



THESIS SUBJECT: THE INFLUENCE OF LEADERSHIP ON EMPLOYEE  
SATISFACTION AND EMPLOYEE PERFORMANCE IN GREEK BUSINESSES

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## **ABSTRACT**

Using a quantitative research methodology, this study examines how leadership behaviours affect worker satisfaction and productivity in Greek businesses. The research's leadership investigation theory aligns with the High Performance Work Systems (HPWS) perspective, extending the literature regarding the “black-box” mechanisms by identifying leadership practices; in combination with Organizational Citizenship Behaviour (OCB), Perceived Organizational Support (POS), and Perceived Supervisor Support (PSS); that enhance employee satisfaction and performance in the Greek business context. A standardized questionnaire was distributed and used for measuring leadership quality, work satisfaction, and performance. Strong construct validity and reliability were shown by the questionnaire. Jamovi, an open-source statistical software tool, was used to do statistical studies, such as multiple linear regression, one-way ANOVA, Pearson correlations, and descriptive statistics. The findings show a strong correlation between greater performance and increased satisfaction among workers and certain leadership practices, including clear communication, flexibility, acknowledgment, and encouragement of employee participation. Organizational and demographic factors like tenure, job title, and business size had little to no impact. Future research and management practice implications are examined, along with the suggested extension of the study to include employee loyalty as a variable.

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# INTRODUCTION

This thesis examines the impact of leadership on employee satisfaction and employee performance within Greek enterprises. It aims to first assess the current relevant information currently available, determine crucial terms for this study, and then conduct research using a questionnaire as a tool to extract useful data and information, primarily focused on the city of Volos, Greece. The questionnaire is distributed to workers to understand their views on leadership methods and how it affects their satisfaction and performance. It also seeks to comprehend the situation in leadership environments in Greece and Greek Businesses. The last aim of this study is to lessen the gap between knowledge about leadership theories and their practical use in real-life situations within Greek company settings.

This study focuses on a few different leadership styles and models, including autocratic, democratic, laissez-faire, transactional, transformational, digital, servant, and emotional, even though there are many more in the larger body of scholarly literature, including more recent hybrid or emergent forms. These were picked because they are some of the most extensively researched, practically applicable, and empirically supported in organizational situations, especially in the Greek setting. Although they are acknowledged, other styles are not relevant to this thesis.

This study's guiding research question is:

**“How does leadership affect the performance and satisfaction of employees in Greek businesses?”**

The study lays out the following goals and objectives in order to address this:

1. To investigate how workers in Greek companies see different characteristics of leadership.
2. To assess how employee satisfaction and perceived leadership style relate to one another.
3. To assess how employee performance and perceived leadership style relate to one another.
4. To determine which leadership behaviours are linked to improved performance and satisfaction levels.
5. To determine how much these correlations are influenced by organizational or demographic factors (such as firm size, tenure, and position).
6. To investigate whether international leadership models may be applied to the Greek corporate environment.

These objectives serve as the foundation for the methodology, data gathering, and statistical analysis that follow in this thesis.

# 1. DEFINITION OF LEADERSHIP

The meaning of leadership has changed throughout history and is still a discussion topic among scholars. We need to understand that there is not one standard definition of leadership that everyone agrees on. Instead, different scholars and authors have given their unique understanding of what it means to be a leader based on various perspectives or experiences they may hold. The place where leadership happens is very important because it can greatly influence what kind of leadership appears and how well it works. Aspects like societal, economic, and environmental dynamics in the context are significant elements that mold both practices of leading as well as results from them [1].

A wide meaning of leadership includes many important features. These parts are about the leader as an individual, which involves their dispositional traits, leader conduct, impacts of a leader, interaction process between a leader and follower(s), and significance of setting or environment. This multiple-sided strategy emphasizes how complex it is to precisely define what leadership means [2].

Other definitions concentrate more on the word "influence" and describe leadership as a process where one individual encourages, guides, or directs others toward a common objective. This stresses the role of leaders in influencing their followers to act in specific ways [3].

The very idea of leadership has changed with society, the economy, and the environment. It shows how well theories about leading can adjust to changes in the world's needs and difficulties.

Leadership is mainly characterized by the activity of guiding a group toward reaching goals and steering the organization to become more united and logical, as underlined by Bass [4]. A leader uses his or her qualities—like values, beliefs, character, knowledge, skills, ethics, experience, and culture—to motivate and organize people for action to change the world. Leadership as a social process is multi-dimensional and intricate. Bass saw leadership as an individual's attempt to alter the actions of others, expressing the change-making characteristic of being a leader [5].

Blackmar [6] defined leadership as the process where effort gets centralized in one person. This shows how important the role of a leader is in bringing together and guiding work towards one goal. Bernard [7] built upon this concept by highlighting that leaders have the power to direct group members' attention toward wanted objectives, ensuring collective efforts align with organizational goals.

The concept of leadership as an influence was first proposed by Copeland in 1942 [8], who emphasized how leaders shape other people's behaviors and attitudes. This view sees leadership not only as having power or authority but also as being able to guide others towards certain actions or ways of thinking. Knickerbocker [9] defined leadership as a relationship between an individual and a group, emphasizing the interpersonal dynamics that help someone lead effectively.

Stogdill [10] gave a concept of leadership which is about how one person influences what an organized group does as they try to set and reach their goals. Bennis [11] noticed that leadership causes subordinates to act in the way wanted by leaders, highlighting the effect of leaders on actions and choices made by followers.

Tannenbaum [12] stressed interpersonal influence for accomplishing specific objectives, showing that leadership is naturally social.

Burns [13] explained that leadership is an influence on top of complying with organizational instructions, hinting at the idea that good leadership includes inspiring and motivating followers instead of just making them obey rules and added to this by saying leadership is transforming those who follow it, through making visions then gathering resources to achieve those visions. In doing so, leaders and followers are moved up to greater levels of motivation as well as morality.

Pondy [14] described leadership as a kind of social influence, knowing that the process of leading involves relationships. Schein [15] accentuated the leader's role in starting evolutionary changes which are better suited for adjusting to environmental shifts, underlining leaders' strategic and adaptive function.

Bass [16] presented a similar viewpoint, highlighting leadership as an interaction in which leaders are seen as agents of change who significantly affect others. Drucker [17] offered a simpler definition: Leadership needs followers. This hints that having people who follow you is what essentially makes someone a leader.

Vroom and Jago [18] broadened the meaning of leadership by including the ability or potential to influence others, highlighting how effectiveness in leading has inherent latent capabilities. Hogan & Kaiser [19] stated that leadership is about the performance of teams, groups, and organizations, with good leadership promoting effective team and group performance and enhancing the well-being of incumbents.

What one can gather from all this is that the dynamic and multidimensional process of leadership entails motivating a group of people to accomplish objectives. It is an organic, adaptable approach that changes based on the circumstance, organizational setting, recipients' characteristics, difficulties encountered, and time limits rather than being a fixed attribute. Effective leadership requires this flexibility, especially in situations that are complex and change quickly. It is also crucial for great leaders to have the interest of the followers at heart to foster trust and commitment.



## 2. ELEMENTS OF LEADERSHIP

Leadership is a many-sided concept. It includes various important parts that all together add up to the overall success and development of an organization. One of these main parts is organizational culture which represents the values, beliefs, and actions shaping social and mental surroundings within an organization. Strong leadership has a critical role in creating and keeping good organizational culture; this influences how employees act and perform [20][21]. Another significant part is involving employees, which relates to how much involvement and loyalty workers have towards their jobs and the company they work for. By creating an encouraging and comprehensive work atmosphere, leaders can greatly increase employee participation, resulting in improved production and job satisfaction [22][23].

Handling change is very important in leadership. Organizations often experience transformations that demand strong guidance and communication. Leaders skilled at managing change can assist in decreasing resistance and make transitions easier by explaining the motives for change as well as its advantages [24][25]. Another key part is decision-making where leaders must look at different views before making an informed choice, balancing steadiness against the necessity of adaptability in changing settings [26][27]. These elements are linked to effective communication, as it makes sure information is shared well and openly within the organization. This also helps in creating a culture where transparency and trust thrive [28].

To make teams that work well together and are united is another crucial part of being a leader. Leaders who set up transparent expectations, promote honest communication, and give needed help can create trust and collaboration among team members, which is necessary to reach the goals of an organization [29][30]. It is important to note at this point that, in virtual teams, it seems that knowledge sharing fosters collaboration and trust among team members but has little to no effect on the team's effectiveness [31]. Another important aspect is to encourage innovation - leaders who motivate creativity and support risk-taking can help in generating new solutions and competitive benefits [32].

In essence, to handle performance we need to define objectives clearly, give feedback frequently, and acknowledge accomplishments which greatly help keep motivation high and ensure that individual contributions align with the organization's goals.

### 3. THE ROLE OF LEADERSHIP

The role of leadership is linked to these other elements in a way that they depend on it and can be influenced by it. Leadership has a strong impact on organizational culture, engaging employees, managing change, making decisions, communicating well, building teams effectively, and encouraging innovation as well as managing performance. Good leaders help to shape these areas positively for the organization's success and growth [33][34]. Employee engagement is an important factor contributing to better business results [64]. The role of leadership in this area is crucial because it sets the tone for how workers feel about their work and aligns them with organizational goals [22]. Proactive leaders who promote openness, listen actively, respect diversity, and support continuous learning can create strong connections with employees. They motivate their team members by giving them clear goals or targets that are challenging but achievable within agreed time frames. This leads not only towards high levels of engagement but also enhances retention rates while fostering loyalty amongst staff members. When workers are engaged deeply in their job activities, they will use more effort and energy to complete tasks effectively. This benefits organizations because engaged workers usually show greater dedication towards their jobs which leads to higher productivity levels [35].

The High Performance Work Systems (HPWS) framework, which conceptualizes a collection of interconnected HR and leadership strategies meant to maximize employee capabilities, motivation, and opportunities, is consistent with this link [89][72]. According to HPWS studies, supportive leadership practices can serve as "trust-relevant signals" to staff members, encouraging extra-role behaviours like Organizational Citizen Behaviour (OCB) [72].

Organizational Citizen Behaviour (OCB) means the voluntary, extra-role actions that workers take part in. These are not part of their official job duties, but they aid greatly in improving the effectiveness of an organization as a whole. For instance, OCB can be seen when someone assists their coworkers with work tasks or involves themselves in company activities that go beyond what is required for their position. It also implies promoting a constructive atmosphere within the workplace.

Organizational culture is very important for supporting OCB. A culture that values teamwork and cooperation, mutual respect among team members, and shared purpose can greatly encourage employees to go beyond their job roles and contribute more broadly toward the success of an organization. In setting up this type of environment, leaders have a big part to play by showing positive behaviours themselves, acknowledging and appreciating OCB activities - also making sure workers feel recognized as well as supported in their efforts.

At the heart of Greek business, culture is also the idea of "philotimo", a word that implies honour, dignity, and moral obligation [47]. "Philotimo" inspires individuals to

behave with honesty, honor, and kindness which affects how people interact as well as organizations act. In terms of organizational behavior, “philotimo” supports a setting where workers are motivated to contribute more than just their primary duties.

The concept of Perceived Supervisor Support (PSS) is also important in Greek business culture as well as Perceived Organizational Support (POS) [74]. In Greece, relationship quality between employees and supervisors greatly affects job satisfaction and work performance. Generally, Greek workers appreciate supervisors who offer emotional as well as instrumental support and they enjoy it when such supervisors acknowledge their contributions and take care of their needs. An environment like this helps to create trust and loyalty, which are key parts of making an organization function well.

POS applies to the organization as a whole. Employees must believe their work and well-being are valued by the company they work for. In Greek businesses, high levels of POS are related to increased satisfaction with jobs, loyalty towards an organization, and less intention to leave a job [74]. Workers who think there is strong support from their company tend to OCBs more often, which helps create a cooperative and active working atmosphere.

The connection between PSS, POS, OCB and “philotimo” highlights how crucial moral conduct and mutual assistance are in Greek business culture. Businesses with these values will probably create a good organizational atmosphere, where workers feel appreciated and helped. Such an environment can result in improved performance of the organization along with the well-being of its workers. Knowing these cultural subtleties is very important for understanding how Greek businesses work daily as well as their long-term plans. It also provides an initial context to evaluate the methods and results of such organizations' operations.

