

# **Resonant leadership: Scale development and validation of four-factor model in Indian study**

## **Abstract**

**This paper develops a four factor model of resonant leadership style with altruism as an additional dimension practiced by Indian managers. The four factor model is an extension of existing three factor model of Daniel Goleman *et al* (2002) with factors: vision, compassion, and overall positive mood. 28 items were developed, through extensive review of literature, focus group interview, and taking expert opinion, using existing literature to measure four dimensions of resonant leaders. Data was collected from 220 middle level executives working in IT/ITES sector from National Capital region, which had faced reduction in staff in recent past. Reliability and validity of the new instrument have been checked using both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Findings showed that the new resonant leadership scale has satisfactory construct validity with four dimensions and are supported with the significant composite reliability. Mid-level executives working in downsized firms shared their experiences of team leaders' resonant leadership style. These leaders with right balance of vision, compassion, positive mood, and altruistic behaviour, helped revive morale of survivors of the firm. Altruistic behaviour of Indian managers is result of social learning from Indian value system.**

**Keywords: Resonant leadership, downsizing, altruism, compassion, positive mood**

# RESONANT LEADERSHIP: SCALE DEVELOPMENT AND VALIDATION OF FOUR-FACTOR MODEL IN INDIAN STUDY

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**Competitors**

**Public pressure groups**

**Technological Change**

**Government regulations**



**CRISIS**



# CORPORATE RESTRUCTURING

## PORTFOLIO



## FINANCIAL



## ORGANIZATIONAL



**DOWNSIZING**



# Downsizing???

Organizational strategy that influences workforce size, cost and work system

- Cost effective, linear & flexible organisations
- Improved efficiency

## Consequences

- Fear, anxiety, stress, low morale;
- Employee's fear and absence of loyalty;
- Job insecurity, distrust

Leads to

**“Survivor syndrome”**

Organisations need to :

- ▶ diagnose their environment
- ▶ develop capability to respond to environmental complexity
- ▶ make their survivors : “talent”

Through **LEADERS**

- Motivate & inspire survivors
- Align employees’ personal goals & organizational vision



# LEADERSHIP STYLES

## Charismatic

- Develop & motivate employees to attain organizational objectives

## Transactional

- Motivate employees for higher performance in exchange of rewards/punishments

## Transformational

- Motivate employees through idealized influence, inspirational motivation, intellectual stimulation, & individualized consideration

