

Study on The Effect Mechanism of Vision Leadership on Employee Performance: the Mediating Role of Trust Tendency and the Regulating Role of Self-Efficacy

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Abstract: this document explains and demonstrates the role of trust tendency and self-efficacy as two variables in the influence of vision leadership on employee performance on the Chinese cultural background. On the basis of literature research, this paper constructs a hypothesis model of the influence of vision leadership on employee performance through trust tendency and employee self-efficacy. Data are collected from employees through questionnaires. Spss statistical analysis and structural equation model are used for data analysis and testing .the results show that vision leadership has significant positive influence on employee job performance, trust tendency plays a part of intermediary role between vision leadership and employee job performance. And self-efficacy has dual moderating effect, regulating both vision leadership influence on employee trust tendency, also adjusting the employee trust tendency influence on job performance.

1. Introduction

Vision leadership is future-oriented, helping leaders find opportunities, proposing inspiring common vision, and promoting leaders and employees to look forward to a better future together, thus motivating employees to pursue vision voluntarily (Kouzes & Posner, 2013) and achieving long-term development (Collins & Porras, 2005). Vision leadership is an organic combination of ability, behavior and process, that is, vision leadership is the behavior and process that employees perceive that leaders build vision for the team through their own efforts, communicate vision in an appropriate way, and lead the team to achieve vision.

Van Knippenberg & Sitkin et al(2013)found that vision leadership as a charm -- the core elements of transformational leadership have a clearer structure and theoretical basis. Furthermore, vision leadership integrates the outstanding achievements of previous leadership studies and integrates personal traits, behavioral theory, contingency theory and organizational scenarios (Fisher, Karenl, 2003). It has high theoretical research value and strong practical significance.

A large number of scholars have proved that vision leadership has a certain impact on employees' innovative behavior, voice behavior and job performance. Therefore, based on the above considerations, this paper studies the relationship between vision leadership and employees' job performance. From establishing models, designing questionnaires, collecting data and analyzing data, this paper analyses the process and transmission mechanism of the impact of vision leadership on employees' job performance, and provides theoretical reference for organizations to enhance competitiveness, performance level and staff allocation efficiency.

2. Theoretical Basis and Research Hypothesis

2.1 Vision Leadership and Employee Performance

A large number of studies have found that Vision Leadership can effectively convey inspiring vision to subordinate leaders (Bass, 1985), which can improve subordinates' motivation and performance (Baum et al., 1998). In terms of the impact of vision leadership on corporate performance, Baum (1998) and other scholars have found that vision plays an important role in the development of enterprises, it is generally believed that vision has become a key factor for the

success of enterprises. Based on the existing theories of leadership, positive psychology and social psychology, some scholars have expounded that vision leadership has a direct positive impact on employees' organizational commitment, job engagement and job satisfaction, and has a positive effect on employees' innovative behavior through the process of social and personal identification (Sash). Kin, 1986; Ekvall G., Ryhammar L., 1998; Li Xiaoyun and Wang Chongming, 2005). Based on the above analysis, this study assumes that:

H1: Vision leadership has a significant positive impact on employee performance.

2.2 Vision Leadership and Trust Tendency

Trust tendency is a general characteristic of individuals in social life. It refers specifically to the general tendency or degree of individuals' willingness to trust others in interpersonal communication (Mayer, Davis, & Schoorman, 1995; McKnight, Cummings, & Chervany, 1998). Sashkin (1986, 1996) pointed out that leaders can promote value and trust among members of an organization and build a new and dynamic organizational culture, and leaders are good at establishing and introducing new norms, trust and values, they can persuade subordinates and make them realize that leaders know how to realize organizational vision and integrate organizational vision with their organizational strategy effectively. Therefore, based on the above discussion, the following assumptions are put forward:

H2: Vision leadership has a significant positive impact on trust tendency.

2.3 The Mediating Role of Trust Tendency

Trust propensity is an important psychological perception in an organization, which is of great significance for members to achieve their job performance goals. Kong et al. show that trust tendency is the tendency of individuals to take risks for other groups or individuals when organizations are faced with uncertainties (Kong, 2018; Burt, Bian, & Opper, 2018). When many people work together to complete tasks, trust is particularly important for the realization of organizational goals (Allen, Geogre, & Davis, 2018). Moreover, employees understand the leader's vision through trust tendency, so as to understand the organizational goals. Bennis and Nanus (1985) identified five leading behavioral characteristics of outstanding leaders through research. One of them is trust management, that is, trust motivates employees' enthusiasm to achieve work performance. Therefore, based on the above analysis, the research puts forward the following assumptions:

H3: Trust tendencies play a mediating role in the relationship between vision leadership and employee performance.