Leadership influences how organizations manage change successfully which is often met with resistance from people who fear losing what they have now or worry about unknown future situations. Leaders who understand this resistance can plan carefully for change implementation. By communicating clearly, the reasons behind changes being made along with potential positive outcomes that could result from such changes; leaders may help minimize employee concerns which aids greatly in ensuring smooth transitions when introducing new procedures or processes into company operations [36]. Also, good leadership requires consideration of different perspectives during the decision-making process which helps maintain the balance between stability needed within existing methods versus flexibility required when dealing with unexpected events [37]. Leadership that communicates well assists in creating an environment where everyone feels heard and understood. When leaders express themselves effectively, this makes others feel involved as essential parts of decision-making processes. It also encourages honesty among stakeholders so problems can be tackled earlier rather than later when they might have grown bigger. Furthermore, proper communication aids workers in understanding better what needs doing at work hence boosting their confidence levels while reducing chances for misunderstandings or conflicts amongst team members [38].

In every organization, effective teamwork plays a key part in attaining the shared vision or mission set out by its top management groups. Good team dynamics aid greatly in producing high-quality output due largely to promoting a healthy exchange of ideas plus sharing workload fairly across all participants involved. Leadership helps establish trust among team members by setting clear expectations regarding roles and responsibilities while also providing support when needed. A good leader promotes open communication within the group where each person feels comfortable sharing thoughts without fear. This aids greatly in cultivating stronger relationships among coworkers thus increasing overall cohesion among them [39]. Leadership has been shown to influence innovation within groups considerably [40]. Effective leaders stimulate creativity by inspiring individuals under their guidance through appreciating fresh concepts plus endorsing risk-taking behaviours which commonly lead to novel solutions creation [41]. Furthermore, performance management involves numerous aspects such as setting objectives, providing feedback, evaluating results, and rewarding achievements [42].

Good leadership motivates staff members toward reaching personal objectives aligned closely with those identified at higher business levels. This connection encourages commitment among employees while assisting businesses achieve better outcomes. Proper handling of performance-related matters assists companies in maintaining fairness across all personnel dealings. Also, it supports individuals' development endeavours by offering constructive feedback along with a chance for improvement. Hence, we see how leadership connects strongly with various aspects influencing organizations' success. By understanding these connections properly, leaders can improve their effectiveness even further ultimately helping achieve strategic goals set up beforehand [42]. This signifies a vital part played by a successful leader - enhancing overall prosperity!

## 4. LEADERSHIP STYLES AND THEORIES

To comprehend the workings within organizations and their influence on different results, it is crucial to study leadership styles, individual traits associated with them as well as leadership theory. The term "leadership style" covers a wide range of behaviors and approaches that leaders take to steer, inspire, and handle their teams. Each kind of style comes with its unique traits or behaviors which have an impact on organizational climate, employee satisfaction, and performance [43][44].

For Greek businesses, which usually follow traditional top-down structures [45], it is important to study how various leadership styles impact the workings of an organization and relationships with employees. Recognizing specific features related to each kind of leadership style can give a better understanding of how leaders at Greek companies handle difficulties, make their decisions, and behave with their teams.

The happiness of workers is usually connected to their performance. When employees feel satisfied, they tend to show more motivation, dedication, and effectiveness in their work [64]. It is very important to study how leadership affects these aspects because it helps create plans for improving the performance of an organization and looking after the well-being of its workers.

## 4.1 Autocratic

The autocratic, democratic, and Laissez-Faire leadership styles were initially introduced and extensively studied by Kurt Lewin, Ronald Lippitt as well as Ralph K. White [46]. They conducted experiments to comprehend how diverse types of leaders affected group behavior. The autocratic leadership style, characterized by decisiveness, assertiveness, and confidence, was recognized by them as one where the leader makes decisions alone without asking for advice from those below him or her. This can lead to rapid decision-making but also possible opposition from workers because they are not included in the process.

Greeks detest instructions, are not easily intimidated by rank, and don't like being told what to do without a good reason. They have a great deal of suspicion of superiors and struggle to cooperate. They also quickly challenge authority [47]. For small businesses, the typical Greek business leader tends to show low levels of charisma and usually has an autocratic impact on their subordinates, which is always met with resistance and rejection [48]. Another study though shows that the most potent trait of Greek leaders is their charisma, and they have strong negotiation skills [47]. Despite that, this kind of leadership style shows a big absence of inspiration or motivation from the leader's side, resulting in subordinates who don't possess any long-term vision but instead concentrate only on doing repeated tasks every day. The great group of Greek business leaders are not fostering creativity and innovation, nor do they support their subordinates to be creative and innovative [49]. Their main interest is about making more profit while trying not to pay taxes [45]. They show little concern for the well-being of employees unless these people belong to their families [50].

Regarding Greek businesses, the autocratic leadership style creates worse problems in the organizational culture. The non-involvement of workers and top-to-bottom decision-making methods stop innovation and imagination, making subordinates more focused on their daily tasks. The resistance and discontent from employees are not just due to autocratic practices; they also show issues regarding support for personal and professional development. So, this leadership style creates a cycle with minimal innovation and motivation while also weakening possibilities for ongoing organizational growth and competitiveness.

## 4.2 Democratic

Democratic leadership tends to lead to slightly higher group satisfaction than autocratic leadership, but this effect is influenced by factors like group reality, size, gender composition, and leadership style potency [51]. The idea of democratic leadership

comes from a long time ago in ancient Greece, when they first set up the democracy rules. The style of democratic leadership is about working together, being fair, and being open to new ideas. It focuses on everyone participating and getting involved in making decisions. This way of leading reflects the democratic values found in ancient Greek city-states like Athens, where citizens had the opportunity to involve themselves actively in public decision-making and governance [46][47].

Democratic leadership is defined as distributing responsibility, empowering members, and aiding decision-making in social groups, with various members serving these functions and exchanging roles of leader and follower [52]. Although the leader has the last say, a democratic leader typically communicates with his team and considers their suggestions [53]. The benefits and drawbacks of adopting this participative leadership style include increased productivity while reducing the amount of work completed, as well as dedication to the objectives due to a sense of ownership and a valued sense of team membership [46].

A search through various sites on the internet, like Scopus, has been conducted with the combination of very broad keywords “Greece” OR “Greek” AND “Democratic Leadership” showing very few unrelated results. Despite Greece's important history as the origin of democracy and its ongoing appreciation for this democratic legacy, there is not much proof to show that Greek businesses today broadly use democratic leadership methods. This observation leads us to wonder about how cultural heritage matches up with present-day organizational customs within the nation.

The usage of democratic leadership in Greek businesses might be restricted by various aspects. The historical and economic background of Greece, with its frequent economic instability [54] and deep-rooted hierarchical structures, could have an influence. Business leaders may find autocratic leadership more attractive due to the need for controlling situations and making quick decisions during uncertain times in Greece's economy.

However, there is evidence in a comparative study of a high score index that democratic leadership rivals transformational leadership in employee satisfaction and performance [51].

### 4.3 Laissez-faire

In laissez-faire leadership, where there is less direct supervision and more freedom given to employees to make decisions, different results might be shown regarding employee satisfaction and performance. This type of leadership gives the freedom to employees to manage their tasks and make decisions by themselves [53]. For workers who are highly motivated and self-directed, this independence can lead to increased job satisfaction as well as better performance. It permits them to use their creativity and act without any disturbance from others interfering with what they want or need to do. On the other hand, this sometimes can lead to friction between employees as they need to work together to achieve goals and objectives that align with the organization's

standards. For employees who need more guidance and support, laissez-faire leadership can make them feel abandoned and unsatisfied because there is no clear direction or feedback from their manager. This may result in lower performance if these workers are not prepared well enough to handle their duties by themselves or if there isn't enough coordination, leading to missing deadlines [46].

For a Greek organization, this leadership style could be disadvantageous if it is not structured right. The quality of work in Greece is the lowest among the EU-27 member countries. Greece scores the worst in characteristics such as working time and work-life balance and is among the lowest performers in collective representation, career development, and income quality [61][63]. The fatalistic nature of Greek culture, characterized by the belief that outcomes are predetermined and unchangeable regardless of effort, significantly affects employees in Greece by diminishing their willingness to take on additional responsibilities due to the perceived lack of personal gain or motivation [55]. This mindset leads to dissatisfaction and low performance, as many employees feel they are being taken advantage of and see no additional reward for their efforts or the weight of responsibility in the decision-making process [56]. In many cases Greek business leaders count on the employees "philotimo", and their OCB to do what is necessary to ensure the smooth operation of the business. Consequently, this dissatisfaction drives employees to the point where they even decide to leave their jobs, and if they possess the necessary skills, to go as far as to seek employment in other countries with better working environments and ethical standards [57][60]. This exodus of skilled workers further exacerbates the challenges faced by Greek organizations, contributing to a cycle of low morale and reduced productivity. This is more noticeable in the tourism [56] and agriculture sectors [58].

#### 4.4 Transactional

Different from laissez-faire leadership, transactional leadership emphasizes defining roles, jobs, and hopes. It keeps control using rewards and penalties to manage obedience and performance in a very clear way. This kind of leading is built around contingent rewards which means that workers get rewarded when they meet special performance standards set by the company [4][65]. Also, it uses management by exception where leaders only involve themselves if there's a deviation from the pre-established norms of performance [62]. The relationship between leader and followers in this type of leadership style is based on an understandable exchange: if they put the effort into working more or show increased productivity, then they earn additional rewards and benefits; but when someone doesn't fulfil their part they are subjected to corrective actions because there was a failure according to what was expected from them.

In Greek organizations, transactional leadership could present a more organized and foreseeable method that might help to alleviate some of the problems connected with the laissez-faire style. Considering the fatalistic cultural thinking which often reduces motivation and discourages extra responsibility, transactional leadership gives a system



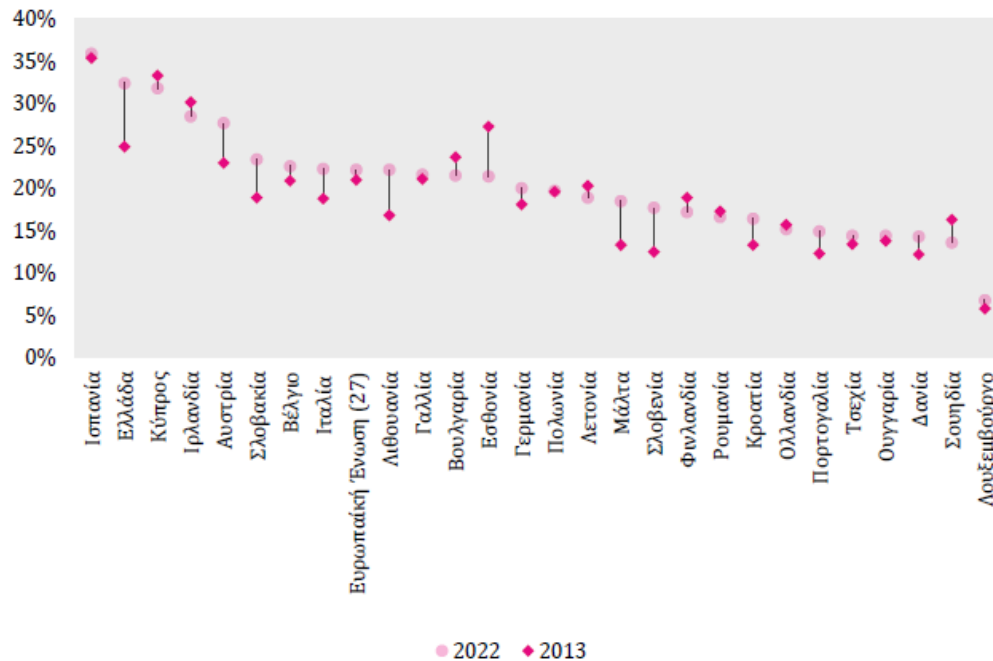
in which expectations are apparent. Workers can comprehend the direct connection between their work performance and material rewards. This understanding may improve job satisfaction for those employees who like structured guidance and clear, instant responses about their performance [43].

