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RESEARCH ARTICLE / ARAŞTIRMA MAKALESİ

Leadership's Search for Meaning: Empirical Evidence on Resonant Leadership and Organizational Commitment

Liderlikte Anlam Arayışı: Resonant Liderlik ve Örgütsel Bağlılık Üzerine Ampirik Bulgular

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Abstract:

This study approaches the search for meaning in leadership through the holistic subdimensions of resonant leadership: compassion, mindfulness, and hope. It evaluates the interaction of the two constructs from a multidimensional perspective by examining organizational commitment with its subdimensions of affective, continuance, and normative commitment. The population of this study, which is a quantitative research design, consists of employees working in private-sector organizations in the Marmara Region. In the study, convenience sampling was preferred, and employees from different sectors were reached via face-to-face and online methods using a questionnaire. Analyses were conducted on a complete and valid data set obtained from 405 voluntary business employees. The study reveals that resonant leadership significantly affects all subdimensions of organizational commitment, particularly affective commitment. The findings offer an original perspective by considering the holistic functions of compassion, hope, and mindfulness as components of leadership, not only as human emotions but also as strategic elements that influence the psychological dynamics of organizations. This holistic approach, which integrates fields such as management psychology, human resource management, organizational psychology, and organizational behavior, has important implications for enhancing employees' psychological experiences within organizations.

Keywords: Resonant leadership, Organizational commitment, Compassion, Management psychology, Employee psychology, Affective commitment.

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Öz:

Bu çalışma, liderlikte anlam arayışını, resonant liderliğin alt değişkenleri olan merhamet, farkındalık ve umut boyutlarının bütüncül doğası üzerinden ele almakta; örgütsel bağlılığı ise duygusal, devamlılık ve normatif alt boyutlarıyla inceleyerek iki yapının etkileşimini çok boyutlu bir perspektiften analiz etmektedir. Nicel bir araştırma olarak tasarlanan bu çalışmanın evrenini Marmara Bölgesi'nde bulunan özel sektördeki işletme çalışanları oluşturmaktadır. Çalışmada kolayda örnekleme yöntemi tercih edilerek farklı sektörlerde görev yapan çalışanlara anket formu aracılığıyla yüz yüze/çevrim içi yöntemlerle ulaşılmış ve 405 gönüllü işletme çalışanından elde edilen tam ve eksiksiz veri seti üzerinden analiz yapılmıştır. Analiz sonuçları, resonant liderliğin örgütsel bağlılığın tüm alt boyutları üzerinde anlamlı bir etki yarattığını, özellikle duygusal bağlılık üzerinde belirgin bir etkisi olduğunu ortaya koymaktadır. Bulgular, merhamet, umut ve farkındalık bileşenlerinin liderlikteki bütüncül işlevini yalnızca insani bir duygu olarak değil, aynı zamanda örgütlerin psikolojik dinamiklerini etkileyen stratejik bir unsur olarak ele alması bakımından özgün bir bakış açısı sunmaktadır. Yönetim psikolojisi, insan kaynakları yönetimi, örgüt psikolojisi ve örgütsel davranış gibi alanları bir araya getiren bu bütüncül yaklaşım, örgütlerdeki çalışan psikolojisine ilişkin deneyimlerini güçlendirecek önemli çıkarımlar sunmaktadır.

Anahtar Kelimeler: Resonant liderlik, Örgütsel bağlılık, Merhamet, Yönetim psikolojisi, Çalışan psikolojisi, Duygusal bağlılık.

Introduction

Organizational life is not merely a domain in which individuals establish professional relationships; it also involves a complex structure characterized by intense emotional, social, and psychological interactions (Kanov et al., 2004, p. 816). In Viktor E. Frankl's logotherapy approach, he emphasizes the human quest for meaning and the individual's need to find an inner sense in all areas of life (Frankl, 2021, p. 105). This need is also strongly evident in the workplace. The permeation of this search for meaning across all areas of life necessitates viewing it as a dynamic, multi-layered phenomenon (Subaşı, Bulut, Karaman, and Osin, 2024, p. 314). In areas where the need for meaning is fulfilled, individuals' life satisfaction and job satisfaction increase (Ateş, Dursun-Karshi, and Altınel, 2024, p. 210).

