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The Mediating Role of Organizational Citizenship Behavior in the Relationship Between Emotional Intelligence Dimensions and Leadership Effectiveness

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Abstract

This study aims to examine the effect of emotional intelligence (EI) dimensions including self-awareness, self-management, social awareness and relationship management on leadership effectiveness (LE) with organizational citizenship behavior (OCB) as a mediating variable in commercial banks operating in Dire Dawa Administration, Ethiopia. Although the importance of emotional intelligence (EI) as a leadership competency is increasingly being recognized, there is little empirical evidence for the multi-dimensional effects of EI on leadership effectiveness through organizational citizenship behavior (OCB) in the banking context of developing countries. The research was a quantitative cross-sectional study, drawing on Social Exchange Theory (SET) and Goleman's Mixed Model of Emotional Intelligence. Data were obtained from 455 respondents comprising of managers and staff of public and private commercial banks and analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM).

Results showed that all four categories of EI were substantial positive predictors of OCB and leadership effectiveness. OCB also was a substantial positive predictor of leadership effectiveness and partially moderated the links between EI traits and leadership outcomes. In the OCB, self-management was the most influential EI dimension. OCB was the best predictor of leadership effectiveness. The model accounted for 70.1% of the variance in leadership effectiveness. The study highlights the strategic value of emotional intelligence and citizenship behaviors in boosting the efficacy of leadership and performance of organizations in the banking sector.

Keywords: Emotional intelligence, Mediation, Leadership effectiveness, Organizational citizenship behavior

1. Introduction

The efficacy of leadership has become a major driver of organizational sustainability and success in the current dynamic and highly competitive banking market [1]. Commercial banks have to cope with complex and constantly evolving financial systems due to new regulations, technology and increasing client expectations [2, 3]. In these situations, leaders need to be able to do more than simply know how to execute their duties, they must also be emotionally intelligent in order to influence the results of the business [4]. Emotional intelligence (EI) is the capacity to perceive, comprehend, control and alter your own and others' emotions [5]. It has turned into a key feature of leaders.

Emotional intelligence is a very extensively studied phenomena of study in the present, since it has huge effect on how well employees and managers accomplish their tasks [6, 7]. Researchers and intellectuals have investigated its significance and importance in more and more domains. Managers that are driven to achieve corporate objectives constantly prioritize emotional intelligence (EI) at an enhanced level to ensure organizational efficiency and success [7]. Moreover, higher emotional intelligence results in greater leadership, better decision-making, better social skills, better creativity, and more motivation [8, 9].

Emotional intelligence (EI) is widely recognized as an important component of good leadership. It is generally measured by standardized tests, such as the Emotional Intelligence Appraisal and the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) [10]. These tests assess crucial components of emotional intelligence such as self-awareness, self-regulation, social awareness and relationship management. Leaders with higher emotional intelligence (EI) receive higher ratings in communication, conflict resolution, and decision-making from their peers or bosses [11]. All of these are crucial abilities for excellent leadership.
. So, EI is not only makes people better leaders, but it also makes organizations better by making the workplace healthier and getting employees more involved.

Daniel Goleman's model of emotional intelligence (EI) consists of four basic components: self-awareness, self-management, social awareness, and relationship management [12]. Most current definitions of EI are based on this concept. All of these things influence the degree to which leaders

are conscious of their own sentiments, how they behave, how they feel for others, and how they conduct their interactions with others. Recent studies show that leaders with a high level of emotional intelligence foster positive behavior at work, increase employee engagement, and contribute to the success of the firm [13]. Emotional intelligence is becoming increasingly vital for leaders who want to enlist their followers' aid in reaching the organization's goals. Studies demonstrate that emotionally intelligent leaders are better at resolving problems, motivating people to work hard, and building trust-based relationships [14, 15]. Good leadership is especially crucial in areas such as banking where there is a lot of interaction between staff and clients.

Emotional intelligence can improve the effectiveness of leaders through a key, namely Organizational Citizenship Behavior (OCB) [6]. Organizational Citizenship Behavior (OCB) refers to discretionary behaviors of employees that are not included in their formal job descriptions, but which contribute to the effective functioning of the business [16]. Since Dennis Organ initially thought of it, OCB has been researched a lot as a technique to anticipate an organization's performance. As studies of [4] clearly mentioned, leaders' emotional intelligence increases employees' corporate citizenship behavior through the development of trust, perceptions of fairness, and supportive work environments.

OCB is particularly crucial in banks where teamwork, customer service and following the regulations are very important to make sure that services are good and operations function properly. Leaders that are empathetic, emotionally controlled and relationship-oriented are more likely to influence their staff to go above and beyond their job tasks to make the organization better. Moreover, recent studies have found that OCB can function as a mediation mechanism between leadership attributes and organizational outcomes [9].

Emotional intelligence (EI) and leadership is gaining popular all over the world. However, limited study has been conducted on the effect of emotional intelligence on leadership effectiveness via organizational citizenship behavior (OCB) in commercial banks of emerging economies, particularly in Ethiopia. Over the past decade, the Ethiopian banking system has changed and evolved considerably [17]. The developments are a result of new digital banking technologies, financial reforms, and rising rivalry between public and private banks.

In industrialized economies, emotional intelligence is commonly accepted as an important aspect in leadership success. However, there is yet no clear data on the effect of each of the four EI aspects self-awareness, self-management, social awareness and relationship management on the outcomes of organizations [4, 14]. Many studies also consider emotional intelligence (EI) as a unidimensional construct and do not consider the influence of the sub-dimensions on the behavior of individuals and on the performance of leaders in their duties.

Organizational Citizenship Behavior (OCB) is seen as an important characteristic in the performance of firms, especially in-service industries [18]. Previous studies indicated that the leaders with high emotional intelligence (EI) tend to promote organizational citizenship behavior (OCB). However, relatively few research papers have been conducted on OCB as a mediator between EI and leadership effectiveness specifically in the African banking sector [19]. However, the mediating role of OCB is under-studied, which creates a theoretical gap in the literature on how EI translates into effective leadership outcomes.

Few empirical researches have been conducted in Ethiopia on the role of emotional intelligence in the banking sector, and these studies are often not multidimensional. There is also little evidence on how emotional intelligence could indirectly affect the performance of leaders in doing their duties through the influence of organizational citizenship behavior in some administrations like Dire Dawa. Without this evidence, banks may not be able to construct leadership programs that educate individuals how to regulate their own emotions, and how to make their own judgments. The study aims to address the empirical and contextual gap by investigating: 1) the immediate impact of self-awareness, self-management, social awareness, and relationship management on Organizational Citizenship Behavior; 2) the immediate impact of self-awareness, self-management, social awareness, and relationship management on leadership effectiveness; and 3) the mediating role of Organizational Citizenship Behavior between self-awareness, self-management, social awareness, and relationship management and leadership effectiveness in commercial banks functioning in the Dire Dawa Administration, Ethiopia. This study addresses these concerns and contributes to the current body of information on leadership theory, emotional intelligence and banking management in developing countries.