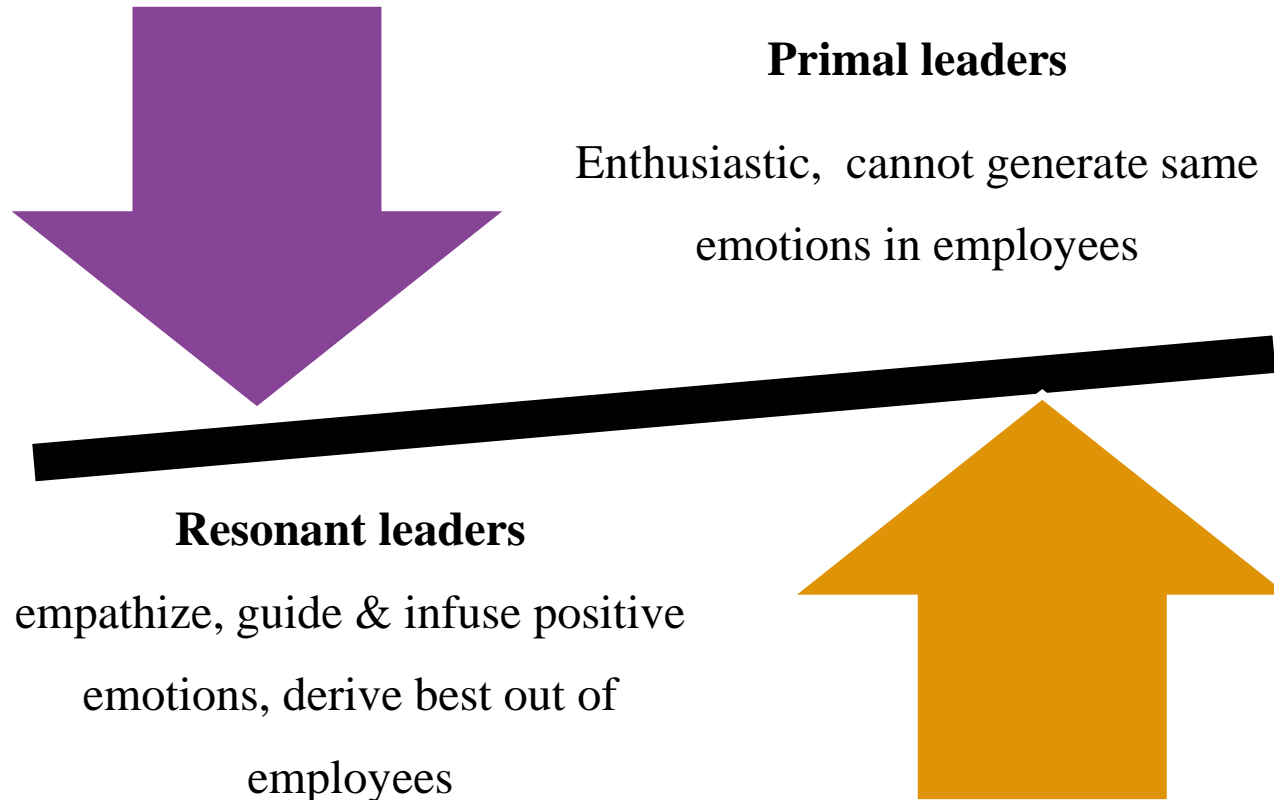
- ▶ Since transformational leaders are bound by organizations routines and procedures
- ▶ Survivors experience stress and burnout demands leaders to empathize with them
- ▶ To rejuvenate the workforce, emotionally intelligent leaders would be required





# EMOTIONALLY INTELLIGENT LEADERS

- Empathize & encourage subordinates
- Manage emotions & relationships of self & others (Goleman, 1998)



# RESONANT LEADERSHIP

- Understand employee's emotions, feelings (Goleman, Boyatzis, 2002)
- Stimulate emotional resilience of employees
- Drive positive emotions in employees in positive direction
- Construct a sense of meaningful work and brings best out from employees



- Such leaders develop value led system through :

**Compassion** – awareness of others need

**Mindfulness** – active involvement & awareness of current situation

**Vision** - optimistic about attaining future goals

- Create resonance & develop emotional climate
- Underlined by theory of emotional contagion that supports resonant leaders generate positivity as emotions are contagious and reverberates within a relationship partner (Hatfield, Cacippo and Rapson, 1994)

# Drawbacks



They may have selfish motives or desires (can show dissonance behaviour)

