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THE IMPACT OF VISIONARY LEADERSHIP ON STRATEGIC COMMITMENT: THE MODERATING ROLE OF STRATEGIC CONSENSUS / FIELD STUDY AT THE MINISTRY OF CULTURE, DIRECTORATE OF MUSICAL ARTS

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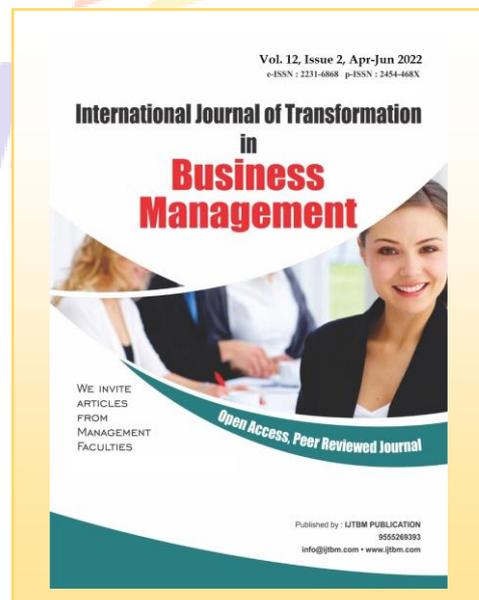**AUL university, Business Management, Iraq

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ABSTRACT

The study aims to identify the influence of the visionary leadership on the strategic commitment through the moderating role of the strategic consensus in the Ministry of Culture / Musical Arts Directorate in Iraq. Since visionary leadership is the process of influencing employees and directing them to do the best work they are assigned to, and it is one of the main elements that lead to strategic commitment, which is basically the extent to which the individual identifies himself as a participant in the activities of the organization and does not want to leave it, so, there is need for visionary leaders who create A positive impact on commitment, which in turn leads to positive outputs for the company. In addition, the success of the visionary leaders in achieving the strategic commitment requires an important and essential element (i.e. the strategic consensus), which considered one of the supporting and important factors in this success. As a result, this study attempted to determine the effect of visionary leadership on strategic commitment by mediating of strategic consensus in the Directorate of Musical Arts by asking a set of questions, the most important of which are (Is there an effect of visionary leadership on strategic commitment? Is there an effect of strategic consensus on strategic commitment? Is there an effect of visionary leadership on strategic commitment through mediating of strategic consensus. This study aims to answer these questions by testing the hypotheses related to influence and correlation by putting forward four main hypotheses, the most important of which are the effect of visionary leadership on strategic commitment by mediating of strategic consensus. The questionnaire was distributed to a sample of (60) individuals in the directorate of Musical Arts. the sample included employees in the Directorate of Musical Arts. The researchers used Likert scale (five-point) to determine the answers to the paragraphs of the questionnaire. Then the data obtained were processed and analyzed. A number of statistical tools and methods were used such as arithmetic Mean, standard deviation, coefficient of variation, correlation coefficient, F-test, T-test, R^2, path analysis method. the statistical software (Spss V. 19), (AMOS) and (Excel 2010) were used to extract the results.

The study concluded with a set of results, the most important of which was that there is a statistically significant effect between (visionary leadership and strategic commitment), (visionary leadership and strategic consensus), (strategic consensus and strategic commitment). In addition, the results showed that strategic consensus mediates the relationship between visionary leadership and strategic commitment.

Keywords: *visionary leadership, strategic commitment, strategic consensus.*

INTRODUCTION

Leadership in the organization has a great role in building relationships among individuals and forming organizational values that serve as a basis for achieving organizational goals. The influence of leadership on the organization's effectiveness can be directly and indirectly. Visionary leadership is closely related to the strategic process, because the organizational strategy is an embodiment of the desired future state of the organization and its path. To achieve that vision, visionary leadership aims to motivate and mobilize individuals in

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the organization towards achieving that future state, Which enhances the strategic commitment in organizations, which in turn leads to many positive results such as improved production and performance. This goal can only be achieved with the presence of an important variable, which is the strategic consensus, as the consensus among managers 'opinions affects the company at the individual level (decreasing uncertainty and ambiguity) and organizational levels (profitability and growth). in view of the importance of this topic, the two researchers of this study will review the concept of strategic commitment and the effect of the characteristics of visionary leaders on it through the mediating of strategic consensus, by referring to the theoretical literature and related previous studies, to benefit from and compare them. Then conducting a survey on a sample from the Directorate of Musical Arts in the Ministry of Culture and measuring the availability of visionary leaders in this directorate and showing their impact on the strategic commitment. Therefore, the study was divided into four section in order to achieve the purpose of this study: The first section will include the methodology of the study, while the second section will include the theoretical aspect, while the third section will represent the practical side by presenting and analyzing the results and testing hypotheses. Finally, the fourth section includes the most important conclusions reached and the most important recommendations that reinforce these conclusions.