2. Review of literature and hypothesis development

2.1. Theoretical foundation

Social Exchange Theory (SET) provides a useful paradigm to examine the relationships between emotional intelligence (EI), organizational citizenship behavior (OCB), and leadership effectiveness [20]. SET conceptualizes social interactions as a series of exchanges whereby persons strive to maximize benefits and minimize costs [21]. These exchanges generate trust, reciprocity and mutual obligations which are key to the dynamics of leadership, employee behavior and organizational success.

Emotional intelligence (EI) is vital to make people have good social relationships. High EI leaders are better at identifying and controlling their own emotions and those of their followers, fostering trust and mutual respect [5]. SET posits that such leaders develop an environment in which others feel appreciated and supported, and this in turn produces reciprocal behaviors [22]. For example, an emotionally intelligent leader who uses empathy is more able to build meaningful relationships with team members based on trust, leading to increased employee engagement and commitment[23].

Therefore, Social Exchange Theory offers a common paradigm for analyzing the intersections of emotional intelligence, OCB and leadership effectiveness in this study. Leaders with high EI are more likely to start and sustain pleasant social exchanges that motivate employees to engage in OCB as a form of reciprocity [24]. These voluntary acts improve a healthy organizational climate and boost. SET emphasizes the role of trust, reciprocity, and reciprocal duties, which allows EI-rich leaders to cultivate pleasant social exchanges that promote OCB and improve leader effectiveness. This interaction emphasizes the importance of emotional intelligence in fostering effective leader-follower relationships and developing a culture of voluntary contributions and organizational success.

In addition, the Mixed Model of Emotional Intelligence by Goleman was applied, which captured EI through the engagement of ability and skill. He popularized the idea of EI in 1995 on his seminal book “Emotional intelligence” which was describe about individual and professional settings [5].

The Goleman's Model is different against Salovey and Mayer's model of EI with extra element inclusive in his theory about personality character, such as group player, modernization and truth worthiness [25]. Moreover, He describes the EI as a significant factor for the attainment of success, not only in personal life but also in professional life and work setting.

2.2. Hypotheses development

2.2.1. Self-Awareness and Leadership Effectiveness

Self-awareness is the ability to recognize and understand one's own feelings, strengths, weaknesses, leadership, principles and motivations matter. Self-awareness was the foundation of emotional intelligence, which allowed managers and leaders to identify their own emotions and their vast impact on decision-making and interpersonal interactions. Furthermore, [26, 27] underlines the concept of self-awareness allows managers and leaders to connect their beliefs with their activities, leading to a more authentic and successful manner of leading. Moreover, self-awareness is creating a leadership style that followers can relate to and earn their trust and respect [28]. Research continues to demonstrate a strong association between being a good leader and being self-aware. Self-awareness is strongly influenced by leadership efficacy; strong positive relationships between qualities of self-awareness such as morale and self-transparency [29]. Self-awareness favorably improves leader performance by establishing trust-based connections between leaders and their subordinates [30]. Emotional intelligence is the ability to perceive, understand and manage emotions well. It also includes a high level of self-awareness. It has also been argued to be a fundamental element of thought leadership as it allows managers and leaders to develop powerful relationships, influence others effectively and manage tough circumstances calmly[31].

H1: Self-Awareness positively affects Leadership Effectiveness

2.2.2. Self-Management and Leadership Effectiveness

Self-regulation is considered to be an essential aspect of emotional intelligence, i.e. the ability of a person to notice, control and direct his/her thoughts, emotions and behaviors to attain certain goals. it is more than just the ability to recognize emotions (self-awareness), it is the higher-level ability to control these feelings. Research across industries shows time and again that managers and leaders with high levels of self-regulation are more likely to be better performers on the job,

[32] explored the correlation between self-regulation and employee performance in telecommunications with examples and found a positive association between self-management and performance However, the contrary data in [33] indicated that self-regulation had no significant effect on job performance, which demonstrated the intricacy of the relationship. In terms of self-management and thought leadership, [34] indicated that self-management was a strong predictor of work performance among employees of private business enterprises. Employee self-regulation was found to have a favorable association with engagement, morale and creativity characteristics associated with effective thought leadership.

H2: Self-management positively affects Leadership Effectiveness

2.2.3. Social-Awareness and Leadership Effectiveness

The social awareness pillar of Goleman's emotional intelligence model involves the competences of empathy, organizational awareness, and service orientation that allow leaders to recognize and manage emotional and relational dynamics in organizational contexts [35]. Moreover, social awareness has been positively correlated with crucial performance indicators like as employee engagement, customer satisfaction, and organizational agility [36].

Leaders with high levels of social awareness are better at managing disputes, aligning institutional principles to stakeholders' expectations and leading revolutionary change [37]. Likewise, they point to how leaders who are highly sympathetic and service-oriented foster psychologically safe workplaces that motivate people to collaborate more, feel appreciated and are more motivated to work toward institutional goals. Social awareness, as an aspect of emotional intelligence, has also major implications to improve leadership effectiveness through enhanced interpersonal interactions and communications [38].

H3: Social-awareness positively affects Leadership Effectiveness

2.2.4. Relationship Management and Leadership Effectiveness

The relationship management cluster is the ability to elicit desirable reactions in others. It encompasses coach and mentor (i.e., sensing the development needs of others and strengthening

their abilities), inspirational leadership (i.e., inspiring and guiding individuals and groups), influence (i.e., effective tactics for persuasion), conflict management (i.e., negotiating and settling disagreements), and teamwork (i.e., working with others toward shared goals) [39].

Some researchers have shown that their social competency has statistically significant correlation with effectiveness and a series of desired outcome measures of professionals, managers and leaders [20, 25, 40]. They showed that behavioral EI, or the aggregation of others' ESCI scores, predicted leadership achievement using the Leadership Practice Inventory (LPI) [41]. The study further revealed that behavioral EI among 231 knowledge workers in teams influenced involvement of professional leaders.

H4: Relationship-management positively affects Leadership Effectiveness

2.2.5. Emotional competencies, Social competencies and Organizational citizenship behavior (OCB)

Personal competencies are self-awareness and self-management, which is the ability to understand and handle emotions constructively rather than reacting impulsively [42]. Recent studies show that this dimension is one of the biggest determinants of workplace effectiveness as it allows leaders and employees to stay composed under stress and to respond effectively to interpersonal issues. Recent workplace and organizational research define social competence as a multifaceted category comprising interpersonal effectiveness, communication, and relationship-building skills [43].

