



Employing Entrepreneurial Personality Traits to enhance Resonant Leadership among Senior Leaders in Technical Institutes at Al-Furat Al-Awsat Technical University

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Abstract

The current study aims to identify the extent to which entrepreneurial personality traits (the need for achievement, vigilance, locus of control, creativity) can enhance resonant leadership in its dimensions (hope, compassion, mindfulness). This was achieved by adopting a descriptive-analytical approach using a questionnaire distributed to 116 senior leaders in the technical institutes affiliated with Al-Furat Al-Awsat University. The result was 91 valid questionnaires and 25 retrieved questionnaires.

Simple correlation coefficient was used in the testing of the research hypotheses along with multiple regression analysis and tools of statistics that are suitable for realizing the research objectives, namely, SPSS v2.24. The applied results of the research proved the validity of the proposed hypotheses, based on which the researcher concluded a number of conclusions, most notably that the entrepreneurial personality plays a vital role in enhancing resonant leadership in organizations because leaders who possess entrepreneurial traits such as challenge, courage, and risk-taking are more influential on others, which leads to a more positive and enthusiastic work environment.

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1. Introduction

The challenges worldwide are truly enormous, and require a new kind of leadership. The world has become less stable and more dangerous than it was even a few years ago. Long-standing social systems no longer meet the needs of families, communities, or nations (Boyatzis and McKee, 2006:6) ^[4, 18]. These changes have led to the emergence of new leadership styles, including resonant leadership, which is one of the most prominent modern approaches to leadership. A main leader tasks is to demonstrate healthy conduct within the organization and create a sense of well-being among individuals who are learning. This can only be achieved when the leader creates a positive voice and enhanced energies among members. Therefore, the key role of the leader in this step is to address emotional aspects (Zamani & Khorasgani, 2018:12) ^[26].

A work environment capable of meeting the personal needs of workers would give positive outcomes and an improve their lives (Daniel, 2019:62). This is enhanced by the presence of entrepreneurial traits, which lead to resource transformation, innovation, technological progress, and capital formation, resulting in the production of new knowledge, new production capabilities, profits, and economic growth. Entrepreneurship is considered an important driver of competitive advantage, a core competency for creativity and innovation, and of fundamental importance to the economy of every country (Amiria & Marimaei, 2012: 1-151).

2. Methodology

2.1. Research Problem

In the modern workplace, organizations face challenges in balancing operational efficiency with fostering a positive work culture. The educational environment faces challenges in developing and employing entrepreneurial personality traits to foster resonant leadership among its members, given its role in enhancing subordinate morale.

Understanding how resonant leadership influences motivation and the development of individual skills will have a noticeable impact on work quality, let alone the overall success of the organization. This will be achieved by exploring the impact of leadership on interpersonal relationships in the workplace and understanding how a resonant leader motivates and guides subordinates toward achieving goals in effective ways.

The research problem is formulated by answering the following two questions:

1. How can leaders' entrepreneurial personality traits be employed in a way that contributes to achieving emotional influence and building effective communication between leadership and individuals?
2. What is the effective impact of entrepreneurial personality traits in promoting resonant leadership?

2.2. Research Objectives

The primary objective of the study is to examine how entrepreneurial personality traits can be employed to enhance resonant leadership and the quality of the work environment within the organization. It also serves several other objectives, which can be summarized as follows:

1. Developing a model that promotes effective leadership by integrating entrepreneurial personality traits with resonant leadership styles within the organization under study.
2. Verifying the role of entrepreneurial personality traits in improving the work environment through resonant leadership within the organization under study.
3. Verify how entrepreneurial personality traits can be employed to enhance resonant leadership within the organization under study.
4. Verify the availability of the study variables (entrepreneurial personality traits and resonant leadership) within the organization under study.