THE FIRST SECTION: METHODOLOGY OF THE STUDY

The Problem of the Study

The study problem can be identified by trying to answer the following questions:

1. What are the visionary characteristics of leaders in the Directorate of Musical Arts?

2. What is the strategic level of consensus in the Directorate of Musical Arts?

3. What is the level of strategic commitment in the Directorate of Musical Arts?

4. Is there an effect of visionary leadership on strategic consensus?

5. Is there an effect of strategic consensus on strategic commitment?

6. Is there an impact of visionary leadership on strategic commitment through mediating of strategic consensus?

The Importance of the Study

The importance of this study can be determined as follows:

1- Highlighting the role of successful visionary leadership in achieving strategic commitment in Iraqi organizations and directorates in

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general and in the directorate of Musical Arts in particular.

2- Diagnosing the level of availability of strategic consensus at the directorate of Musical Arts.

3- Diagnosing the extent to which leaders in the Directorate of Musical Arts have the characteristics of visionary leadership.

4- Diagnosing the level of strategic commitment in the Directorate of Musical Arts and its availability.

5- Studying the nature of the relationship and influence between the study variables (visionary leadership, strategic commitment, and strategic consensus)

The Aims of the Study

The study seeks to achieve a set of basic objectives, which include the following:

1: Diagnosing the extent to which leaders in the Directorate of Musical Arts possess the visionary characteristics that allow us to classify these leaders as visionary leaders and work to develop their capabilities

2: perceiving the importance of strategic Consensus at Musical Arts Directorate.

3: Diagnosing the strategic commitment and its dimensions represented by (content of commitment, context of commitment), which will help this Directorate to benefit from modern

methods and concepts in this field by presenting some recommendations in order to achieve commitment that will lead to better services.

4: Diagnosing the extent of the influence of visionary leadership and its dimensions (communicating the vision, applying the vision, motivating workers) on the strategic commitment by mediation of strategic consensus.

5: Diagnosing the impact of strategic consensus on strategic commitment.

6: Diagnosing the impact of visionary leadership on strategic commitment by mediating strategic consensus.

Hypotheses of the Study

This study seeks to test the following main hypotheses:

1- Visionary leadership has a significant impact on the strategic consensus.

2- Vision leadership has a significant impact on strategic commitment. Strategic.

3- strategic Consensus has a significant impact on the strategic commitment.

4- There is a statistically significant effect of the visionary leadership on the strategic commitment through mediating of the strategic consensus.

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Methods of collecting data and information

The data collection process consisted of two main aspects:

The theoretical side: in which the two researchers relied on the books, articles, university theses and published studies available in Arabic and foreign literature.

The practical side: The two researchers relied in this aspect on the questionnaire that was based on a set of measures and some studies. the scale consisted of three axes, the first axis represented by visionary leadership, while the second axis included strategic commitment, and the third axis represented strategic consensus. Table (1) shows the main variables Sub-variables and paragraph sequences of the questionnaire.

Key variables and sources	Sub Variables	Paragraph numbers
Visionary leadership (Fendi et al., 2013)	Communicating vision	1-5
	Vision application	6-10
	Vision stimulation	11-15
Strategic commitment (Sabah, 2017)	Commitment content	16-20
	Commitment context	21-25
Strategic consensus (Knight et al., 1999)		26-35

Table (1) Distribution of the paragraphs of the questionnaire

The statistical tools and methods used in data processing and analysis:

The frequency distribution and the percentage used for the purpose of describing the data for the test of the study sample. the arithmetic mean is used to calculate the average of the responses of the sample members, and to know the level of variables; the standard deviation is used to find the homogeneity, or dispersion in the responses of the sample members from the arithmetic mean of the variable. the PEARSON correlation coefficient is used to test the influence relationship between the study variables in terms of their strength and direction. Simple linear regression is used to determine the effect of the independent variables on the dependent variables. The software (Spss V. 19) is used to extract the results.

