

THE ROLE OF RESONANT LEADERSHIP BEHAVIORS IN ENHANCING THE ORGANIZATION'S IDENTITY: AN EXPLORATORY STUDY AT AL NOOR UNIVERSITY COLLEGE

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ABSTRACT

The current research aimed to elucidate the relationship between charismatic leadership behaviour's, represented by their dimensions (mindfulness, hope, and compassion), and organizational identity. To achieve the research objectives and address the research questions, including the central question, "Do charismatic leadership behaviour's, as indicated by their dimensions, play a role in enhancing organizational identity?", the study was conducted at Al-Noor University College on a sample of 80 faculty members. The researcher employed the descriptive-analytical approach in processing both primary and secondary research data. A questionnaire was used as the main data collection tool. The study formulated a set of hypotheses that were tested using various statistical methods, including the Pearson correlation coefficient, simple and multiple regression equations. The research findings highlighted a significant positive correlation between charismatic leadership behaviour's and organizational identity. The study concluded with several recommendations based on the results, which could benefit the researched field.

Keywords: Charismatic Leadership, Organizational Identity, Al-Noor University College.

INTRODUCTION

The continued pace of changes and developments has presented significant challenges to the world, including business organizations. Survival now depends on adapting, confronting challenges with a spirit of dedication, and recognizing that old frameworks and methods are no longer effective today. Contemporary organizations striving for excellence and identity have turned to seeking what is new to lead their organizations and secure a future that provides strength and determination to embrace the surprises of the future. Amidst these transformations witnessed in the business environment, various types and new terms of leadership emerged, aimed at accommodating the aspirations and ambitions of employees, which have taken a new direction in thinking, working, and seeking independence and self-fulfilment. This requires a leader to embody qualities of tolerance, empathy, respect for individual rights, and participation in their dreams and aspirations that enhance their knowledge and willingness to work. This is found in charismatic leadership, which has absorbed all these developments through its intelligent behaviours'. It stimulates individuals' emotions and builds friendly relationships based on mutual respect, providing an atmosphere characterized by trust, optimism, and a focus on developing their skills. This yields positive results that benefit the organization, as it demonstrates its personality and organizational identity, making it distinctive from others. This is evident through individuals' adherence to its values, philosophy, and commitment to its mission,

working diligently and with high satisfaction. They are committed to the organization's success and the achievement of its goals.

Based on this, the research includes three main axes. The first axis is dedicated to presenting the research methodology. The second axis provides the theoretical aspect, while the third axis discusses the practical aspect. Finally, the research concludes with the most important findings and recommendations.

FIRST AXIS: METHODOLOGICAL FRAMEWORK

First: Research Problem

Educational organizations serve as cultural interfaces reflecting the advancement and progress of societies. They have a direct impact on individuals' lives, equipping them with knowledge and culture. Consequently, they bear a civilizational mission and a social responsibility in an era characterized by continuous renewal and unpredictable environmental factors. Unconventional work conditions have reshaped the roles assigned to leaders and individuals. Old ideas and command-and-control methods are no longer suitable for leading contemporary organizations. New leadership trends have emerged, such as charismatic leadership, which has proven its effectiveness through its behaviour's. Charismatic leaders exhibit emotional intelligence by embracing individuals, showing care, respecting self-worth, and being responsive to their evolving thoughts and opinions. This transforms individuals into a genuine core in shaping a positive image for the organization, instilling pride, a sense of belonging, and commitment to the organization's values. As the researched field is one of the educational indicators that has proven its worth and established a distinct identity through its leadership behaviour's, the researcher found it imperative to conduct this study. The central question posed is, *"Do charismatic leadership behaviours' play a role in enhancing organizational identity?"* Subsidiary questions arise from this central inquiry:

1. Does Al-Noor University College possess charismatic leadership behaviors' from the perspective of faculty members?
2. To what extent do dimensions of organizational identity exist at Al-Noor University College?
3. Is there a significant correlation between charismatic leadership behaviors and organizational identity in the researched field?
4. Is there a significant correlation between charismatic leadership behaviors and organizational identity in the researched field?
5. Do charismatic leadership behaviors, as indicated by their dimensions, influence organizational identity in the researched field?

