

# EFFECT OF RESONANT LEADERSHIP IN MARKETING INDUSTRY

Syed Ahsan Shah<sup>1</sup>, and Masood Hassan<sup>2</sup>

## Abstract

*When employees are content with their job and dedicated to the organization, it can lead to advantageous outcomes for the organization, including improved effectiveness, performance, and productivity, as well as reduced turnover and absenteeism at both the individual and organizational levels. Therefore, this study develops a unique framework consisting of three direct relationships to analyze the interaction of Resonant Leadership with Affective Commitment (AC), Normative Commitment (NC) And Continuance Commitment (CC). The data was collected through questionnaires distributed among employees working in marketing departments of different companies of Pakistan. A total of 190 useable responses were available for statistical analysis with SPSS and Smart PLS software. The study illustrates when employees are content with their job and dedicated to the organization, it can lead to advantageous outcomes for the organization especially in marketing industry, including improved effectiveness, performance, and productivity, as well as reduced turnover and absenteeism at both the individual and organizational levels.*

**Keywords:** Resonant Leadership, Affective Commitment (AC), Normative Commitment (NC), Continuance Commitment (CC), Marketing Industry

## INTRODUCTION

Job satisfaction (JS) and organizational commitment (OC) have been significant subjects of study in business research for a considerable period of time. Dedicated and content personnel play a crucial role in the achievement of an organization's success. The success of an organization is closely linked to these elements. When employees are content with their job and dedicated to the organization, it can lead to advantageous outcomes for the organization, including improved effectiveness, performance, and productivity, as well as reduced turnover and absenteeism at both the individual and organizational levels (Bashir and Gani, 2020). Job satisfaction among employees correlates with their commitment and successful job performance, resulting in improved organizational performance. Nevertheless, the level of dedication and contentment exhibited by employees is greatly influenced by the manner in which they are treated by their superiors. The fate of a business is contingent upon the caliber of the relationship between the employee and employer. More precisely, when leaders possess emotional intelligence (EI), the interaction between a leader and their followers has the potential to significantly enhance organizational outcomes (Hassan et al., 2019).

Organizations can gain a competitive edge by cultivating a workforce of dedicated employees who take pride in being associated with the firm. This can only be achieved when people are fully committed and derive satisfaction from their work environment. Conversely, individuals who are not committed and have low job satisfaction are likely to be associated with many negative consequences that result in costs for a business, such as increased absenteeism and decreased productivity (Azeem et al., 2021). Resonant leaders, by leveraging their Emotional Intelligence, establish a supporting atmosphere that fosters employees' dedication to the organization. Resonant leadership and organizational commitment are positively correlated. Moreover, job happiness is influenced by several aspects, such as

<sup>1</sup>Scholar, Benazir Bhutto Shaheed University Lyari, Karachi, Pakistan. Email: ahsan57shah@yahoo.com

<sup>2</sup>Ph.D, College of Business Management (CBM), Institute of Business Management (IoBM), Karachi, Pakistan. Email: masoodhassan1@hotmail.com

an individual's employment experience and their interpersonal relationships with colleagues and superiors. These elements have a crucial role in determining the level of job satisfaction among employees (Ferreira, 2020).

There is a scarcity of research that focuses on resonant leadership in the subcontinent. The majority of study on resonant leadership has focused exclusively on the nursing profession, primarily within the Western culture. Thus, the impact of resonant leadership on enhancing employees' organizational commitment (OC) and job satisfaction (JS) in the Pakistani context, using a diverse sample, has not been investigated yet. In addition, the attitudes and emotions of employees are always changing, making their management a tough endeavor. There is a lack of literature that discusses how effective leaders handle the moods and emotions of their staff in order to achieve positive results. This research addresses and fills this gap.

### ***Marketing Industry of Karachi***

Karachi, being the economic and commercial center of Pakistan, showcases a lively and energetic marketing sector. This business is distinguished by a wide array of industries, encompassing consumer goods, textiles, medicines, technology, and financial services. In Karachi, the marketing industry is characterized by intense competition and a focus on innovation. Companies in Karachi utilize special marketing techniques and digital platforms to effectively target a wide and differentiated audience (Burki et al., 2010). The marketing sector in the Karachi is propelled by a combination of international firms, local companies, and up-and-coming entrepreneurs, all competing for market dominance and consumers interests. The advent of digital marketing has profoundly revolutionized the industry, placing increasing value for social media, content marketing, and data analytics. Although the industry is progressing rapidly, it has difficulties such as economic instability, alterations in regulations, and fear of rivalry. These concerns require skilled leadership to successfully navigate and prosper in this environment (Aman and Hopkinson, 2010).