In a longitudinal study, Gian Vittorio Caprara and colleagues investigated emotional self-efficacy, social self-efficacy and OCB [44]. The results indicated that employees' emotion regulation confidence was a major predictor of OCB toward coworkers. Emotional self-efficacy had an indirect effect on OCB through social and work-related self-efficacy processes. Likewise, emotional regulation and social capital studies indicated that employees who have emotional management skills are more engaged at work and have higher OCB. Emotional regulation was the process between interpersonal resources and citizenship behaviors [45]. Studies of organizational norms and OCB also suggest that employees in strong social settings are more likely to engage in

citizenship behaviors. Positive social norms, in turn, encourage cooperative behavior and make employees more likely to go beyond the formal obligations of their jobs [46].

Greater levels of citizenship behaviors were found to be strongly connected to greater levels of work-related emotional intelligence across several studies [47] Emotional intelligence boosted interpersonal effectiveness, reduced burnout, raised job satisfaction and therefore increased the readiness of employees to participate in extra-role actions. The results support the argument of emotional competence as a psychological resource that cultivates caring behaviors and organizational contribution beyond formal job requirements.

Employees' daily social interactions and social comparisons affect their engagement in change-oriented citizenship behaviors [48]. Employees that are more socially interactive are more inclined to share ideas and volunteer to help with organizational improvements. The findings further emphasize the role of social skills in encouraging OCB. Furthermore, psychologically safe and socially supportive work settings foster employee engagement in OCB [49]. Socially competent personnel are more likely to perceive and contribute to such situations thereby enhancing citizenship practices. The study supports the concept that social competency works by creating relationships and trust growth.

The research of [50] showed that the development of Emotional Intelligence is more successful when the organizations provide social support. The study implies the relationship of emotional competence and social competence dimensions in reciprocal reinforcement. The improved results of emotional intelligence training may then improve prosocial workplace behaviors such as OCB.

H5: Self-awareness positively affects OCB

H6: Self-Management positively affects OCB

H7: Social-awareness positively affects OCB

H8: Relationship Management positively affects OCB

2.2.6. The mediating role of OCB between emotional intelligence dimensions and leadership effectiveness

Santa et al. performed a structural equation modeling investigation in Colombian industrial groups. The findings indicate that emotional intelligence has a considerable effect on OCB, which in turn improves leadership outcomes and operational performance [51]. OCB was found to be an important mediator in the relationship between EI and leadership performance. The study indicated that empathetic, emotionally regulated and interpersonal competent leaders inspire employees to freely engage in cooperative and supportive activities.

Work-related emotional intelligence predicts greater levels of organizational citizenship behavior [47]. Employees high in emotional awareness and regulation were more likely to help and participate in the organization. The study provides an indirect support to the mediation role of OCB between EI and leadership effectiveness as OCB leads to better team dynamics. Moreover, Research among Ethiopian government officers revealed a significant positive association between emotional intelligence and OCB [52]. The study showed that psychologically savvy employees create stronger psychological contracts with their firms leading to more citizenship behavior. The data support the hypothesis that EI characteristics promote OCB, which in turn improves leadership outcomes and organizational performance.

The study [53] was on cultural intelligence but proved the increase in leadership effectiveness through the mediating behavioral mechanisms. These data theoretically support similar mediating processes of EI and OCB, showing that the leadership qualities may lead to effectiveness mainly through employee behavior responses but not merely through direct influence. The authors noticed that OCB has a strong mediating impact between ethical leadership and organizational excellence in the setting of healthcare firms [54]. Their results support the idea that leadership effectiveness is often mediated by greater citizenship involvement of employees. The study provides useful evidence to explore the mediating networks of emotional intelligence. Wan et al., [55] examined emotional leadership and environmental OCB among millennials. The results suggest that successful leaders in emotion management promote more citizenship behaviors which consequently results in better organizational outcomes. The findings provide contemporary support to the EI-OCB-leadership effectiveness framework.

H9: OCB positively affects leadership effectiveness

H10: Organizational Citizenship Behavior mediates the positive relationship between Self-Awareness and Leadership Effectiveness.

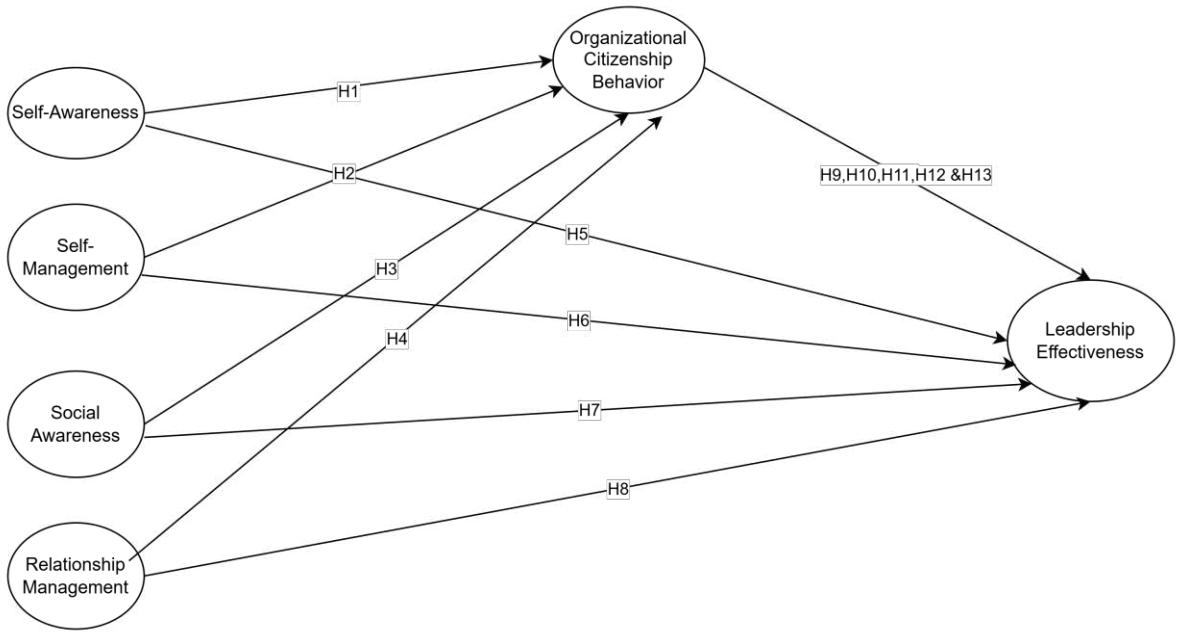
H11: Organizational Citizenship Behavior mediates the positive relationship between Self-Management and Leadership Effectiveness

H12: Organizational Citizenship Behavior mediates the positive relationship between Social-Awareness and Leadership Effectiveness

H13: Organizational Citizenship Behavior mediates the positive relationship between Relationship-Management and Leadership Effectiveness

2.3. Conceptual framework

The framework depicts how elements of Emotional intelligence drives Leadership effectiveness through OCB. It is based on the ideas of SET and Goleman on Mixed Model of Emotional Intelligence. Social Exchange Theory provides us a unified paradigm to explain how emotional intelligence, OCB and leadership effectiveness interact. Mixed Model of Emotional Intelligence classified EI categories as either emotional or personal and social competencies. The model posits that EI dimensions affects leadership effectiveness (LE) in two ways directly and indirectly through OCB as illustrated in Fig. 1 below. The conceptual model below was developed by using the theoretical ideas of previous researchers on emotional intelligence and leadership effectiveness and the empirical literature given above to identify gaps in study.