Importance of the Research: The Significance of this Research Lies in two Aspects

First aspect: Cognitive significance: It is manifested by shedding light on two important variables, namely charismatic leadership and organizational identity, by narrating some theoretical contributions regarding the concept and dimensions of both variables. Charismatic leadership, with its distinctive behaviour's, captures the attention and interest of organizations seeking to leave a unique mark and aspire to enhance their identity, as acknowledged by their employees' commitment and affection.

Second aspect: Field significance: The research gains importance from the significance of the researched field (Al-Noor University College). It stands as an academic institution that has

proven its worth through its focus on scientific specializations needed by society and its attraction of competent professionals and experienced individuals to work within it. This has made it a source of pride and honour. Consequently, it bears the responsibility of cultivating leadership characterized by intelligence, instilling hope, and promoting respect to enhance its organizational identity and outperform its competitors.

RESEARCH OBJECTIVES

1. To identify the reality of implementing charismatic leadership in the researched field.
2. To uncover the extent of awareness among the researched individuals regarding organizational identity.
3. To determine the nature of the relationship between charismatic leadership and organizational identity.

Hypothetical Research Plan

The methodological treatment of the research problem within its theoretical framework and practical contents necessitates the construction of a hypothetical research plan indicating the logical relationships between the research variables in pursuit of initial solutions to the research problem, as illustrated in Figure 1. The dimensions of charismatic leadership were identified using the scale developed by Bawafaa, et al. (2015), while the dimensions of organizational identity relied on the scale prepared by Bagheri et al. (2012). The figure below illustrates the hypothetical research plan.



FIGURE 1
STUDY PLAN

Research Hypotheses

To test the research plan, a set of main and sub hypotheses has been adopted as follows:

- H₁:** *The College of Light University does not possess charismatic leadership behaviours'.*
- H₂:** *There is no variation in the presence of dimensions of organizational identity at the College of Light University.*
- H₃:** *There is no significant correlation between charismatic leadership and organizational identity at both the overall and sub-dimensions levels.*
- H₄:** *There is no effect of charismatic leadership on organizational identity at both the overall and sub-dimensions levels.*

Regarding the Research Tools

Research methodology: The research adopted the descriptive analytical approach as a scientific method to describe and present data, analyse it, describe the basic research variables, and explain the nature of the relationship between them.

Research tools: To collect data, two main types were relied upon. The first included research in books and scientific journals related to the research variables. The second aspect included field research, where the questionnaire was used as the primary tool for collecting primary data on the research variables. A total of 80 questionnaires were distributed. The researcher also utilized ready-made scales from both Arabic and foreign sources, and a Likert five-point scale was employed.

Questionnaire reliability test: To calculate the reliability coefficient for the main research variables, the (Cronbrash's Alpha) test was used. It was found that the Cronbach's Alpha coefficient value at the overall level of research variables was high compared to the acceptable reliability coefficient in administrative studies, which is (70%). This indicates the reliability of the scale, as shown in Table 1.

THE VALUE OF STABILITY COEFFICIENTS FOR RESEARCH VARIABLES	
Search variables	Stability coefficient
Resonant leadership	0.89
Organizational identity	0.81

RESONANT LEADERSHIP

The concept of Resonant Leadership

Organizations strive, in the midst of competition and the pursuit of success, to adopt leadership approaches that carry social and human meanings. These approaches work towards spreading comfort and reassurance and gaining the goodwill and approval of their employees through their active role in leading the organization. In the context of this approach, resonant leadership has emerged as a modern leadership style that embraces emotional intelligence and is considered the means to influence feelings and emotions and build relationships based on respect and honesty in interactions (Turk, 2018).

