The Role of Resonant leadership in Organisational Citizenship Bhaviour: An Analytical Study of the Perspectives of Employees at the Technical Institute/Mosul

[1]Hanan Ahmed Sheikhoo, [2]Hanan Mustafa Ali

[1]Technical Management Institut/Nineveh, Northern Technical University, [2]Technical College of Management/Mosul, Northern Technical University

[1]hanan.ahmed@ntu.edu.iq , [2]hanan_mustafa@ntu.edu.iq

Abstract:

The current research aims to examine the role of resonant leadership, represented by its dimensions (mindfulness, compassion, hope), in organizational citizenship Bhavior, represented by its dimensions (organizational compliance, organizational loyalty, organizational participation), in the researched organisation. The research adopted a descriptive and analytical approach to the data collected through a questionnaire tool administered to a random sample consisting of (82) employees working at the Technical Institute/Mosul. The research hypotheses were tested using statistical software (SPSS V.26), and several results confirmed the presence of significant relationships and impact of resonant leadership, through its aggregated and individual dimensions, on organizational citizenship bhaviour in the researched organization.

Keywords: (Resonant leadership, Organizational citizenship bhaviour).

دور القيادة الرنانة في سلوك المواطنة التنظيمية

¹حنان أحمد شيخو، ²حنان مصطفى علي

¹معهد الإدارة التقنية/ نينوى، الجامعة التقنية الشمالية.

²الكلية التقنية للإدارة/الموصل، الجامعة التقنية الشمالية.

¹hanan.ahmed@ntu.edu.iq , ²hanan_mustafa@ntu.edu.iq

الملخص:

يهدف البحث الحالي الى اختبار دور القيادة الرنانة ممثلا بابعادها(اليقظة الذهنية ، الرحمة، الامل) في سلوك المواطنة التنظيمية ممثلة بابعادها (الإذعان التنظيمي، الولاء التنظيمي، المشاركة التنظيمية) في المنظمة المبحوثة، واعتمد البحث على المنهج الوصفي والتحليلي للبيانات المجمعة عن طريق استبانة عدت اداة رئيسة من عينة عشوائية مكونة من (٨٢) مبحوثا من الملاكات الوظيفية العاملة في المعهد التقني / الموصل، واختبرت فرضيات البحث باستخدام البرمجية الاحصائية ((SPSS V.26 ، وتوصلت الى عدة نتائج اكدت على وجود علاقات ارتباط واثر للقيادة الرنانة بدلالة ابعادها (مجتمعة ومنفردة) في سلوك المواطنة التنظيمة في المنظمة المبحوثة.

الكلمات المفتاحية: (القيادة الرنانة، سلوك المواطنة التنظيمية).

Introduction

The resonate leadership is considered one of the managerial leadership styles that has garnered the interest of many scholars and researchers in the field of administrative and organisational literature. Leadership styles play an effective and significant role in guiding the organisation to achieve its desired goals. The leader's qualities have a profound and important role in influencing the working individuals and the outcomes of work. Leadership has been influenced by the rapid changes witnessed in the current era, leading to the emergence of new leadership approaches and patterns, including resonant leadership. This style encourages leaders to rely on their resonat intelligence to achieve harmony and cohesion with their followers. Consequently, leadership is among the most researched and discussed topics in organisational sciences. It is no longer viewed solely as a social trait but rather interpreted as the cognitive ability and skill of the leader, which involves tapping into the potential of others and creating a positive climate that inspires enthusiasm to achieve the highest level of performance in the workplace. This study aims to examine the role of resonant leadership in organisational citizenship bhaviour. This research encompasses the following sections:

1. Methodology of the Research.

2. Theoretical Aspect.

3. Field Aspect.

4. Conclusions and Recommendations.

Research Problem:

Organisations are increasingly working on developing their administrative methods rather than remaining captive to traditional patterns, driven by competition. In recent years, numerous administrative styles have emerged aiming to change the performance and increase the commitment of employees to the organisations they work for. Successful management relies partially on indirect communication methods, but it heavily depends on direct communication to have a comprehensive and closer view of the organisational environment. Therefore, it is essential for management to rely on resonant leadership and direct communication with employees to understand their problems, diverse opinions regarding managerial decisions, and the challenges they face in their work. This makes employees feel satisfied and enhances their commitment and loyalty to work, leading them to engage in extra-voluntary activities beyond their official duties, known as organisational citizenship bhaviour. Due to the inadequacy of studies addressing the relationship between resonant leadership and organisational citizenship bhaviour – as per the researchers' knowledge, at least at the level of our local organisations – a knowledge and field gap was identified, prompting them to study it at the Technical Institute/Mosul. This led to formulating a research problem: "Does organisational citizenship bhaviour in the researched organisation depend on its leaders' adoption of dimensions expressed by resonant leadership?" The research problem can be expressed through the following questions:

1. Is there a significant correlation between resonant leadership and organisational citizenship bhaviour in the researched organisation?

