

# Moderating Impact of Strategic Vision To The Relationship of Strategic Involvement With Environmental Uncertainty, Competitive Strength, Job Involvement, and Organizational Commitment

Agus Fauzi <sup>1)</sup>

<sup>1)</sup> [agusfauzi526@yahoo.co.id](mailto:agusfauzi526@yahoo.co.id), Magister Management Departement, Post-Graduate, University of Satya Negara Indonesia, Indonesia

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## Abstract

*This research aims to understand the moderating impact of strategic vision to the relationship of strategic involvement with environment uncertainty, competitive strength, job involvement, and organizational commitment. The sample of this research are 72 officials of Muhammadiyah universities in Indonesia which are called Rector, Chief, Director, Vice of Rector, Vice of Chief, Vice of Director, and Dean.*

*This research use survey method with questionnaire as research instrument and nonprobability sampling method, specifically purposive sampling in particular. To test the validity we use confirmatory factor analysis and to test reliability we use coefficient of cronbach's alpha. To test the hypotheses we use moderated regression analysis.*

*The result of this research shows that strategic involvement is positively related and significant to environment uncertainty, competitive strength, job involvement, and organizational commitment. Strategic vision does not moderate the relationship of strategic involvement with environment uncertainty, but it moderates the relationship of strategic involvement with competitive strength, job involvement, and organizational commitment.*

## INTRODUCTION

Achieving strategic leadership requires a visionary business concept (Thompson & Strickland, 2003). Vision is a real direction and mapping strategic path. A number of studies examining vision have found that vision can influence managers' better behavior and work attitudes (Larwood, Falbe, Kringer, & Miesing, 1995). Larwood et al., (1995), found that managers who communicate vision well, are known to members, easily understood, and clearly stated are more responsive to external changes.

Keely (2000) found that organizational vision that is known and easily understood by members will make the communication process between managers and employees effective. Thus, a vision that is well communicated, known to members of the organization, easily understood, and clearly stated is called a strategic vision (Conger, 1989; Nanus, 1992; Oswald, Mossholder, & Harris, 1997; Thompson & Strickland, 2003). In influencing manager behavior, vision interacts with manager strategic involvement (Oswald et al., 1994; 1997). Medium, strategic involvement directly affects the perception of environmental uncertainty and organizational competitive strength (Oswald et al., 1994; 1997).

Meanwhile, Wooldridge and Floyd (1990) found the manager involvement in formulating strategies to enhance their commitment. Managers are committed to the organization if their input is accommodated in making decisions (Oswald et al., 1994). Intensity in formulating strategies triggers managers to concentrate more on work and realize

commitment. Involvement in strategy formulation enhances managers' commitment to strategy (Wooldrige & Floyd, 1990). Opportunity to involved in strategy formulation also increases work involvement and organizational commitment (Oswald et al., 1994).

Thus, the strategic vision moderates the relationship of strategic involvement with the perception of environmental uncertainty, the perception of competitive forces, work involvement, and organizational commitment. This issue is interesting in Indonesia lately, where many college institutions have undertaken strategic transformation and change due to domestic growth and global competition. Therefore, this study aims to examine the relationship of strategic involvement with the perception of environmental uncertainty, the perception of competitive forces, work involvement, and organizational commitment, and examine the effect of moderating strategic vision on the relationship of these variables.

## **LITERATURE REVIEW**

### **Strategic Vision**

Strategic Vision is a strong belief about the organization's future, which is easy to understand and translate, and what the organization should do to it (Thompson & Strickland, 2003). According to Nanus (1992), strategic vision is a view of the organization's future that is clearly stated and easily understood.

### **Strategic Involvement**

Strategic involvement is the intensity of managers in developing organizational strategies (Oswald et al., 1997). Strategic involvement is more determined by how you are involved in developing the strategy. Strategic involvement becomes a means of perceiving the external environment, competitive strength, work involvement and determining organizational commitment (Oswald et al., 1994; 1997). The more intense the manager's strategic involvement, the higher the information obtained to strategize (Parnell, Lester, & Menefee, 2000).

