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**THE CATALYTIC ROLE OF LEADER:  
RESEARCH IN THE PUBLIC AND PRIVATE SECTOR  
(SUMMARY)**

Submitted for obtaining the Doctorate degree (PhD)  
Code 3.3 "Political Sciences" (Public Administration)

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## I.

The dissertation was discussed and proposed for defense, under the Law on the Development of Academic Staff in the Republic of Bulgaria, by the Department of Public Administration at Sofia University "St. Kliment Ohridski", Sofia. The author is full-time doctoral student of the PhD programme of the Department of Public Administration at Sofia University "St. Kliment Ohridski".

The dissertation consists of 196 standard pages (along with tables in the third chapter) and bibliography and appendix). Structurally, it consists of two parts theoretical (presented in three chapters) and empirical (presented in two chapters). The literature used is a total of 300 sources (books and articles) in English and Greek languages. In support of the analysis, tables, and figures are given.

The preliminary defense of the dissertation has taken place on April 24<sup>th</sup> via MSTeams due to Covid-19 obstacles. The committee members of the Department of Public Administration of Sofia University "St. Kliment Ohridski" and the author participated in the preliminary defense of the dissertation. Two written reviews were provided by the referees Prof. Marinov and Dr. Andreeva.

The materials on the defense are available to those interested in the Department of Doctoral Studies and Academic Development at Sofia University "St. Kliment Ohridski", Sofia.

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## II. STRUCTURE AND CONTENT OF THE DISSERTATION

### INTRODUCTION

We live in an era where - unfortunately - leaders are an endangered species. Leaders who embrace the post-transformational leadership model, who are imbued with emotional intelligence, are surely the ones that organizations, public and private, need more than ever. Workers due to the economic and social crisis often feel insecure, feel that their expectations are denied, feel that the working conditions are not what they expected, feel dissatisfied and demotivated.

The purpose of this study was first, to investigate the attitudes and perceptions of public and private employees regarding their encouragement from management and leadership, which was applied to the organization they work for and their consequent or non-satisfaction, and second, to point out and to highlight the importance of emotional intelligence in a leader and its connection with the variables of job satisfaction and motivation that are required for the existence of a positive work environment and the increase of employee efficiency.

Therefore, the research interest lies in whether a manager of a business or an organization, applying the post-transformational leadership style, can bring about behavioral changes in his subordinates, so that they understand his vision and identify with it. These are conditions that lead to their motivation, their job satisfaction and the rise of their productivity.

To investigate the aforementioned purposes, the researcher conducted a survey in the form of a questionnaire. Specifically, the researcher used 3 questionnaires:

1. In order to measure the characteristics and behavior of leaders, the Multifactor Leadership Questionnaire–short form (M.L.Q-SF) by Avolio & Bass (2004) was used.
2. Emotional intelligence was measured using the Trait Emotional Intelligence Questionnaire – Short form (TEIQue-SF) by Petrides K.V & Furnham, A. (2003).

3. To measure the motivation factors, a structured questionnaire of 23 questions was created by the researcher that expresses the external and internal rewards received by public and private employees in their work.

This particular dissertation consists of 2 parts, the theoretical and the research. The theoretical part consists of 3 chapters. In the first chapter, consisting of 6 sub-parts, the aims, objectives, research questions, hypotheses, importance and necessity of the present work are presented. In the second chapter, consisting of 4 sub-parts, is presented a literature review related to leadership, emotional intelligence and motivation. In the third chapter, consisting of 3 sub-parts, aspects of public and private life are presented, the importance of motivation and incentives in the public sector as opposed to the private sector and a review of research on the motivation of public and private employees is attempted.

The research part consists of 2 chapters. In the fourth chapter of the thesis, which consists of 5 sub-parts, is presented the type of the research, the sample, the research tools used, as well as the statistical tools with the help of which conclusions are drawn. In the fifth chapter, consisting of 6 sub-parts, the researcher descriptively analyzes the sample, statistically analyzes the dimensions of emotional intelligence and leadership of the 1<sup>st</sup> and 2<sup>nd</sup> phases of the questionnaire answered by the managers, statistically analyzes the 6 dimensions of motivation of the 1<sup>st</sup> and 2<sup>nd</sup> phase of the employee questionnaire, draws conclusions and suggests future research that extends this one.