### ***Research Problem***

The marketing sector of Karachi, like to other industries, is encountering substantial issues concerning employee engagement, motivation, and retention. Conventional leadership methods are not sufficiently catering the emotional and psychological requirements of marketing professionals, resulting in burnout, reduced morale, and rising rates of employee turnover. Resonant leadership, which is defined by emotional intelligence, empathy, and the capacity to motivate and establish connections with employees, has been proposed as a possible remedy for these problems. Nevertheless, there is a dearth of empirical research investigating the influence of resonant leadership on workplace outcomes specifically in the marketing sector of Karachi. The objective of this study is to investigate the impact of resonant leadership on employee satisfaction, performance, and retention in this specific environment.

### ***Research Questions***

The following questions developed based on above content discussion.

1. How resonant leadership effects on the affective commitment (AC)?
2. What are the impacts of resonant leadership on normative commitment (NC)?
3. Discuss the impacts of resonant leadership on continuance commitment (CC)!

### ***Objectives of the Study***

The fundamental aim of this research is to reveal:

1. To assess effect of resonant leadership on affective commitment (AC).
2. To assess effect of resonant leadership on normative commitment (NC).
3. To assess effect of resonant leadership on continuance commitment (CC).

### ***Justification***

The marketing business plays a significant role in the economic development of Karachi, and good leadership is essential for retaining a competitive advantage. Gaining insight into the significance of resonant leadership can assist firms in optimizing their managerial methodologies and enhancing overall performance. Resonant leadership prioritizes emotional connection and empathy, resulting in enhanced employee well-being, job satisfaction, and less turnover. This is especially crucial in the demanding context of marketing.

### ***Limitations***

The dependence on self-reported data from employees and leaders may introduce bias, since respondents may response answers that are socially desirable rather than their genuine feelings and experiences. Conducting study at a specific moment may fail to capture the dynamic nature of leadership impact and employee attitudes, so restricting the potential to notice changes over a period of time. Although the emphasis on the marketing industry allows for a thorough analysis, it may restrict the relevance of the findings to other industries that have distinct operational and organizational attributes. Organizational size, culture, and structure differences in the marketing industry can affect the conclusions, making it more difficult to interpret and apply the results universally.

### ***Scope***

This study purposed to examine the influence of resonant leadership on employee satisfaction, performance, and retention. It specifically focuses on exploring the role of mediating elements such as emotional intelligence, corporate culture, and job stress. Employing surveys, taken interviews, and focus groups have to be used to collect extensive data on leadership methods and employee experiences. Using quantitative and qualitative analysis techniques to find connections, patterns, and valuable information that can guide leadership practices and organizational initiatives.

## **LITERATURE REVIEW**

### ***Leadership and Resonant Leadership***

Leadership is the process by which a group of persons is encouraged for working together towards a shared objective. It plays a key role in determining favorable results in organizations. There is a strong correlation between Emotional Intelligence and effective leadership abilities. Resonant leadership, on the basis of emotional intelligence (EI), is a more accurate indicator of certain results. Resonant leaders display positive emotions to inspire their followers and effectively handle their own emotions and those of others to achieve the best possible outcomes in any given situation (Haslam et al., 2020). Resonant leadership is basis over the concept of emotional intelligence that suggests that successful leaders are able to control their own emotions and comprehend and impact the emotions of other people. This style of

leadership is linked to favorable psychological states in employees, including optimism, trust, and enthusiasm. These emotions are vital for maintaining high levels of motivation and engagement. Resonant leaders have the ability to improve organizational commitment greatly, a key factor in determining the prosperity of a business, by establishing a workplace that values and understands its employees (Hassan and Qureshi., 2019).

