



The mediating role of Strategic Clarity in impact of Resonant Leadership on Organizational Excellence, An analytical study in Ministry of Oil - Oil Products Distribution Company- a public company

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Abstract. Purpose: The study aims to present a model to measure the level of relationship and influence of resonant leadership on organizational excellence through the mediating role of strategic clarity. Design/Methodology/Approach - A systematic presentation, analysis, and discussion of the study variables was conducted from January 6, 2025, and the study concluded on July 3, 2025, a questionnaire was used as the data collection tool. The study was implemented at the Ministry of Oil - Oil Products Distribution Company, the study population was (251) department managers and division officials, the number of questionnaires valid for statistical analysis was (246), the data were tested using multiple statistical methods and processed using the SPSS + AMOS, V:24 program. Results - Statistical evidence indicates that resonant leadership has an impact on strategic clarity and organizational excellence, Strategic clarity has an impact on the availability and achievement of organizational excellence in the organization under study, the results also indicate that strategic clarity plays a significant role in supporting the impact of resonant leadership on the availability and achievement of organizational excellence in the organization under study. Originality/Value - It is essential to understand the correlation between the study variables in academic settings and the organizational work environment, the current study also serves as a guide and reference for the specific procedures and activities required by senior management and employees, as well as the steps and practices to be followed to achieve the desired goals and results.

Keywords. Resonant Leadership, Strategic Clarity, Organizational Excellence.

Introduction

At the beginning of the (21st) century, organizations are striving to achieve organizational excellence, Due to organizational challenges, technological requirements, economic and global conflicts, and other factors, all of these outcomes and challenges have pushed organizations to strive to achieve organizational excellence, Organizational excellence has a positive impact and repercussions when achieved, this is achieved through distinguished administrative practices in managing organizations by managers, this excellence results in



high performance and goal achievement, Organizational excellence is determined by specific leadership practices, these practices are framed by investing in the relational energy of the mind in balance with emotional intelligence practices between leadership and employees, this inspires employees to guide them toward achieving goals, and motivates them with strength, passion, and determination, Resonant leadership is relational leadership rooted in emotional intelligence that seeks to build harmony, Resonant leadership is characterized by championing optimism, emotional intelligence, and self-awareness for motivation, and disseminating positive programs in administrative and professional specializations, To enhance this compatibility of the relationship between the two variables, resonant leadership and organizational excellence, the researcher used the variable "strategic clarity" in his current study as an intervening variable, This is due to its effectiveness in achieving organizational excellence through the influence of resonant leadership practices, which clarify the path and direction of senior management's leadership behavior according to paths characterized by transparency and clarity, Therefore, the researcher adopted the variables (resonant leadership, strategic clarity, and organizational excellence), as variables for the current study, to demonstrate the extent of interaction and influence between these variables.

First: Research Methodology:

1. **Research Problem:** Studies have shown that public and economic organizations face challenges in achieving organizational excellence, Because organizational excellence is an integral part of an organization's success, and a focus of attention for stakeholders and international organizations, senior management has focused most of its attention on achieving organizational excellence, after conducting a preliminary survey of the organization under study, the researcher found a need to determine the level of organizational excellence and to investigate the variables affecting organizational excellence, after conducting a theoretical study of previous studies and taking into account the researchers' recommendations, the researcher determined to adopt the variable of resonant leadership as an independent variable and the variable of strategic clarity as a mediating variable for the current study, among the reasons for adopting these two variables in the current study are the vagueness and weakness among employees of the organization under study regarding their understanding and interpretation of the meaning of the two variables, in addition, there is a weakness in defining the frameworks of the current study's concepts through which they are studied and their level is determined at the level of the organization under study, therefore, the researcher posed a number of questions for the purpose of the research. The analysis and findings of determining the levels of the current study variables in the organization under study included the following:
 - a. What is the level of availability and practice of resonant leadership behavior among the organization's leaders?
 - b. What is the organization's level of awareness of the concept of strategic clarity? And the extent of its availability?
 - c. The level of strategic clarity and its perception by the organization under study?



- d. What is the level of organizational excellence in the organization under study?
 - e. What is the nature of the impact of resonant leadership on strategic clarity and organizational excellence in the organization under study?
 - f. What is the nature of the impact of strategic clarity on organizational excellence in the organization under study?
 - g. What is the nature of the mediating effect of strategic clarity on the path of the impact of resonant leadership on organizational excellence in the organization under study?
2. **Importance of study:** The importance of the study lies in its presentation and intellectual and dialectical analysis of the variables adopted in the current study, these variables are considered essential and vital concepts in public administration sciences, as a specialized field, it combines organizational behavior, represented by (resonant leadership - organizational excellence), and strategic management, represented by (strategic clarity), this contributes to supporting and enriching the academic aspect and future studies, in addition, the current study gains its importance from its application in an Iraqi organization that has an impact on the economy and provides services to society, This organization was represented by the Ministry of Oil - Oil Products Distribution Company - a public company, this study also provides an opportunity for senior management and employees to develop their administrative and professional understanding of the concepts of the variables and their application in professional settings.
3. **Research Objectives:** The research aims to achieve the following:
- a. Identify the nature of the intellectual relationship between the study variables (resonant leadership, strategic clarity, and organizational excellence) for the purpose of presenting, analyzing, and discussing their concepts, thus adding an intellectual and academic dimension to current and future research and the organization under study.
 - b. Identify the nature of the association and impact of resonant leadership on organizational excellence within the organization under study.
 - c. Identify the nature of the association and impact of resonant leadership on strategic clarity within the organization under study.
 - d. Identify the mediating nature of strategic clarity within the relationship between the impact of resonant leadership and organizational excellence within the organization under study.
 - e. Provide conclusions based on the reality of the organization under study, which enable and support decisions and strategies, identify weaknesses and problems, and provide proposals for their resolution.
4. **Research Hypotheses:** The research hypotheses include the following:
- a. There is a significant association and influence between resonant leadership and its dimensions on strategic clarity.
 - b. There is a significant association and influence between resonant leadership and its dimensions on organizational excellence.
 - c. There is a significant association and influence between strategic clarity and its dimensions on organizational excellence.
 - d. There is a direct effect of resonant leadership on organizational excellence, mediated by strategic clarity.

