Research Article

The Role of Resonant Leadership in Enhancing Organizational Brilliance Through Organizational Trust (An Exploratory Study at Tikrit University)

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ARTICLE INFO	ABSTRACT
	The research focuses on "Resonant Leadership and Its Impact on Organizational Brilliance Through Organizational Trust" at Tikrit University in Iraq. The study aims to understand and analyze the influence of resonant leadership styles in enhancing institutional performance, emphasising the role of organizational trust as an intermediary element contributing to this brilliance. The thesis highlights the importance of resonant leadership as a modern framework that enables leaders to foster innovation and institutional cohesion, thereby improving the organization's overall performance. The study adopted a descriptive-analytical approach, designing a questionnaire consisting of 58 items distributed across various axes to survey the opinions of the sample participants regarding the effects of resonant leadership and organizational trust. Among the most significant findings is a positive and influential relationship between resonant leadership and organizational trust, underscoring the necessity of fostering trust within the workplace to achieve exceptional institutional performance. Based on these findings, the study recommends investing in training programs to develop leaders with resonant leadership skills and create a work environment that enhances mutual trust between employees and leaders, thereby positively impacting overall performance.

INTRODUCTION

Today, most organizations, particularly universities, face numerous problems, obstacles, and challenges in achieving service excellence and individual performance. This, in turn, affects the reputation of the organization (universities) and its ability to achieve outstanding positive results. The causes of these issues include the lack of modern and innovative leadership styles that align with external circumstances, service demands, and customer expectations. Consequently, this negatively impacts service excellence within universities. Moreover, the current era of globalization, economic growth, and digital transformation across all administrative processes has driven organizations (universities) to seek modern and effective leadership practices and approaches (Zacher & Kunzmann, 2019, p. 255). Dokes (2017, p. 242) highlights that adopting resonant leadership practices and behaviors can embody brilliance in organizations and enhance its dimensions, such as courage, emotional intelligence, mindfulness, hope, compassion, moderation, justice, wisdom, humanity, and passion. By incorporating these characteristics into their operations, organizations can positively influence employee well-being, trust, and brilliance, directly or indirectly.

Additionally, organizational trust is a mediating factor in this relationship, motivating individuals toward creativity, innovation, knowledge, and achieving goals in the best possible manner. According to Bruno (2015, p. 4), fostering a safe environment that encourages creativity and innovation involves creating a workplace where employees feel satisfied, happy, and fully engaged without boredom, anxiety, or stress. This, in turn, fosters organizational loyalty and commitment among employees, ensuring workplace well-being, proper functioning, and preparedness for any external challenges. Moreover, it enables organizations (universities) to take appropriate measures to mitigate potential risks that could negatively impact their future. In this context, Soesianto and Abdullah (2000) elucidate the importance of strategic decision-making and structured methodologies, akin to competing methods for solving complex problems like sparse linear equations. Their work underscores the significance of optimizing processes and adopting robust frameworks to address and overcome multifaceted organizational challenges effectively.

Chapter One: General Framework of the Study

Research Methodology
first the research problem

The current research problem encompasses two main theoretical and practical dimensions. It aims to clarify these two aspects by discussing significant topics and concepts related to the three variables: resonant leadership, organizational trust, and organizational brilliance. Given the scarcity of studies addressing these three variables in an integrated manner within global and Arab contexts, particularly in the Iraqi environment, this research was undertaken to fill the gap and address the knowledge deficit in this field (Adhab, Kalik, & Al-Ani, 2022). The authors emphasize the need for "innovative approaches" that leverage technology and collaborative frameworks to foster effective leadership and trust within organizations. The study seeks to explore the concepts of these variables, their logical relationships, and applicable metrics, with a focus on the Iraqi context. It requires the implementation and consolidation of resonant leadership, organizational trust, and organizational brilliance through relevant policies and organizational activities, thereby aligning with the vision of enhancing governance and service delivery in public sectors, as highlighted in the literature.

Based on the above, the following primary question arises: "Is there a significant impact of resonant leadership on enhancing organizational brilliance through organizational trust in the studied organization?"

Second: Research Objectives
This study aims to achieve several objectives related to both theoretical and practical aspects, as outlined below:

1.   **Theoretical Foundation:** Establishing a theoretical basis for the study variables and presenting and analyzing the most important metrics and dimensions adopted by researchers.

