

## The Impact of Resonant Leadership on Strategic Adaptation in Jordanian Islamic Banks

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**Abstract.** This study investigates the impact of resonant leadership on strategic adaptation in Jordanian Islamic banks. Questionnaire data were collected from 146 bank executives across three banks including Safwa Islamic Bank, Jordan Islamic Bank, and Arab Islamic Bank. Regression analysis showed resonant leadership positively influences strategic adaptation. The dimensions of mindfulness, hope, and compassion were significant drivers of strategic change adoption, environment interaction, and strategic synergy. The findings demonstrate the importance of resonant leadership styles that emphasize emotional intelligence, vision, and relationships for enabling Islamic banks to successfully adapt strategies to dynamic conditions. This research contributes empirically to the understanding of leadership and adaptation in Islamic banking. The theoretical foundation for a deeper comprehension of the strategic adaptation implementation in Jordanian Islamic banks was provided by this research. However, this research offers a thorough analysis of the crucial elements for strategic adaptation to offer Jordanian decision-makers useful guidance on how to persuade managers to adopt resonant leadership. The study suggested enlarging the study to cover all foreign and commercial banks doing business in Jordan. It also suggested looking into other elements including managers' debt capacity and the march toward globalization.

**Keywords:** Resonant leadership, strategic adaptation, Islamic banks, Jordan.

## **1. Introduction**

A banking system that operates in accordance with Shariah (Islamic laws) established by the faith of Islam is referred to as Islamic banking. Islamic law forbids the idea of *riba*, or interest rates on deposits and provided loans, which is prohibited by Islamic law (Al-Jarrah, Hailat, & Jarah, 2023). The entire operations of the current Islamic banking and financial model abide by the Shariah principles, which are drawn from the deeply ingrained laws of the Shariah legal code. As a result, Islamic banking has different accounting and financial standards than conventional banking (Ghaith et al., 2021).

Due to this, Islamic banks that conduct business in Islamic countries must contend with both fierce internal competition and external competition from conventional banks (Hussain, Khatoon, & Sarwar, 2019). There are important similarities between the Islamic and conventional banking systems notwithstanding their distinctions. For instance, Islamic banks are permitted to offer products and services that are comparable to those provided by conventional banks while yet adhering to Islamic Shariah rules, which rigorously forbid the payment and receipt of interest (Uddin, 2019).

The current era is referred to as the era of the technological revolution, which resulted in the expansion and growth of organizations by a significant amount, the redesign of work and organizations, the adoption of new models to involve workers in setting policies and goals and making decisions, and the motivation of them to achieve the best use of their abilities and capabilities, which was the need for leadership that works towards change and transformation in a highly effective manner. Since the dawn of time, humans have been interested in leadership, and both successful and unsuccessful examples of human leadership efforts can be found throughout history (Branson & Martinez, 2023; Holsti & Rosenau, 2021). Therefore, it is crucial to investigate the characteristics of a leader, and so that the official authority or the authority given by the job position does not remain lacking in a basic pillar which is leadership skills. The ability of a person to influence others in such a way that they accept his leadership voluntarily, without being required to do so, because they recognize his contribution to their goals and that he is an expression of their hopes and aspirations, which enables him to lead the group members in the way he deems appropriate (Posner & Kouzes, 2023). This research, therefore, intended to examine the impact of resonant leadership on strategic adaptation in Jordanian Islamic Banks.

Hence, it was necessary to focus on leadership, to enhance the resonant leadership practices represented in mindfulness, hope, and compassion, in order to ensure influencing others and directing their behavior to achieve common goals and coordinating their efforts to provide their best to achieve the desired goals and results (Faeq, Ziad, & Hassan, 2022). The most important characteristic of organizations today is their insistence on strategic adaptation with the various factors of the environment in which these organizations exist. It is known that the environment of organizations changes from time to time, and that the performance of organizations in general is one of the outcomes of the relationship between them and their external environment, and this performance increases the higher the degree of adaptation of the organization to the external environment (Kraus, Rehman, & García, 2020).

