The Effect of Resonant Leadership on Happiness at Workplace

Resonant Liderliğin İşyerinde Mutluluğa Etkisi

Dr. Öğr. Üyesi Sezer AYAZ [1]

Abstract

The aim of the research is to determine the existence, direction and level of the relationship between resonant leadership and happiness at workplace. The relationship between resonant leadership and happiness at work has been examined for the first time in this study in a national and international context. Simple linear regression analysis, ANOVA, descriptive statistics, second level confirmatory factor analysis, independent samples t-test and Pearson correlation analysis were applied to analyze the data obtained using the questionnaire. The results of the analysis revealed that there were significant differences among the participants in different groups according to their demographic characteristics. As a result of the regression analysis, it was determined that resonant leadership was a significant predictor of all sub-dimensions of happiness at work at the p <.05 level. Correlation analysis showed that there is a significant relationship at p<.01 level between resonant leadership and all sub-dimensions of happiness at work separately. Organizations that evaluate the importance of leadership types during the strategic plan creation phase and scientists who carry out supportive or developmental studies on the relevant subject are expected to benefit from the outputs.

Keywords: Resonant leadership, happiness at workplace, academics

Paper Type: Research

Öz

Araştırmanın amacı resonant liderlik ile iş yerinde mutluluk arasındaki ilişkinin varlığını, yönünü ve düzeyini saptamaktır. Resonant liderlik ile iş yerinde mutluluk ilişkisi ulusal ve uluslararası kapsamda ilk kez bu çalışma ile incelenmiştir. Anket kullanılarak elde edilen verileri analiz etmek amacıyla basit doğrusal regresyon analizi, ANOVA, betimsel istatistikler, ikinci düzey doğrulayıcı faktör analizi, bağımsız örnekler t testi ve Pearson korelasyon analizi uygulanmıştır. Analiz sonuçları, farklı gruplarda yer alan katılımcılar arasında demografik özelliklerine göre önemli farklılıklar olduğunu ortaya koymuştur. Regresyon analizi sonucunda, resonant liderliğin iş yerinde mutluluğun tüm alt boyutlarının p <.05 düzeyinde anlamlı yordayıcısı olduğu saptanmıştır. Korelasyon analizi, resonant liderlik ile iş yerinde mutluluğun tüm alt boyutları arasında ayrı ayrı p<.01 düzeyinde anlamlı bir ilişki olduğunu göstermiştir. Stratejik plan oluşturma safhasında liderlik türlerinin önemi konusunda değerlendirme yapan örgütlerin ve ilgili konuda destekleyici veya geliştirici çalışmalar yapan bilim insanlarının ortaya konulan çıktılardan faydalanması beklenmektedir.

Anahtar Kelimeler: Resonant liderlik, işyerinde mutluluk, akademisyenler

Makale Türü: Araştırma

Introduction

The rapid technological developments and globalization have caused the human resources of organizations to vary (Shore et al., 2009). The concept of leadership, which is defined as "the process of influencing a group of people to achieve a common goal" (Northouse, 2012, p.12), is greatly affected by the rapid changes today. Leaders have to gather their followers around the goals of the organization by effectively directing this increasing diversity

[1] İstanbul Aydın Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, sezerayaz@aydin.edu.tr

(Gupta, 2019). The leader has many complex duties and responsibilities within the organization. The fact that the disappearance of physical borders in today's information age causes changes in competition conditions (Timmer et al., 2013) has revealed the necessity of using information and human resources effectively and efficiently. While leaders try to motivate employees towards the goals of the organization (Bennis, 1989, p.118), they also have to manage interpersonal relationships stemming from organizational diversity. Resonant leaders who have the emotional intelligence to successfully guide this organizational diversity can make a big difference in such rapid change and complex network of relationships (Hong et al., 2011).

Resonant leaders try to do the best for their followers by using their emotional, social and cultural intelligence (Hong, et al., 2011). What reveals this type of leadership and distinguishes it from the classical leadership types is the necessity of presenting a strategic leadership approach in accordance with the requirements of the information age. Resonant leaders establish very strong relationships based on trust with their followers and stakeholders. In order to make the climate positive in the organization they are in, they manage their emotions by using the contagion of emotions and create an atmosphere of hope and optimism (Morris and Feldman, 1997). They attach great importance to empathizing and using their intellectual knowledge in order to improve their communication with their followers and stakeholders. It can bee seen from previous recearches that job satisfaction, empowering environments (Bawafaa et al., 2015; Lee and Ryu, 2017), positive work environments, empowered and satisfied workforce (Cummings et al., 2014), trust, knowledge sharing and predicted organizational commitment (Afkhami et al., 2013) are related to resonant leadership, which can contribute to the dynamism and competitiveness of modern organizations.

Resonant leaders are aware of the fact that they will realize all the strategic plans they will put forward in order to ensure sustainability and competitive advantage, respectively, with the team members they work with. Therefore, while allocating resources, they also take strategic steps in human resources and invest a lot in this area (Anderson, et al., 2019). It is seen that the notion of workplace happiness has begun to be considered and studied intensively by researchers (Fisher, 2010; Wesarat et al., 2014). The emotions that affect the satisfaction of the employees and the perception that the person realizes his/her potential form the basis of the concept of workplace happiness (Arslan and Polat, 2017, p.613).