Resonant leadership model, through the leader's capacity to manage their own emotions and develop sensitive awareness of those around them (Gaan & Shin, 2022), contributes to employees producing positive meaning at work (Bao, 2025), improves the psychological climate of the workplace (Varghese & Rao, 2024), and thereby creates an organizational culture that strengthens organizational commitment (Kranthi, Rai and Showry, 2024; Gaan & Shin, 2022; Bao, 2025).

Resonant leadership explains the leadership process through three fundamental components: compassion, awareness, and hope (Boyatzis & McKee, 2005). The concept of compassion refers to the ability of resonant leaders to strengthen organizational well-being and social bonds and to foster a culture of mutual understanding and support by creating a positive, supportive work environment that encourages proactive behavior among employees (Ali & Kashif, 2020). The awareness component represents a deep understanding of oneself, employees, and their surroundings (Faeg, Ziad, and Hassan, 2022:266). This awareness allows resonant leaders to turn challenges into opportunities, empathize with followers' needs by being aware of their own emotional processes, and delicately regulate the effects of their words and actions while strengthening harmony in relationships (Ulukapı Yılmaz, 2025, p. 168). Hope refers to positive expectations for the future, the desire to achieve goals, and psychological resilience; these qualities enhance leaders' capacity to inspire and motivate

followers even in uncertain or challenging conditions (Faeq et al., 2022, p. 267). Creating a leadership framework based on compassion, hope, and awareness is regarded not only as an individual virtue but also as a strategic competence that shapes the psychological atmosphere of organizations, fosters a culture of trust, and influences employee experience (Kanov et al., 2004; Karakaş & Sarıgöllü, 2013; Dăderman, Kajonius, Hallberg, Skog, and Hellström, 2022). This leadership style strengthens employees' emotional well-being and organizational identity, increasing their sense of belonging and their responsibility towards the organization (Eslamdoust, Borhani, Dorri, and Karandish, 2024).

Organizational commitment refers to the psychological bond, loyalty, sense of belonging, and the emotional, continuous, and normative reflection of the voluntary effort of the employee to achieve organizational goals (Ali & Kashif, 2020; Yıldırım, Yitik, Çelikten, and Çelikten, 2020; Krause, Rousset, and Schäfer, 2023). It also facilitates the alignment of personal and organizational goals, enhances organizational performance, and offers an alternative explanation to negative workplace attitudes such as absenteeism (Eslamdoust et al., 2024; Steyrer, Schiffinger, and Lang, 2008; Yin, Guan, Zhang, Li, Jobe, and Ahmed, 2023; Boz, Duran, and Uğurlu, 2021). When employees find meaning in their work within the organization and feel valued, this requires a strong emotional commitment to the organization (Kaur & Mittal, 2020). At this point, the leader's ability to create "resonance" focuses on developing both their own and employees' capacity to establish positive connections; thus, it is regarded as one of the most potent emotional processes shaping employees' levels of organizational commitment (Boyatzis & McKee, 2005). Most studies examining the relationship between resonant leadership and organizational commitment evaluate commitment dimensions using a single sub-dimension and examine the effects of leadership on all sub-variables of organizational commitment within a limited framework (Akyüz, 2019; Ali & Kashif, 2020). However, organizational commitment is a multidimensional construct comprising rational and value-based components, such as emotional, normative, and continuance commitment, which determine the continuity of the relationship employees

establish with the organization (Nal, Bektaş, and Kaya, 2020; Meyer & Allen, 1991). When reviewing the current literature, it is observed that the relationship between resonant leadership and organizational commitment is examined primarily through a limited set of commitment dimensions; notably, many studies focus solely on the emotional commitment dimension (Ali & Kashif, 2020; Kaur & Mittal, 2020). However, as proposed by Meyer and Allen (1991), organizational commitment is a multidimensional psychological construct comprising emotional, continuance, and normative commitment. Furthermore, some studies on resonant leadership tend to focus on individual components rather than examining the fundamental elements of compassion, awareness, and hope within a holistic leadership model (Boyatzis & McKee, 2005; Gaan & Shin, 2022; Bao, 2025). Additionally, studies addressing concepts such as compassion-based leadership and organizational compassion capacity (Kanov et al., 2004; Karakaş & Sarıgöller, 2013) have not empirically tested the relationship between resonant leadership and the multidimensional structure of organizational commitment, and have discussed these concepts within a limited theoretical framework. This study approaches the perception model of resonant leadership in organizations holistically, centering on the dimensions of compassion, awareness, and hope; it aims to examine the impact of this leadership approach on all dimensions of organizational commitment and to reveal how the 'search for meaning' in leadership can play a transformative role in organizational commitment. Therefore, it seeks to produce high-quality knowledge at both theoretical and practical levels.

