

The Influence of Resonant Leadership Style on Employee Turnover Intentions in The Indian International Trade Logistics Industry: Exploring the Mediating Role of Organizational Commitment

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ABSTRACT

Background: This research addresses the dearth of Human Resources studies within the logistics sector, offering valuable insights into the intricate relationship between resonant leadership and employee attitudes. With a focus on trade logistics firms in Delhi and the National Capital Region of India, the study seeks to fill a void in the existing literature by exploring the impact of resonant leadership on organizational commitment and turnover intention.

Purpose: The primary objective of this research is to investigate the influence of resonant leadership on dimensions of organizational commitment and turnover intention among employees. Drawing on Social Exchange Theory (SET) and Meyer and Allen's Three-Component Model of Organizational Commitment, the study introduces organizational commitment as a mediating variable in the resonant leadership-turnover intention relationship.

Methods: Conducted through surveying employees in trade logistics firms, the study employed a sample of 371 participants. The data analysis utilized SMART-PLS structural equation modelling to comprehensively examine the relationships between resonant leadership, organizational commitment, and turnover intention.

Results: The findings reveal a positive correlation between resonant leadership and organizational commitment, showcasing a significant reduction in turnover intention. Affective commitment emerged as the sole mediating factor in this relationship, highlighting its pivotal role in mitigating turnover intention among employees.

Conclusions: This research contributes to the limited literature on the interplay between resonant leadership and employee attitudes, specifically within the context of trade logistics. The study underscores the importance of understanding and managing emotions in the workplace, particularly among leaders, as a means to foster commitment. Ultimately, this commitment acts as a powerful deterrent to turnover, promoting organizational sustainability in the long run.

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1. Introduction

1.1. Background of Study

Human resources are pivotal for organizational success and a potent competitive advantage due to their unique skills and dedication in the dynamic service industry landscape. In the service sector, where customer interactions are crucial, the significance of human resources is amplified. Organizations prioritizing the development and well-being of their human resources gain a distinctive edge, fostering innovation, adaptability, and a customer-centric organizational culture. Effective utilization and development of human resources elevate service industry players from providers to creators of unparalleled experiences, setting them apart in the competitive marketplace.

The international logistics industry is characterized by unique challenges and complexities distinguishing it from domestic logistics operations. One key challenge in facilitating the movement of goods across borders is the variation in regulatory environments, customs procedures, and transportation infrastructures among different countries. It requires a subtle understanding of global trade regulations and varying legal frameworks. Additionally, the dynamic nature of international markets and the prevalence of cultural differences necessitate heightened adaptability and cross-cultural communication skills within the workforce. Therefore, human resource requirements in the international logistics industry extend beyond conventional logistics expertise. Professionals in this field must possess a global mindset, language proficiency, and an acute awareness

of cultural nuances to facilitate effective collaboration with international partners. Furthermore, technology and data analytics expertise are increasingly crucial for optimizing supply chain efficiency and overcoming logistical challenges.

1.1. Statement of Problem

The logistics industry grapples with a significant reputation challenge, as logistics jobs often suffer from low esteem, a perception perpetuated by a lack of awareness among university students, impeding the attraction of fresh talent. McKinnon et al. (2017) underscore the industry's unattractiveness to new entrants, citing the absence

of employer branding as a critical factor. Additionally, employees in the logistics sector need more remuneration, which impacts job satisfaction and causes a shortage of promotion and recognition, as highlighted by Kilibarda et al. (2019), further contributing to discontent. The challenges also encompass inadequate training facilities, impeding skill development, fueling job insecurity, and adversely affecting employee commitment (Andrejic et al.,2022). Collectively, these factors worsen the talent shortage in the logistics sector, which is pervasive at all management levels (Jhawar et al.,2014; McKinnon et al.,2017; Kilibarda et al.,2019). Fig. 1 illustrates the concerns and challenges faced by the logistics industry.