2.   **Impact Relationships:** Discussing the relationship between the three study variables: resonant leadership, organizational trust, and organizational brilliance.

3.   **Applied Analysis:** Identifying, understanding, and analyzing the impact relationship of resonant leadership and its dimensions on organizational trust and organizational brilliance within Tikrit University, the sample for the study.

4.   **Recommendations for Leadership Development:** This section provides a set of conclusions and recommendations relevant to the study's topic for administrative leaders in the surveyed organization, aiming to help them enhance their leadership skills and strengthen their relationships with employees.

Third: Significance of the Study

The human element, particularly at Tikrit University, with its diverse demographic characteristics, represents one of the most critical factors that higher education and scientific research institutions rely upon to implement their activities and programs and achieve their administrative, professional, and functional objectives. The management of these institutions continuously seeks practical ways to motivate employees to exert their utmost efforts for the benefit of the university. This enables the university to achieve its goals of excellence and brilliance, delivering the best scientific and educational services, whether functional or professional.

Fourth: Scope of the Study

1.   **Human Scope:**

The study sample consisted of academic, and administrative leaders at Tikrit University, including the university president, the vice presidents for administrative and scientific affairs, college deans, their scientific and administrative deputies, and department heads. Additionally, several teaching staff members were included, bringing the total to **150 individuals**.

2.   **Spatial Scope:**

The spatial boundaries of the study were represented by Tikrit University, located within the geographic area of Salah al-Din Governorate, specifically in the city of Tikrit.

3.   **Temporal Scope:**

The temporal boundaries extended from **October 1, 2023, to August 1, 2024**.

4.   **Cognitive Scope:**

The study focused on three main variables: **resonant leadership, organizational trust, and organizational brilliance**, including their respective sub-dimensions.

Fifth: Research Hypotheses

1.   **First Hypothesis:**

Resonant leadership has a significant impact on organizational brilliance in the studied organization.

2.   **Second Hypothesis:**

Resonant leadership has a significant impact on organizational trust in the studied organization.

3.   **Third Hypothesis:**

There is a significant impact of organizational brilliance on organizational trust in the studied organization.

Chapter Two: Theoretical Framework

1. The Concept of Resonant Leadership

Resonant leadership is a concept introduced by Goleman and Boyatzis in 2005, derived from emotional intelligence. It is a leadership style that emphasizes creating a positive and harmonious work environment where leaders can emotionally connect with their employees and inspire them to perform at their best. Resonant leadership involves understanding and managing one's emotions while recognizing and empathizing with the feelings of others. This leadership style is characterized by self-awareness, empathy, and the ability to build strong relationships with team members (Al-Jubouri, 2019, p. 527).

Emotional intelligence and self-awareness are key components of resonant leadership. Self-awareness refers to the ability to recognize and understand one's emotions, strengths, and weaknesses. It enables leaders to effectively manage their feelings and make conscious decisions aligned with their values and goals. Through self-awareness, leaders are better equipped to understand how their emotions influence their interactions with others and can adjust their behavior accordingly. This self-awareness also allows leaders to communicate with greater authenticity and transparency, fostering trust and credibility within the team (Saleh & Bani, 2013, p. 11).

First: The Importance of Resonant Leadership

In today's world, organizations strive to achieve various goals across short-term, medium-term, and long-term (strategic) horizons. To reach these objectives, organizations must transcend traditional boundaries and expand globally, regionally, and locally. Achieving this requires breaking organizational routines, thinking beyond conventional limits, and striving for higher goals. Additionally, organizations must stay attuned to the transformations occurring in external environments to ensure excellence and the continuity of their collective endeavours. Establishing clear and deliberate boundaries is crucial for achieving distinction and maintaining organizational sustainability. This involves fostering trust and creating a democratic environment built on the principles of justice and organizational citizenship. The ultimate aim is to cultivate a shared commitment, a defining feature of cross-functional integration. Leaders must prioritize dismantling routine barriers in the workplace to foster a culture that promotes the growth and development of the entire organization. This is particularly significant when organizations focus on developing specific departments rather than the overall system. Leaders should emphasize removing organizational barriers between employees, creating an environment of cooperation and solidarity.

