

**أثر الذكاء الوجداني للقادة على سلوكيات المواطنة
التنظيمية للمرؤوسين بالبنوك التجارية
”دراسة تطبيقية“**

د. جاد الرب عبد السميح حسانين (*)

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Abstract

This study is aiming at investigating the impact of leaders' emotional intelligence on the organizational citizenship behaviors of subordinates in the commercial banks (31 branches) of public sector banks and (28 branches) of private and mixed banks.

In order to achieve the study objectives a group of assumptions have been developed and the primary data were collected using a survey. And these data is analyze using the stepwise regression analysis.

The results of this study show that there is a significant differences between the level of emotional intelligence among leaders in banks, moreover there is a significant differences between the level of organizational citizenship behaviors among subordinates in banks.

Furthermore, the results show that there is a significant effect to the emotional intelligence of leaders on the organizational citizenship behaviors of subordinates.

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(*) أجريت هذه الدراسة في الفترة من يناير - إبريل ٢٠٠٩ ، وتمثلت في القيام بعدد (٣٠) مقابلة شخصية مع بعض القادة والمرؤوسين بالبنوك موضع الدراسة ، وتمثل الإطار العام لهذه المقابلات في :
- مدى استعداد المرؤوسين لأداء بعض الأدوار الاختيارية التي تفوق دورهم الرسمي .
- مدى مشاركة المرؤوسين بأفكار إيجابية لتحسين الأداء .
- مدى وجود استعداد مساعدة الآخرين لدى المرؤوسين .
- قدرة القادة على التحكم في انفعالاتهم وتقدير مشاعر المرؤوسين .
- صورة المرؤوسين لدى القادة من حيث إيجابية سلوكياتهم التنظيمية .

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