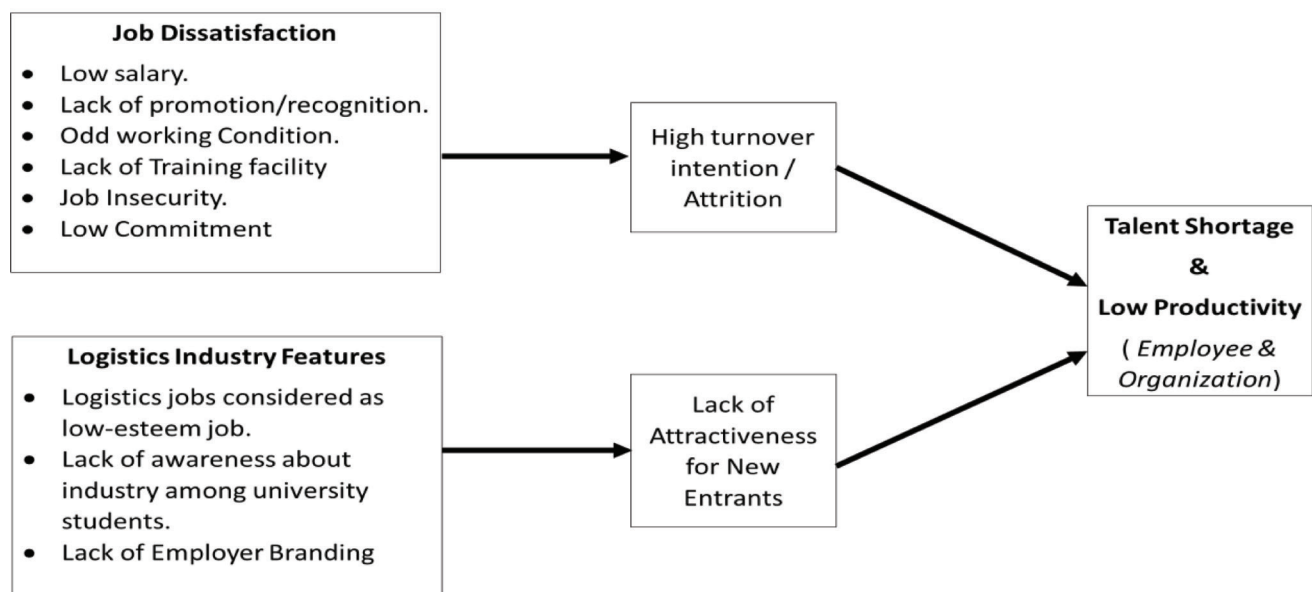


Figure 1: HR Challenges in the Logistic Industry.

2. Literature Review

2.1. Resonant Leadership and Organizational Commitment

In the sphere of leadership, where the primary objective is to influence followers toward attaining organizational goals, a myriad of styles is evident, each characterized by its unique set of advantages and drawbacks. As the world undergoes dynamic changes, the need for leaders who can navigate complex environments and manage emotions becomes imperative. Resonant leadership, rooted in emotional intelligence, addresses this need.

The word “resonance” literally means the intensification and prolongation of sound by vibration. In another sense, resonance is the ability to synchronize with other people. Resonant leadership, introduced by Goleman and promoted

by Boyatzis and McKee, focuses on self-awareness, self-management, social awareness, and relationship management (Boyatzis & McKee, 2005; Goleman et al., 2013). Thus, Resonant leaders control their feelings and inspire their followers by creating positive emotional connections, directing everyone’s emotions and efforts toward common goals, and going beyond personal interests.

Resonant leadership’s link to organizational commitment is elucidated by Social Exchange Theory (SET) (Blau, 1964). SET offers a comprehensive framework, emphasizing social exchange, reciprocity, and mutual interactions (Cropanzano & Mitchell, 2005). Individuals engage in purposeful social interactions, expecting benefits and reciprocations, shaping relationships, and influencing future interactions. The theory posits that maintaining social exchange equilibrium involves reciprocating treatment, creating a sense of obligation.

SET applies to the relationship between leadership and organizational commitment. Leadership actions in social exchange impact followers profoundly. Positive actions foster reciprocity, leading to higher organizational commitment—employees develop affective attachment and a willingness to exert extra effort for organizational goals (Hassan & Qureshi, 2019).

Resonant leaders leverage emotional intelligence to guide, develop, and inspire employees based on their moods. While followers may not reciprocate similarly due to hierarchical dynamics, they are committed to the organization to maintain social exchange equilibrium (Hassan & Qureshi, 2019; Judeh et al., 2022). This resonant leadership, marked by emotional intelligence, positively influences organizational commitment across diverse contexts. Laschinger et al. (2014) demonstrated its empowerment of nurses, reduced burnout, and enhanced organizational commitment, extending to improved patient outcomes. Lenka and Tiwari (2016) emphasized its effectiveness in Indian culture, fostering sustainable commitment, performance, and productivity. Bhalerao and Kumar (2016) highlighted the link between leaders' emotional intelligence and subordinates' commitment. Hassan and Qureshi (2019) in Pakistan supported its impact on job satisfaction and organizational commitment. Ramaswamy et al. (2022) demonstrated its resilience-building role during the COVID-19 outbreak among healthcare workers in India. Similarly, Judeh et al. (2022) found in Jordanian healthcare corporations that resonant leadership positively influences psychological ownership and organizational commitment, mediated by employee empowerment. These studies affirm resonant leadership's versatile and impactful role in shaping organizational commitment. Thus, we can posit

H1a: Resonant leadership positively arouses feelings of affective commitment among employees