Research on such leadership style is mostly studied in west

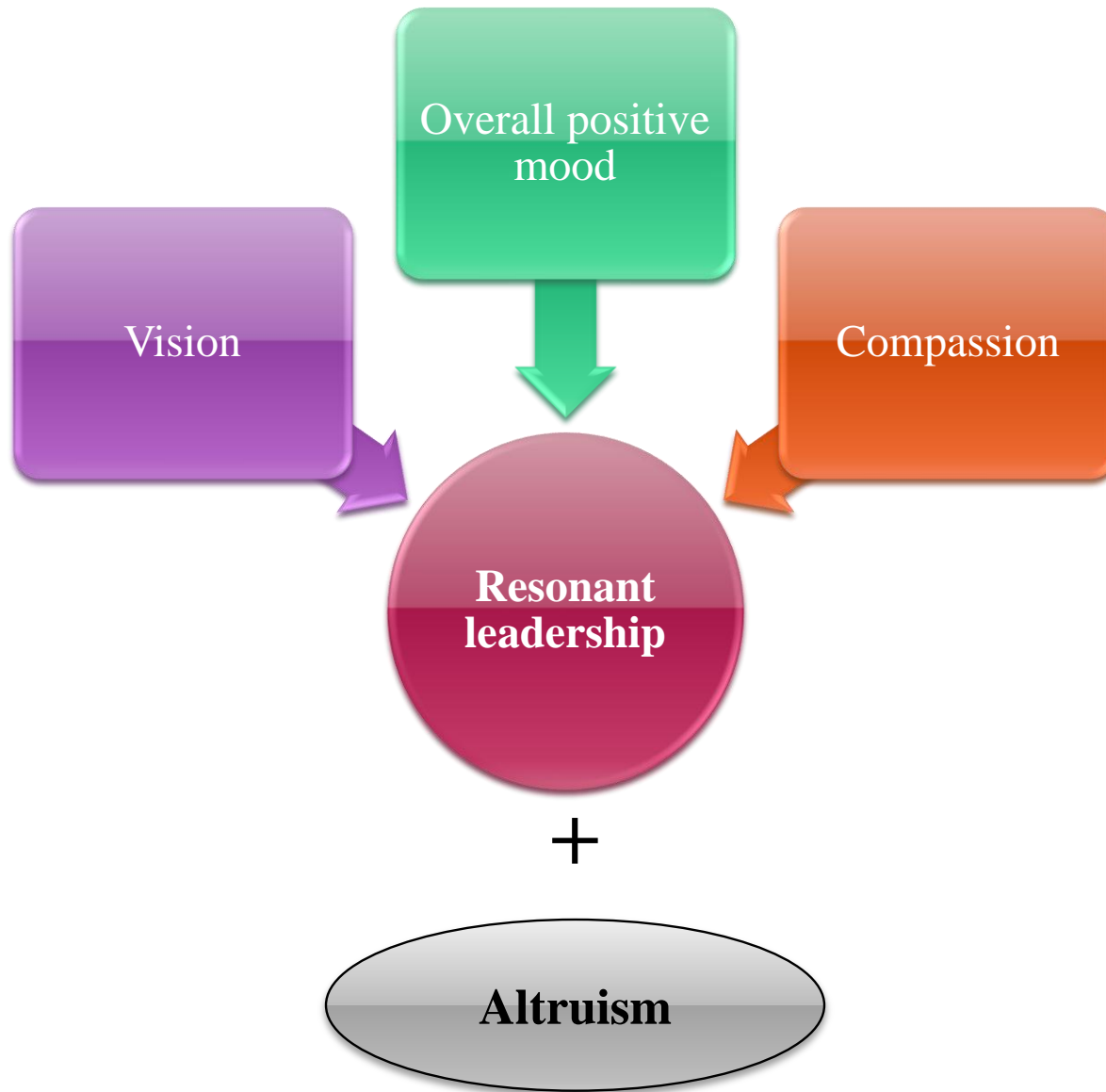


Figure 1 : Resonant leadership style of Indian managers



# ALTRUISTIC VALUES OF RESONANT LEADERS

- Help leaders to overcome dissonance behaviour
- Such leaders exhibit care, concern & well-being of self and others termed as **altruism**
- Such leaders empathize with others & are conscientious
- Generate an altruistic motive in their employees
- Provide them knowledge to contribute to organization with autonomy & necessary resources
- Provide an attachment security to survivors
- Employees feel emotionally attached & engaged
  - builds trust & affective commitment