### **Environmental Uncertainty**

Environmental uncertainty are managers' perceptions of external factors such as economic conditions, technological developments, industrial environments, customers, and competitors (Parnell et al., 2000; Gordon & Narayanan, 1984). Measurement of environmental uncertainty with two attributes, namely the dynamics and complexity of the external environment that interacts with the organization (Bourgeois, 1985). In this study, the economic and technological environment is used the term stable-turbulent, for the environment of competitors and competition used the term threatening-not threatening, for changes in consumers used the term dynamic-static (Oswald et al., 1994; Oswald et al., 1997).

### **Competitive Strength**

Competitive strength is the manager's perception in comparing organizational competence with key indicators of industry success (Sceneider & de Meyer, 1991). To determine competitive strength by assessing the key success factors of the industry (Oswald et al., 1997). In perceiving competitive strength is to compare organizations with the strongest competitors, with dimensions such as strategic direction, marketing effectiveness, managerial expertise, public image, and leadership (Oswald et al., 1997).

### **Work Involvement**

Kanungo (1992) defines work involvement as one's feeling that he is an inseparable part of work. Dubin (1985), gives an understanding of work involvement as how high the work is perceived to be a source of satisfaction meeting needs. Managers are involved in work if the job has an influence on their self-esteem (Huselid & Day, 1991).

### **Organizational Commitment**

Organizational commitment is the desire to survive in the organization, trying to get more leverage for the organization, and be willing to accept the values and goals of the organization (Luthan, 1995). The involvement of managers in formulating strategies enhances organizational commitment. Individuals are more committed if their input influences organizational decisions. Strategic decisions become an important part of the organization and the involvement of managers in developing strategies enhances their commitment to the organization (Oswald et al., 1994).

### **Strategic Involvement and Environmental Uncertainty**

Environmental analysis is done when managers formulating strategies. The increasing complexity of the environment results in managers becoming increasingly uncertain in perceiving the environment. Managers intensively understand environmental uncertainty when gaining high involvement in formulating strategies (Oswald et al., 1997). The higher the chance, the more they perceive environmental uncertainty. Managers who are increasingly involved in formulating strategies increasingly perceive environmental uncertainty (Oswald et al., 1997).

H1: Strategic involvement is positively and significantly related to the perception of environmental uncertainty.

### **Strategic Involvement and Perception of Competitive Strength**

Strategic engagement focuses on perceptions of competitive forces (Oswald et al., 1997). The accuracy of industry analysis makes it easy to recognize competitors and evaluate the strengths and weaknesses of organizations to deal with them (Porter, 1980). Managers analyze the maximum competitive strength if they have adequate opportunities. This opportunity is obtained if the manager is fully involved in formulating the strategy.

H2: Strategic involvement is positively related to the perception of competitive forces.

### **Strategic Involvement and Work Involvement**

Oswald et al. (1994) found that the work involvement of managers is influenced by their involvement in formulating strategies. Strategic involvement fosters feelings of inseparability from work (Oswald et al., 1994). So that involvement in decision making affects work involvement.

H3: Strategic involvement is positively related to work involvement.

### **Strategic Engagement and Organizational Commitment**

Wooldridge and Floyd (1990) stated, the involvement of managers heightens their commitment. Kim and Mauborgne (1993) found that the positive implications of

communication at work including in formulating strategies are organizational commitment. The higher the strategic involvement the more it increases organizational commitment (Oswald et al., 1994).

H4: Strategic involvement is positively related to organizational commitment.

**Strategic Vision Moderates the Relationship between Strategic Involvement and Environmental Uncertainty, Competitive Strength, Work Involvement, and Organizational Commitment**

Keely (2000) found that communication is more effective because of the vision received and understood by members. The intended communication is job communication including in formulating strategies. Larwood et al. (1995) found that managers who communicate vision well, are known to members, are clear and easy to understand are more responsive to external changes. Oswald et al., (1997) states, the vision that guides strategic planning encourages managers to be more involved in strategy formulation and influence work behavior.