This article focuses on the role of resonant leadership in making individuals feel happy in an organization in order to contribute to the efficiencies of all types of organizations, both for-profit and non-profit. The study offers the opportunity to benefit from the nature and results of the scientific outputs. The research also investigates how important the analysis outputs are for organizations to achieve a stable sustainability and competitiveness.

1. Conceptual Framework

1.1. Resonant Leadership

The frequency of exposure of the industries in which organizations continue their lives to the ever-changing environmental conditions, increasing diversity and level of information, socio-cultural and economic developments and the advancement of technology is experienced more intensely than before (Benjamin and Flynn, 2006: p.217). These aforementioned variables have presented leaders with higher levels of uncertainty and complexity. While these uncertainties and complexities contributed to the gaining importance of some existing leadership types, they also led to the emergence of new leadership types (King and Badham, 2018). With the different approaches they have and the modern methods they use, these leaders make a difference in responding quickly to sudden changes in the external environment and adapting (Stacey, 2012: p.31). By anticipating threats before they arise, they are quick to strengthen their weaknesses, and by recognizing opportunities before their competitors, they are quick to seize opportunities with their strengths. Resonant leadership, which is based on

emotional intelligence, can be accepted as an example of the leadership types that show the approach mentioned in the previous sentences.

The leader's ability to coordinate and motivate employees whose moods are constantly changing is key to the success of the organization (Kotter, 2001). It is expected that team members, who are exposed to many different experiences outside of work life, reflect the emotional expression of these experiences. Such different moods that team members will reflect may turn into a disadvantage or advantage for the organization. Turning the direction of this transformation to advantage depends on their effective management and orientation. Leaders with high emotional intelligence are very successful in this regard (Vidyarthi et al., 2014). The literature supports the idea that emotional intelligence contributes significantly to the effectiveness of the leader (Dulewicz et al., 2005; Butler and Chinowsky, 2006; Sadri, 2012).

Resonant leaders can display a high level of empathy (Badea and Pană, 2010). Such leaders act knowing that each individual spreads their emotions to their sphere of influence, and that their emotions will affect the emotions of their followers and therefore their performance in a certain way (Dearborn, 2002). Their ability to empathize and their emotional intelligence can enable resonant leaders to look at certain situations from different perspectives and show different approaches (Ramírez Molina et al., 2019). This ensures that resonant leaders can easily coordinate with everyone. It can even be regarded as a facilitator for the resonant leader to change his behavior in order to adapt himself to new and different conditions. This process creates a strong positive effect on followers that is hard to break.

While Reivich and Shatté (2002) conceptualize resonant leadership including high emotional intelligence as a combination of skills such as self-awareness, awareness of others, hope, optimism, compassion and empathy, Cummings (2006: p.323) argues that four emotional intelligence competencies (social awareness, self-awareness, self-management and relationship management) form the basis of this type of leadership. In addition, Turk (2018: p150) emphasize the competencies of optimism, empathy, correct thinking, emotional awareness and flexibility and argue that these competencies are the main components of resonant leadership.

Resonant leaders are very willing to make an effort to contribute to the harmony between themselves and their followers, and such leaders strive to make this harmony serve the goals of the organization (Purwandari, 2015). The fact that resonant leaders are in harmony with their followers contributes to the openness of communication channels within the organization (Saeedi et al., 2020). In this case, team members will feel closer to the leader and will not hesitate to share their creative ideas. In addition, they will see their leaders as a guide and they will be able to consult him on every issue. This will reduce the potential for fault in the organization.

As a modern and effective leader, the favorable working environment created by the resonant leader with her/his high emotional intelligence will increase the creativity, productivity, self-actualization, teamwork and therefore goal-oriented levels of the organizational members (Bellingham, 2014: p.42). Resonant leaders, while trying to establish a relationship of trust with their followers (Chawla and Lenka, 2015), also show a great desire to create a positive climate and a feeling of constantly alive excitement in their organizations (Cummings et al., 2005). For this purpose, the leader includes them in his sphere of influence so that each follower feels important and tries to prevent them from feeling lonely. Employees are inspired by the unique personality of their leader, who empathizes with them and gives positive feedback to their expectations and needs, the leader's passion for the purpose of the business, and the enthusiasm he tries to reflect in his environment (Hewko et al., 2015). They try to imitate their leader's every move and try to be like him/her. These approaches of the employees create the team spirit desired by the leader in reaching the goal and make his job easier. A work environment dominated by empathy and trust will make all organizational members feel safer and stronger, and will create individuals who trust and think about each other (Tiwari and

Lenka, 2020). This will strengthen the sense of organizational commitment in team members and provide more motivation for teamwork and co-production (Wagner et al., 2013).

1.2. Happiness as a Concept and Happiness at Workplace

The notion of happiness, which is one of the most basic needs of people (Barak, 2006), has been questioned for centuries and is still being researched in many scientific fields (Kenny, 1965; Tatarkiewicz, 1976; Veenhoven, 2003; Steptoe, 2019). In addition to the definition of happiness, researchers have tried to find answers to important questions such as how happiness arises (Ahuvia et al., 2015), what factors cause this feeling in an individual or in a community (Furnham and Cheng, 2000), and what should be done in order not to lose this feeling (Charry, 2011). However, there are also studies that claim that the concept of happiness is affected by different variables and is relative, and that researchers should consider this situation while trying to reach a common definition (Veenhoven, 1991). Parallel to the researches on happiness, this concept had been started to be investigated by associating it with specific fields.