In order to highlight and provide an overview of the key ideas of the concept of resonant leadership, as presented by books and researchers, we find that the initial origins of the concept can be traced back (Mary Tuuk) Who first mentioned this concept by emphasizing the importance of creating an environment characterized by open dialogue and synchronous harmony that aids in comprehending and understanding others, as well as identifying their personal visions and hidden emotions, in the year (2002) both indicated (Daniel Goleman & Richard Boyatzis & Annie McKee). To resonant relationships through the use of emotional intelligence by leaders in their book (Resonant Leadership) (Richard & Annie) in the year 2005, (Boyatzis et al., 2013). When tracing the concept of resonant leadership, we find that the origin of the word 'resonance' can be traced back to the Latin term 'Resonare.' The Oxford Dictionary defines resonance as 'having an echo, resonance, and an impact with other individuals within the organization' (Al-Rubai & Faisal, 2019). As for leadership, it refers to the process in which an individual influences a group of individuals to achieve a common goal (Northouse, 2021). Subsequently, writings about the concept of resonant leadership varied depending on the researchers' orientations and areas of expertise. The following Table 2 presents some of these concepts as outlined by certain researchers and authors.

Concept	Author
One of the leadership styles that tend to leverage relational and emotional energy to achieve positive outcomes (increased job satisfaction, organizational commitment, higher employment rates, and improved employee well-being).	Wagner et al. (2013)
Resonant leadership is the style characterized by leaders with high emotional intelligence. They have the ability to manage their emotions, consider the feelings of others, and possess the skills to build friendly relationships between them and their followers.	Tiwani & Lenka (2015)
An approach that involves the use of emotional, social, financial, environmental, and cultural intelligence to motivate and encourage employees to achieve their aspirations and attain the best results.	Bawafaa et al. (2015)
It is a relational leadership style that focuses on individuals in terms of their perceptions, intentions, and behaviors related to their relationships with others in order to achieve common goals. The primary task of the leader lies in eliciting emotional aspects and building relationships with followers.	Malone (2010)
An approach in which leaders use their emotional intelligence to build strong, trust-based workgroups that contribute to increased productivity and creativity, making the work environment vibrant.	Wagner et al. (2013)
The ability to act appropriately even in uncertain circumstances and empower the individuals working with them, giving them hope instead of behaving in a inhibitive or anxious manner.	Tiwani & Lenka (2015)
They have the courage and belief in their cause towards their organizations and communities, enabling them to open new pathways for work in different areas. They face complexity with hope instead of fear.	Bawafaa, et al. (2015)

The Importance of Resonant Leadership

Many organizations have failed and faded due to poor management and weak leadership that neglected the social and human aspects and lost their engagement with working individuals. This has prompted numerous organizations to reconsider their traditional methods and search for new leadership styles that align with the demands of the era and the aspirations of their workforce. This new style of leadership, known as resonant leadership, has gained significance due to its positive impact on both the organization and its employees. A study by Bawafaa, et al. (2015) reveals that resonant leadership can enhance communication within the organization, motivate employees, ignite optimism, and enthusiasm, while building a positive organizational climate. This humanistic approach contributes to improving organizational processes, coordination, and decision-making (Ramírez Molina et al., 2019). Resonant leadership derives its importance from the leader's ability to employ emotional intelligence uniquely, as confirmed (Akin & Ulusoy, 2016). Resonant leaders inspire others through their clear vision and their ability to turn dreams into reality by making sacrifices, facing challenges, and seizing opportunities within two cycles experienced by resonant leaders: renewal and sacrifice. Renewal is a natural response to stress episodes, during which leaders regain their cognitive and physical capabilities and enhance their leadership practices to maintain their effectiveness. Studies and research have shown that resonant leadership has the ability to effectively blend social, intellectual, and financial capital. This helps leaders understand the market, technology, individuals, and many other factors that lead to outstanding performance (Taner & Aysen, 2013). Tiwari & Lenka (2015) asserts that resonant leadership contributes to creating an organizational climate filled with vitality and activity by fostering a spirit of cooperation, hope, and dedication

to achieving desired goals. Leaders often resort to spreading positive emotions among employees, known as emotional contagion theory, which resonates within the organization in the form of team support, guidance, relationship-building, and the ability to engage others in organizational objectives. All of these aspects support the aspirations of working individuals, as highlighted by study Malone (2010), which indicates that resonant leadership contributes to increasing structural empowerment, granting employees independence and authority within the work environment, leading to increased job satisfaction.

