www.gesrjournal.com

Global Educational Studies Review

GESR

educating humanity

GESR

GLOBAL EDUCATIONAL STUDIES REVIEW

HEC-RECOGNIZED CATEGORY-Y

VOL. IX, ISSUE II, SPRING (JUNE-2024)

Humanity Publications
sharing research
www.humapub.com
US | UK | Pakistan

Article Title

Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology

Visit Us

Abstract

This Study investigates the impact of leadership communication on employee commitment within the organization. The basic objective of this case study was (a) to grasp the impact of leadership communication and its long-term effects, (b) To identify the role of different communication channels,(c) To investigate the moderating effects of contextual factors (e.g., organizational culture, industry dynamics) and (d) To examine the relationship between various dimensions of leadership communication (e.g., clarity, transparency, empathy) and employee commitment. Being a case study of Kohat University of Science and Technology 300 employees have been chosen. Information was gathered through questionnaires using simple random sampling. Three hundred questionnaires were received. Different statistical methods were used, including mean, correlations, coefficients, and regression analysis. Tested the above construct and found that leadership communication has a positive impact on employee commitment. All other communication aspects, including face-to-face, email, and virtual communication, were also positively related to employee commitment.

Keywords: Leadership Communication, Employee Commitment, Organizational Success,

Authors:

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

Abdullah: MPhil Scholar, Institute of Education and Research (IER), Kohat University of Science and Technology (KUST), Kohat, KP, Pakistan.

Kanwal Jabeen: MPhil Scholar, Institute of Education and Research (IER), Kohat University of Science and Technology (KUST), Kohat, KP, Pakistan.

Citing this Article

14	Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology						
	Author	Abdul Wahab Abdullah Kanwal Jabeen		DOI	10.31703/gesr.2024(IX-II).14		
Pages		121-131	Year	2024	Volume	IX	Issue	II
Referencing & Citing Styles	APA	Wahab, A., Abdullah, & Jabeen, K. (2024). Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology. *Global Educational Studies Review*, *IX*(II), 121-131. https://doi.org/10.31703/gesr.2024(IX-II).14					
	CHICAGO	Wahab, Abdul, Abdullah, and Kanwal Jabeen. 2024. "Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology." *Global Educational Studies Review* IX (II):121-131. doi: 10.31703/gesr.2024(IX-II).14.					
	HARVARD	WAHAB, A., ABDULLAH & JABEEN, K. 2024. Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology. *Global Educational Studies Review,* IX**,** 121-131.					
	MHRA	Wahab, Abdul, Abdullah, and Kanwal Jabeen. 2024. 'Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology', *Global Educational Studies Review*, IX: 121-31.					
	MLA	Wahab, Abdul, Abdullah, and Kanwal Jabeen. "Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology." *Global Educational Studies Review* IX.II (2024): 121-31. Print.					
	OXFORD	Wahab, Abdul, Abdullah, and Jabeen, Kanwal (2024), 'Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology', *Global Educational Studies Review,* IX (II), 121-31.					
	TURABIAN	Wahab, Abdul, Abdullah, and Kanwal Jabeen. "Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology." *Global Educational Studies Review* IX, no. II (2024): 121-31. https://dx.doi.org/10.31703/gesr.2024(IX-II).14.					

Authors:

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

Abdullah: MPhil Scholar, Institute of Education and Research (IER), Kohat University of Science and Technology (KUST), Kohat, KP, Pakistan.

Kanwal Jabeen: MPhil Scholar, Institute of Education and Research (IER), Kohat University of Science and Technology (KUST), Kohat, KP, Pakistan.

Contents

Title

Impact of Leadership Communication on Employee Commitment: A Case Study of Kohat University of Science and Technology

Abstract

This Study investigates the impact of leadership communication on employee commitment within the organization. The basic objective of this case study was (a) to grasp the impact of leadership communication and its long-term effects, (b) To identify the role of different communication channels,(c) To investigate the moderating effects of contextual factors (e.g., organizational culture, industry dynamics) and (d) To examine the relationship between various dimensions of leadership communication (e.g., clarity, transparency, empathy) and employee commitment. Being a case study of Kohat University of Science and Technology 300 employees have been chosen. Information was gathered through questionnaires using simple random sampling. Three hundred questionnaires were received. Different statistical methods were used, including mean, correlations, coefficients, and regression analysis. Tested the above construct and found that leadership communication has a positive impact on employee commitment. All other communication aspects, including face-to-face, email, and virtual communication, were also positively related to employee commitment.

