

Notice for the PhD Viva Voce Examination

Mr Augusty P A (Reg. No. 1620071), PhD scholar at CHRIST (Deemed to be University), will defend his PhD thesis at the public viva-voce examination on Tuesday, 30 March 2021 at 9.30 am on the Webex Meeting platform.

Title of the Thesis : **Effects of Emotional Intelligence, Spiritual Intelligence and Intrinsic Motivation on Leadership Effectiveness in Higher Education**

Discipline : **Management**

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The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva.

Place: Bengaluru
Date: 22 March 2021



Registrar

ABSTRACT

The aim of education is developing skills in the human resource to improve society and sustain humanity. Higher education plays an important role in this process. Leadership is a critical factor in this process of quality enhancement of human resource and sustenance of relevant higher education system. Leadership is a process of interaction to influence the behaviour and attitude of followers, in order to achieve a goal. The best fitted behaviour with continuous communication to students, colleagues and the situations results in improved performance of institutions. The higher education system in India is ranked as the world's third-largest system on the basis of the number of students enrolled. But the system faces many challenges today. Though the complex socio-political context clutches the higher education system a strong leadership can navigate the scenario and ensure that the system and stakeholders do not suffer. Traditionally, rational intelligence was considered a key trait in a leader, today the additional intelligences of Spiritual and Emotional are believed to be essential for leadership effectiveness. In addition, the leader must be self-motivated and the drive to perform must be internally born.

The researcher focused this study on determining better understanding of what influences the effectiveness of a leader. Would the level of Emotional Intelligence, Spiritual Intelligence and Intrinsic Motivation significantly predict the effectiveness of the individual as a leader? How would an individual's voluntary commitment, over and above the formal contract, contribute to his or her effectiveness? An extensive exploration of literature review reveals the topic relevant and yet unprocessed area of research. The respondents in this study are the higher education leaders who belong to top management in leadership role currently working in various institutions in south India. The analysis of the data was carried out using Structured Equation Modelling, (SEM) a pattern of linear relationships among the dependent and the independent constructs which was run by AMOS 20.0 Program. The overall findings of the study agree with the available literature indicating a mediating effect of OCB between independent variables and the dependent variable. The age group analysis shows that higher the age group of the leader better the performance except in emotional intelligence and the three sub dimensions of leadership effectiveness namely, challenging the process, enabling the others to act and encouraging the heart. The leaders showed one level higher in ratings in comparison with the observers, namely the colleagues, subordinates and the students, chosen by the leaders.

Keywords: Leadership Effectiveness, Emotional Intelligence, Spiritual Intelligence, Intrinsic Motivation, Organizational Citizenship Behaviour, Higher Education.