The Impact Resonant Leadership in Reducing Organizational Anemia

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Abstract

The current graph in recognizing the impact of resonant leadership with its dimensions (mental alertness, hope, compassion) as an independent variable and anomia with its dimensions (non-normative, organizational cynicism, the value of the present value) as a dependent variable in the Municipality of Hilla. The current importance of the current study stems from appropriate corrective measures that can be resonant in the field of operation and instructions in the field of action; and sub The Hilla Municipality Directorate selected a field community for the study,).d the size of the community reached (630) employees for the application of the frameworks of the scientific study, and the sample size was (239), and a questionnaire was distributed to them **The number of respondents was (230)**. *The study hypotheses were tested and analyzed using the ready-made software package (SPSSV.25), which resulted in presenting a set of results, the most important of which is that resonant leadership has a direct impact on organizational anemia in the municipality of Hilla, but below the desired level.*

Introduction

Talking about the rapid social, economic and cultural changes and transformations that the world is witnessing in the modern era is the era of globalization and openness, which means talking about many negative aspects that threaten the security and safety of Arab society, and among the most dangerous of these negative aspects is what has become known as anemia, which has become ingrained in the social structure Iraqi. It was and still is a factor causing insecurity, intellectual strife, and religious and political violence (Lorenzo De Reizabal & Benito Gomez, 2022). Therefore, the organizational structure was not absent from these changes, as anomia cast a shadow over the various organizations, which contributed to the creation of what is known as organizational anemia, causing a collapse in values and standards. Resonant leadership has become very important, especially when restructuring and changing, as it assists in every way and means to reach the goals. And one of the important justifications that called for choosing the subject of the study is the prevalence of deviations in work, values and ethical standards, which led to a gap between workers and mishandling with auditors, which led to the emergence of many problems within the organization under study. The Hilla Municipality Directorate was the best example of this, as it suffers from the prevalence of organizational anemia among workers and the frequent complaints and grumblings of citizens about the work style and context of its workers. (Aziz et al., 2022)

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The scientific methodology of the study

First: the problem of the study

Anomia is considered one of the variables that were not used in research and studies in business organizations previously, but this variable has now begun to attract the attention of those interested in organizational behavior to know its impact on the performance of these organizations. In a positive manner towards increasing performance, organizational citizenship, organizational loyalty, and the interdependence between that leadership and the employees. Organizational anemia showed many negative aspects such as a state of instability or turmoil and anxiety resulting from the collapse of standards and lack of values. From the foregoing, the problem of the study can be clarified by asking a set of sub-questions expressing the problem of the study in the researched organization, as follows (Ren et al., 2023):

1-What is the relationship between resonant leadership and organizational anemia?
2- What is the effect of resonant leadership on organizational anemia?

Second: The Importance of the Study

The importance of the study stems from the topic it addresses and is embodied in the following:

1- The importance of variables: There are few studies concerned with studying the nature of the relationship between resonant leadership and organizational anemia. This study attempts to increase the awareness of those in organizations of the importance of following resonant leadership as a work philosophy and how it affects reducing organizational anemia

2- The importance of the researched organization: shedding light on organizational anemia in the studied organization in general and identifying through it the extent of the anemia phenomenon and its impact on the work of the organization in particular.

3- Its importance to society: The results of the current study can be used to take appropriate corrective measures through which guidance and instructions can be provided in the workplace, whether in the field of prevention or treatment. This study attempts to address the problems facing society in terms of resonant leadership that provides solutions and contributes to Reduction or reduction of organizational anemia.

Third: Study objectives

1- Determine the relationship between resonant leadership and organizational anemia.
2- Determine the impact of resonant leadership on anemia

Fourth: The limits of the study

The scope of the study consists of the following limits:

1- Spatial boundaries: The study took a spatial boundary in the Directorate of Hilla Municipality, and it was approved for its consistency with the variables of the current study.

2- Time limits: The study was conducted from the period (1/11/2022 - 30/5/2023). This period included collecting data and information for the theoretical side, distributing and retrieving the questionnaire, and conducting statistical analysis of the data.

3- Human limits: The total study population consisted of (630) workers, and the study sample was (239), and the focus was on the director, assistant director, and officials of divisions, units, and departments, and their number reached (51) managers from the total sample, because they represent

the resonant leadership variable.