H5: Strategic vision moderates the relationship of strategic involvement with environmental uncertainty.

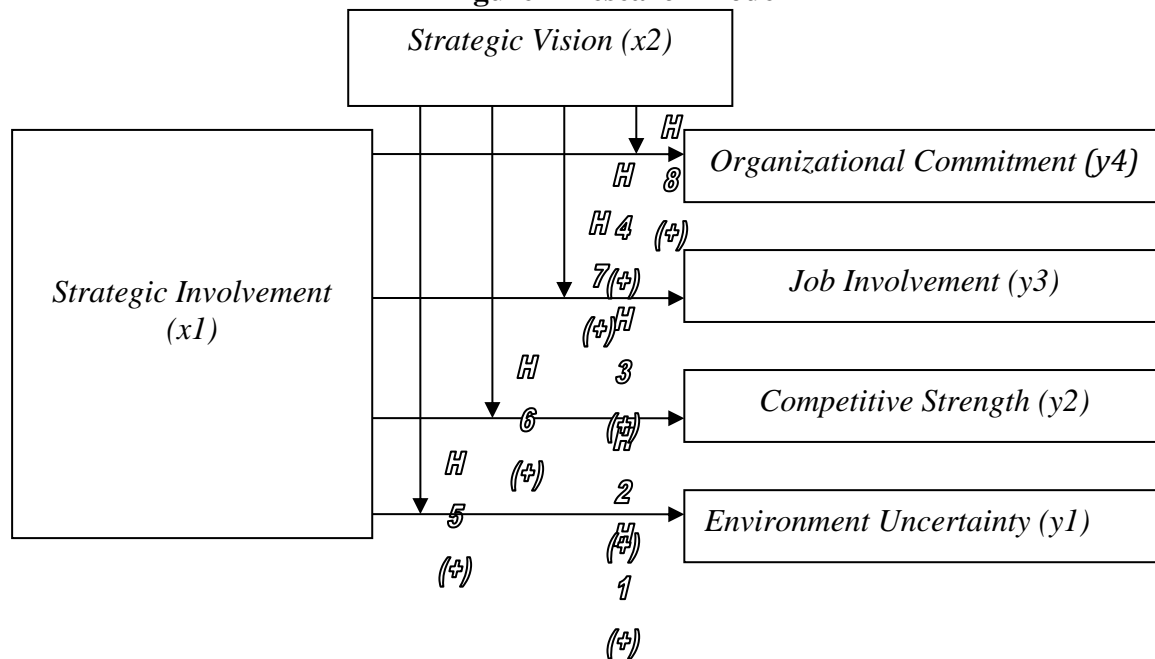
H6: Strategic vision moderates the relationship of strategic involvement with competitive strength.

H7: Strategic vision moderates the relationship of strategic involvement with work involvement.

H8: Strategic vision moderates the relationship of strategic involvement with organizational commitment.

From several hypotheses, constructed research model as in figure 1

**Figure 1 Research model**



**METHODOLOGY**

### **Design, Population and Samples, and Data Analysis**

This study uses a survey method with an instrument in the form of a questionnaire. The population of this study is officials of Muhammadiyah universities in Indonesia, namely the Rector, Chairman, Director, Assistant Rector, Assistant Chairman, Assistant Director (rector level), and Dean (dean level), with individual level of analysis.

While the number of collected samples that can be processed 72, taken using purposive sampling or more specific judgment sampling, which meets the criteria. First, respondents are officials of Muhammadiyah higher education institutions (Rector, Chairman, Director, Assistant Rector, Assistant Chairman, Assistant Director, and Dean). Second, the respondent had worked at the college institution for at least 1 year (Oswald et al., 1997). Third, respondents hold current positions for at least 1 month (Oswald et al., 1997).