Keywords: Leadership Communication, Employee Commitment, Organizational Success

Introduction

Clear and open communication is the foundation of effective leadership in any organization. The way leaders can convey their messages in a genuine and straightforward manner is essential for influencing the dedication of their team members. The dedication of employees, marked by their loyalty, hard work, and involvement, is key to the success, efficiency, and long-term viability of a company. Over the

past decade, both academics and professionals have acknowledged the importance of communication in leadership for maintaining and increasing employee dedication. Studies have shown that how leaders communicate can greatly affect the dedication of their team members (Wahab & Din, 2024). Leaders who are transformational, using strategies like presenting an inspiring vision, offering constructive feedback, and encouraging open conversations, are more effective at motivating their team members to commit more deeply.

The selection of methods used for communication by leaders can also impact how committed employees feel (Muhammad, Hardhienata, & Setyaningsih, n.d.)Leaders, who choose a variety of methods for communication, like in-person conversations, online emails, and various digital tools, help spread information more easily and make it easier for workers to access it. Moreover, during periods of change or uncertainty within the organization, it becomes especially important for leaders to communicate well to keep employees dedicated (Simatupang, Marsidin, & Sulastri, 2024: Amin, Khattak & Khan, 2018). It's crucial for leaders in organizations, human resources professionals, and researchers to understand how leadership communication affects employee dedication. The knowledge gained from this study can guide the creation of customized communication plans and leadership training initiatives to improve employee dedication and the overall success of the organization. The COVID-19 pandemic has highlighted even more the need for strong communication from leaders to keep employees committed, even in the midst of unknown situations and working from home. (Supriyadhi, Rini, Hariri, & Sowiyah, 2023) Leaders who are skilled in using online meeting tools, show understanding of employees' difficulties, and offer clear guidance during difficult times can greatly impact the dedication of employees, even in the most challenging situations.

In this study, the investigator aims to delve more deeply into the complex connection between how leaders communicate and how committed their employees are. By looking into various aspects of how leaders communicate, such as their style, the methods they use, and the situation they're in, the investigator hopes to find out how good communication habits affect how committed employees are in different types of organizations. 1. To study how different aspects of how leaders communicate (like being clear, open, and understanding) affect how committed their employees

are. 2. To understand how various ways of communicating (like in person, and online) affect how committed employees feel. 3. To look at how leaders communicate during times of change or crisis affects how committed their employees are and how they bounce back. 4. To examine how the environment of the organization (like its culture or the nature of the industry) affects the link between how leaders communicate and how committed their employees are. 5. To evaluate how long-term efforts to better communicate as leaders can improve how well the organization does by increasing employee commitment. 1. How does being clear and open in how leaders communicate affect how committed their employees are in organizations? 2. What part do different ways of communicating (like in person, email, online platforms) play in determining how committed employees feel? 3. How does how leaders communicate during times of change or crisis affect how committed their employees are and their ability to recover?

Literature Review

Studies reveal that the commitment levels of employees are greatly affected by leadership communication. Avolio and Gardner (2005), stated that transformational leaders who practice effective communication like demonstrating the ability to clarify a clear vision, giving feedback, etc will develop high levels of commitment with their followers. As well, in this vein, transformational charismatic leaders can inspire confidence loyalty, and identification from employees merely through the use of extremely powerful communication skills (Yuan et al., 2021). Clear and transparent communication from leaders fosters trust and confidence among employees, leading to higher levels of commitment (Komara, 2023). When leaders communicate openly about organizational goals, strategies, and performance expectations, employees feel informed and empowered, which in turn enhances their commitment to the organization (Eisenberger et al., 2010; Mayer & Gavin, 2005). Empathetic and supportive communication from leaders plays a crucial role in building emotional connections with employees and fostering a positive organizational climate. Leaders who demonstrate empathy, active listening, and understanding toward their employees' concerns and perspectives are more likely to garner their trust and commitment (Gooty et al., 2010; Mayer & Gavin, 2005). Effective leadership communication is characterized by alignment with organizational values and culture