3. Methodology

3.1. Research design

This study was conducted in Dire Dawa Administration, Ethiopia using cross-sectional survey design and quantitative research methods. This enabled us to look at data at one given moment in time. Cross-sectional surveys are good for collecting data important to research variables, and analysis can be done immediately. However, they are not suitable for predicting long-term trends or change [56]. Primary data were gathered using well-established, validated questionnaires adapted from earlier research. The population of the study covers all managers and professional bankers who serve in public and private commercial banks in Dire Dawa Administration. These banks have 1,166 employees in total, including 170 members of management (leaders) and 996 operational people.

The unit of analysis in this study is managers because this study focuses on their emotional intelligence, organizational citizenship behavior and leadership effectiveness. The sample size of managers was relatively modest (170) and accessible, hence the study utilized census approach to include all managers in the study. Employees were included as respondents to assess manager

$$n = \frac{N}{1+N\,(e)^2}$$

leadership behaviors, to eliminate self-report bias and boost data validity. The sample size for employees was established using Taro Yamane[57] formula at a 95% confidence level and 5% margin of error, which yielded a sample of 285 from a total of 996 sampling frame. Thus, the final study respondents consisted of 170 managers and 285 employees, making a total of 455 respondents.

Where n is sample size which is 285 professional bankers, N is the total number of professional bankers and e is the level of precision.

A total of 500 questionnaires, including an additional 10% allowance for non-response, were distributed. Of these, 455 valid responses were received and included in the final analysis.

3.2. Item Measurement

All indicators were assessed using a five-point Likert scale. Emotional Intelligence (EI) was operationalized through a four-dimensional framework comprising Self-Awareness, Self-Management, Social Awareness, and Relationship Management. For each variable, seven indicators were used, derived from previous investigations [58, 59]. The OCB consisted of five dimensions [60]. Leadership Effectiveness (LE) was measured in five dimensions [61]. The indicator measurement was validated using confirmatory factor analysis. Both observable and latent indicators were analyzed using PLS-SEM. The researchers chose it due to its abilities of dealing with non-normal data well [62–64]], and transforming non-normal data by the central limit theorem. Due to its ability to handle complex models with multiple latent constructs and indicators [65] PLS-SEM is widely used in empirical research. Moreover, it demands fewer observations than covariance-based SEM and provides substantial flexibility for estimating higher-order and intricate structural relationship [66].

3.3. Data Collection and Analytical Procedures

Data were collected using a standardized English-language questionnaire measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software, a technique that does not require the assumption of normal data distribution. The measurement model was assessed for reliability and validity using Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), and factor loadings. Discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio. Furthermore, the structural model was examined through path coefficients, coefficients of determination (R^2), effect sizes (f^2), predictive relevance (Q^2), and correlations among the study variables. [67]. The convergent validity was investigated in the measurement model by composite reliability, factor loadings and Cronbach's alpha [66], The discriminant validity was tested with the AVE, the Fornell-Larcker criterion and the HTMT matrix [68]. The validity and reliability of the measurement model were evaluated at both the construct and indicator levels. Mediation analysis was conducted using a bootstrapping approach based on 10,000 samples [67].

4. Results

4.1. Descriptive analysis

Table 1 shows respondent demographics: role, type of bank, gender, level of education and work experience. Among the respondents, **285 (62.6%) were employees**, while **170 (37.4%) were managers**. This shows that the majority of participants were employees, providing a stronger representation of operational-level staff compared to managerial personnel. Nevertheless, the substantial proportion of managers ensures that managerial perspectives are also adequately reflected in the study. Regarding the type of bank, **296 respondents (65.1%) were from public banks**, whereas **159 respondents (34.9%) were from private banks**. This indicates that public bank employees constituted nearly two-thirds of the sample, suggesting that the findings may more strongly reflect the experiences and perceptions of respondents working in public banking] institutions. The gender composition of the respondents shows that **257 (56.5%) were male** and **198 (43.5%) were female**. Although male respondents slightly outnumbered female respondents, the distribution demonstrates a relatively balanced representation of both genders, enhancing the inclusiveness of the study. With respect to

educational qualifications, 296 respondents (65.1%) held a Bachelor's degree (BA/BSc)**, while** 159 respondents (34.9%) possessed a Master's degree (MA/MSc)**.** This suggests that the majority of respondents had undergraduate-level qualifications, although a considerable proportion had attained postgraduate education. The educational profile indicates that respondents were generally well-qualified to provide informed responses. he respondents varied in terms of work experience. The largest group**,** 220 respondents (48.4%)**,** had **6–10 years of experience**, followed by **123 respondents (27.0%)** with **2–5 years of experience**. Additionally, **72 respondents (15.8%)** had **11–15 years of experience**, while **40 respondents (8.8%)** had more than 16 years of experience. This distribution indicates that most respondents possessed moderate to substantial professional experience, suggesting that they had sufficient exposure to banking operations and organizational practices.

Table 1 Demographic profile of respondents.

Demographic variable		Frequency	Percent
Role	Employee	285	62.6
	Manager	170	37.4
	Total	455	100.0
Type of Bank	Private	159	34.9
	Public	296	65.1
	Total	455	100.0
Gender	Female	198	43.5
	Male	257	56.5
	Total	455	100.0
Level of Education	BA/BSc	296	65.1
	MA/MSc	159	34.9
	Total	455	100.0
Work Experience	11-15 ye	72	15.8
	2-5 year	123	27.0
	6-10 yea	220	48.4
	Above 16	40	8.8
	Total	455	100.0

4.2. Assessment of the Measurement Mode

To assess the adequacy of the measurement model, the study examined convergent validity, discriminant validity, internal consistency reliability, and construct validity.

4.2.1. Convergent validity assessment

Indicator reliability is assessed using an item's outer loadings [69]. The optimal value for indication dependability is 0.7, thus the number should be above that. The indication with loading lower than 0.4 should be deleted from the table. Table 2 indicates that the loading values of all indicators were between 0.732 and 0.937. Indicators with loadings below 0.7 were retained because composite reliability (CR) and average variance extracted (AVE) remained within acceptable thresholds, and their removal did not improve AVE. This supports the reliability of the constructs. Internal consistency was further assessed using Cronbach's alpha (CA) and composite reliability (CR). The results indicated strong reliability, with CA values ranging from 0.876 to 0.959 and CR values ranging from 0.904 to 0.968. All constructs were above the proposed threshold limit [70], proving the internal consistency. Convergent validity was assessed using AVE [80]. demonstrates that AVE with a high value is more than 0.5. All constructs exhibited average variance extracted (AVE) values above the recommended threshold of 0.50, ranging from 0.574 to 0.860 (see Table 2). These results confirm the adequacy of convergent validity in this study (Fig. 2).