2. Is there a significant impact of resonant leadership on organisational citizenship bhaviour in the researched organisation?

Significance of the Research:

The importance of the current research is highlighted in the following points:

1. Contributes to providing a cognitive and intellectual framework that illustrates the theoretical concepts of research variables, enriching the Iraqi library with modern subjects, particularly resonant leadership, and represents an academic contribution regarding its theoretical and cognitive aspects.

2. Very few studies have focused on resonant leadership in Iraqi organisations in general. Therefore, understanding the extent to which organisations follow this leadership style and its impact on their success will be determined.

3. After surveying numerous previous Arabic and foreign research and studies, the lack of interest in studying the relationship between the current research variables was evident. Thus, the importance of the current research lies in presenting a hypothetical model that considers the nature of the relationship between these variables and narrowing the knowledge gap between them.

4. Utilisation of study recommendations and proposals to develop the reality of Iraqi organisations and establish a framework for understanding the practices of resonant leadership to achieve success in organisational citizenship bhaviour at work.

Research Objectives:

The research objectives are as follows:

1. Provide a theoretical analytical perspective on the contents of the research variables (resonant leadership and organisational citizenship bhaviour) based on the literature reviewed by the researchers.

2. Enhance organisational citizenship bhaviour by activating resonant leadership in the field, making the research an essential factor in the organisation's strategy success and achieving its desired goals.

3. Reveal the nature of the correlation and impact relationships between resonant leadership and organisational citizenship bhaviour in the researched organisation.

Research Boundaries:

Research Community:

Determining the research community is crucial as it directly contributes to the success of the research by being the primary source for obtaining data, transforming it into information for utilisation, and deriving accurate results. The Technical Institute/Mosul was chosen as the research field. The research community includes all employees, totaling (467) , and a random sample of (82) participants was selected, representing a (19)% sample representation of the community.

Data Collection Methods:

A questionnaire was the main tool used to collect data on the research variables: resonant leadership represented by its dimensions (mindfulness, compassion, hope), drawing from sources such as (Boyatzis and McKee, 2005; Tiwari and Lenka, 2015), and organisational

citizenship bhaviour represented by its dimensions (organisational compliance, organisational loyalty, organisational participation), drawing from sources such as (Mahnaz et al., 2013; Tabassum, 2016). The questionnaire underwent preliminary and post-validation tests to ensure its reliability. A Likert scale with five weights was employed. To analyze the data and achieve accurate indicators serving the research objectives and hypotheses, a set of statistical tools within the statistical software (SPSS V.26) were utilised, including:

1. Pearson correlation coefficient to measure the strength of the relationship between the research variables (resonant leadership and organisational citizenship bhaviour) through their dimensions.
2. Simple regression coefficient to measure the strength of the impact of resonant leadership, through its dimensions, on organisational citizenship bhaviour.
3. Utilisation of the (F) and (t) tests to determine the significance of the regression and correlation coefficients, reflecting the causal relationship between the research variables.

Figure (1) illustrates the nature of the correlation and impact relationships between resonant leadership as an independent variable and organisational citizenship bhaviour as a dependent variable, through the dimensions of each.
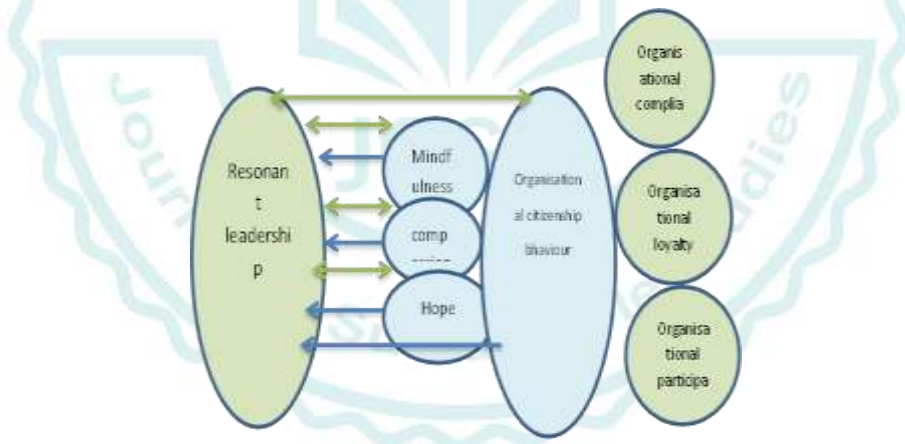

Figure 1. Hypothetical Research Diagram

The figure illustrates the correlation and impact:

- Correlation

- Impact

Source: Compiled by the researchers.