Dimensions of Resonant Leadership

Resonant leadership, despite its vitality and the contemporary organizational need for innovative leadership approaches that align with the aspirations of employees and draw upon their emotions, have been a relatively recent and underexplored concept in theoretical research. However, several dimensions of resonant leadership have been identified and widely accepted in various studies (Shaista, et al. 2019).

Mindfulness: Linguistically, the concept of alertness is linked to matching the state of awareness and attention to everything that surrounds us and taking caution from it. It was mentioned in the Lisan al-Arab dictionary by Ibn Manzur 711 AH: “*A man is alert, since he was alert and very alert, possessing knowledge and acumen.*” In the Webster (1998) dictionary, meaning the quality represented by its members being aware or newly aware and wary of something, attentive to danger. Bakr & Ramadan (2016) it explores mindfulness among the concepts that have received attention in organizational work and we have acknowledged it (Schwartz, 2018). To realize the individual through four multiple areas of diversity of activities (the individual, the work environment, the internal environment, and the external environment, for the sake of the individual’s health inside or outside an organization. While Al-Abadi et al. (2018) described it as an accurate indicator for examining the continuous expectations and thinking of the individual’s reliance on his experiences, valuing the precise things in the context, and identifying new aspects of it that would improve the individual’s insight, performance, and career during his social interactions. When the individual is mentally alert, he passes He is in an increased state of cognitive contemplation and is present with his body and mind in the moment and present. A study Al-Rabie & Faisal (2018) revealed that mindfulness has multiple benefits, including improving the individual’s sense of coherence and feeling of the importance and meaning of life, and the ability to manage the environment, contributing to increasing the level of concentration, and reducing The level of pressure, which leads to not rushing to pass judgment on others, to be patient, and to listen to others freely. In addition, it helps to expand the scope of vision and increases the ease of dealing with developments.

Hope: It is a state of inspiration and optimism that gives working individuals the strength and will to achieve their goals and reach a better future Taner & Aysen (2013) and Millard (2011) describes it as feeling a state of positive energy that working individuals derive from their awareness of the spirit of tolerance and cooperation, as hope is born. A state of perseverance tends towards determining paths and correct planning to achieve the set goals. Cassar (2010) views hope as the willpower and determination that individuals possess and the ability to explore alternative methods and contingency plans to achieve goals. A study by Al-Taie et al. (2018) hope creates a challenge and gives working individuals the strength to invest their efforts and achieve the desired goals. A study Al-Masry (2020) stated that resonant leadership takes into account the feelings of individuals, gives them hope, and motivates them to make efforts and cooperate with others in order to achieve goals.

Compassion: It is considered one of the most important dimensions of resonant leadership that contributes to enhancing the positive feelings of working individuals by spreading an atmosphere of compassion and friendliness among the organization's members Al-Rubai & Faisal (2019); Civelek et al. (2015) described it as good behavior and consideration with compassion and humanity. To individuals by sharing the different situations they experience, and according to this definition, the concept of compassion as a human experience can be divided into three parts: concern for the suffering of others, understanding or noticing feelings, and a response that aims to alleviate suffering, which refers to a wide range of subjective experiences that are not pleasant, including physical and emotional pain. The leader's description of compassion has positive effects in treating cases of grief that affect individuals as a result of their exposure to a certain shock. At the organizational level, compassion helps increase feelings of connection with others and a sense of personal satisfaction, pride, and commitment to the organization (Tietsoort et al., 2023).