H1b: Resonant leadership positively arouses feelings of continuance commitment among employees

H1c: Resonant leadership positively arouses feelings of normative commitment among employees

2.2. Organizational Commitment and Turnover Intention

Organizational commitment has emerged as a pivotal topic within organizational behavior due to its robust predictive capacity for turnover and absenteeism. This concept, introduced by Howard S. Becker in 1960, encapsulates the psychological phenomenon wherein employees feel compelled to remain in an organization owing to their

increasing investments. The seminal work of Meyer and Herscovitch (2001) acknowledges the prevailing confusion and disagreement surrounding the definition, direction, development, and behavioral impacts of organizational commitment. This dynamic construct has undergone extensive research, portraying its significance in shaping the employee-organization relationship. Prior research shows that employees are less likely to want to leave when they are committed to their organization. Instead, they feel loyal, comfortable, and like they belong (Bell & Sheridan, 2020). People with a strong commitment to their organization tend to stick around and prioritize the organization's goals and growth (Church et al., 2018).

Meyer and Allen (1991) define three components of organizational commitment in the three-component model: affective commitment, continuous commitment, and normative commitment. These provide the basis for the relationship between organizational commitment and turnover intention. Affective commitment pertains to emotional attachment and involvement, continuance commitment pertains to the costs associated with leaving, and normative commitment involves a feeling of obligation to stay. Numerous studies consistently highlight the significance of affective commitment in reducing turnover intention (Balushi et al., 2022; Labrague et al., 2018). Employees with strong emotional ties to their organizations are less likely to consider leaving, emphasizing the pivotal role of affective commitment in employee retention.

Additionally, the continuance commitment component, associated with the fear of job loss, contributes to organizational commitment (Balushi et al., 2022). However, it is noteworthy that this commitment is influenced by external factors unrelated to the organization's internal dynamics (Meyer & Allen, 1991). Normative commitment, grounded in ethical obligations, also impacts employee loyalty (Guler, 2015). However, it is susceptible to external influences such as relationships with owners or managers and external crises (Meyer & Allen, 1991). Thus, employees' high affective, continuance, and normative commitment diminish turnover intention by fostering deep emotional ties, recognizing departure costs, and instilling a strong moral obligation (Tett & Meyer, 1993). Therefore, we can postulate

H2a: Affective commitment of employees has a negative impact on turnover intentions

H2b: Continuance commitment of employees has a negative impact on turnover intentions

H2c: Normative commitment of employees has a negative impact on turnover intentions

2.3. Resonant Leadership and Turnover Intention

The well-known aphorism “People leave managers, not companies” (Lim et al., 2017) encapsulates a widely acknowledged sentiment in employee turnover discussions. Researchers indicate that employees respond positively to leaders’ behavior that is predominantly employee-oriented. Leaders’ pro-employee behaviors also influence employees’ turnover intentions. Examining the intricacies behind this concept, Ayari and AlHamaqi (2021) highlighted that turnover intentions are often closely associated with leadership style and organizational commitment, forming a focal point of research in this domain. Leadership is a pivotal instrument in management, capable of steering followers toward favorable outcomes by delivering the necessary stimulation, encouragement, motivation, and recognition. Consequently, practical and positive leadership emerges as a critical factor in cultivating and upholding a proficient workforce (Tnay et al., 2013; Lim et al., 2017; Dabral et al., 2022).

The relationship between various value-based leadership approaches such as transformational (Sun & Wang, 2016), ethical (Demirtas & Akdogan, 2015), authentic (Azanza et al., 2015), and servant (Dutta & Khatri, 2017) leadership on employee turnover intentions has been studied. The common thread across the findings in these studies is how leaders engage and motivate followers to such an extent that there is little or no room for the manifestation of turnover intentions. Many empirical studies have underscored the negative correlation between the transformational leadership style and employees’ propensity to entertain thoughts of turnover (Lim et al., 2017).

However, the emergence of the contemporary digital era ushers in demand for a new breed of leadership (McKee & Massimilian, 2006). Within the volatile, uncertain,

complex, and ambiguous (VUCA) landscape, resonant leadership emerges as a novel approach. Rooted in emotional intelligence, resonant leadership represents another positive, relationship-centered leadership variant. Prior research has indicated that resonant leadership offers distinct advantages over transformational leadership, essentially inheriting its virtues (Cummings et al., 2010; Chawla & Lenka, 2018).