Such an approach can revitalize and facilitate the exchange of expertise and information among employees, ultimately contributing to achieving the organization's goals and objectives (Edmondson et al., 2019, p. 134).

Second: Dimensions of Resonant Leadership

Emotional Contagion

Across the globe, sports enthusiasts gather to cheer for and support their favourite teams. In football, for instance, fans celebrate goals and victories collectively and instinctively despite differences in their emotional states, perceptions, and attitudes. This phenomenon vividly illustrates how emotions and feelings spread among fans, positively influencing the team's performance. A similar scenario can be observed in organizations (Petitta et al., 2015, p. 181). The emotional state of administrative leaders positively impacts the emotional state of the employees they work with. Therefore, every administrative leader is responsible for creating and disseminating positive emotions and atmospheres among subordinates.

In this context, emotions have become central and significant in academic research and studies, particularly in organizational theory and organizational behavior. This phenomenon has been termed **"emotional contagion"** within academic literature (Pugh, 2001, p. 1019). Emotional contagion is the **"synchronization of emotions and verbal and non-verbal cues of administrative leaders with the emotions and feelings of employees, resulting in emotional alignment"** (Vijayalakshmi et al., 2011, p. 364).

Organizational Trust

First: The Concept of Organizational Trust

The concept of trust has deep historical roots, traceable to ancient times, and is closely associated with the emergence and growth of both societies and individuals. Despite its significance, trust did not receive substantial theoretical and scientific attention until the early 1950s, particularly in psychology. Erickson hypothesized that people exhibit variations in their tendency to trust others, influenced by their formative years, unique inclinations, and life encounters (Al-Dhiabi, 2013, p. 48).

The etymology of the word "trust" stems from the Arabic root **"وثّق" (wathiqa),** which means something strong and reliable. Linguistically, it denotes a pact or promise. According to its technical definition, as outlined in the **Oxford Dictionary,** trust is **"the feeling an individual has towards another party regarding confidence in fulfilling agreed-upon actions and tasks"** (Al-Ta'i, 2007, p. 108).

Trust is not a straightforward term to comprehend; it involves numerous factors that must be considered when studying it (Shyams & Bhati, 2015).

Second: The Importance of Organizational Trust

According to Al-Anzi and Al-Saadi (2004, p. 60), **organizational trust** is one of the elements of an organization's social capital, which can be invested in and developed. Trust is a resource that grows without direct individual intervention and cannot be owned by any single individual. The importance of organizational trust, as highlighted by Ahmed (2015, p. 160), lies in its ability to strengthen social and human bonds among employees, foster stability and loyalty in relationships, and enable employees to contribute to problem-solving and decision-making processes actively. Trust enhances employees' capacity for creativity and innovation, allowing them to propose new ideas. Furthermore, it facilitates professional growth by empowering employees to make precise and unbiased choices. Al-Qarni (2017, p. 22) emphasizes that organizational trust plays a significant role in motivating individuals to work efficiently and effectively. This trust is built through honest interactions, transparency, and the ability to freely and objectively exchange opinions and perspectives. It also involves setting clear goals, further fostering trust within the organization.

Third: Dimensions of Organizational Trust

1. Trust in Supervisors

Hayat and Karima (2018, p. 30) explain that the positive and confident expectations subordinates hold toward their supervisors at work are shaped by their mutual connections. These expectations reflect the subordinate's perception that the supervisor possesses the necessary integrity, expertise, and supportive attitude, as demonstrated by their actions. Mansour (2014, p. 23) emphasizes that how a supervisor interacts with subordinates significantly influences the levels of vertical trust within organizations. Hence, supervisors must build trust with their subordinates. This can be achieved by engaging in activities and demonstrating behaviors that align with organizational goals. Porumbescu et al. (2013, p. 160) highlight that employees are likelier to put forth their maximum effort in completing assigned tasks when they highly trust their supervisors. Such trust eliminates fear, increases certainty, and enables employees to confidently take responsibility and fully prepare to achieve the organization's goals. It also minimizes behaviors that might lead to risk or harm.

Additionally, Al-Husseini (2017, p. 284) underscores the importance of supervisors fostering an environment of trust, as it enhances organizational efficiency and employee satisfaction.