5. **Research Hypothetical Plan:** The research plan was formulated based on the data of the study's hypotheses, It reflects a concise overview of the study and its scientific and academic concept, reflecting the interaction between the variables, Figure (1) shows the framework and components of the hypothetical plan.

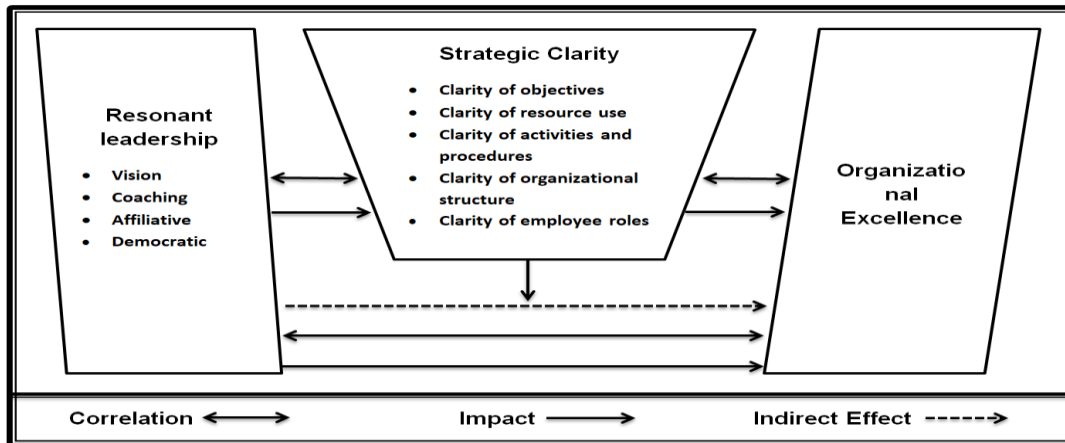


Figure (1) Framework and components of the hypothetical diagram

6. **Research Limits:** It included the following:
- Study population:** It included middle management managers, The study sample number was (251) managers.
 - Spatial boundaries:** The study included the Ministry of Oil - Oil Products Distribution Company - a public company.
 - Temporal boundaries:** The study was written from January 4, 2025, and ended on June 23, 2025.
 - Study tool:** The questionnaire was used to collect data from the study community, Table (1) shows the components and details of the questionnaire tool.

Table (1) Components and details of the questionnaire tool.

Variable	Source	Dimensions	Number of vertebrae	Encoding
Resonant Leadership	Ferreira, L. (2020)	Vision	5	V1 --- V5
		Coaching	5	C1 --- C5
		Affiliative	5	A1 --- A5
		Democratic	5	D1 --- D5
Strategic Clarity	Dunham & Puento, 2008	Clarity of objectives	5	CO1 --- CO5
		Clarity of resource use	5	CR1 --- CR5
		Clarity of activities and procedures	5	CA1---CR5
		Clarity of organizational structure		CS1---CS5
		Clarity of employee roles	5	CE1 --- CE5
Organizational Excellence	Antony & Bhattachary 2010	---	12	OE1 - OE12



Table (1) displays the details and framework of the study's questionnaire tool to facilitate statistical analysis, It includes a presentation of the study's variables, the questionnaire sources used in the study, the number and definitions of each variable's dimensions, a field containing the number of paragraphs, and finally, a coding of the study's variables and the dimensions of each variable.

Second: Previous studies on the variables of the current study:

Several previous studies related to the current study were reviewed, to keep pace with the findings of previous researchers, to take into account the results and recommendations of their studies, analyze them, and discuss them, these studies were then used to conduct a new study that would serve as a link to the research path of the same specialty, the following are some of the previous studies, which include the following:

1. **Resonant Leadership Axis:** The following studies were included:
 - a. **Study (Araque, López, Alvarado & Pérez, 2022):** The study aims to analyze sustainable and healthy entrepreneurship based on the impact of resonant leadership and job performance, Using a quantitative and descriptive approach, the study sample included 32 individuals from public service companies in Venezuela, a questionnaire was used to collect data. The results showed that leaders moderately exploit the capabilities and potential of their employees, which hinders improved job performance, causes difficulties in achieving organizational goals, and a weak influence on employee performance, which constitutes an obstacle to these organizations in establishing sustainable and healthy entrepreneurship.
 - b. **Study (Varghese & Rao, 2025):** The study aims to present a model that examines the underlying mechanism of resonant leadership's influence on creative performance, mediated by emotional trust as a mediator of influence, the study adopted a cross-sectional research design, the study included a sample of 387 middle managers in Indian IT companies, using an online questionnaire, the collected data were analyzed using partial least squares structural equation modeling, the study results concluded that resonant leadership positively impacts creative performance, Furthermore, the results show that emotional trust mediates the relationship between resonant leadership and creative performance, the results of this study also provide guidance for executives and practitioners to enhance the virtues of resonant leadership, such as emotional intelligence and shared vision.

After presenting and analyzing the above studies on resonant leadership, we find that the study (Araque, López, Alvarado & Pérez, 2022) and the study (Varghese & Rao, 2025) are consistent with the current study, by adopting resonant leadership as an independent variable, in addition to using a questionnaire to collect data, the current study differs from previous studies by adopting different resonant leadership styles, in addition to the dependent variable affected by resonant leadership, the current study also adopted a mediating variable and selected a sample from a different organization.