However, transactional leadership also has its limitations in unstable environments. Although it can guarantee that regular tasks are completed effectively, it might not encourage the innovation and creativity required for continuous development and adjustment in a quickly altering business setting [66]. For Greek businesses dealing with worldwide competition and economic difficulties, depending solely on transactional leadership may not be enough. So, even though transactional leadership can balance performance and increase job happiness temporarily [65], Greek organizations might require some parts of transformational leadership to motivate their workers, promote new ideas, and create a more flexible workforce.

Greek SMEs and family business owners haven't been fairly compensating their workers though, despite Greek employees filling more than enough of the requirements needed for their work [60]. The skills supply in Greece is more aligned with business needs compared to the EU average, which indicates that, comparatively, the issue of horizontal skills mismatch—referring to the alignment between job offers and workers' knowledge and abilities—is not very significant in Greece [61].

On the contrary, the domestic labour market faces a greater problem of over-education. This means there is a high surplus of formal qualifications among workers compared to what their jobs require. In 2022, Greece ranked second, after Spain, with the share of over-qualified workers standing at 32.4%, compared to 21% for the EU. Greece has risen from 5th place in 2013 and looking back to the start of the crisis in 2008, Greece was 12th, below the EU average as shown in Figure 1 [61]. Their performance is below the EU average due to their high level of discontent, despite their education and skill set [63].





**Πηγή:** Eurostat (επεξεργασία ΙΝΕ ΓΣΕΕ)

*Figure 1: Percentage of workers with tertiary education (education level 5-8) whose job positions (ISCO 4-9) are below their educational level in EU member states (2013 and 2022)*

The application of transactional leadership is made more difficult by this setting since it ignores the problem of making the most of an overqualified workforce. As a result, even though transactional leadership can guarantee effectiveness and satisfy pressing organizational demands, it needs to be supplemented by tactics that take advantage of the high skill levels of the Greek labour force, possibly by incorporating aspects of transformational leadership that encourage creativity and career advancement.

## 4.5 Transformational

James MacGregor Burns first presented the concept of transformative leadership in his 1978 book "Leadership." According to him, transformational leadership is a process in which followers and leaders work together to push one another toward greater morality and drive [13]. Transformational leadership is a type of leadership that inspires followers to strive for the organization's success by helping them understand the value of their roles and contributions to the company as well as their requirements for personal development. This leadership approach entails causing followers to undergo a transformation in which they embrace the organization's mission, aims, and objectives; it also entails pushing organizational development and motivating followers to consider the interests of the entire organization rather than just their own. The capacity to

empathize with others and comprehend their viewpoints enables transformational leaders to express genuinely inspirational ideas [16].

This is also supported in the Greek business setting, as transformational leadership is about leaders who inspire their workers by having a common vision, providing an atmosphere that supports personal blossoming and urging intellectual stimulation. This style of leading stresses making subordinates recognize how crucial their jobs are in their relationship with the organization and understand their requirements for individual progress; this inspires them to act in the best interest of the organization [45].

However, the absence of transformational leadership in Greek enterprises, which is primarily attributed to the dominance of small enterprises in the form of proprietorships and partnerships, has prevented the development of an advanced industrial complex. Greek industry has experienced a profound absence of the corporate form of business necessary for the attainment of effective and efficient factors of production and economies of scale that precipitate transformational leadership and learning organizations. This causes the absence of transformational leaders who are usually seen in developed organizations in advanced countries [45].

Transformational leadership is linked to job satisfaction at both the individual and team levels, as well as improving team performance. While transformational leadership has a substantial effect on job satisfaction, it does not have a direct impact on performance. Trust in supervisors and teams influences the relationship between transformational leadership and job satisfaction [65]. Leaders who are transformative cause a change in their followers when they take up the mission, goals, and objectives of the organization. They start to view the interests of the whole organization instead of their interests. They also inspire growth within the group [45].

In Greek organizations, transformational leadership relates to both affect and norm commitment. Affective commitment means the emotional bonding of employees towards their organization while normative commitment relates to a feeling of duty for staying in the organization. Transformational leadership aids employees in harmonizing personal objectives with those set by the company, thus boosting their dedication and contentment. On the other hand, transformational leadership does not clarify the process of forming a continuance commitment that is rooted in perceived costs linked with quitting the organization [34].

Transformational leaders in Greek organizations create a beneficial organizational culture that improves employee satisfaction and performance. This culture has orientations towards humanity, affiliation, achievement, and self-actualization which promote social support as well as teamwork along with self-realization. These cultural orientations mediate the relationship between transformational leadership and organizational commitment to enhance employee satisfaction and commitment [34].

## 4.6 Digital

Transformational leadership is related to digital leadership because they both highlight the importance of leaders in inspiring and pushing their workers toward a common goal. Digital leadership concentrates on handling and using technology, while transformational leadership provides the motivational structure that pushes employees to adapt and create new ideas.

Digital leadership, which was initially introduced by Avolio and his team, is the kind of leadership that involves using advanced information technology (AIT) as a medium for social influence to change attitudes, behaviours, and performance within organizations [67]. The unique features of this style include being adaptable to technological changes, centered on teams, cooperating across hierarchies, and having an intense focus on innovation.

The effect of digital leadership on job satisfaction and employee performance is very strong. It greatly influences job satisfaction because it creates a setting that promotes innovation and good communication. Leaders who show digital leadership qualities improve happiness at work by bringing technology into daily activities and giving workers the necessary tools to help them do their tasks properly. As a result, this higher level of job satisfaction goes on to boost the performance of employees. Digital leadership contributes directly to better employee performance by matching organizational goals with technological power [68]. This ensures that workers are prepared and encouraged to use digital instruments well.

To understand the level of digitalization in Greek businesses, we will look at the Digital Intensity Index (DII) and Digital Economy and Society Index (DESI), which are important measures to understand how deeply digital traits are present in companies and economies.

The DII was created by Eurostat with support from the European Commission, to measure the rate of digital adoption inside businesses. This index considers internet use, cloud services being used by a company or organization, e-commerce activities taking place within, digital skills available there, and investments made towards ICTs (Information Communication Technologies). The main goal of DII is to create a uniform measure that allows for comparing digital use among various firms, sectors, and nations. This index acts as an important instrument to aid researchers in studying how digitization affects productivity, economic expansion, and job creation [75].

DESI is also a thorough measure made by the European Commission to monitor the general digital performance of EU member countries. DESI has a wider coverage than DII, it assesses five main aspects: connections, human resources, internet services usage, incorporation of digital technology, and public services that are digitally based. By including these aspects in its evaluation method, DESI offers an extensive summary of how people and businesses are accepting and using digital technologies within society as well as the economy. [75].

For Greek businesses, the use of digital leadership has turned into an important matter, especially in times like the COVID-19 outbreak. Despite that, in Greece, most businesses show a very low DII which is 60% as illustrated by Figure 2. This means they don't invest much in digital technologies. Greece was ranked at number 25 among all European Union countries according to the DESI for the year 2021.

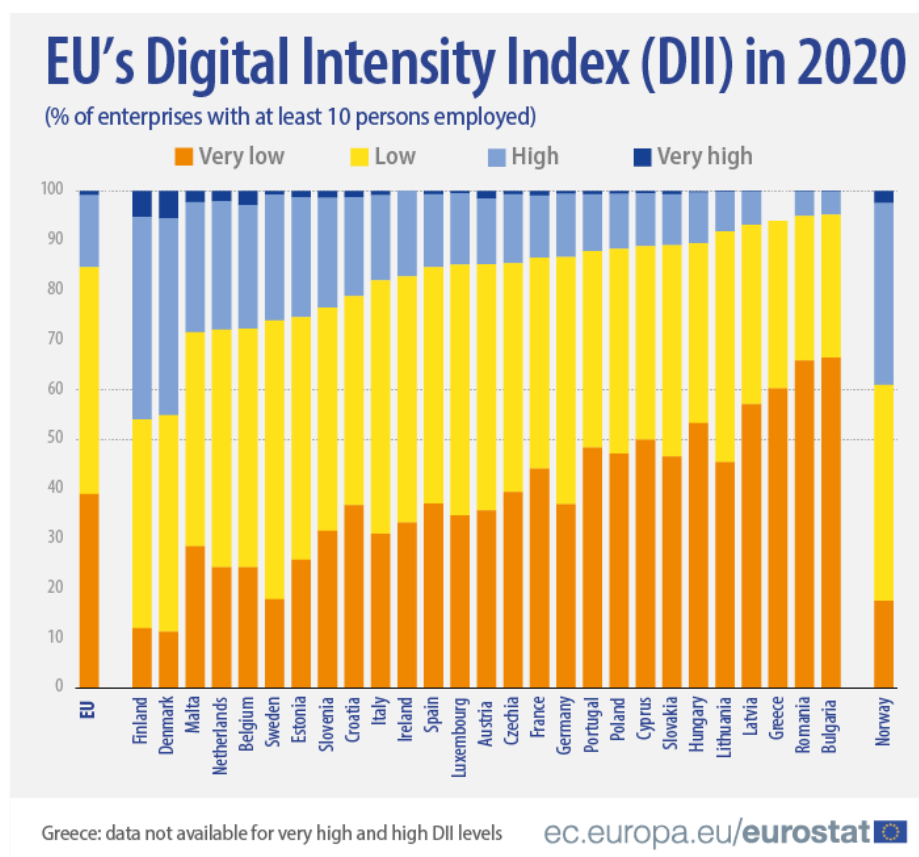


Figure 2- Source: Comprehensive database on ICT usage in enterprises

This mainly comes from the formation of the Greek economy, which is based on numerous small family-owned enterprises that don't have enough resources for investments. Most firms are working in low-tech sectors [69]. The pandemic required a quick change to digital operations, emphasizing how important digital leadership is to maintain business continuation and toughness.

Greek businesses, usually with conventional methods, had big difficulties adjusting to the digital needs of the pandemic. Yet, those who took on digital leadership could manage these problems better. The top digital technology that came up during the pandemic was cloud computing because of its many benefits like providing better access to information, quick data finding and updating, helping with remote work, and enhancing business data safety. However, just 9% of Greek SMEs aimed to amplify business investments in R&D during 2021 [70].

The economic pressures and global competitive demands of the market highlight why digital leadership is crucial for Greek businesses. Digital leadership, apart from boosting job satisfaction and performance, also offers a lasting competitive edge [68]. Greek businesses that follow digital leadership can react more effectively to changes in the market, keep innovating without pause, and enhance their overall organizational performance. This way of thinking matches with the wider strategic aims to boost efficiency and keep up competitiveness in a fast-moving business setting.

## 4.7 Servant

Servant leadership, conceptualized by Robert K. Greenleaf in 1977, puts focus on the leader's duty to be a servant before anything else [73]. This means that they should put their team members' needs first, create an atmosphere of support and morals within the organization, as well as encourage growth for both personal and professional development among followers. The main characteristics of this kind of leadership are understanding others' feelings, giving attention carefully through listening skills, being a good manager, and having dedication towards people's progress. The idea is to make a community feel inside the place where work happens. Greenleaf said that what makes servant-leaders powerful is not their ability to gain power or control over others but rather stems from their true desire to serve others genuinely without selfish motives.

Servant leadership is centered around the concept of serving others. It highlights good character, building trust for a long time, and establishing an environment that nurtures people where workers feel appreciated and upheld. This kind of leadership interrupts usual power relations by making sure workers' requirements are given priority, thus promoting a culture based on cooperation and mutual regard. An empirical study has shown the beneficial effects of servant leadership on different organizational results such as worker performance, contentment in work, and faithfulness to the company [76]. Servant leaders also help with decreasing turnover rates and increasing the amount of discretionary effort from workers.

Servant leadership is very applicable in Greek businesses because of the country's cultural and economic difficulties. The long-lasting financial crisis and resulting economic uncertainty have had a big influence on employee welfare, job safety, and balance between work and life. Servant leadership can help to lessen these problems by improving how employees understand support from their organization (POS) and support from their supervisor (PSS) [74]. This is crucial in reducing job burnout as well as enhancing work-life equilibrium, particularly during crises such as the COVID-19 pandemic.

POS is affected by servant leadership through its power to create organizational policies and practices that put a high value on employee well-being and balance between work and life. This influence goes for both people who work from home as well as those who don't, showing how flexible and successful servant leadership can be in different working environments. The study discovered that POS fully acts as a mediator between

servant leadership with job burnout and work-life equilibrium, revealing how much importance servant leaders hold in promoting an encouraging climate within an organization that benefits both employee welfare along the overall performance of the company.