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THE SECOND SECTION: THE THEORETICAL SIDE

The effect of visionary leadership on strategic commitment through mediating of strategic consensus

Visionary Leadership:

The concept of visionary leadership and its importance

Leadership is the process of influencing employees and directing them to do the best job they have been assigned to. Leadership in the organization has a great role in building relationships between individuals and forming organizational values that serve as a basis for achieving organizational goals. the influence of leadership on the effectiveness of the organization can be direct and indirect (Abdul Fatah & Komariah, 2019: 122). This effect results from motivating, inspiring and directing the employees' activities in order to achieve organizational goals (Kadir et al., 2020: 63). Leadership theory is the generalization of a leader's behavior and concepts, his historical background, leadership reasons, requirements to be a leader, the leader's main characteristics, his main tasks and functions, and the ethics of the leadership profession (Kasanah, 2019: 25). Leadership has two concepts, the first as a process and the second as a property. As a process, leadership focuses on what leaders do, and it is a process in which leaders use

their influence to clarify the purpose of the organization to employees, subordinates, and motivate them to achieve these goals, and help to create a productive culture in the organization. As for leadership as a property, it is a set of characteristics that must be Owned by the leader. Therefore, a leader can be defined as a person who has the ability to influence the behavior of others without using force, so that the people he leads accepts himself as a person worthy of their leadership (Abdul Fatah & Komariah, 2019: 123). The essence of leadership is its role in mobilizing and motivating followers to achieve collective goals. There is no clearer concept of this role than that of visionary leadership (Ateş et al., 2018: 4). Visionary leadership is defined as setting goals and objectives for individual and group actions, which do not define what we are but rather what we seek or do." It is said that it stands apart from other forms of leadership styles in inspiring the vision and communicating this vision among the members of the organization, so that the organization moves from Good to Better (Alfred & Usoro, 2018: 274) It is also known as the ability to create and articulate a realistic, reliable and attractive vision about the future of an organization (Abdul Fatah & Komariah, 2019: 123).. It is also the process of leader's influence by working to develop a Long-term vision through the leader's correct expectations for the future. visionary

leadership has proven that it is one of the new methods of the current environment and that its effectiveness lies in the future vision and ideas of leaders and participating in decision-making.it is a vision for future expecting. This leadership has the ability to transform dreams into reality by highlighting human potential and building the spirit of challenge for the current situation and renew it for the better. Visionary leadership helps organization to improve its current situation (Hamdan et al., 2020: 13). Visionary leadership is the ability of leaders to create and articulate a realistic, trustworthy, and attractive vision for the future (Kasanah, 2019: 27). Futuristic thinking, foresight, enthusiasm, and many more are the folds of describing the visionary leadership style, which enables organization to survive by inspiring people to constantly search for new opportunities; Expanding the scope of the operation; Fitting with the environment; Optimization of various business; And to build competitive advantage for the organization, and adding value to different stakeholders (Alfred & Usoro, 2018: 275). Visionary leadership involves exceptional ability and experience to success. A visionary leader can anticipate events that may arise, planning for future, and encourage others to act in the right ways, which means that visionary leaders are able to see threats and opportunities before they happen and then enables the organization to achieve the

best (Apriyani et al., 2019: 91). Visionary leadership is essential to effective leadership in the context of implementing strategy because, as understood from a strategic process perspective, it entails communicating a strategic vision with the intention of persuading employees to contribute in achieving that vision. Visionary leadership is closely related to the strategic process, because the organizational strategy is an embodiment of the desired future state of the organization and its way to achieve that vision, and visionary leadership aims to motivate and mobilize followers towards achieving that future state (Ateş et al., 2018: 4). A visionary leader is someone who cares about how to move his organization from stagnation to an innovative tremendous system, and a visionary leader has a strong background with the ability to see the future and lead the organization towards success (Kadir et al., 2020: 63). Visionary leadership is important in terms of focusing on improving the performance of the organization and Fitting with its environment. its importance can be summarized as follow (Hamdan et al., 2020: 14):

1- The employees as well as the senior management are interested in the success of their organization and the ways to develop their performance through diagnosing and solving problems, thus becoming fully and

automatically aware of the responsibilities and duties of their work.

2- It makes individuals more able to implement the targeted plan in conjunction with the organization's strategy.

3- the cohesiveness and goals are achieved through integration and interdependence between the parts of the organization, that makes visionary leaders involve all administrative and operational levels.

Characteristics of visionary leadership:

Leaders' vision goes beyond their current situation as they create a vision for the future, thus achieving that realistic, reliable and attractive vision, and focus on generating ideas that enable them to see the future based on the current situation of the organization. Visionary leadership possesses several key characteristics as follows (Abdul Fatah & Komariah, 2019: 124):

• The future vision: visionary leaders have a clear vision of the future, so that organizations can flourish according to the vision that they want to achieve.

• Bold in achieving the goal, confident and always ready to face risks.

• Able to bear the hard work and cooperation with others to achieve the goal.

• Able to formulate a clear, inspiring and exciting vision, managing a "dream" becomes reality.