Research Hypotheses:

1. There is no statistically significant correlation at a significance level of (0.05) between resonant leadership, represented by its dimensions (collective and individual), and organisational citizenship bhaviour.
2. There is no statistically significant impact at a significance level of (0.05) of resonant leadership, represented by its dimensions (collective and individual), on organisational citizenship bhaviour.

Theoretical Aspect

Resonant leadership

Concept of Resonant leadership:

Prior to exploring ideas associated with resonant leadership, it is crucial to comprehend the etymology of the term "resonant," which can be traced back to the Latin word "resonance." As indicated by the Oxford dictionary, resonance pertains to the impact and reverberation of a leader on others. It signifies the amplification or extension of sound through reflection or, more specifically, harmonised vibration (Goleman et al., 2002), mentions that it is a leadership style focused on relationships, aiming to create a conducive work environment that enhances individual participation, leading to increased job satisfaction, efficiency, and productivity. Acuna & Bobadilla (Acuña and de Bobadilla, 2015), delve into the concept of resonant leadership, which emphasizes the influence of individuals who have a strong resonance with others. This perspective highlights the importance of nurturing relationships and diverges from other sensory perceptions. Leaders who grasp this understanding are better equipped to make informed decisions and comprehend the ripple effects they have on the organisation. In Menezes' (Menezes, 2018), perspective, resonant leaders are characterised as individuals who courageously forge new paths and provide unwavering support to their organisations. Rather than succumbing to fear in the face of complexity, these leaders maintain a sense of hope and optimism. Their positive influence radiates throughout the workplace, inspiring and empowering others to navigate challenges with resilience and determination. By embodying these qualities, resonant leaders foster an environment of growth and foster a culture of success within their organisations. Moreover, Zamani & Khorasgani (Zamani and Khorasgani, 2018), elucidate that resonant leaders do not rely on selfishness and moodiness in their communication with others; rather, they depend on good and positive relationships, emphasizing meeting their followers' needs and requirements. Positivity and ethics are the Basis of their interaction with their followers. Similarly, Ramirez (Ramírez Molina et al., 2019), notes that resonant leaders achieve a state of harmony by aligning their emotions with those of the people they lead. They do this by

authentically expressing their own values and emotions, as well as understanding and responding to the emotions of those around them, ultimately guiding everyone towards positive resonant expressions.

Drawing from the above information and taking into account the researchers' viewpoint, resonant leadership can be defined as a form of leadership that possesses both resonance and the ability to influence subordinates over an extended period of time. This is achieved through the leader's positive and genuine direction towards their subordinates, creating a sense of encouragement that motivates them to exert more effort and engage in proactive bhaviours. As a result, this contributes to improved efficiency, productivity, satisfaction, and commitment, enabling the organisation to effectively navigate environmental conditions and attain competitiveness.

The Importance of Resonant leadership:

The significance of resonant leadership is evident in the pivotal role resonant leaders play in fostering organisational empathy (collective observation, response, and feeling). However, the reverse can also be true; organisational empathy may assist leaders in aligning with others and achieving resonance (Taner and Aysen, 2013). Furthermore, the significance of resonant leadership is underscored by research indicating that leadership styles centered around relationships are linked to favorable outcomes in work settings that foster employee engagement. This results in heightened levels of job satisfaction, job security, employee well-being, productivity, while also mitigating anxiety, stress, and emotional fatigue. (Laschinger et al., 2014). The significance of resonant leadership is further evident in its ability to provide spiritual support to employees. There is a wealth of literature available that explores the role of spirituality in the workplace and its impact on employee well-being and satisfaction (Kemp, 2015). Moreover, Kemp (2015), highlights the significance of resonant leadership, which is formed through a combination of intellectual and emotional decision-making. This type of leadership fosters a sense of belonging among leaders and encourages them to embrace self-leadership characterised by compassion, mindfulness, and hope. The ultimate goal is to execute the organisation's vision and achieve progress and understanding. Resonant leadership is seen as complementary to wise and democratic leadership, as they both prioritise the interests of individuals and the organisation. Furthermore, resonant leadership offers a humanistic approach to management in organisations, enhancing various aspects such as systems, direction, bhaviour, coordination, organisation, negotiation, and overall management (Ramírez Molina et al., 2019).