# **CHAPTER 1<sup>st</sup> - INTRODUCTION TO THE PROBLEM STATEMENT OF DISSERTATION**

## **1.1 SUMMARY**

The importance of work emotional fulfillment and motivation lies in the fact that they are responsible for utilizing the skills of employees in order to increase their productivity and efficiency resulting in the creation of competitive advantages for the organization at a time when there is unfortunately a reduction in costs in both the public and private sectors. The moral perpetrator of this motivation of employees and the consolidation of the feeling of satisfaction is undoubtedly the leader who can lead them either to inaction and professional stagnation or to high levels of productivity (Braun et al., 2013; Pelit, Soybali & Avan, 2019). The leadership style applied in an organization or an enterprise is a determining factor in a leader's behavior towards his subordinates, which leads to their motivation. On the other hand, research data (Goleman, 2001; Parrish, 2011; Pundt, 2015; Rybach, 1998; Williams, 1994) show the strong connection of a successful leader with emotional intelligence and its contribution to the prevention of mismanagement, as it contributes to the creation of a fertile climate that engages employees and pushes them to unfold their best selves. After all, achieving successful leadership is not due to the resources available, but to the adoption of a specific leadership-style approach (Taneva, 2020). This dissertation, based on bibliographic and research data, aims first to explore the attitudes and perceptions of public and private employees regarding their motivation by the administration and leadership that is applied to the organization they work and their consequent or not satisfaction and secondly, to point out the importance of a leader's emotional intelligence and its connection with the variables of job satisfaction and motivation, which are necessary for the existence of a positive work environment.



*Keywords:* leader, emotional intelligence, job satisfaction, motivation, human resources, public sector, private sector.

## **1.2 PURPOSE AND OBJECTIVES OF RESEARCH**

The purpose of this dissertation was, firstly, to explore the attitudes and perceptions of public and private employees regarding their motivation by the administration and leadership applied to the organization they work in and their consequent satisfaction or dissatisfaction, and secondly, to identify and highlight the importance of emotional intelligence to a leader and its connection with the variables of job satisfaction and motivation, which presuppose the existence of a positive work environment and increase employee productivity. The thesis that was the basis of the dissertation was about the significance of the catalytic role of leadership for the management and results of any organization. To the extent that there are differences in the permissible limits of intervention of managers in the public and private sectors, an inexhaustible resource for achievements and results derives mostly from the specific approach of managers, understood as a catalytic form of leadership.

To investigate the above objective, the sub-objectives were set:

1. To explore the views of public and private employees on their job satisfaction, as derives from a transformational type of leader.
2. To investigate the relations of public and private employees with the people who exercise management in the service or in the department where they work before the training meetings with the researcher.
3. To investigate the relations of public and private employees with the people who exercise management in the service or in the department where they work after the training meetings with the researcher.
4. To explore the relationship between effective leadership and emotional intelligence in achieving high expectations.

5. To investigate the perceptions of public and private employees on the subject of their encouragement as it emerges from a transformational leader.
6. To detect the perceptions of public and private employees on the issue of encouragement and job satisfaction by the people who manage the organization working before the researcher's training interventions.
7. To detect the perceptions of public and private employees on the issue of motivation and job satisfaction by the people who manage the organization that work after the training interventions of the researcher.
8. To determine the effect on the leadership style of a series of training meetings / interventions on the subject of emotional intelligence in leaders of public and private organizations.

### **1.3 RESEARCH QUESTIONS**

Based on the purpose of the research and the individual objectives as formulated previously, the following research questions are formulated:

1. To what extent are public and private sector employees satisfied with their work?
2. To what extent are public and private sector employees effectively pushed by their leader?
3. What is the relationship between employees and their leader before the implementation of the researcher's training interventions with leaders?
4. What is the relationship between employees and their leader after the implementation of the researcher's training interventions with leaders?
5. What are the employees' perceptions of their leader before the implementation of the researcher's training interventions with leaders?
6. What are the employees' perceptions of their leader after the implementation of the researcher's training interventions with leaders?
7. Who is an effective leader for public and private sector employees / What are the leadership characteristics of a person who manages according to his or her subordinates?

8. How is the leader possessed by emotional intelligence according to the respondents?
9. Is emotional intelligence an essential building block of a successful and effective leader?
10. What are the differences between a leader with formal qualifications and a leader with emotional intelligence?
11. What job results do employees expect when their leader is possessed by emotional intelligence?