Method and Materials

The subject of this study is the impact of perceptions of resonant leadership on organizational commitment. Within this scope, the developed hypotheses are shaped based on the Emotional Events Theory (Weiss & Cropanzano, 1996) to explain the effect of resonant leadership on organizational commitment, while the relational and behavioural mechanisms that complement this emotional process are supported by Social Exchange Theory (Blau, 1964). Furthermore, in response to calls for expanding the scope of resonant leadership, which is adopted as a new leadership model in the literature (Akyüz, 2019; Estabrooks, Squires, Cummings, Birdsel and Norton, 2009; Keleş & Cömert, 2022; Sürücü & Yıkılmaz, 2021), and based on studies that form the foundation of findings in this context (Akyüz, 2019; Ali & Kashif, 2020; Ford, Rothmann and Van Zyl, 2024; Godbersen, Dudek and Ruiz Fernández, 2024), a literature review reveals that there is no comprehensive study examining organizational commitment variables together with the resonant leadership model. It has also been demonstrated that no framework is provided for how organizational commitment is reflected across its sub-dimensions in different sector applications within the Turkish context. The hypotheses developed within this scope are presented below;

H1: The perception of resonant leadership has a significant and positive effect on emotional attachment,
H2: The perception of resonant leadership has a significant and positive effect on continuance commitment,

H3: The perception of resonant leadership has a significant and positive effect on normative commitment.

The research was designed as a quantitative cross-sectional study, conducted over a specific time period through the given survey management system. Data were collected using a simple random sampling method via the survey form. The created survey form consists of a total of 40 questions, including 'Demographic Questions (6 questions)', 'Adapted from the Resonant Leadership Scale (10 questions) (Estabrooks et al., 2009; Sürücü & Yıkılmaz, 2021)', and 'Adapted from the Organizational Commitment Scale (24 questions) (Allen & Meyer, 1990; Yılmaz, 2022).

The research population consisted of employees of private-sector goods and service enterprises in the Marmara Region. When examining the 'Labor Market Research Results' conducted by İŞKUR in 2024 for the Marmara region, the report found that there are 4,303,320 employees in the region (İŞKUR, 2024). The study's sample consists of 405 volunteer employees from enterprises, selected through convenience sampling. According to calculations at the 95% confidence level with a 5% sampling error, it is accepted that when the population size is 100,000 or more, the minimum sample size should be 384 individuals (Gürbüz & Şahin, 2014, p. 271). It was concluded that the dataset comprising the total sample of 405 individuals is sufficient to represent the population.

In the study, the structural equation modeling (SEM) approach, which considers both measurement and structural models, was used. Within this scope, the two-step analysis approach proposed by Anderson and Gerbing (1988) was adopted. Before proceeding with the data analysis, the dataset was examined for outliers using Cook's distance. The maximum Cook's distance was 0.28, indicating no extreme observations in the dataset (Cook's distance < 1). To determine whether the standard distribution assumption is met, skewness and kurtosis coefficients were calculated; these values, being within the ± 1 range (skewness: -0.67 to -0.06; kurtosis: -0.39 to 0.14), demonstrated that the data conform to a normal distribution (Hair, Black, Babin, and Anderson, 2010). Additionally, to test for multicollinearity, the Variance Inflation Factor (VIF) was examined. The VIF values for all variables were well below 3 (ranging from 1.08 to 1.36), indicating no multicollinearity among the variables before analysis (Yurt, 2023).

To assess the risk of common method bias in the dataset, Harman's single-factor test was applied. In this test, all items were subjected to exploratory factor analysis, and the first factor explained 26.55% of the total variance without rotation. This rate, being well below 50%, indicates that common method variance does not pose a serious problem and that a single factor does not dominate the data set (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The analyses were conducted using IBM SPSS 25.0 and AMOS 24.0 to test hypotheses developed on theoretical and empirical grounds.