Fifth: Data collection tools and sources

The questionnaire was adopted as the main tool for collecting the data of the study because its variables are descriptive and compatible with the objectives of the study. It was approved according to the five-point Likert scale. The questionnaire consists of three main sections, namely:

The first section: includes the personal information of the study sample, which is (gender, age group, academic achievement, and number of years of job service).

The second section: consists of questions related to the concepts of the study and paragraphs with answers related to the variables of the study and is divided into three axes:

The first: consists of (12) items related to the resonant leadership variable, which includes three dimensions (mental alertness, hope, and compassion).

The second: consists of (15) paragraphs related to the organizational anemia variable, which includes three dimensions (organizational non-normacy, organizational cynicism, and lack of organizational values).

In addition, many Arab and foreign scientific sources were relied upon, represented by letters, dissertations, and foreign articles published in solid scientific journals, which were obtained from the Internet.

The first topic is the theoretical side / the concept of resonant leadership

The concept of resonance, dates back to the Latin term (Resonare), and according to the Oxford dictionary, resonance is that it resonates, resonates, and influences others working in the organization (Goleman et.al., 2002:9). Resonance also refers to strengthening or prolonging the sound by reflection, more accurately is synchronous vibration. (Goleman et. Al, 2004:11) the term leadership, refers to the verb (to lead, to lead), and according to the Oxford dictionary, it means the qualities or attributes that are endowed by those who take the role of the leader, and it also comes in the sense of (leadership or leadership) (Al-Zubaidi and Al-Mawla, 160: 2016). The concept of resonant leadership is one of the modern and vital concepts in The administrative and organizational field, and the first roots of this concept go back to the scholars who presented it for the first time, namely (Daniel Goleman & Richard & Boyatiz & Annie Mckee) in 2002 in their book (Primal Leadership) (Decety & lckes, 2009) (Rifkin, 2009) The increasing interest in this concept coincided with the increasing challenges facing contemporary organizations. The first book on resonant leadership was presented by (Boyatiz & McKee, 2005) (Boyatzis et. al, 2013:19) 0Resonant leaders are individuals who opened new horizons in new areas and worked boldly to support their organizations and the society in which they exist, in addition to that they face complexity and lack of certainty in their daily work and transfer people to a kind of leaders who can influence others at work (Menezes, 2018:113) that resonant leadership has important effects on job satisfaction and organizational commitment at work (Wagner et. al, 2013:110) resonant leadership has been known (Squires et al., 2010:916; Myong, 2023) It is the behavior of leaders who care about a high level of emotional intelligence that corresponds to the feelings of individuals and managing their emotions effectively to build strong relationships between them and create an environment of trust and optimism to achieve organizational commitment. four areas form the framework for resonant leadership, which are (emotional intelligence / self-awareness of emotion / political and social awareness and effective management of relationships with others). Resonant leadership styles consist of (approach / training / communication / emotionality) (Laschinger et. al, 2014: 7 -8; Guirado & Clares-Clares, 2023) As defined by (Casale, 2017:177) as a mutual relationship with employees based on emotional intelligence

associated with orientation and guidance.

Resonant Leadership Dimensions

Given the novelty of the topic of resonant leadership and the lack of its sources in local studies that dealt with this subject, and through my knowledge of previous studies, most of which focused on three dimensions, which were identified by several researchers, namely (Mckee & Boyatzis, 2006:12-14), (Mckee & Massimiliano, 2006:2) and (Taner, 2013:596), (Bawafaa, 2014:55) and (Tiwari & Lenka, 2015:118) and the dimensions are (mindfulness, compassion, and hope). Three dimensions of resonant leadership were proposed because they are more consistent in the field of application of the study, which has been focused on. By researchers. Resonant leaders implement a vision by directing, motivating, inspiring, persuading, listening, and most importantly creating resonance, building shared hope, alertness, compassion, in their relationship.

1- Mindfulness: It is living in a state of full self-awareness and realization, and this means developing our mind and taking care of our spirituality and our bodies using the power of our emotions (Mckee & Boyatzis, 2005:73) For them, mindfulness is one of the basic components of resonant leaders. Leaders are often interested in self-development or advance their careers to get a better salary. Both McKee and Boyatzis express the importance of developing mindfulness to become a resonant leader. Cultivating mindfulness and paying attention to the whole self (mind, soul, heart, body) can be faster, smarter, and more effective than those who focus on Short-term success (Mckee & Boyatzis, 2005:74).