#### **1.4 HYPOTHESES**

1. Research data (Cheng, 1996; Bourantas & Papalexandri, 2003; Katsaros, 2008; Nizarudin, 2017; Yukl, 2009; Zhou & George, 2003) showed that the success or failure of an organization / business is directly related to the leader / manager. An agreement with the research data is expected.
2. Research data (Avolio, Luthans & Walumbwa, 2004; Bass, 1998; Bass & Avolio, 1994; Braun et al., 2013; Luthans et Youssef, 2004; Polychroniou, 2008; Thrash, 2012) showed that the transformative type leader is associated with developing a sense of employee pride, improving levels of productivity, satisfaction and efficiency. An agreement with the research data is expected.
3. Research data (Evangelinou, 2017; File, 2000; Goleman, 2000; Goleman, Boyatzis & McKee, 2002; Kearney & Gebert, 2009; Manolopoulos, 2008b; Miller & Miller, 2002; Pelit, Soybali & Avan, 2019; Vera & Crossan, 2004) showed that the leader's emotional intelligence leads to organizational change and the identification of leader and employees resulting in job satisfaction and employee motivation. An agreement with the research data is expected.

4. Research data (Bettencourt & Brown, 1997; Fotopoulos, 2007; Georgopoulos, 1997; Holdnak, Harsh & Bushardt, 1993; Shukla, Adhikari & Ray, 2016) showed a positive correlation between employee satisfaction and leadership behavior. An agreement with the research data is expected.
5. Research data (Camilleri, 2007; George et al., 2000; Hersey et al., 1998; Kaitelidou, 2007; Kouzes & Posner, 2009; Xiaoxia & Jing, 2006) showed that there is a positive correlation between effective leadership and motivation, as the leader influences employees' behavior and perceptions. An agreement with the research data is expected.

## **1.5 THE NECESSITY AND THE SIGNIFICANCE OF RESEARCH**

The necessity and importance of research lies in the fact that it was expected to detect the attitudes and perceptions of employees about the leader who is endowed with emotional intelligence and will present the key role of a leader's emotional intelligence as a promoter for employees in their job satisfaction and encouragement, something that hasn't been sufficiently emphasized in research and in fact in research that presents the situation in departments of the Ministry of Finance and the Ministry of Digital Governance (Citizens' Service Centers).

The author of this dissertation believes that this research will be able to highlight the catalytic role of emotional intelligence and will be a clear and safe "guide" for future leaders who aim for high job benefits in an environment of equal opportunities, meritocracy, teamwork spirit and mutual respect. It will be an undeniably safe guide for both public and private sector leaders, as research will be conducted in both sectors as the researcher believes that a person in charge should know and understand the needs and philosophy of both the public and private sector, regardless of the sector in which it works or hopes to work.

In addition, the research that was conducted in the context of this doctoral dissertation is original. It was conducted in two (2) different time phases with the same

sample. Between the two (2) time phases of the research, the researcher tried to develop a series of training actions in order to influence the change of mentality and attitude in a group of leaders. This research, therefore, is of particular interest because assisted by the researcher's initiative to meet with leaders and discuss freely with them the issue of emotional intelligence by presenting or sending them scientific material for further personal study, hoping for a possible behavioral leaders' change as this will be captured after analyzing the quantitative data of the 2nd phase of the questionnaires.

## **CHAPTER 2<sup>nd</sup> - ON LEADERSHIP AS A SUBJECT OF THEORETICAL AND RESEARCH INTEREST. REVIEW OF LITERATURE**

### **2.1 INTRODUCTION**

In the second chapter, the researcher deemed it was necessary to carry out a thorough presentation of the literature concerning, firstly, leadership and leadership styles and secondly, emotional intelligence. He considers that their presentation leads to an obvious correlation between them and their subsequent connection with the job satisfaction. Thus, it investigates one of the most basic concepts of management science, that of leadership. By reviewing the literature, it presents recent definitions aiming to highlight theoretical disagreements that emerge due to the perspective adopted by each researcher and the difference between the concepts of manager and leader. Then, it proceeds to the theoretical models of leadership, presenting critically and schematically the genetic theories and the theories of individual characteristics of the leader, while also outlining modern leadership approaches, such as the transformational, the transactional, as well as the authentic theory, emphasizing the forms of behavior and the dimensions embraced by the devotees of these forms of

leadership. He investigates them from the point of view of many scientists and still doesn't fail to comment on the new data in the field of leadership, the e-leadership, as presented at a conference by the researcher and academic Taneva(2020). In the same chapter, he examines emotional intelligence in a similar way, presenting critically and diagrammatically conceptual clarifications, definitions and theoretical models, based on studies of great scientists over time. The following is the presentation by the researcher of the characteristics of a personality with emotional intelligence and the finding that it is an absolute necessity for the leader to be a personality that is affected by emotional intelligence. He derives his position both inductively and based on reliable research data. The culmination of all of the above is the last sub-chapter in which the researcher effectively links transformational leadership with emotional intelligence and then with job satisfaction, referring supportively to general assumptions documented by research .