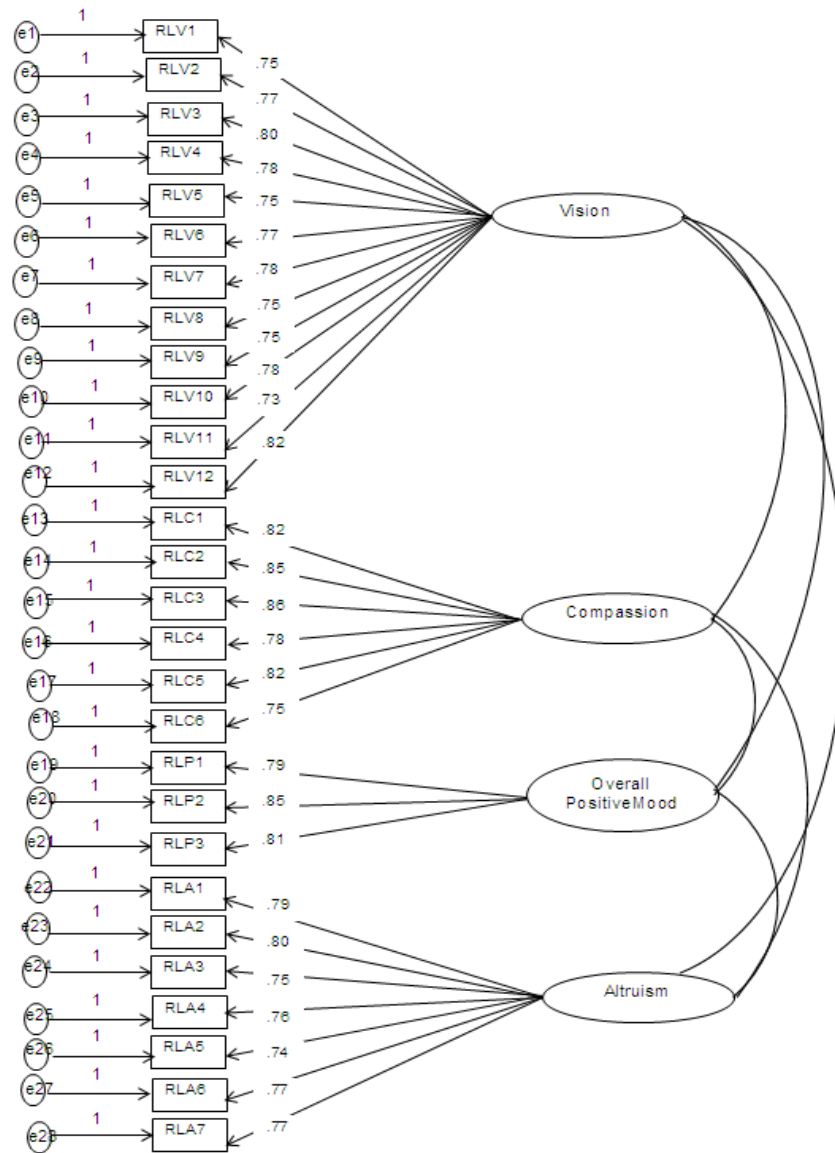


Figure 2 : Four factor model of resonant leadership style of Indian managers with standardised path coefficients

# INTERVENTIONS FOR CRISIS-RIDDEN FIRMS

- ◉ Practice yoga, meditation, prayer and ethical preachings to develop resonant leaders and employees
- ◉ Implement mindfulness meditation coping skills to create a sense of understanding about their current situations & reduce job insecurity
- ◉ Thus resonant leaders can develop a value led organization to
  - enhance survivor's performance &
  - develop triple 'P' bottom line i.e. concern for people, planet, and profit
- ◉ Create shared vision & value congruence across all organizational hierarchies
- ◉ Shared vision creates a meaningful life and mark a difference among their competitors (Boyatzis and Soler, 2012)
- ◉ This vision establishes a standard of excellence for employees that incorporates altruistic values and behaviour.