2.3. Research Importance

The importance of the current research stems from it addressing a pivotal topic in the world of business and management: entrepreneurial personality traits. The research also seeks to understand their impact on enhancing resonant leadership within an organization. The importance of this research comes from:

1. Recognizing the importance of individuals possessing entrepreneurial personality traits in the workplace, which can contribute to achieving the organization's goals of creating a stable environment.

2. Contributing to enhancing knowledge regarding the importance of entrepreneurial personality and resonant leadership in improving individual performance, thus enhancing the work environment and achieving sustainable success.
3. Contributing to directing attention within the organization under study to the effective impact of resonant leadership and the positive outcomes it generates, which play a significant role in achieving a quality work environment. Furthermore, it enhances individuals' sense of belonging and commitment to their organization.
4. Leveraging the research results to create a sense of responsibility and cooperation, which will positively impact individuals' commitment to their organization.

2.4. Research Hypotheses

- The first main hypothesis (there is a statistically significant positive correlation between entrepreneurial personality traits and resonant leadership) and four sub-hypotheses branch out from it:
 1. There is a statistically significant positive correlation between the need for achievement and resonant leadership.
 2. There is a statistically significant positive correlation between vigilance and resonant leadership.
 3. There is a statistically significant positive correlation between the locus of control and resonant leadership.
 4. There is a statistically significant positive correlation between creativity and resonant leadership.
- The second main hypothesis (there is a statistically significant influence of entrepreneurial personality traits on resonant leadership) and four sub-hypotheses branch out from it:
 1. There is a statistically significant effect of the need for achievement dimension on resonant leadership.
 2. There is a statistically significant effect of vigilance on resonant leadership.
 3. There is a statistically significant effect of the locus of control on resonant leadership.
 4. There is a statistically significant effect of creativity on resonant leadership.

2.5. The Hypothetical Model of the Research

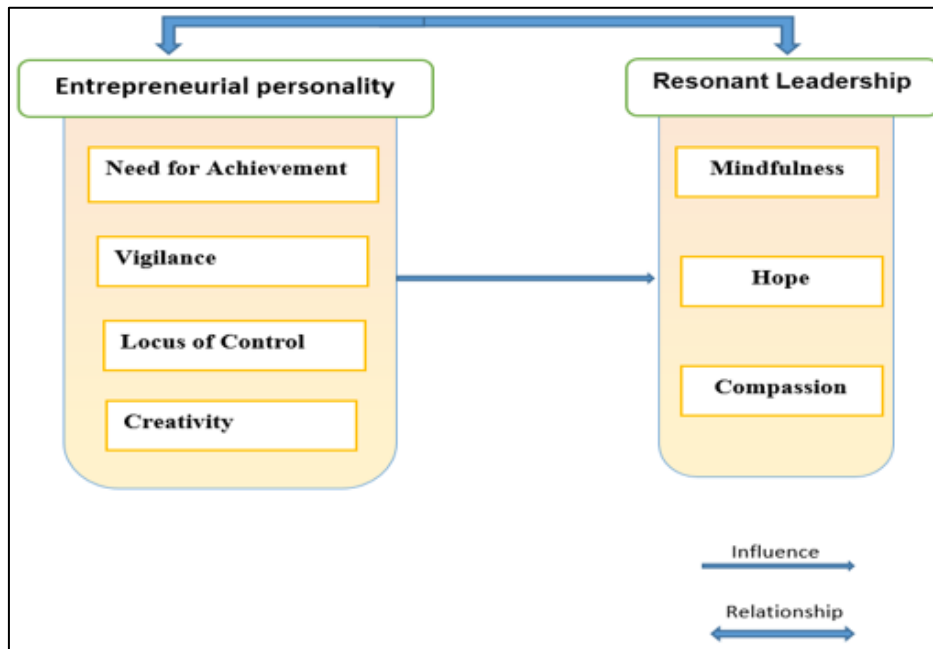


Fig 1: The Hypothetical model of the research

3. Literature Review

3.1. Entrepreneurial Personality

3.1.1. The Concept of Entrepreneurial Personality

Personality, as a concept, have been defined by psychologists in many ways. In 1961, Gordon Allport defined it as "the dynamic organization within the individual of those psychophysical systems that determine the individual's adaptation to the environment." Cattell *et al.* (1970) defined it as a multifactorial construct that requires the study of multiple traits. Among these traits are self-efficacy, the need for achievement, and internal control. These traits have been linked to entrepreneurial behavior, and people who have high need for achievement appear to have a powerful drive to excel, have challenging goals, measure their performance on the established standards, and be occupied with performance improvement.