ORGANIZATIONAL IDENTITY

The Concept of Organizational Identity

The topic of organizational identity is one of the most challenging topics as it is directly linked to the behaviors of individuals and organizational behaviors, and is considered one of the hidden motives behind many of the actions of individuals and work groups. Therefore, it has received a great deal of attention in the organizational behavior literature, as it embodies the characteristics that distinguish the organization from others. Other organizations and makes them a source of pride and honour among their theories. Organizational identity can be determined through individuals' assimilation of organizational characteristics, goals, and achievements so that the individual feels united and integrated with the organization, and this indicates their level of acceptance of its goals and values (Sargolzaee et al., 2017). Researchers have addressed the concept of organizational identity according to for your intellectual and philosophical orientations; the following Table 3 presents a number of these acquaintances.

Concept	Author
It is what individuals perceive, feel and think about their organization in the past, present and future	Alqarni (2020)
It is the extent to which individuals share ideas and visions with their organizations in which they work, which is reflected through positive and useful behaviors in the workplace.	Erat et al. (2020)
The impression that members of the organization have regarding their internal environment in which they work, and this impression may be positive or negative	Hussain et al. (2016)
It is the element that refers to collective behavior, through which the members of the organization express their relationship with the basic characteristics of the organization and its dimensions, such as values, beliefs, principles, leadership, and what constitutes a professional career for those members.	Aisha & Boualala (2022)

The Effects of Organizational Identity on the Individual and the Organization

The importance of organizational identity comes from its positive effects on the individual and the organization, as it contributes significantly to the organization's survival and

success in the business environment, and this importance comes from its fundamental role in influencing the feelings, attitudes, and perceptions of working individuals, which in turn is reflected in the organization's performance and its ability to face challenges Al-Shami & Afzal (2014); Nabila et al. (2022) and Table 4 shows the effects of organizational identity on the individual and the organization.

Table 4 THE EFFECTS OF ORGANIZATIONAL IDENTITY ON THE INDIVIDUAL AND THE ORGANIZATION	
The effects of organizational identity on the individual	The effects of organizational identity on the organization
It enhances the individual's ability to relate to his organization, and this is what gives him self-respect, social status, and psychological stability.	Organizational identity is a source of competitive advantage for the organization and gives it long-term strength that is difficult to imitate
The individual transcends his personal and individual interests, and this is what achieves him openness to himself, transcending it in positive ways, and sacrificing for the sake of the organization.	The strength of organizational identity helps increase employees' sense of belonging, which contributes to the organization's success, overcoming its crises, and increasing its level of performance.
It gives the individual meaning to life as a result of his integration into the group, and it is an individual gain for the worker before it is for the organization.	The organizational identity works by maintaining the central goals for which it was founded, and any change in the founders does not affect the organization's activity and its continued existence.
It enhances the individual's status and increases his morale towards the organization, creating a feeling of determination and enthusiasm in him to do his utmost efforts to achieve the organization's success.	Organizations with strong organizational identities boast of their characteristics and characteristics, which enhance their status compared to similar organizations, and this increases the enthusiasm of individuals to achieve their goals.

Dimensions of Organizational Identity

The researchers addressed the dimensions of organizational identity according to their orientations and intellectual frameworks, as each researcher has his own view and vision. The researcher decided to rely on the scale presented by Bagheri et al. (2012), which is similarity, pride and respect: Identification: It means the process of psychological attachment between the individual and the organization in which he works, and it is a psychological and social bond that connects employees to their organizations and through them determines their behaviors and trends that are sufficient to achieve its interest. Abdullah et al. (2019) see it as a state of the individual's emotional and behavioural awareness of his belonging to the organization that It is implemented as the individual shows the extent of his love and loyalty to his job and performs its duties with all dedication and sincerity and active participation in achieving the organization's goals, which he sees as largely consistent with his own goals. Its importance is evident in improving the organization's position in society and raising its competitive ability, and it contributes to achieving the psychological connection between employees and their feelings. That their destiny and destiny are the same and that success and failure surround them all (Al-Shahoumi & Rashid bin Ali, 2021).