Resonant leaders know that emotions can quickly spread in a workplace. It means a leader’s feelings can affect everyone in the organization. These leaders use tools like mindfulness, hope, and compassion to control their emotions and create a positive atmosphere for their team. This positivity helps protect against problems like burnout and stress (McKee & Massimilian, 2006). These leaders are crucial in achieving good results for their teams. Ensuring their team feels emotionally well increases job satisfaction and commitment and decreases tiredness. Research by Brunetto et al. (2012), Wagner et al. (2013), Laschinger et al. (2014), Bawafaa et al. (2015), and Tiwari & Lenka (2015) provides evidence that leaders who understand and use positive emotions can make a better work environment, thus, increasing their intention to stay in the organization. Accordingly, we can put forward

H3: Resonant leadership has a negative impact on the turnover intention of employees.

H4a: Affective commitment mediates the relationship between resonant leadership and employees’ turnover intention.

H4b: Continuance commitment mediates the relationship between resonant leadership and employees’ turnover intention.

H4c: Normative commitment mediates the relationship between resonant leadership and employees’ turnover intention.

The framework of the current study is illustrated in figure 2.

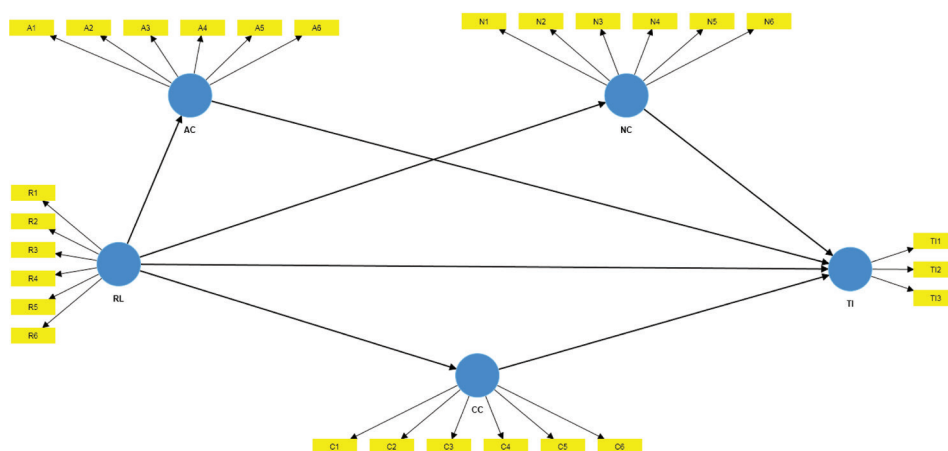


Figure 2: Conceptual framework of the study.

3. Research Methodology

3.1. Sample and Data Collection Procedures

The study targeted international trade logistics industry employees, including individuals from 3PL, consolidators, NVOCC, Shipping lines, IATA, and related sectors. A convenient non-probability sampling method was employed to gather data from logistics companies situated in NCR, Delhi. Questionnaires, presented as Google Forms, were disseminated to industry professionals with instructions to distribute them among their colleagues. Due to a lack of satisfactory online responses, the primary researcher conducted in-person visits to the industry and utilized paper questionnaires for data collection. The total number of responses amounted to 403, with 371 considered usable and 32 deemed incomplete or biased in their responses.

Table 1: Demographics of Respondent.

	Variables	Frequency	Percentage (%)
Gender	Female	119	32.1%
	Male	252	67.9%
Total		371	
Age	19 to 35 Years	144	38.8%
	36 to 45 Years	156	42%
	46-60 Years	71	19.1%
Total		371	

The respondents were predominantly male (67.9 percent), and the rest were females, accounting for 32.1 percent. Further, 38 percent of the respondents were in the age range between 19 to 35 years old, 42 percent in the age range between 35 and 45 years old, and only 19.1 percent in the age range 46 to 60 years old.

3.2. Measurements

In this study, all metrics were derived from established questionnaires used in prior research, chosen for their strong alpha values in past studies. Scales were evaluated on a Likert scale of 1-5 (strongly disagree-1, disagree-2, undecided-3, agree-4, strongly agree-5).

3.2.1. Resonant Leadership

Managerial resonant leadership style was measured using a 6-item Resonant Leadership Scale (Estabrooks et al., 2009), an abbreviated version of the 10-item Resonant Leadership Scale (observer version) widely used in previous studies (Wagner et al., 2013). Items such as “My leader actively seeks feedback even when it is difficult to hear” and

“Actively mentors or coaches the performance of others” were included.

3.2.2. Organizational Commitment

The study utilized the Organizational Commitment Scale by Allen and Meyer (1991), focusing on normative, affective, and continuance commitment. Affective commitment (AC1-AC6), normative commitment (NC1-NC6), and continuance commitment (CC1-CC6) were assessed using a 5-point Likert scale for agreement or disagreement.

3.2.3. Turnover Intention

Turnover intention, a crucial dependent variable, was measured using the instrument by Lichtenstein et al. (2004). This tool comprises three items (TI1-TI3) assessing facets like the intention to leave, the perceived probability of departing, and the inclination to seek alternative job opportunities actively.

