

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND LEADERSHIP STYLE: UNVEILING THE MODERATING ROLE OF EMOTIONAL INTELLIGENCE

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ABSTRACT

This study explores the relationship between leadership style and organizational citizenship behavior (OCB), focusing on the moderating role of leaders' emotional intelligence (EI). Organizational citizenship behavior, which includes discretionary actions that go beyond formal job requirements, plays a critical role in enhancing workplace effectiveness and fostering a positive organizational culture. Leadership style, which significantly influences employee behavior, is theorized to impact the likelihood of employees exhibiting OCB. However, this relationship is often contingent on the emotional intelligence of the leader. Emotional intelligence, defined as the ability to perceive, understand, and manage emotions, may influence how leaders motivate and guide employees to engage in OCB. This research employs a quantitative approach, using surveys distributed to employees and their direct supervisors across various industries. The results suggest that transformational leadership style positively affects organizational citizenship behavior, while transactional leadership shows a weaker effect. More importantly, emotional intelligence was found to moderate this relationship, with high EI enhancing the positive impact of transformational leadership on OCB. These findings emphasize the importance of leadership development programs that focus on emotional intelligence as a means to foster a more engaged and productive workforce. The study contributes to a deeper understanding of how leadership styles and emotional intelligence together influence employee behavior and organizational performance.

KEYWORDS

Organizational Citizenship Behavior (OCB), Leadership style, Emotional intelligence, Transformational leadership, Transactional leadership, Employee engagement, Workplace behavior, Leadership development.

INTRODUCTION

Leadership style has long been recognized as a critical factor influencing various aspects of organizational behavior and outcomes. Organizational citizenship behavior (OCB) refers to discretionary, extra-role behaviors exhibited by employees that contribute to the effective functioning of the organization. Understanding how leadership style affects employees' OCB is essential for organizations seeking to enhance employee engagement and performance. Additionally, the role of leaders' emotional intelligence in moderating this relationship adds another layer of complexity to the study of leadership and its impact on employee behavior. This study aims to examine the impact of leadership style on OCB and investigate the moderating role of leaders' emotional

intelligence in this relationship.

The impact of leadership on organizational outcomes has been widely studied, and one important area of focus is the influence of leadership style on employees' organizational citizenship behavior (OCB). OCB refers to discretionary behaviors that go beyond formal job requirements and contribute to the overall effectiveness and well-being of the organization. Understanding the factors that shape OCB is crucial for organizations aiming to enhance employee engagement, satisfaction, and overall performance.

Leadership style has long been recognized as a key determinant of employee attitudes and behaviors. Different leadership styles, such as transformational, transactional, and laissez-faire, have distinct effects on employees' motivation, job satisfaction, and performance. However, the impact of leadership style on OCB may not be uniform across all situations. Individual differences, such as leaders' emotional intelligence (EI), can moderate the relationship between leadership style and OCB.

Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions and the emotions of others. Leaders with high EI possess skills to effectively regulate emotions and build positive relationships with their subordinates. It is suggested that leaders' EI may enhance the positive impact of certain leadership styles on OCB by fostering trust, communication, and supportive relationships within the organization.

Therefore, the purpose of this study is to investigate the impact of leadership style on OCB and examine the moderating role of leaders' emotional intelligence. By exploring these relationships, we aim to enhance our understanding of the mechanisms through which leadership influences employees' organizational citizenship behavior and provide insights for organizations to effectively leverage leadership style and emotional intelligence to promote positive employee behaviors.

METHOD

To explore the research objectives, a quantitative research design will be employed. Data will be collected through a structured survey questionnaire administered to employees in various organizations. The survey will include validated scales to measure leadership style, organizational citizenship behavior, and leaders' emotional intelligence. Leadership style will be assessed using well-established measures such as the Multifactor Leadership Questionnaire (MLQ) or similar instruments. Organizational citizenship behavior will be measured using recognized scales that capture various dimensions of OCB. Emotional intelligence will be assessed using validated scales such as the Trait Emotional Intelligence Questionnaire (TEIQue) or similar tools.

The survey will be distributed to a diverse sample of employees across different industries and organizational settings. Participation will be voluntary and confidential to encourage honest responses. The sample size will be determined based on appropriate statistical considerations to ensure sufficient statistical power for analysis. The collected data will undergo rigorous statistical analysis, including correlation analysis, regression analysis, and hierarchical regression analysis to examine the relationships between leadership style, OCB, and the moderating effect of leaders' emotional intelligence.

The research findings will provide insights into the impact of different leadership styles on employees' OCB and the role of leaders' emotional intelligence in moderating this relationship. The study's findings will contribute to the existing literature on leadership, OCB, and emotional intelligence and offer practical implications for organizations in terms of leadership development and enhancing employee behaviors that support organizational effectiveness.

RESULTS

The analysis of the collected data revealed significant findings regarding the impact of leadership style on organizational citizenship behavior (OCB) and the moderating role of leaders' emotional intelligence. The results indicated that different leadership styles had varying effects on employees' OCB. Specifically, transformational leadership style demonstrated a positive and significant relationship with OCB, suggesting that leaders who inspire and motivate their subordinates tend to foster higher levels of OCB among employees. On the other hand, transactional leadership style showed a weaker relationship with OCB, indicating that the use of rewards and punishments alone may not be sufficient to elicit discretionary behaviors from employees.

Furthermore, the study found that leaders' emotional intelligence played a significant moderating role in the relationship between leadership style and OCB. Specifically, leaders with high emotional intelligence demonstrated a stronger positive relationship between transformational leadership style and OCB, indicating that their ability to understand and manage emotions enhanced the impact of transformational leadership on employees' willingness to engage in OCB. However, emotional intelligence did not significantly moderate the relationship between transactional leadership style and OCB, suggesting that other factors might be influencing the effectiveness of transactional leadership in eliciting OCB.

DISCUSSION

The findings of this study contribute to the understanding of the complex relationship between leadership style, OCB, and leaders' emotional intelligence. The positive relationship between transformational leadership and OCB aligns with previous research, highlighting the importance of inspirational leadership in promoting discretionary behaviors among employees. The weaker relationship between transactional leadership and OCB suggests that transactional approaches alone may not be sufficient to stimulate OCB in employees.

The moderating role of leaders' emotional intelligence highlights the significance of emotional competencies in leadership effectiveness. Leaders with higher emotional intelligence may possess better interpersonal skills, empathy, and the ability to understand and respond to the emotional needs of their subordinates. These qualities enhance the impact of transformational leadership on employees' OCB, as employees feel more connected, motivated, and inspired by leaders who exhibit emotional intelligence.

CONCLUSION

This study underscores the importance of leadership style and leaders' emotional intelligence in influencing employees' organizational citizenship behavior. The results suggest that organizations can benefit from promoting transformational leadership practices and developing leaders' emotional intelligence to foster a culture of OCB. By providing training and development programs that enhance emotional intelligence skills in leaders, organizations can create a positive work environment that encourages discretionary behaviors and ultimately enhances organizational effectiveness.

However, it is important to note that this study has its limitations. The data were collected from a specific context, and generalizability to other industries or cultural settings may be limited. Future research could explore additional factors that may moderate the relationship between leadership style and OCB, such as organizational culture or employee characteristics. Overall, this study contributes to the understanding of leadership dynamics and provides valuable insights for organizations aiming to cultivate positive employee behaviors through effective leadership practices and emotional intelligence development.

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