2.4 The Moderating Effect of Self-Efficacy

Self-efficacy is a concept put forward by American psychologist Bandura (1986). It is described as an individual's belief in his ability to organize and execute specific achievements. Gist (1987) proposed the mechanism of self-efficacy affecting performance, pointing out that the higher the individual's self-efficacy, the higher the set goals; Individual employees with high self-efficacy will take more positive actions in order to achieve higher levels of goals, so as to achieve higher performance. In addition, Chen and Woodruff (2000) also pointed out that general self-efficacy has an indirect effect on specific job performance mainly by affecting special self-efficacy. Based on the above analysis, the following research hypotheses are proposed:

H4a: Under the condition of high self-efficacy, the influence of vision leadership on trust tendency is stronger.

H4b: Under the condition of high self-efficacy, vision leadership has a stronger impact on employee performance.

Based on the above assumptions, the research hypothesis model is shown in Figure 1.

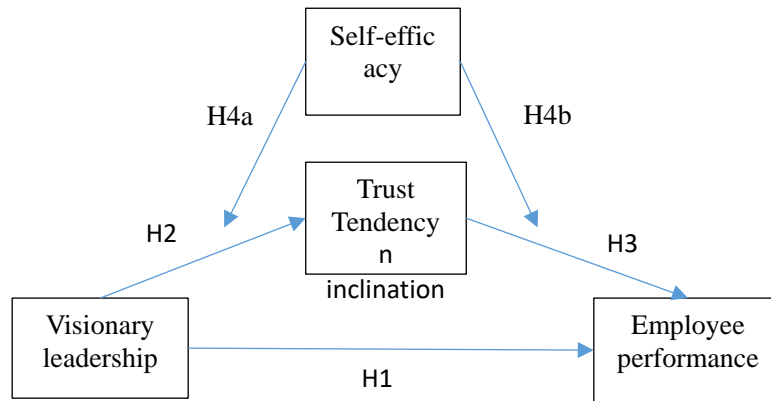


Fig.1 Studies the Hypothesis Model

3. Research Methods

3.1 Sample and Data Collection

In this paper, the key survey method is adopted for data collection. A total of 600 questionnaires are issued and 576 effective questionnaires are recovered. The specific analysis of descriptive demographic situation of the research sample is shown in Table 1.

Table 1 Sample Descriptive Statistics

Demographic characteristics	sample size	Proportion	Cumulative proportion
Gender male	231	40.1%	40.1%
Female	345	59.9%	100%
Age 25 and under	285	49.5%	49.5%
26-35 years old	195	33.8%	83.3%
Age 36-45 years old	64	11.1%	94.4%
46-55 years old	28	4.9%	99.3%
Over 56 years of age	4	0.7%	100%
High school and below	22	3.8%	3.8%
Specialty	70	12.2%	16%
Education level Undergraduate	415	72%	88%
Master	62	10.8%	98.8%
Doctor	7	1.2%	100%
State-owned enterprise	123	21.4%	21.4%
Private/Private Enterprises	255	44.2%	65.6%
Unit nature Sino-foreign joint ventures	53	9.2%	74.8%
Wholly foreign-owned Enterprises	31	5.4%	80.2%
Other Enterprises	114	19.8%	100%

3.2 Measuring Tools

The likert-7 point scale is used in this study. Vision leadership: It is measured by the vision and expression dimensions of the Charismatic Leadership Questionnaire (Conger & Kanungo, 1994) (groves, 2006), with a reliability of 0.92. Trust Tendency: A scale of trust tendencies developed by Podsakoff and MacKenzie et al. (1990) was used to measure trust tendencies. The scale has good reliability (internal consistency coefficient is 0.90) and validity (TLI=0.96). The reliability and validity of the trust propensity scale developed by podsakoff and Mackenzie et al. (1990) were 0.90 and 0.96 respectively. Self-efficacy: The reliability and validity ($\alpha = 0.872$) of the scale developed by Chen, gully and Eden (2001) were used. Employee performance: The scale was developed by

Motowidlo & Van Scoffer (1994) and revised by Yu Decheng(1996). The scale has good validity (a=0.838).