According to Myers and Diener (1995), who make one of the most acceptable common definitions, the fact that the positive situations perceived by the person in his life are higher than the negative situations perceived by the person expresses happiness. In other words, when the individual evaluates all the elements of his life from a holistic point of view, if the emotion he feels is positive, that person is happy. Based on this definition, it can be deduced that happiness is essentially a psychological and relative concept, supporting the existing literature.

The science of psychology (Gökalp, 2006: p.7-14), which is a common belief that its predecessor is the science of philosophy, bases it on positive experiences while explaining happiness. In the field of philosophy, Aristotle and Socrates emphasized the importance of virtue, which they accepted as the source of creating positive experiences in human life, and claimed that virtue actually constitutes the basis of happiness. In other words, the idea that virtuous behaviors, put forward by the science of philosophy, will generate positive feedback, can be associated with the principle of reciprocity (Hoult, 2011), which is advocated by the science of psychology and explained as that positive behaviors exhibited by individuals will be met with positive feedback. It can be said that the current management researches on happiness are based on the conceptual approach of philosophy and psychology.

In today's conditions, where the competitive conditions are changing rapidly, the productivity of the organizational members is needed more than ever. It is seen that every organization is intensively trying to produce an innovative product, service or process with less cost, faster and higher quality, and they are in search of new approaches for this (Chesbrough, 2003). Each innovation may require individuals or groups to give up their current order and adapt to a new order (Rodima-Taylor et al., 2012). Since changes and adaptation processes involve certain difficulties for each individual, individuals will need to be encouraged for the said adaptation process (Fazey, 2010). This requires individuals who are dedicated to the goal and who often feel good and satisfied while pursuing it. However, due to today's business world conditions and current crises, it is seen that employees feel very pressured (Lopez-Cabrales, 2021). Despite this pressure, since business owners expectations and needs are high from their employees, these employees have to work more and spend more time at work. The increase in the time employees spend at work also creates an obstacle to their socialization outside of work. This situation reveals the need for businesses to take some steps to ensure the happiness of their employees, and at the same time increases the importance of the notion of happiness in the workplace. That is, it is clear that workers need motivational elements that can contribute to their happiness in their workplaces (Bhardwaj, 2021).

Every individual seeks to achieve a set of goals throughout his career and seek ways to achieve them. Individuals feel positive emotions not only when they reach their goals, but also when they know that they exist in the process they experience and contribute to the environment they are in (Pugliesi, 1995). The fact that the members of the organization see the results of their

contributions and realize that they have a share in the productivity of their businesses may cause them to embrace their work more. There are many researches emphasizing the relationship between productivity and similar positive outcomes and individuals who are happy at work (Ledford, 1999; Robertson et al., 2011; Oswald et al., 2015; Moccia, 2016). It is seen that the level of happiness experienced by the members of the organization during the process also affects the atmosphere and culture of the organization, enabling more positive output to be achieved (Adnan Bataineh, 2019). More positive outputs will also contribute to the happiness of the organizational members by creating a kind of snowball effect (Rahmi, 2019). As there are significant and positive relationships between these positive moods of individuals who are happy in the workplace and the positive outputs of the business, more national and international studies have begun to be carried out in the field of management. Each study conducted within this framework and examining the relationship between the concept of happiness at workplace and different concepts makes a great contribution to both the scientific literature and the business world.

1.3. Literature Review

Boyatzis and McKee (2006) concluded that there is a significant and positive relationship between resonant leadership and the level of happiness at work in their study, which was also an important source for future studies. McKee (2017) stated that there is a positive and significant relationship between resonant leadership and happiness at workplace. Saeedi, et al, (2020) mentioned the positive effect of resonant leadership on happiness at work in the results of their research. Aklil, Perizade, Hanafi and Bemby, (2021) concluded that there is an indirect positive and significant relationship between resonant leadership and happiness at workplace.

1.4. Hypotheses

H_1: The Resonant Leadership significantly effect the happiness at workplace.

H_2: The Resonant Leadership significantly effect intrinsic motivation.

H_3: The Resonant Leadership significantly effect work repulsive feelings.

H_4: The Resonant Leadership significantly effect supportive work experiences.

H_5: The Resonant Leadership significantly effect unsupportive work experiences.

H_6: In the context of the relationship between resonant leadership and happiness at workplace, there is a significant difference between the results of state universities and private universities.

2. Methodology

The research is a quantitative study created with the relational screening model, which seeks a common variance among the variables and tries to understand the level of variance (Karasar, 2004). It is widely known that concepts with little or no awareness should be developed and supported by new scientific studies. Although the concept of resonant leadership is a type of leadership that has an important place among modern leadership types, it can be said that the researches that support the academy or the real sector are not sufficient, especially in the national context. In addition, it can be understood from the literature that research on how resonant leadership affects the happiness of organizational members is quite limited. This shows how important the study is. The main purpose of this research is to measure the relationship between workplace happiness and resonant leadership perceived by academics working at private and state universities in Türkiye as a result of the findings. Through the model used in the research, the Turkish version of the "happiness at workplace" scale, developed by Özdemir (2020), and the Turkish version of the "resonant leadership" scale developed by Sürücü and

Yıkılmaz (2021) were used. The sub-objective is to reveal whether the relationship between the two related variables differs between state and private universities in Türkiye.

Before the data collection, ethical approval was obtained for the research from the Istanbul Aydın University Rectorate, Social and Human Sciences Ethics Committee (Date/Decision No: 07.10.2021/10).