Characteristics of Resonant Leaders:

These leaders are known for their ability to combine human, financial, intellectual, environmental, and social resources in a way that empowers the organisation to achieve outstanding results. They possess emotional intelligence and the ability to control their emotions, build strong trust-based relationships, and understand that their mental state greatly influences the mood and performance of other employees. They inspire subordinates with their passion and genuine concern for the organisation and its employees, motivating those around them to move forward together towards the future and awaken their best qualities while providing hope.

Traits of Resonant leadership:

There are several characteristics that define resonant leaders, including: (Bawafaa et al., 2015; Moisio, 2019):

1. Focus on developing organisational performance more than personal development, as they possess compassion and compassion in reading individuals accurately.
2. Ability to highlight the best qualities in each individual by possessing the necessary keys to face future challenges.
3. Ability to communicate with individuals and understand when and why to do so.
4. Possession of a distinguished mindset capable of great wisdom and insight.
5. Possession of a special charisma that enables them to be present in difficult situations, bear responsibility, and organise work systematically.
6. Possession of a method to influence through structuring their human, intellectual, financial, environmental, and social resources to understand and monitor individuals in the same space.

Dimensions of Resonant leadership:

Resonant leadership consists of several dimensions agreed upon by most researchers, drawing upon the proposals of Tiwari (Tiwari and Lenka, 2015), Bawafaa (2015), and Taner (2013). Three dimensions of resonant leadership were selected for their alignment with the current research application:

The Importance of Mindfulness, Compassion, and Hope in Resonant Leadership:

1. Mindfulness:

Living in a state of complete consciousness and Mindfulness of oneself, others, and the context in which we live and work is crucial. This entails caring for our bodies, developing our minds, and nurturing our spirituality through harnessing the power of our emotions.

Mindfulness constitutes a foundational element of resonant leadership. Leaders who foster mindfulness and advocate for self-awareness, encompassing both mental and physical aspects, have the potential to exhibit enhanced intelligence, happiness, and effectiveness, surpassing those who solely prioritise immediate achievements (Boyatzis and McKee, 2005). The concept of mindfulness and Mindfulness involves achieving the highest levels of self-Mindfulness among leaders and understanding the environment surrounding them. Mindfulness has become essential in various life domains. Similarly, practicing mindfulness can lead to openness to new information, increased Mindfulness of multiple perspectives on problem-solving, and contribute to building a shared understanding of solving those problems. Leadership and mindfulness are linked to perceiving possibilities and acting accordingly.

2.   Compassion:

Compassion involves assisting others in integrating their emotions into the process of critical thinking and decision-making, taking into account the wants and needs of others and empathizing with their circumstances. Compassion stands as a vital facet of resonant leadership that nurtures positive emotions among employees, fosters an environment of compassion and benevolence throughout the organisation, and facilitates the fulfillment of desired objectives (Boyatzis and McKee, 2005). Compassion allows us to gain a deeper understanding of the wants and needs of others, motivating us to respond to their emotions with empathy and take appropriate action. It is through compassion that empathy is translated into tangible acts of kindness and support (McKee et al., 2009). Compassion lies at the core of religious, spiritual, and ethical practices, and we should treat others in the same way we want to be treated.

3.   Hope:

Hope is the inherent capacity within an individual to envision and create various pathways that lead to the attainment of desired goals. It involves the ability to think beyond conventional approaches and explore alternative possibilities. By engaging in alternative thinking, individuals can generate new strategies and plans that align with their aspirations. This process of considering different paths and options contributes to the development of a hopeful mindset, as it highlights the potential for progress and success (Chen, 2012). Hope instills within us the conviction that our objectives are within reach, serving as a catalyst for employees to strive for their realisation. Moreover, leaders who possess a profound sense of hope witness a notable enhancement in their job performance and the contentment of their subordinates. This, in turn, reverberates throughout the organisation, bolstering its

effectiveness and efficiency (Taner and Aysen, 2013). It is essential for both leadership and employees to have hope that their goals can be achieved in the future, as this in itself is a motivator for individuals to move forward towards a promising future.

Organisational Citizenship Bhaviour (OCB):=

The Concept of Organisational Citizenship Bhaviour:

The term "citizenship" derives its roots from the nation, encompassing all individuals within its boundaries. Citizenship serves as a bridge connecting the nation, from which it derives its actions and interactions, with the citizen who engages in these actions. The concept of citizenship gained prominence with the rise of the modern state, characterised by defined geographical and political boundaries. Armstrong and Schlosser (Armstrong-Stassen and Schlosser, 2011), have pointed out that organisational citizenship bhaviour involves individuals surpassing the official expectations of their roles within the organisation, irrespective of rewards and incentives (Gerke et al., 2017). Defines it as voluntary bhaviour that addresses non-routine aspects of work and motivates individuals to actively participate for the betterment of the organisation's effectiveness. Gerke's study (2017), confirms that higher levels of organisational bhaviour lead to positive collaboration and enhanced creativity. Furthermore, Gusti (Sukrisnawati et al., 2019), states that it signifies a form of respectful bhaviour exhibited by individuals towards the organisation, which is influenced by the quality of work life provided. Thus, organisational citizenship bhaviour can be seen as "a set of voluntary and discretionary bhaviours, i.e., non-mandatory, practiced by individuals that exceed the formal requirements and contribute to enhancing the organisation's performance, efficiency, and effectiveness."