Similarly, individuals with a high level of internal control have the capability to impact events in their lives and, therefore, engage in entrepreneurial activities. Mathews (2008) states, "Entrepreneurship is an entrepreneurial syndrome characterized by a need for achievement, tolerance for ambiguity, risk-taking, creativity, problem-solving ability, control, self-determination, and adaptability." Therefore, personality traits have a positive relationship with entrepreneurial activity (Misra & Mishra, 2016:77) ^[19].

The concept of entrepreneurial personality was first developed by Paul Costa and Robert McRae in 1985, and has been continued by other researchers from different countries, but with different focuses. There are many personality factors or dimensions that determine an entrepreneur's personality, as friendly entrepreneurs who think more positively, possess leadership skills, are open-minded, and possess self-control are more willing to take risks and more easily achieve organizational goals (Chaniago, 2022:22). Therefore, personality must be considered an important part of any dimensional model related to entrepreneurial activity and new venture creation. This has led to the emergence of the concept of the influence of personality traits on

entrepreneurial outcomes through contextual and motivational factors (Do *et al.*, 2020:3802) ^[7].

Several studies have investigated the motivations and personal characteristics of entrepreneurs. Consequently, it has emerged that, in addition to entrepreneurs' educational level, their personality traits are an important variable (Develi *et al.*, 2011:117). Therefore, entrepreneurs must possess certain characteristics to achieve success and business continuity, with a strong entrepreneurial personality being a prerequisite for this (Cahayani *et al.*, 2016:321). Gielnik & Frese (2014:422) ^[9] argue that entrepreneurs must possess multiple personality traits simultaneously to demonstrate their ability to function as investors, inventors, accountants, leaders, technicians, and specialists.

Some define entrepreneurial personality as the personality type characteristic of entrepreneurs, such as narcissism, high extroversion, openness to experience, low neuroticism, and agreeableness (Mathieu & St-Jean, 2013:22) ^[17]. Alternatively, it is a personality characterized by a set of behaviors associated with creating value by exploiting opportunities in innovative ways (Leutner *et al.*, 2014:3) ^[16]. Entrepreneurial personality is also considered a set of personality traits that are broadly and strongly associated with entrepreneurial outcomes in most contexts (Howard & Boudreaux, 2021:1) ^[11].

3.2. Dimensions of the entrepreneurial personality

1. Need for achievement: The person's drive to achieve noticeable accomplishments, master skills, and realize challenging goals. The researchers put a hypothesis that entrepreneurs have a high need for accomplishment, because starting a business from the ground up shows personal capabilities that are usually hard to match when working within a system that distributes responsibilities. This concept is based on "acquired needs theory," which is one of the important needs that influences individuals' behavior in the workplace context (Kerr *et al.*, 2018: 22) ^[13].