2- Hope: It is the belief that the future we imagine can be achieved, and we move towards our visions and goals and inspire others towards those goals. We imagine it achievable because hope is an emotional magnet that keeps people going even amid challenges (Mckee & Boyatzis, 2006:34). Hope refers to the leader's ability to clearly articulate goals, reach them, formulate an action plan, and allow followers to experience happiness while reaching goals. (Li, 2013: 2109).

3- Mercy: Mercy is the feeling of sympathy, which means that we are in harmony with the people around us and understand their desires and needs. Mercy, like hope, calls for renewal in our minds, hearts, and minds. However, sympathy differs in that it is a mixture of understanding, concern, and willingness to act. We need to show empathy with renewal when we are in a state of emotional turmoil, especially when we find that some of the foundations of our lives are collapsing and we need to know whether others care about us, and show their interest, tenderness and love to us (Mckee & Boyatzis, 2006:35) That leaders can understand the feelings of others And their experiences and care for others from the other person's perspective and their willingness to act based on "understanding feelings from experiences. (Li, 2013: 2016).

The second topic / the concept of organizational anemia

From the point of view of the researchers, the main reason that leads to the emergence of negative social events is anemia, and because organizations are an integral part of society, they are thus affected and affected by it. In the past decades, organizations did not give enough attention to understanding the behavior of workers at work, so recent studies began to pay increasing attention to analyzing and interpreting this behavior to promote positive behavior and control deviant behavior. Or using it as an indicator of the quality and efficiency of performance (Zoghbi & Espino, 2007, p: 844). organizations that record high rates of anemia for their employees lack the existence of firm and stable organizational rules, which leads to a high turnover rate, in addition to a low morale that results in deviant behavior, and thus they are more vulnerable than others to organizational collapse. Organizational anemia is affected by many social and economic factors, including academic achievement, income, gender, and functional hierarchy (Tsahuridu, 2010, p:300) from the point of view of researcher Emile Durkheim. He

put this non-standard term in his book The Division of Labor in 1893. He saw that anomie is an emergency. It reflects the loss of social norms. (Caruana et al, 2001, p.325) describes psychological anemia as an individual's loss of values along with rapid social changes that lead to the individual's lack of integration with his society. The workers with psychological anemia are more greedy and selfish towards satisfying their needs. Because they are socially unstable, and because anemia is an undesirable condition it impedes the guidelines.

Dimensions of Organizational Anemia

There are many dimensions of anemia, but the non-normative (Durkheim) scale and the (Srole) scale of lack of values, and cynicism, are the two most used "by many researchers to know the level of anemia in individuals or society, and Emil Drukheim emphasized that society's anomie is affected by the non-normative state, and (Shanahan, 2002, p.95) in a way that the level of anemia can be known through the non-normative state of individuals, and (Caruana et al, 2000, p.24) indicated when conducting the national survey in America in 1973, the center relied on the Srole scale, and the scale consists of nine questions. Other studies found that the five questions of the Srole scale indicate sarcasm and the other four indicate a lack of values.In the following, a detailed explanation of each of these dimensions is as follows:

1- Organizational non-standard: The concept of non-standard was linked to the theory of anomia by (Emile Drukheim). Therefore, it must be dealt with as a disease or dysfunction and treated as soon as possible, and it has been known that it is a defect that occurs as a result of the collapse of the values of individuals and society. (Dagli & Averbek: 2017, p.229) Non-normality also refers to several cases such as weak or unclear rules, the absence of legal rules in society, social collapse, the absence of rules and order, loss of direction, or the absence of systems that control them, and non-normcy has reasons, including The state of inequality, marginalization, and the lack of integration among other factors (Lenshie et al, 2012, 47).

2- Cynicism organizational: The term cynicism has received increasing attention since the fifth century BC, when the school of cynics was established in ancient Greece. The exact meaning of sarcasm has not changed since then, and it still produces forms of evil, which are believed to exist in the workplace (Neves, 2012, p.965). (Mete, 2013, 477) described organizational cynicism as a person's negative attitudes, which consist of behavioral, emotional and cognitive dimensions towards his organization, and it means the person's negative attitudes towards his organization.