Servant leadership does not influence the connection between PSS and job burnout or work-life balance. This shows that the impact of servant leadership on job burnout and work-life balance is not mediated by PSS.

## 4.8 Emotional

The idea of emotional leadership, first described by Daniel Goleman and based on the concepts of emotional intelligence, highlights how important it can be to comprehend, control, and use emotions to inspire teams [77]. This type of leadership emphasizes empathy, self-awareness, and good relationships with others. It differs from conventional leadership methods that concentrate primarily on completing tasks. A leader who leads through emotion establishes a positive work atmosphere; promotes open communication; and constructs trust - all these factors are essential in dealing with the intricacies present in today's organizational settings.

For Greek businesses, emotional leadership is becoming more important. This can be seen especially when dealing with economic difficulties and the COVID-19 pandemic. Leaders in these organizations concentrate on making an environment where workers feel appreciated and comprehended, attending to their emotional and psychological requirements. This method not only improves worker happiness and work quality but also creates stronger teams that are flexible, adaptable, and united. The stress and burnout that are frequent in the high-pressure Greek business setting can be reduced by the focus on empathy and interpersonal relationships.

The research in the literature gives real proof of many advantages of emotional leadership. Firstly, it boosts job contentment by creating a workplace atmosphere that supports and includes workers, ensuring they sense their input is acknowledged and appreciated. People who lead with emotion are often skilled at realizing and dealing with the emotional requirements of their workers which helps to create feelings of belongingness and dedication among employees. The rise in job satisfaction leads to more involvement and inspiration, resulting in better work output.

Next, emotional leadership improves employee performance by fostering a culture of constant learning and growth. When leaders welcome open conversation and offer helpful criticism, they aid in the enhancement of skills and abilities for workers. This results in greater competence at work which ultimately leads to improved productivity levels among employees. Furthermore, the encouraging environment boosts innovation and creativity as workers are more likely to share their thoughts freely without any worries about negative consequences from management.

Also, emotional leadership is important for increasing organizational citizenship behaviour (OCB). Workers who have an emotional leader are more likely to do additional actions that help the organization. This can involve assisting co-workers, starting things on their own, and showing dedication towards the goals of the organization. OCB's growth is quite crucial in Greek businesses, as they usually follow conventional hierarchical structures which can restrict worker empowerment and drive.

In times when events such as the COVID-19 pandemic occurred, it became more important to have emotional leadership. The sudden change towards working from a distance and its difficulties showed the necessity of leaders who could give emotional assistance and keep team unity intact even when they were physically apart. Leaders guided by emotions used electronic tools for tasks done remotely, making sure that continuous communication and work together among team members was achievable. This was very important to keep work going and team spirit in a time of unexpected changes.

In Greek businesses, the use of digital tools for distant work and quicker communication has been another important aspect of emotional leadership. By employing modern information technology, emotional leaders have effectively maintained a sense of unity among their teams while providing necessary assistance to handle difficulties related to working remotely. This adjustment in technology has not just increased employee happiness but also boosted the entire organization's results, showing the flexibility and toughness encouraged by emotional leadership.

## 5. PROBLEM STATEMENT

The recent years have brought about big changes to businesses in Greece, triggered by important economic movements, institutional adjustments, and the global pandemic known as COVID-19. These transformations have required a fresh look at leadership styles and approaches, especially when considering the quick technological advancements and changing work methods like working from home. The use of digital tools is now very important for fast communication, managing performance, and keeping employees interested in their work. This brings difficulties but also offers chances within the Greek cultural rules. Additionally, the effects of these modifications are not consistent, and this makes it more difficult to use new methods in all types of businesses.

Despite a wealth of international research relating leadership to employee outcomes, empirical, employee-level data from Greek businesses, especially SMEs outside of the biggest cities, is still scarce, dispersed, and frequently anecdotal.

This research aims to limit this gap by studying leadership in small and medium-sized Greek enterprises (SMEs) and how employees' performance is impacted by their view of leadership and their satisfaction levels. In essence it examines how well leaders work to enhance organizational performance, job quality, and employee satisfaction within



present economic scenarios. This study will concentrate on understanding the influence that Greek cultural norms have on adopting these new business practices along with their results. This method will give an understanding of the continuous adjustments and what they mean for leadership in Greek business situations.

## 6. METHODOLOGY

This study's approach was founded on a quantitative research design, gathering data from employees of different Greek businesses in the region of Magnisia, Volos, Greece, using a standardized questionnaire. Examining how leadership practices, employee satisfaction, and employee performance relate to one another in organizational contexts was the main goal.

A self-administered questionnaire with closed-ended items scored on a five-point Likert scale was used to collect data. To ensure clarity and reliability, the questionnaire was constructed using recognized literature and theoretical models related to performance, leadership, and satisfaction as its foundation. Convenience sampling was used to choose participants from a wide variety of businesses representing various industries and organizational sizes. All replies were assured of secrecy and anonymity.

### 6.1 Research Philosophy and Approach

Observable social realities can be assessed objectively and statistically evaluated to find patterns, connections, and possible causal mechanisms, according to the positivist epistemological position taken by the research. The objective of positivism is to find law-like generalizations on the impact of leadership on employee outcomes, which calls for accurate, measurable, and replicable data [82].

A deductive research methodology was chosen for this study, starting with hypotheses drawn from well-known leadership theories and models, which are then put to the test using actual employee data [88]. Inductive or qualitative methods, on the other hand, usually start with open-ended inquiry and develop theory based on patterns found in textual or non-numerical data. Since the goal is to test current leadership theories in the unique setting of Greek enterprises rather than to develop new ones, the deductive, theory-testing approach is best suited in this situation.

The use of a survey research strategy with a self-administered questionnaire enables the measurement of a broad sample and facilitates the use of inferential statistics, offering the ability to assess relationships between variables across a range of leadership styles and organizational characteristics.

### 6.2 Justification for Quantitative Design

A quantitative methodology was chosen over a mixed or qualitative approach. First, the research questions focus on quantifiable correlations between employee outcomes and leadership style, which are best measured using numerical scales. Second, in order to test particular hypotheses, statistical methods like ANOVA, linear regression, and correlation analysis need organized data. Third, compared to qualitative interviews or



case studies, which are more in-depth but have a more limited reach, quantitative research uses bigger samples to improve generalizability.

Although qualitative techniques like semi-structured interviews may provide more in-depth understanding of employee opinions, they are not statistically reliable or valid for measuring dimensions like performance, satisfaction, or perceived leadership behaviour. Furthermore, a quantitative model encourages broader application across organizational settings, which is important given the objective of generating actionable consequences for managers and policymakers.

### 6.3 Sampling Strategy

The sample was geographically focused specifically on the city of Volos - Magnisia - Greece, to ensure credibility and limit biases. Practical limitations like time and accessibility led to the implementation of a non-probability convenience sampling technique [83][84]. Employees from a variety of industries and company sizes are included in the sample, which somewhat improves representativeness even though statistical generalizability is limited. The sample size is larger than what is needed for ANOVA and multiple regression, which guarantees adequate power for statistical analysis.

### 6.4 Instrument Design and Validation

A structured questionnaire was created as part of this study to look into how leadership perception and satisfaction affect worker performance in Greek businesses and to assess the theoretical concepts discussed in the literature review for relevance and practical applicability. In this study, “employee performance” is not measured through direct self-assessment of individual output or objective indicators. Instead, it is operationalised as a latent construct derived from responses to items capturing leadership-related practices: motivation from leadership, constructive feedback, teamwork encouragement, and opportunities for growth. These practices are widely recognised in the literature as antecedents of higher performance within the constructs of Organizational Citizenship Behaviour (OCB), Perceived Organizational Support (POS), and Perceived Supervisor Support (PSS), and they also align with the High-Performance Work Systems (HPWS) framework, which empirically verifies them as reliable indicators and drivers of employee performance.

Two important, validated studies that offered a strong theoretical and psychometric basis for evaluating individual performance in organisational settings served as the foundation for the questionnaire's construction [78][79], which was translated into Greek using the back-translation method to ensure semantic and conceptual equivalence [85]. Furthermore, the questionnaire's design and mannerisms complied with Harvard University's ethical and methodological criteria for survey research [80]. The questionnaire was distributed online, mostly through social media platforms and business emails, to employees and inhabitants in the Volos, Magnesia, Greece, area in order to collect data.

### 6.4.1 Questionnaires' Design

There are 24 items in the survey, which are divided into four topic sections. Besides the first section - which are the demographic variables - the other sections evaluate, without specifically labelling them, elements that represent various aspects of several leadership philosophies, such as transformational, transactional, servant, digital, emotional, laissez-faire, autocratic, and democratic leadership styles. Multiple Likert-scale items, ranging from 1 ("strongly disagree") to 5 ("strongly agree"), are used to represent each perception of those leadership characteristics and how they influence worker satisfaction and performance.

#### 1. Variables concerning demographics:

Demographic and organizational control variables (such as tenure, position, sector, and firm size) are included to enable subgroup comparisons using ANOVA and to investigate potential moderating effects.

#### 2. Perspectives on the Conduct of Leadership:

Employee opinions on leadership behaviours, such as communication, clear vision, flexibility, creativity, decision-making involvement, digital competency, trust, and support for creativity, are evaluated by items 5 through 13. These items seek to capture important behavioural indicators linked to each leadership style, including ethical treatment, innovation support, participatory decision-making, and communication clarity.

#### 3. The Impact of Leadership on Employee Satisfaction:

Items 14 through 18, estimate satisfaction related outcomes such as the perception of work-life balance, leadership support and direction, acknowledgment, gratitude, and overall workplace circumstances and interpersonal relationships inside the company.

#### 4. The Impact of Leadership on Growth and Performance:

Items 19 through 24 examine professional development, leadership modelling, team dynamics, motivation, feedback, and organisational learning culture. These are leadership practices related to OCB, POS and PSS which indirectly impacts performance as discussed earlier and verified by the existing literature.

## 6.5 Data Analysis Tools and methods

The open-source statistical program Jamovi (Version 2.6.26), which was developed on the R platform, was used to analyse the data [81]. A series of statistical methods were used to evaluate the reliability of the instrument of this research and to investigate the research questions and test the hypotheses about the connections among employee performance, employee satisfaction, and leadership perception.

### 6.5.1 Data preparation

The raw data was checked for completeness. Extreme outliers and incomplete responses were checked for elimination. Before performing parametric tests, the

assumptions of consistency, linearity, and normality were examined. Since every case in the data was reviewed, no further interference was required.

## 7. STATISTICAL ANALYSIS RESULTS

### 7.1 ONE-WAY ANOVA & DESCRIPTIVES

A thorough analysis of the relationships between employee performance, satisfaction, and perceptions of leadership quality in Greek enterprises and variables such as employee tenure, company size, job position, and specific leadership practices was conducted using Welch-corrected one-way ANOVA and related descriptive statistics. Employees with more years of service reported higher levels of performance, satisfaction, and leadership quality. Descriptive statistics showed that those with more than ten years of tenure had the highest mean scores, with a generally upward—though not perfectly monotonic—trend across all three variables as years of service increased. Welch's  $F$  for performance was significant,  $F(4, 64.2) = 2.71$ ,  $p = .038$ .

Regarding company size, descriptive statistics indicated that employees in very small organizations (1–9 employees) reported the highest average performance, satisfaction, and perceived leadership scores. Variability peaked in small firms (10–49 employees) and was lowest in the largest organizations ( $\geq 250$  employees). Despite these trends, the Welch ANOVA showed no statistically significant differences in performance, satisfaction, or leadership quality between company-size groups, all  $p > .05$ .

For job position, entry-level employees reported the lowest average scores, while supervisors and team leaders reported the highest. The Welch ANOVA found a statistically significant difference in perceptions of leadership quality by position,  $F(2, 81.2) = 4.10$ ,  $p = .020$ . No significant differences were observed in performance or satisfaction scores by position, but the descriptive data indicate that higher rank within the organization is generally associated with more favourable assessments of leadership, job experience, and outcomes.