2. **Vigilance:** This is an individual's skill in embracing entrepreneurial actions and their ability to identify opportunities that others ignore. It enables the individual to provide data in various fields of information related to developing opportunities (Taskin *et al.*, 2018: 2) ^[21]. The importance of vigilance is evident in successfully identifying and evaluating opportunities. Vigilance allows entrepreneurs to manage their business risks by following ethical practices and avoiding unethical practices that could jeopardize the success of their venture and harm the organization's reputation (Kelly *et al.*, 2017: 6) ^[12].
3. **Locus of Control:** This is for individuals' beliefs regarding their upcoming prospects in life. People exhibit high self-control because they think that their prospective results depend primarily on personal efforts and conduct. Individuals with low self-control likely think that outside elements, not personal efforts, determine their gains in the future (Kritikos, 2022:5) ^[14].
4. **Creativity:** It is a mental state attributed to identifying opportunities for creativity and actively pursuing them. Creativity is considered an important trait for an entrepreneur because it gives them the ability to think creatively and recognize opportunities that are not obvious to everyone. There is sufficient evidence in the literature confirming the impact of creativity on entrepreneurship and firm performance. Entrepreneurs tend to possess a higher level of creativity than managers. It is a personality trait that helps in identifying opportunities at a very early stage and being prepared to seize them in a creative manner. Creativity is manifested in an individual through their capability to come up with surprisingly novel ideas, prefer the kind of work that aspire original thinking, lean towards experimenting with different methods of work on same task, search continuously for better ways to approach a problem, improvisation in problem-solving, and dealing with ambiguous problems (Biswas and Verma, 2021:9) ^[2].

3.3. Resonant Leadership

3.3.1. The Concept of Resonant Leadership

The concept of resonance means using emotional, financial, environmental, social, and cultural intelligence to motivate and encourage followers to aspire and perform at their best in all situations to achieve desired outcomes (Bawafaa *et al.*, 2015:3) ^[1]. Resonance is being in harmony with others, conversing about what is important in their lives, work, and personal and professional lives, and listening to them. Others sense this and reciprocate the same, creating an environment that aspires open dialogue, mutual respect, and trust. It is challenging to build relationships with a shared vision and concern, even in the easiest of times (Boyatzis *et al.*, 2013:19) ^[3]. Resonant leaders show high emotional intelligence and have awareness of the subordinates' emotions, assertion, and management of personal and others' emotions to have compassionate relationships with them. They possess vision, a positive attitude, compassion, and altruism, which are the components of leadership (Tiwari & Lenka, 2015, 117) ^[23]. They inspire the best in the subordinates when they capitalize their emotional, social, environmental, cultural, and financial intelligence. Such relationships with others are strong and based on trust.

Resonant leaders manage their emotions to create an

environment of hope and optimism around them by recognizing the contagious nature of emotions. They demonstrate empathy when they understand people and achieve results using social and intellectual resources. They achieve results that go beyond personal advancement and impact the entire organization. Therefore, it can be said that resonant leaders predict better individual and organizational outcomes (Hassan & Qureshi, 2019: 239) ^[10]. Contagious emotions create a climate of hope, optimism, and empathy. They can read followers, using this ability to inspire and commit those around them.

Resonant leaders are not only brilliant at work; they achieve results by marshaling their financial, intellectual, human, environmental, and social resources to engage and mobilize the energies of others. For the resonant leader, personal and financial credit are byproducts rather than goals of achievement. The resonant leader is concerned more with organizational performance than with their own personal advancement.

Why is resonant leadership noteworthy in today's world? Why is the resonant leader the exception rather than the rule? There have been resonant leaders throughout history, so why is resonant leadership so unusual today? We believe the answer lies in the nature of leadership and how it is managed. Leadership requires the leader to give of themselves relentlessly, and the leader's emotional resources are constantly drawn upon (McKee & Massimilian, 2006: 45) ^[18]. Resonant leaders use emotional intelligence to create and sustain trusting relationships and vibrant work environment. They build a powerful collective energy that supports high productivity, creativity, unity, purpose, and results in the workplace, and they engage others in this vision-oriented approach to personal and professional advancement (Turk & Wolfe, 2018: 150) ^[25].

Leadership that utilizes emotion will create emotional impact and improve the quality of organizational members because emotions and actions influence both leaders and subordinates. An emotional approach inspires and enhances employee enthusiasm for work, encouraging motivation and commitment. Positive emotions from a leader improve employee skills. An attuned leader has the ability to think, feel, and interpret organizational goals with those of the organization's members (Boyatzis and McKee, 2010:7).