## **CHAPTER 3<sup>rd</sup>: TOWARDS UNDERSTANDING OF PUBLIC AND PRIVATE SECTOR**

### **INTRODUCTION**

Referring to the concept of the public sector in Greece, we meant a diverse and long-suffering space, with several accumulated pathologies, such as intense bureaucracy, monopolistic conditions, indifference, lack of motivation of permanent employees, insufficient qualifications and many other "weaknesses". The researcher focuses on the thorough description of this area and its problems and relies on a lot of researches, proceeding to substantive proposals that can motivate, act as incentives and increase performance in the public sector as opposed to the private sector, such as salary increases based on the special qualifications of the employee, the fulfillment of higher-level needs, the development of the feeling that the work of the civil servant is

interesting, the need to recognize the contribution and others. In a subchapter, he reviews research on the motivation of public and private employees that generally confirm the former's preference for intrinsic motivation with the dominant motivation being the satisfaction that results from performing a task, which is interesting and important for the society. In the context of this chapter, reference is also made to the basic principles of leadership, as found by the researcher Taneva(2014). The chapter concludes by highlighting the necessity and importance of emotional intelligence in the public and private sector, as the criteria in work rules are constantly changing, given of rapid technological development and the "tyranny" of globalization. Emotional intelligence is considered a necessary skill that distinguishes executives with exceptional performance, as shown by research data that the researcher presents in order to support his views.

## **CHAPTER 4<sup>th</sup> – RESEARCH METHODOLOGY AND EMPIRICAL INVESTIGATION**

### **4.1 TYPE OF RESEARCH AND ITS PRESENTATION**

Regarding the methodological approach, in order to cover the topic of the doctoral thesis more fully and thoroughly, the use of the questionnaire was adopted for the collection of reliable data. Its aim was to calculate quantitative data for the variables under study (Cohen & Manion, 2002). This choice is based on the main features of the specific approach characterized by objectivity and distancing of the researcher from the research topic (Vamvoukas, 2010; Cohen, Manion & Morrison, 2018). In addition, it's relatively easy to analyze, less time-consuming and as each person is asked to answer the same set of questions in a predetermined order, its decoding during processing doesn't present ambiguities. It aims to accurately measure and analyze defined-targeted

concepts, using mainly structured data collection tools, which are expressed in numerical form, can be analyzed statistically, their correlations can be checked and finally, can have generalizability (Bell, 2001; Creswell, 2012; Robson, 2007).

In this research, after studying the above, its methodology was designed using a four-part questionnaire, a total of 94 questions of various content based on the research questions. In order to achieve the objectives and investigate the hypotheses of the present research, the quantitative method was used, specifically the closed questionnaire so that the collection of information is uniform from all respondents and thus the information is comparable. The information was also drawn from secondary sources such as books, scientific articles, statistical surveys and online sources.

## **4.2 THE SAMPLE**

The population to which the research was addressed were also leading persons, i.e. directors or managers who worked in private and public organizations in Attica and employees of the corresponding private and public organizations. Specifically, the researcher approached a total of 30 public and private organizations throughout Attica during the period March 2022- September 2022. The questionnaire was randomly given to managers or heads of departments of public and private organizations via e-mail if the researcher had been contacted by telephone, as well as to the employees of the respective organizations with the aim of the representativeness of the sample and the possible generalization of the results to the population (Cresswell, 2012; Katsilis, 2002). In this way, an attempt was made to further ensure the anonymity of the respondents. 33 managers and 256 employees participated in the survey. The first phase of the questionnaire was conducted from March 2022 to the middle of May 2022 while the second phase of the questionnaire lasted from the end of July 2022 to the middle of September 2022. The questionnaire was answered two (2) times by the same sample. Between the two (2) phases of the questionnaire, the researcher met face-to-face with a



total of 33 managers and supervisors of 30 public and private organizations/enterprises who took part in completing the first phase of the questionnaire in the context of a free discussion and a reflection as emerged from the aforementioned topics explored in the theoretical part of this thesis.

## **4.3 RESEARCH TOOLS**

### **4.3.1 THE QUESTIONNAIRE**

The questionnaire used in the research initially includes some clarifying information about the reason and purpose of the research. Specifically, it informs that the questionnaire in the context of a doctoral thesis investigates the attitudes and perceptions of public and private employees regarding their encouragement from management and leadership which is applied to the organization they work for and their consequent or non-satisfaction and secondly, the importance of emotional intelligence in a leader and its connection with the variables of job satisfaction and motivation, which are prerequisites for the existence of a positive work environment and the increase of employee efficiency. It also gives the information of the researcher, emphasizes the anonymity of the questionnaires and states that the answers will be used exclusively for research purposes.