The most consistent and substantial effects were observed when analysing specific leadership practices. Both the ANOVA and descriptive statistics showed that higher levels of agreement with statements reflecting positive leadership behaviours—such as setting clear expectations, effective communication, aligning rewards with goals, adaptability, encouraging participation, use of digital tools, fostering innovation, mutual trust, support for work-life balance, and encouragement of initiative—were associated with progressively higher scores for performance, satisfaction, and perceived leadership quality. Many of these differences were statistically significant in post-hoc comparisons, and the descriptive statistics consistently demonstrated a stepwise increase across response groups for each practice.

## 7.2 Reliability Analysis

Cronbach's alpha was used to evaluate the internal reliability of the questionnaire, based on data from 162 participants. Strong internal consistency across the questionnaire items was confirmed by a very high overall Cronbach's alpha coefficient ( $\alpha = .961$ ). Although values above .95 can indicate item overlap, all items were retained to preserve theoretical breadth. The analysis also examined how each item affected overall reliability, and the findings showed that removing any single item changed  $\alpha$  by  $\leq .003$ , indicating no item unduly reduced reliability. These results confirm strong internal consistency.

## 7.3 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) was conducted to validate the questionnaire's theoretical framework and to test the three-factor model of performance, satisfaction, and leadership. The results supported the construct validity of the questionnaire, as all items demonstrated strong and statistically significant factor loadings (all  $p < .001$ ).

Within the leadership factor, high loadings were observed for items such as mutual trust between management and staff (factor loading = 0.98,  $p < .001$ ) and the promotion of innovation (factor loading = 1.00,  $p < .001$ ). For the satisfaction factor, high loadings were observed for satisfaction with support and guidance from leadership (factor loading = 1.09,  $p < .001$ ) and the positive impact of leadership on morale (factor loading = 0.91,  $p < .001$ ). The performance factor was represented by high loadings for professional growth opportunities (factor loading = 1.11,  $p < .001$ ) and motivation resulting from leadership guidance (factor loading = 1.10,  $p < .001$ ). The two loadings that exceeded 1.0 indicate a Heywood anomaly [86]; given their small residual variances and the model's overall fit, the items were retained but the issue is acknowledged as a limitation.

Model fit indices indicated a good fit for the data (CFI = .93, TLI = .91, SRMR = .04, RMSEA = .083, 90 % CI [.071, .095]); although the RMSEA upper bound approaches the .10 threshold, the overall pattern supports acceptable fit. The three latent factors correlated strongly ( $r = .89-.92$ ), confirming that they are closely related yet empirically distinct constructs. These results confirm that the questionnaire effectively captures three distinct but related aspects of work experiences.

## 7.4 Correlation Analysis

The three composite scores showed considerable positive connections, according to Pearson correlations based on  $N = 162$ . The strongest correlation was found between employee satisfaction and performance ( $r = .84$ ,  $p < .001$ ), followed by leadership and satisfaction ( $r = .83$ ,  $p < .001$ ) and leadership and performance ( $r = .81$ ,  $p < .001$ ). Since all variables were measured using the same questionnaire, all three coefficients are probably slightly inflated by common-method variance, even though they all surpass .80.

## 7.5 Linear Regression Analysis

A Q-Q plot was used to assess the normality of residuals for the linear regression model. The plot indicated that most standardized residuals were distributed along the diagonal reference line, suggesting that the assumption of normality was sufficiently met. Homoscedasticity and independence were also inspected visually and showed no systematic pattern [87]. Minor deviations at the tails were present but not large enough to affect the model's validity.

### Assumption Checks

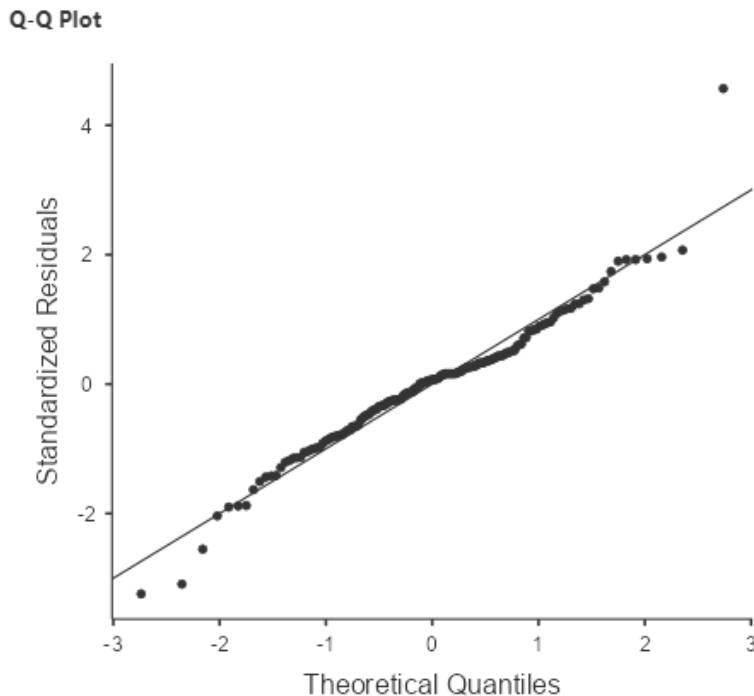


Figure 3: Linear Regression Analysis Q-Q Plot

A multiple linear regression was performed to examine the effects of leadership and satisfaction on employee performance which yielded a significant model,  $F(2, 159) = 234.6$ ,  $p < .001$ , and explained 74.8 % of the variance in performance ( $R = .87$ ,  $R^2 = .75$ ). Both leadership and satisfaction were significant predictors, with satisfaction having a slightly greater impact. The regression equation is:

$$\text{Performance MEAN} = 0.106 + 0.404 \times \text{Leadership MEAN} + 0.558 \times \text{Satisfaction MEAN}$$

Both predictors had positive coefficients, indicating that as leadership and satisfaction

scores increase, so does employee performance. Satisfaction had a marginally larger effect, as reflected by its higher regression coefficient.

## 8. LIMITATIONS

This study has a number of limitations even though it examines the connections between employee satisfaction, performance, and leadership strategies in Greek businesses in great detail.

1. The data are cross-sectional, which means that all of the information was gathered at one particular moment. The observed links should be taken as correlations rather than proof of direct cause and effect because it is impossible to prove causation between the variables.
2. The evaluation of leadership, performance and satisfaction may be vulnerable to subjectivity, social desirability bias, and common method bias due to the use of employee self-reported data.
3. The sample is geographically limited, as all the number of responses is coming from the Volos region of Greece. This could restrict the findings' applicability to other cultural contexts or the larger population of Greek businesses.
4. Although the questionnaire showed excellent validity and reliability for the categories it examined, it omitted other potentially significant variables that might have a big impact on employee outcomes, like organizational commitment or employee loyalty.
5. The study's primary focus on small and medium-sized businesses (SMEs) may not adequately represent the dynamics found in bigger, international companies doing business in Greece.

## 9. SUGGESTIONS FOR FUTURE RESEARCH

To provide a more thorough understanding of how leadership affects organizational results, future research on this subject should address the constraints mentioned above. In order to examine how employee attitudes and leadership practices change over time and to determine the directionality of effects, a systematic method would be ideal.

The generalizability of the results would be enhanced by broadening the sample's geographic spread to include various Greek areas or even comparative samples from other nations. Furthermore, to reduce self-reporting biases, future research could incorporate objective performance indicators or supervisor assessments to diversify data sources.

Extending the questionnaire itself is a crucial step in furthering the study. Adding employee loyalty as a new variable is one suggestion. Scales that measure passion for the company, intention to stay, and willingness to go above and beyond the call of duty

can be used to operationalize loyalty. Loyalty can be incorporated into linear regression models and correlational analysis if it is quantified accurately. By doing this, it will be feasible to ascertain if loyalty is an independent predictor of organizational results or if it mediates or modifies the relationship between leadership behaviours, satisfaction, and performance.

This extra component may offer more insight into the ways in which leadership affects workforce stability and long-term organizational success if statistical study validates its applicability. By including loyalty into the analytical framework, the research model's explanatory power will be improved, and more focused leadership interventions for Greek businesses will be informed.

## 10. DISCUSSION & CONCLUSIONS

This section explains the study's contributions and implications, places the empirical findings within the body of existing literature, and discusses them in light of the theoretical framework and research objectives. It also discusses how well the study's objectives were achieved and provides helpful advice for managers in Greek corporate settings.

### 10.1 Research Aims and Objectives

This study's guiding research question is:

**“How does leadership affect the performance and satisfaction of employees in Greek businesses?”**

A number of objectives were used in the study to answer this question:

1. To investigate how workers in Greek companies see different characteristics of leadership.

Employee perceptions showed clear patterns in the responses. The qualities of transformational, servant, and emotional leadership were most favourably regarded. Laissez-faire and autocratic aspects received low ratings. Additionally, those that demonstrated participatory decision-making and digital leadership had positive mean scores. This demonstrates that workers are aware of and distinguish between different leadership behaviours, confirming the questionnaire's multifaceted leadership section.

2. To assess how employee satisfaction and perceived leadership style relate to one another.

Transformational, servant, and emotional leadership had a substantial and positive link ( $p < .001$ ) with satisfaction, according to Pearson's correlations and regression analyses. There was a moderately positive link with transactional leadership. Additionally, there was a favourable correlation for digital leadership especially when aligned with communication and flexibility.



3. To assess how employee performance and perceived leadership style relate to one another.

Leadership (direct effect) and satisfaction (indirect/mediated effect) both strongly and favourably influenced employee performance. A mediating mechanism via which leadership influences production is shown by the fact that satisfaction itself was a substantial predictor of performance ( $r = 0.558$ ,  $p < .001$ ).

4. To determine which leadership behaviours are linked to improved performance and satisfaction levels.

Descriptive statistics and regression weights indicated that the most pertinent leadership behaviours were emotional engagement, empowerment, feedback, flexibility, and clarity of expectations. These actions align with the theories of emotional, servant, and transformational leadership, and can also be understood within the HPWS framework. The results show that certain leadership behaviours serve as essential elements of a larger high-performance system in the Greek business environment, where these behaviours interact with OCB, POS, and PSS to improve performance and satisfaction. By pinpointing the exact leadership behaviours that have the most impact on these results, this adds evidence to the theory's "black-box" mechanisms, extending the HPWS literature.

5. To determine how much these correlations are influenced by organizational or demographic factors (such as firm size, tenure, and position).

The effects of tenure, business size, and job position were examined using one-way ANOVA analysis. Although there were descriptive differences (such as greater happiness among employees with longer tenure), post hoc tests did not consistently provide statistically significant subgroup differences, indicating that the links between leadership and outcomes are constant across categories.

6. To investigate whether international leadership models may be applied to the Greek corporate environment.

The results validate the suitability of globally recognized leadership frameworks (servant, transformational, emotional, and digital) for Greek companies. The data demonstrates that these models continue to have explanatory power in the local context. However, its expression is moderated by particular cultural factors, such as SMEs' limited formal leadership development, reliance on trust, or informal leadership expectations. This indicates a degree of convergence with international theory that has been modified by the institutional and cultural context of Greece.

## 10.2 Theoretical Implications

The results support the effectiveness of servant, transformational, and emotional leadership models in evaluating worker performance and satisfaction. By verifying these links in the Greek business context, which has previously been underrepresented in the literature, this validates earlier work and builds upon them.



Furthermore, in line with current motivational frameworks, the data confirm the mediating function of satisfaction in the relationship between leadership and performance. Given the technological and psychosocial challenges of post-COVID organizational life, the study's incorporation of digital leadership and emotional leadership gives current relevance.

The absence of significant demographic moderating effects further implies that the fundamental processes of successful leadership are universal across firm sizes, tenure lengths, and hierarchical levels. By questioning the notion that leadership influence must always be conditioned by organizational factors, this contributes to the body of literature.

### 10.3 Contribution to the Literature

This study adds to the body of literature in four distinct ways:

1. It helps close the gap between general leadership theory and regional organizational environments by offering actual data from a Greek sample.
2. It demonstrates the increasing importance of classical leadership approaches by incorporating digital and emotional leadership characteristics.
3. Through the use of statistical models and established measures, it experimentally validates the mediation function of satisfaction between leadership and performance.
4. It provides a unified framework for measurement that can be used in subsequent research or modified for use in different geographical areas.