4. Data Analysis and Results

The data underwent analysis using partial least squares and structural equation modeling (PLS-SEM). Prior research highlights the strengths of PLS-SEM, emphasizing its suitability for complex models, exploratory research, and its independence from distribution assumptions (Hair et al., 2019). PLS-SEM is known for its flexibility, accommodating various sample sizes and complex models, and its leniency in assumptions (Hair et al., 2011). The analysis was conducted using Smart PLS 4 software, the latest version featuring additional functionalities.

4.1. Common Method Biases

The evaluation of common method biases was conducted in alignment with Podsakoff et al.'s (2012) recommendations, particularly relevant in research utilizing self-reported measures. This potential distortion arises when a single latent variable dominates the explained variance. To mitigate this bias, the research employed a method proposed by Kock (2015), which involves evaluating common method bias through Variance Inflation Factor (VIF) values. According to Kock's recommendations, a VIF value exceeding 3.3 serves as an indicator of pathological collinearity, suggesting the presence of a generalized bias within the model. VIF values of the internal model lie between 1.000 and 3.188, well below the 3.3 threshold. Consequently, common method bias is not considered a significant concern in this study. Refer to Table 2 for details on VIF values for all the items.

Table 2: Inner VIF\

AC → TI	3.188
CC → TI	2.158
NC → TI	2.946
RL → AC	1.000
RL → CC	1.000
RL → NC	1.000
RL → TI	1.577

Abbreviations: - RL: Resonant Leadership; AC: Affective Commitment; NC: Normative Commitment; CC: Continuance Commitment; TI: Turnover Intention

4.2. Measurement Model

The evaluation of the measurement model aimed to assess its internal consistency (reliability) and validity (convergent and divergent) by examining the relationships

between constructs and indicator variables. It is generally recommended that factor loadings ideally exceed 0.7 with 0.50 being considered the minimum acceptable value (Vinzi et al., 2010). Notably, no items were removed from the model as all loadings surpassed the minimum acceptable value of 0.50. For assessing the reliability of constructs, both Cronbach's alpha (Alpha) and composite reliability (CR) were considered, with values above 0.70 indicating internal consistency reliability (Ringle et al., 2018). However, a CR of 0.95 or higher is considered undesirable (Hair et al., 2022). In the current study, both Alpha and CR values were satisfactory. The second aspect of the measurement model, convergent validity, was then examined. Average Variance Extracted (AVE) was used as the measure, with a value of 0.50 as the accepted criterion (Ringle et al., 2018). Consequently, all constructs in the model exhibited good composite reliability. Detailed information, including outer loadings, Alpha, AVE, and composite reliability measures, can be found in Table 3.

Table 3: Reliability and Validity Analysis, Outer loadings, AVE, and composite reliability measures.

Construct	Items	Outer loadings	Cronbach's alpha	Composite Reliability	AVE	VIF
RL	R← RL	0.803	0.903	0.925	0.674	2.058
	R2 ← RL	0.777				1.900
	R3 ← RL	0.806				2.085
	R4 ← RL	0.852				2.509
	R5 ← RL	0.817				2.210
	R6 ← RL	0.868				2.760
AC	A1 ← AC	0.740	0.873	0.904	0.613	1.741
	A2 ← AC	0.782				1.794
	A3 ← AC	0.789				2.063
	A4 ← AC	0.826				2.494
	A5 ← AC	0.815				2.205
	A6 ← AC	0.739				1.729
CC	C1 ← CC	0.671	0.834	0.878	0.547	1.460
	C2 ← CC	0.729				1.587
	C3 ← CC	0.795				1.890
	C4 ← CC	0.734				1.661
	C5 ← CC	0.742				1.617
	C6 ← CC	0.761				1.669
NC	N1 ← NC	0.699	0.878	0.908	0.622	1.558
	N2 ← NC	0.784				1.881
	N3 ← NC	0.794				1.954
	N4 ← NC	0.813				2.037

	N5 ← NC	0.835				2.195
	N6 ← NC	0.800				1.985
TI	TI1 ← TI	0.863	0.828	0.897	0.744	1.885
	TI2 ← TI	0.854				1.851
	TI3 ← TI	0.870				1.916

Abbreviations: - RL: Resonant Leadership; AC: Affective Commitment; NC: Normative Commitment; CC: Continuance Commitment; TI: Turnover Intention

Subsequently, we examined the model for discriminant validity to ensure that the measures of one construct do not exhibit correlations with other constructs. It may be evaluated through cross-loadings, Fornell and Larcker's (1981) criterion, and the Heterotrait–Monotrait ratio of correlations (HTMT) Method. We used the HTMT criterion to assess the discriminant validity. For assessing discriminant validity, Henseler et al. (2015) proposed using a conservative threshold value for the HTMT ratio of 0.90 or lower. Table 4 below clearly demonstrates that all HTMT values were less than the threshold value of 0.90. discriminant validity is attained.