A leader who uses emotional intelligence to lead their employees is able to transfer their experiences and knowledge and empower them. A leader can successfully make changes to their resonant leadership style if they maintain emotional intelligence through mindfulness, hope, and compassion.

Resonant leadership is defined as a leadership style that embraces emotional intelligence while emphasizing the leader's ability to understand their own emotions, weaknesses, shortcomings, and limitations. In addition, resonant leaders are able to control their emotions (Purwandari, 2015:316).

It is also known as an approach to leadership in which leaders show awareness, optimism, and compassion by observing others' social and emotional requirements, which leads to positive work outcomes. They show high emotional intelligence and are in touch with others' emotions, work to build friendly relationships with them, and are in harmony, thinking, feeling, and moving towards achieving goals in the same way with them (Faeq *et al.*, 2022: 265) ^[8].

3.3.2. Dimensions of Resonant Leadership

Resonant leaders build a strong value system through hope, awareness, and passion that resonates with their employees. Resonant leadership consists of a set of dimensions identified by Boyatzis & McKee, 2005:

1. Hope

This term refers, as a personality trait, to a prevailing, goal-oriented, and strategic focus to realize these goals, which is linked to "the study and application of human resource strengths and positively oriented psychological capabilities. Hope is effectively developed, managed, and measured for performance improvement." As we strive to realize goals, hope makes us believe in the achievability of goals and motivates and inspires others to do the same. In this way, it is possible to be optimistic and motivating, and people may imagine a brighter, realizable future. They think they can realize it, and create a productive outline (Faeq *et al.*, 2022:267) ^[8]. Hope is optimism about achieving desired future goals (Lenka & Tiwari, 2015:696) ^[23].

2. Mindfulness

It is a trait in which the individual is fully aware of himself, others, the environment, and the work. Mindfulness requires a clear perception of the self and the surrounding environment, or "being awake and aware." It is a sort of agreeability and commitment that streams to aid others develop and increase their resilience psychologically, emotionally, and behaviorally, therefore, focusing on the vitality of mental health (Faeq *et al.*, 2022: 266) ^[8]. Resonant leaders demonstrate mindfulness through their active awareness of current work situations (Lenka & Tiwari, 2015: 696) ^[24].

3. Compassion

It is the ability to relate to the pain of others and the deep empathic connection through which people respond internally to the pain of others in order to reduce it. By understanding the desires and needs of others, compassion gives people the opportunity to get in touch with their feelings during thinking, deciding and conducting process. An individual empathizes by imagining themselves in the other's shoes. When faced with challenges or opportunities, a characteristic of resonant leaders is to treat everyone with compassion and empathy (Faeq *et al.*, 2022: 267) ^[8]. Compassion relates to care and concern for others (Lenka & Tiwari, 2015: 696) ^[24].

4. Statistical Analysis

4.1. Research Community and Sample

Al-Forat Al-Awsat Technical University was chosen as a study community and the senior leaders in the technical institutes affiliated to the university as a sample for the research, which are 8 institutes represented by Najaf Technical Institute, Kufa Technical Institute, Diwaniyah Technical Institute, Karbala Technical Institute, Samawah Technical Institute, Babylon Technical Institute, Musayyib Technical Institute, and Rumaiitha Technical Institute, and their number is 116 leaders as a sample. A questionnaire form was distributed to the senior leaders in the institutes and collected and the invalid forms were isolated, thus the net sample subject to analysis was 91 leaders.

4.2. Research criteria

The researchers relied in the current research on the questionnaire as a source of data collection, and this questionnaire consisted of two parts, the first was for demographic information, as shown in Table 1.