4.2.2. Discriminant validity

Discriminant validity was assessed using the Fornell–Larcker criterion, the Heterotrait–Monotrait (HTMT) ratio, and cross-loading analysis.

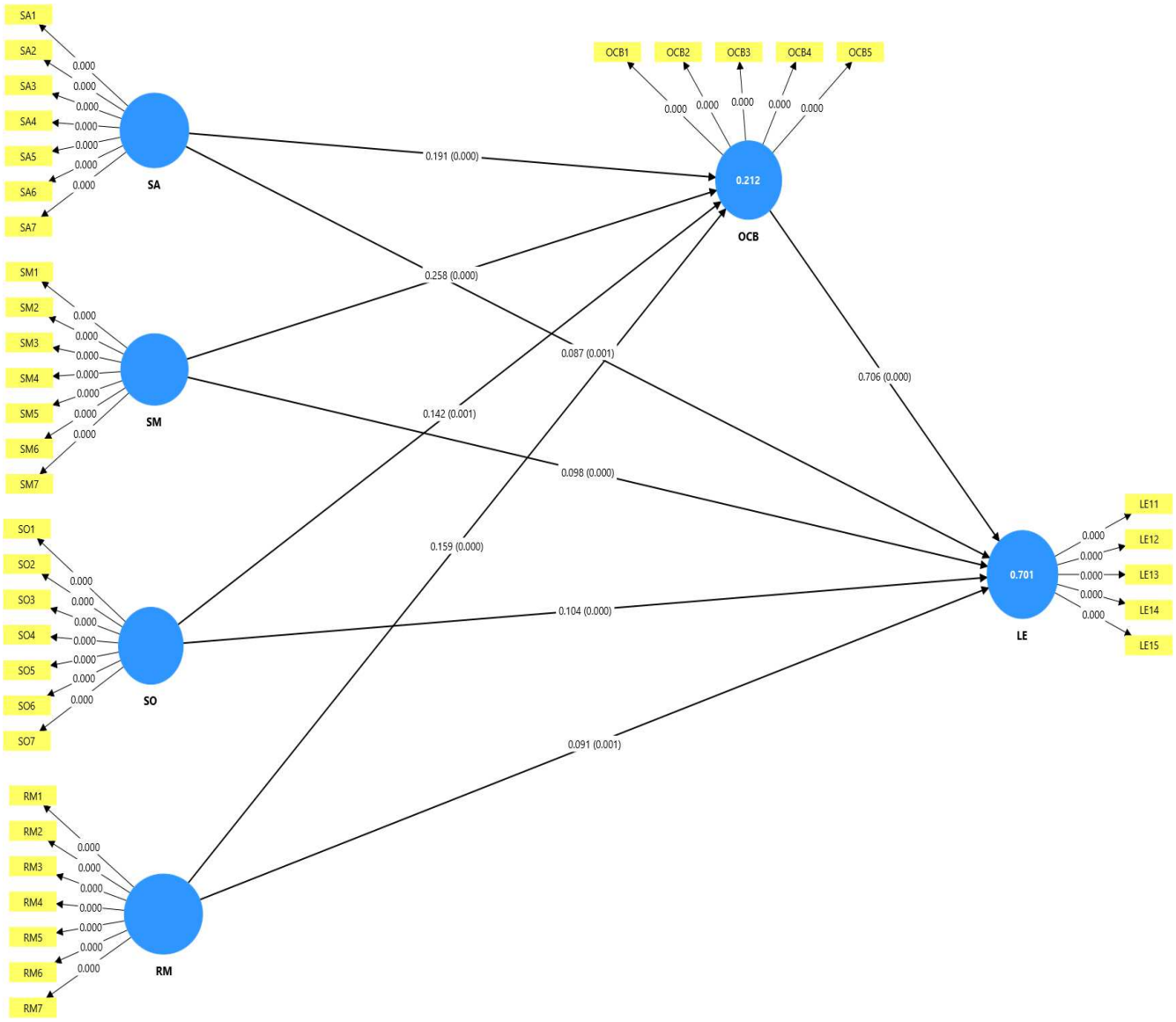
a. Fornell-Larcker criterion

Discriminant validity was established when the AVE of each construct exceeded its shared variance with other constructs [70]. This is evident in the diagonal (bolded) values presented in Table 3. Accordingly, the results confirm adequate discriminant validity in this study.

Table 2: Construct reliability and convergent validity

Construct	Items	Loadings	Cronbach's alpha	Composite reliability	AVE
Self-Awareness	**SA1**	0.781	0.888	0.912	0.598
	SA2	0.741			
	SA3	0.762			
	SA4	0.794			

	SA5	0.761			
	SA6	0.768			
	SA7	0.804			
Self-Management	**SM1**	0.765			
	SM2	0.759			
	SM3	0.773	0.880	0.906	0.580
	SM4	0.756			
	SM5	0.746			
	SM6	0.793			
	SM7	0.739			
Social-Awareness	**SO1**	0.758			
	SO2	0.753			
	SO3	0.790			
	SO4	0.752			
	SO5	0.747	0.878	0.905	0.577
	SO6	0.746			
	SO7	0.773			
Relationship-Management	**RM1**	0.732			
	RM2	0.757			
	RM3	0.774			0.574
	RM4	0.781	0.876	0.904	
	RM5	0.748			
	RM6	0.774			
	RM7	0.734			
Organizational Citizenship Behavior	**OCB1**	0.875			
	OCB2	0.879			
	OCB3	0.868	0.923	0.942	0.765
	OCB4	0.863			
	OCB5	0.889			
Leadership Effectiveness	**LE11**	0.937			
	LE12	0.930			
	LE13	0.929	0.959	0.968	0.860
	LE14	0.917			
	LE15	0.924			



b. Heterotrait-monotrait (HTMT) matrix

The HTMT measures the degree of resemblance between two conceptions as described in [64]. Therefore, the HTMT values below 0.9 are a proof of achievement of discriminant validity of the construct [67]. Thus, the highest value of HTMT in this investigation was 0.761. Therefore, all values were below the specified cut off point which means that the discriminant validity was satisfied (see Table 4).

c. Cross-loadings.

The criterion for discriminant validity requires that each indicator exhibits higher outer loadings on its associated construct than on competing constructs. Table 5 shows that this condition is met, as the bolded loadings are highest for their respective constructs, confirming adequate discriminant validity.