### 10.4 Practical Implications

The findings have significant ramifications for practitioners:

For managers and executives: Empathy, empowerment, flexibility, and clarity are essential components of effective leadership in Greek companies. Putting resources into leadership training that promotes servant values, emotional intelligence, and participatory communication can increase production and satisfaction.

HR professionals: They should focus on leadership qualities that can be shown to improve employee outcomes in recruitment, training, and assessment processes. This is especially important for SMEs, where a leader's style frequently makes up for institutional limitations.

For policymakers: As part of organizational modernization frameworks, leadership competencies should be incorporated into policies pertaining to digital transformation,

workplace standards, and management education.

For business owners and entrepreneurs: Leadership is not only operational but also strategic. Particularly in situations where resources are limited, founders and team leads must exhibit leadership behaviours that foster psychological safety, mutual trust, and motivation.

## 10.5 Final Remarks

According to the findings of this study, leadership behaviours; especially those based on service, transformation, and emotional engagement; have a major and steady impact on how workers in Greek companies view and carry out their jobs. Leadership is still a potent and adjustable lever in spite of structural constraints in the Greek economy and management culture. Greek businesses can improve organizational outcomes without undergoing structural changes by putting an emphasis on relational intelligence, adaptability, and recognition-based management.

In order to map long-term effects, future research should duplicate this design across industries, broaden its geographic coverage, and incorporate loyalty or commitment characteristics. The results provide a solid foundation for applied management practice as well as academic growth.

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## APPENDIX

### Questionnaire

#### **Demographics and general information:**

1. Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;
  - i. Λιγότερο από 1 χρόνο
  - ii. 1–3 χρόνια
  - iii. 4–6 χρόνια
  - iv. 7–10 χρόνια
  - v. Πάνω από 10 χρόνια
2. Πόσους εργαζόμενους απασχολεί η επιχείρησή σας;
  - i. 1–9
  - ii. 10–49
  - iii. 50–249
  - iv. 250 ή περισσότερους
3. Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;
  - i. Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.
  - ii. Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.
  - iii. Επόπτης / Υπεύθυνος Ομάδας
4. Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;
  - i. Γεωργία / Κτηνοτροφία
  - ii. Βιομηχανία / Παραγωγή

- iii. Ναυτιλία
- iv. Τουρισμός / Φιλοξενία
- v. Λιανικό / Ηλεκτρονικό Εμπόριο
- vi. Χρηματοοικονομικές Υπηρεσίες
- vii. Υγεία / Φαρμακευτικός Κλάδος
- viii. Τεχνολογία / Τηλεπικοινωνίες
- ix. Εκπαίδευση / Έρευνα
- x. Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)
- xi. Δημόσιος Τομέας / Κυβέρνηση
- xii. Άλλο (Παρακαλώ προσδιορίστε)

### **Leadership Conduct:**

Χρησιμοποιώντας την **κλίμακα 1–5** παρακάτω, δηλώστε πόσο συμφωνείτε ή διαφωνείτε με καθεμία από τις παρακάτω δηλώσεις.

### **Κλίμακα:**

- **1 - Διαφωνώ απόλυτα**
- **2 - Διαφωνώ**
- **3 - Ούτε συμφωνώ ούτε διαφωνώ**
- **4 - Συμφωνώ**
- **5 - Συμφωνώ απόλυτα**

- 5. «Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»
- 6. «Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»
- 7. «Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»
- 8. «Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»
- 9. «Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»

10. «Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»
11. «Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»
12. «Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»
13. «Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»

#### **Leaderships' influence on employee satisfaction:**

14. «Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»
15. «Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»
16. «Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»
17. «Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»
18. «Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»

#### **Leaderships' influence on productivity and growth**

19. «Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»
20. «Λαμβάνω εποικοδομητική ανατροφοδότηση (feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»
21. «Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»
22. «Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»
23. «Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»
24. «Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»

## Cronbach's Reliability Analysis

*\*Cronbach's alpha reliability analysis showed that the questionnaire has strong internal consistency ( $\alpha = 0.961$ ). Every component improved the overall reliability; excluding any one item would not reduce the reliability. This offers compelling proof that the scale assesses a single, cohesive construct and that the survey's findings are reliable.*

### Scale Reliability Statistics

	Cronbach's $\alpha$
scale	0.961

### Item Reliability Statistics

	If item dropped
	Cronbach's $\alpha$
«Λαμβάνω εποικοδομητική ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»	0.959
«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»	0.960
«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»	0.958
«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»	0.959
«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»	0.958
«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»	0.960
«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»	0.961

## Item Reliability Statistics

	If item dropped
	Cronbach's α
«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»	0.961
«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»	0.960
«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»	0.960
«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»	0.960
«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»	0.959
«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»	0.959
«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»	0.959
«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»	0.960
«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»	0.958
«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»	0.958
«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»	0.958
«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»	0.959
«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»	0.960

## Confirmatory Factor Analysis

*\*The questionnaire's proposed three-factor model was validated using confirmatory factor analysis (CFA), since each item showed robust and statistically significant loadings (all  $p < .001$ ) on the corresponding latent domains of performance, satisfaction, and leadership. Strong correlations between leadership behaviours, employee satisfaction, and performance were indicated by the large and significant factor covariances. The construct validity of the instrument was supported by the acceptable to good model fit ( $CFI = 0.925$ ,  $TLI = 0.914$ ,  $SRMR = 0.0414$ ,  $RMSEA = 0.0827$ ). In line with theoretical expectations, these findings verify that the questionnaire accurately assesses three separate but connected aspects of work experiences.*

### Factor Loadings

Factor	Indicator	Estimate	SE	Z	p
Leadership	«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»	0.812	0.0789	10.30	<.001
	«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»	0.738	0.0897	8.23	<.001
	«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»	0.841	0.0956	8.80	<.001
	«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»	0.923	0.0866	10.67	<.001
	«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»	0.876	0.0848	10.33	<.001

## Factor Loadings

Factor	Indicator	Estimate	SE	Z	p
	«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»	0.864	0.0881	9.81	<.001
	«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»	0.955	0.0809	11.80	<.001
	«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»	1.003	0.0841	11.92	<.001
	«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»	0.979	0.0837	11.69	<.001
Satisfaction	«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»	0.961	0.0905	10.62	<.001
	«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»	1.048	0.0796	13.16	<.001
	«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»	1.094	0.0803	13.62	<.001
	«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»	1.048	0.0786	13.34	<.001



## Factor Loadings

Factor	Indicator	Estimate	SE	Z	p
Performance	«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»	1.020	0.0808	12.62	<.001
	«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»	0.907	0.0875	10.36	<.001
	«Λαμβάνω εποικοδομητική ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»	0.978	0.0725	13.50	<.001
	«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»	0.866	0.0823	10.53	<.001
	«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»	1.102	0.0826	13.34	<.001
	«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»	1.071	0.0819	13.07	<.001
	«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»	1.109	0.0859	12.91	<.001

## Factor Estimates

## Factor Covariances

		Estimate	SE	Z	p
Leadership	Leadership	1.000 <sup>a</sup>			
	Satisfaction	0.918	0.0209	44.0	<.001
	Performance	0.889	0.0250	35.6	<.001
Satisfaction	Satisfaction	1.000 <sup>a</sup>			
	Performance	0.917	0.0205	44.7	<.001
Performance	Performance	1.000 <sup>a</sup>			

<sup>a</sup> fixed parameter

## Model Fit

### Test for Exact Fit

$\chi^2$	df	p
352	167	<.001

### Fit Measures

CFI	TLI	SRMR	RMSEA	RMSEA 90% CI	
				Lower	Upper
0.925	0.914	0.0414	0.0827	0.0706	0.0948

## Correlation Matrix

*\*Leadership, satisfaction, and performance were found to have very strong and statistically significant positive connections (all  $r > 0.80$ ,  $p < .001$ ), according to the correlation analysis. The idea that these categories are closely related in the organizational environment is supported by these data, which show a substantial correlation between better assessments of leadership quality and improved employee satisfaction and performance.*

Correlation Matrix

		Leadership MEAN	Satisfaction MEAN	Performance MEAN
Leadership MEAN	Pearson's r	—		
	df	—		
	p-value	—		
Satisfaction MEAN	Pearson's r	0.832	—	
	df	160	—	
	p-value	<.001	—	
Performance MEAN	Pearson's r	0.809	0.842	—
	df	160	160	—
	p-value	<.001	<.001	—

## Linear Regression

*\* Employee performance can be predicted by both leadership and satisfaction, which together account for 74.8% of the variance in employee performance ( $R^2 = 0.748$ ). Performance is positively correlated with both leadership and satisfaction scores, with satisfaction having a somewhat larger impact.*

*Using average leadership and satisfaction scores, a linear regression equation was created for estimating employee performance. Performance MEAN =  $0.106 + 0.404 \times \text{Leadership MEAN} + 0.558 \times \text{Satisfaction MEAN}$  is the final model. By entering particular leadership and satisfaction values, this equation enables performance estimation and shows that both factors have a positive and significant impact on staff performance. In this model, employee satisfaction has a marginally stronger effect on performance than leadership, as seen by the comparatively higher coefficient for satisfaction.*

### Linear Regression

#### Model Fit Measures

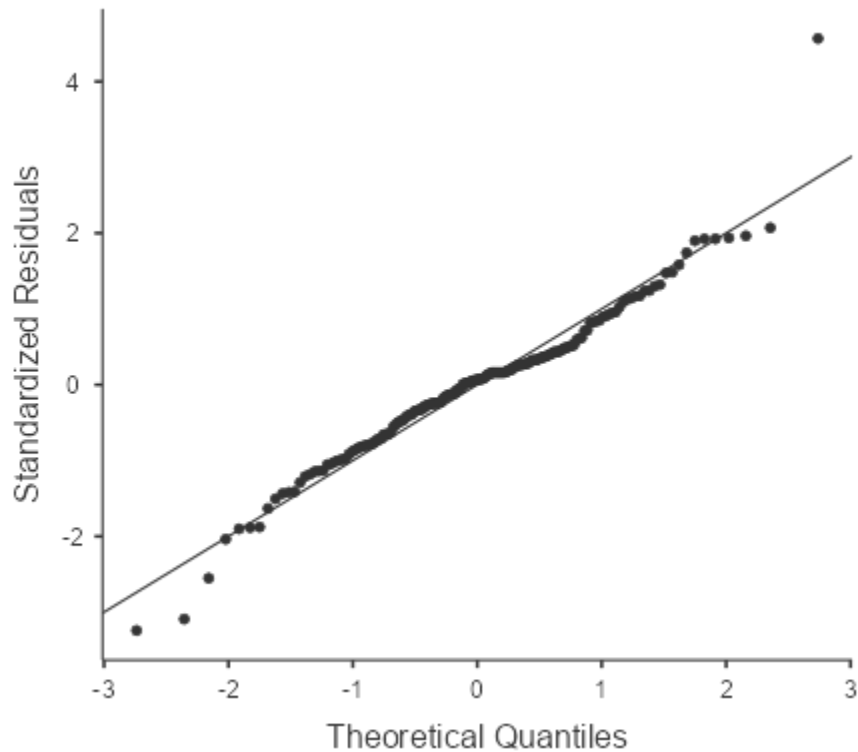
Model	R	R <sup>2</sup>
1	0.865	0.748

Note. Models estimated using sample size of N=162

#### Model Coefficients - Performance MEAN

Predictor	Estimate	SE	t	p
Intercept	0.106	0.1613	0.659	0.511
Leadership MEAN	0.404	0.0824	4.899	<.001
Satisfaction MEAN	0.558	0.0729	7.653	<.001

## Q-Q Plot



## One-Way ANOVA

Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;

*\*Despite meaningful statistical result for Performance Mean, there were no significant differences pairwise*

### One-Way ANOVA

One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	2.71	4	64.2	0.038
Satisfaction MEAN	2.48	4	63.8	0.053

One-Way ANOVA (Welch's)

