

THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE ROLE OF LEADERS' EMOTIONAL INTELLIGENCE.

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Abstract

The study sought to determine the effects of autocratic leadership style, democratic leadership style and transformational leadership style as a predictor of organizational citizenship behavior (OCB). The study further examined the moderating role of leaders' emotional intelligence between leadership styles and OCB. Questionnaires were used to collect data from six hundred and eighteen (618) small and medium-sized enterprises (SMEs) employees. For this study both simple random and convenient sampling were adopted in selecting respondents. Regression was used to test the hypotheses in the research model using IBM-statistical package for the social sciences (SPSS). The results show that democratic and transformational leadership styles both positively predicted the organizational citizenship behavior of SME employees, though transformational leadership has a more significant influence. On the contrary, autocratic leadership style was found to have an insignificant relationship with OCB of SME employees. However, one observes that leaders' emotional intelligence positively moderates the relationship between autocratic leadership style and OCB, whereas the relationship between democratic and transformational leadership style and OCB is not significantly moderated by leaders' emotional intelligence. In general, the findings of the study support the idea that the autocratic leadership style affects SME employees' OCB both directly and indirectly through leaders' emotional intelligence. This study recommends that leaders of SMEs should focus on leadership styles that combine both result-oriented and people centric behaviors to encourage SMEs employees to engage in OCB.

Keywords: Leadership styles, Organizational Citizenship Behavior, Emotional intelligence, Democratic leadership style, Autocratic leadership style and transformational style of leadership.