Table 3: Fornell-Larcker criteria

	LE	OCB	RM	SA	SM	SO
LE	**0.927**					
OCB	0.811	**0.875**				
RM	0.343	0.275	**0.757**			
SA	0.324	0.271	0.224	**0.773**		
SM	0.358	0.318	0.159	0.081	**0.762**	
SO	0.325	0.245	0.226	0.167	0.137	**0.760**

Table 4 Heterotrait-monotrait (HTMT)

	LE	OCB	RM	SA	SM	SO
LE						
OCB	0.761					
RM	0.372	0.301				
SA	0.346	0.293	0.250			
SM	0.387	0.348	0.184	0.094		
SO	0.351	0.269	0.254	0.187	0.155	

4.3. Common method bias (CMB)

One of the problems in behavioral research is common method variance (CMV), which might be connected with measurement method flaws [71]. Studies with common method bias are those in which CMV affects the relationship between constructs [72]. Harman's single-factor test has been used to control for CMB [73]. A single factor including all of the items accounted for 34% of the variance in all of the variables. The proposed 50 % cut-off [72] signifying that CMB is not a concern in this study. Furthermore, Research indicates that inner VIF values exceeding 3.3 could be a sign of technique bias. Values below this imply that CMB is less likely [72]. All VIF values in this investigation were < 3.3 (Table 6). The maximum was 1.269 and no problematic collinearity was seen.

4.4. Structural model assessment

The evaluation of the structural model is conducted after establishing the reliability and validity of the measurement model. This stage focuses on assessing the model's predictive power and the relationships among constructs [69, 74]. Accordingly, multicollinearity, the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), as well as the hypothesized direct and indirect relationships are examined to validate the structural model.

4.4.1. Multicollinearity analysis

Multicollinearity among variables is measured using VIF [75]. As recommended by [68], VIF values greater than 5 indicate multicollinearity. Consequently, as shown in Table 6, multi collinearity was not a problem in this investigation because all VIF values were well below the suggested threshold.

4.4.2. Coefficient of determination (R^2)

The R^2 (coefficient of determination) is the main metric for evaluating the structural model [73]. Table 8 shows an R^2 of 0.701 for leadership effectiveness, indicating that 70.1% of its variance is explained by self-awareness (SA), self-management (SM), social awareness (SO), relationship management (RM) and organizational citizenship behavior (OCB). Nevertheless, organizational citizenship behavior (OCB) shows a modest R^2 value of 0.212, revealing that self-awareness (SA), self-management (SM), social awareness (SO), relationship management (RM) explains only 21.2% of OCB's variance.

Table 5 Cross-loadings

	LE	OCB	RM	SA	SM	SO
LE11	0.937	0.769	0.320	0.331	0.339	0.308
LE12	0.930	0.748	0.302	0.308	0.327	0.312
LE13	0.929	0.759	0.336	0.291	0.326	0.296
LE14	0.917	0.738	0.303	0.307	0.336	0.292
LE15	0.924	0.745	0.329	0.265	0.330	0.300
OCB1	0.731	0.875	0.264	0.281	0.294	0.215
OCB2	0.702	0.879	0.255	0.235	0.267	0.224
OCB3	0.697	0.868	0.222	0.214	0.275	0.191
OCB4	0.692	0.863	0.230	0.183	0.262	0.166
OCB5	0.724	0.889	0.228	0.266	0.290	0.270
RM1	0.271	0.247	0.732	0.145	0.075	0.217
RM2	0.276	0.226	0.757	0.188	0.089	0.170
RM3	0.241	0.195	0.774	0.148	0.205	0.155
RM4	0.273	0.229	0.781	0.205	0.121	0.153
RM5	0.249	0.152	0.748	0.149	0.139	0.155
RM6	0.252	0.209	0.774	0.188	0.093	0.194
RM7	0.248	0.180	0.734	0.156	0.137	0.143
SA1	0.267	0.230	0.185	0.781	0.045	0.132
SA2	0.189	0.173	0.162	0.741	0.028	0.151
SA3	0.241	0.188	0.128	0.762	0.087	0.125
SA4	0.267	0.214	0.185	0.794	0.120	0.054
SA5	0.217	0.175	0.169	0.761	0.042	0.111
SA6	0.252	0.212	0.192	0.768	0.007	0.194
SA7	0.296	0.254	0.184	0.804	0.095	0.141
SM1	0.280	0.243	0.132	0.100	0.765	0.095
SM2	0.258	0.219	0.152	0.052	0.759	0.100
SM3	0.286	0.259	0.114	0.085	0.773	0.125
SM4	0.281	0.246	0.140	0.096	0.756	0.110
SM5	0.251	0.216	0.098	0.040	0.746	0.117
SM6	0.304	0.297	0.115	0.041	0.793	0.099
SM7	0.234	0.193	0.093	0.006	0.739	0.081
SO1	0.247	0.188	0.175	0.123	0.089	0.758
SO2	0.242	0.169	0.198	0.117	0.110	0.753
SO3	0.249	0.204	0.197	0.135	0.101	0.790
SO4	0.238	0.184	0.173	0.130	0.144	0.752
SO5	0.192	0.163	0.122	0.072	0.090	0.747
SO6	0.257	0.192	0.178	0.129	0.095	0.746
SO7	0.289	0.196	0.151	0.166	0.098	0.773

4.4.3. Effect size (f^2) analysis and predictive power (Q^2)

In addition to examining the R^2 values of endogenous constructs, the change in R^2 is assessed when an exogenous construct is removed from the model to determine its impact on the endogenous variables[66]. his is referred to as the effect size (f^2), with benchmark values of 0.02, 0.15, and 0.35 indicating small, medium, and large effects, respectively. The results indicate satisfactory predictive performance of the structural model. All five core constructs (OCB, RM, SA, SM, and

SO) act as meaningful predictors of Leader Effectiveness (LE), with OCB demonstrating the strongest effect size. This further suggests that the structural relationships are substantively meaningful rather than merely statistically significant. This is referred to as the effect size (f^2), with benchmark values of 0.02, 0.15, and 0.35 indicating small, medium, and large effects, respectively. The results indicate satisfactory predictive performance of the structural model. All five core constructs (OCB, RM, SA, SM, and SO) act as meaningful predictors of Leader Effectiveness (LE), with OCB demonstrating the strongest effect size. This further suggests that the structural relationships are substantively meaningful rather than merely statistically significant.

Predictive relevance was further evaluated using Q^2 values, where values greater than zero indicate relevance for reflective endogenous constructs [67]. Thresholds of 0.25 and 0.50 correspond to medium and large predictive relevance, respectively [89]. The Q^2 values for OCB (0.19) indicate small predictive relevance, while LE (0.29) reflects medium predictive relevance (see Table 9). Overall, the model demonstrates stronger predictive capability for Leader Effectiveness than for OCB, consistent with the higher explanatory power observed in the R^2 values.