The questionnaire in its final form was divided into four (4) sections:

1. *Leadership characteristics/style*: In the first section, in order to measure the characteristics and behavior of leaders, the Multifactor Leadership Questionnaire–short form (M.L.Q-SF) by Avolio & Bass (2004) was used.
2. *Characteristics of emotional intelligence*: In the second section, emotional intelligence was measured with the help of the Trait Emotional Intelligence Questionnaire – Short form (TEIQue-SF) by Petrides K.V & Furnham, A. (2003).
3. *Motivational factors*: In the third section, to measure the motivational factors, the researcher created a structured questionnaire of 23 questions that express the

external and internal rewards that public and private employees receive at work and that result in their motivation and their job satisfaction.

4. *Demographic characteristics*: The fourth section includes personal and professional information of the managers and employees who answered the questionnaire such as gender, age, level of experience, field of employment and years of work.

In more detail regarding the first part of the questionnaire, *the Multifactor Leadership Questionnaire* (M.L.Q) is a questionnaire by Avolio & Bass which measures leadership characteristics. In its short form it consists of 45 questions, of which 36 were used for the purposes of this doctoral thesis, the answers of which were given on 7-point Likert scales. This questionnaire consists of three scales and nine subscales, which measure leadership styles. More specifically, it measures:

- Transformational leadership, which consists of 5 subscales:
  - a. the specialized influenced – behavior,
  - b. the idealized influence-attributed,
  - c. the inspirational motivator,
  - d. the intellectual stimulation and
  - e. the individualized consideration
- Transactional leadership which consists of 3 subscales:
  - a. the contingent reward,
  - b. the active management and
  - c. the passive management
- Passive-to-avoid leadership (Laisser-faire) which is measured by 4 questions.

The above leadership factors are evaluated with the help of the 36 questions, as formulated by Bass & Avolio (2004). To check the reliability of the internal structure of the questionnaire, the Cronbach's Alpha index was calculated, values of which are equal to or greater than 0.7 are considered satisfactory (Spector, 1997). The concept of reliability refers to the degree of consistency of the set of questions in what it intends to measure. The reliability index as calculated by the researcher with the help of SPSS

statistical tool is 0.807 which means it is extremely good. Therefore, this questionnaire effectively contributes to the collection of data on leadership characteristics and leadership behaviors, from avoidant to idealized leadership, while also differentiating effective from ineffective leaders.

More specifically, regarding the second part of the questionnaire, the *Trait Emotional Intelligence Questionnaire* (TEIQue) by Petrides & Furnham (2003) is the easiest tool to measure Emotional Intelligence as a personality trait and is currently available in 15 languages (Petrides, 2007), among them the Greek language. It has an extended and a short form. In its short form, which is also used in the present research, it measures emotional intelligence as a characteristic. It includes 30 questions, the answers to which were given on 7-point Likert scales (Javeau, 1996).

All parts of the questionnaire were created using Google Docs technology. The responses of the participants were processed with the help of the form at an initial level and transferred to a Microsoft Excel spreadsheet. Also, the statistical program SPSS, v.18, was used for the processing and statistical analysis of some research data. Additionally, boxplots were used to process the employee questionnaire data. Boxplots are useful for comparing two samples, as in this case where there are two (2) phases of a sample with fixed values ranging from 1 to 6, because they show the improvement or “deterioration” between the first and second phases. The RStudio IDE program was used to create the case diagrams. Also, the researcher used the Welch tests so that in them it is essentially established, firstly, that the dispersions don’t affect and secondly, that the increase or decrease of the average value has statistical significance or is simply due to the randomness of the sample.

#### **4.3.2. THE INFORMED/EDUCATIONAL INTERVENTIONS**

Between the middle of April 2022 and the beginning of June 2022, the researcher, after telephone communication with the 33 managers who participated in the first phase of completing the questionnaire (1st, 2nd and 4th part), organized four (4) face-to-face meetings.

All face-to-face meetings were held on Saturdays and evenings to ensure the largest possible participation of the participants. The first meeting was attended by 22 directors, the second by 19, the third by 28 and the last by 20 directors. Fifteen (15) managers attended all four (4) meetings. After the meetings were completed (early June 2022) the researcher allowed a time period of approximately 1.5 months so that any changes in the leadership style of the managers as a result of the training discussions/meetings could be perceived and electronically redistributed the same questionnaire in the same sample to both leaders and their subordinates.