Importance of Organisational Citizenship Bhaviour:

Organisational citizenship bhaviour has garnered wide interest in research and studies due to its significant impact on organisational success, sustainability, and continuity in competitive business environments. Its importance lies in reducing turnover rates, leading to organisational stability, increased efficiency, effectiveness, performance improvement, trust enhancement, job satisfaction, and the reduction of negative conflicts among employees. Furthermore, the importance of organisational citizenship bhaviour stems from its optional, unregulated bhaviour aimed at enhancing organisational effectiveness. Employees provide the ability to be creative by developing ideas and proposals, promoting task accomplishment, a sense of responsibility towards the organisation, and providing opportunities for them to test their abilities and skills through participation in decision-making within the organisation. Moreover, organisational citizenship bhaviour has several

benefits for individuals, including making employees enthusiastic about prioritizing the organisation's interests over personal interests, increasing individuals' ability to innovate and create through the development of ideas and proposals, boosting employees' morale, and creating mutual and unlimited organisational support between the employee and the organisation.

Characteristics of Organisational Citizenship Bhaviour:

The characteristics of organisational citizenship bhaviour vary between voluntary action, non-inclusion in the official reward system of the organisation, and organisational contribution as follows:

1. Not included in the organisation's official reward system.
2. Not predetermined in role descriptions, meaning it is not among the official duties of the job.
3. Not a source of punishment if job occupants do not perform their various functions.

Dimensions of Organisational Citizenship Bhaviour:

Several researchers and scholars have proposed multiple models that define the dimensions of organisational citizenship bhaviour. These models provide explanations and descriptions of the voluntary bhaviours practiced by employees within an organisation. One such model is presented by Van Dyne et al., (1994), which outlines the following dimensions:

1.   Organisational Compliance (Obedience):

This dimension pertains to individuals' acknowledgment and conformity to the rules and regulations that govern the organisation. It encompasses bhaviours that may not have a direct impact on assisting others, but greatly influence departmental or organisational affairs, such as being punctual and maintaining regular attendance. Moreover, Mahnaz (Mahnaz et al., 2013), suggests that employees tend to comply with organisational rules, even if their actions go unnoticed, which demonstrates a conscious commitment to the organisational structure.

2.   Organisational Loyalty:

This dimension encompasses employees' dedication to the goals of the organisation, prioritizing them above their personal objectives while at work. It bears similarities to Organ's dimensions of organisational tolerance and dedication (Graham, 1991). Schmeling (2001) emphasizes how employees actively defend the organisation against criticism and collaborate to achieve its objectives. Fife (2008) defines organisational loyalty as a commitment to the overall progress of the organisation and the willingness to protect it from

threats, even in challenging circumstances. This dimension includes bhaviours such as promoting loyalty, safeguarding the organisation, and supporting its goals.

3.   Organisational Participation:

This dimension encompasses bhaviours that demonstrate employees' active involvement and engagement within the organisation. Ozturk (2010) defines participation as attending meetings, exchanging information and opinions, and being open to providing input. Tabassum (Tabassum, 2016), highlights the importance of employees' contribution and active participation in organisational work and social interactions as key priorities within the organisation.

Fieldwork

This section encompasses testing the research hypotheses in light of analyzing the respondents' answers regarding the indicators representing the dimensions of the research variables (resonant leadership and organisational citizenship bhaviour) as follows:

Analyzing the Relationship between Resonant leadership and Organisational Citizenship Bhaviour

The results of this analysis represent testing the first main hypothesis, which states that there is no statistically significant correlation at the significance level (0.05) between resonant leadership, both collectively and individually, and organisational citizenship bhaviour in the researched organisation. Upon reviewing the analysis results shown in Table (1), it becomes evident that there is a statistically significant relationship between resonant leadership as an independent variable and organisational citizenship bhaviour as a dependent variable at the overall level of their dimensions, with a correlation coefficient value of (0.88). This value is significant at the (0.05) level, indicating a strong relationship between the variables and the predictive ability of resonant leadership, especially its collective dimensions, in predicting and explaining organisational citizenship bhaviour in the researched organisation.