Findings

The descriptive statistics findings are presented in Table 1.

Table 1. Demographic Characteristics of the Participants

Variable	Category	f	%
Gender	Male	209	51,6
	Female	196	48,4
Age	18–25 years	40	9,9
	26–32 years	158	39,0
	33–42 years	143	35,3
	43–50 years	52	12,8
	51 years and above	12	3,0
Marital Status	Single	186	45,9
	Married	219	54,1
Educational Level	High school	3	0,7
	Associate degree	31	7,7
	Bachelor's degree	302	74,6
	Postgraduate	69	17,0
Work Experience	Less than 1 year	13	3,2
	1–3 years	92	22,7
	4–6 years	109	26,9
	7–9 years	82	20,2
	10 years and above	109	26,9
Position	Senior manager	12	3,0
	Middle-level manager	62	15,3
	Lower-level manager	84	20,7
	Employee	247	61,0

Table 1 shows that 51.6% of participants are male and 48.4% are female. The most concentrated age group is 26–32 years old, with 39.0%. Among the participants, 54.1% are married, and 74.6% have a bachelor's degree. In terms of work experience, the largest groups are employees with 4–6 years of experience and 10 years or more, each accounting for 26.9%. Regarding employment status, 61.0% are employees, 20.7% are lower-level managers, 15.3% are middle-level managers, and 3.0% are top-level managers.

Confirmatory factor analysis (CFA) was conducted to evaluate the measurement adequacy of latent variables. The maximum likelihood method was preferred for model testing, and both convergent and discriminant validity were examined in detail. To assess the validity of the factor loadings, a threshold of 0.32 was adopted (Yurt, 2023). As a result, items with loadings below this value (devb1, devb5, duyb4, duyb8, norb1, norb2, and norb3) were removed from the measurement model. When the content of these items was examined, it was observed that the related expressions did not adequately represent the constructs to which they belonged,

and their relationships with the factors were statistically weak. The factor loadings below the determined threshold of 0.32 indicate that these items do not exhibit a consistent, strong connection to the construct they measure. Therefore, given their low factor loadings, these items were removed from the measurement model to avoid compromising its validity and structural integrity.

Various goodness-of-fit indices were calculated to assess the model's overall validity and inter-structural compatibility. The results indicate that the model demonstrates an acceptable fit with the data ($\chi^2 = 951.44$; $df = 311$; $\chi^2/df = 3.06$; $p < .001$; $RMSEA = .07$; $SRMR = .07$; $CFI = .92$; $TLI = .91$; $IFI = .92$). When compared with the thresholds recommended in the literature (Bollen, 1989; Browne & Cudeck, 1993; Hu & Bentler, 1999; Tanaka & Huba, 1985), these values support the validity of the model. Detailed information regarding factor loadings, average variance extracted (AVE), composite reliability (CR), maximum shared variance (MSV), MaxR(H), and Cronbach's alpha coefficients is provided in Table 2.

Table 2. Values Obtained by Testing the Measurement Model

Scale	Item no	Factor Loading	AVE	CR	MSV	MaxR(H)	Alfa
Resonant Leadership (res)	res1	0,64	0,52	0,91	0,28	0,932	0,934
	res2	0,55					
	res3	0,77					
	res4	0,83					
	res5	0,86					
	res6	0,85					
	res7	0,78					
	res8	0,75					
	res9	0,53					
	res10	0,52					
Continuance Commitment (CC)	cc2	0,80	0,41	0,79	0,07	0,871	0,872
	cc3	0,88					
	cc4	0,37					
	cc6	0,64					
	cc7	0,53					
	cc8	0,45					
Affective Commitment (AC)	ac1	0,75	0,51	0,86	0,27	0,883	0,884
	ac2	0,63					
	ac3	0,79					
	ac5	0,80					
	ac6	0,41					
	ac7	0,82					
Normative Commitment (norb)	norb4	0,79	0,40	0,76	0,22	0,797	0,795
	norb5	0,52					
	norb6	0,73					
	norb7	0,50					
	norb8	0,56					

Table 2 shows that the Cronbach's Alpha coefficients for all factors are above 0.70. This indicates that the internal consistency reliability of the related constructs is adequate (Cortina, 1993). Regarding convergent validity, it is expected that the AVE (Average Variance Extracted) value exceeds 0.50, and the CR (Composite Reliability) value exceeds 0.70 (Fornell & Larcker, 1981). The findings show that the composite reliability values for all constructs meet this threshold, but the AVE values for some factors are slightly below 0.50. On the other hand, Hair and colleagues (2010) emphasize that the CR > 0.70 criterion is more decisive than AVE for assessing

convergent validity, and that even if the AVE criterion is not met, convergent validity can still be considered valid. Additionally, CR values greater than AVE values are another indicator of validity (Yurt, 2023).