Table 1: Characteristics of the research sample

No.	Variables	Target groups	Frequency	Percentage
1	Gender	Males	73	%80
		Females	18	%20
		Total	91	%100
2	Age	-40	5	5%
		41-50	56	62%
		51-60	20	22%
		61-	10	11%
		Total	91	%100
3	Academic qualification	Masters	34	%37
		PhD	57	%63
		Total	91	%100
4	Number of years of service	- 20	15	%16
		21 – 25	26	%29
		26 - 35	30	%33
		36 -	20	%22
		Total	91	%100

The results of the table above show the following:

- Leadership is more for males than females in the research sample institutes, as their presence rate reached 80%, while females 20%.
- The age group that holds the position of leader is (41-50) with a percentage of 62%.
- Most of the individuals who hold positions are PhD holders with a percentage of 63%.
- The actual service of the individuals in the research sample ranges between (26-35) years and a percentage

of 33%.

As for the second part, it was for the research variables, which are two variables: the first is the independent variable (entrepreneurial personality traits), which was based on the (Taskin *et al.*, 2018) ^[21] scale consisting of four dimensions (need for achievement, locus of control, alertness, creativity). The dependent variable (resonant leadership), which was based on the (Boyatzis & McKee, 2005) scale, which consists of three dimensions represented by (mental alertness, hope, compassion).

4.3. Testing the measurement tool

To reach results that represent honesty and reliability, the researcher must verify this through the statistical means used to indicate the standards of honesty and reliability. The researchers relied on the standards previously used in the management literature, which are very credible and stable.

For the current research, testing the measurement tool, in terms of structural stability, was also done by calculating the stability coefficient for the scales with the Cronbach's alpha correlation coefficient by the aid of SPSS.24 software shown in Table 2.

Table 2: Cronbach's alpha coefficients for research variables

Ver.	Cronbach's alpha for the variable	Dimension	Cronbach's alpha for dimension
Entrepreneurial personality	0.795	Need for Achievement	0.842
		Vigilance	0.891
		Locus of Control	0.820
		Creativity	0.807
Resonant Leadership	0.812	Mindfulness	0.811
		Hope	0.863
		Compassion	0.845

4.4. Statistical Description

The researchers have done a descriptive analysis of the variables in the research by using the suitable methods of statistics, as shown in Table 3 below.

Table 3: Statistics for research variables

Dimensions	Mean	SD.
Need for Achievement	3.287	1.12
Vigilance	3.271	1.30
Locus of Control	3.155	1.07
Creativity	3.304	0.45
Total	3.254	1.02
Mindfulness	3.752	1.04
Hope	3.505	1.01
Compassion	3.812	0.13
Total	3.689	0.727

In the statistical description table above, which includes the sample members' responses to the research variables (traits of entrepreneurial personality and resonant leadership), the highest trait present in technical institutes was the creativity dimension with a mean of (3.304) and a standard deviation of (0.45), followed by the need for achievement dimension with

a mean of (3.287) and a deviation of (1.12). The third rank was for the vigilance dimension with a mean of (3.271) and a deviation of (1.30). The last dimension was for the control center with a mean of (3.155) and a deviation of (1.07). This indicates that the leaders of the research sample are characterized by creativity and have the ability to generate new ideas and involve followers in implementing them to develop their organizations. As for the resonant leadership, it was found that the dimension of mercy is the most present in the technical institutes in the research sample, which obtained an arithmetic mean of (3.812) and a standard deviation of (0.13) at a high level. This explains the consistency of the answers of the senior leaders in the research sample. The lowest answer was for the dimension of (hope) at a level where it obtained an arithmetic mean of (3.505) and a standard deviation of (1.01). This indicates the consistency of the sample's answers.

4.5. Hypothesis Testing Correlation Hypothesis

Table 4 gives the correlation coefficients of the variables in the research: entrepreneurial personality traits and resonant leadership.