• Able to convert vision into action: he Can formulate the vision into a task that can then be understood by members of the organization.

• Adhere to the spiritual values in which he believes.

• Building an effective relationship: A visionary leader is good at building relationships between members, in terms of motivation, giving, and creating more advanced and independent members.

• Be innovative and proactive.

While others argue that the characteristics of visionary leadership are as follows (Kasanah, 2019: 27): (Prestiadi et al., 2019: 203)

1- Leaders have the ability to achieve organizational goals

2- Leaders have more freedom to create innovations to develop the organization

3- Higher job opportunities in recognition of achievements

4- Can do more for the benefit of others / society.

5- Trying to create a productive educational vision through the use of information and communication technology

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6- Making himself an agent of change for the surrounding environment through the ability to adapt to technological developments

7- he is positioned as a determinant of the direction of the organization

8- Able to display the power of knowledge specified in the vision and detailed in the task.

Strategic commitment

The concept of strategic commitment and its importance

Commitment have attracted the attention of academics and practitioners as commitment has received a great deal of attention mainly due to the interest of managers and organizational analysts in finding ways to increase employee performance. Commitment results in positive effects for the company (Kaipainen, 2015: 22), and commitment plays an essential role in improving work outcomes. As long as employees demonstrate commitment to the organization, positive results can be seen (Masud et al., 2018: 1173). Commitment in the general sense means the keenness of the employee or worker on the success of the organization and his effective participation in achieving its goals (Hammadi, 2016: 308). Employees who work longer hours are more likely to be committed than employees who work for shorter periods of time. If an employee has worked for a long time in an organization, the decision to leave the organization is not an easy one. Characteristics of a strong commitment to the organization include: (a) support and acceptance of the organization's goals and values, (b) the desire to do work with all effort on behalf of the organization, (c) the desire to always remain in the organization (Ilyas, 2018: 37). The benefits that a committed employee gains from commitment seem to directly or indirectly reflect organizational benefits as well. One of the most important benefits is that employees who are committed to their job have fewer intentions to quit and less absent from work. Thus, organizations may have interests in promoting commitment if they wish to maintain their work force. In addition, there are different forms of obligations in the workplace that may affect organizational effectiveness. When employees commit to their jobs, they are satisfied and motivated and thus have a higher effort than the others. Thus, employee commitment may lead to many positive outcomes such as production and improved performance. Thus, commitment may even lead to financial success and competitive advantage and is thus a relevant factor in management and competitive strategy. The most important effects of employee commitment is commitment to change and actively participating in change processes, thus

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bringing new ideas into the organization. The benefits that different commitments may create for an organization are varied and depend heavily on commitment goals (Kaipainen, 2015: 23). Employees' commitment to the organization as being a psychological link between the employee and his organization will prevent the employee from leaving the organization. Mayer and Allen (1991) developed the Three Components Model of Employee Commitment to the Organization (TCM). The Three Components Model of Employee Commitment to the Organization (TCM) introduces three distinct components of Employee commitment to the organization. These components are emotional commitment, continuous commitment, and normative commitment. Each component contributes to employees' general commitment to the organization and no component can fully predict or describe employee behavior. The three-component model for employee commitment to the organization is derived from foundational work on commitment theory and combines behavioral and attitudinal structures for employee commitment to the organization. Commitment is the desire of individuals to give energy and loyalty to a social group (McKeever, 2018: 18).

Organizational factors for commitment:

commitment is the extent to which the individual defines himself as a participant in the activities of the organization and does not want to leave his organization. Hence, we find that the organizational factors for commitment are (Ilyas, 2018: 36):

A) Continuous commitment, which is a commitment in which individuals tend to continue working in the organization because they must do so.

B) Emotional commitment, as individuals will continue to work in the organization because they agree to goals

C) Normative commitment, which is an obligation in which the individual stays in the organization because of the social obligations that have to be made.

The committed employee gets certain benefits from commitment, which in turn reflect benefits for the organization as well. Various forms of obligations in the workplace are likely to lead to employee welfare. Committed employees have increased job satisfaction and increased motivation. Because highly committed employees are more motivated than less committed employees, they may perform better than less committed employees, and committed employees may be more

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adaptable to changes in the organization (Kaipainen, 2015: 23).