When evaluating the measurement model for discriminant validity, the Maximum Shared Variance (MSV) values for all factors were lower than their Average Variance Extracted (AVE) values. Additionally, the fact that the MaxR(H) reliability coefficients exceed the CR values further supports the establishment of discriminant validity (Hu & Bentler, 1999).

Table 3. Pearson Correlation Coefficients

	Variables	Mean	SD	1.	2.	3.	4.	5.	6.
1.	Resonant Leadership	39,59	9,58	1					
2.	Continuance Commitment	19,05	5,22	,24**	1				
3.	Affective Commitment	22,79	5,75	,45**	,18**	1			
4.	Normative Commitment	16,50	4,15	,36**	,17**	,35**	1		
5.	Gender ^a	-	-	-,02	,02	-,03	-,03	1	
6.	Marital Status ^b	-	-	,18**	,09	,17**	,08	-,04	1

**p<0,01; N=405, ^a 0= Male, 1= Female, ^b0=Single, 1=Married

When Table 3 is examined, significant and positive relationships are found between resonant leadership and

all sub-dimensions of organizational commitment. The strongest relationship was observed between resonant

leadership and emotional commitment ($r = .45$; $p < .01$). Additionally, significant positive relationships were observed between resonant leadership and continuance commitment ($r = .24$; $p < .01$) and normative commitment

($r = .36$; $p < .01$). Weak but significant relationships were also found between emotional commitment and continuance commitment ($r = .18$; $p < .01$) and normative commitment ($r = .35$; $p < .01$).

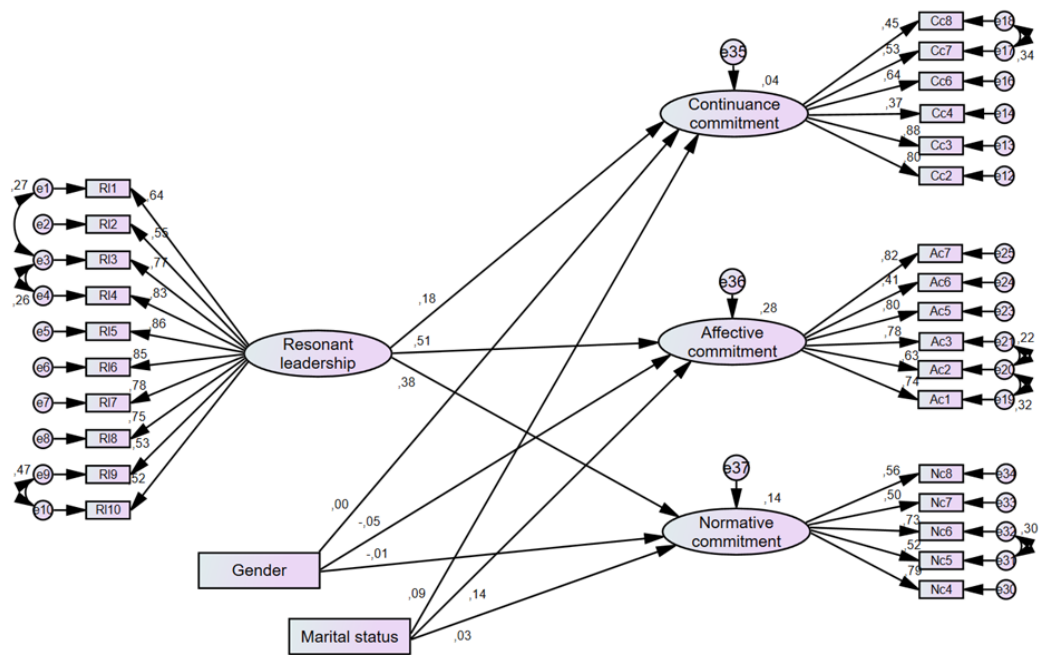


Figure 1. Structural Model

To test the study's hypotheses, the structural model shown in Figure 1 was constructed and analyzed. In the model, perceived resonant leadership was the independent variable, while continuance commitment, emotional attachment, and normative commitment were the dependent variables. The maximum likelihood method was used to test the structural model. Various goodness-of-fit indices were calculated to assess the model's fit to the data. The findings obtained ($\chi^2 = 1031.93$; $df = 360$;