2.1. Population and Sample

In scientific studies, it is aimed that the selected sample has a strong representative power of the general population and that the research provides accurate results. For this, it is of great importance to choose the most suitable sample for the purpose. The universe can be considered as the whole of the units with similar characteristics in which the study outputs are generally accepted (Ural and Kılıç, 2005). The universe of this research consists of academicians (Research Assistant, Lecturer, Assistant Professor Doctor, Associate Professor and Professor) working in public and private universities operating in Türkiye.

Since it is desired to represent the universe fully, not only state universities but also academicians working in private universities are included in the research. In addition, this situation will provide the opportunity to see the organizational differences between private universities and state universities within the framework of the subject of the research.

The google forms we created as a data collection tool were sent to online research groups of academics with various titles from almost all universities in Türkiye, and a total of 115 feedbacks were received. Since it is not possible to switch from one question to the next without answering, all the questions in the obtained questionnaires have been completed. Therefore, there is no questionnaire found to be incomplete or inaccurate. In this research, in which the easy sampling method was used, the condition that the sample number generally accepted by the researchers should be at least 5 times the number of items used in the scale was overcompensated (Büyüköztürk et al., 2014). The sample size, which is more than five times more than the 22 items in the scale, has been reached, so statistical acceptability has been more than achieved. The frequencies and percentages in Table 1 can be looked at in order to have a grasp of the details of the demographic characteristics of the sample.

Table 1. Demographic features

		Frequency (N)	Percent (%)
Age	18-25	4	3.5
	26-35	28	24.3
	36-45	53	46.1
	46-55	22	19.1
	56 and above	8	7.0
Gender	Female	60	52.2
	Male	55	47.8
Type of university	Private university	59	51.3
	State university	56	48.7
Title	Research Assistant	13	11.3
	Lecturer	27	23.5
	Assistant Professor Doctor	60	52.2
	Associate Professor	13	11.3
	Professor	2	1.7
Experience in academy	1-3 years	28	24.3
	4-6 years	20	17.4
	7-9 years	19	16.5
	10-12 years	22	19.1
	13 and above	26	22.6
Experience in current university	1-3 years	50	43.5
	4-6 years	22	19.1
	7-9 years	19	16.5
	10-12 years	15	13.0
	13 and above	9	7.8

2.2. Data Collection Tool

A questionnaire was used in this study, in which the quantitative research technique was preferred. There are 6 closed-ended questions (University, age, gender, title, working time in the academy and working time in the current university) to collect data on demographic characteristics in the questionnaire. The Turkish version of the "happiness at workplace" scale, developed by Özdemir (2020), and the Turkish version of the "resonant leadership" scale developed by Sürücü and Yıkılmaz (2021) were used.

While the "Happiness at workplace" scale consists of a total of 12 items and 4 dimensions, the "resonant leadership" scale consists of a single dimension with a total of 10 items. The sentences in both scales are rated on a 5-point Likert scale (1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree).

2.3. Analysis of Data

The widely used electronic questionnaire form was used to collect data in this study. Second-level confirmatory factor analysis was used to measure the construct validity of the scales. In order to analyze the data, descriptive statistics method was used. First of all, the frequency (f) and percentage (%) values of the answers given by the sample group based on the expressions used in the questionnaire were calculated. In addition to this analysis, simple linear regression analysis, Pearson correlation analysis, one-way analysis of variance (ANOVA) and Independent sample t-test were performed depending on the purpose of the study. It is aimed to facilitate the interpretation and understanding of the data by presenting the findings in tables with all the necessary details.

2.4. Limitations

The main limitation of this research is that it was carried out only with academic staff in Türkiye, so it is limited to the field of academia. Future work may focus on national and international coverage, which can contribute to the improvement of other fields and sectors as well as academia.

3. Results

Frequency, standard deviation, percentage and mean values of demographic data in the measurement tool were obtained by using descriptive statistical methods. The kurtosis and skewness coefficients used in the study are a widely accepted statistical technique in determining the normality distribution in studies in social sciences. It is argued that the acceptable limit values for the kurtosis and skewness values that show the normal distribution of the items in the measurement tool should not exceed 3.0 absolute skewness values and 10.0 absolute kurtosis values (Kline, 2011). The kurtosis and skewness values ranging from +1 to -1 (Hair et al., 2013) prove the normal distribution.

Acceptable reliability coefficients in studies conducted in the field of social sciences are in the range of .60 and above (Nunnally, 1967). It can be observed in Table 2 that the Cronbach's Alpha internal consistency reliability values of the five factors in the measurement tool are above the accepted values mentioned above.

Table 2. Internal consistency and normality distribution results

	Resonant Leadership	Intrinsic Motivation	Work Repulsive Feelings	Supportive Work Experiences	Unsupportive Work Experiences	All Scale
A	0.921	0.748	0.730	0.724	0.605	0.687
Skewness	-0.284	-0.458	0.310	0.031	-0.363	
Kurtosis	-0.747	-0.266	-0.743	-0.763	-0.180	

The differences in the scale items according to the demographic characteristics of the participants were examined with the one-factor ANOVA statistical method and the t-test for independent samples (Büyüköztürk, 2012). Pearson correlation analysis was applied to determine the bilateral relationship between the variables in the measurement tool.