The analytical tool used is Moderated Regression Analysis (MRA). There are four types of models used in this study namely models 1, 2, 3, 4, and three steps in testing for each model. The first step, inserting control variables into each model. The second step, the total score of independent variables on the dependent variable. The third step, the interaction of moderator variables and independent variables to each model.

### **Variable Measurement**

#### **Strategic Vision**

Strategic vision is a strong belief about the future of the organization and an action what the organization must do for it, through a statement that is clear, easy to understand, mutually agreed upon, and suitable for the organization. In this measurement three questions were asked. The range of choices is from 1 (very few) to 5 (very large).

#### **Strategic Involvement**

Strategic involvement is the intensity of managers formulating organizational strategies. There are four questions, two questions measure the extent to which managers are involved in the strategic planning of the organization and work units. Choice ranges from 1 (very few involved) to 5 (very involved). Medium, two questions to measure the extent of work requires managers to think about the future and work unit planning. Selections range from 1 (very disagree) to 5 (very agree).

#### **Environmental Uncertainty**

Environmental uncertainty is the manager's perception of external factors such as the industrial environment, economy, customers, competitors, and others. This measurement uses a modified instrument of Gordon and Narayanan (1987), consisting of 7 questions.

#### **Competitive Strength**

Competitive strength are managers' perceptions comparing organizational competencies with key indicators of industry success. The manager was asked to compare with the most powerful competitors, with various dimensions ranging from 1 (very worse) to 5 (very better).

**Work Involvement**

Work involvement is a manager's personal feeling that he is an inseparable part of his job. Measurement of this variable uses 5 item job involvement questionnaire developed by Kanungo (1992), with a range of choices from 1 (very disagree) to 5 (very agree).

**Organizational Commitment**

Organizational commitment is the desire to maintain organizational membership, the will to work for the organization, and the belief in accepting the values and goals of the organization. This variable is measured by organizational commitment questionnaire (Mowday, Steers, and Porter, 1979). Out of the 15 original item scales, only 9 short versions were used. Option range 1 (very disagree) to 5 (very agree).

**Control variable**

The control variables in this study are gender, tenure, level of management, cadre and non-cadre, which are thought to influence the dependent variable.

**Result and Discussion**

**Result**

**Table 1. Descriptive Statistics and Inter-variable Correlation Coefficients**

Variabel	Mean	S.D	1	2	3	4	5	6	7	8	9
1. Sex	.833	.375									
2. Job tenure	3.026	2.028	.188								
3. Management Level	.417	.496	.076	.007							
4. Cadre-non-cadre	.806	.398	.251*	.105	.202						
5. Strategic Vision	12.847	1.896	.043	.045	-.081	.258*					
6. Strategic Involvement	17.986	1.674	.041	-.088	-.027	.397**	.722**				
7. Environment Uncertainty	23.458	5.259	.075	.063	-.080	.258*	.540**	.604**			
8. Competitive Strength	19.806	3.575	.101	.009	-.073	.299*	.879**	.774**	.570**		
9. Job Involvement	20.250	3.174	.024	-.030	.013	.395**	.626**	.700**	.629**	.684**	
10. Org. Commitment	36.917	5.883	-.077	-.041	-.205	.233*	.843**	.723**	.603**	.798**	.597**

Notation: \*p < 0,05, \*\*p < 0,01

Table 1 presents, strategic involvement is positively correlated with perceptions of environmental uncertainty (r = 0.604; p < 0.01), perceptions of competitive strength (r = 0.774; p < 0.01), work involvement (r = 0.700; p < 0, 01), and organizational commitment (r = 723; p < 0.01).