3. Organizational Brilliance

First: The Concept of Organizational Brilliance

The concept of organizational brilliance is deeply rooted in history, as nations have demonstrated a continuous fascination with it for thousands of years. Ancient Chinese thinkers were among the first to explore this concept, which involves performing tasks correctly while emphasizing precision, excellence, expertise, and adaptability. Subsequently, other schools of thought emerged to study and enhance organizational brilliance through various ideas, aiming to provide a distinctive conceptual framework (Abdullah, 2018, p. 255). Kelly (2008, p. 232) suggests that interest in organizational brilliance dates back approximately seven thousand years. The ancient Egyptians exemplified this through their remarkable architectural achievements, such as the pyramids and the hieroglyphic engravings on temples, which stand as timeless symbols of excellence. Inspection and oversight processes underpinned these achievements to ensure quality and exceptional execution performance. Kadhim and others (2022, p. 62) emphasize that organizational brilliance reflects an organization's ability to achieve outstanding results by maintaining high-quality standards, innovation, and sustainability in its operations and outputs. This brilliance is achieved through effective leadership, continuous development, and fostering a culture of excellence within the organization.

Second: The Importance of Organizational Brilliance

Organizational brilliance is critical in enhancing a company's competitiveness, fostering innovation, achieving its goals, and adapting to the rapidly changing business environment and intense competition. It serves as a strategic advantage in addressing market challenges by improving the company's ability to meet current and future consumer demands effectively. To ensure organizational success and maintain a competitive edge, it is essential to develop distinctive models that are difficult for competitors to replicate. Furthermore, fostering a customer-centric culture by meeting customer needs and building loyalty and attachment to the organization is vital. As Al-Anzi (2016, p. 27) points out, the significance of organizational brilliance lies in earning the loyalty of both internal and external customers. This loyalty acts as a driving force for individuals to dedicate their full energy and effort, ultimately strengthening their commitment. This, in turn, contributes to the organization's success and progress while enhancing its ability to achieve rapid change in a highly competitive environment. Consequently, organizational brilliance increases competition among organizations (Al-Shahrani, 2017, p. 39).

Third: Dimensions of Organizational Brilliance

Leadership Brilliance: Outstanding or brilliant leadership is one of the fundamental dimensions that support achieving organizational brilliance or excellence. It is vital in motivating, energizing, and inspiring the workforce to excel in creative and exceptional processes, enabling them to resolve problems through innovative and unconventional methods (Abdul Wahab, 2013, p. 53). Leadership brilliance also enhances workers' ability to tackle business challenges. It facilitates the integration of their skills with competitive business strategies to achieve compelling, unique, and efficient outcomes in the workplace. Furthermore, it helps develop optimal solutions to address these challenges (Ritzenberg, 2017, p. 16). Exceptional leadership is one of the most crucial factors for fostering and promoting the adoption of excellence and brilliance within an organization. By embedding and prioritizing these concepts in the organization's mission, goals, and strategic objectives, leadership brilliance becomes a cornerstone for driving organizational success and achieving sustained excellence.

Similarly, Alzaki, Hutaihit, and Shauchuk (2022) illustrate how precision and adaptability in complex processes, such as corner detection in aerospace imagery, highlight the necessity of innovative problem-solving techniques. Their work underscores the importance of integrating advanced methodologies to enhance capability and performance, mirroring how leadership brilliance integrates innovative approaches to promote exceptional outcomes and meet organizational challenges effectively.

Chapter Four: Practical Aspect

First: Study Approach

The current study aims to review relevant studies and research in the literature, focusing on its variables and sub-dimensions. It then derives and formulates hypotheses to provide preliminary solutions to the research questions posed in the problem statement. Subsequently, these hypotheses are tested using appropriate statistical methods to determine whether they are supported or rejected. This process involves analyzing researchers' perspectives, propositions, and varied opinions to generate new ideas and conclusions that align with the study's objectives and contribute to its direction.