2. **Strategic Clarity Axis:** The following studies were included:



- a. **Study (Permana, 2017):** The research paper aimed to determine the success of strategy implementation in Indonesian Islamic banks using a strategic clarity approach, this approach is based on alignment with the vision, priority, and scope of the strategy, middle management in Indonesian Islamic banks was used as the sample for the study, a questionnaire based on relevant literature was used to collect data for the study, the data was analyzed using structural equation modeling using Smart PLS software, the results showed that strategic clarity has a significant positive impact on the success of strategy implementation in Indonesian Islamic banks in terms of alignment with the vision, strategic priority, and scope.
- b. **Study (DHAHER & SAAED, 2021: 2500):** The aim of the study was to determine the relationship between strategic clarity and organizational excellence at the General Company for Automotive and Equipment Manufacturing, data and information were collected from (76) managers, the obtained data were analyzed using statistical programs (SPSS: V:24, AMOS) using appropriate statistical methods, the results showed a correlation and influence between the main study variables and sub-dimensions, this indicates the vital role of strategic clarity in achieving organizational excellence in the company under study.

By presenting and analyzing the previous studies above, there is agreement between the current study and previous studies, represented by (Permana,2017) and (DHAHER & SAAED,2021: 2500), in terms of using middle managers as the sample for the research study, and using a questionnaire to collect data, the study (DHAHER & SAAED,2021: 2500), used organizational excellence as the dependent variable, which is consistent with the current study, however, there is a difference between the current study and previous studies in terms of using strategic clarity as the independent variable, while the current study used strategic clarity as an intervening variable, in addition, the current study uses a different study population than previous studies.

3. **Organizational Excellence Axis:** Previous studies included the following:

- a. **Study (Daharat, Sued & Gheisari, 2022):** The study aims to determine the relationship between integrated management systems, organizational excellence, and innovation, the study methods used relied on quantitative strategies, including narrative studies, phenomenology, interviews, and questionnaires, the study sample included employees from the public sector in the United Arab Emirates, the number of respondents and valid questionnaires that could be analyzed was (384), the results demonstrated that integrated management tools influence organizational excellence and innovation.
- b. **Study (Arbab & Abaker, 2018):** The study aimed to determine the relationship between human resource management practices and organizational excellence in Sudanese public institutions, a descriptive and analytical approach was used, the study population included employees in Sudanese public organizations, a random sample of (245) employees was selected, data was collected using a questionnaire, the results demonstrated a relationship and influence between the dimensions of human resource management practices and organizational excellence in Sudanese public organizations.

The current study, in adopting organizational excellence as the dependent variable, is consistent with the study (Daharat, Sued & Gheisari, 2022) and the study (Arbab & Abaker, 2018), It is also consistent with the use of a questionnaire as a data collection tool, the study was also conducted by public institutions. However, previous studies used a sample of employees to complete the questionnaire, this differs from the current study in that it used middle-management managers, in addition, the study (Daharat, Sued & Gheisari, 2022) used interviews alongside the questionnaire to collect data.

Third: The theoretical framework:

The researcher reviewed the theoretical aspect of the study variables, based on a set of previous research and studies. The study variables include the following:

1. **Resonant Leadership:** There are many types of leadership styles, Resonant leadership can be classified as a leadership style that focuses on relationships by employing emotional intelligence. (Ferreira, 2020: 47) Resonant leadership is a style that relies on maintaining a balance between reason and emotion, it is an approach that focuses on the leader's perceptions, intentions, and behaviors related to their relationships with others to achieve shared goals, Resonant leaders use emotional intelligence to inspire others. (Obied, 2023: 106) Resonant leadership is defined as a leadership style that enables leaders to motivate individuals in their group with strength, passion, and determination. (Batbual et al., 2024: 51) Resonant leadership refers to a relational leadership style rooted in emotional intelligence, it includes empathy and striving to balance one's own feelings with those of others to build harmony among them. (Gaan & Shin, 2024: 12046) Resonant leadership encourages its members to champion optimism, self-awareness, and emotional intelligence to motivate, and to spread positivity in programs. and administrative and professional disciplines. (Kranthi et al., 2024:3) Resonant leaders display positive emotions to motivate their followers, while also managing their own emotions and the emotions of others around them to achieve the best in every situation. (Hassan & Qureshi, 2019:239) Resonant leadership occurs when there is an investment of relational energy. (Wagner et al., 2013:110) Employees notice leadership styles and act accordingly, thanks to the competencies of highly emotionally responsive leaders, they are able to cultivate empathy among their followers. (Ali & Kashif, 2020:802) in light of this contribution, researchers in resonant leadership break the barrier of doubt, achieve complete control over individuals' emotions, and realize the importance of managing them, exploiting them for the benefit of the entire organization. It instills security and trust, creates a sense of connection and belonging, enables the ability to cope with change and encourage new ideas, motivates others to grow together, connect with their interlocutors, and even positively alters their mood. (Molina et al., 2019: 1228) Resonant leadership is fundamentally rooted in emotional intelligence, it possesses the ability to balance emotions, build harmony among employees, and develop a compelling vision, an empathetic approach to employees, and communicate with them to encourage cooperation and teamwork, Resonant leadership includes a style of self-awareness, social awareness, self-management, and relationship management. (Gaan et al., 2023: 4-3) Vision, a general positive mood, compassion, and altruism are



also components of resonant leadership, Vision includes a strong sense of direction to achieve the organization's defined goals. (Tiwari & Lenka, 2015: 117-118) however, Goleman (2002a) Focus on the four dimensions of leadership (vision, coaching, belonging, and democracy), these dimensions do not operate in isolation. All four must be present to demonstrate resonant leadership. (Ferreira, 2020: 49) Resonant leaders create a powerful collective energy that supports increased creativity, collaboration, and goal achievement across the workplace, Resonant leaders share a visionary approach to personal growth with their leaders. (Turk & Wolfe, 2018: 150) a resonant leadership style may be a more appropriate choice, as leaders maintain a balance between body, heart, mind, and spirit, as these aspects define the essence of human existence, these leaders prioritize the collective well-being of their subordinates. (Lenka & Tiwari, 2015: 698)