The strategic consensus

The concept of strategic consensus and its importance

Strategic consensus is an essential component of the organizational strategic process and empowering organization members to facilitate day-to-day decisions. Research in strategic consensus is not a new area, and over the past decades, an increasing body of literature has accumulated dealing with this concept. In general, the literature indicates that a higher level of strategic consensus should lead to improved decision-making and cooperation (Al Mansour & Obembe, 2018: 4). Consensus concept was present in business literature since the late 1960s. an agreement or cohesiveness were used to mean consensus. Consensus does not imply a group process but an ability to come to an agreement among the top managers. Strategic consensus result in high performance, increased efficiency and improved outcomes. Time is also important in the strategic consensus for the successful implementation of the organization's goals (Dorcus et al., 2018: 88). Consensus has been a topic in the strategic management literature since at least the late 1960s. In early work, terms such as (agreement or cohesion) were used instead of consensus.

Despite some difference in early terminology, the primary focus on agreement among senior managers over strategy has been relatively consistent for more than three decades. Indeed, until the late 1980s, much of the work adhered to a relatively narrow definition of strategic alignment as agreement between senior managers on strategic ends and means (Kellermanns et al., 2005: 720). Consensus even in a superficial way appears to be required for decision-making. Indeed, this affects the decision-making processes of the organizations. (Jabarzadeh et al., 2019: 1). Strategic consensus is an important variable for both higher-level and group process theories. One of the key conceptual elements in the study of higher levels is the process used when making strategic decisions. Consensus is one of the most important aspects of the management team process. Agreement between executives is believed to affect companies at the individual level (for example, reducing uncertainty and ambiguity) and organizational levels (such as profitability and growth). Thus, the strategic consensus is a unique construct because it has been studied from a partial and holistic perspective (Benito et al., 2012: 1687). As a working definition, strategic consensus can be viewed as a shared understanding of strategic priorities within organizations among internal stakeholders including managers at the upper, middle and lower

operating levels. It can be defined by key qualities including, for example, shared understanding, agreement, commitment, and shared perspectives. Yet even with this general agreement on defining strategic consensus, the literature lacks agreement on how consensus emerges, how it can be examined, as well as how it is addressed in strategic practice (Al Mansour & Obembe, 2018: 5). In the area of strategic management, strategic consensus is traditionally defined as an agreement between the senior management team regarding the company's strategic priorities. This definition is well suited to a hierarchical organizational model where the decision-making power is concentrated among a small group of executives. But changes in the prevailing organizational structures challenge the value of this definition in explaining organizational performance. Today's organizations are more accepting and strategy making is no longer the strict domain of the senior management team (Feger, 2014: 944). Others see that the strategic consensus is the level of agreement within the organization regarding the relative importance of cost, quality, delivery and flexibility of the organization's operational objectives, as well as the links between these competitive priorities and operational policies (Boyer & McDermott, 1999: 290). The consensus is described as simply "the agreement of all parties to the group's

decision." In the context of corporate strategy, consensus has been categorized as "an agreement between strategy makers on the goals of the company and the appropriate competitive methods to achieve these goals." More recently, the strategic consensus viewed as "a shared understanding of strategic priorities among managers" (Benito et al., 2012: 1687). The concept of strategic consensus combines strategic perspective with individual focus and includes "employees at all levels of the organization". Strategic consensus relates to a shared understanding and commitment to company strategy and is determined by the level of agreement on manufacturing strategy among employees. The concept of "agreement within an organization" implicitly refers to a goal for all its employees who deal with "operational objectives" and "operational policies" to obtain a common understanding of multiple objects. Strategic consensus is essential for effective decision-making and strategic relevance and is an important construct in the strategy process. The strategic consensus is linked "positively and noticeably to organizational performance," especially the agreement that includes strategic priorities. Strategic consensus is a "precondition" for "effective implementation" of strategic goals. (Mirzaei, 2005: 6). Strategic consensus is of great importance that stems from its prominent role in decision-making, since the effect of

consensus is represented by the comprehensiveness of the decision and within decision-making teams, many studies have supported the positive effect of consensus in the use of planning processes to make comprehensive decisions (Kellermanns, 2005: 724). Strategic consensus is an important variable for both the higher levels and other levels in the organization, as one of the most important conceptual elements for studying higher levels is the process used in making strategic decisions. Therefore, strategic consensus as one of the most important aspects of the management process, affects the company in the individual level (reducing uncertainty and ambiguity) and organizational levels (profitability and growth) (Benito et, al, 2012: 1686). This holistic view of strategic consensus is important to avoid the harmful effects of imbalance and to promote strategy implementation (Buijs & Langguth, 2017: 2)

Types of strategic consensus

Some studies have divided the strategic consensus into four types, and these types fall under two main names, the first is the natural strategic consensus, and in turn it is divided into: harmonic and exploratory, harmonic strategic consensus occurs when all decision-makers share from the outset the same decision alternative being the more preferred alternative. While the exploratory strategic consensus occurs when the decision

alternative is not the most preferred alternative for decision-makers in the organization, meaning that it attains the minimum level of acceptability. While the second name is the negotiating strategic consensus, which in turn is also divided into: calculated and acquired. The calculated strategic consensus occurs when one or more of the decision makers change their preferences towards a specific alternative, while it is known that this alternative is ineffective and does not meet the minimum preferences. While the acquired strategic consensus is the opposite of the calculated strategic consensus, since the decision-makers do not display any opposition and their preferences do not change, meaning that the decision maker basically accepts to abandon his goals (Bragaw & Misangyi, 2016: 28).