	F	df1	df2	p
<b>Leadership MEAN</b>	1.58	4	64.1	0.191

Group Descriptives

	Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;	N	Mean	SD	SE
<b>Performance MEAN</b>	1–3 χρόνια	52	3.19	1.002	0.139
	4–6 χρόνια	28	3.34	1.125	0.213
	7–10 χρόνια	17	3.54	0.932	0.226
	Λιγότερο από 1 χρόνο	35	3.15	1.337	0.226
	Πάνω από 10 χρόνια	30	3.78	0.773	0.141
<b>Satisfaction MEAN</b>	1–3 χρόνια	52	3.13	1.046	0.145
	4–6 χρόνια	28	3.42	1.122	0.212
	7–10 χρόνια	17	3.43	1.056	0.256
	Λιγότερο από 1 χρόνο	35	3.28	1.146	0.194
	Πάνω από 10 χρόνια	30	3.78	0.834	0.152
<b>Leadership MEAN</b>	1–3 χρόνια	52	3.28	0.975	0.135
	4–6 χρόνια	28	3.48	1.017	0.192
	7–10 χρόνια	17	3.63	0.911	0.221
	Λιγότερο από 1 χρόνο	35	3.18	1.006	0.170

## Group Descriptives

Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;	N	Mean	SD	SE
Πάνω από 10 χρόνια	30	3.61	0.657	0.120

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1–3 χρόνια	4–6 χρόνια	7–10 χρόνια	Λιγότερο από 1 χρόνο	Πάνω από 10 χρόνια
1–3 χρόνια	Mean difference	—	-0.147	-0.353	0.0399	-0.592
	p-value	—	0.976	0.758	1.000	0.113
4–6 χρόνια	Mean difference		—	-0.205	0.1871	-0.444
	p-value		—	0.970	0.957	0.506
7–10 χρόνια	Mean difference			—	0.3926	-0.239
	p-value			—	0.722	0.947
Λιγότερο από 1 χρόνο	Mean difference				—	-0.631
	p-value				—	0.124
Πάνω από 10 χρόνια	Mean difference					—
	p-value					—



Tukey Post-Hoc Test – Satisfaction MEAN

		1–3 χρόνια	4–6 χρόνια	7–10 χρόνια	Λιγότερο από 1 χρόνο	Πάνω από 10 χρόνια
1–3 χρόνια	Mean difference	—	-0.288	-0.3032	-0.153	-0.655
	p-value	—	0.766	0.838	0.963	0.055
4–6 χρόνια	Mean difference		—	-0.0147	0.136	-0.367
	p-value		—	1.000	0.986	0.672
7–10 χρόνια	Mean difference			—	0.150	-0.352
	p-value			—	0.989	0.803
Λιγότερο από 1 χρόνο	Mean difference				—	-0.502
	p-value				—	0.307
Πάνω από 10 χρόνια	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Leadership MEAN

		1–3 χρόνια	4–6 χρόνια	7–10 χρόνια	Λιγότερο από 1 χρόνο	Πάνω από 10 χρόνια
1–3 χρόνια	Mean difference	—	-0.196	-0.343	0.106	-0.3269
	p-value	—	0.898	0.681	0.985	0.546

Tukey Post-Hoc Test – Leadership MEAN

		1–3 χρόνια	4–6 χρόνια	7–10 χρόνια	Λιγότερο από 1 χρόνο	Πάνω από 10 χρόνια
4–6 χρόνια	Mean difference		—	-0.147	0.302	-0.1310
	p-value		—	0.986	0.705	0.984
7–10 χρόνια	Mean difference			—	0.450	0.0163
	p-value			—	0.480	1.000
Λιγότερο από 1 χρόνο	Mean difference				—	-0.4333
	p-value				—	0.340
Πάνω από 10 χρόνια	Mean difference					—
	p-value					—

One-Way ANOVA

Πόσους εργαζόμενους απασχολεί η επιχείρησή σας;

One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	1.18	3	76.7	0.322
Satisfaction MEAN	1.94	3	76.3	0.131
Leadership MEAN	2.23	3	76.0	0.091

## Group Descriptives

	Πόσους εργαζόμενους απασχολεί η επιχείρησή σας;	N	Mean	SD	SE
<b>Performance MEAN</b>	<b>10–49</b>	46	3.32	1.199	0.177
	<b>1–9</b>	59	3.54	1.081	0.141
	<b>250 ή περισσότερους</b>	29	3.30	0.726	0.135
	<b>50–249</b>	28	3.07	1.136	0.215
<b>Satisfaction MEAN</b>	<b>10–49</b>	46	3.38	1.163	0.171
	<b>1–9</b>	59	3.58	1.061	0.138
	<b>250 ή περισσότερους</b>	29	3.21	0.792	0.147
	<b>50–249</b>	28	3.04	1.072	0.203
<b>Leadership MEAN</b>	<b>10–49</b>	46	3.47	1.054	0.155
	<b>1–9</b>	59	3.56	0.911	0.119
	<b>250 ή περισσότερους</b>	29	3.23	0.702	0.130
	<b>50–249</b>	28	3.08	0.945	0.179

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		10–49	1–9	250 ή περισσότερους	50–249
<b>10–49</b>	<b>Mean difference</b>	—	-0.214	0.0252	0.250
	<b>p-value</b>	—	0.742	1.000	0.765

Tukey Post-Hoc Test – Performance MEAN

		10–49	1–9	250 ή περισσότερους	50–249
1–9	Mean difference		—	0.2390	0.464
	p-value		—	0.760	0.239
250 ή περισσότερους	Mean difference			—	0.225
	p-value			—	0.858
50–249	Mean difference				—
	p-value				—

Tukey Post-Hoc Test – Satisfaction MEAN

		10–49	1–9	250 ή περισσότερους	50–249
10–49	Mean difference	—	-0.192	0.171	0.342
	p-value	—	0.789	0.902	0.527
1–9	Mean difference		—	0.364	0.535
	p-value		—	0.425	0.124
250 ή περισσότερους	Mean difference			—	0.171
	p-value			—	0.928
50–249	Mean difference				—
	p-value				—

#### Tukey Post-Hoc Test – Leadership MEAN

		10–49	1–9	250 ή περισσότερους	50–249
10–49	Mean difference	—	-0.0840	0.247	0.394
	p-value	—	0.968	0.675	0.291
1–9	Mean difference		—	0.331	0.478
	p-value		—	0.396	0.116
250 ή περισσότερους	Mean difference			—	0.147
	p-value			—	0.933
50–249	Mean difference				—
	p-value				—

#### One-Way ANOVA

##### Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;

*\* While performance and job satisfaction did not significantly differ between positions, supervisors and team leaders have much higher perceptions of leadership quality than entry-level workers.*

#### One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	1.94	2	75.0	0.151
Satisfaction MEAN	2.21	2	74.5	0.117
Leadership MEAN	4.10	2	81.2	0.020

## Group Descriptives

	Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;	N	Mean	SD	SE
<b>Performance MEAN</b>	Επόπτης / Υπεύθυνος Ομάδας	37	3.63	1.026	0.169
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	35	3.18	1.021	0.173
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	90	3.30	1.106	0.117
<b>Satisfaction MEAN</b>	Επόπτης / Υπεύθυνος Ομάδας	37	3.69	1.108	0.182
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	35	3.24	0.928	0.157
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	90	3.28	1.072	0.113
<b>Leadership MEAN</b>	Επόπτης / Υπεύθυνος Ομάδας	37	3.72	0.849	0.140
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	35	3.21	0.732	0.124
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	90	3.33	1.015	0.107

## Post Hoc Tests

		Επόπτης / Υπεύθυνος Ομάδας	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.
Επόπτης / Υπεύθυνος Ομάδας	Mean difference	—	0.450	0.330
	p-value	—	0.179	0.257
Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	Mean difference	—	—	-0.119
	p-value	—	—	0.842
Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	Mean difference	—	—	—
	p-value	—	—	—



		Επόπτης / Υπεύθυνος Ομάδας	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.
Επόπτης / Υπεύθυνος Ομάδας	Mean difference	—	0.451	0.4178
	p-value	—	0.167	0.107
Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	Mean difference	—	—	-0.0331
	p-value	—	—	0.986
Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	Mean difference	—	—	—
	p-value	—	—	—

## Tukey Post-Hoc Test – Leadership MEAN

		Επόπτης / Υπεύθυνος Ομάδας	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.
Επόπτης / Υπεύθυνος Ομάδας	Mean difference	—	0.517	0.397
	p-value	—	0.049	0.075
Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	Mean difference	—	—	-0.121
	p-value	—	—	0.789
Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	Mean difference	—	—	—
	p-value	—	—	—

## One-Way ANOVA

«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»

*\*The findings of the one-way ANOVA demonstrate that, in addition to being statistically significant, employees' opinions of leadership's capacity to establish clear performance standards are also practically significant predictors of employee satisfaction, performance, and overall leadership ratings.*

*A strong and constant link is suggested by the observed positive trend, where all mean scores rise as agreement with the statement increases.*

One-Way ANOVA (Welch's)

	F	df1	df2	p
<b>Performance MEAN</b>	14.8	4	55.6	<.001
<b>Satisfaction MEAN</b>	11.4	4	55.4	<.001
<b>Leadership MEAN</b>	27.5	4	55.1	<.001

Group Descriptives

	«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»	N	Mean	SD	SE
<b>Performance MEAN</b>	<b>1</b>	16	2.42	1.267	0.3167
	<b>2</b>	19	2.67	0.919	0.2109
	<b>3</b>	55	3.15	0.930	0.1254
	<b>4</b>	36	3.59	0.832	0.1387
	<b>5</b>	36	4.20	0.817	0.1362
<b>Satisfaction MEAN</b>	<b>1</b>	16	2.58	1.304	0.3260
	<b>2</b>	19	2.61	0.905	0.2076
	<b>3</b>	55	3.19	0.905	0.1220
	<b>4</b>	36	3.66	0.781	0.1301
	<b>5</b>	36	4.09	0.938	0.1564
	<b>1</b>	16	2.20	0.887	0.2218

## Group Descriptives

	«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»	N	Mean	SD	SE
<b>Leadership MEAN</b>	<b>2</b>	19	2.62	0.686	0.1574
	<b>3</b>	55	3.22	0.629	0.0848
	<b>4</b>	36	3.71	0.562	0.0936
	<b>5</b>	36	4.27	0.785	0.1308

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.249	-0.720	-1.164	-1.775
	<b>p-value</b>	—	0.932	0.051	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.472	-0.915	-1.526
	<b>p-value</b>		—	0.310	0.005	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.443	-1.055
	<b>p-value</b>			—	0.170	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.611
	<b>p-value</b>				—	0.044
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.0219	-0.605	-1.074	-1.505
	<b>p-value</b>	—	1.000	0.156	0.002	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.583	-1.052	-1.483
	<b>p-value</b>		—	0.136	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.470	-0.900
	<b>p-value</b>			—	0.135	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.431
	<b>p-value</b>				—	0.291
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.418	-1.017	-1.512	-2.070
	<b>p-value</b>	—	0.381	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.598	-1.093	-1.652
	<b>p-value</b>		—	0.011	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.495	-1.053

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
p-value			—	0.009	<.001
4 Mean difference				—	-0.559
p-value				—	0.006
5 Mean difference					—
p-value					—

One-Way ANOVA

«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»

*\*Clear and effective communication of vision and goals by supervisors is strongly linked with higher employee performance, satisfaction, and perceived leadership quality.*

One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	27.0	4	39.5	<.001
Satisfaction MEAN	33.4	4	39.4	<.001
Leadership MEAN	47.6	4	38.8	<.001

## Group Descriptives

	«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»	N	Mean	SD	SE
<b>Performance MEAN</b>	<b>1</b>	9	1.69	0.722	0.2406
	<b>2</b>	14	2.63	0.674	0.1802
	<b>3</b>	37	2.84	0.930	0.1528
	<b>4</b>	55	3.50	0.864	0.1165
	<b>5</b>	47	4.12	0.859	0.1254
<b>Satisfaction MEAN</b>	<b>1</b>	9	1.76	0.662	0.2207
	<b>2</b>	14	2.61	0.694	0.1854
	<b>3</b>	37	2.84	0.851	0.1399
	<b>4</b>	55	3.42	0.834	0.1125
	<b>5</b>	47	4.25	0.799	0.1166
<b>Leadership MEAN</b>	<b>1</b>	9	1.73	0.583	0.1943
	<b>2</b>	14	2.56	0.468	0.1252
	<b>3</b>	37	2.84	0.703	0.1155
	<b>4</b>	55	3.55	0.535	0.0722
	<b>5</b>	47	4.21	0.729	0.1063