### ***Organizational Commitment***

Organizational commitment is a difficult concept that describes the psychological connection and devotion that person has towards their organization. The concept is commonly categorized into three elements: affective commitment, continuation commitment, and normative commitment. Affective commitment related to the emotional bond and sense of belonging that an employee experiences towards the organization (Rameshkumar, 2020). Employees that possess a high level of affective commitment choose to remain with an organization out of their own volition, driven by their profound conviction in the organization's values and norms. Employees with strong continuation commitment stay in the jobs because they perceive a lack of other suitable options or because they have made considerable personal investments in the firm with personal interest. Employees with high normative commitment remain in their jobs due to a strong sense of loyalty or obligation, as described by Ampofo (2020).

### ***Resonant Leadership and Components of Organizational Commitment***

Resonant leaders, by engaging in sympathetic and emotionally intelligent relationships, are highly effective at promoting affective commitment. Through the establishment of a nurturing and optimistic work atmosphere, these leaders facilitate the cultivation of a profound emotional connection between employees and the firm. Employees are more inclined to align themselves with the goals and values of the organization, leading to a stronger sense of affiliation and a motivation to contribute to the firm's achievements (Faeq et al., 2022). Resonant leadership has an indirect impact on employees' impression of their commitment to the organization, specifically in terms of continuity commitment. Resonant leaders primarily increase emotional commitment among employees. Additionally, their skill in establishing a stable and supportive work environment can also decrease the desire to leave the job by making employees feel more secure and appreciated. Employees that feel secure in their jobs are more likely to perceive a greater cost associated with quitting the firm, which in turn increases their commitment to staying (Ali and Kashif, 2020). Resonant leadership has a favorable impact on normative commitment. Leaders who exhibit authentic care and concern for their staff have the ability to foster a strong sense of loyalty and moral responsibility. When employees think that their leaders are dedicated to their welfare and growth, they are more inclined to respond with loyalty and a sense of obligation to the firm. This reciprocal relationship enhances normative commitment, as employees see a moral obligation to stay with the firm that provides support and recognizes their contributions (Stone, 2021).

In summary, the body of literature on resonant leadership and organizational commitment highlights the crucial importance of emotionally intelligent and empathic leadership in cultivating a workforce that is dedicated and driven. Resonant leaders have a distinct advantage in improving all aspects of organizational commitment. They achieve this by establishing a work atmosphere that promotes pleasant emotions, offering support and empathy, and ensuring that the aims of the organization are in line with the personal beliefs and ambitions of their people. The comprehensive approach to leadership enhances both the individual employee outcomes and the overall effectiveness and success of the organization (Hill, 2021).

**Affective Commitment (AC)**

The notion of affective commitment (AC) is an important one in the field of organizational behavior. It refers to the emotional attachment, identity, and involvement that an individual has with their company. The good emotional connection that an employee has with the organization serves as the foundation for this type of commitment, which in turn encourages the employee to continue working for the company. Affective commitment, in contrast to other types of commitment, such as continuity or normative commitment, which are founded on cost-benefit calculations or emotions of obligation, displays an employee's desire to remain with the company because they sincerely want to, rather than because they are required to do so. It is necessary to have an understanding of emotional commitment in order to comprehend the reasons why certain employees are more engaged, satisfied, and driven to contribute to the goals of their organization in comparison to various other employees (Ribeiro et al., 2022).

The growth of affective commitment is significantly influenced by the degree to which one is satisfied with their job. When an employee is content with their position, they are more likely to feel pleasant feelings that are connected to their work. This, in turn, might result in a stronger emotional tie to the business if the employee is satisfied with their employment. Job satisfaction can be derived from a variety of factors, including the nature of the work itself, the connections with coworkers and superiors, the prospects for growth, and the ability to maintain a healthy balance between work and personal life. When workers are able to derive satisfaction from their work, they are more likely to develop a sense of identification with their organization, which eventually leads to a more profound sense of commitment. On the other hand, unhappiness with one's employment can lead to a decline in affective commitment, which in turn causes employees to emotionally disengage from the business and, ultimately, to look for possibilities elsewhere (Cen et al., 2021).

According to Ali and Anwar (2021), recognition programs that reward employees for their contributions can also promote emotional commitment. These programs urge employees to continue contributing to the success of the firm by making them feel appreciated and giving them the motivation to do so. In spite of the fact that emotive commitment has a great deal of advantages, it is essential to acknowledge that it can also offer difficulties if it is not controlled in the appropriate manner. Employees who have extraordinarily high levels of affective commitment, for example, may be more likely to experience burnout because they may feel obliged to go above and beyond the needs of their profession, even if it means sacrificing their own personal well-being. For this reason, employers should make it a priority to cultivate a healthy balance between affective engagement and other forms of support, such as work-life balance initiatives and mental health resources, in order to guarantee that employees continue to be involved without becoming overburdened (Ribeiro et al., 2020).