THE THIRD SECTION: THE PRACTICAL

Diagnosing the status quo of the study variables.

Analysis of the results of the total variables of the study

Table (2) shows the results according to the views of the study sample regarding the variable (visionary leadership), as the value of the arithmetic Mean of this variable reached (4.16), which refers to the option (agree), and a standard deviation of its value

(0.48), and the coefficient of variation of its value (11.53) , As this degree indicates that the officials in the Directorate of Musical Arts have a clear vision and support this vision and work to communicate it to their employees by specifying the type of communication in ways that encourage employees to understand the requirements of achieving the vision in addition to hearing the opinions of others and discussing them and giving powers to others for the purpose of fulfilling work requirements and creating Ambience conducive to success. As for the variable (strategic commitment), as the value of the arithmetic Mean of this variable reached (4.08), which refers to the option (agree), and a standard deviation of its value (0.58), and the coefficient of variation of its value (14.2), as this score indicates that the top management is in the Directorate of

Musical arts define the common goals and provide all the requirements for achieving these goals and achieving distinct performance requirements. The top management also listens to the complaints and seeks to find realistic solutions to these complaints. While the arithmetic Mean of the variable (strategic consensus) reached (4.16), which refers to the option (agree), a standard deviation of its value (0.47), and the coefficient of variation of its value (11.29), as this score indicates that senior management focuses on research, development and innovation in addition to Its focus on long-term goals and strategies. Its evaluation of alternatives when making decisions, is very accurate and seeks advice from all departments and functional areas in the Directorate.

Table (2): The Mean, standard deviation, and coefficient of variation for the variables

Variables	Arithmetic mean	standard deviation	Coefficient of variation
Visionary leadership	4.16	0.48	11.53
Strategic commitment	4.08	0.58	14.2
Strategic consensus	4.16	0.47	11.29

Analysis of the correlation relationship

• Relationships between variables (visionary leadership, strategic commitment, and strategic consensus)

In Table (3), we find that there is a significant positive correlation between visionary leadership and strategic

commitment at the musical arts Directorate, and it is a strong positive relationship, as the value of the correlation coefficient was (0.809 **).

We find that there is a significant positive correlation between the visionary leadership and the strategic consensus, which is a strong

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positive relationship, as the value of the correlation coefficient was (0.487 **). In the same table, we find that there is a significant positive relationship between the strategic consensus and the strategic commitment, and it is a strong positive relationship, as the value of the correlation coefficient was (0.738 **).

Table (3): Results of the correlation between the variables of visionary leadership and strategic commitment

The variable	Strategic commitment	Strategic consensus
Visionary leadership	.809**	.487**
Strategic consensus	.738**	

* * Significant correlation at (0.01)

THIRD: EXAMINING THE INFLUENCE RELATIONSHIPS BETWEEN THE MAIN STUDY VARIABLES.

1- Examining the relationship between visionary leadership and strategic commitment

Table (4) shows that the value of (F) has reached (110.099), and this result means that there is a strong influence of the visionary leadership on the strategic commitment because the calculated value of (F) is greater than the tabular value of (F) which is (6.83) with a significant level (0.000) and with a significant level (0.01). It is also evident from Table (4) that the value of (R2) was (0.655), which represents the amount of change in the strategic commitment that the visionary leadership exerts with a percentage of (65.5%), and the remaining percentage (34.5%) is explained by a number of factors that did not enter Within a regression model.

These results indicate acceptance of the first main hypothesis (there is a significant influence of visionary leadership on strategic commitment).

The validity of the first main hypothesis was proved by the results shown by the value of (t) for the calculated correlation (10.493), which is greater than the tabular (t) (2.36) at the level of significance (0.000) and at the level of significance (0.01).