**Table 2. Moderate Regression Analysis**

Independent Variable	Stage 1 Environment Uncertainty			Stage 2 Competitive Strength			Stage 3 Job Involvement			Stage 4 Organizational Commitment		
	β	t	P	β	T	p	β	T	p	β	t	p
Stage 1:												
Sex	.009	.071	.943	.037	.307	.760	-.068	-.584	.561	-.129	-1.085	.282
Job tenure	.033	.278	.782	-.030	-.259	.796	-.062	-.550	.584	-.049	-.427	.671
Management level	-.137	-1.148	.255	-.140	-1.190	.238	-.068	-.600	.550	-.260*	-2.248	.028
Cadre-noncadre	.280*	2.275	.026	.321*	2.646	.010	.433***	3.688	.000	.323**	2.707	.009
R <sup>2</sup>	.086			.110			.170			.141		



F	1.575			2.068			3.439			2.740		
Stage 2: Strategic Involvement	.606***	5.645	.000	.786***	9.237	.000	.646***	6.741	.000	.726***	8.084	.000
R <sup>2</sup>	.384			.612			.509			.568		
ΔR <sup>2</sup>	.298			.502			.339			.427		
F	8.215			20.803			13.665			17.368		
ΔF	6.640			17.735			10.226			14.628		
Stage 3: Interaction (Strategic Vision X Strategic Involvement)	.401	1.827	.072	1.074***	9.029	.000	.487*	2.541	.013	1.965***	7.939	.000
R <sup>2</sup>	.414			.828			.553			.781		
ΔR <sup>2</sup>	.030			.216			.044			.213		
F	7.644			52.076			13.405			38.579		
ΔF	-.571			31.273			-.261			21.211		

Description: \* p <0.05, \*\* p <0.01, \*\*\* p <0.001

Table 2 shows, the cadre of non-cadre are positively and significantly related to environmental uncertainty ( $\beta = 0.280$ ;  $t = 2.275$ ;  $p < 0.05$ ), competitive strength ( $\beta = 0.321$ ;  $t = 2.646$ ;  $p < 0.01$ ), work involvement ( $\beta = 0.433$ ;  $t = 3.688$ ;  $p < 0.001$ ), and organizational commitment ( $\beta = 0.323$ ;  $t = 2.707$ ;  $p < 0.01$ ). The level of management is not related to environmental uncertainty ( $\beta = -0.137$ ;  $t = -1.148$ ;  $p > 0.05$ ), competitive strength ( $\beta = -0.140$ ;  $t = -1.190$ ;  $p > 0.05$ ), and work involvement ( $\beta = -0.068$ ;  $t = -0.600$ ;  $p > 0.05$ ). However, this level of management is negatively and significantly related to organizational commitment ( $\beta = -0.260$ ;  $t = 2.224$ ;  $p < 0.05$ ).

Job tenure is not related to environmental uncertainty ( $\beta = 0.033$ ;  $t = 0.278$ ;  $p > 0.05$ ), competitive strength ( $\beta = -0.030$ ;  $t = -0.259$ ;  $p > 0.05$ ), work involvement ( $\beta = -0.062$ ;  $t = -0.550$ ;  $p > 0.05$ ), and organizational commitment ( $\beta = -0.049$ ;  $t = -0.427$ ;  $p > 0.05$ ). Gender was also not associated with environmental uncertainty ( $\beta = 0.009$ ;  $t = 0.071$ ;  $p > 0.05$ ), competitive strength ( $\beta = 0.037$ ;  $t = 0.307$ ;  $p > 0.05$ ), work involvement ( $\beta = -0.068$ ;  $t = -0.584$ ;  $p > 0.05$ ), and organizational commitment ( $\beta = -0.129$ ;  $t = -1.085$ ;  $p > 0.05$ ).

Table 2 shows that strategic involvement is positively and significantly related to environmental uncertainty ( $\beta = 0.606$ ;  $t = 5.645$ ;  $p < 0.001$ ). When the strategic involvement variable is entered (the second step), there is an increase in  $\Delta R^2$  of 0.298 (from  $R^2 = 0.086$  to  $R^2 = 0.384$ ), which means that strategic involvement is able to provide additional explanations for the variance environmental uncertainty beyond that explained by the control variable by 29.8%. This means hypothesis 1 is accepted.