Pride: Both (Trcay & Robins) described pride as an emotion of exceptional importance that has a fundamental role in leading daily and life-related social behavior Al-Abidi, et al. (2021) and describes Mohammed & Ahmed (2019) believe that organizational pride plays a major role in the success of Organizations, as working individuals can provide distinguished service when they are willing and able to participate in improving the quality of service.

Organizational pride is closely linked to the feeling of belonging to the organization, and increased pride gives motivation to continue working and persevere in performing the tasks assigned to individuals.

Respect: expresses the extent to which an individual believes that he has a good reputation within the organization in which he works, and it is the good interaction he receives from individuals as a result of mutual respect between them, as well as respect for ideas related to developing and improving work and the way work is accomplished in the organization and the appreciation of senior management for the contributions and creativity made by individuals. These good behaviors leave a positive impression on the individual as a result of the exchange of ideas and the respect he enjoys and receives from his superiors at work (Al-Abidi et al., 2021).

PRACTICAL FRAMEWORK

Statistical treatment to test the first and second hypotheses requires the use of descriptive statistics measures (arithmetic mean, standard deviation, coefficient of variation, and relative importance).

Testing the first main hypothesis: It is clear from the results of Table 5 that the organization under study possesses resonant leadership behaviors, as indicated by the overall indicators of the arithmetical circles of (3.92, 3.16 and 3.93) which were greater than the hypothesized mean of 3. The Hope dimension achieved the highest percentage of presence. In terms of importance, it was followed by mindfulness, and finally, compassion came in third place, thus rejecting the first main hypothesis, which states, “*Al-Noor University College does not have resonant leadership behaviors and acceptance of its alternatives*”.

Order of importance	Coefficient of variation	Standard deviation	Arithmetic mean	Dimensions
2	0.20	0.787	3.93	Mentality Vigilance
1	0.19	0.756	3.92	Hope
3	0.23	0.751	3.16	Mercy
	0.21	0.646	3.67	Overall index

Testing the second main hypothesis: It is clear from the results of Table 6 that the organization under investigation possesses the dimensions of organizational identity, as indicated by the overall indicators of the arithmetic circles, which amount to (3.29, 3.97, 4.07), which were greater than the hypothesized mean of 3 and the hope dimension achieved the highest The percentage of presence in terms of importance was followed by the dimension of mindfulness, and finally the dimension of compassion came in third place, which indicates the presence of a difference in the presence of the dimensions of organizational identity, and therefore the second main hypothesis is rejected, which states that the presence of the dimensions of organizational identity does not differ in Al-Nour University College and the acceptance of its alternative (Pope, 2019).

Order of importance	Coefficient of variation	Standard deviation	Arithmetic mean	Dimensions
3	0.23	0.782	3.29	Symmetry
2	0.20	0.825	3.97	Pride
1	0.15	0.651	4.07	Respect
	0.19	0.752	3.77	Overall index

Testing the third main hypothesis: In order to test the third main hypothesis, statistical treatment requires the use of an analysis of the correlation between resonant leadership and organizational identity at the overall level, as the data of Table 7 indicate the existence of a direct correlation with a significant significance between resonant leadership and organizational identity taken together in value. The correlation coefficient is (0.850**) at a significance level of (0.05), and this result indicates that the organization under study has leadership that emulates the future and seeks development while paying attention to all human aspects and spreading the spirit of compassion among individuals, which in turn leads to strengthening the organization's identity (Deniz et al., 2013).