Strategic adaptation is made possible by resonant leadership, which is defined by strategic change, interaction with the environment, and strategic synergy. Resonant leaders facilitate open communication and honest talks about the need for change by creating an environment where team members feel psychologically safe (Ferreira, 2020). They are excellent communicators who make sure that everyone is aware of the rationale behind tactical adaptation (Obolensky, 2014). Furthermore, resonant leaders foster solid bonds built on respect, which in turn inspires loyalty to the organization's objectives (Boyatzis & McKee, 2005). During times of transition, they demonstrate emotional resilience, creating a favorable emotional environment that motivates team members to accept the required adjustments. Shared vision is sparked by resonant leaders, which makes it simpler for the team to comprehend and support the new course (McKee, Boyatzis, & Johnston, 2008).

The processes for supplying leaders with the skills they need to progress, succeed, and exceed reflect a fundamental difficulty faced by many commercial organizations. Organizations that have

strong leaders may accomplish their strategic objectives because they are able to develop, nurture, and preserve their talent as a result of the leaders' enjoyment of these attributes. No study that connected resonant leadership with strategic adaptation, particularly in Islamic banks, was discovered after analyzing the studies that looked at resonant leadership and its function in business organizations. Accordingly, the current study came to analyze the impact of resonant leadership on the strategic adaptation of Jordanian Islamic banks.

## **2. Literature Review and Hypotheses Development**

### **2.1. Resonant leadership**

Resonance is defined as the vibration-induced intensification and extension of sound (Runnels, Pronovost, & Schario, 2023). Outlined by Goleman et al. in 2013. When people feel emotionally synchronized, regardless of gender or cultural background, they are said to be in a state of resonance. In accordance with Goleman et al. The emotional component is a leader's primary responsibility. Resonance leaders are those that can compel their subordinates to feel good emotions in order to get the best outcomes.

Resonance is a concept that utilizes emotional, financial, environmental, social, and cultural intelligence to motivate and inspire people to be aspirational and perform at their best in any situation in order to achieve the intended objectives (Keleş & Cömert, 2023). Resonant leaders are those who connect with people's emotions and guide them in a constructive emotional path, according to this definition of a leader. The emotional impact of leadership is amplified and prolonged via resonance (Ali & Kashif, 2020). Resonant leaders are emotionally attuned to the people around them when they are in harmony with others and think, feel, and approach their goals in the same manner as others do (Parr, Teo, & Koziol-McLain, 2021).

Resonance leadership is a beneficial relational leadership approach that supports existing studies, such as the study on the significance of relational leadership to successful company outcomes. In order to achieve shared objectives, relational leadership places special emphasis on the individual and his views, motivations, and behaviors in connection to his relationships with others. Resonant leadership is described by Kushwaha (2019) as "the behavior of leaders who demonstrate a high level of emotional intelligence, are tuned into the feelings of those around them, use compassion and effectively manage their emotions to build strong relationships and trust, and create a climate of optimism that inspires commitment."

Empathetic, emotional, committed, and skilled at reading individuals and groups are all qualities of resonant leaders. They inspire others to be their best selves by providing hope and courage in the face of an exciting new future. Resonant leaders are able to share their knowledge and skills with others around them, empowering them while also making excellent teammates and producing results. These leadership philosophies have also been linked to improved conflict resolution, job stability, and job satisfaction, as well as decreased levels of stress, mood, and anxiety (Ramaswamy, Viswanathan, Kaniyarkuzhi, & Neeliyadath, 2023).

Its success in companies is influenced by a number of aspects of resonance leadership (Boyatzis & McKee, 2005). Among these resonant dimensions are:

- 1. Mindfulness:** means leading life through the development of complete awareness and awareness of oneself, the other, the environment, and work. In fact, this means clearly perceiving the world, "being awake and aware" and ourselves
- 2. Hope:** is that while attempting to achieve our goals, we can have faith that they are doable and inspire and motivate others to do the same. As a result, it becomes easy to remain upbeat and motivating throughout one's career in business. People may harbor aspirations for a better, attainable future and have faith that they will succeed in doing so.

- 3. Compassion:** helps individuals consider their feelings when they are thinking, making decisions, and taking action by having an awareness of what others want and need. By placing themselves in the shoes of others, they demonstrate empathy. To treat both people they serve and those they serve with compassion and compassion when they face challenges or opportunities is one of the fundamental traits of leaders.