Table 6 Common method bias (CMB)/ full collinearity test

	LE	OCB	RM	SA	SM	SO
LE						
OCB	1.269					
RM	1.144	1.112				
SA	1.116	1.070				
SM	1.123	1.039				
SO	1.106	1.080				

Table 7 Multicollinearity statistics (VIF)

Items	VIF
LE11	3.220
LE12	3.840
LE13	3.730
LE14	3.126
LE15	3.504
OCB1	2.741
OCB2	2.863
OCB3	2.697
OCB4	2.635
OCB5	3.038
RM1	1.623
RM2	1.775
RM3	1.910

RM4	1.899
RM5	1.781
RM6	1.880
RM7	1.713
SA1	1.866
SA2	1.787
SA3	1.840
SA4	1.977
SA5	1.869
SA6	1.833
SA7	1.975
SM1	1.814
SM2	1.854
SM3	1.849
SM4	1.753
SM5	1.762
SM6	1.907
SM7	1.785
SO1	1.782
SO2	1.771
SO3	1.940
SO4	1.761
SO5	1.802
SO6	1.688
SO7	1.813

Table 8 Coefficient of determination

Variables	R-square	R-square adjusted
LE	0.701	0.697
OCB	0.212	0.205

Table 9 Effect size (f^2) and predictive power (Q^2)

Predictor	Outcome	f^2	Q^2
OCB	LE	**0.351**	0.290
RM		**0.154**	
SA		**0.263**	
SM		**0.150**	
SO		**0.233**	
RM	OCB	0.129	0.195
SA		0.143	
SM		0.181	
SO		0.224	

4.5. Hypothesized direct relationship

To assess the hypothesized relationships among the variables, t-values and p-values were employed. The critical thresholds were set at $|t| > 1.96$ and $p < 0.05$. Accordingly, relationships meeting these criteria were considered statistically significant and supported. Table 10 shows the statistical analysis of successfully accepted all nine hypotheses because every proposed relationship achieved high statistical significance. Looking at the direct paths predicting LE, hypothesis **H1: SA -> LE** was accepted (β = 0.087, P = 0.001), **H2: SM -> LE** was accepted (β = 0.098, P = 0.000), **H3: SO -> LE** was accepted (β = 0.104, P = 0.000), and **H4: RM -> LE** was accepted (β = 0.091, P = 0.001). For the direct paths predicting OCB, hypothesis **H5: SA -> OCB** was accepted (β = 0.191, P = 0.000), **H6: SM -> OCB** was accepted (β = 0.258, P = 0.000), **H7: SO -> OCB** was accepted (β = 0.142, P = 0.001), and **H8: RM -> OCB** was accepted (β = 0.159, P = 0.000). Finally, hypothesis **H9: OCB -> LE** demonstrated the most powerful effect in the entire model and was accepted (β = 0.706, P = 0.000).

Table 10 Hypothesis testing

Direct Relationships	Beta coefficient (β)	T statistics	P values	Decision
H1: SA -> LE	0.087	3.406	0.001	Accepted
H2 : SM -> LE	0.098	3.608	0.000	Accepted
H3: SO -> LE	0.104	3.725	0.000	Accepted
H4: RM -> LE	0.091	3.366	0.001	Accepted
H5: SA -> OCB	0.191	4.798	0.000	Accepted
H6: SM -> OCB	0.258	6.074	0.000	Accepted
H7: SO -> OCB	0.142	3.320	0.001	Accepted
H8: RM -> OCB	0.159	3.657	0.000	Accepted

H9: OCB -> LE	0.706	28.504	0.000	Accepted

4.6. Mediation analysis (Indirect relationship)

In this study, Organizational Citizenship Behavior (OCB) was specified as a mediating variable influencing the relationship between the four dimensions of EI and Leadership effectiveness. Table 11 shows that evaluation of indirect pathways confirms that the structural model supports all four mediation hypotheses, as every indirect relationship achieved statistical significance. Specifically, evaluating the mediating intervention of OCB reveals that hypothesis **H10: SA -> OCB -> LE** was formally accepted (beta = 0.135, P = 0.000). Similarly, hypothesis **H11: SM -> OCB -> LE** demonstrated the most prominent indirect influence and was accepted (beta = 0.182, P = 0.000). Furthermore, hypothesis **H12: SO -> OCB -> LE** was accepted (beta = 0.100, P = 0.001), while hypothesis **H13: RM -> OCB -> LE** also established a significant indirect link and was accepted (beta = 0.112, P = 0.000).

Table 11 Indirect effect

Indirect Effect	Beta coefficient (β)	T statistics	P values	Decision
H10: SA -> OCB -> LE	0.135	4.782	0.000	Accepted
H11: SM -> OCB -> LE	0.182	5.926	0.000	Accepted
H12: SO -> OCB -> LE	0.100	3.307	0.001	Accepted
H13: RM -> OCB -> LE	0.112	3.642	0.000	Accepted

When assessing indirect effects, it is recommended to use the Variance Accounted For (VAF) to determine the extent to which the mediating variable explains the relationship between constructs [68].

According to [68] Variance Accounted For (VAF) values below 20% indicate no mediation, values between 20% and 80% suggest partial mediation, and values above 80% indicate full mediation. In all four cases, partial mediation is established because every single Variance Accounted For (VAF) value comfortably sits within the 20% to 80% threshold rules. This statistical evidence proves that while the independent variables Self-awareness (SA), Self-Management (SM), Social-awareness (SO), and Relationship Management (RM have a clear direct effect on Leadership Effectiveness (LE), the mediator variable (OCB) is functioning as a critical operational bridge that significantly boosts leadership effectiveness in commercial banks.

5. Discussion

The structural model analyzed in this study demonstrates a highly robust explanatory capacity, revealing that Daniel Goleman's four emotional intelligence (EI) quadrants—self-awareness, self-management, social awareness, and relationship management combined with organizational citizenship behavior (OCB) account for an impressive 70.1% of the total variance ($R^2 = 0.701$) in leadership effectiveness. This exceptionally high explanatory power reinforces the core premise of Social Exchange Theory, illustrating that effective organizational leadership within highly regulated and competitive service industries, such as commercial banking, is deeply rooted in emotional competencies rather than technical expertise alone.

Evaluating the direct pathways predicting leadership effectiveness, the study demonstrates that all four emotional intelligence dimensions exert statistically significant positive effects, led prominently by social awareness ($\beta = 0.104$) and self-management ($\beta = 0.098$). This finding perfectly mirrors contemporary global data from Muss et al. [76], whose systematic review on empathetic leadership proved that acute social tracking and perspective-taking are mandatory for modern supervisors to effectively mitigate employee workplace anxieties and drive performance. Furthermore, the high structural value placed on social awareness matches recent empirical findings in the financial sector [77], which utilized structural equation modeling to analyze commercial banks and proved that social awareness emerges as the top predictor of emotional intelligence in driving overall leadership effectiveness.