4. Data Analysis

4.1 Confirmative Factor Analysis

In this paper, Amos 24.0 is used for confirmatory factor analysis. From table 2 below, it can be seen that the fitness index in the four factor model is 3.055, which should be close to 1 and less than 5, indicating that there is good discrimination validity between the four variables.

Table 2 Validity Analysis Of Confirmatory Factor Analysis

Model	X^2/df	RMSEA	CFI	TLI	GFI	NFI
Four-factor model	3.055	0.060	0.917	0.909	0.880	0.882
Three-factor model 1 (yj+zw,xr,jx)	5.335	0.087	0.823	0.807	0.740	0.792
Three-factor model 2(yj+xr,zw,jx)	4.016	0.072	0.887	0.866	0.833	0.843
Three-factor model 3(yj+jx,zw,xr)	5.286	0.086	0.825	0.810	0.746	0.794
Three-factor model 4(zw+xr,yj,jx)	4.615	0.079	0.853	0.839	0.784	0.820
Three-factor model 5(xr+jx,yj,zx)	4.639	0.080	0.852	0.838	0.785	0.819
Three-factor model 6(zw+jx,yj,xr)	5.201	0.085	0.827	0.813	0.814	0.795
Two-factor model 1(yj+xr,zw+jx)	4.294	0.076	0.865	0.854	0.823	0.831
Two-factor model 2(yj+zw,xr+jx)	6.651	0.099	0.768	0.749	0.669	0.739
Two-factor model 3(yj+jx,zx+xr)	6.619	0.099	0.769	0.750	0.669	0.740
Single factor model (yj,xr,zw,jx)	6.551	0.098	0.772	0.753	0.771	0.742

Note: YJ stands for vision leadership, XR stands for trust tendency, ZW stands for self-efficacy, JX stands for staff performance.

4.2 Reliability and Relevance Test

This paper uses SPSS 21.0 software to analyze the Cronbach's a coefficient of the scale and the CITC value of the items to test the reliability of the scale. The results are as follows: Table 3. The A-coefficient of all variables is above 0.85, the CITC value of measurement items is above 0.6, and the sum A-coefficient is 0.947, which shows that the reliability is good. The average, standard deviation and correlation coefficients of each variable are shown in Table 3 below.

Table 3 Descriptive Statistics, Coefficient a and Correlation

coefficients of variables (N = 576)								
Variable	Mean value	SD	Coefficient a	CITC 值	1	2	3	4
Vision Leadership	4.798	1.148	0.888	0.6	1			
Trust Tendency	4.818	1.025	0.852	0.7	0.669**	1		
Self-Efficacy	5.133	0.936	0.897	0.7	0.595**	0.633**	1	
Employee Performance	5.236	0.872	0.856	0.6	0.560**	0.611**	0.781**	1

Note: **. Significant correlation was found at 0.01 level (bilateral), SD stands for standard deviation.

4.3 Hypothesis Test

Amos 24.0 is used for structural equation model data analysis, as shown in Figure 2 below. The results of the model analysis show that the vision leadership has a significant positive impact on the

employee's job performance $\beta=0.21, P=0.000$, assuming that H1 is supported; Trust propensity has a significant positive effect on employees' job performance, which is $\beta=0.40, P=0.000$. Suppose H2 is supported. According to the procedure provided by Wen Zhonglin to test mediating variables, Firstly, the regression results of vision leadership and employee performance showed that the effect was significant ($\beta_1=0.56, P=0.000$); Secondly, the test of trust tendencies showed that $\beta_2=0.93, P=0.000, \beta_3=0.63, P=0.000$ had a significant impact on trust tendencies; Finally, the regression equation of vision leadership, trust tendency and employee performance was put into the regression equation at the same time. The results showed that the influence was significant ($\beta_4=0.44, P=0.000$). Hypothesis H3 is verified.