Moreover, the data in Table (1) indicate a statistically significant relationship between the individual dimensions of resonant leadership and organisational citizenship bhaviour in the researched organisation. The correlation coefficients for each dimension (mindfulness, compassion, hope) were (0.72, 0.76, 0.82) respectively, significant at the (0.05) level. This reflects the strength of the correlation of each dimension with organisational citizenship bhaviour, as well as its explanatory power.

The results of the correlation analysis indicate a rejection of the first main research hypothesis, which stated that there is no statistically significant correlation at the

significance level (0.05) between resonant leadership, both collectively and individually, and organisational citizenship bhaviour in the researched organisation. Instead, the alternative hypothesis, confirming the existence of such a relationship, is accepted.

Table 1. Results of the Correlation Relationship between Resonant leadership and Organisational Citizenship Bhaviour.

Independent variable / Dependent variable	Dimensions of charismatic leadership			Total score
	Hope	compassion	Mindfulness	
Organisational citizenship bhaviour	0.72*	0.76*	0.82*	0.88*

n=82p≤0.05

Source: Compiled by the researchers based on the results of the statistical software (SPSS V.26)

Analysis of the Relationship of the Impact of Resonant leadership on Organisational Citizenship Bhaviour

The essence of this analysis reflects testing the second main hypothesis, which states that there is no statistically significant effect at the significance level (0.05) of resonant leadership, both collectively and individually, on organisational citizenship bhaviour in the researched organisation. The analysis results in Table (2) indicate the impact of resonant leadership dimensions (collective) on organisational citizenship bhaviour. The coefficient of determination (R^2) value reveals that these dimensions explain (77%) of the variance in organisational citizenship bhaviour, with the remaining percentage (23%) representing the effects of other factors that cannot be controlled or included in the study design. The significance of the coefficient of determination (R^2) is supported by the calculated F value, which is greater than the tabulated value at the (0.05) significance level and degrees of freedom (1,80). Furthermore, the effect is supported by the regression coefficient (Beta), indicating that a one-unit change in resonant leadership results in a change in talent management in the researched organisation by (0.88). The significance of this effect is confirmed by the calculated t value, which is greater than the tabulated value at the (0.05)

significance level. These results indicate that adopting the dimensions of resonant leadership, represented by (mindfulness, compassion, hope), by the leaders of the researched organisation contributes to organisational citizenship bhaviour. In other words, organisational citizenship bhaviour depends on the possession of these resonant leadership dimensions by the leaders of the researched organisation and their earnest endeavor to implement them.

The data in Table (2) also reveal the partial effects of each dimension of resonant leadership as follows:

1.   The presence of an effect of the mindfulness dimension on organisational citizenship bhaviour is indicated by the coefficient of determination (R^2), which explains (67%) of the total variances in organisational citizenship bhaviour in the researched organisation. This is supported by the calculated F value, which is (94.845), compared to the tabulated value (4.12) at a significance level of (0.05) and degrees of freedom (1,80). Furthermore, the regression coefficient (Beta) suggests that a one-unit change in this dimension leads to a change of (0.82) in organisational citizenship bhaviour. The calculated t value (8.995) is greater than the tabulated value (1.67) at a significance level of (0.05), indicating that organisational citizenship bhaviour significantly depends on the adoption of the mindfulness dimension by the leaders as one of the dimensions of resonant leadership.

2.   There is also an effect of the compassion dimension on organisational citizenship bhaviour, as it explains (56%) of the total variances in organisational citizenship bhaviour in the researched organisation. This is supported by the calculated F value (85.483), compared to the tabulated value (4.12) at a significance level of (0.05) and degrees of freedom (1,80). The regression coefficient suggests that (0.75) of the changes in organisational citizenship bhaviour are attributable to a one-unit change in the compassion dimension. The calculated t value (7.307) is greater than the tabulated value (1.67) at a significance level of (0.05), indicating that Organisational citizenship bhaviour depends significantly on the application of the compassion dimension by the leaders as one of the dimensions of resonant leadership.

3.   The organisational citizenship bhaviour is influenced by the hope dimension, as it explains (50%) of the total variances in organisational citizenship bhaviour in the researched organisation. This is supported by the calculated F value (78.866), compared to the tabulated value (4.12) at a significance level of (0.05) and degrees of freedom (1,80). The regression coefficient suggests that (0.71) of the changes in organisational citizenship bhaviour are attributable to a one-unit change in the hope dimension. The calculated t value (6.219) is greater than the tabulated value (1.67) at a significance level of (0.05), indicating that the

adoption of the hope dimension by the leaders contributes to achieving organisational citizenship bhaviour.