Resonant leadership is built on a balance between reason and emotions, which creates a favorable environment for collaboration and a willingness to participate in decision-making. Building an organizational strategy and collaborative work, Employees' natural instinct is to volunteer to participate in work, as a result of emotional appeal and the desire to take the initiative in performing tasks, away from controlling, dominating, and imposing aggressive behavior on them.

- 2. Strategic Clarity:** The concept of strategic clarity emerged with strategic management as a tool for clarifying an organization's strategic orientations, as an academic concept, it emerged clearly at the end of the nineteenth century. (Mahdi & Al-Taie, 2024: 2) Strategic clarity is a concept that goes beyond traditional strategic planning, it is an integrated approach to the mechanisms for developing and implementing an organization's strategy in line with its objectives. (Balchat et al., 2022: 2) Strategic clarity is the product of strategic thinking, not strategic planning. An organization's values and positions stem from transparency, and what the outcome should be. (Hussin et al., 2024: 156) Strategic clarity aims to eliminate ambiguity in formulating future strategies, which require them to be based on clear principles and rules, and to be clear to all employees working within the organization, consistent with their goals and aspirations. (Al-Balagheeb et al., 2023:191) however, researchers have a different view, which is evident in the fact that organizations that consistently avoid transparency and clarity will find themselves vulnerable to public criticism, this requires the use of strategic ambiguity and clarity in specific contexts. (Hoffjann, 2021:2) Despite the high level of strategic clarity in achieving and eliciting intuitive appeal in directing attention and perception in building consensus, some organizational communication experts and researchers raise controversy about strategic ambiguity, which can be a strength by promoting agreement on abstract concepts while allowing for different interpretations of the same strategic message. (Smith & Thomas, 2020:2) in this regard, Noble and Mokwa (1999) propose three dimensions of strategic clarity: Vision alignment, strategic scope, and strategic priority. (Permana, 2017: 4) (Dunham & Puente 2008: 4) in his (GRASP model 2008), argues that strategic clarity is the cornerstone of building successful organizations, based on five dimensions: clarity of goals, clarity of resources, clarity of activities and procedures, clarity of structure, and clarity of employee roles. (DHAHER & SAAED, 2021: 2501)



From the above discussion, we find that strategic clarity is part of strategic management, it is an integrated approach to mechanisms for developing strategic alternatives and an organization's strategy in line with its future goals, Strategic clarity is characterized by a clear vision, objectives, and implementation procedures, as well as oversight over them, this transparency and clarity are felt by employees and stakeholders, this clarity sometimes exposes the organization to conflict with employees and stakeholders due to conflict with the organization's clear strategy and procedures, in addition, competing organizations obtain information about the organization that adopts strategic clarity, therefore, researchers prefer that organizations practice strategic clarity in specific areas, in order to preserve the confidentiality of their innovation, creativity, and outstanding performance.

3. **Organizational Excellence:** Organizational excellence is a topic of interest and debate today among many researchers, this is due to the fact that the information and knowledge age no longer recognizes the recruitment of employees based on traditional criteria and bureaucratic systems. (Arbab & Abaker, 2018: 13) therefore, the application of organizational excellence models, through an understanding of their standards, concepts, and values, has gained widespread acceptance among many organizations. (Barnawi, 2022: 2915) Organizational excellence is the growth and development of an organization in all aspects, enabling it to balance the needs and expectations of all stakeholders while ensuring the highest level of satisfaction. (Hashemya et al., 2016: 7) Molin (2007) defined organizational excellence as the distinguished administrative practices of managers in managing their organizations and delivering value to stakeholders. (Mohamed et al., 2018: 6200) (Antony & Bhattacharyya, 2010, 43) Experts from the American Society for Quality argue that organizational excellence refers to the ongoing efforts to establish an internal framework of standards and processes, it aims to engage and motivate employees to deliver products and services that meet customer requirements and business expectations. (Nenadál et al., 2018: 48) Organizational excellence is of great importance because of its role in improving organizational performance. (Al Shobaki et al., 2017: 44) This is determined by developing employees and engaging them in the organization's activities. (Stoyanova and Iliev, 2017: 24) It also allows for gradual, even revolutionary, improvements, by reaching the highest point on the mountain (as the researchers describe it), while simultaneously exploring new possibilities, i.e., discovering new mountain peaks. (DERVITSIOTIS, 2005:10) Harrington (2005) discusses a comprehensive approach to improving performance through organizational excellence, which relies on five basic pillars (operations management, project management, change management, knowledge management, and resource management) which require management. (Harrington, 2005:5) (Al-Salmi,2002) indicated that organizational excellence is a comprehensive, balanced, interconnected, and indivisible concept, Meaning that an organization cannot excel in one area without excelling in another. (Al Shobaki & Abu Nasser, 2016: 69)

Organizational excellence is an administrative and organizational requirement for management practices resulting from the outstanding performance of managers, Given its importance and impact on the reputation, quality, and performance of an organization, Organizational excellence represents the growth and development of an organization in all



aspects, it plays a role in achieving a balance between the needs, requirements, and expectations of all stakeholders, while taking into account their level of satisfaction.