Secondly, Regression of trust tendency of vision leadership showed significant effect ($\beta_1=0.93, P=0.000$). Then, the regression equation was introduced into the regulation of vision leadership, trust tendency and self-efficacy. The results showed that the effect was significant ($\beta_2=0.67, P=0.000$). Hypothesis h4a is verified. Finally, The regression of vision leadership on employee performance showed that $\beta_3=0.55, P=0.0000$ had a significant impact. Then, the regression equation was introduced into the regulation of vision leadership and trust tendency, self-efficacy and employee performance. The results showed that the effect was significant ($\beta_4=0.21, P=0.000$). It is assumed that H4b is validated.

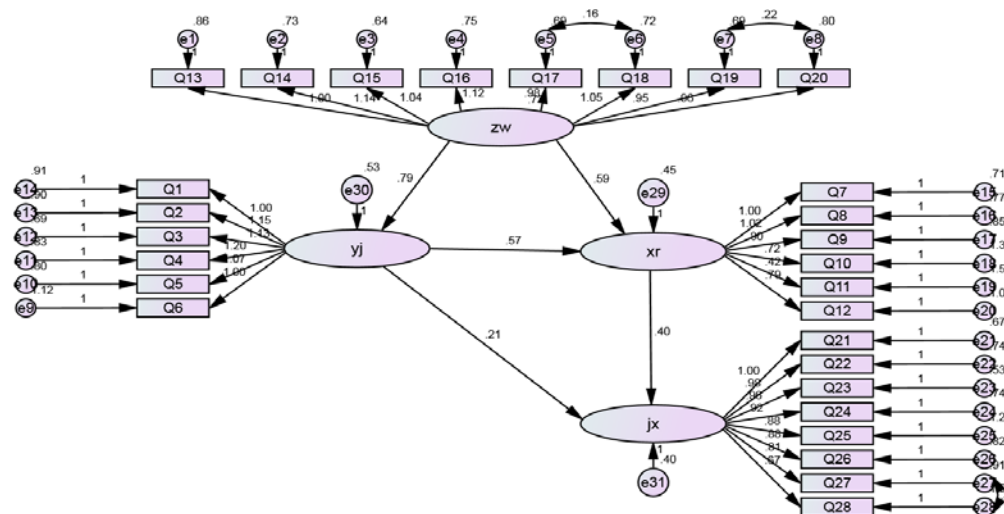


Fig.2 Global Structural Equation Model and Path Coefficient

(Note: YJ stands for vision leadership, XR stands for trust tendency, ZW stands for self-efficacy, JX stands for employee performance)

5. Research Conclusions and Prospects

5.1 Research Conclusions

Firstly, it proves the influence of vision leadership and trust tendency on employee performance. Secondly, this study demonstrates that trust tendencies play a mediating role between vision leadership and employee performance. Finally, it confirms the moderating effect of self-efficacy.

5.2 Research Significance and Enlightenment

The conclusions of this study have important implications for stimulating employee performance. Firstly, the significance and value of Leaders' long-term goals such as building vision, communicating vision and realizing vision to their employees are regarded as the influencing factors to motivate employees' behavior and work performance, so that they can construct a vision of organizational employees' mutual recognition in the rapidly changing environment inside and outside the organization, and it is conveyed to employees in appropriate ways, such as language and

text, so as to solidify it in the process of organizational structure, so that employees can deeply understand the common vision of the organization, thus it has a significant positive effect on improving the performance of employees.

Secondly, the emergence of trust tendency is a complex and comprehensive process, which puts forward high requirements for vision leadership. The specific performance: (1) Visionary leaders emphasize the formulation and transmission of collective vision. Only through continuous training and learning, can they make clear the strategic objectives of the organization, make employees perceive the vision of the organization, and motivate their own development momentum. (2) Leaders should be able to construct clear organizational strategic objectives, clear job tasks, and create operational processes, organizational structure and organizational image suitable for organizational characteristics according to the competitive situation, vision needs and internal resources, and solidify the organization through the efficient way of resource integration and allocation, forming the organizational guarantee to achieve the vision, thus generating organizational trust.

5.3 Limitations and Prospects of Research

This paper further enriches the intermediary mechanism and moderating effect between vision leadership and employee performance through empirical test, but due to resource constraints, this paper still has shortcomings. Firstly, this study only explores the ideal leadership style of vision leadership, without considering that the same leadership may have multiple leadership styles. Secondly, the data obtained from the study are based on self-report rather than objective quantitative description. Therefore, future research should consider using more observation data to examine variables.

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