#### **4.4 STATISTICAL ANALYSIS TOOLS**

In this particular research, the quantitative method of data analysis and specifically the questionnaire took place. The analysis of the questionnaire was also carried out using the statistical program SPSS, v.18, while the following statistical tools were used in order to verify the hypotheses of the research:

1. The Cronbach's Alpha reliability index in order for a researcher to check the reliability of the internal structure of the leadership, emotional intelligence and motivation questionnaires.
2. Pearson's r linear correlation coefficient to establish the existence of a relationship between 2 quantitative changes.
3. Descriptive analysis and frequency analysis.
4. Inductive statistical analysis and specific Pearson Correlation coefficient to find out the magnitude and direction of correlation between 2 variables of isospatial or proportional scale, even ordinal scale, after we code the subcategories in a quantitative way. Correlation coefficient values range from  $-1 \leq r \leq +1$ . Also, to establish the existence of a relationship between 2 variables, the Chi-Square index was examined (criterion  $\chi^2$ ). For statistical control cases, Sig/p.-value=0.05 or 5% was adopted as the minimum level of statistical significance.
5. With the help of Excel application and Google Docs application and SPSS program, bar graphs and histograms were extracted.

6. With the help of the RStudio IDE program, case diagrams were created.
7. Welch tests were used to check dispersion and mean value.

## **CHAPTER 5<sup>th</sup>: PRESENTATION OF RESULTS AND ANALYSIS OF EMPIRICAL RESEARCH**

### **5.1 DESCRIPTIVE ANALYSIS OF THE SAMPLE**

#### **5.1.1 DESCRIPTIVE ANALYSIS OF THE SAMPLE OF THE 33 LEADERS**

33 people who serve in managerial positions or are in a supervisor position took part in the study: 42.4% of respondents range in age between 40-55 years, while 30.3%, i.e. 10 of the 33 respondents, are between 26-39 years old. It appears that more men participated, 54.5% compared to women 45.5%.

66.7% are experienced managers and 54.5% of the total sample is employed in the private sector. Most of the respondents were experienced in leading positions.

From the processing of the demographic and social data, it appears that the sample of leaders belongs to the middle age group, with satisfactory years of service and perhaps more receptive to the information interventions that the researcher carried out.

#### **5.1.2 DESCRIPTIVE ANALYSIS OF THE SAMPLE OF 256 EMPLOYEES**

256 employees took part in the survey. As it results from the processing of the demographic and social data, the sample of subordinates belongs to its majority in the middle age group, they are women, with a high level of experience, working in the public sector.

### **5.2 DESCRIPTIVE STATISTICAL ANALYSIS OF EMOTIONAL INTELLIGENCE AND LEADERSHIP PHASE 1<sup>st</sup> AND 2<sup>nd</sup> OF THE MANAGER'S QUESTIONNAIRE**

33 people took part in the survey. Valid responses to the emotional intelligence question group were 31 and transformational leadership 32. The overall mean for

transformational leadership was 74.56 with a standard deviation of 16.268 ( $\approx 16.27$ ) and for emotional intelligence 118.52 with standard deviation of 8.992 ( $\approx 8.9$ ) indicate that the respondents possess the leadership characteristics of transformational leadership to a satisfactory degree and have quite high emotional intelligence.

The other 2 types of leadership, transactional and passive with respective means of 53.27 and 14.52 suggest that the minority of leaders embrace them as leadership styles. Additionally, the range of values is high on questions about transformational leadership. Despite all the existence of extreme values, the respondents range in moderate leadership characteristics and possess enough emotional intelligence. On the other hand, 75% of the sample gathers the lowest total response values in the passive leadership question group below 18.50 and in the transactional leadership question group below 61.

As the statistical data didn't inform us about whether there was a relationship between the 3 forms of leadership and emotional intelligence, nor about the type of relationship and its size, the researcher proceeded to extract Chi-Square Tests and Statistical Significance tables and to study the correlation coefficient (Pearson Correlation). All data obtained are subjected to precise statistical analysis for validity and their meanings. A detailed profile of the statistical analysis is presented and substantive conclusions are drawn.

### **5.3 STATISTICAL ANALYSIS OF THE QUESTIONNAIRE OF THE MOTIVATION( 1<sup>st</sup> & 2<sup>nd</sup> PHASE)**

The questionnaire completed by the 256 employees included 23 questions which - as mentioned above - were grouped by the researcher into the six (6) dimensions of motivation. Below with the help of RStudio IDE and Welch Tests the data are presented comparing the two (2) phases and an improvement is found in all six (6) dimensions of motivation as it results from the processing of the quantitative data

during the 2<sup>nd</sup> phase<sup>1</sup>. All data obtained were subjected to precise statistical analysis by all items for validity and their meanings. A detailed profile of the statistical analysis is presented and substantive conclusions are drawn.

