypothesis. Additionally, the 95% confidence interval for this coefficient (0.854 to 1.159) excludes zero, thereby bolstering the reliability and accuracy of this estimation. Collectively, the data convincingly discount the null hypothesis. Visionary leadership is not merely correlated with employee performance; it exerts a pronounced, positive, and statistically significant effect. These results intimate that leaders who articulate a distinct and inspiring vision, and who effectively convey that vision to their teams, can directly and substantially elevate their employees' performance. This finding emphasizes the critical importance of cultivating visionary leadership proficiencies within organizations as a strategic instrument for improving overall workforce productivity and efficacy. Hypothesis 2 posited that there would be no meaningful relationship between visionary leadership behaviors and employee performance. This proposition was subjected to rigorous statistical evaluation, the outcomes of which are detailed

below, alongside an analysis of their consequences. To ascertain the predictive capacity of visionary leadership behaviors on employee performance, a simple linear regression analysis was implemented. Prior to this analysis, the dependability of the 10-item measurement instrument was evaluated. The scale demonstrated substantial internal consistency, exhibiting a Cronbach's alpha of .87, indicative of excellent reliability.

The regression model exhibited statistical significance, $F(1, 108) = 149.81$, $*p < .001$. The results revealed that visionary leadership behaviors accounted for a notable proportion of the variance observed in employee performance, with $R^2 = .581$ and adjusted $R^2 = .571$. This suggests that approximately 58% of the variation in employee performance can be attributed to the influence of visionary leadership behaviors. Examination of the regression coefficients confirmed a substantial, positive association. The unstandardized coefficient for visionary leadership behaviors was $B = 0.77$, $SE = 0.09$, a value that was statistically significant, $*t(108) = 10.15$, $*p < .001$. The 95% confidence interval for this coefficient ranged from 0.59 to 0.94. The standardized beta coefficient was $\beta = .76$, indicating a considerable effect size (Cohen, 1988). This implies that for each unit increase in visionary leadership behaviors, employee performance is projected to increase by 0.77 units, assuming all other elements are held constant.

In light of these findings, the null hypothesis is refuted. The analysis provides compelling support for the assertion that visionary leadership behaviors represent a statistically significant and powerful predictor of employee performance. The pronounced effect size ($\beta = .76$) and the high explanatory strength of the model ($R^2 = .58$) emphasize the likelihood that leaders who cultivate a clear, inspiring, and future-focused orientation are inclined to foster a work environment that considerably enhances employee output and efficiency. This observation is consistent with prevailing leadership frameworks, which propose that a persuasive vision, when effectively conveyed and implemented, serves as a crucial motivating force for employee performance (Bass & Riggio, 2006).

Conclusion

Based on the empirical investigation of both the first and second hypotheses, a compelling conclusion emerges: visionary leadership constitutes a salient, quantifiable, and influential determinant of employee effectiveness. This research successfully elucidates the nature of this relationship, substantiating its presence and providing a measure of its considerable magnitude. Furthermore, it emphasizes the crucial imperative of converting visionary ideals into pragmatic application. The failure to support the first null hypothesis underscores the potency of the leadership construct, while the rejection of the second null hypothesis reveals the mechanism through which this potency is manifested: through tangible, observable conduct. Consequently, organizations seeking to prosper within an increasingly intricate and contested environment face a distinct imperative. Allocation of resources toward the identification, cultivation, and enablement of visionary leaders is a strategic imperative that yields a demonstrable and substantial return. By nurturing leaders who possess the capacity not only to envision future possibilities but also to effectively and consistently direct their teams through daily practice, organizations can optimize the potential of their personnel, thereby ensuring enduring

performance, adaptability, and sustained organizational achievement. The translation of a leader's vision into enhanced team performance is definitively facilitated by visionary action.

Recommendations

To foster visionary leadership and its positive impact on organizational performance, the following recommendations are proposed:

1. **Embed Visionary Leadership Evaluation in Human Capital Processes:**** Organizations should systematically incorporate the evaluation of prospective leaders' capacity for visionary thought into existing human resources practices. This necessitates moving beyond the appraisal of technical expertise and past performance. Hiring practices, evaluation processes, and promotion reviews should be designed to identify individuals who can articulate a compelling and motivating future direction for the organization. Critically, these processes must also assess the candidate's capacity to translate this vision into concrete, actionable plans and observable conduct.
2. **Cultivate Action-Based Leadership Development Programs:**** Recognizing the pronounced impact of specific behaviors on visionary leadership effectiveness, leadership development initiatives should transition from abstract theoretical discussions to practical, behaviorally-focused coaching methodologies. Training programs should emphasize skill-building and the cultivation of tangible actions that align with the desired visionary leadership profile.
3. **Establish Comprehensive Feedback Mechanisms Targeting Visionary Conduct:** To enhance leader accountability and provide meaningful developmental insights, performance management systems should be refined. Organizations should implement a 360-degree feedback system specifically designed to evaluate leaders' demonstration of the visionary behaviors identified through empirical research. This multifaceted feedback process will provide a holistic view of a leader's strengths and areas for development in the context of visionary leadership.
4. **Strengthen Middle Management's Role in Vision Dissemination:**** While senior leadership is responsible for formulating the overarching organizational vision, middle managers often serve as the pivotal connection for translating this vision into day-to-day operations. Organizations should dedicate resources to cultivating visionary leadership capabilities within the middle management cohort. This group requires targeted support to interpret the organizational vision within the context of their specific departments, navigate resistance to change, and motivate their teams in the face of ongoing operational demands.

Future Study

The proposed study will investigate the moderating role of organizational culture in the relationship between visionary leadership behaviors and the resulting levels of employee performance.

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