**Normative Commitment (NC)**

The concept of normative commitment (NC) refers to a type of organizational commitment that is characterized by an employee's perception of their obligation to continue working for their business. When an employee thinks that they ought to remain with the organization owing to loyalty or a sense of responsibility, they are said to have a sense of obligation. This feeling of obligation stems from moral or ethical reasons. The difference between affective commitment, which is motivated by emotional attachment, and continuation commitment, which is based on a calculation of costs and benefits, is that normative commitment is motivated by a sense of responsibility to the organization. Employees who have a high normative commitment to the organization strongly believe that quitting the organization would be a mistake. This could be due to the fact that the organization has invested in them or because of the

societal pressures that come from the outside. There are a variety of elements that might have an effect on the formation of normative commitment. These factors include the presence of societal norms, the investment of the organization in the employee, and personal ideals concerning loyalty and accountability. It is possible for employees to experience a sense of indebtedness to their employers when those organizations give them with resources, opportunities for advancement, or training. Employees may feel obligated to remain with the company because they may consider that quitting would be a betrayal of the organization's commitment in them. This sense of indebtedness can develop into a duty to remain. Furthermore, social norms and cultural values that are associated with loyalty to employers have the potential to promote normative commitment. It is possible that employees will have a stronger sense of obligation to remain with their organization in societies or industries that place a high value on long-term employment and loyalty. This is the case even if the employees do not feel particularly emotionally attached to their current job or are financially dependent on it (Dwiyanti et al., 2022).

### **Continuance Commitment (CC)**

Continuance commitment, also known as CC, is a type of organizational commitment that is based on an employee's awareness of the consequences that are involved with leaving the business. It represents the degree to which workers believe they are required to continue working for their current employer because leaving would require them to make major sacrifices in terms of either their personal or financial lives. Continuance commitment is more pragmatic in nature, focusing on the perceived losses that would result from leaving the organization, such as loss of salary, benefits, or career stability (Dwiyanti et al., 2022). This is in contrast to affective commitment, which is driven by emotional attachment, and normative commitment, which is based on a sense of obligation. It is important to note that affective commitment is driven by emotional attachment. There is a belief that there are few other options available in the employment market, which is one of the primary factors that drives continued commitment. When employees perceive that they have few prospects elsewhere, they are more likely to acquire a continuation commitment, which is the belief that remaining in their current position is the best or only feasible alternative available to them within the organization.

### **Variables**

Independent Variable is Resonant Leadership.

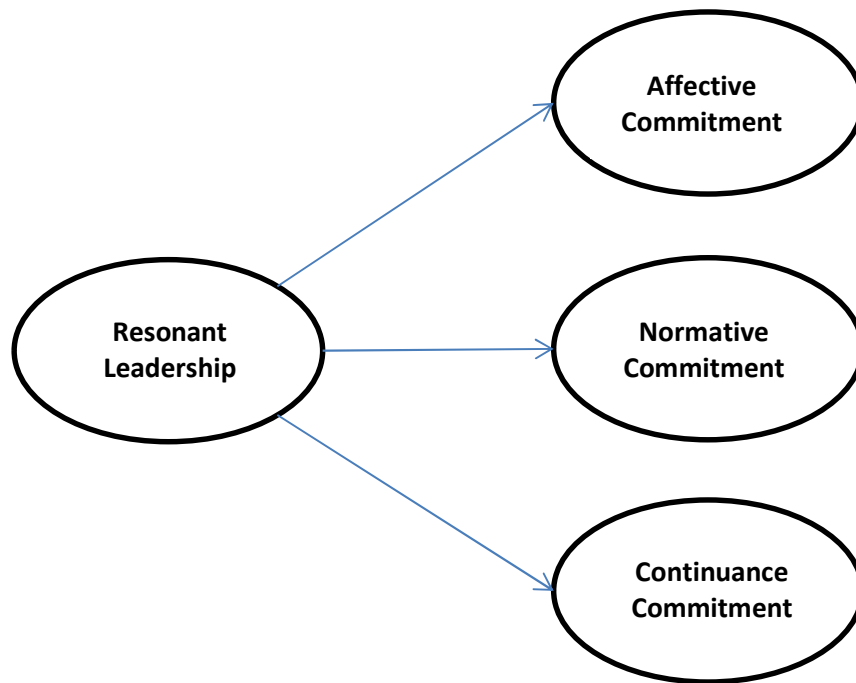
Dependent Variables are Affective Commitment (AC), Normative Commitment (NC) And Continuance Commitment (CC).