Between the dimensions, transformational leadership with emotional intelligence and motivation, there is a positive correlation, quite strong ( $r= 0.448$ ), which is also statistically significant ( $p=0.03<0.05$ ). This means that the 2 variables move in the same direction , that is, as one increases, so do the others.

## **5.4 DISCUSSION OF RESULTS & CONCLUSIONS**

Responding to the purpose of the present thesis which was firstly, to investigate the attitudes and perceptions of public and private employees regarding their encouragement from management and leadership and their consequent satisfaction and secondly, to point out and highlight the importance of emotional intelligence to a leader and its connection with the variables of job satisfaction and motivation, so that there is a positive working environment and an increase in the efficiency of employees and in the individual objectives, as formulated (chapter 1.3), the following conclusions are drawn:

1. The majority of leaders already from the 1<sup>st</sup> phase embrace the leadership characteristics of transformational leadership and have a fairly high emotional intelligence. In fact, the group of passive leadership questions had the lowest values. Examination of correlation with the Pearson Square correlation index and statistical significance between the 2 variables, transformational leadership and emotional intelligence, in 1<sup>st</sup> phase showed a moderate positive correlation. Among the variables, transactional leadership and emotional intelligence, in the 1<sup>st</sup> phase, the examination of the correlation index and statistical significance showed a negative

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<sup>1</sup> All questions of each dimension are not presented in this summary of the doctoral thesis for reasons of economy, while emphasis is placed on the resulting conclusions.

correlation that was significantly significant, while the indicators of passive leadership and emotional intelligence fluctuated around the same results. However, after the researcher's life training meetings with the 33 leaders, it appears that the managers possess transformational leadership characteristics to a greater extent during the 2<sup>nd</sup> phase and a higher index of emotional intelligence. The Pearson Square indices and the statistical significance between the variables of transformational leadership and emotional intelligence improve significantly and the correlation changes to a large/strong positive one. Therefore, it is observed that the leaders make efforts to adopt the profile of the post-transformational leader, which, as seen from the processing of the quantitative data of the questionnaire given to the employees, is recognized and influences them.

2. From the processing of the data of the motivation questionnaire completed by the 256 employees, a clear improvement of their behavior and opinions during the second phase compared to the first phase can be seen. Boxplots, performing Welch tests, t-test, t-value tests, statistical significance, extracting averages and calculating standard deviation showed improved results.
  - a. In the group of questions of the 1<sup>st</sup> dimension of the motivation questionnaire related to the working environment (conditions and colleagues) in the 2<sup>nd</sup> phase the employees feel satisfied with the profession they practice, they feel that the working conditions have improved, the workload has decreased, they are provided with more facilities and they work more as a team.
  - b. In the group of questions related to the salary, the employees in the 2<sup>nd</sup> phase scored higher in their answers, as it seems that they feel that their efforts are recognized in terms of salary and in combination with their productivity and also that they are offered financial incentives.
  - c. In the group of questions related to the 3<sup>rd</sup> dimension that asks questions related to the employees' relationship with the manager of the organization or business where they work, the 256 employees consider that the behavior and management style of their manager has changed for the better, as he understands them better, he appears to possess



a higher emotional intelligence, to show more interest in their problems; they feel that they have a better personal contact with him, that they cooperate better with him; they feel that he shares any of their difficulties. They respond that the manager takes their views into account as he consults them more regularly in 2<sup>nd</sup> phase than in 1<sup>st</sup> phase before making decisions.

- d. In the group of questions concerning the 4<sup>th</sup> dimension of motivation and related to issues of responsibility and freedom of motivation, employees seem to be more satisfied in the 2<sup>nd</sup> phase, as they consider that their tasks and responsibilities are clearly defined, that they are encouraged by their supervisors to take more initiatives, that they feel more self-confident, that they are given more opportunities to present their skills at work, that during the 2<sup>nd</sup> phase they are more involved in areas of their work that interest them, that they have moral recognition and real reward.
- e. In the group of questions concerning the 5<sup>th</sup> dimension and related to recognition and moral reward, it seems that in the 2<sup>nd</sup> phase the employees feel that they are strengthened individually, that their superiors recognize them more, they feel morally more justified than in the 1<sup>st</sup> phase and they are given more opportunities for moral recognition.
- f. Finally, in the group of questions concerning the 6<sup>th</sup> dimension and related to the development-productivity sector, employees give more positive answers during the 2<sup>nd</sup> phase, considering that the manager supports their training to a greater extent, they have the opportunity to practice the skills them in other positions within the same company, that they are presented with more opportunities for personal development, that due importance is given to the satisfaction of their personal interests, that they are encouraged to train with seminars, that they feel motivated by the manager and that they are evaluated objectively.