3- Lack of organizational values: The term values was used in ancient times until the end of the nineteenth century, when values were used in the philosophical field in the first place, and in the twentieth century it became a subject for systematic research in sociology, psychology and other social sciences, and it became a subject It is important and a major thinker and is an essential part of the spiritual life, and in recent decades this concept has been used in the field of business administration (Laissani et al, 2012, p.55). The elements around which symbols, rituals, cultural activities and standards revolve, in other words it is a guide to work and behavior, and it refers to the formation of choices, guidance, behaviors and attitudes of organizations and workers.

Practical Side

First: - Test the Normality of the Distribution

This distribution is of great importance to ascertain whether the data follow a normal distribution or not, which gives the researcher the freedom to choose the appropriate statistics for this data, as the moderation of the distribution is one of the most important field tests that are conducted in all branches of knowledge, as statistical methods are applied in a scientific manner that agrees on Logic, and the

most common methods such as correlation, regression, and design of experiments are considered to be less reliable unless they are all based on one basic assumption, which is whether or not they follow a normal distribution. Therefore, when collecting data from their samples, researchers are supposed to make sure that they are subject to the moderation of the normal distribution. For this reason, deductive methods in all sciences require verification of the assumption of the normal state of the data (Das & Imon, 2016: 5), and to know the nature of the distribution of the data under study. The researcher relied on the (Kolmogorov-Smirnov test), as the Kolmogorov-Smirnov method is evaluated through the value of (P-Value). (Hassani & Silva, 2015: 590) and as follows:

It is clear from the test results in Table (1) that the value of the test statistic has reached (0.045, 0.056), respectively, for the main variables (resonant leadership, organizational anemia), while the probabilistic significance level of the test statistic reached (0.200, 0.086), respectively, and this The levels are more than (0.05), and therefore the distribution of the data is not significant in terms of significance, and this confirms that all the data of the study variables are within the moderation of the distribution, and this allows the adoption of parametric analysis methods in all analysis procedures. "

Table (1): Kolmogorov-Smirnov test for the variables of the study

variants	Kolmogorov-Smirnova a test			Shapiro-Wilk atest		
	Statistic	df	Sig.	Statistic	df	Sig.
Resonant leadership	.045	230	.200*	.977	230	.201
Organizational anemia	.056	230	.086	.987	230	.071

Source: "SPSS V.25 Program Output"

Second: confirmatory factor analysis

The purpose of conducting confirmatory factor analysis is to ensure the validity of theoretical models and their reliability and credibility using experimental data, and the CFA test is an essential component of the widespread structural equation modeling technique, as it is commonly used in research and studies at the level of Various areas of knowledge including development and evaluation of measurement tools, validity assessment, response pattern comparison, And comparing structural models, and assessing the credibility of the theoretical construction of the structure of any variable is the most widely used (CFA) application (Alavi et al., 2020: 2209) to confirm the results of the confirmatory analysis of the variables of the current study, it is checked in the light of two criteria: (Hair et al., 2014: 115)

1- Standard saturation ratios: which are considered acceptable if their values exceed (.40) and vice versa will be removed from the analysis, and the value of the critical ratio will be relied upon as a tool for accepting the significance of the standard estimates, as it is acceptable whenever the (C.R.) is significant.

2- "Conformity quality criteria: Conformance indicators determine the quality of the scale's suitability, and these indicators have an acceptable range if it is connected to it. It is accepted, and on the contrary, the structural model is subject to the modification indicators proposed by the program."

Third:Correlation Hypothesis Test

The main and sub-correlation hypotheses will be tested by adopting the simple correlation coefficient (Pearson) to ensure the extent of compatibility between the study's main variables and their sub-dimensions. To achieve this goal, the statistical program (SPSS V.25) was used. To judge the strength of the correlation coefficient and how to interpret it, a special evaluation will be adopted. By dividing it into five categories, according. Based on the foregoing, correlation hypotheses will be tested as follows:

Testing the main hypothesis: (There is a significant inverse correlation between resonant leadership and organizational anomie)

The existence of a strong and significant inverse correlation between resonant leadership and organizational anomie, as the value of the correlation coefficient between them was (-0.539**), which is a value of significant significance at the level of significance (1%), and this in turn proves a confidence ratio for the results of the relationship of (99%) This confirms the existence of a level of harmony and relationship between the two variables in the field, according to the sample answers at the level of the Municipality Directorate in Hilla, the study sample.