Through the hope, mindfulness, and compassion that resound across their workforce, leaders create a solid value system. An emotionally intelligent leader creates a vibrant developmental culture that resembles a tuning fork that vibrates in unison with the neighboring fork by cultivating optimism, mindfulness, and compassion. According to the notion of emotional contagion, the leaders of infectious resonance produce good feelings, which then resonate in the linked partner.

## **2.2. Strategic Adaptation**

Generally speaking, adaptability demonstrates an organization's capacity to act rapidly in response to all opportunities and hazards present and transform them into a genuine competitive advantage. According to Quansah, Hartz, and Salipante (2022), adaptation is the capacity to respond to customer requirements, the capacity to make the best decisions, and the capacity to actively adjust to change based on knowledge of the environment's past, present, and future.

In order to quickly develop strategies to protect the organization's resources from misuse in a way that does not serve orientation or dealing with competitors, as well as to hedge as much as possible with regard to sudden environmental changes, managers should continuously and seriously work to monitor and analyze all the forces affecting organizations (Kang & Lee, 2021).

Strategic adaptation comes as a solution to reduce the consequences of the lack of clarity of losses, the situation in which the organization can respond to any changes within it or in the external surrounding environment. In other words, the secret of the success of the strategies followed in organizations is in their ability to adopt an adaptive pattern of their activities with the fluctuations of the environment and to remain active, as adaptation is a reflection of the ability of senior management to predict the internal weaknesses and external risks that they may face in the future and find ways and alternatives to control them as much as possible and within their capabilities (Chausson et al., 2020).

When an organization adapts its strategy to changing conditions, it must take into account a number of important areas or factors. These are known as the dimensions of strategic adaptation. These dimensions consist of:

- 1. Adopting Strategic Change:** Strategic changes are those that are made to the goals, target audience, organizational structure, or policies of a company. The business must also make a transition from its present state to a desired future state in order to strengthen its competitive edge. Management's focus on the technical, cultural, and political aspects of the business is necessary for strategic change. It is a way to creating alignment between the organizational strategy structure, human resource systems, and the larger environment (Bhasin & Found, 2021). Strategic planning is frequently viewed in business as being essential to long-term success or even survival. Companies need to be flexible and dynamic in order to continue in business in an environment when the world is changing so quickly. They must think forward and be equipped to adjust to any potential changes that may arise.
- 2. Interaction with the environment:** The state of environmental uncertainty is one of the most difficult cases to be dealt with in the environment of business organizations, which has long drawn the attention of researchers due to its difficulty in predicting, especially if the organization operates within a turbulent regulatory environment. The managers also agreed, in addition to a number of academic studies, that the state of uncertainty The environment is a major problem facing organizations, which is often represented by a lack of necessary information to confront and understand the prevailing conditions and situations in the business

environment, which are also characterized by unlimited fluctuation and volatility (Peng, 2020). Perspectives on the relationship between the environment and organizations are based on in-depth research on borders, organizational structures, dependencies, and uncertainty. Every organization must function within specific environmental constraints, and the environment and the organization are always in conversation with one another. Due to the connection between the two, the environment's influence on the organization has a complex nature.

3. **Strategic Synergy:** Pansiri (2008) referred to strategic synergy as “the interdependence and purposeful relationship between two or more parts to share goals, seek mutual benefits, and act with the highest level of cooperation and reliability.” As for Holubčik and Soviar (2021) considered it “the substitution of cooperation for competition and conflict, which often leads to joint efforts in controlling risks and threats.” While the mechanism is also considered as interaction and cooperation between all components of the organization, each of these parts must play its specific job and support the others in order for the organization to work well overall (Sony & Naik, 2020). However, some, such as Niven (2013), viewed strategic synergy allowing for cooperation, by exploiting the organization's available capabilities and achieving its goals. While Chatterjee, Chaudhuri, and Vrontis (2022) believed it to reflect the interaction and collaboration between the many sections of the organization, each of which plays a certain role and supports the others to improve the organization's overall performance.