Therefore, there was agreement with the hypotheses, as formulated in this thesis. This research confirmed and agrees with the research data showing that the success or the failure of an organization has a direct function with the leader, that the transformational type of leader is related to the development of the sense of pride of the

employees, the improvement of the productivity levels, the satisfaction and the effectiveness; that emotional intelligence leads to organizational change and leader-employee identification to achieve job satisfaction and employee motivation; that there is a positive correlation between employee satisfaction and leadership behavior, and that there is a positive correlation between effective leadership and motivation.

As stated in the introductory parts of the dissertation, its purpose was, firstly, to explore the attitudes and perceptions of public and private employees regarding their motivation by the administration and leadership applied to the organization they work in and their consequent satisfaction or dissatisfaction, and secondly, to identify and highlight the importance of emotional intelligence to a leader and its connection with the variables of job satisfaction and motivation, which presupposes the existence of a positive work environment and increases employee productivity. The analysis of the scientific literature on the issue, the conducted empirical research in two phases and the analysis of the obtained results allow to draw a general conclusion that the main thesis of the dissertation about the significance of the catalytic role of leadership for the management and results of any organization is confirmed. There are many publications that analyze and highlight the importance of a specific approach of managers based on leadership models, that this is an immediate way to improve results. The applied approach of the empirical study and the in-depth analysis of the data allows to draw substantive conclusions, which are detailed in the analysis of the last part of the dissertation. Their significance beyond the concrete values of the obtained results is significant for the very knowledge of leadership. The data and their analysis allow to unambiguously conclude that the change of the managers' approach in order to improve their results is positively influenced by the specific training for transformational leadership. The conclusions based on the obtained data and their analysis show that a pluralistic promising and promotional working environment is a prerequisite for the strength of companies, and the approach of managers is of key importance for forming and activating the appropriate relationships in this working environment. The research and the conclusions of this dissertation were able to highlight the catalytic role of

emotional intelligence referring to the safe "guide" for future leaders who aim for high job benefits in an environment of equal opportunities, meritocracy, teamwork spirit and mutual respect.

## **5.5 PROPOSALS**

This research can help managers to reflect and adopt a democratic way of management. A human profile that respects the worker, his personality, taking into account both his origins and his current situation. In this way, it can achieve higher employee satisfaction, which is a necessary factor in growth and productivity. The high-standard exportable product - material or intellectual - presupposes a healthy working environment, a climate for which the director himself is undoubtedly the orchestrator.

The research, however, can be repeated with a sample of organizations based in a provincial environment, in order to draw conclusions from the comparison of managers and employees between provincial and urban environments. It is possible that the educational interventions of the researcher won't have the same results, as the socio-economic conditions and the intellectual background differ significantly.

Also, it would be good to conduct the research with an exclusively female sample and an exclusively male sample, as the needs, desires and priorities of the 2 sexes differ significantly, something that wasn't taken into account in this research.

In addition, it would be interesting to conduct the research in collaboration with a Bulgarian PhD student, i.e. simultaneously in both countries where the results will probably show the possibly different working mentality that prevails in the 2 neighboring and friendly states.

This research was conducted in both public and private organizations. It is considered necessary in a future research to separate the results of the responses of public employees from private employees, as the factors that contribute to the responses of a public employee differ from those of a private employee. Their perspective differs significantly, as the permanent status enjoyed by civil servants also plays a big role, something that isn't taken into account in this research.

Finally, it is suggested to enrich the motivation questionnaire with questions that examine the specific ways/methods that the manager adopted after his educational meetings with the researcher and that contributed to the increase of employee motivation. This would make a good role model guide for potential and current managers.

The research can also be enriched by the method of interviewing both managers and employees, which will significantly contribute to the highlighting of qualitative characteristics and behavioral aspects.

### **III. SELF-ASSESSMENT OF DISSERTATION CONTRIBUTIONS**

The dissertation work can highlight its contributions mainly to the scientific-applied side of leadership as knowledge and as a specific application to different fields and activities.

1. A specific aspect of the leadership approach of leaders in the private and public spheres is highlighted, which is stated and analyzed as an approach in transformational leadership, namely catalytic leadership.
2. A specific methodological analysis of the results of the leadership approach in the implementation of leadership functions is highlighted.
3. The effectiveness of the application of a leadership model for the implementation of managerial functions has been verified.
4. A model of leadership research is described, which is subject to application in other spheres and to different groups for obtaining valid new knowledge based on empirical studies.

### **PUBLICATIONS**

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