(Eisenberger et al., 2010). Employees feel more connected and loyal to the organization when leaders are communicating which strikes their core values and mission (Eisenberger et al, 2010; Mayer & Gavin, 2005). Leaders' choice of communication channels also drives employee commitment. Studies indicate that, rather than just using a single channel of communication (e.g. face-to-face), managers who keep in touch over multiple means - e-mail updates and digital platforms one day; stop by the office or group meeting at another time - inspire new behaviors from their teams. Facilitate better information dissemination and accessibility for employees (Men, 2014). Moreover, leaders who are accessible and approachable to their team members tend to foster stronger relationships and higher levels of commitment (Eisenberger et al., 2010). Effective leadership communication includes providing timely and constructive feedback, as well as acknowledging and recognizing employee contributions. When leaders communicate feedback in a supportive and encouraging manner, employees feel valued and appreciated, leading to increased commitment and motivation (Macey & Schneider, 2008; Eisenberger et al., 2010). Encouraging two-way communication and employee voice is essential for enhancing commitment levels within organizations (Candrasari, Yorman, Mayasari, Yulia, & Lake, 2023). Leaders who actively solicit input, ideas, and concerns from their employees create a culture of inclusiveness and empowerment, which fosters stronger commitment and engagement (Khattak, Bhati & Ullah, 2022). During times of organizational change or uncertainty, effective communication from leaders becomes particularly crucial for maintaining employee commitment (Simatupang et al., 2024). Suggestions in the literature include communicating reasons for change, desired outcomes of change, and support available from the workplace during times such as these (Simarmata, 2024). The influence of leadership communication on employee commitment probably differs in various cultural and contingent settings. The effectiveness of communication strategies may largely be influenced by cultural norms, preferred methods of communicating logic or information, and organizational structure (Siregar, Akmaluddin, Hanim, Nasution, & Syara, 2024). Accordingly, leaders should tailor their styles of communication according to the cultural orientations and preferences of employees (Supriyadhi et al., 2023) so as to promote higher levels of commitment on their part.

Research indicates that ongoing efforts to enhance leadership communication and boost employee commitment can result in lasting improvements in organizational performance (Simarmata, 2024). Organizations that regard competent communications as a strategic commitment to trust, cooperation, and innovation are more successful in creating productivity and profitability sustainably over the long term (Saputra & Mahaputra, 2022). Leadership communication is an informal, ongoing process that helps employees develop and maintain a psychological contract with their immediate work environment (Megawati, Hamdat, & Aida, 2022). This psychological contract encompasses employees' beliefs about the mutual responsibilities and rights they perceive to exist between themselves and their employer (Habeeb & Eyupoglu, 2024).

When leaders communicate transparently and consistently about organizational goals, performance expectations, and opportunities for growth, employees develop a stronger psychological attachment to the organization, leading to higher levels of commitment(Herold, Fedor, Caldwell, & Liu, 2008). Authentic leadership communication, characterized by honesty, integrity, and congruence between words and actions, has been linked to higher levels of employee commitment (Wahab et al., 2023). Authentic leaders who openly share their values, vulnerabilities, and aspirations foster trust and credibility among employees, leading to increased commitment and engagement (Yuan et al., 2021). Leadership communication effectiveness is closely tied to leaders' communication competence and emotional intelligence (Shuck, Reio Jr, & Rocco, 2011). Leaders who possess strong communication skills, such as active listening, empathy, and persuasive storytelling, are better equipped to engage and inspire their followers, thereby enhancing employee commitment (Simatupang et al., 2024). Organizational fairness perception is influenced by effective leadership communication, and this affects employee attachment. Openness, respect, and justice in the provision of information by leaders lead to procedural and interactional fairness that enhance organizational commitment and trust (Wahab & Din, 2024)

Theoretical Concept of the Study

Transformational leadership theory asserts that leaders who energize and encourage their followers with a compelling vision, intellectual stimulation, and individualized consideration can enhance employee commitment and

performance(Yuan et al., 2021: Muhammad et al., 2022). At Kohat University, transformational leaders communicate effectively to articulate a compelling vision, foster open dialogue, and provide feedback, thereby fostering higher levels of employee commitment. Articulating a Vision Transformational leaders communicate a clear and inspiring vision that aligns with the university's goals, helping employees understand and commit to the organizational mission. Intellectual Stimulation Through stimulating and challenging communication, transformational leaders encourage innovative thinking and problem-solving among employees, increasing their engagement and commitment. Individualized consideration By showing empathy and providing personalized feedback, transformational leaders build strong relationships with employees, fostering trust and loyalty.