The leadership resonance theory, or expanded view of resonance, builds on the connections to communication, social influence, and systems theory and, in doing so, provides a framework that is useful for resolving discrepancies between leadership theory and what would appear to be nonconforming practices and outcomes. By drawing on a similarity with the idea of sympathetic resonance, the word "resonance" in this context is used to extend ideas of emotional contagion (Goleman, Boyatzis, & Mckee, 2009). According to Ruben and Gigliotti (2021), sympathetic resonance is an example of the phenomenon of physical entrainment, which was reportedly first noticed in 1666 and describes how the behavior of one object can be transmitted to and cause a synchronous behavior in another object even when there is no physical connection between them. Therefore, resonance is a concept that builds on communication theory and systems theory as a way to think about a wide range of leader emotions, behaviors, dynamics, and results, regardless of whether they are desirable, comfortable, strategically intended, or necessarily in line with cherished and preferred prosocial values. Instead of emphasizing the communication process, reciprocal and mutually causative linkages, and strategic adaptation, this theory reshapes common beliefs about the necessary or desirable attributes of leaders. This research provides valuable insights into how resonant leadership enables strategic adaptation in Islamic banks. In line with the body of earlier study, the following research hypotheses are developed:

**Ho1:** There is no statistically significant impact at the level of significance ( $P \leq 0.05$ ) for resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in strategic adaptation in terms of its combined dimensions (adopting strategic change, interaction with the environment, and strategic synergy) in Jordanian Islamic banks.

**Ho1-1:** There is no statistically significant impact at the level of significance ( $P \leq 0.05$ ) for resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in adopting strategic change in Jordanian Islamic banks.

**Ho1-2:** There is no statistically significant impact at the level of significance ( $P \leq 0.05$ ) for resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in interaction with the environment in Jordanian Islamic banks.

**Ho1-3:** There is no statistically significant impact at the level of significance ( $P \leq 0.05$ ) for resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in the strategic synergy of Jordanian Islamic banks.

A model for the study was built in order to accomplish the goals of the study, which included determining the influence of independent variables on the dependent variable. The research model and its variables are shown in Figure 1.