Based on the regression analysis results confirming the influence of resonant leadership dimensions (collective and individual) on organisational citizenship bhaviour in the researched organisation, the main hypothesis, which stated that there is no significant effect of resonant leadership, both collectively and individually, on organisational citizenship bhaviour in the researched organisation, is rejected, and the alternative hypothesis confirming the existence of the effect is accepted.

Table 2. Results of the Analysis of the Effect of Resonant leadership on Organisational Citizenship Bhaviour.

Dependent variable Organi)sational citizenship bhaviour(Independent variable (Effective leadership)					Indicators Analysis
	df	F	T	R2	B1
		Calculated	Calculated		
Total score	1,80	102.351	10.465	0.77	0.88
Mindfulness	1,80	94.845	8.995	0.67	0.82
Compassion	1,80	85.483	7.307	0.56	0.75
Hope	1,80	78.866	6.219	0.50	0.71

Source: Prepared by the researcher in light of the results of the statistical software (SPPS V.26) n=82p≤0.05Ttab=1.67Ftab.=4.12

Conclusions and Recommendations

Conclusions

Drawing upon the theoretical framework regarding the research variables (resonant leadership and organisational citizenship bhaviour), as well as the results of the statistical analysis of the correlation and impact between them at both the aggregate and partial levels, the study has reached several conclusions, as follows:

1. The concept of resonant leadership has shifted towards the influential characteristics of leaders, emphasizing positive, ethical relationships in dealing with employees, meeting their requirements and needs, and providing a conducive work environment to achieve organisational goals.

2. The theoretical aspect of resonant leadership has revealed its significance and effects on various organisational and bhavioural aspects within organisations, enhancing dialogue and discussions among employees, fostering emotional harmony, instilling hope, and facilitating their participation, thereby enabling the management and regulation of their bhaviours.

3. Organisational citizenship bhaviour has garnered widespread attention from researchers and scholars due to its effects on organisational success, sustainability, and continuity in competitive business environments, as well as its achievement of several positive aspects for the organisation, enhancing its effectiveness.

4. Despite the diverse perspectives among researchers and scholars regarding the constituent dimensions of organisational citizenship bhaviour, they all interpret and express the positive and voluntary bhaviours practiced by employees in the organisation. These dimensions, namely organisational compliance, organisational loyalty, and organisational participation, have gained consensus among most researchers and become more common and utilised.

5. There exists a significant correlation between resonant leadership, represented by its dimensions (Mindfulness, compassion, hope), and organisational citizenship bhaviour, represented by its dimensions (organisational compliance, organisational loyalty, organisational participation). This correlation is evident in light of the substantial value of the coefficient of correlation between them.

6. The correlation coefficients for each dimension of resonant leadership vary in their association with organisational citizenship bhaviour. Notably, the dimension of Mindfulness exhibits the highest correlation coefficient with organisational citizenship bhaviour, followed by the dimensions of compassion and hope, respectively, indicating their impact on that bhaviour.

7. Resonant leadership, with its dimensions, collectively exerts a significant influence on organisational citizenship bhaviour. Utilizing the dimensions indicative of resonant leadership by leaders of the researched organisation contributes to reinforcing organisational citizenship bhaviour.

8. Organisational citizenship bhaviour derives its enhancement factors from the adoption by leaders of the researched organisation of each dimension of resonant leadership to

varying degrees. The more leaders of the researched organisation adopt dimensions such as Mindfulness, compassion, and hope, the more capable they become of enhancing organisational citizenship bhaviour. The highest contributions to the impact are observed from the dimension of Mindfulness, followed by the dimensions of compassion and hope, respectively.

Recommendations

The study offers several recommendations related to the research variables for organisations in general and the researched organisation in particular, as follows:

1. It is imperative for leaders of the researched organisation to focus on resonant leadership and work towards possessing its indicative dimensions, including Mindfulness, compassion, and hope.
2. Serious efforts should be made by leaders of the researched organisation to instill organisational citizenship bhaviour by adopting its dimensions, namely organisational compliance, organisational loyalty, and organisational participation.
3. Enhancing the focus on the dimension of Mindfulness, one of the dimensions of resonant leadership, and working towards its better utilisation, considering its significant impact on organisational citizenship bhaviour.
4. Giving more attention to dimensions such as compassion and hope by leaders of the researched organisation, encouraging their adoption, and focusing on them to motivate employees to embrace dimensions of organisational citizenship bhaviour.
5. Engaging leaders and employees in seminars and discussions related to the contents of resonant leadership and organisational citizenship bhaviour, given their influence in achieving organisational goals.
6. Promoting a culture of voluntary work by supporting employees' Mindfulness of the importance of organisational citizenship bhaviour in the workplace and utilizing efforts that contribute to motivating them towards its adoption, thus achieving high levels of performance that enable the organisation to excel and distinguish itself.