Table 4: Discriminant validity - Heterotrait - Monotrait ratio (HTMT).

	RL	AC	CC	NC	TI
RL					
AC	0.630				
CC	0.547	0.832			
NC	0.640	0.895	0.783		
TI	0.845	0.605	0.486	0.598	

Abbreviations: - RL: Resonant Leadership; AC: Affective Commitment; NC: Normative Commitment; CC: Continuance Commitment; TI: Turnover Intention

4.3. Structural Model Assessment

4.3.1. Multi-collinearity assessment

After establishing the reliability and validity of the measurement model, the researchers evaluated the structural model by expert recommendations (Hair et al., 2022). The structural model illustrates the direct and mediating relationships among the constructs in the proposed study model. However, it is essential to examine collinearity among each predictor variable set before conducting hypothesis testing, as Hair et al. (2022) advise. The Variance Inflation Factor (VIF) is a commonly used method for detecting collinearity, with a recommended threshold of five or less (Hair Jr et al., 2014). The results presented in Table 3 indicate that all VIF values are below 5, suggesting the absence of collinearity among the predictors.

4.3.2. Hypotheses Testing

The current research employed the bootstrapping technique, utilizing 5000 subsamples, to evaluate the relationships (both direct and mediating) among the constructs. The significance of the direct effects of the exogenous constructs on the endogenous constructs was determined by assessing beta values, standard errors, t-statistics, and p-values. Following the criteria outlined by Hair et al. (2011), critical t-values for two-tailed tests were considered (1.65 corresponds to a significance level of 10%, 1.96 for 5%, and 2.58 for 1%).

The study's results indicate a positive correlation between resonant leadership and all three dimensions of organizational commitment (H1a: $\beta=0.564$, $t=13.023$, $p<0.001$; H1b: $\beta=0.474$, $t=10.825$, $p<0.001$; H1c: $\beta=0.574$, $t=13.071$, $p<0.001$), supporting H1a, H1b, and H1c, respectively. When examining the relationship between organizational commitment and turnover intention, only affective commitment ($\beta= -1.259$, $t=2.269$, $p<0.05$) was found to have a significantly negative association with turnover intention. Continuance commitment ($\beta= 0.035$, $t=0.686$, $p>0.05$) and normative commitment ($\beta= -0.074$, $t=1.457$, $p>0.05$) did not exhibit a significant association, supporting H2a and rejecting H2b and H2c. Lastly, resonant leadership was directly and positively related to turnover intention ($\beta= -0.635$, $t=14.117$, $p<0.001$), confirming H3. The results are outlined in Table 5.

Table 5: Testing direct relationships.

Hypotheses	Beta Coefficient (β)	STDEV	t-values	p values	Result
H1a: RL → AC	0.564	0.043	13.023	0.000	Supported
H1b: RL → CC	0.474	0.044	10.825	0.000	Supported
H1c: RL → NC	0.574	0.044	13.071	0.000	Supported
H2a: AC → TI	-0.125	0.055	2.269	0.023	Supported
H2b: CC → TI	0.035	0.051	0.686	0.493	Not Supported
H2c: NC → TI	-0.074	0.051	1.457	0.145	Not Supported
H3: RL → TI	-0.635	0.045	14.117	0.000	Supported

Abbreviations: - RL: Resonant Leadership; AC: Affective Commitment; NC: Normative Commitment; CC: Continuance Commitment; TI: Turnover Intention

4.3.3. Testing for Mediation

Finally, we conducted a mediation analysis to understand the role of different aspects of organizational commitment. Specifically, H4a, H4b, and H4c examined whether Affective Commitment (AC), Continuance Commitment (CC), and Normative Commitment (NC) mediate the connection between Resonant Leadership (RL) and Turnover Intention (TI). The findings indicate that the total effect of RL on TI is negative and significant ($\beta = -0.732$, $t = 19.601$, $p < 0.05$). When we introduced the mediators (AC, CC & NC) into the model, the impact reduced, and

the direct relationship remained significant ($\beta = -0.635$, $t = 14.117$, $p < 0.05$). Additionally, the indirect effect with Affective Commitment as a mediator was significant (H4a: $\beta = -0.071$, $t = 2.205$, $p < 0.05$). However, the indirect effects with Continuance Commitment and Normative Commitment as mediators were not significant, leading to the rejection of H4b ($\beta = -0.016$, $t = 0.675$, $p > 0.05$) and H4c ($\beta = -0.043$, $t = 1.432$, $p > 0.05$). This means that some of the influence of resonant leadership on turnover intention goes through affective commitment. Consequently, H4a is accepted, and additional details can be found in Table 6.