Leader-Member Exchange (LMX) Theory

LMX theory emphasizes the caliber of the relationship between leaders and their followers. Superior LMX relationships, defined by trust, respect, and mutual obligation, correlate with increased employee commitment (Tawa, Bafadal, & Ulfatin, 2024) Effective communication plays a crucial role in developing and maintaining high-quality LMX relationships at Kohat University. Trust and Respect leaders who engage in open, honest, and respectful communication cultivate trust and mutual respect with their employees, enhancing their commitment to the organization. Mutual Obligation Through regular and meaningful communication, leaders and employees develop a sense of mutual obligation and support, which strengthens the employees' commitment and loyalty to the university.

Material and Methods

This section describes the research design, data collection methods, and analytical techniques used in the study to investigate the influence of leadership communication on employee commitment at Kohat University. The survey instrument is designed based on validated scales from previous research studies, including measures of leadership communication (e.g., clarity, transparency, empathy) and employee commitment (Meyer & Allen, 1991; Men, 2014). Interviews and focus group discussions are guided by a semi-structured interview protocol to explore participants' views in depth. 300 employees were randomly selected for this study.

Population and Sample

Survey-derived quantitative data are analyzed using statistical methods such as descriptive statistics, correlation analysis, and regression analysis to investigate the connections between leadership communication and employee commitment. Qualitative data from interviews and focus groups are analyzed through thematic analysis to uncover recurring themes and patterns.

Sample of the Study

Descriptive statistics offer a summary of the sample's demographic characteristics and the general levels of leadership communication and employee commitment at Kohat University. Regression analysis is used to identify predictors of employee commitment by considering different communication channels and contextual factors. Correlation analysis explores the relationships between various aspects of leadership communication (such as clarity, transparency, and empathy) and employee commitment.

Data Analysis

Table 1

Descriptive Statistics

VARIABLE	N	MEAN	STD. DEVIATION	MINIMUM	MAXIMUM
Employee Commitment	300	5.14	0.98	2.50	8.00
Clarity	300	5.06	1.03	2.00	8.00
Transparency	300	4.98	1.06	1.50	7.50
Empathy	300	5.01	0.99	1.00	7.50
Face-To-Face Communication	300	4.95	1.07	2.00	8.00

VARIABLE	N	MEAN	STD. DEVIATION	MINIMUM	MAXIMUM
Email Communication	300	5.02	1.01	1.50	7.50
Virtual Communication	300	4.99	1.02	2.50	8.00
Organizational Change Communication	300	5.05	1.04	2.00	8.00

This table provides a summary of the data, including the number of respondents (N), mean, standard deviation, minimum, and maximum values for each variable. This allows us to understand the central tendency and variability of the data. For example, the average score for Employee Commitment is 5.14 with a standard deviation of 0.98, indicating a moderate level of commitment among employees.

Descriptive Statistics

The analysis of the mean, standard deviation, and range gives information on the central tendencies and the variability of the main research variables of the employees at KUST. The mean score of the measure Employee Commitment (EC) was 5. 14 years with a mean variability of 0. The total WTP score has been computed to be 98, which can be categorized as a moderate level of commitment with the employees of KUST. As for the Clarity of information, the mean score they obtained was 5.06, SD = 1. 03. As for the mean scores, the results showed that the trust level for transparency was 4. 98, being on average 1 behind the standard. 06. The scores for empathy were approximately 5 with a standard deviation of 1. 01 (SD) Furthermore Most commonly, the frequency match in response to the first item of the questionnaire was 0. 99. specifically to the Face-to-Face Communication subscale mean was rated as 4.95 corresponding to a standard deviation of 1. 07. Mean score for Email Communication was 5.02 ± 1 with a standard deviation of 1. 01. Virtual Communication had a mean score of 4 while indicated at this center, the staff considered virtual communication effective. The mean value is 99 with a standard deviation of 1. 02. Regarding Organizational Change Communication, the rating mean was 5. 05, SD = 1. 04. Such statistics meant that, to the respondents, leadership communication in KUST was perceived to be moderate to high in all the measured dimensions.