Before starting the factor analysis, correlations between factors and between expressions are checked separately. When the inter-factor and inter-expression correlation matrix is observed in detail, if there is no value greater than 0.30 or very little, the data set is not suitable for analysis with a high probability. (Yaşlıoğlu, 2017). As a result of the standardized solution of the Pearson correlation test and second level confirmatory factor analysis, it was determined that the majority of the items were in a significant and very strong relationship with each other.

The latent structure of the scales was obtained using confirmatory factor analysis. Since a previously used measurement tool with known factors was tested, the maximum likelihood estimation method was used in confirmatory factor analysis.

Table 3. Fit values for second level confirmatory factor analysis of the resonant leadership scale and standard fit values

Fit Measures	Good Fit Values	Acceptable Fit Values	Recommended Fit Values
RMSEA	0.00<RMSEA<0.05	0.05<RMSA<0.10	0.0
SRMR	0.00<SRMR<0.05	0.05<SRMR<0.10	0.042
GFI	0.95<GFI<1.00	0.90<GFI<0.95	0.98
AGFI	0.90<AGFI<1.00	0.85<AGFI<0.90	0.95
NFI	0.95<NFI<1.00	0.90<NFI<0.95	0.96
CFI	0.95<CFI<1.00	0.90<CFI<0.95	1.00
RFI	0.90<RFI<1.00	0.85< RFI <0.90	0.93

The second level confirmatory factor analysis of the resonant leadership scale output was composed of 10 items in the same way as the original. It is understood that the 10-item structure of the scale fulfills the validity condition at the level of perfection after the consistent modification suggestions suggested by the program according to the goodness of fit criteria provided as a result of the confirmatory factor analysis. As a result of the repeated analysis, it was determined that the error terms of the observed variables were not related, so there was no need for another modification process.

When the fit values on Table 3 is examined, it is seen that the value of $\chi^2/df= 0.58$ indicates perfect fit. The fact that all other values shown in Table 3 are in the highest accepted value ranges is another indicator of perfect fit in the model.

Table 4. Fit values for second level confirmatory factor analysis of the happiness at workplace scale and standard fit values

Fit Measures	Good Fit Values	Acceptable Fit Values	Recommended Fit Values
RMSEA	0.00<RMSEA<0.05	0.05<RMSA<0.10	0.0
SRMR	0.00<SRMR<0.05	0.05<SRMR<0.10	0.066
GFI	0.95<GFI<1.00	0.90<GFI<0.95	0.94
AGFI	0.90<AGFI<1.00	0.85<AGFI<0.90	0.89
NFI	0.95<NFI<1.00	0.90<NFI<0.95	0.94
CFI	0.95<CFI<1.00	0.90<CFI<0.95	0.99
RFI	0.90<RFI<1.00	0.85< RFI <0.90	0.91

The second level confirmatory factor analysis of the happiness at workplace scale output was composed of in the form of 4 factors and 12 items in the same way as the original. As a result of the confirmatory factor analysis, after the consistent modification suggestions suggested by the program, it is understood that according to the criteria of goodness of fit provided by the program, the 4-factor and 12-item structure of the scale fulfilled the validity condition partly at the level of excellence and partly at the good level. As a result of the repeated analysis, it was determined that the error terms of the observed variables were not related, so there was no need for another modification process.

Regarding the fit values on Table 4, it is seen that the value of $\chi^2/df= 0.99$ indicates perfect fit. Another indication of perfect and good fit is that all other values shown in Table 4 are in the highest accepted value ranges or good ranges.

Table 5. Independent samples t-test for comparing participants by type of university they work for on the factor levels in the measurement tool

	Group	N	Mean	Standard Deviation	t	Df	p*
Resonant Leadership	Private University	59	3.0915	1.00349	-0.534	113	0.594
	State University	56	3.1911	0.99440			
Intrinsic Motivation	Private University	59	3.5085	0.90201	-2.149	113	0.034
	State University	56	3.8750	0.92674			
Work Repulsive Feelings	Private University	59	3.0169	1.06750	2.602	113	0.011
	State University	56	2.5060	1.03668			
Supportive Work Experiences	Private University	59	2.7853	0.99378	-0.152	113	0.879
	State University	56	2.8155	1.13158			
Unsupportive Work Experiences	Private University	59	3.2373	0.91403	1.440	113	0.153
	State University	56	2.9702	1.07172			

*p<0.05

A significant difference was found between participants from State University and participants from Private University in the research in two of the five factors, intrinsic motivation (p=.034) and work repulsive feelings (p=.011), and no significant difference was found in other factors according to type of university. Table 5 shows the relevant values for significant differences. Accordingly, State University participants' (X̄=3.8750) intrinsic motivation levels are significantly higher than Private University participants (X̄=3.5085). Private University participants (X̄=3.0169) have a significantly higher work repulsive feelings levels than State University participants (X̄=2.5060).

Table 6. Independent samples t-test for comparing participants according to genders on factor levels in the measurement tool

	Group	N	Mean	Standard Deviation	t	Df	p*
Resonant Leadership	Female	60	3.2100	0.99229	0.786	113	0.434
	Male	55	3.0636	1.00339			
Intrinsic Motivation	Female	60	3.8111	0.86437	1.506	113	0.135
	Male	55	3.5515	0.98386			
Work Repulsive Feelings	Female	60	2.7778	1.16229	0.100	113	0.921
	Male	55	2.7576	0.99060			
Supportive Work Experiences	Female	60	2.8889	1.09728	0.940	113	0.349
	Male	55	2.7030	1.01566			
Unsupportive Work Experiences	Female	60	2.9500	1.00249	-1.780	113	0.078
	Male	55	3.2788	0.97450			

*p<0.05

Among the individuals participating in the research, no significant difference was found in any of the five factors according to gender.