N=230 , P ≥ 0.01 This result can be explained by the fact that the administrative leaders in the Municipality Directorate, the study sample, whenever they seek to pay attention to resonant behaviors and adopt them in their daily behavior and various situations in terms of investing mental alertness, benefiting from mental abilities and capabilities, presenting new ideas developed for work, and encouraging employees to increase hope and optimism for the future, concern for the interest of others and cooperation with them to improve social relations and the level of interaction between them and thus reduce the level of organizational anemia.

Results

Based on the results reached on the field side, a set of recommendations will be presented as follows:

1-It is preferable that there be continuous courses and workshops to prepare and prepare leaders who can lead the Municipality Directorate towards achieving success.
2- Leaders must be placed in administrative positions, each according to their entitlement and commensurate with their specializations and skills, to advance the work by presenting distinguished works and attracting managers with talents and cadres with rare specializations to reduce the performance gap.
3- Municipal managers are required to strive to empower workers and create a state of communication and sharing of knowledge among them in a way that ensures enhancing their ability to sense and predict the various variables surrounding their work, which leads to creating a state of job satisfaction.
4- The management of the Municipality Directorate should develop an environment in which a positive relationship prevails between leaders and subordinates, as well as create opportunities for them to develop and grow.
5- The Municipality Directorate should develop the ability to be more knowledgeable about the sources of differences in the behavior of leaders.
6- Work to take advantage of the differences between the leadership styles in the direction of using a leadership style that effectively affects the organizational environment of the researched department.
7- Work to give confidence to workers to make decisions with their willingness to bear their consequences, as well as bear the consequences of colleagues' decisions in the workplace, in addition to promoting and spreading a culture of the spirit of cooperation among them.
8- The need to provide a stable work environment to develop the strengths of the employees and the organization and reduce the weaknesses.

Conclusions

First: Theoretical Conclusions: These conclusions are as follows

1-Resonant leadership seeks to create a good work environment in which the spirit of cooperation,

commitment, initiative, organizational learning, and participation in decision-making prevail, and this helps in achieving excellence, creativity, and providing the best services in organizations.

2- Resonant leadership is successful when there are several behaviors such as trust, friendships in the workplace, respect, assistance and other factors that are important in supporting resonant leadership.

3-Organizations that have resonant leadership gain great importance because they are one of the elements of organizational success. After all they are more influential to followers. Contemporary organizations that do not care about this type of leadership may suffer from complex organizational problems, including abuse of power and toxic emotions that arise between employees and management, and therefore do not Achieve the goals of the organization and making the organization in a state of continuous decline.

4- Organizational anemia arises from the presence of an organizational environment that is not committed to values and standards, in addition to the deterioration of the psychological state of workers.

5- Anemia is a key factor in creating an uncontrolled regulatory environment or contributes to providing a fertile ground for the existence of a chaotic environment.

Second: Field conclusions: These conclusions are as follows

1-The administrative leaders in the Hilla Municipality Directorate whenever they seek to pay attention to resonant behaviors and adopt them in their daily behavior and in various situations in terms of investing mental alertness, benefiting from mental capabilities and capabilities, presenting new ideas developed for work, and encouraging workers to increase hope and optimism for the future, concern for the interest of others and cooperation with them to improve Social relations and the level of interaction between them will therefore be reflected in reducing the level of organizational anemia.

2- The interest of leaders in the Hilla Municipality Directorate in their mental abilities and improving the level of ideas presented to develop work and thinking about the future of the department in terms of achieving and improving the level of services provided to beneficiaries and how to invest these capabilities in solving problems and diagnosing their causes and how they can be confronted to reduce their negative effects on performance and this would Reduces organizational anemia

3-Leaders' interest in the encouraging factors that motivate workers to improve their capabilities and performance and push them to provide extra effort and voluntary work in completing tasks and jobs, and this would reduce organizational anemia.

4- The interest of leaders in the Municipality Directorate to adopt human and ethical factors in dealing with others and how they direct workers to adopt these positive behaviors and positive job immersion and help others in accomplishing their tasks, solving problems facing them and dealing according to their feelings and emotions to improve the outputs of the service provided and reduce the level of organizational anemia.

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