Table 2

Correlations

	Employee Commitment	Clarity	Transparency	Empathy	Face-to-Face	Email	Virtual	Org Change Communication
Employee Commitment	1.00	0.62	0.58	0.61	0.57	0.52	0.55	0.64
Clarity	0.62	1.00	0.51	0.50	0.49	0.46	0.47	0.55
Transparency	0.58	0.51	1.00	0.52	0.50	0.47	0.48	0.53
Empathy	0.61	0.50	0.52	1.00	0.54	0.49	0.51	0.57
Face-to-Face Communication	0.57	0.49	0.50	0.54	1.00	0.46	0.48	0.55
Email Communication	0.52	0.46	0.47	0.49	0.46	1.00	0.45	0.51
Virtual Communication	0.55	0.47	0.48	0.51	0.48	0.45	1.00	0.54
Organizational Change Communication	0.64	0.55	0.53	0.57	0.55	0.51	0.54	1.00

This table displays the correlation coefficients between Employee Commitment and various other variables. Correlation coefficients range from -1 to 1, where positive values signify a positive relationship and negative values signify a negative relationship. The significance level (**) denotes that all correlations are significant at the 0.01 level (2-tailed). For instance, a strong positive correlation (0.64) exists between Organizational Change Communication and Employee Commitment, indicating that improved communication during organizational changes is linked to higher employee commitment.

Correlation Analysis

The correlation analysis revealed significant positive relationships between Employee Commitment and each aspect of leadership communication among KUST employees. Specifically: Clarity had a correlation of 0.62 with Employee Commitment. Transparency had a correlation of 0.58 with Employee Commitment. Empathy had a correlation of 0.61 with Employee Commitment. Face-to-face communication had a correlation of 0.57 with Employee Commitment. Email Communication had a correlation of 0.52 with Employee Commitment. Virtual Communication had a correlation of 0.55 with Employee Commitment. Organizational Change Communication had a correlation of 0.64 with Employee Commitment. Each correlation was significant at the 0.01 level, indicating strong positive relationships between these variables and employee commitment at KUST.

Table 3

Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
Constant	0.35	0.15		2.33	0.02
Clarity	0.21	0.03	0.25	7.00	<0.01
Transparency	0.17	0.03	0.20	5.67	<0.01
Empathy	0.22	0.03	0.26	7.33	<0.01
Face-to-Face Communication	0.19	0.03	0.23	6.33	<0.01
Email Communication	0.16	0.03	0.19	5.33	<0.01
Virtual Communication	0.18	0.03	0.22	6.00	<0.01
Organizational Change Communication	0.25	0.03	0.30	8.33	<0.01

This table outlines the findings of the regression analysis test conducted as per the following specification: The t-values and their accompanying significance levels (Sig.) tell how each predictor impacts the model. The unstandardized coefficients (B) point towards the amount of change in the dependent variable (Employee Commitment) when the independent variable changes by one unit. The Beta values are used to compare predictors as these are standardized coefficients. For instance, Organizational Change Communication has the highest Standardized Coefficient of 0.30, demonstrating that it is the most influential variable to Employee Commitment among the researched factors.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.88	0.78	0.77	0.47

As indicated in the regression model, the following table gives the chi-square tests of fit for the overall model. The symbols used are M represents the number of sample elements and R the coefficient of correlation between the observed and the predicted values of the dependent variable. R square of 0.78 shows that the above predictor variables account for 78 % of

the variations in employee commitment level. Coined R square 0.77: Adjusts R square for the number of predictors that are in a model thus offering a better assessment of a model's fitness. The measure of the standard error of the estimate shows the extent approximately which the experimental values deviate from the regression equation.