4. Presenting, analyzing, and discussing the relationship between the variables of the current study (resonant leadership, strategic clarity, and organizational excellence):

Resonant leadership is characterized by the ability to establish a compelling vision, an empathetic approach, and development, training, and communication to encourage cooperation and teamwork, This becomes a potential source of subordinate engagement, especially in team-based cultures. (Gaan et al., 2024:318) Resonant leadership involves social exchange between subordinates and leaders, The leader's gentle emotional interaction with subordinates stimulates desirable work performance and psychological capital, Happy and active moods, such as joy, focus, engagement, and vitality, have strong positive relationships with creativity and task performance, which positively impacts organizational excellence. (Varghese & Rao, 2024:4) Positive work environments that enhance employee engagement and raise levels of satisfaction and productivity are associated with relationship-focused leadership styles, Resonant leadership is an example of this leadership style. (Tabche et al., 2022:3) a resonant leader is optimistic and compassionate, They foster positive emotions in the workplace, inspire and motivate employees, and encourage the pursuit of new ideas to accomplish assigned tasks. (Kranthi et al., 2024:3) Resonant leadership can build connections and foster a synergistic environment filled with optimism for the future, This resonant leadership style contributes to increased organizational excellence. (Judeh et al., 2022:154) Resonant leadership styles are associated with work environments that support and motivate employee engagement, leading to increased productivity and job satisfaction, which in turn leads to organizational excellence. (Ferreira, 2020: 47) in terms of strategic clarity, strategic clarity improves and develops the organization's decisions and reality, achieving strategic superiority. (Balchat et al., 2022: 2) Strategic clarity often results in decisions characterized by trust and quality within the organization. (Hussin et al., 2024: 154) in addition to the requirements for strategic clarity to achieve strategic superiority, it requires resonant leadership that leverages emotional intelligence to create a team to manage and understand the organization's strategy over time. (Dunham and Puente, 2008: 526) According to research, organizational superiority is often the result of the application of strategic clarity by resonant leadership. (Daharat et al., 2022: 2) Previous research emphasizes the necessity of developing long-term strategies by organizations to achieve long-term goals of organizational superiority. (Daharat et al., 2022:2) The key to organizational excellence is resonant leadership, at its core are four universal values: joy, hope, peace, and love, Successful leaders realize that these values have the power to inspire, unite, and transform. (Shelton et al., 2002:49) The relationship between resonant leadership, strategic clarity, and organizational excellence is a fundamental contribution to creating and providing insights into the field of organizational behavior and strategic management, Resonant leadership is a positive behavior that combines thought with emotion when practicing leadership behavior with employees, Strategic clarity enhances this leadership behavior, This results in building a sense of trust among employees toward their leaders, This results in a tangible sense of transparency in leadership



behavior, coupled with clarity of the organization's strategic vision and goals, This creates an organizational environment capable of achieving organizational excellence.

Fourth: Statistical analysis aspect:

1. **Testing the reliability of the study's measuring instrument:** This test demonstrates the extent to which the measuring instrument used in the current study can produce results similar to those of a previous study under the same conditions, This test is performed through the following:
 - a. **Cronbach's Alpha test:** This is a test of the internal consistency of the study scale, it involves calculating the internal variances of the scale items, Table (2) shows the results of the Cronbach's Alpha analysis test.

Table (2) Reliability Statistics

Variables and dimensions	Cronbach's Alpha	stability force
Resonant leadership <ul style="list-style-type: none"> • Vision • Coaching • Affiliative • Democratic 	0.82	Good
Strategic Clarity <ul style="list-style-type: none"> • Clarity of objectives • Clarity of resource use • Clarity of activities and procedures • Clarity of organizational structure • Clarity of employee roles 	0.93	Good
Organizational Excellence	0.91	Good

The results are shown in Table (2), the results of the Cronbach's Alpha analysis test for the study variables, each according to its scale, achieved a score higher than the standard value (0.70), which indicates the reliability of the study's measuring instrument.

- b. **Split-Half Analysis Test:** This is an analysis test for the two halves of the scale instrument for the current study, it calculates the correlation result for the two halves of the current study's scale instrument and compares it to the standard value (0.70), The Split-Half Analysis Test is an indicator of the homogeneity of the components and instrument of the current study's scale, Table (3) shows the results and level of homogeneity of the Split-Half Analysis result.

Reliability Statistics (3)			
Cronbach's Alpha	Part 1	Value	0.872
		N of Items	29 ^a
	Part 2	Value	0.949
		N of Items	28 ^b
	Total N of Items		57
Correlation Between Forms			0.696
Spearman-Brown Coefficient	Equal Length		0.821
	Unequal Length		0.821
Guttman Split-Half Coefficient			0.784

The results are shown in Table (3) of the Split-Half Analysis test, the result for both parts of the current study's scale tool reached (0.821), according to the Spearman-Brown Coefficient test, This is an indicator of a good result, because the result reached a score higher than the standard value (0.70), which confirms the reliability of the current study's scale tool.

2. **Analysis of sample responses according to the descriptive frequency test:** The analysis of the responses of the current study sample according to the descriptive frequency test shows the orientation of the paragraphs of the scale included in the current study, which are:

a. **Resonant Leadership and its Dimensions:** The analysis of the sample's responses to the descriptive frequency test for the independent variable, resonant leadership, included (4) dimensions, Table (4) shows the results of this analysis.

Table (4) Analysis of sample responses to the resonant leadership variable and its dimensions.