Table 7 RESULTS OF ANALYZING THE CORRELATION BETWEEN RESONANT LEADERSHIP AND ORGANIZATIONAL IDENTITY		
Organizational identity	Approved dimension	Independent dimension
0.850**	Resonant leadership	

Table 8 also shows the results of the correlation relationships between the sub-variables related to the first, second, and third sub-hypothesis emanating from the third main hypothesis, as follows:

1. The results indicated that there is a significant correlation between the variable of alertness (clarity of mind) and organizational identity at a good level, as the correlation coefficient reached (0.770). This explains that the organization under study has long-term visions and is always ready to keep pace with any new events by preparing future strategies, and this is what makes it attracts the attention of those who benefit from its services and enhances its identity.
2. The results showed that there is a significant correlation between the variable of hope and organizational identity, as the correlation coefficient reached (0.811), which is a strong relationship that reflects the extent of the researched organization's keenness to inspire enthusiasm among working individuals and give them opportunities to continue and develop themselves through clear and transparent work procedures, which contributes to building an identity cohesive organization.
3. The results also showed that there is a significant correlation between the variable of compassion and organizational identity, as the correlation coefficient reached (0.607). This result shows that the organization under study believes in humane treatment and is interested in taking into consideration the feelings and suffering of others, looking at them with compassion, and showing them affection and respect, and this is what is reflected in their loyalty and adherence to the organization.

Table 8 RESULTS OF ANALYZING CORRELATIONS BETWEEN RESONANT LEADERSHIP BEHAVIORS AND ORGANIZATIONAL IDENTITY	
Resonant leadership	Organizational identity
Vigilance mentality	0.770
Hope	0.811
Mercy	0.607
N= 80, P ≤ 0.05	

Based on the above, the third main hypothesis is rejected, which states: There is no significant correlation between resonant leadership and organizational identity at the overall level and at the sub-dimensional level.

Testing the fourth main hypothesis: In order to test the fourth main hypothesis, statistical treatment requires the use of simple regression analysis to measure the moral effect between resonant leadership in strengthening organizational identity at the overall level, the results of which are shown in Table 9, which shows that resonant leadership has a moral effect in strengthening organizational identity. In terms of the calculated (F) value of (96.075), which is greater than its tabulated value of (4.08) at a significance level of (0.05), the effect of resonant leadership on organizational identity was explained by the coefficient of determination (R²) of (0.722). The rest is due to random variables that do not it can be controlled or it is not included in the regression model. The value of (B1) reached (0.764), which indicates that a change of one unit in the variable of resonant leadership leads to a change in organizational identity of (0.764).

Resonant Leadership					R ²	B1	B0	Dependent variable	Independent variable
F		T							
Sig	Tabular	Calculated	Tabular	Calculated					
.000	4.08	96.075	1.684	9.802	0.722	0.764	0.850	Organization identity	

- As for testing the first, second, and third sub-hypotheses emanating from the fourth main hypothesis shown in Table 10, the table shows that the dimension of alertness (clarity of mind) affects organizational identity significantly in terms of the calculated (T) value (7.347), which is the largest. From its tabular value of (1.684) at a significance level of (0.05), the explanatory power for the effect of mindfulness in enhancing organizational identity was as high as the coefficient of determination R², amounting to (0.593). The rest is due to random variables that cannot be controlled or are not included in the regression model, as the value of (B1) was (1.977), which indicates that a change of one unit in the variable of mental alertness leads to a change in organizational identity of (1.977). This would lead to the rejection of the first sub-hypothesis emerging from the fourth main hypothesis, which states: "It does not affect the variable of alertness (clarity of mind) in organizational identity and acceptance of its alternative.
- The results indicate that the hope variable has a significant effect on organizational identity in terms of the calculated (T) value of (8.440), which is greater than its tabulated value of (1.684) at a significance level of (0.05). The explanatory power for the effect of the hope variable on organizational identity has reached the extent of the coefficient of determination. R² is (0.658), and the rest is due to random variables that cannot be controlled or are not included in the regression model. The value of (B1) was (1.776), which indicates that a change of one unit in the hope variable leads to a change in organizational identity of (1.776). This would lead to rejecting the second sub-hypothesis emanating from the fourth main hypothesis, which states that "hope does not have a moral effect on organizational identity" and accepting its alternative.
- The results showed that the compassion variable had a significant impact on organizational identity, and this was confirmed by the calculated (T) value of (4.710), which was greater than its tabulated value of (1.684) at a significant level of (0.05). The explanatory power for the effect of the mercy variable on organizational identity amounted to the coefficient of determination, R² is (0.369), and the remainder is due to random variables that cannot be controlled or are not included in the regression model. The value of (B1) was (1.353), which indicates that a change of one unit in the compassion variable leads to a change in organizational identity of 1.353 and this would lead to the rejection of the third sub-hypothesis, which emanates from the fourth main hypothesis, which states: "*The dimension of mercy does not have a moral effect on organizational identity and the acceptance of its alternative.*"