Table 6: Mediation analysis.

Total effect (RL → TI)		Direct effect (RL → TI)		Indirect effects			
β	t-value	β	t-value	Hypotheses	β	t-value	P values
-0.732	19.601	-0.635	14.117	H4a: RL → AC → TI	-0.071	2.205	0.028
				H4b: RL → CC → TI	0.016	0.675	0.500
				H4c: RL → NC → TI	-0.043	1.432	0.152

Abbreviations: - RL: Resonant Leadership; AC: Affective Commitment; NC: Normative Commitment; CC: Continuance Commitment; TI: Turnover Intention

4.3.4. Model Fitness

Evaluating structural models often involves the examination of coefficients of determination (R²), with commonly utilized thresholds of 0.25, 0.5, and 0.7 to characterize weak, moderate, and strong determinations (Hair et al., 2011). As depicted in Figure 1, the combined impact of resonant leadership and organizational commitment explains 55.3% of the variance in turnover intention, yielding an overall R² value of 0.553. Similarly, resonant leadership contributes 31.8%, 22.5%, and 33% to the variances of affective commitment, continuance, and normative commitment, respectively, providing an overview of the model's overall fitness.

Additionally, the effect size (f^2) for each independent variable's influence on the R² of its dependent variable

is determined, with small, medium, and large effects categorized based on threshold values of 0.02, 0.15, and 0.35, respectively (Cohen, 1988). The findings in Table 7 indicate f-square values ranging from 0.001 to 0.572.

To confirm that the structural model is predictively effective, we assess the Q² value by scrutinizing the data points associated with items in a reflective measurement model (Hair et al., 2022). A Q² value greater than 0 is indicative of predictive relevance. In this study, the Q² values for affective commitment, continuance, normative commitment, and turnover intention are 0.312, 0.219, 0.326, and 0.369, respectively, surpassing the threshold and confirming the predictive relevance of the model. The comprehensive evaluation of overall model fitness is presented in Table 7.

Table 7: Explanatory power.

Predictor(s)	Outcome	R Square	f Square	Q Square
RL	TI	0.553	0.572	0.369
AC			0.011	
CC			0.001	
NC			0.004	
RL	AC	0.318	0.467	0.312
	CC	0.225	0.290	0.219
	NC	0.330	0.492	0.326

Abbreviations: - RL: Resonant Leadership; AC: Affective Commitment; NC: Normative Commitment; CC: Continuance Commitment; TI: Turnover Intention

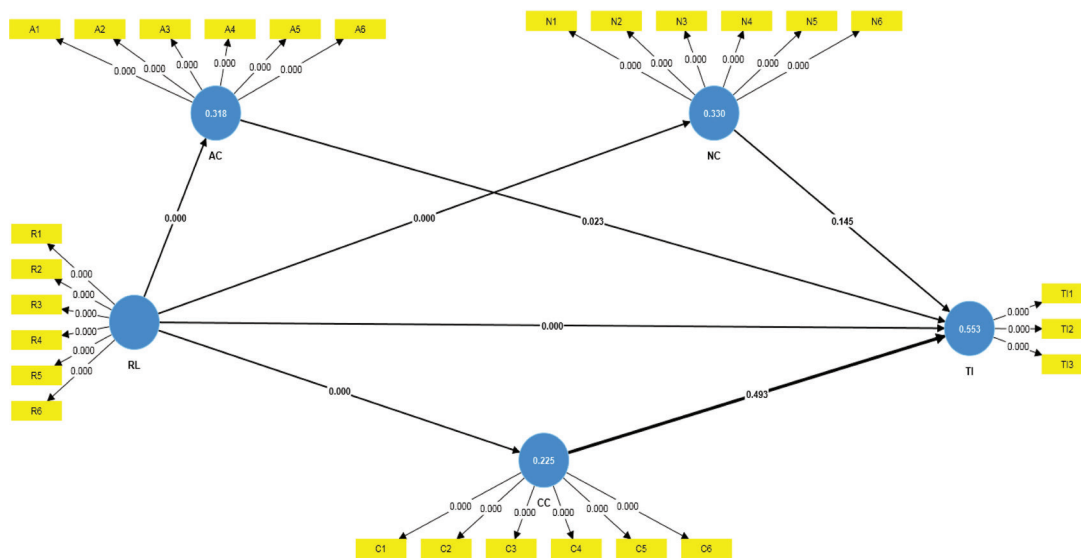


Figure 3: Structure Model.