Second: Study Population and Sample

Selecting the study population and sample is a critical aspect faced by most researchers. Ensure the study environment is appropriate for addressing the research problem and testing its hypotheses requires a precise definition of the sample to be included in the study. This selection process is pivotal and can significantly influence the success or failure of the research. Tikrit University was chosen as the practical field for this study, as it represents a vital scientific and educational pillar within society. As a distinguished educational institution, it differs from other organizations by serving as the academic and scientific provider for most of these organizations and other societal components. Its qualified personnel, both academically and practically, play a crucial role in enabling these organizations to achieve their objectives and fulfil their purpose of meeting societal needs and desires.

B. Research Sample

Since the sample represents a subset of the research population, the results obtained from studying the sample can be generalized to the entire research population. Following discussions and consultations with experts in the field, the decision was made to adopt the **simple random sampling method**, as the targeted population is relatively homogeneous. This method provides equal opportunities for all population members to be selected. To scientifically and accurately determine the sample size, the researcher utilized established scientific methods. Specifically, **Steven Thompson's formula** was employed to calculate the sample size for the current study. This approach ensures the representativeness and validity of the sample, allowing the results to be generalized with confidence to the entire research population.

Table (1): Descriptive Analysis of the Variable Organizational Brilliance

Dimension	Mean	Standard Deviation	Relative Weight	T-Value	Significance Level	Rank	Agreement Level
Brilliance in Leadership	3.64	0.742	72.8%	53.031	0.000	1	High

Source: SPSS-26 Outputs

According to the results presented in **Table (1)**, the mean value for the variable **organizational brilliance** is **3.64**, with a standard deviation of **0.742**, a significance level of **0.00**, and a T-value of **53.031**.

Table (2): Descriptive Analysis of the Variable Resonant Leadership

Dimension	Mean	Standard Deviation	Relative Weight	T-Value	Significance Level	Rank	Agreement Level
Emotional Contagion	3.66	0.582	73.2%	68.087	0.000	1	High

Source: SPSS-26 Outputs

Table (2) presents the mean, standard deviation, and response rate, reflecting the perspectives of administrative leaders regarding the variable **emotional contagion**. The results indicate that the mean value exceeds the standard deviation, which is **0.582**. The emotional contagion variable recorded a mean value of **3.66**, signifying a relatively high level, with a high consistency represented by the standard deviation value of **0.582** and a response rate of **73.2%**. The findings show that the mean falls relatively high, indicating the use of direct and indirect communication tools in activities such as **giving instructions, effective communication with employees, and exchanging opinions**.

Table (3): Descriptive Analysis of the Variable Organizational Trust

Dimension	Mean	Standard Deviation	Relative Weight	T-Value	Significance Level	Rank	Agreement Level
Trust in Work Responsibility	3.68	0.735	73.6%	54.274	0.000	2	High

Source: SPSS-26 Outputs

Table (3) presents the mean, standard deviation, and response rate, reflecting the perspectives of administrative leaders regarding the variable **trust in work responsibility**. The results indicate that the mean value exceeds the standard deviation of **0.735**. The trust in work responsibility variable recorded a mean value of **3.68**, signifying a relatively high level, with high consistency represented by the standard deviation value of **0.735** and a response rate of **73.6%**. The findings show that the mean falls relatively high, indicating the use of direct and indirect communication tools in activities such as **giving instructions, effective communication with employees, and exchanging opinions**.

Second: Results of Hypothesis Testing

1. First Hypothesis:

"There is a significant impact of resonant leadership on organizational brilliance in the studied organization."

To test this hypothesis, the **Analysis of Variance (ANOVA)** test was used. ANOVA, which stands for **Analysis of Variance**, is a statistical model accompanied by a set of procedures that allow the comparison of means across different statistical populations by dividing the observed total variance into various components (Marefa, 2009, p. 1). The results of this hypothesis testing are presented in **Table (3)**.

