



**LEADERSHIP IN ACADEMIA: ANALYZING THE IMPACT OF
LEADERS' EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL
CITIZENSHIP BEHAVIORS OF EMPLOYEES**

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ABSTRACT

Although mostly explored in psychology studies, the concept of Emotional Intelligence is now also being increasingly researched in organizational studies, due to its emerging significance as a strategic asset in facilitating enhanced individual and group performance, ultimately leading to organizational effectiveness. This study aims to explore the associative as well as predictive relationships between emotional intelligence of heads of department and organizational citizenship behaviors of faculty members of private sector universities in the developing country context of Pakistan. The relationships between the dimensions of emotional intelligence and overall organizational citizenship behavior are also being explored.

Emotional intelligence of heads of department was assessed using the 68 item ESCI (3.0) tool and organizational citizenship behaviors of teaching faculty were self-assessed by them using the 24 item OCB tool by Podsakoff, MacKenzie, Moorman, and Fetter (1990). The reliability of the citizenship behavior scale was .746 and that of the emotional intelligence scale was .942. Analysis of data from 322 questionnaires was done using descriptive statistics, Pearson correlation technique and regression analysis. Correlation analysis results showed a positive and significant relationship between organizational citizenship behaviors and emotional intelligence, and also between overall organizational citizenship behaviors and the dimensions of emotional intelligence. The quantitative evidence of regression analysis indicates that emotional intelligence is a significant predictor of organizational citizenship behaviors. Overall findings establish the existence of significant associative as well as predictive linkages between leaders' emotional intelligence and organizational citizenship behaviors of employees, thereby substantiating the organizational prominence of emotional intelligence. Limitations and recommendations of the study are also discussed.

Key words: Organizational citizenship behavior, emotional intelligence, universities, heads of department, faculty members.

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