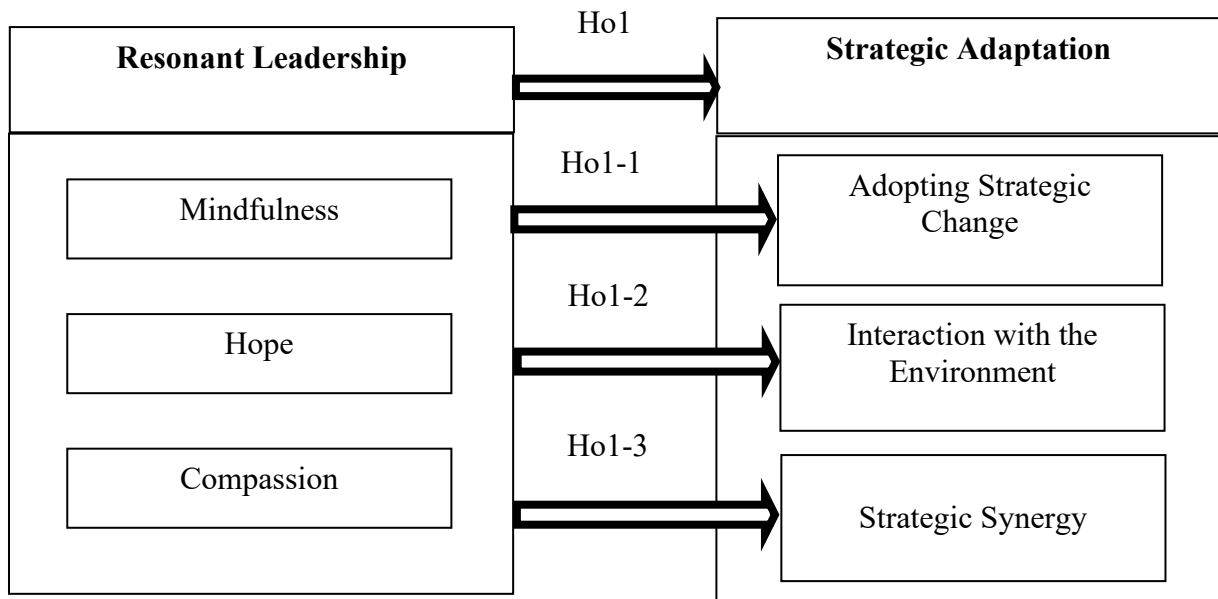


Fig.1: The conceptual model

### 3. Research Methodology

The current study relied on the quantitative approach to test the impact of resonant leadership with its dimensions (mindfulness, hope, and compassion) in achieving (strategic adaptation) with its dimensions (adopting strategic change, interaction with the environment, and strategic synergy) in Jordanian Islamic banks, where the questionnaire used as a tool for data collection. The results of its analysis covered the practical side of the study. The study population consisted of three Jordanian Islamic banks including Safwa Islamic Bank, Jordan Islamic Bank, and Arab Islamic Bank. Surveys were distributed to general director, deputy director general, assistant director general, and department director, which numbered (146) individuals, and used stratified random sampling to distribute the questionnaires. The study measures are set based on exploring and analyzing the literature review and theoretical framework. The resonant leadership scale developed by (Obied, 2023; Turk, 2018) was used as it captures key dimensions used in this study, and the strategic adaptation dimensions scale developed by (Wong, Tan, Kolokotsa, & Takebayashi, 2021). The research variables were measured using a five-point Likert-type scale, with the values ranging from 1 (strongly disagree) to 5 (strongly agree). Ten experts were contacted with the questionnaire for validity purposes, and their responses were taken into consideration. All study variables' Cronbach's alpha coefficients were computed. The Cronbach's alpha values demonstrate the instrument's dependability. All values were higher than (0.70), which is the acceptable ratio.

### 4. Data Analysis and Results

Data were analyzed using Statistical Package for the Social Sciences (SPSS) version 22. Multiple regression analysis was employed to test the hypothesis, and the outcomes were as follows:

Table 1 shows the impact of resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) on strategic adaptation with its combined dimensions (adopting strategic change, interaction with the environment, and strategic synergy) in Jordanian Islamic banks.

The results of the statistical analysis of the data showed a statistically significant effect of the

dimensions of resonant leadership in strategic adaptation, as the correlation coefficient reached ( $R = 0.692$ ), which indicates a positive relationship between the dimensions of resonant leadership and strategic adaptation, while the value of the coefficient of determination was ( $R^2 = 0.478$ ) in The value of the adjusted determination factor was 2 Adjusted R ( $R^2_{adj}=0.467$ ). This indicates that resonant leadership with its three dimensions (mindfulness, hope, and compassion) was able to explain 46.7% of the variation in (strategic adaptation). As for the remaining percentage (53.3%), it is attributed to other factors that were not included in the regression model. The value of the effect score  $\beta$  was (0.319) for mindfulness, (0.232) for hope, and (0.345) for compassion. This means that a one-unit increase in each of the resonant leadership dimensions (mindfulness, hope, and compassion) leads to an increase in strategic adaptation, with (31.9%) resulting from mindfulness, (23.2%) from hope, and (34.5% from compassion). The significance of this effect is confirmed by the calculated F value, which amounted to (40.983). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Table 1: Multiple Regression- Impact of resonant leadership dimensions in strategic adaptation

Model	Path Coefficient (Beta)	T	Sig.
Mindfulness	0.319	4.631	0.000
Hope	0.232	4.116	0.002
Compassion	0.345	4.819	0.000
R	0.692		
R <sup>2</sup>	0.478		
Effect size	Large		
Adjusted R <sup>2</sup>	0.467		
F	40.983		
Sig.	0.000		

\*The impact is significant at level ( $P \leq 0.05$ )

To verify the impact of resonant leadership by its dimensions on each of the dimensions of strategic adaptation, the first main hypothesis divided into three sub-hypotheses, as follows:

H01-1: There is no statistically significant impact at the level of significance ( $P \leq 0.05$ ) for resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in adopting strategic change in Jordanian Islamic banks.

Table 2 shows the impact of resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) on adopting strategic change in Jordanian Islamic banks.