$\chi^2/df = 2.87$; $p < .001$; RMSEA = .07; SRMR = .07; CFI = .93; TLI = .92; IFI = .93) indicate that the model demonstrates an acceptable level of fit (Bollen, 1989; Browne & Cudeck, 1993; Hu & Bentler, 1999; Tanaka & Huba, 1985). Table 4 reports the path coefficients, standard errors (SEs), significance levels (p), 95% confidence intervals (CIs), and the results for the hypotheses tested in the structural model.

Table 4. Standardized Path Coefficients and Significance Levels

Hypothesis	Paths	β	SH	p	95% CI		Result
					Lower	Upper	
H1.	Resonant Leadership ---> Continuance Commitment	0,18	0,08	**	0,22	0,53	Accepted
H2.	Resonant Leadership ---> Affective Commitment	0,51	0,05	**	0,38	0,61	Accepted
H3.	Resonant Leadership ---> Normative Commitment	0,38	0,07	**	0,06	0,32	Accepted
	Gender ^a ---> Continuance Commitment	0,00	0,05	0,85	-0,10	0,10	
	Gender ^a ---> Affective Commitment	-0,05	0,05	0,38	-0,12	0,05	
	Gender ^a ---> Normative Commitment	-0,01	0,06	0,97	-0,13	0,10	
	Marital Status ^b ---> Continuance Commitment	0,09	0,06	0,57	-0,08	0,14	
	Marital Status ^b ---> Affective Commitment	0,14	0,05	**	0,05	0,24	
	Marital Status ^b ---> Normative Commitment	0,03	0,05	0,08	-0,10	0,19	

** $p < 0,01$; ^a 0= Male, 1= Female, ^b 0=Single, 1=Married

According to the findings summarized in Table 4, resonant leadership has a significant and positive effect on continuance commitment ($\beta = 18$, $SE = 08$, $p < .01$; 95% $CI = 22-53$). Similarly, the impact of resonant leadership on emotional commitment is substantial ($\beta = 51$, $SE = 05$, $p < .01$; 95% $CI = 38-61$). The effect of resonant leadership on normative commitment was found to be moderate and significant ($\beta = .38$, $SE = .07$, $p < .01$; 95% $CI = .06-.32$). In line with these results, hypotheses H1, H2, and H3 are supported.

In the tested model, resonant leadership explained 4% of the variance in continuance commitment, 28% in emotional commitment, and 14% in normative commitment. Additionally, the effect sizes were evaluated using Cohen's f^2 coefficients. The effect of resonant leadership on continuance commitment is small ($f^2 = 0.02$), on emotional commitment is medium to large ($f^2 = 0.32$), and on normative commitment is medium ($f^2 = 0.15$). These findings indicate that resonant leadership has a particularly strong explanatory power for emotional commitment. Overall, the model shows that resonant leadership has significant effects on all dimensions of organizational commitment, gender has an insignificant impact, and only marital status has a significant relationship with emotional commitment.

Discussion and Conclusion

The findings indicate that resonant leadership has a significant positive effect on all sub-dimensions of organizational commitment; however, the impact is particularly strong on emotional commitment and relatively weaker on continuance and normative commitment. This result aligns with the predictions of the Affective Events Theory (Weiss & Cropanzano, 1996), which posits that leaders who use elements of emotional intelligence create a positive emotional climate within the organization, thereby increasing employees' psychological commitment. The compassionate, hope-based behaviors demonstrated by the leader generate positive emotions among employees, deepening the bond with the organization. The study's results also support the principle of reciprocity in Social Exchange Theory (Blau, 1964). As emphasized by Varghese and Rao (2024) and Kranthi and colleagues (2024), resonant leadership fosters information sharing, trust, and psychological empowerment within the organization, thereby increasing both employee retention and their sense of ethical responsibility.