Table 7. Anova test for comparing participants by title groups on factor levels in the measurement tool

Factor		Sum of Squares	Df	Mean Squares	F	Sig
	Between Groups	9.155	4	2.289	2.423	0.052
Resonant Leadership	Within Groups	103.921	110	0.945		
	Total	113.076	114			
	Between Groups	6.043	4	1.511	1.801	0.134
Intrinsic Motivation	Within Groups	92.243	110	0.839		
	Total	98.286	114			
	Between Groups	10.277	4	2.569	2.309	0.062
Work Repulsive Feelings	Within Groups	122.428	110	1.113		
	Total	132.705	114			
	Between Groups	6.156	4	1.539	1.393	0.241
Supportive Work Experiences	Within Groups	121.577	110	1.105		
	Total	127.733	114			
	Between Groups	6.613	4	1.653	1.699	0.155
Unsupportive Work Experiences	Within Groups	107.064	110	0.973		
	Total	113.677	114			

*$p<0.05$

Among the individuals participating in the research, no significant difference was found in any of the factors but since Resonant Leadership (p=.052) and Work Repulsive Feelings (p=.062) were within the limit values, implementing Post Hoc Tests was found appropriate. Since the sample size of the groups was not the same but close to each other, Gabriel was preferred among the Post Hoc Tests (Field, 2013:460). According to the results of the Gabriel Post Hoc Test, which is conducted to determine the difference between title groups and is applied in cases where the variance between groups is homogeneous, it was found that the level of perception of resonant leadership of Lecturers ($\bar{X}$=3.4556) was significantly higher than Research Assistants ($\bar{X}$= 2.5231). According to the results of the same test, it was determined that the level of work repulsive feelings of the Research Assistants ($\bar{X}$=3.5128) was significantly higher than the Lecturers ($\bar{X}$=2.4321).

Table 8. Anova test for comparing participants according to academic experience on factor levels in the measurement tool

Factor		Sum of Squares	Df	Mean Squares	F	Sig
	Between Groups	8.941	4	2.235	2.361	0.058
Resonant Leadership	Within Groups	104.135	110	0.947		
	Total	113.076	114			
	Between Groups	6.861	4	1.715	2.064	0.090
Intrinsic Motivation	Within Groups	91.425	110	0.831		
	Total	98.286	114			
	Between Groups	4.160	4	1.040	0.890	0.473
Work Repulsive Feelings	Within Groups	128.546	110	1.169		
	Total	132.705	114			
	Between Groups	1.965	4	0.491	0.430	0.787
Supportive Work Experiences	Within Groups	125.769	110	1.143		
	Total	127.733	114			
	Between Groups	7.198	4	1.799	1.859	0.123
Unsupportive Work Experiences	Within Groups	106.480	110	0.968		
	Total	113.677	114			

*$p<0.05$

Among the individuals participating in the research, no significant difference was found in any of the five factors according to academic experience.

Table 9. Correlation coefficients, mean and standard deviation values of the dimensions of the scale

Pearson Correlation	Resonant Leadership	Intrinsic Motivation	Work Repulsive Feelings	Supportive Work Experiences	Unsupportive Work Experiences
Resonant Leadership	1	.334**	-.455**	.432**	-.520**
Intrinsic Motivation	.334**	1	-.238*	0.162	-.378**
Work Repulsive Feelings	-.455**	-.238*	1	-.469**	.624**
Supportive Work Experiences	.432**	0.162	-.469**	1	-.506**
Unsupportive Work Experiences	-.520**	-.378**	.624**	-.506**	1
Mean	3.1400	3.6870	2.7681	2.8000	3.1072
Standard Deviation	0.99594	0.92852	1.07893	1.05852	0.99858

*p<0.05
**p<0.01

Relationships between main variables were determined by correlation analysis. Simple correlation values at $p<.05$ level between resonant leadership and the sub-dimensions of happiness at workplace can be seen in Table 9. While Resonant Leadership has a positive relationship at the $p<.05$ level with the dimensions Intrinsic Motivation and Supportive Work Experiences that employees want to have, it is seen that it has a negative relationship at the $p<.05$ level with dimensions that employees do not want to experience, such as Work Repulsive Feelings and Unsupportive Work Experiences. When the relationship between the sub-dimensions of Happiness at workplace is tested, it is determined that Intrinsic Motivation has a negative relationship with Work Repulsive Feelings at the level of $p<.01$, and a negative relationship with Unsupportive Work Experiences at the level of $p<.05$. Work Repulsive Feelings has a negative relationship with Supportive Work Experiences at the level of $p<.05$, and a pozitive relationship with Unsupportive Work Experiences at the level of $p<.05$. Supportive Work Experiences has a negative relationship with both Work Repulsive Feelings and Unsupportive Work Experiences at the level of $p<.05$.