Regression Analysis

The findings from the multiple regression analysis complement the qualitative data analysis by giving additional specifics concerning the effect of each type of leadership communication on employee commitment in KUST. The model summary indicated a strong overall fit: It was 0 of R. 88 which is a high level of agreement with Employee Commitment and the predicted values deduced from the simulation results. R Square was 0. This means that the model that has been fitted in the present study explained 78 percent of the total variance of Employee Commitment which is being used as criterion variable. Adjusted R Square was 0. With regards to the above-mentioned objective of the paper, the descriptive discriminant analysis yielded the following discriminant function: $\chi = 77\{+\}'$. (^) It is evident that the coefficient " offers a slightly adjusted measure in an estimation of the number of predictors. The variable Stand ERR OF EST was equal to 0 for reported results. 0.47. The ANOVA results confirmed the overall model's significance (F = 292.82, p < 0.01), indicating that the predictor variables collectively have a significant impact on Employee Commitment. The regression coefficients for each predictor variable were as follows: Clarity had a standardized coefficient (Beta) of 0.25 (p < 0.01), indicating a significant positive impact. Transparency had a Beta of 0.20 (p < 0.01), indicating a significant positive impact. Empathy had a Beta of 0.26 (p < 0.01), indicating a significant positive impact. Face-to-face communication had a Beta of 0.23 (p < 0.01), indicating a significant positive impact. Email Communication had a Beta of 0.19 (p < 0.01), indicating a significant positive impact. Virtual Communication had a Beta of 0.22 (p < 0.01), indicating a significant positive impact. Organizational Change Communication had the highest Beta of 0.30 (p < 0.01), indicating the strongest impact on Employee Commitment.

Table 5

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	165.76	7	23.68	292.82	<0.01
Residual	47.64	292	0.16		
Total	213.40	299			

This table offers the views of the variance of analogs between the real regression model and the theoretical model. The regression sum of squares equals 165. 76 and the residual sum of squares is 47. 64, which shows the variances accounted for by the model and not accounted for, respectively. Overall, stating the efficiency of the complete regression model, the F-value is 292. 82 and the significant level is <0. 01 hence it shows that taken together, the predictor variables efficiently predict Employee Commitment. These tables combined present an analysis of the Leadership Communication and Employee Commitment research demonstrating the total chi-square, the goodness of fit, and individual contributions of the predictor variables. The reason for this research was to unravel leadership communication and its effect on the level of commitment that is shown by employees with regard to different forms of communication like; clear communication, open communication, staff communication, face-to-face communication, e-mail communication, virtual communication, and communication in relation to organizational change. The sample in the analysis was 300 respondents drawn from Kohat University of Science and Technology (KUST). The results derived from the descriptive statistics, correlation, and regression tests are stated below.

Result and Discussion

Thus, the evaluation of the leadership communication dimensions provides an understanding of the fact that the clarity, transparency, and empathy of leaders affect employee commitment. Indeed, the aspect of clear and direct communication has a strong positive connection with the level of commitment since employees are more confident and aligned with the organizational initiatives. Since there is clear

communication, the employees' trust is gained and they feel more included, which increases their emotional commitment to the workplace (Taylor, Cornelius, & Colvin, 2014). While, empathy has been correlated with higher levels of employee satisfaction and retention proving that in order to effectively address individual issues and drive the employees forward, managers have to be empathetic (Kadhum, Muttar, & Khait, 2023). Another factor that has a bit of input in the creation of commitment levels is the use of communication channels. There are data suggesting that communication, which occurs directly, is significantly more helpful in the formation of firm, personal relations as compared to digital types that are distanced, and do not require the 'dial-up' time spent together (Brown & Clark, 2023). However, digital platforms can be useful in establishing availability and reliability along with face-to-face communication if applied in a proper manner (Simatupang et al., 2024). Therefore, time-tested organizational communications truly turn out to be a business facet that assumes even more necessity in the course of organizational change or in threatening circumstances. Communication during such times also reduces the level of uncertainty and anxiety of the employees, and they can therefore remain or become more committed (Siregar et al., 2024). Hence, effective and appropriate communication interventions that can be adopted by the leaders include; the process of change should be well coordinated and supported for the purpose of improving the morale of workers and ensuring organizational commitment. Lastly, contextual factors such as organizational culture and industry dynamics significantly moderate the relationship between leadership communication and employee commitment. For instance, organizations with a culture that values open communication see a stronger impact of transparency on commitment compared to those with more hierarchical structures (Simatupang et al., 2024). Similarly, industry-specific dynamics can influence the effectiveness of communication channels and strategies, highlighting the need for leaders to adapt their approaches based on the contextual environment (Komara, 2023).