Variable and dimensions	Arithmetic mean	Standard deviation	coefficient of variation	Relative importance
Vision	3.3089	0.52388	15.832	Second
Coaching	3.2821	0.48277	14.7092	First
Affiliative	3.3463	0.61496	18.377	Fourth
Democratic	3.2049	0.5149	16.066	Third
Resonant leadership	3.2856	0.3928		

Table (4) includes the results of the analysis of the sample's responses to the resonant leadership variable, the arithmetic mean was (3.2856), which is an average result, the standard deviation was (0.3928), this result explains the homogeneity of the opinion of the current study sample, the results of the descriptive replications of the resonant leadership dimensions also showed, an average level of practice by the managers of the organization under study, the dimension (Coaching) ranked first in relative importance. Overall, the resonant leadership variable and its dimensions were the result of its practice by the managers of the organization under study, it was an average level, this suggests an average level of training provision and a vision of the organization's reality and strategy that does not meet the aspirations for complete success, the employees' sense of moderation in managers' belonging to their organization, which causes ambiguity and uncertainty in the trust granted, Finally, moderation in the practice of democracy explains the adoption of Managers exhibit other leadership behaviors in dealing with employees, including bureaucratic, dictatorial, and other behaviors.

b. **Strategic Clarity and Its Dimensions:** The analysis of the sample's responses to the descriptive frequency test for the mediating variable strategic clarity included (5) dimensions, Table (5) shows the results of this analysis.

Table (5) Analysis of sample responses to the strategic clarity variable and its dimensions.

Variable and dimensions	Arithmetic mean	Standard deviation	coefficient of variation	Relative importance
Clarity of objectives	3.652	0.56472	15.463	First
Clarity of resource use	3.5886	0.66236	18.457	Second



Clarity of activities and procedures	3.5114	0.67306	19.167	Third
Clarity of organizational structure	3.4447	0.7025	20.393	Fourth
Clarity of employee roles	3.4634	0.71955	20.775	Fifth
Strategic Clarity	3.532	0.52866		

Table (5) includes the results of the analysis and frequency testing of the sample's responses to the strategic clarity variable, the arithmetic mean for the strategic clarity variable was (3.532), which is a fairly good value, the response deviation was (0.52866), which gives the impression of a somewhat homogeneous response from the sample, the results of the descriptive frequency analysis of the dimensions of strategic clarity show that they are available at a fairly good level. The dimension "Clarity of objectives" ranked first in terms of relative importance, the dimension "Clarity of employee roles" ranked last in terms of relative importance, Compared to the other dimensions, these results give the impression that there is clarity in the strategy of the organization under study, in terms of objectives, resource utilization, activities, procedures, organizational structure, and employee roles, this provides a positive indicator of the organization's strategic work to employees, society, and stakeholders.

- c. **Organizational Excellence and its Dimensions:** The analysis of the sample's responses included a descriptive frequency test for the dependent variable, organizational excellence, Table (6) shows the results of the analysis.

Table (6) Analysis of sample responses to the organizational excellence variable.

Variable	Arithmetic mean	Standard deviation	coefficient of variation
Organizational Excellence	3.4573	0.66657	19.280

Table (6) includes the results of the descriptive frequency test for the sample's opinions and responses regarding the variable "organizational superiority", the arithmetic mean for the variable "organizational superiority" was (3.4573), which is considered a fairly good result, the dispersion of the sample's responses was (0.66657), which reflects the impression of homogeneity among the sample's responses to the current study, this gives the impression that the organization under study enjoys organizational superiority in its performance and in achieving its goals, and possesses the elements of success at a fairly good level.

3. Impact Test:

This is the ability to predict the influence between the study's variables and dimensions, the test analysis includes the following:

- a. First Study Hypothesis (**There is a significant correlation and influence of resonant leadership and its dimensions on strategic clarity and its dimensions**), the test results are shown in Table (7).



Table (7) Indicators for analyzing the test of the influence of resonant leadership and its dimensions on strategic clarity and its dimensions.

Dependent variable	independent variable	A	β	R	F	T	Sig
Resonant leadership	Strategic Clarity	0.666	0.872	0.648	176.75	13.295	0.000
	Clarity of objectives	1.480	0.661	0.46	65.456	8.09	0.000
	Clarity of resource use	0.706	0.877	0.52	90.528	9.515	0.000
	Clarity of activities and procedures	0.584	0.891	0.52	90.457	9.511	0.000
	Clarity of organizational structure	0.627	0.858	0.48	72.862	8.536	0.000
	Clarity of employee roles	0.067	1.074	0.587	127.95	11.312	0.000
Vision	Strategic Clarity	2.437	0.331	0.328	29.384	5.421	0.000
	Clarity of objectives	2.616	0.313	0.29	22.464	4.740	0.000
	Clarity of resource use	2.645	0.285	0.226	13.093	3.618	0.000
	Clarity of activities and procedures	2.473	0.314	0.244	15.472	3.933	0.000
	Clarity of organizational structure	2.25	0.361	0.269	19.079	4.368	0.000
	Clarity of employee roles	2.203	0.381	0.277	20.343	4.51	0.000
Coaching	Strategic Clarity	2.108	0.434	0.396	45.429	6.74	0.000
	Clarity of objectives	2.119	0.467	0.399	46.274	6.802	0.000
	Clarity of resource use	1.998	0.485	0.353	34.775	5.897	0.000
	Clarity of activities and procedures	2.211	0.396	0.284	21.45	4.631	0.000
	Clarity of organizational structure	2.241	0.367	0.252	16.542	4.067	0.000
	Clarity of employee roles	1.971	0.455	0.305	25.029	5.003	0.000
Affiliative	Strategic Clarity	1.898	0.488	0.568	116.134	10.777	0.000
	Clarity of objectives	2.57	0.323	0.352	34.554	5.878	0.000
	Clarity of resource use	1.973	0.483	0.448	61.343	7.832	0.000
	Clarity of activities and procedures	1.821	0.505	0.461	66	8.124	0.000
	Clarity of organizational structure	2.038	0.42	0.368	38.221	6.182	0.000
	Clarity of employee roles	1.090	0.709	0.606	141.746	11.906	0.000
Democratic	Strategic Clarity	1.576	0.61	0.595	133.398	11.55	0.000
	Clarity of objectives	2.552	0.343	0.313	26.499	5.148	0.000
	Clarity of resource use	1.563	0.632	0.491	77.645	8.812	0.000
	Clarity of activities and procedures	1.329	0.681	0.521	90.851	9.532	0.000
	Clarity of organizational structure	1.199	0.701	0.514	87.379	9.348	0.000
	Clarity of employee roles	1.235	0.695	0.498	80.279	8.96	0.000
Sample size=246		(F) Tabular = 3.841			(T) Tabular = 1.646		