Table 10. Simple linear regression analysis on the prediction of participants' resonant leadership perception on the level of their happiness at workplace

Variable	B	Standardized β	Std. Error	F	R	r²	p*
Intrinsic Motivation	0.311	0.334	0.083	14.155	0.334	0.111	0.000
Work Repulsive Feelings	-0.493	-0.455	0.091	29.497	0.455	0.207	0.000
Supportive Work Experiences	0.459	0.432	0.090	25.888	0.432	0.186	0.000
Unsupportive Work Experiences	-0.521	-0.520	0.081	41.888	0.52	0.270	0.000

*p< 0.05

As a result of the simple linear regression analysis carried out to reveal to what extent resonant leadership predicts the happiness of academicians at work, a significant relationship is observed between resonant leadership and intrinsic motivation (R = 0.334, R2 = 0.111) and resonant leadership is a significant predictor of academics' intrinsic motivation levels. (F(1-253)=14.155, p>0.05). The perceived resonant leadership levels of academicians explain 33% of their intrinsic motivation levels. The significance test of the coefficient of the predictor variable (B = 0.311) based on the regression equation also shows that resonant leadership is a significant and positive predictor of intrinsic motivation (p > 0.05).

Also, a significant negative relationship is observed between resonant leadership and work repulsive feelings (R = 0.455, R2 = 0.207) and resonant leadership is a significant negative predictor of academics' work repulsive feelings levels. (F(1-253)=29.497, p>0.05). The perceived resonant leadership levels of academicians explain 46% of their work repulsive feelings levels. The significance test of the coefficient of the predictor variable (B = -0,493)

based on the regression equation also shows that resonant leadership is a significant and negative predictor of work repulsive feelings (p > 0.05).

It is observed that there is a significant positive relationship between resonant leadership and supportive work experiences (R = 0.432, R2 = 0.186) and resonant leadership is a significant positive predictor of academics' supportive work experiences levels. (F(1-253)=25.888, p>0.05). The perceived resonant leadership levels of academicians explain 43% of their supportive work experiences levels. The significance test of the coefficient of the predictor variable (B = 0,459) based on the regression equation also shows that resonant leadership is a significant and positive predictor of supportive work experiences (p > 0.05).

Finally, it is seen that there is a significant negative relationship between resonant leadership and unsupportive work experiences (R = 0.520, R2 = 0.270) and resonant leadership is a significant negative predictor of academics' unsupportive work experiences levels. (F(1-253)=41.888, p>0.05). The perceived resonant leadership levels of academicians explain 52% of their unsupportive work experiences levels. The significance test of the coefficient of the predictor variable (B = -0,521) based on the regression equation also shows that resonant leadership is a significant and negative predictor of unsupportive work experiences (p > 0.05).

As a result of the analysis, it is seen that resonant leadership is a positive predictor of positive sub-dimensions of happiness at work, while it is a negative predictor of negative sub-dimensions. In this direction, it was concluded that resonant leadership positively predicted the perception of happiness at workplace of academicians.

According to the relevant findings;

H_1: The Resonant Leadership significantly effect the happiness at workplace. ACCEPT

H_2: The Resonant Leadership significantly effect intrinsic motivation. ACCEPT

H_3: The Resonant Leadership significantly effect work repulsive feelings. ACCEPT

H_4: The Resonant Leadership significantly effect supportive work experiences. ACCEPT

H_5: The Resonant Leadership significantly effect unsupportive work experiences. ACCEPT

H_6: In the context of the relationship between resonant leadership and happiness at workplace, there is a significant difference between the results of state universities and private universities. ACCEPT

Conclusion, Discussion and Recommendations

In this study, which aims to make inferences about the effects of resonant leadership perceptions of academicians on their happiness levels in the workplace, the literature on resonant leadership, happiness, happiness at work and related concepts has been examined in detail. Although there are few research (Akyüz, 2019; Sürücü and Yıkılmaz, 2021) on resonant leadership in the national literature, no research has been found examining the relationship between resonant leadership and workplace happiness. In this study, in which this relationship is included for the first time, both the extensive literature and the scope of application and detailed statistical findings were evaluated.

The resonant leadership model mentioned in the research indicates different characteristics from many modern leadership types. All stages, from initial contact with an employee to bonding with that employee and further downstream, do not occur in the same way as other modern types of leadership. This type of leadership, like all other modern leadership types, requires the leader's strong interaction with his followers (Van Wart, 2013), but its principles such as its functioning are different from other leadership types. In order to direct the

future of businesses, leaders with a high level of emotional intelligence, who are compatible with their environment, who can establish strong and trusting relationships (Hasel and Grover, 2017), and who have the ability to control their followers' thoughts and emotions as well as their own, are needed. In addition, organizations need leaders who can empathize, are passionate, determined, hopeful, courageous, open-minded, have the power of positive thinking, have the power to analyze organizations perfectly and can inspire those around them.

It can be said that the concept of resonant leadership is new. With the globalization of the markets, the emergence of new crises has become inevitable and it is seen that a tendency towards getting used to these crises as the new normal is gaining strength (Yap, 2020). Emotion management has naturally gained importance in the new normal world dominated by crises. In today's world, where crises and rapid changes are dominant and researches and discussions about coping with these conditions are intensified, it is increasingly difficult for organizations to compete with each other and requires various skills. It is frequently seen that enterprises with a long history cannot cope with the conditions mentioned above, but unfortunately experience a rapid collapse and come to the end of their economic life. It can be seen that organizations managed with the right leadership approach continue to rise rapidly. Businesses that are aware of the importance of leadership and create their strategic plans (Rüzgar, 2018) accordingly are aware that resonant leaders not only protect the existing structure of the business, but also quickly provide a competitive advantage to the business. Resonant leadership approach can be considered as one of the most appropriate leadership types to develop the business vision in unstable conditions that can be expressed as slippery hill (Tiwari and Lenka, 2015). Emotion management and physical intimacy made possible by this approach are also related to the theories of social embeddedness and social capital. According to the theory of social embeddedness (Granovetter, 1985), the dynamic organizational structure made possible by the resonant leader will affect the economy. According to the social capital theory, it will be easier for these organizations, which establish close relations, to produce knowledge and therefore innovation through their networks. It can be said that this study is significant in the context of raising awareness about resonant leadership and providing a guiding resource by detailing this type of leadership.