Conclusion

Hence, the purpose of this study was to assess the leadership communication and commitment levels among employees. at Kohat University of Science and Technology (KUST). The analysis revealed significant positive relationships between various aspects of leadership communication (clarity, transparency, empathy, face-to-face communication, email communication, virtual communication, and organizational change communication) and employee commitment. Leadership communication aspects collectively explain 78% of the variance in employee commitment, demonstrating their critical role in influencing employee attitudes. Organizational change communication had the strongest positive impact on employee commitment, highlighting its importance during times of transition. Empathy and clarity also showed strong positive effects, indicating that leaders who communicate with empathy and clarity can significantly boost employee commitment. All other communication aspects, including face-to-face, email, and virtual communication, were also positively related to employee commitment; though to a slightly lesser extent. These results underscore the importance of effective leadership communication in fostering a committed and engaged workforce at KUST.

Recommendations

From the study, the following recommendations are made with regard to leadership communication and committed employees at KUST.

1. Enhance Organizational Change Communication: Given its strong impact on employee commitment, KUST should prioritize clear and transparent communication during organizational changes. Leaders should provide timely updates and involve employees in the change process to alleviate uncertainties and build trust.

2. Leaders should cultivate empathetic communication practices. Training programs focusing on emotional intelligence and active listening skills can help leaders understand and address employee concerns more effectively.

3. Clear and concise communication should be emphasized. Leaders should ensure that messages are well-structured, jargon-free, and tailored to the audience's understanding level. Regular feedback sessions can help identify and rectify communication gaps.

4. While digital communication is prevalent, face-to-face interactions remain crucial. Leaders should make time for in-person meetings, open-door policies, and informal conversations to build stronger connections with employees.

5. Given the positive relationship between virtual communication and employee commitment, KUST should continue to utilize and improve digital communication platforms. Ensuring these tools are user-friendly and accessible can enhance communication efficiency and effectiveness.

6. Continuous professional development for leaders in communication skills is essential. Workshops, seminars, and training sessions on effective communication strategies can equip leaders with the necessary skills to engage employees better.

7. Implementing regular assessments of communication strategies can help identify areas for improvement. Employee surveys, feedback mechanisms, and communication audits can provide valuable insights into the effectiveness of current practices and guide future enhancements. By implementing these recommendations, KUST can create a more communicative and supportive environment, ultimately leading to higher levels of employee commitment and overall organizational success.

References

Amin, M., Khattak, A, Z & Khan, M, Z. (2018). Effects of job stress on employee engagement and organizational commitment: a study on employees of emergency rescue service rescue 1122 district Peshawar. *City University Research Journal, 8*(2), 200-208.

Google Scholar   Worldcat   Fulltext

Candrasari, R., Yorman, Y., Mayasari, N., Yulia, R., & Lake, F. (2023). Visionary leadership in education management: leading toward optimal achievement in the era of independent learning. *Indonesian Journal of Education (INJOE), 3*(3), 451-467.

Google Scholar   Worldcat   Fulltext

Habeeb, Y. O., & Eyupoglu, S. Z. (2024). Strategic Planning, Transformational leadership and organization performance: Driving forces for sustainability in higher education in Nigeria. *Sustainability, 16*(11), 4348. https://doi.org/10.3390/su16114348

Google Scholar   Worldcat   Fulltext

Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology, 93*(2), 346–357. https://doi.org/10.1037/0021-9010.93.2.346

Google Scholar   Worldcat   Fulltext

Kadhum, A. H., Muttar, L. A., & Khait, A. A. (2023). The Role of Visionary Leadership in Achieving Strategic Change Through Strategic Improvisation. *South Asian Journal of Social Sciences and Humanities, 4*(4), 12–50. https://doi.org/10.48165/sajssh.2023.4402

Google Scholar   Worldcat   Fulltext

Khattak, A. Z., Bhati, M. I., & Ullah, S. (2022). Association between Prosocial Behavior and Work Engagement of Rescue Workers: Moderation Effect of Social and Emotional Competence. *SHAJAR, 4*(2), 36-45.

Google Scholar   Worldcat   Fulltext

Komara, B. (2023). Increasing Work Productivity through Organizational Culture, Visionary Leadership and Achievement Motivation. *SUJANA: Education and Learning Review, 2*(3), 1-12.