### **Hypotheses**

*H1: Resonant Leadership (RL) significantly influences Affective Commitment (AC).*

*H2: Resonant Leadership (RL) significantly influences Normative Commitment (NC).*

*H3: Resonant Leadership (RL) significantly influences Continuance Commitment (CC).*



*Figure 1: Conceptual Framework*

## RESEARCH METHODOLOGY

This section aims to provide the reader a precise knowledge of the techniques used in this research.

### ***Research Design***

Finding the consistency that the information we collect is efficient enough to logically answer the research argument is the primary goal of a design in research (Gregor et al., 2020). For this work, we have adopted a quantitative method since it offers precise measurements, observations connected to the goal, and reliable verification by statics analysis. We evaluated the hypotheses that were developed in the section of literature review. Primary sources provide the data for this research.

### ***Procedure***

In the present research work, we used a deductive technique. It is imperative that the researcher gather easily available data from the chosen demographic in order to address the current research study problem.

### ***Population***

A sample is derived in order to collect data through questionnaires because a population is usually a group of persons and that group is typically huge in number, making it difficult to obtain their response (Lakens, 2022). We have chosen the workforce for this study to be working marketing professionals in different private companies of Karachi, Pakistan.

### ***Sample and Sampling Methods***

#### **Sample Size**

There were 200 people chosen for the study. Attained surveys were 190.

#### **Sampling Technique**

Probability sampling is the sampling method applied in this work. It is an equitable method whereby samples are gathered in a manner that gives everyone an equal chance of being chosen. A sample can be obtained easily in this manner (Baltes and Ralph, 2022).

#### **Instrument Selection**

The study will be quantitative in character and carried out using questionnaire. Along with survey questions that will be assessed on a Likert scale of 1 to 5; the questionnaire contains demographic information and survey questions. Survey items and questions are based on earlier researches.

#### **Plan of Analysis**

SPSS Software and Smart PLS used to process the collected data for data analysis. A variety of tests used to examine the results.

## **DATA ANALYSIS AND FINDINGS**

### ***Demographic Analysis***

Table 1  
*Respondents' Profile*

Variables	Number	Percentage (%)
Gender	Male	84
	Female	16
Age	18 to 20 years	0
	21 to 30 Years	16
	31 to 40 Years	16
	41 to 50 Years	63
	51 and above	5
Income	Up to Rs. 25k	5
	Rs.26k to Rs.35K	21
	Rs.36K to Rs.45K	32
	Rs.46K to 55K	26
	56K and above	16
Education	Up to Intermediate	10
	Graduation	74

Masters	28	16
M.S/M.Phil	0	0
Doctoral	0	0
Total	190	100.0

In terms of gender 160 (84%) were male and 30 (16%) were female and their age ranged from below 21 till above 51. In terms of Income, 40 (21%) were in between Rs.26K to Rs.35K, 60 (32%) were in between Rs.36K to Rs.45K, 50 (26%) were in between Rs.46K to Rs.55K and 30 (16%) were Rs.56K or above. In terms of education, 20 (10%) had education up to Intermediate, 142 (74%) had education up to Graduation and 28 (16%) had at least master's degree. Survey was included to only those persons who were relevant to marketing professionals.

### **Reliability Analysis**

Participants in the study used an instrument that included elements that had been used and proven to work by Jung (2009) and Ling, Piew, and Chai (2010). The reliability was confirmed again for this research and the people who are currently taking part in it. In Table 2, you can see a summary of the test results.