The results of the data analysis showed a statistically significant effect of the dimensions of resonant leadership in adopting strategic change, as the correlation coefficient reached ( $R = 0.573$ ), which indicates a positive relationship between resonant leadership with its dimensions and the adoption of strategic change, while the value of the coefficient of determination was ( $R^2 = 0.329$ ). While the value of the adjusted determination coefficient, Adjusted R<sup>2</sup> ( $R^2_{adj}=0.313$ ). This indicates that resonant leadership with its dimensions (mindfulness, hope, and compassion) was able to explain 31.3% of the variation in (strategic adaptation). As for the remaining percentage, which is (68.7%), it is attributed to other factors that were not included in the regression model. The value of the effect score  $\beta$  was (0.188) for mindfulness, (0.251) for hope, and (0.296) for compassion. This means that a one-unit increase in each dimension of resonant leadership (mindfulness, hope, and compassion) leads to an increase in strategic adaptation by (18.8%) resulting from mindfulness, (25.1%) from hope, and (29.6%) from compassion. The significance of this impact is confirmed by the calculated F value, which amounted to (21.853) and is a function at the level ( $P \leq 0.05$ ). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Table 2: Multiple Regression- Impact of resonant leadership dimensions in adopting strategic change

Model	Path Coefficient (Beta)	T	Sig.
Mindfulness	0.188	2.402	0.018
Hope	0.251	2.916	0.004
Compassion	0.296	3.645	0.000
R			0.573
R <sup>2</sup>			0.329
Effect size			Large
Adjusted R <sup>2</sup>	0.313		
F	21.853		
Sig.	0.000		

Ho1-2: There is no statistically significant impact at the level of significance ( $P \leq 0.05$ ) for resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in interaction with the environment in Jordanian Islamic banks.

Table 3 shows the effect of resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in interaction with the environment of Jordanian Islamic banks.

The results of the statistical analysis of the data showed a statistically significant impact of the dimensions of resonant leadership in interaction with the environment, as the correlation coefficient reached ( $R = 0.595$ ), which indicates a positive relationship between the dimensions of resonant leadership and interaction with the environment, while the value of the coefficient of determination reached ( $R^2 = 0.355$ ), while the value of the adjusted determination coefficient was adjusted  $R^2$  ( $R^2_{adj} = 0.340$ ). This indicates that resonant leadership with its three dimensions (mindfulness, hope, and compassion) was able to explain 34% of the variance in (interaction with the environment). The remaining percentage (66%) attributed to other factors that were not included in the regression model. The value of the influence degree  $\beta$  was (0.261) for mindfulness, (0.204) for hope, and (0.316) for compassion. This means that an increase of one unit in each dimension of resonant leadership (mindfulness, hope, and compassion) leads to an increase in strategic adaptation by (26.1%) resulting from mindfulness, and (20.4%) for hope, and (31.6%) for compassion. The significance of this impact is confirmed by the calculated F value, which amounted to (24.535), which is a function at the level ( $P \leq 0.05$ ). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Table 3: Multiple Regression- Impact of resonant leadership dimensions in interaction with the environment

Model	Path Coefficient (Beta)	T	Sig.
Mindfulness	0.261	3.567	0.001
Hope	0.204	2.329	0.019
Compassion	0.316	3.758	0.000
R			0.595
R <sup>2</sup>			0.355
Effect size			Large
Adjusted R <sup>2</sup>	0.340		
F	24.535		
Sig.	0.000		

Ho1-3: There is no statistically significant impact at the level of significance ( $P \leq 0.05$ ) for resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in the strategic synergy of Jordanian Islamic banks.

Table 4 shows the impact of resonant leadership in terms of its dimensions (mindfulness, hope, and

compassion) on the strategic synergy of Jordanian Islamic banks.

The results of the statistical analysis of the data showed a statistically significant impact of the dimensions of resonant leadership in strategic synergy, as the correlation coefficient reached ( $R = 0.559$ ), which indicates a positive relationship between the dimensions of resonant leadership and strategic synergy, while the value of the coefficient of determination was ( $R^2 = 0.312$ ) in the value of the adjusted determination factor adjusted  $R^2$  ( $R^2 \text{ adj}=0.297$ ). This indicates that resonant leadership with its three dimensions (mindfulness, hope, and compassion) was able to explain 29.7% of the variation in (strategic synergy). As for the remaining percentage, which is (70.3%), it is attributed to other factors that were not included in the regression model. The value of the impact score  $\beta$  was (0.370) for mindfulness, (0.204) for hope, and (0.222) for compassion. This means that an increase of one unit in each dimension of resonant leadership (mindfulness, hope, and compassion) leads to an increase in strategic synergy of (37%) resulting from mindfulness, (20.4%) from hope, and (22.2% from compassion). The significance of this impact is confirmed by the calculated F value, which amounted to (20.281) and is a function at the level ( $P \leq 0.05$ ). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Table 4: Multiple Regression- Impact of resonant leadership dimensions in strategic synergy