The results of the impact test, shown in Table (7), show that resonant leadership and its dimensions have an impact on strategic clarity and its dimensions, the calculated F-value for the impact of the resonant leadership variable and its dimensions on strategic clarity and its dimensions was greater than the tabular F-value of (3.841), the calculated T-value for the impact of the resonant leadership variable and its dimensions on strategic clarity and its dimensions was greater than the tabular T-value of (1.646), at a standard significance level of (0.05), the correlation results were positive and somewhat good, the practice of resonant leadership by managers of the organization under study contributes to increasing and providing strategic clarity and its dimensions, based on these final results, the first hypothesis of the study is accepted (**There is a significant correlation and influence of resonant leadership and its dimensions on strategic clarity and its dimensions**).

- b. Testing the second hypothesis of the study (**there is a significant correlation and influence of resonant leadership and its dimensions on organizational excellence**), The test results are shown in Table (8).

Table (8) Analysis indicators of the test of the impact of resonant leadership and its dimensions on organizational excellence.

independent variable	Dependent variable	α	B	R	F	T	Sig
Resonant Leadership	Organizational Excellence	0.39	0.933	0.55	105.86	10.289	0.000
Vision		1.994	0.442	0.348	33.546	5.792	0.000
Coaching		2.22	0.377	0.273	19.66	4.434	0.000
Affiliative		1.699	0.525	0.485	74.963	8.658	0.000
Democratic		1.425	0.634	0.49	77.004	8.775	0.000
Sample size=246			(F) Tabular = 3.841		(T) Tabular = 1.646		

Table (8) shows the final results of the test of the impact of resonant leadership and its dimensions on organizational excellence, the calculated F-test results for the impact of resonant leadership and its dimensions on organizational excellence showed that, the result was greater than the tabular F-test value, its value was (3.841), the calculated T-test results showed a result greater than the tabular T-test value, with a value of (1.646), with a standard statistical significance level of (0.05), the correlation results showed positive and somewhat good values, based on the results of the impact of resonant leadership and its dimensions on organizational excellence, the second hypothesis of the study is accepted (**there is a significant correlation and effect of resonant leadership and its dimensions on organizational excellence**), this indicates that managers of the organization under study contribute to increasing organizational excellence to some extent through practicing resonant leadership.

- c. Testing the third hypothesis of the study (**there is a significant correlation and influence between strategic clarity and its dimensions on organizational excellence**), Table (9) shows the final results of the test.

Table (9) Analytical indicators of the test of the impact of strategic clarity and its dimensions on organizational excellence.

independent variable	Dependent variable	A	B	R	F	T	Sig
Strategic Clarity	Organizational Excellence	0.009	0.976	0.774	365.30	19.113	0.000
Clarity of objectives		1.899	0.427	0.362	36.698	6.058	0.000
Clarity of resource use		1.359	0.585	0.581	124.43	11.155	0.000
Clarity of activities and procedures		1.2	0.643	0.649	177.70	13.331	0.000
Clarity of organizational structure		1.225	0.648	0.683	213.30	14.605	0.000
Clarity of employee roles		1.046	0.696	0.752	316.99	17.804	0.000
Sample size=246		(F) Tabular = 3.841			(T) Tabular = 1.646		

Table (9) shows the final results of testing the hypothesis of the impact of strategic clarity and its dimensions on organizational excellence, the calculated F-test results were greater than the tabular F-test value, which reached a value of (3.841), the calculated T-test results were greater than the tabular T-test value, which reached a value of (1.646), at a statistical significance level of (0.05), the statistical significance of the correlation results showed positive and somewhat good results, based on the results of the influence strength test, the third hypothesis of the study was accepted (**there is a significant correlation and influence of strategic clarity and its dimensions on organizational excellence**), this indicates that the strategic clarity demonstrated by the organization under study contributes, to some extent, to increased organizational excellence.

4. **Testing the mediation type of the strategic clarity variable on the relationship between the impact of resonant leadership and organizational excellence:** The mediation results shown in Table (10) and Figure (2) indicate the mediation type of the strategic clarity variable on the relationship between the impact of resonant leadership and the dependent variable, organizational excellence.

Table (10) The effect of resonant leadership on organizational excellence mediated by strategic clarity.