Strategic involvement is positively and significantly related to competitive strength ( $\beta = 0.786$ ;  $t = 9.237$ ;  $p < 0.001$ ). The addition of  $\Delta R^2$  of 0.502 (from  $R^2 = 0.110$  to  $R^2 = 0.612$ ) shows that strategic involvement is able to provide additional explanations for the variance in competitive strength beyond that explained by the control variable by 50.2%. This means hypothesis 2 is accepted. Strategic involvement is positively and significantly related to work involvement ( $\beta = 0.646$ ;  $t = 6.741$ ;  $p < 0.001$ ). The addition of  $\Delta R^2$  of 0.339 (from  $R^2 = 0.170$  to  $R^2 = 0.509$ ) means that strategic involvement is able to provide additional explanation for the variance of work involvement that exceeds the control variable explained by 33.9%. This means hypothesis 3 is accepted.

Strategic involvement was also positively and significantly related to organizational commitment ( $\beta = 0.726$ ;  $t = 8.084$ ;  $p < 0.001$ ). The addition of  $\Delta R^2$  of 0.427 (from  $R^2 = 0.141$  to  $R^2 = 0.568$ ) shows that strategic involvement is able to provide additional explanation of

organizational commitment variance beyond that explained by the control variable by 42.7%. This means hypothesis 4 is accepted.

Table 2 also shows that strategic vision does not moderate the relationship of strategic involvement with environmental uncertainty ( $\beta = 0.401$ ;  $t = 1.827$ ;  $p > 0.05$ ). When the interaction of strategic vision and strategic involvement is included (the third step), the addition of  $\Delta R^2$  is only 0.030 (from  $R^2 = 0.384$  to  $R^2 = 0.414$ ) which shows the interaction of strategic vision and strategic involvement is only able to provide additional explanations for variance environmental uncertainty beyond those explained by variables strategic involvement by 3%. The interaction of strategic vision and strategic involvement does not increase managers in perceiving environmental uncertainty. This means hypothesis 5 is rejected.

Strategic vision moderates the relationship of strategic involvement with positive and significant of competitive forces ( $\beta = 1.074$ ;  $t = 9.029$ ;  $p < 0.001$ ). The addition of  $\Delta R^2$  of 0.216 (from  $R^2 = 0.612$  to  $R^2 = 0.828$ ) shows that, the interaction of strategic vision and strategic involvement is able to provide additional explanations for the variance of competitive forces exceeding those explained by strategic involvement variables by 21.6%. The interaction of strategic vision and strategic involvement enhances managers in perceiving the organization's competitive strength. This means hypothesis 6 is accepted.

The results of this study also found that strategic vision moderated the relationship of strategic involvement positively and significantly with work involvement ( $\beta = 0.487$ ;  $t = 2.541$ ;  $p < 0.05$ ). The addition of  $\Delta R^2$  of 0.044 (from  $R^2 = 0.509$  to  $R^2 = 0.553$ ) shows that the interaction of strategic vision and strategic involvement is able to provide additional explanations for the variance of work involvement that exceeds the strategic involvement variable of 4.4%. Although only giving an additional explanation of 4.4%, the interaction of strategic vision and strategic involvement is considered to increase the work involvement of managers. This means hypothesis 7 is accepted.

The strategic vision also moderated the relationship between strategic involvement and organizational commitment positively and significantly ( $\beta = 1.965$ ;  $t = 7.939$ ,  $p < 0.001$ ). The addition of  $\Delta R^2$  by 0.213 (from  $R^2 = 0.568$  to  $R^2 = 0.781$ ) shows that the interaction of strategic vision and strategic involvement is able to provide an additional explanation of the variance in organizational commitment beyond that explained by the strategic involvement variable by 21.6%. The interaction of strategic vision and strategic involvement increases managers' organizational commitment. This means hypothesis 8 is accepted.