Table 2  
*Reliability Analysis*

	<b>Cronbach's Alpha</b>	<b>Std. Cronbach's Alpha</b>
Resonant Leadership	.76	.77
Affective Commitment (AC)	.71	.72
Normative Commitment (NC)	.76	.76
Continuance Commitment (CC)	.74	.74

The above Table 2 shows that the reliability of Resonant Leadership is the highest ( $\alpha=0.76$ ) while the reliability for Affective Commitment (AC) is the lowest ( $\alpha=0.71$ ). The Cronbach's alpha coefficient for the instrument, which includes both dependent and independent variables, is 0.753.

### **Correlation Analysis**

Correlation analysis looks at how two variables are related and checks to see if there is multicollinearity between them (Bryman & Bell, 2005). It is important to check for correlation in regression analysis. Bryman says that the constructs should have a correlation between them that is between 0.20 and 0.90. The item should be thrown out if the correlation coefficient is less than 0.20. Table 3 gives a short summary of the results.

Table 3  
*Summarized Correlation Results*

	<b>Resonant Leadership</b>	<b>Affective Commitment</b>	<b>Normative Commitment</b>	<b>Continuance Commitment</b>
Resonant Leadership	1.00			
Affective Commitment (AC)	0.68	1.00		
Normative Commitment (NC)	0.67	0.51	1.00	

Continuance Commitment (CC)	0.51	0.52	0.56	1.00
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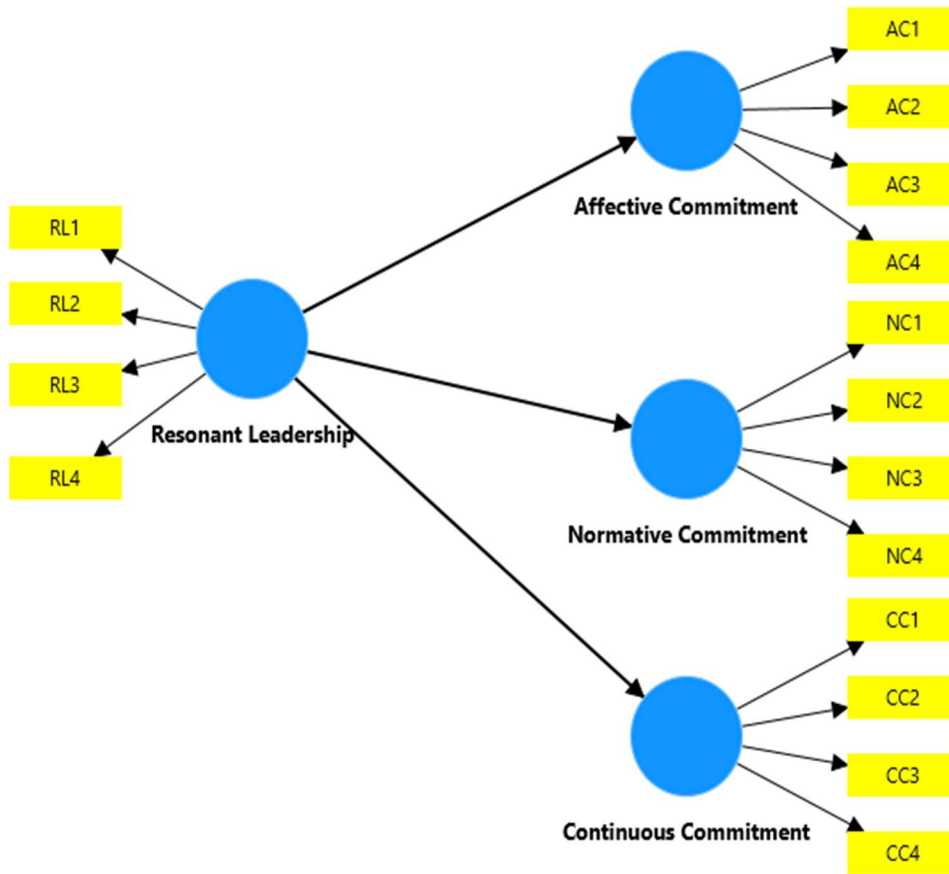


Figure 2: Conceptual Framework (Through Smart PLS)

**Outer loadings**

By reflecting the degree to which each indicator accurately represents the construct that it measures, outer loadings in SmartPLS are a representation of the correlation that exists between the observed indicators and their respective latent constructs.