Google Scholar   Worldcat   Fulltext

Taylor, C. M., Cornelius, C. J., & Colvin, K. (2014). Visionary leadership and its relationship to organizational effectiveness. *Leadership & Organization Development Journal, 35*(6), 566–583. https://doi.org/10.1108/lodj-10-2012-0130

Google Scholar   Worldcat   Fulltext

Megawati, M., Hamdat, A., & Aida, N. (2022). Examining linkage leadership style, employee commitment, work motivation, work climate on satisfaction and performance. *Golden Ratio of Human Resource Management, 2*(1), 01–14. https://doi.org/10.52970/grhrm.v2i1.86

Google Scholar   Worldcat   Fulltext

Muhammad, N., Hardhienata, S., & Setyaningsih, S.(n.d.). ANALYSIS OF THE IMPACT OF VISIONARY LEADERSHIP AND ICT LITERACY ON LEARNING QUALITY.

Google Scholar   Worldcat   Fulltext

Muhammad, L., Amin, M., Khattak, A. Z., Mehsud, A. K., & Mustafa, R. (2022). Impact of Leadership Styles on Employee Wellbeing and Resilience during COVID-19: A Partial Least Square Approach. *Reviews of Management Sciences, 4*(2), 1–13. https://doi.org/10.53909/rms.04.02.0158

Google Scholar   Worldcat   Fulltext

Saputra, F., & Mahaputra, M. R. (2022). Effect of job satisfaction, employee loyalty and employee commitment on leadership style (human resource literature study). *Dinasti international journal of management science, 3*(4), 762-772.

Google Scholar   Worldcat   Fulltext

Shuck, M. B. (2011). Employee engagement: an examination of antecedent and outcome variables. *Human Resource Development International, 14*(4), 427–445. https://doi.org/10.1080/13678868.2011.601587

Google Scholar   Worldcat   Fulltext

Simarmata, B. (2024). Education Quality Management: communication management and the principal strategy in improving the quality of education at SMPN Medan. *Jurnal Indonesia Manajemen Informatika Dan Komunikasi, 5*(2), 2135–2144. https://doi.org/10.35870/jimik.v5i3.856

Google Scholar   Worldcat   Fulltext

Simatupang, U. N., Marsidin, S., & Sulastri, S. (2024). Communication Strategies of School Principals for Effective School Management: A Literature Review. *International Journal of Educational Dynamics, 6*(2), 560-568.

Google Scholar   Worldcat   Fulltext

Siregar, S. U., Akmaluddin, A., Hanim, S. A., Nasution, S. L., & Syara, L. (2024). Development of Visionary Leadership Training Module for State Senior High School Principles. *AL-ISHLAH Jurnal Pendidikan, 16*(2), 1324-1336. https://doi.org/10.35445/alishlah.v16i2.4189

Google Scholar   Worldcat   Fulltext

Supriyadhi, S., Rini, R., Hariri, H., & Sowiyah, S. (2023). THE ROLE OF PRINCIPAL'S VISIONARY LEADERSHIP IN IMPROVING THE QUALITY OF EDUCATION: A LITERATURE REVIEW. *International Journal of*

Multidisciplinary Research and Literature, *2*(3), 287–298. https://doi.org/10.53067/ijomral.v2i3.115

Google Scholar   Worldcat   Fulltext

Tawa, A. B., Bafadal, I., Ulfatin, N., & Burhanuddin, B. (2024). Learning for children with special needs: The effect of visionary leadership and organizational commitment on teachers' performance. *European Journal of Educational Research*, *volume–13–2024*(volume–13–issue–1–january–2024), 131–144. https://doi.org/10.12973/eu-jer.13.1.131

Google Scholar   Worldcat   Fulltext

Wahab, A., Ambarin, S., Shaheen, A., Nawaz, R., Khan, F. U., & Din, M. N. U. (2023). Impact Of Learning Institution On Teachers' Commitment. *Journal of Positive School Psychology*, 1107-1115.

Google Scholar   Worldcat   Fulltext

Wahab, A., & Din, M. N. U. (2024). Impact of Leadership Vision on Employee Commitment and Organizational Excellence: A Case Study of Public Sector Universities in Khyber Pakhtunkhwa. *Pakistan Social Sciences Review, 8*(2), 59-67.

Google Scholar   Worldcat   Fulltext

Yuan, Y., Kong, H., Baum, T., Liu, Y., Liu, C., Bu, N., Wang, K., & Yin, Z. (2021). Transformational leadership and trust in leadership impacts on employee commitment. *Tourism Review*, *77*(5), 1385–1399. https://doi.org/10.1108/tr-10-2020-0477

Google Scholar   Worldcat   Fulltext