## Discussion

Of all control variables, only cadre are non-cadre who relate to all dependent variables. Meanwhile, the level of management is only related to organizational commitment. Ireland et al. (1987) who found that the level of management is related to environmental uncertainty and the competitive strength of the organization is not accepted, but rather negatively and significantly related to organizational commitment. The level of management is not related to environmental uncertainty, the competitive position of the organization, and work involvement.

Both rector level managers and dean level managers do not have different opportunities in strategic involvement to perceive environmental uncertainty and competitive strength, and do not have differences in encouraging work involvement. This is because respondents come from organizations with a short level of hierarchy. The researcher suspects that the influence of management level on environmental uncertainty and competitive position will be seen if research is carried out on organizations with higher hierarchy levels.



Meanwhile, the level of management is negatively and significantly associated with organizational commitment, the higher the level of management the lower their commitment to the organization. Managers at the rector level are mostly outsourced compared to dean level managers. Thus it can be understood that rector level managers have lower organizational commitment because most of them are outsourced managers compared to dean level, which is mostly insource. Oswald et al. (1994; 1997) recommend further research to include organizational culture control variables. However, organizational culture cannot be tested because the setting of this research is relatively homogeneous organizational culture. Therefore, only the recommendations of Ireland et al. (1987) regarding the level of management being tested.

The non-cadre is the researchers own assumption, but this control variable is positively and significantly related to all dependent variables. That is, if the manager is a Muhammadiyah cadre heightening the perception of the external environment and the competitive position of the organization, increasing work involvement and organizational commitment. Muhammadiyah cadre managers feel themselves to be in accordance with the organization (person-organization fit), the values held in alignment with organizational values, have the same culture as the organization.

The suitability of managers with organizations makes it easy for managers to recognize the external environment and the strength of the organization, more easily engage and commit to work and the organization. The researcher will not suggest cadre-non-cadre as new variables that need to be tested again in subsequent studies, because cadre-non-cadre may not necessarily be in other research settings. The cadre of non-cadre might be tested again in organizations with a certain religious or ideological background, thus this variable is specific.

This study found strategic involvement was positively and significantly related to environmental uncertainty, and this finding is consistent with the results of Sutcliffe's (1994) research, but differs from that of Oswald et al. (1997), and Wang and Chan (1995). These findings reinforce the research results of Sutcliffe (1994), the higher the strategic involvement the more informed and potentially increases environmental uncertainty. Managers who are increasingly involved in strategy formulation have the opportunity to perceive environmental uncertainty.

Oswald et al. (1997), and Wang and Chan (1995) found no relationship of strategic involvement with environmental uncertainty. According to Wang and Chan (1995), environmental uncertainty is influenced by manager's knowledge, open-mindedness, locus of control, time orientation, incentives, and organizational culture. Meanwhile, according to Oswald et al. (1997) do not support the relationship of strategic involvement with environmental uncertainty, because it is influenced by organizational tenure, task differences, cognitive biases, ability to access information, and management level as said by Ireland et al. (1987).

This study found that, strategic involvement was positively and significantly related to competitive forces, and this finding was consistent with research by Oswald et al. (1997). Oswald et al. (1997) said that, managers intensively gather information on competitive strengths when they have adequate opportunities. This study states that, with strategic involvement, managers are more focused and filter the competitive strength. The higher the manager's strategic involvement, the more it increases the organization's competitive strength.

This study requires that strategic involvement is positively and significantly related to work involvement, and this finding is consistent with the research of Oswald et al. (1994). Oswald et al. (1994) say work involvement is influenced by strategic involvement. Strategic involvement encourages managers to feel they have the job and makes themselves an

inseparable part of their work. The higher the involvement in strategy formulation, the more it increases the feeling that he is part of his job.

This study found strategic involvement was positively and significantly related to organizational commitment, and consistent with the findings of Oswald et al. (1994), and Wooldridge and Floyd (1990). Wooldridge and Floyd (1990) found the involvement of middle managers in strategy formulation is heightening organizational commitment. Oswald et al. (1994) state that managers feel commitment if their input is accommodated and influences their organizational decisions.