Model	Path Coefficient (Beta)	T	Sig.
Mindfulness	0.370	4.892	0.000
Hope	0.204	2.928	0.004
Compassion	0.222	2.563	0.011
R			0.559
R <sup>2</sup>			0.312
Effect size			Large
Adjusted R <sup>2</sup>	0.297		
F	20.281		
Sig.	0.000		

There is an impact of resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) on strategic adaptation in terms of its combined dimensions (adopting strategic change, interaction with the environment, and strategic synergy) in Jordanian Islamic banks. Whereas, resonant leadership explained an estimated 47.8% of the variance in strategic adaptation. The existence of an impact of resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in adopting strategic change in Jordanian Islamic banks in contrast, resonant leadership accounted for 32.9 percent of the variation in strategic change adoption.

The existence of an impact of resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in interaction with the environment in Jordanian Islamic banks. In contrast, compassion explained 35.5 percent of the variance in the interaction with the environment. The existence of an impact of resonant leadership in terms of its dimensions (mindfulness, hope, and compassion) in the strategic synergy of Jordanian Islamic banks whereas, resonant leadership explained an estimated (31.2%) of the variance in strategic synergy.

However, it is important to recognize a number of restrictions that have an impact on the research technique and the applicability of its conclusions. First off, because the study is context-specific, it's possible that the findings won't apply as well to all regions, businesses, or organizational kinds. Along with the Islamic banking framework, Jordan's distinct cultural, legislative, and economic characteristics produce a particular atmosphere that might not be compatible with more universal leadership dynamics. Generalizability can also be impacted by the research's sample size, participant diversity, and representativeness. The findings' ability to be applied more broadly may be constrained by small or homogeneous sample sizes. Furthermore, the study's intrinsic cultural bias could limit how far the findings can be applied outside of Jordanian Islamic banks because cultural influences have a substantial impact on leadership styles. The robustness and applicability of the findings may also be constrained

by the research design and methods, such as the dependence on qualitative data or self-reported measurements. It is crucial to take into consideration larger, more diverse samples, use rigorous research techniques, and take into account contextual and cultural variables in order to further improve the generalizability of these findings. Furthermore, a meaningful evaluation of the results requires openly acknowledging and resolving the study's scope and applicability limits.

## 5. Conclusion

This research makes important theoretical and practical contributions by demonstrating the significant impact of resonant leadership styles on strategic adaptation in Jordanian Islamic banks. The study provides empirical evidence that mindfulness, hope, and compassion-focused leadership fosters change adoption, environment interaction, and strategic synergy. These findings highlight the need for Islamic bank executives to embrace resonant leadership approaches that empower employees through emotional connection, vision, and relationships. This will allow their organizations to successfully align strategies with the shifting industry landscape while adhering to Islamic principles. The research points to opportunities for future studies to examine additional outcomes of resonant leadership and to investigate boundary conditions. Overall, this study advances understanding of how leadership and adaptation dynamics influence the performance of Islamic banking.

Finally, Jordanian Islamic banks should continue to prioritize ethical issues. For effective leadership and strategic adaptation in the Islamic banking industry, social responsibility programs, adherence to Islamic principles, and upholding transparent and responsible procedures are essential. By putting these suggestions into practice, Jordanian Islamic banks can better comprehend and apply leadership on strategic adaptation, enabling an environment of ongoing development and long-term expansion within the sector. Future studies should use a multidimensional strategy to deepen and broaden our understanding of resonant leadership and its effect on strategic adaptation in Jordanian Islamic banks. First, by identifying the cultural influences on leadership dynamics in Islamic banking, cross-cultural comparisons can assist provide more nuanced and universally relevant insights. In order to gain a temporal perspective on the development of resonant leadership practices and their influence on adaptability over time, longitudinal research would be extremely helpful. By capturing both the complexity of leadership behaviors and the statistical validity necessary for broader applicability, mixed-methods research, which combines qualitative and quantitative approaches, can provide a more thorough understanding.

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