Table (4): The influence of visionary leadership on strategic commitment

Independent variable / Dependent variable	Strategic commitment				
Visionary leadership	R	R^2	F-test	T-test	the decision
N=60	**0.809	0.655	**110.099	**10.493	There is an effect
Statistically significant at 0.05 significant level*					
Statistically significant at 0.01 significant level**					

Examining the relationship between visionary leadership and strategic consensus

Table (5) shows that the value of (F) reached (18.069), and this result means that there is a strong influence of the visionary leadership on the strategic consensus because the calculated value of (F) is greater than the tabular value of (F) which is (6.83) with a significant level (0.000) and with a significant level (0.01). It is also evident from Table (5) that the value of (R2) was (0.238), which represents the amount of change in the strategic consensus exerted by the visionary leadership with a percentage of (23.8%), and the remaining percentage (76.2%) is explained by other factors that were not included in the regression model.

These results indicate acceptance of the second main hypothesis (there is a significant effect of visionary leadership on the strategic consensus).

The validity of this hypothesis was proven by the results shown by the value (t) of the calculated correlation (4.251), which is greater than the tabular (t) (2.36) at the level of significance (0.000) and at the level of significance (0.01).

Table (5): The influence of visionary leadership on strategic consensus

Independent variable / Dependent variable	Strategic commitment				
Visionary leadership	R	R^2	F-test	T-test	the decision
N=60	**0.487	0.238	**18.069	**4.251	There is an effect
Statistically significant at 0.05 significant level*					
Statistically significant at 0.01 significant level**					

Examining the relationship between strategic consensus and strategic commitment

Table (6) shows that the value of (F) has reached (69,573), and this result means that there is a strong impact of the strategic consensus on the strategic commitment because the calculated value of (F) is greater than the tabular value of (F) which is (6.83) with a significant level (0.000) and with a significant level (0.01). It is also clear from Table (6) that the value of (R^2) was (0.545), which represents the amount of change in the strategic commitment exerted by the strategic consensus with a percentage of (54.5%), and the remaining percentage (45.5%) that is explained by other factors not included in the regression model.

These results indicate the acceptance of the third main hypothesis (there is a significant impact of the strategic consensus on the strategic commitment)

The validity of the third hypothesis was proven through the results that showed the value of (t) for the calculated correlation (8.341), which is greater than the tabular (t) (2.36) at the level of significance (0.000) and at the level of significance (0.01).

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Table (6): The effect of strategic consensus on strategic commitment

Independent variable / Dependent variable	Strategic commitment				
Visionary leadership	R	R^2	F-test	T-test	the decision
N=60	**0.738	0.545	**69.573	**8.341	There is an effect
Statistically significant at 0.05 significant level*					
Statistically significant at 0.01 significant level**					

Examining direct and indirect influence relationships using the path analysis method

In order to enhance the picture of the direct and indirect effects of the visionary leadership (as an independent variable) on the dependent variable (the strategic commitment) through the moderating role of the strategic consensus, direct effect and the indirect effect were taken using the path analysis method to test the fourth main hypothesis, which is Visionary leadership has a statistically significant impact on strategic commitment by mediating the strategic consensus.

Figure (2) and Table (7) obtained from AMOS software show the overall impact of visionary leadership through strategic consensus, which leads to a direct impact on strategic commitment of (0.705). It also has an indirect impact on the strategic commitment (0.548 * 0.480 = 0.263) and the total impact (direct and indirect) of the visionary leadership amounted to (0.968). Thus, the moderating role is partial mediation because the direct effect is closer to zero than the total effect and is statistically significant.