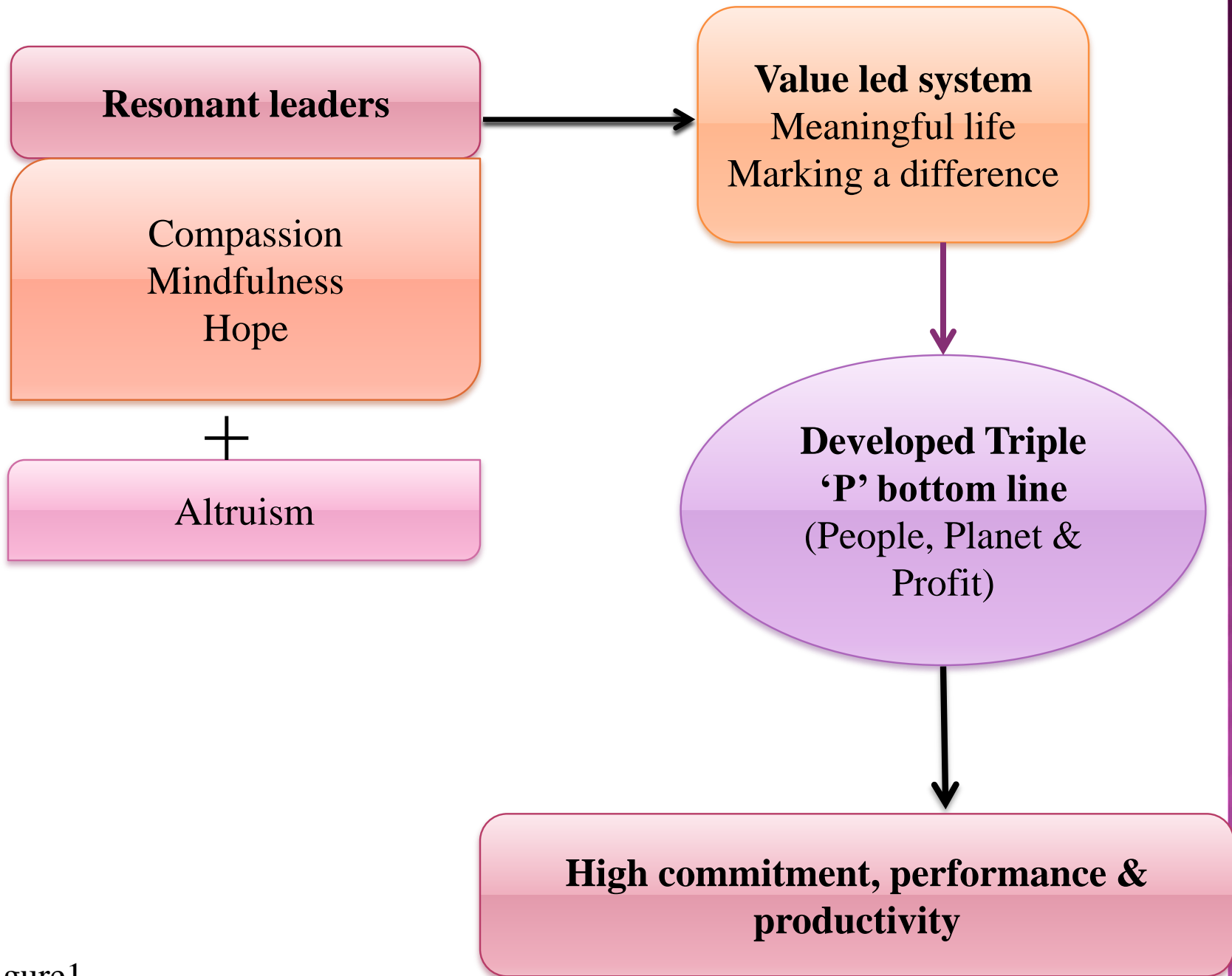


Figure 1

# MANAGERIAL IMPLICATIONS

- ◉ Emotionally intelligent leaders are more likely to understand expectations & needs of survivors
- ◉ Altruistic care & concern associated with Indian value system creates a sense of belongingness & loving behaviour
- ◉ Thus, organizations facing crisis should develop their survivors as talents with the help of resonant leaders + altruistic values
- ◉ In addition to altruism, hope, mindfulness and compassion need to be incorporated into resonant leadership style
  - ◉ to attain sustainable competitive advantage





# CONCLUSION



- ◉ Downsizing has become a universal issue in global competition
- ◉ Such firms require emotionally intelligent resonant leaders to understand & manage emotions
- ◉ Resonant leaders build harmony & positive work climate
- ◉ Since, Indian managers emphasize more on spiritual beliefs & values
- ◉ They exhibit resonant leadership style with an additional dimension i.e. altruism
- ◉ Congruence of shared vision & values with selfless attitude & loving behaviour
- ◉ Create shared vision-value led organization that provide employees with future directions
- ◉ Lead to a sense of meaningful work & life, thus developing triple 'P' bottom line

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