In summary, and through what the results revealed, resonant leadership, in all its dimensions, has a positive effect in strengthening the organizational identity of the organization under study. It has emerged that the dimension of hope is the most influential among the other

sub-variables, and this indicates that the organization under study is concerned with the psychological aspects by spreading the spirit of enthusiasm. Looking at the future with optimism and positivity, this creates a feeling of comfort in individuals and works with dedication and sincerity.

Organizational identity					R ²	B1	B0	Dependent variable	Independent variable
Sig	F		T						
	Tabular	Calculated	Tabular	Calculated					
.000	4.08	53.973	1.684	7.347	0.593	1.977	0.770	Mentality	Vigilance
.000	4.08	71.230	1.684	8.440	0.658	1.776	0.811	Hope	
.000	4.08	22.188	1.684	4.710	0.369	1.353	0.607	Mercy	

This would lead to the rejection of the fourth main hypothesis, which states (there is no effect between resonant leadership on organizational identity at the overall level and at the sub-dimensional level).

Proposals: In Light of the Research Results, we include the Following Set of Proposals

1. Increasing the support and attention provided to the individuals surveyed by taking into account their professional capabilities and job experience and assigning them tasks and responsibilities in a manner commensurate with that.
2. Emphasis on building friendly relations between the individuals studied by encouraging teamwork based on cooperation to achieve the interests and goals of the university/college under study.
3. Encouraging creative ideas and paying attention to individual and collective initiatives that would develop work methods and develop the spirit of loyalty and pride in the organization under study.
4. Working to develop the individuals surveyed on an ongoing basis by involving them in training courses, and encouraging them to attend seminars and forums that are concerned with introducing workers to the strengths and pride of their organization towards competing organizations, in a way that reflects a positive impression among society about the relationship between the organization and its workers and its relationship with society and competitors.
5. Administrative leaders should benefit from the positive research results that revealed the importance of adopting resonant leadership behaviors in enhancing the organization's identity.

CONCLUSION

1. The results of testing the first hypothesis revealed the interest of the researched organization in resonant leadership behaviors in terms of its ability to contain and sense the events taking place in its environment and adapt and respond quickly to them, spreading a spirit of optimism and positive motivation for work, and spreading a spirit of tolerance and respect among working individuals and their supervisors.
2. The results of testing the second main hypothesis showed that the individuals surveyed possess a sense of pride and loyalty to their university and are proud of the achievements provided by the university, which gives them joy and happiness.
3. The results of testing the third hypothesis confirmed the existence of a high positive correlation at the overall level between resonant leadership and the organization's identity. This explains the keenness of university officials to adopt the best leadership methods that would develop the spirit of dedication to work, sincerity, and exerting strenuous efforts for its success and development. .
4. The results also demonstrated the existence of significant correlations between the dimensions of resonant leadership (organizational vigilance, hope, compassion) and organizational identity combined, as the results were good and this stems from the adherence of officials in the organization under investigation and their

adornment of the qualities of a leader who loves his work and uses his intelligence and acumen to consolidate the values of belonging. Individual workers have pride in their organizational identity.

5. The results confirmed that resonant leadership, through its behaviors, had a positive effect in strengthening organizational identity, as indicated by the values of the regression coefficients, which were different, as the dimension of hope was recorded as the most influential, then the dimension of mental alertness, and finally the dimension of compassion.

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