These results indicate the acceptance of the fourth main hypothesis (there is a significant influence of the visionary leadership on the strategic commitment by mediating of the strategic consensus).
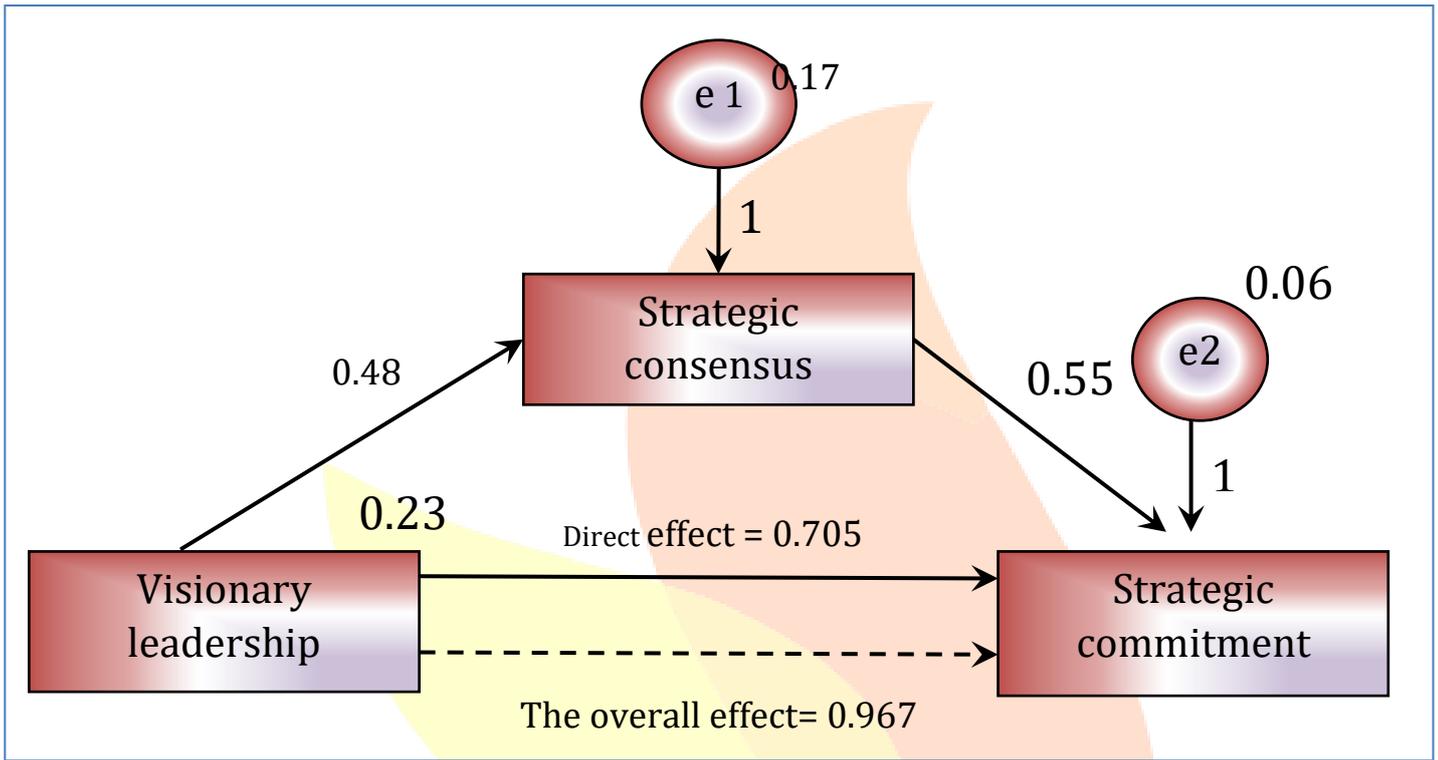
Table (7): Regression weights using (AMOS) software

	Regression coefficient	S.E.	C.R.	P
Visionary Leadership -> Strategic Consensus	.480	.112	4.287	***
Strategic consensus -> Strategic commitment	.548	.079	6.947	***
Visionary Leadership -> Strategic Commitment	.705	.078	9.074	***

THE FOURTH SECTION: CONCLUSIONS AND RECOMMENDATIONS

The results of the study showed that officials in the Directorate of Musical Arts act in an influential way to determine the type of communication and encourage the understanding of the requirements of achieving and conveying the vision, and the officials create opportunities for the success of employees and to ensure that they learn from their mistakes and correct these mistakes when they occur. The study also showed that the top management provides all the requirements to achieve outstanding

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performance levels, and an agenda compatible with the strategic goals, and permanent coordination to achieve the important goals, and the top management helps employees to reduce work pressures, enables them to raise their opinions and questions freely, and also provides them with a financial incentive system. In addition, the top management places great emphasis on long-term strategic goals, and focuses on research and development by supporting the research and development divisions in this Directorate.

The results also showed that there is a statistically significant effect between (visionary leadership and strategic commitment), (visionary leadership and strategic consensus), (strategic consensus and strategic commitment). In addition, the results showed that strategic consensus mediates the relationship between visionary leadership and strategic commitment.

Based on the findings of this study, the researchers present a number of recommendations, the most important of which is that the Musical Arts Directorate should focus on visionary leaderships in order to benefit from them in searching for available opportunities and developing future strategic plans as these leaders can implement the vision and have the ability to deliver them to Employees, motivating them and helping them to accomplish what is required of them. Likewise, the directorate of Musical Arts should support the Research and Development Department, due to the importance of this department in adopting new ideas and opinions that may lead to superior performance levels. Despite the importance of the presence of visionary leaders, it is necessary to focus also on the strategic commitment of these leaders and this comes through strengthening and cultivating a culture of cooperation and coordination between departments, groups and individuals, as well as setting up an effective system to receive complaints and find solutions to these complaints. In addition to the need to give these leaders greater powers and independence in making decisions.

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