In Ali and Kashif's (2020) study, resonant leadership was argued to strengthen organizational commitment, especially through an atmosphere of compassion and a servant culture, and to be significantly related to the normative commitment dimension. Judeh and colleagues (2022), on the other hand, suggest that resonant leadership increases organizational commitment through employee empowerment and psychological ownership. These studies are consistent with this research's findings, which indicate that resonant leadership increases commitment by activating trust, reciprocity, and psychological empowerment mechanisms within the organization. However, the current study found a stronger effect on emotional commitment and a weaker impact on continuance and normative commitment, which partially diverges from Ali and Kashif's (2020) results, which focused on normative commitment. This divergence may be related to the sample comprising private-sector employees in the Marmara Region, a dynamic labor

market with relatively high turnover rates, and employees' tendency to adopt career-oriented behaviors. In this context, employees are more likely to stay in the organization because of meaning, value alignment, and emotional bonds (emotional commitment) than because of obligation (continuance commitment) and a sense of duty (normative commitment). In Varghese and Rao's (2024) study, resonant leadership was shown to enhance creative performance through emotional safety, while Kranthi and colleagues (2024) demonstrated that resonant leadership strengthens organizational learning capacity through psychological empowerment. These studies indicate that resonant leadership creates an emotional climate that supports employees' perceptions of self-efficacy, meaning, and autonomy; this climate also provides the foundation for a psychological sense of safety, which is critical for organizational commitment. Therefore, the high effect coefficients for emotional commitment in the current study are consistent with the finding that resonant leadership can establish such emotional climates. Additionally, recent studies measuring organizational compassion capacity (Akgün, Keskin, and Etlioğlu Başaran, 2025) reveal that compassion is embedded in organizational culture and in resource utilization. The current research, by examining the dimension of compassion in resonant leadership together with the three components of organizational commitment from a holistic perspective, partially addresses the measurement and modeling gaps in this literature.

In terms of practical application, the discussion's findings can also be illustrated with examples from different sectors. In the education sector, Kranthi and colleagues (2024) demonstrated that academic managers who exhibit resonant leadership strengthen faculty members' psychological empowerment and their perception of a learning organization; such leadership is considered an essential lever for increasing emotional attachment to the institution among academic staff at universities in Turkey. Given that studies (Ford et al., 2024) show that compassion-based leadership and compassionate relationships reduce the risk of burnout and enhance employee engagement and well-being, a resonant leadership style emphasizing compassion could become more prominent in the healthcare sector. Similarly, studies (Ramachandran, Balasubramanian, James, and Al Masaeid, 2024) indicate that compassion and inclusive communication-based leadership practices strengthen normative commitment and a culture of ethical responsibility, aligning with the current findings.

From an HR policy perspective, coaching that considers employees' emotional needs, awareness workshops, and practices that support a culture of psychological safety and compassion (such as flexible arrangements during difficult life events, support hotlines, peer support groups) can increase the frequency of positive emotional events in the organization and strengthen emotional engagement (Pansini, Buonomo, and Benevene, 2024; Akgün et al., 2025). Especially in high-stress, uncertain work environments, the resonant leadership approach can be seen as a strategic leadership tool that enhances employees' emotional resilience and organizational commitment.

Limitations of the Study and Recommendations for Future Research

When interpreting the causal relationships between resonant leadership and organizational commitment, this limitation should be taken into account. Future

longitudinal and experimental studies could more effectively test the model's causal claims by demonstrating the effects of leadership behaviors grounded in compassion, awareness, and hope over time. Second, the sample is limited to a single region and the private sector. Future research could examine contextual differences in the effects of the three-component commitment model of resonant leadership through comparative designs across sectors and cultures.

Declarations

Ethics Approval and Participation Permit

Before conducting the research, approval was obtained from the Kırklareli University Scientific Research and Publication Ethics Committee on 04/28/2025, with decision number E-35523585-199-158681, confirming that the research complies with ethical principles.

Informed consent was obtained from participants who agreed to take part in the study.

Publication Permission

Not applicable.

Availability of Data and Materials

Not applicable.

Conflict of Interest

Since it is a single-author study, there are no conflicts of interest.

Funding

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Author Contributions

Since it is a single-author study, all processes were managed by the relevant author.

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