Table 4  
Outer loadings

	Affective Commitment	Continuous Commitment	Normative Commitment	Resonant Leadership
AC1	0.832			
AC2	0.85			
AC3	0.86			
AC4	0.782			
CC1		0.76		

CC2	0.713		
CC3	0.875		
CC4	0.803		
NC1		0.792	
NC2		0.79	
NC3		0.835	
NC4		0.745	
RL1			0.886
RL2			0.759
RL3			0.878
RL4			0.8

**R-Square**

In SmartPLS, the R-square statistic is used to determine how accurately the independent variables predict the dependent variable. Higher values indicate that the model fits the data more accurately and that the predictive accuracy is higher.

Table 5  
*R-Square*

	<b>R-square</b>	<b>R-square adjusted</b>
Affective Commitment	0.506	0.503
Continuous Commitment	0.361	0.358
Normative Commitment	0.312	0.308

**Direct Effect**

Table 6  
*Direct Effect*

<b>Path</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
Resonant Leadership -> Affective Commitment	0.711	0.716	0.043	16.459	0
Resonant Leadership -> Continuous Commitment	0.601	0.605	0.055	10.908	0

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Resonant Leadership					
-> Normative Commitment	0.558	0.565	0.06	9.353	0

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Thus,

- It has been proved that there is a significant effect of Resonant Leadership on the Affective Commitment (AC).
- It has been proved that there is a significant effect of Resonant Leadership on the Normative Commitment (NC).
- It has been proved that there is a significant effect of Resonant Leadership on the Continuance Commitment (CC).

### CONCLUSION

This extensive research on resonant leadership in the marketing business of Karachi has yielded useful insights into the correlation between this leadership approach and different types of organizational commitment. The research findings provide a detailed knowledge of how resonant leadership impacts the normative commitment, continuous commitment, and affective commitment among marketing professionals in this dynamic Pakistani city. The findings consistently indicate that resonant leadership exerts a substantial and favorable influence on organizational commitment, especially within the dynamic and innovative context of the marketing sector. The leadership style that is defined by emotional intelligence, empathy, and the ability to generate favorable emotional climates seems to be particularly beneficial in cultivating deep connections between employees and their firms. Moreover, the study revealed a substantial and favorable correlation between resonant leadership and normative commitment. Employees, under the guidance of resonant leaders, exhibited an elevated feeling of duty and allegiance to their respective organizations. This indicates that resonant leadership cultivates a professional atmosphere in which employees perceive themselves as being appreciated and assisted, resulting in a feeling of mutual obligation towards the firm. In the marketing industry of Karachi, where personal relationships and cultural conventions have a huge impact on commercial contacts, the factor of commitment stands out as particularly notable. This study may indicate the ever-changing character of the marketing profession in Karachi, where the ability to change jobs and the availability of prospects for career growth may affect the commitment to continue working independently of the style of leadership. Nevertheless, it is crucial to acknowledge the constraints of the research. While the marketing industry in Karachi offers useful specialized insights, the findings may not be applicable to other sectors or geographical regions due to the narrow emphasis. Further investigation could examine the influence of resonant leadership in other sectors or urban areas within Pakistan to offer a more all-encompassing depiction. Furthermore, the cross-sectional design of the study restricts our comprehension of the dynamic progression of the association between resonant leadership and organizational commitment.

### *Recommendations*

According to the results of this research on resonant leadership in the marketing business of Karachi and its influence on organizational commitment, a number of important suggestions rise for organizations and leaders in this field. Foremost, businesses should give top priority to the cultivation of resonant leadership qualities among their heads, managers and executives. This may contain the implementation of extensive leadership training programs that specifically target emotional intelligence, empathy, and the capacity to cater positive emotional environments. It is important to customize these programs for fitting the unique cultural and industry environment of Karachi's marketing sector, by including local business practices and

cultural subtleties. Also, businesses can contemplate integrating evaluations of resonant leadership attributes into their recruitment and promotion procedures for leadership roles.

### **Future Research**

To assess the enduring impact of resonant leadership on organizational commitment and other outcomes in the marketing business, it would be profitable to perform longitudinal research. This study aims to gain a deeper understanding of how the connection between resonant leadership and commitment changes over time and whether there are long-lasting advantages to adopting this leadership style. These potential research prospects have the potential to greatly enhance our comprehension of resonant leadership within the marketing business of Karachi and beyond. This would make valuable contributions to both academic understanding and practical implementation of leadership and organizational behavior.

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