Competing Interests

There are no Conflict of Interest.

References

Acuña, B. P., & de Bobadilla, G. W. F. (2015, April). The Resonant leadership of Managers Applied to University Teaching Role. In 2015 International Conference on Education Reform and Modern Management (pp. 128-130). Atlantis Press.

Armstrong-Stassen, M., & Schlosser, F. (2011). Perceived organisational membership and the retention of older workers. Journal of organisational bhaviour, 32(2), 319-344.

Bawafaa, E., Wong, C. A., & Laschinger, H. (2015). The influence of resonant leadership on the structural empowerment and job satisfaction of registered nurses. Journal of Research in Nursing, 20(7), 610-622.

Boyatzis, R.E., & McKee, A. (2005). Resonant leadership: Renewing yourself and connecting with others through mindfulness, hope, and compassion. Harvard Business Press

Chen, K. (2012). Strength in adversity: The influence of psychological capital on job search. Journal of Organisational Bhaviour, 33(6), 811-839.D. J., & Lim, V.

Fife, C. M. (2008). A social-cognitive assessment of organisational citizenship bhaviour (Doctoral dissertation, Virginia Tech).

Gerke, A., Dickson, G., Desbordes, M., & Gates, S. (2017). The role of interorganizational citizenship behaviors in the innovation process. Journal of Business Research, 73, 55-64.

Goleman, D., Boyatzis, R., & Anne M., (2002), Primal Leadership, Edward Elgar Publishing, Inc. Northampton, U.S.A

Graham, J. W. (1991). An essay on organisational citizenship bhaviour. Employee responsibilities and rights journal, 4, 249-270.

Kemp, L. B. (2015). Compassionate coaching using intentional change theory to enable resonant 21st-century leaders.

Laschinger, H. K. S., Wong, C. A., Cummings, G. G., & Grau, A. L. (2014). Resonant leadership and workplace empowerment: The value of positive organisational cultures in reducing workplace incivility. Nursing economics, 32(1), 5.-15

Mahnaz, M. A., Mehdi, M., Jafar, K. M., & Abbolghasem, p. (2013). The effect of demographic characteristics on organisational citizenship bhaviour in the selected teaching hospitals in Tehran. African Journal of Business Management, 7(34), 3324.

McKee, A., Tilin, F., & Mason, D. (2009). Coaching from the inside: Building an internal group of emotionally intelligent coaches. International Coaching Psychology Review, 4(1), 59-70.

Menezes, Jr. (2018) A. Adaptive and Resonant Leadership for Social Justice: The Role of Leadership for Social Change–An Exploratory Case Study of the School of Public Health Professor Makiguti. This file has been cleaned of potential threats., 110.

Moisio, M. (2019). The Power of being a Mindful Leader.

Ozturk, F. (2010). Determinants of organisational citizenship bhaviour among knowledge workers: The role of job characteristics, job satisfaction, and organisational commitment. Graduate Thesis, Master-degree Program in Business Administration.

Ramírez Molina, R. J., del Valle Marcano, M., Ramírez Molina, R. I., Lay Raby, N. D., & Herrera Tapias, B. A. (2019). Relationship Between social intelligence and resonant leadership in public health Institutions.

Schmeling, E. (2001). Good citizens in a global economy. Individualism-collectivism and power distance as predictors of organisational citizenship bhaviour.

Sukrisnawati, G. A., Agung, A. A. P., & Sudja, I. N. (2019). The Effect of Leadership and Organization Commitments to Performance of Contract Employees with Organizational Citizenship Behaviour (Ocb) as a Mediation Variable. International Journal of Sustainability, Education, and Global Creative Economic (Ijsegce), 2(3), 310-318.

Tabassum, R. (2016). The study of relationship between dimensions of organisational citizenship bhaviour and gender difference. Science Technology and Management, 5(2), 30-38.

Taner, B., & Aysen, B. (2013). The role of resonant leadership in organisations. European Scientific Journal, 9(19).

Tiwari, B., & Lenka, U. (2015). Role of Resonant Leaders in Engaging Employees of Firms Facing Economic Crisis. In International conference on trends in economics, humanities and management (pp. 27-28).

Van Dyne, L., Graham, J.W. and Dienesch, R.M. (1994), Organisational citizenship bhaviour: Construct redefinition, measurement, and validation, Academy of Management Journal, vol.47, no. 4,pp: 765–802 .

Zamani, A., & Khorasgani, N. S. (2018). Relationship between resonant leadership perception and organizational citizenship behavior among Isfahan Azad university staffs. International Journal of Management, Innovation and Entrepreneurial Research, 4(1), 12-15.