Table 4: Correlation matrix

Ver.	Entrepreneurial personality	Need for Achievement	Vigilance	Locus of Control	Creativity
Resonant Leadership	0.70**	0.76**	0.82*	0.76**	0.81**
Mindfulness	0.81*	0.83**	0.79**	0.88**	0.82*
Hope	0.65*	0.66*	0.68**	0.75*	0.78*
Compassion	0.83**	0.77**	0.77**	0.67*	0.81*

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

From Table 4, it is clear that there is a positive statistically significant correlation between the traits of entrepreneurial personality and resonant leadership. That suggests a linear relationship between the variables. It also validates the first main hypothesis and its sub-hypotheses by the existence of a positive and significant correlation between the research variables and their dimensions. This shows that the pioneering role of the leader contributes to the advancement of organizations and keeping pace with developments in the work environment. This applies to what is happening at the University of Middle Euphrates, as most leaders are pioneering and fruitful personalities in developing their institutes.

Impact Hypotheses

Results of the impact hypothesis testing are shown in Table 5. It tackles the influence relationship between entrepreneurial personality and resonant leadership. Test results showed that the traits of entrepreneurial personality contribute to explaining the change in the practice of resonant leadership among senior leaders in the researched institutes by (53%), while (47%) is because other factors not included in the statistical model intervene. The value of ($F=43.721$, $P<0.01$) proves the great importance in explaining resonant leadership due to the traits of the entrepreneurial personality. Consequently, results support the second hypothesis and its sub-hypotheses. This explains that the effective impact of the

entrepreneurial personality and the positive results it generates have an important role in the practice of the resonant leader of behaviors through which his ability to manage their emotions can be enabled to aspire an atmosphere filled with hope and optimism. Such people show

compassion when they understand people and achieve results using social and intellectual resources. Resonant leaders achieve results that go beyond personal progress and affect the whole organization.

Table 5: Results of multiple regression analysis to test the second main hypothesis

Dependent variable	independent variable	B	T	Sg.	R ²	F
Resonant Leadership	Need for Achievement	**0.322	3.742	0.03	%53	43.721
	Vigilance	*0.130	7.533	0.01		
	Locus of Control	**0.202	4.607	0.00		
	Creativity	**0.113	5.22	0.00		

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

5. Conclusions and Recommendations

5.1. Conclusions

1. Individuals' ability to control makes them feel a desire to influence others and the work environment. If a leader possesses this trait, they are able to guide the team effectively and clearly. This means that resonant leadership contributes to motivating individuals to better achieve goals by enhancing trust and effective communication, thus creating a positive work environment that fosters team spirit and cooperation among individuals.
2. When a resonant leader is able to react quickly to events, practical situations, and changes, this close attention helps them anticipate and address problems, identify opportunities and challenges, and communicate effectively with individuals. This increases individuals' commitment to their work and organization, contributing to tangible and sustainable long-term results by achieving individual satisfaction and well-being and meeting their personal needs.
3. Leaders with a need for achievement always strive to achieve high goals and improve performance. They thus effectively guide individuals toward progress and excellence, motivating the team to achieve success.
4. Creativity is one of the most important dimensions of entrepreneurial personality, playing the greatest role in improving resonant leadership in the organizations studied.
5. There is a positive and significant correlation between entrepreneurial personality traits and resonant leadership in terms that entrepreneurial personality traits practiced by a resonant leader can enable them to exercise self-control in determining their destiny, demonstrate high self-confidence, demonstrate flexibility in thinking, and exhibit risk tolerance.
6. There is a significant correlation between entrepreneurial personality traits and resonant leadership in terms of that resonant leaders are influenced by their desire to perform at their best and assume responsibility for achieving a set goal.

5.2. Recommendations

1. The organization under study should focus on the importance of resonant leadership in creating a more harmonious work environment. Resonant leaders possess the skills necessary to motivate individuals, guide them toward achieving organizational goals, and foster a sense of belonging and cooperation among them.

2. The organization under study should promote resonant leadership by encouraging leaders to listen to their employees, motivate them to innovate and develop, enhance effective communication, and build strong relationships with individuals to achieve tangible performance improvements.
3. The organization under study should promote a culture of resonant leadership by providing appropriate training for leaders and offering support and encouragement to all members of the organization. By adopting a resonant leadership approach, the organization will witness clear improvement across all aspects of its work.

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