Table (4): Simple Regression Coefficient for the First Hypothesis

Dependent Variable	Independent Variable	R	R²	F	Sig (F)	β	T	Sig (T)	Variance Inflation Factor (VIF)
Organizational Brilliance	Resonant Leadership	0.839	0.704	273.534	0.000	0.839	16.539	0.000	1.000

Source: SPSS Results

To examine the relationship between organizational brilliance and the explanatory variable (resonant leadership), a simple linear regression model was used (Table 4), where resonant leadership was considered as

the explanatory variable and organizational brilliance as the dependent variable. The regression model results showed that the model is significant, as evidenced by the **F-value** of **273.534** with a significance level of **0.000**, which is smaller than **0.05**. The results indicate that the explanatory variable accounts for **70.4%** of the variance in organizational brilliance, as reflected in the **coefficient of determination (R^2)**. The **Beta coefficient** of **0.839** demonstrates a statistically significant relationship between resonant leadership and organizational brilliance. This conclusion is supported by the **T-value** of **16.539** and its associated significance level. This means that for every one-unit increase in resonant leadership, organizational brilliance increases by **16.539 units**. Additionally, the table highlights the results of multicollinearity testing, showing that the **Variance Inflation Factor (VIF)** for the model is **1.000**, which is less than **3**, indicating no multicollinearity issues between the model variables.

2. Second Hypothesis:

"There is a significant impact of resonant leadership on organizational trust in the studied organization."

This hypothesis includes several sub-hypotheses that measure the impact relationship of each dimension of resonant leadership on organizational trust within the studied organization. A simple linear regression model was utilised to examine the relationship between organizational trust and the explanatory variable (resonant leadership) (**Table 5**), with resonant leadership as the explanatory variable and organizational trust as the dependent variable. The regression model results indicated that the model is significant, as demonstrated by an **F-value** of **221.751** with a significance level of **0.000**, which is less than **0.05**. The findings show that the explanatory variable accounts for **65.9%** of the variance in organizational trust, as evidenced by the **coefficient of determination (R^2)**. The **Beta coefficient** of **0.811** highlights a statistically significant relationship between resonant leadership and organizational trust. This conclusion is supported by the **T-value** of **14.891** and its associated significance level. This implies that for every one-unit increase in resonant leadership, **organizational trust** increases by **14.891 units**. Additionally, the multicollinearity test results revealed that the **model's Variance Inflation Factor (VIF)** was **1.000**, which is less than **3**, indicating no multicollinearity issues among the model variables. The regression equation can be written as follows:

Organizational Trust = Constant + Resonant Leadership + Prediction Error.

Table (6): Simple Regression Coefficient for the Second Hypothesis

Dependent Variable	Independent Variable	R	R^2	F	Sig (F)	β	T	Sig (T)	Variance Inflation Factor (VIF)
Organizational Trust	Resonant Leadership	0.811	0.659	221.751	0.000	0.811	14.891	0.000	1.000

Source: SPSS Results

The third hypothesis states that there is a significant impact of organizational trust on organizational brilliance in the studied organization. To test this hypothesis, a simple linear regression model was used, considering organizational trust as the explanatory variable and organizational brilliance as the dependent variable. The results showed that the regression model is statistically significant, with an F-value of 159.669 and a significance level of 0.000, which is less than 0.05. The coefficient of determination (R^2) indicates that organizational trust explains 58.1% of the variance in organizational brilliance. The Beta coefficient of 0.762 demonstrates a statistically significant and positive relationship, supported by a T-value of 12.636 at a significance level of 0.000. This implies that a one-unit increase in organizational trust leads to an increase of 12.636 units in organizational brilliance. Additionally, the Variance Inflation Factor (VIF) of 1.000 indicates no multicollinearity issues among the model variables. The regression equation is as follows: Organizational Brilliance = Constant + Organizational Trust + Prediction Error. These findings confirm the hypothesis, highlighting the positive and significant impact of organizational trust on organizational brilliance.

Table (7): Simple Regression Coefficient for the Third Hypothesis

Dependent Variable	Independent Variable	R	R^2	F	Sig (F)	β	T	Sig (T)	Variance Inflation Factor (VIF)
Organizational Brilliance	Organizational Trust	0.762	0.581	159.669	0.000	0.762	12.636	0.000	1.000