A distinct shift in structural weights occurs when analyzing the direct drivers of organizational citizenship behavior, where the internal, personal EI competencies of self-management ($\beta = 0.258$) and self-awareness ($\beta = 0.191$) emerge as the dominant contributors. This empirical reality strongly corresponds with the "psychological activation" frameworks popularized in recent behavioral models [78], which argue that an employee's voluntary, extra-role contributions are rarely sparked by external top-down pressure. Instead, as validated by [79] when a manager models supreme internal self-regulation and emotional self-awareness, it creates a stable, highly predictable, and inclusive psychological climate. Subordinates internalize this environmental stability, which directly activates their own psychological capital and manifests as localized workplace altruism, driving them to assist peers and protect institutional efficiency without expecting formal rewards.

The most critical and definitive revelation of this study is the structural path linking OCB to leadership effectiveness, which commands the largest beta coefficient across the entire network ($\beta = 0.706$, $T = 28.504$, $P = 0.000$). This extraordinarily strong relationship highlights a vital operational truth: a leader's ultimate capability is not merely an isolated personal attribute, but a dynamic, reciprocal process mediated through the behavioral responses of their followers. This conceptual loop is heavily corroborated by [80], whose contemporary modeling demonstrates that highly developed emotional skills in leadership serve as the absolute foundation for building deep systemic trust. By cultivating a cohesive atmosphere characterized by open communication, emotionally intelligent leaders naturally foster an environment where employees take mutual ownership of corporate targets and collaboratively resolve disputes.

Since OCB exerts such a commanding direct influence on leadership outcomes, the model establishes a pattern of partial mediation, with the variance accounted for (VAF) ranging from 49% up to 65% across all four emotional dimensions. This substantial mediation path indicates that the majority of an emotionally intelligent manager's talent is systematically funneled into generating a wave of extra-role employee dedication, which subsequently transforms into visible leadership success. This mechanism aligns seamlessly with the recent work of [81], which applies Social Exchange Theory to prove that modern administrative styles achieve peak operational efficiency through indirect psychological loops specifically by augmenting employee job satisfaction and reciprocal institutional commitment. When managers utilize their emotional faculties to ignite high OCB, the collective, voluntary actions of the workforce effectively bridge

the gap, converting a manager's personal emotional capacity into concrete organizational excellence.

6. Conclusion

This study conclusively demonstrates that emotional intelligence (EI) is a multi-dimensional catalyst for enhancing both leadership effectiveness and voluntary employee contributions within the commercial banking sector of emerging economies, specifically within the Dire Dawa Administration of Ethiopia. The empirical findings validate Goleman's Mixed Model by confirming that all four discrete dimensions of EI—self-awareness, self-management, social awareness, and relationship management exert statistically significant, positive direct effects on leadership performance and Organizational Citizenship Behavior (OCB). Notably, while self-management emerged as the strongest psychological driver of extra-role workplace behaviors, OCB itself manifested the single most powerful direct impact on overall leadership effectiveness. These metrics reinforce the core tenets of Social Exchange Theory, proving that emotionally intelligent bank managers successfully cultivate psychologically safe, fair, and supportive operational environments that inspire employees to reciprocate by routinely performing duties beyond their formal job descriptions.

Crucially, the mediation analysis establishes that Organizational Citizenship Behavior acts as a vital partial mediator that bridges leaders' emotional competencies with structural organizational excellence. The Variance Accounted For (VAF) values across all tested pathways comfortably sit within the 20% to 80% threshold, highlighting that OCB serves as a primary behavioral transmission mechanism through which emotional capabilities are translated into tangible leadership success. From a strategic perspective, these findings reveal that leadership in highly relational, service-driven frameworks like commercial banking does not operate in a vacuum; rather, it achieves peak operational efficacy indirectly by mobilizing employee goodwill, collaboration, and voluntary contribution. Consequently, for banks navigating intense regulatory reforms and technological transformations in developing nations, constructing structured leadership development programs heavily focused on multi-dimensional emotional and social competencies is no longer elective, but a fundamental requirement for institutional sustainability, operational agility, and long-term competitive advantage.

7. Implications

7.1. Theoretical Implications

The present study makes several important contributions to the literature of emotional intelligence, leadership effectiveness and organizational citizenship behavior (OCB).

First, it builds on Goleman's Mixed Model of Emotional Intelligence by empirically testing the isolated effects of self-awareness, self-management, social awareness and relationship management on leadership effectiveness in the banking sector of a developing economy. The findings suggest that emotional intelligence is a multidimensional construct in which each dimension makes a unique contribution to leadership outcomes.

Secondly, the findings contribute to the Social Exchange Theory (SET) by showing that emotionally intelligent leaders generate positive behaviors of employees, which are reciprocated by higher levels of OCB, which, in turn, facilitate leadership effectiveness. It confirms that the results of leadership depend not only on the personal competencies of the leaders, but also on the voluntary behavioral responses of the employees.

Finally, this study adds to the increasing mediation literature by showing that OCB is an important partial mediator of the relationship between emotional intelligence dimensions and leadership effectiveness. The finding contributes to our understanding of the psychological and behavioral mechanisms that explain how emotional intelligence leads to effective leadership.

7.2. Practical Implications

The findings imply that the development of emotional intelligence should be an integral part of leadership training and talent management programs in commercial banks.

Bank managers need systematic training in self-awareness, emotional regulation, empathy, communication and relationship management skills. Emotional intelligence assessments can be used by HR departments to identify potential high leadership candidates for recruitment, promotion and leadership succession planning. Additionally, it is recommended that organizations develop work environments that are conducive to organizational citizenship behaviors through

developing trust, encouraging collaboration, employee recognition and using supportive leadership practices.

OCB has a great effect on leadership effectiveness and thus it is necessary for the managers to actively create a culture where employees voluntarily contribute more than their formal job requirements. These initiatives can improve teamwork, quality of service, employee engagement and overall performance of the organization.

7.3. Policy Implications

The study gives useful insights to policy makers, banking regulators and professional training institutions. Financial regulatory bodies should encourage commercial banks to incorporate emotional intelligence and leadership development programs into their human resource development frameworks.

National banking associations and professional institutes could develop leadership competency standards which incorporate emotional and social competencies along with the technical skills of banking. Policymakers may also support ongoing professional development programs that enhance managers' emotional intelligence capabilities and encourage positive workplace behaviors.

More broadly, government agencies with responsibilities for workforce development and higher education can integrate training in leadership competencies and emotional intelligence into management and business education curricula. Such policy initiatives would contribute to the development of emotionally competent leaders who can enhance organizational effectiveness, employee well-being and sustainability of long-term institutions within the banking sector of Ethiopia.

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Declarations

Ethics Approval and Consent to Participate

Ethical clearance for this study was obtained from the Ethics Committee of the Department of Management, School of Business Studies, Dire Dawa University. The committee reviewed and approved the research proposal, including the data collection instruments, to ensure compliance with ethical standards governing research involving human participants. Prior to participation, all respondents were provided with written informed consent forms explaining the purpose of the study, research procedures, and their rights as participants. Participants were informed that participation was entirely voluntary and that they had the right to decline participation or withdraw from the study at any stage without facing any penalties or adverse consequences.

Consent for publication

Not applicable

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