5. Discussion

This study delves into an empirical examination of turnover intention among employees in international logistics firms and its underlying factors specifically, leadership style and organizational commitment unfold. The investigation employs a resonant leadership style to fathom the managerial impact on the variables under scrutiny. Notably, the study unearths a noteworthy negative correlation between resonant leadership and employee turnover intentions, echoing prior research that underscores the adverse effect of a leader's emotional intelligence on follower turnover intentions (Majeed & Jamshed, 2021). Furthermore, the influence of resonant leadership extends to all facets of organizational commitment be it affective, continuance, or normative commitment. These findings harmonize our proposed hypotheses and corroborate earlier studies suggesting a positive nexus between leadership style and organizational commitment (Bhalerao & Kumar, 2016). It reaffirms that leaders are pivotal in steering organizational success, not solely through operational oversight but by shaping strategic goals, inspiring teams, and molding employee attitudes, including organizational commitment and turnover intentions. The study also probes the impact of organizational commitment and its distinct dimensions on employee turnover intention within India's dynamic landscape of the international trade logistics industry. Rigorous multiple regression analysis validates the adverse effect of affective commitment on the intention to leave, aligning seamlessly with prior research linking such commitment to intentions to leave (Ayari & AlHamqai, 2021). However, the influence of the other organizational commitment dimensions continuance and normative commitment on employee turnover intention

is deemed inconsequential. It underscores the notion that heightened emotional attachment to organizational goals correlates with increased employee retention and decreased interest in job exploration.

Conclusively, the mediation analysis unfolds that only affective commitment acts as a mediator in the intricate relationship between resonant leadership and employee turnover intention. It implies that managers embracing resonant leadership not only regulate their emotions within the workplace but adeptly manage and influence the emotions of their followers. As a result, a strong emotional connection is built with the organization, making employees more determined to stay long in the company.

6. Implications

The study has both, theoretical and managerial implications, that strongly connect with how organizations work, adding valuable insights to what we already know.

6.1. Theoretical Implications

The Theoretical Implications of this study underscore human resources' pivotal role in conferring sustainable competitive advantages to organizations, particularly within the service-oriented logistics industry, and delve into nuanced aspects of efficient human resource utilization. It addresses human resource challenges in the logistics industry, particularly in India, filling a gap in the existing literature. The study introduces the idea of 'software' in logistics, focusing on how people interact in this industry. It identifies HR problems and suggests a model to solve them, enriching our understanding of human resource management in logistics.

The study also combines ideas from different theories to examine how employee attitudes affect turnover in the international logistics industry. It uses social exchange theory and Allen and Meyer's three-component commitment model to explore this. The research delves into resonant leadership in the service-oriented logistics industry, being one of the first studies in logistics to highlight its importance. The findings show that resonant leadership directly affects employee retention, organizational commitment, and turnover intentions. It contributes significantly to leadership studies in logistics and connects with discussions on effective leadership in service industries.

6.2. Managerial Implications

The current study holds implications for other stakeholders in the logistics industry, ranging from policymakers to employees. Improving logistics capabilities is crucial as India aims to grow economically and become a significant global supplier. Learning from other developing countries, a nation needs to focus on the logistics system's software (the people) and the infrastructure (hardware). This means policymakers should concentrate on establishing institutes that offer specific training in logistics. It's also an opportunity for educators to include logistics courses that can lead to student employment.

The study suggests a model for logistics service providers (LSP) to reduce voluntary turnover and keep employees. The results show that positive leadership improves job satisfaction and reduces the intention to leave a job. In emotional countries like India, managing these emotions is crucial. The study recommends creating an environment that encourages managers to adopt a resonant leadership style to handle employees or team members. It aligns with previous studies suggesting that a positive leadership style based on emotional intelligence helps leaders understand and control followers' emotions to achieve organizational goals.

Furthermore, organizations should focus on factors affecting employees' emotional commitment and work towards enhancing it. Emotional commitment directly impacts the intention to leave a job and mediates the relationship between leadership style and the intention to leave. The study also encourages logistics service providers to collaborate with professional colleges to give students exposure, training, and job opportunities in logistics organizations, creating a talent pool to address employee turnover.

7. Limitations and Future Research

The current study has some limitations that open avenues for future research. The current study examined leadership

and organizational commitment influencing employee turnover intention in logistics companies. Future researchers could explore additional factors such as job satisfaction and its components, burnout, job stress, role ambiguity, work-life balance, and others as potential contributors to turnover intention. Secondly, the study solely focused on resonant leadership as a leadership style. Future studies could investigate different leadership styles alongside a comprehensive job satisfaction scale to understand their combined impact on followers' turnover intention. It would be valuable to compare various leadership styles and their effects on employee retention. A longitudinal study could also discern the differences between turnover intention and actual turnover over time. Lastly, testing the model in diverse cultural settings would enhance its applicability and generalizability.

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