Source: SPSS Results

The results confirm that there is a significant impact of resonant leadership on organizational brilliance through organizational trust as a mediating variable in the studied organization. Using a multiple linear

regression model, where resonant leadership and organizational trust were explanatory variables and organizational brilliance was the dependent variable, the analysis revealed a statistically significant model with an F-value of **149.145** and a significance level of **0.000**. The explanatory variables accounted for **72.3%** of the variance in organizational brilliance, as indicated by the R^2 value. The Beta coefficients showed a significant positive impact, with resonant leadership contributing **0.645** and organizational trust contributing **0.239** to organizational brilliance. The T-values for these variables were **7.656** and **4.834**, respectively, both statistically significant. Furthermore, the variance inflation factor (VIF) values were **2.928**, indicating no multicollinearity issues. This implies that for every one-unit increase in resonant leadership, organizational brilliance increases by **7.656 units**, while a one-unit increase in organizational trust results in a **4.834 unit** increase. These results underscore the combined and significant role of resonant leadership and organizational trust in enhancing organizational brilliance. The regression equation is: **Organizational Brilliance = Constant + Resonant Leadership + Organizational Trust + Prediction Error.**

Table (8): Multiple Regression Coefficient for the Fourth Hypothesis

Dependent Variable	Independent Variable	R	R²	F	Sig (F)	β	T	Sig (T)	Variance Inflation Factor (VIF)
Organizational Brilliance	Resonant Leadership	0.851	0.723	149.145	0.000	0.654	7.656	0.000	2.928
	Organizational Trust					0.239	2.834	0.000	2.928

Source: SPSS Results

From the table above, it is observed that there is a positive effect of resonant leadership and organizational trust on organizational brilliance, thus fulfilling the third condition.

Table (9): The Impact of Resonant Leadership on Organizational Brilliance through Organizational Trust as a Mediating Variable

The three equations				
	Equation 1	Equation 2	Equation 3	**Decision**
	1	**1**	**1**	
Regression Coefficient	839.	811.	654.	The mediating variable moderates the relationship between the independent and dependent variables.
Hypothesis	The total effect of the independent variable on the dependent variable (overall).	The effect of the independent variable on the mediating variable.	The effect of the independent variable on the dependent variable in the presence of the mediating variable.	

Source: Prepared by the researcher using SPSS outputs.

Conclusions

1.   Employees perceive a sense of organizational brilliance, which is manifested in organizational work. As confirmed by statistical analysis results, this may be attributed to the variation in personal characteristics among employees.

2.   Statistical analysis revealed that administrative leaders in the studied university possess elements of resonant leadership, such as dialogue, emotional intelligence training, and emotional contagion. This reflects the administrative leaders' high academic and intellectual levels, which enhance their ability to manage employees' emotions in the studied university.

3.   The statistical analysis results indicate the prevalence of organizational trust, showing that the administrative leaders in the studied university can adopt this trust to improve emotional quality of work life and strengthen relationships among employees.

4.   The statistical analysis revealed that the elements of resonant leadership contribute to increasing organizational brilliance among employees. This means that resonant leadership elements effectively enhance innovative and creative behaviors among employees, which may remain unnoticed by university leaders.

5.　　　The statistical analysis showed that elements of organizational trust do not directly contribute to increased brilliance among employees. This suggests that the brilliance observed among employees may already be apparent to the administrative leaders in the studied university, thereby reinforcing the role of trust in enhancing brilliance, as it primarily supports resonant leadership elements.

6.　　　Statistical analysis revealed that the level of brilliance among employees increases through resonant leadership with organizational trust. If brilliance is prevalent and at a high level, employees should actively engage administrative leaders to discuss and reinforce this behavior.

Recommendations

1.　　　Identify colleges, departments, divisions, units, and teams where brilliance—apparent or hidden—is present among employees, and work to enhance it.

2.　　　Strengthen trust between administrative leaders and employees by closely understanding the positive work environment prevailing in the university.

3.　　　Build a solid organizational culture based on cooperation, harmony, mutual respect, altruism, and rejection of deviant behaviors to improve employee social relationships and foster love, tolerance, and fraternity.

4.　　　Leverage emotional intelligence to enhance organizational brilliance and increase its manifestations. Emotional intelligence plays a significant role in enhancing awareness of individuals' and others' emotions and managing them effectively, reducing detachment and isolation among employees.

5.　　　Utilize emotional contagion by university administrative leaders to enhance service brilliance, innovation, and better emotional management and synchronization with employees.

6.　　　Develop cognitive, intellectual, and emotional skills of university employees, as these tools enhance individual awareness, reduce emotional costs, and contribute to sustaining the emotional lifecycle of employees.

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