It can be said that vertical organizational structures, where there are many management levels, especially in public institutions (Nograšek and Vintar, 2014), restrict the movement area of individuals who can show modern leadership characteristics. In order to apply modern leadership types, the leader must first know his/her followers well. After getting to know his/her followers, he needs to develop motivational methods specific to each member or each group (Bawafaa, et al., 2015). Otherwise, it would be unrealistic for him/her to convince his/her followers of the vision and ask them to wholeheartedly support his/her. However, in vertically structured organizations where there are many management levels, especially where rigid hierarchy is applied, it does not seem possible for these employees to feel themselves belonging to the organization and important, since the ideas of middle and lower level employees are not considered important. It has been demonstrated by many researchers (Anderman, 2002; Sheldon and Gunz, 2009; Deci and Ryan, 2014; Baumeister and Leary, 2017) that employees who are deprived of belonging and feeling important are not likely to be motivated internally.

It has also been proven by the research (Korzynski, 2013; Jiménez, et al., 2017) that leaders who try to create a suitable working environment for employees will reduce work repulsive feelings. The fact that leaders see their fallowers as an investment rather than an expense can help them develop themselves and make them more willing to work. By creating a mutual effect, this situation can both cause the employee's positive attitude towards the work and in this way enable the employee to produce more. Employees who are seen as investments will be able to improve themselves through continuous learning (Black and Lynch, 1996; Almeida and Carneiro, 2009; Buevich, et al., 2019). With their developing skills and knowledge, employees will make fewer mistakes and be faster in production. It is quite possible

that this change and development will also affect the structure and culture of the relevant organization. Over time, it may cause the employees in the organization to turn into learning organizations with dynamic capabilities. Management levels may decrease and even vertical organizational structure with a strict hierarchy may turn into a horizontal organizational structure with self-directed individuals.

Resonant leaders can see the expectations and problems of these individuals, thanks to the effective communication they create with their followers. In this way, by creating an environment where individuals enjoy working, they can prevent unsupportive work experiences and develop supportive work experiences. Employees who realize that both physical and mental space are created for them will be able to use the information they have learned to reveal their creative features. These motivational elements, which are initiated by resonant leaders and give birth to one another like parts of a chain, will gradually improve the competitiveness level of the organization. This will make the business a center of attraction not only in the eyes of customers but also in the eyes of other talented workforce resources. In this way, the leader will be able to reach the vision he has put forward for the organization much more quickly, together with the individuals with the dynamic capability and depth of knowledge who will newly join the organization.

Resonant leaders' interaction with their followers often involves physical intimacy, except for some instance. When sending a message to the receiver, creating physical proximity such that it covers a large part of the receiver's visual field will minimize external visual effects and will make the message stand out (Nisbett and Ross, 1980; Taylor and Fiske, 1978). In this type of communication involving physical proximity, leaders and followers create an effective reciprocity and solution-oriented climate by using all the advantages of their social presence. The more the leader covers the visual field while communicating with the follower, the more satisfactory the follower's feedback will be. It is also possible to observe this effect from the outside. There are many studies on the effect of physical proximity on the approaches of the parties in communication (Coulter & Norberg, 2009; Thomas & Tsai, 2012; Chae et al., 2013). Types of communication that do not involve physical proximity are also necessary and important, but lack the many advantages of physical proximity.

Followers do not find it objectionable for the resonant leader to know all their ideas and hope that the leader will add value to these ideas. They already have the impression that for their leader, all ideas are worth listening to and most ideas worth using. The climate of the organization has evolved to facilitate and enable this form of communication. All members of the organization know the importance of the resonant leader and accept his role in idea formation, evaluation, development and realization.

In order to develop the application area of the resonant leadership approach, it will not be enough for academicians to raise awareness only. Businesses should create space for and support leaders who try to practice this type of leadership. In this process, in which he tries to realize his business vision with his followers, the resonant leader undertakes difficult tasks such as establishing and maintaining the trust of each employee, keeping their motivation alive, taking a position against sudden condition changes, creating fair policies in accordance with the reciprocity norm, ensuring transparency within the team, facilitating the expression of ideas, creating a maintaining and developing the appropriate environment by observing atmosphere constantly, being fair in economic, psychological and social gains.

With the proliferation of large-scale business, the number of employees in these business increased. It has gained great importance to manage the communication of a large group of employees, both with each other and with their subordinates and superiors. In this context, leaders who are good in managing behavior and emotions have been needed. The agents which change the direction and shape of the emotions and behaviors of the organizational members during the realization of the visions of the organizations and the ways of managing

these agents have been sophisticatedly investigated. The importance of resonant leadership is felt very much at this phase.

The findings of the study played the role of explaining the effect of resonant leadership on happiness in the workplace through academicians, as well as providing important information about this universe by determining the demographic characteristics of academicians.

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