This study found that strategic vision does not moderate the relationship of strategic involvement with environmental uncertainty, but moderates the relationship of strategic involvement with organizational competitive power, work involvement, and organizational commitment. Strategic vision does not moderate the relationship of strategic involvement with environmental uncertainty, consistent with Sutcliffe's (1994) research, but contradicts the research by Oswald et al. (1997). Whereas, the strategic vision moderates the relationship of strategic involvement with organizational competitive strength, work involvement, and organizational commitment consistent with the findings of Oswald et al. (1997). However, for work involvement Oswald et al. (1994) find the opposite, strategic vision does not moderate the relationship of strategic involvement with work involvement.

The researcher suspects that vision does not moderate the relationship of strategic involvement with environmental uncertainty, because it is unable to compensate for the acceleration of turbulent and complicated environmental changes. The researcher is of the opinion that the renewal of the vision will be carried out immediately so that the alignment with these changes. Although strategic involvement is positively related to environmental uncertainty, if the vision is not aligned with change, the vision will not moderate the relationship. In contrast to environmental uncertainty, strategic vision moderates the relationship of strategic involvement with competitive strength, because the analysis of competitive strength is more easily identified. Vision formulation is not too difficult to do so that alignment with internal resources is predictable and can be controlled.

Researchers argue, strategic vision will be a guideline if the organization views the vision as important in strategic planning and provides interpretational benefits in strategic involvement in relation to the activities and work attitudes of managers. The main contribution of this study provides empirical support for the concepts that drive strategic vision, which reinforces the findings of Oswald et al. (1994; 1997). The ability of managers to articulate a vision as a strategic vision is also important.

## **Conclusions and Implications**

### **Conclusions**

- Of the four control variables; gender, job tenure, management level, and cadre-non-cadre, only cadre-non-cadre who relate to all dependent variables. The level of management is not related to environmental uncertainty, competitive strength, and work engagement, but is negatively and significantly related to organizational commitment. While job tenure and gender are also not related to all dependent variables.
- Strategic involvement is positively and significantly related to environmental uncertainty, competitive strength, work involvement, and organizational commitment.
- Strategic vision does not moderate the relationship of strategic involvement with environmental uncertainty, but rather positively and significantly moderates with competitive strength, work involvement, and organizational commitment.

### **Implications for Managers**

- Cadre of non-cadre are positively and significantly related to all dependent variables. The manager who is a cadre feels himself to be in accordance with his organization (person-organization fit), the value held in alignment with his organization. These findings can serve as guidelines for the appointment of managers from cadres need to be considered, because it brings a positive influence on manager's performance and organizational commitment.
- The results of this study provide input that the vision should be clearly stated, widely accepted, communicated and well socialized and easily understood by members. Socialization efforts, for example, can be carried out on new managers or vice versa, the socialization of a new vision is formulated to all members.
- This research realizes the importance of strategic involvement, by creating a flatter organization to facilitate socialization and shorten communication channels, so that it is easy to perceive the environment and organization, and strengthen work relationships.

### **Limitations and Implications for Future Research**

- Cadre-non-cadre variables usually exist in organizations with certain religious or ideological backgrounds. This variable cannot be tested on all industries. However, if it is replicated on the characteristic of research objects that are relatively similar to this study, it can be included in the research model.
- This researcher found a short level of hierarchy, so that the differences in opportunity and authority of the rector level and dean level in strategic involvement were relatively non-existent. Future research should consider research settings with a higher level of hierarchy.
- This research is still limited to testing the influence of vision moderation on strategic involvement, while strategists have seen the vision as important in implementing strategy. Therefore, in the context of vision as a moderating variable, it is better for future research to link strategy formulation with strategy implementation.
- If the vision is perceived as a strategic vision, and managers who are more senior at the organizational level tend to be superior to articulate the vision, future research should raise the issue of the ability to articulate the vision as a strategic vision, given the perception of vision is subjective data.

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