Study variables			indirect effect	direct effect	S.E.	C.R.	Sig
Strategic Clarity	<---	Resonant Leadership	---	0.872	0.065	13.322	***
Organizational Excellence	<---	Resonant Leadership	0.792	0.141	0.09	1.574	0.115
Organizational Excellence	<---	Strategic Clarity	---	0.908	0.067	13.638	***

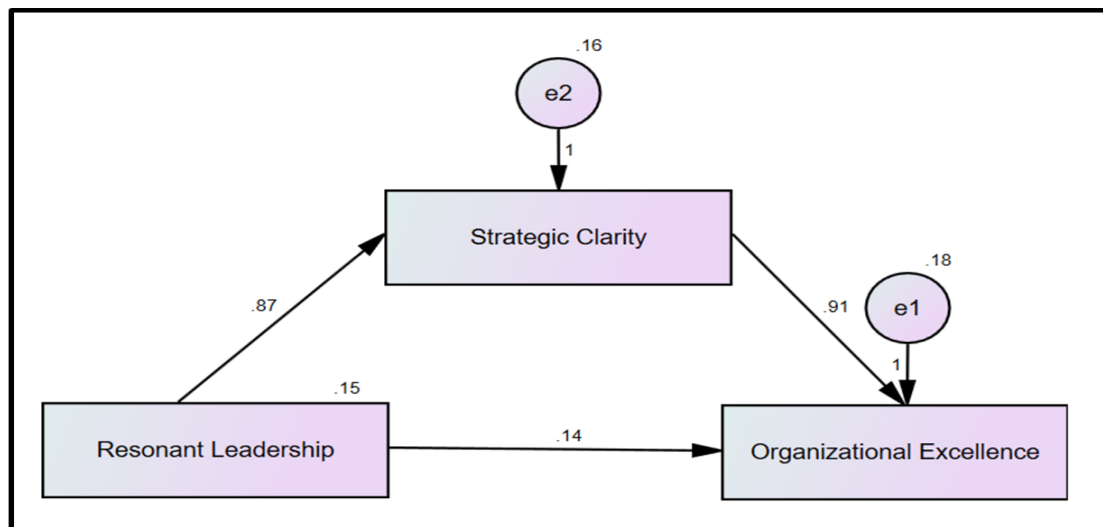


Figure (2) The type of mediation of the strategic clarity variable

Table (10) and Figure (2) show the results of the mediation test, there is a complete mediation of strategic clarity in the relationship between the impact of resonant leadership and organizational excellence, the indirect effect was (0.792), which is greater than the direct effect (0.141), the standard score (sig) for the impact of resonant leadership on organizational excellence was (0.115), which is greater than the standard value (0.05), this suggests that the organization under study practices strategic clarity at a good level and within certain limits, which enhances the impact of resonant leadership in enhancing the role and level of organizational excellence.

Conclusions:

1. The results indicate that managers in the organization under study practice resonant leadership behavior at an average level. This is evident from the following:
 - a. Managers demonstrate an average (moderate) level of conceptualization of their organizational and future visions, limited communication of their vision to employees, limited alignment of their actions with the vision employees portray to them, moderate availability of discussions with employees to provide information and express their opinions, and a level that does not meet the required level of inspiration for employees to perform their duties and work toward achieving the organization's future goals.
 - b. Managers demonstrate a somewhat moderate level of employee training in leadership and functional tasks. Managers in the organization under study work at a limited level with subordinates to define their goals and values, assist them somewhat in expanding their skills and capabilities, and provide limited timely constructive feedback.
 - c. Managers of the organization surveyed exhibit a moderate level of belonging, characterized by creating a good work environment characterized by peace and harmony, showing appreciation for the feelings and opinions of subordinates, motivating them, and building good relationships with them.



- d. Managers' limited practice of democratic behavior when dealing with employees, characterized by limited encouragement of subordinates to share their opinions and perspectives, and limited appreciation of their contributions and gaining their support.
2. Statistical evidence indicates that the organization surveyed is fairly clear in defining and formulating its strategy, and that it can be implemented and achieved. The clarity of the organization's strategy is evident through its use of information and communications technologies to ensure optimal performance. It also focuses to some extent on its organizational infrastructure, procedures, and processes, which improves the organization's effectiveness. It also adheres to a certain degree to the path of authority and responsibility, and clearly allocates time appropriately. The limited strategic clarity of the organization surveyed indicates the presence of some aspects that require ambiguity for organizational and administrative reasons, depending on the nature of the organization's policies, work, and strategy, and in a manner that serves its interests.
3. The results indicate that the organization surveyed possesses a fairly good level of organizational excellence, This is evident through the organization's preparation of fairly realistic plans that contribute to strategy formulation, in line with its vision and mission, and provide flexibility in carrying out its tasks and removing all obstacles that impede progress and development in its work, The organization surveyed also has good control and oversight in managing its operations and organizational procedures.
4. Statistical evidence indicates that resonant leadership has an impact on strategic clarity on the one hand and organizational excellence on the other. This impact leads to an increase in both variables when managers of the organization under study exhibit resonant leadership behavior. Strategic clarity also has an impact on the level of availability and achievement of organizational excellence within the organization under study.
5. The results indicate that strategic clarity plays a significant role in supporting the impact of resonant leadership on the availability and achievement of organizational excellence within the organization under study.

Proposals:

1. Educate managers and employees to prioritize their visions in a way that aligns with the organization's vision, enhancing their sense of belonging and organizational loyalty.
2. Promote trust-building between managers and employees by promoting positive leadership behavior.
3. Develop intensive and diverse courses related to the organization's strategies and vision, contributing to honing the skills of managers and employees. These courses should cover all organizational tasks and requirements.
4. Provide employees with greater opportunities to express their opinions and participate in formulating the organization's strategies.



5. Enhance a sense of belonging and organizational loyalty through job immersion and the demonstration of a sense of organizational citizenship by managers and employees.
6. Select managers based on job descriptions, who possess academic and professional qualifications and have distinguished service within the organization.
7. Enhance and develop strategic clarity and achieve outstanding organizational excellence by developing administrative procedures and methods to achieve this goal.

Recommendations:

1. Conduct a study to analyze the level of bureaucratic and dictatorial leadership within the organization under study, and its impact on organizational excellence.
2. Conduct a study to determine the level of strategic ambiguity within the organization under study, and compare it with strategic clarity.
3. Conduct a study to determine the impact of organizational success factors on the organization's vision and the loyalty of managers and employees.

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