## Post Hoc Tests



Tukey Post-Hoc Test – Performance MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.940	-1.149	-1.809	-2.430
	<b>p-value</b>	—	0.082	0.004	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.209	-0.870	-1.491
	<b>p-value</b>		—	0.937	0.008	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.660	-1.281
	<b>p-value</b>			—	0.004	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.621
	<b>p-value</b>				—	0.003
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.848	-1.083	-1.656	-2.489
	<b>p-value</b>	—	0.107	0.004	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.235	-0.808	-1.641
	<b>p-value</b>		—	0.886	0.009	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.573	-1.406

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>p-value</b>			—	0.009	<.001
<b>4 Mean difference</b>				—	-0.833
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.835	-1.112	-1.821	-2.477
<b>p-value</b>	—	0.020	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.277	-0.986	-1.642
<b>p-value</b>		—	0.633	<.001	<.001
<b>3 Mean difference</b>			—	-0.709	-1.365
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.656
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

## One-Way ANOVA

«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»

*\*Higher employee performance, satisfaction, and perceived leadership quality are all highly correlated with rewards and recognition that are tied to clear, predefined goals.*

### One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	14.6	4	71.1	<.001
Satisfaction MEAN	18.5	4	72.2	<.001
Leadership MEAN	34.5	4	72.8	<.001

### Group Descriptives

«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»		N	Mean	SD	SE
Performance MEAN	1	23	2.48	1.285	0.2678
	2	30	2.67	0.814	0.1487
	3	38	3.41	0.717	0.1162
	4	39	3.63	0.744	0.1192
	5	32	4.22	1.020	0.1804
	1	23	2.44	1.097	0.2288

## Group Descriptives

	«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	2	30	2.71	0.732	0.1337
	3	38	3.37	0.721	0.1170
	4	39	3.59	0.815	0.1304
	5	32	4.35	0.968	0.1710
<b>Leadership MEAN</b>	1	23	2.34	0.821	0.1712
	2	30	2.80	0.565	0.1031
	3	38	3.39	0.557	0.0903
	4	39	3.67	0.771	0.1234
	5	32	4.36	0.676	0.1196

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.195	-0.927	-1.147	-1.740
	<b>p-value</b>	—	0.936	0.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.732	-0.952	-1.545
	<b>p-value</b>		—	0.010	<.001	<.001

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
3	Mean difference			—	-0.220	-0.813
	p-value			—	0.821	0.002
4	Mean difference				—	-0.593
	p-value				—	0.051
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Satisfaction MEAN

		1	2	3	4	5
1	Mean difference	—	-0.269	-0.931	-1.152	-1.907
	p-value	—	0.789	<.001	<.001	<.001
2	Mean difference		—	-0.662	-0.883	-1.638
	p-value		—	0.016	<.001	<.001
3	Mean difference			—	-0.221	-0.976
	p-value			—	0.790	<.001
4	Mean difference				—	-0.755
	p-value				—	0.003
5	Mean difference					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.457	-1.043	-1.329	-2.022
<b>p-value</b>	—	0.113	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.586	-0.872	-1.565
<b>p-value</b>		—	0.005	<.001	<.001
<b>3 Mean difference</b>			—	-0.286	-0.979
<b>p-value</b>			—	0.348	<.001
<b>4 Mean difference</b>				—	-0.692
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

## One-Way ANOVA

«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»

*\* Higher employee performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with leadership's ability to adapt to change and new challenges; in particular, employees' reported performance, satisfaction, and leadership ratings all rise in tandem with their perceptions of leadership adaptability.*

### One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	18.4	4	58.3	<.001
Satisfaction MEAN	20.9	4	59.8	<.001
Leadership MEAN	50.6	4	60.4	<.001

### Group Descriptives

	«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»	N	Mean	SD	SE
Performance MEAN	1	16	2.38	1.170	0.2926
	2	24	2.61	0.786	0.1604
	3	51	3.09	0.710	0.0995
	4	39	3.80	0.830	0.1329
	5	32	4.28	1.031	0.1822
Satisfaction MEAN	1	16	2.17	0.905	0.2262
	2	24	2.78	0.886	0.1808

## Group Descriptives

	«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»	N	Mean	SD	SE
	<b>3</b>	51	3.11	0.774	0.1084
	<b>4</b>	39	3.79	0.844	0.1352
	<b>5</b>	32	4.28	0.905	0.1599
<b>Leadership MEAN</b>	<b>1</b>	16	1.97	0.590	0.1476
	<b>2</b>	24	2.78	0.634	0.1294
	<b>3</b>	51	3.17	0.590	0.0826
	<b>4</b>	39	3.82	0.525	0.0841
	<b>5</b>	32	4.39	0.722	0.1277

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.233	-0.711	-1.425	-1.900
	<b>p-value</b>	—	0.921	0.039	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.478	-1.192	-1.667
	<b>p-value</b>		—	0.179	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.714	-1.189
	<b>p-value</b>			—	0.002	<.001



Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
4	Mean difference				—	-0.475
	p-value				—	0.155
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Satisfaction MEAN

		1	2	3	4	5
1	Mean difference	—	-0.611	-0.948	-1.628	-2.109
	p-value	—	0.173	0.001	<.001	<.001
2	Mean difference		—	-0.337	-1.017	-1.498
	p-value		—	0.497	<.001	<.001
3	Mean difference			—	-0.680	-1.162
	p-value			—	0.002	<.001
4	Mean difference				—	-0.481
	p-value				—	0.126
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Leadership MEAN

		1	2	3	4	5
1	Mean difference	—	-0.817	-1.207	-1.855	-2.424
	p-value	—	<.001	<.001	<.001	<.001
2	Mean difference		—	-0.390	-1.038	-1.606
	p-value		—	0.079	<.001	<.001
3	Mean difference			—	-0.648	-1.217
	p-value			—	<.001	<.001
4	Mean difference				—	-0.568
	p-value				—	0.001
5	Mean difference					—
	p-value					—

One-Way ANOVA

«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»

*\*Higher employee performance, satisfaction, and perceived leadership quality are all strongly and favorably correlated with leadership that encourages employee participation in decision-making; in particular, employees' reported levels of these outcomes rise in direct proportion to their perceptions of increased encouragement of participation.*

One-Way ANOVA (Welch's)

	F	df1	df2	p
<b>Performance MEAN</b>	17.3	4	61.7	<.001
<b>Satisfaction MEAN</b>	37.1	4	64.8	<.001
<b>Leadership MEAN</b>	60.7	4	63.6	<.001

Group Descriptives

		«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»	N	Mean	SD	SE
<b>Performance MEAN</b>	<b>1</b>		18	2.13	1.125	0.2652
	<b>2</b>		23	3.03	0.943	0.1965
	<b>3</b>		41	3.04	0.796	0.1243
	<b>4</b>		47	3.57	0.786	0.1146
	<b>5</b>		33	4.32	0.894	0.1557
<b>Satisfaction MEAN</b>	<b>1</b>		18	1.83	0.681	0.1606
	<b>2</b>		23	2.94	0.857	0.1786
	<b>3</b>		41	3.27	0.713	0.1113
	<b>4</b>		47	3.52	0.854	0.1246
	<b>5</b>		33	4.39	0.796	0.1385
<b>Leadership MEAN</b>	<b>1</b>		18	1.96	0.554	0.1305
	<b>2</b>		23	2.73	0.686	0.1431

## Group Descriptives

«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»	N	Mean	SD	SE
3	41	3.26	0.592	0.0925
4	47	3.66	0.553	0.0807
5	33	4.42	0.605	0.1054

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
1	Mean difference	—	-0.893	-0.9106	-1.437	-2.182
	p-value	—	0.013	0.003	<.001	<.001
2	Mean difference		—	-0.0178	-0.544	-1.289
	p-value		—	1.000	0.110	<.001
3	Mean difference			—	-0.526	-1.271
	p-value			—	0.043	<.001
4	Mean difference				—	-0.745
	p-value				—	0.002
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Satisfaction MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-1.11	-1.435	-1.684	-2.561
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.326	-0.576	-1.452
	<b>p-value</b>		—	0.510	0.038	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.249	-1.126
	<b>p-value</b>			—	0.580	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.876
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.773	-1.301	-1.705	-2.461
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.528	-0.932	-1.688
	<b>p-value</b>		—	0.007	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.404	-1.160

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
p-value			—	0.015	<.001
4 Mean difference				—	-0.756
p-value				—	<.001
5 Mean difference					—
p-value					—

One-Way ANOVA

«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»

*\*Employee performance, satisfaction, and perceived leadership quality are all strongly and favorably correlated with the effective use of contemporary digital tools and technologies in the workplace; in particular, as employees' perceptions of effective digital tool use rise, so do their reported levels of these outcomes.*

One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	26.5	4	51.3	<.001
Satisfaction MEAN	20.7	4	52.3	<.001
Leadership MEAN	53.4	4	53.0	<.001

## Group Descriptives

	«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»	N	Mean	SD	SE
<b>Performance MEAN</b>	<b>1</b>	16	2.20	0.870	0.2176
	<b>2</b>	15	2.55	0.905	0.2338
	<b>3</b>	33	2.92	0.882	0.1535
	<b>4</b>	54	3.42	0.838	0.1141
	<b>5</b>	44	4.28	0.777	0.1171
<b>Satisfaction MEAN</b>	<b>1</b>	16	2.23	0.834	0.2085
	<b>2</b>	15	2.72	0.874	0.2258
	<b>3</b>	33	3.09	0.949	0.1653
	<b>4</b>	54	3.38	0.919	0.1250
	<b>5</b>	44	4.18	0.800	0.1207
<b>Leadership MEAN</b>	<b>1</b>	16	2.06	0.605	0.1511
	<b>2</b>	15	2.67	0.556	0.1436
	<b>3</b>	33	2.92	0.641	0.1116
	<b>4</b>	54	3.55	0.654	0.0891
	<b>5</b>	44	4.29	0.601	0.0906

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.347	-0.721	-1.222	-2.082
	<b>p-value</b>	—	0.781	0.043	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.375	-0.876	-1.735
	<b>p-value</b>		—	0.609	0.004	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.501	-1.361
	<b>p-value</b>			—	0.059	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.860
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.493	-0.862	-1.150	-1.953
	<b>p-value</b>	—	0.529	0.014	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.369	-0.657	-1.460
	<b>p-value</b>		—	0.666	0.085	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.289	-1.091



Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>p-value</b>			—	0.577	<.001
<b>4 Mean difference</b>				—	-0.802
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.619	-0.864	-1.490	-2.232
<b>p-value</b>	—	0.050	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.245	-0.871	-1.614
<b>p-value</b>		—	0.716	<.001	<.001
<b>3 Mean difference</b>			—	-0.626	-1.369
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.743
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

## One-Way ANOVA

«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»

*\*Employee performance, happiness, and perceived leadership quality are all substantially and favorably correlated with supervisors who support their initiative and creativity; in particular, as employees' opinions of this support grow, so do their reported levels of these outcomes.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	29.6	4	53.1	<.001
Satisfaction MEAN	56.7	4	54.5	<.001
Leadership MEAN	70.1	4	53.1	<.001

## Group Descriptives

		«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»	N	Mean	SD	SE
Performance MEAN	1		15	1.91	1.063	0.2746
	2		18	2.74	0.823	0.1939
	3		32	2.89	0.670	0.1184
	4		50	3.44	0.840	0.1188
	5		47	4.27	0.749	0.1092
	1		15	1.81	0.657	0.1697

## Group Descriptives

	«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	2	18	2.74	0.791	0.1863
	3	32	2.98	0.656	0.1160
	4	50	3.30	0.792	0.1120
	5	47	4.43	0.641	0.0934
<b>Leadership MEAN</b>	1	15	1.90	0.632	0.1632
	2	18	2.59	0.647	0.1524
	3	32	3.02	0.481	0.0851
	4	50	3.46	0.569	0.0805
	5	47	4.36	0.519	0.0756

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.838	-0.981	-1.533	-2.361
	<b>p-value</b>	—	0.027	0.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.143	-0.696	-1.524
	<b>p-value</b>		—	0.974	0.017	<.001

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
3	Mean difference			—	-0.552	-1.381
	p-value			—	0.023	<.001
4	Mean difference				—	-0.828
	p-value				—	<.001
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Satisfaction MEAN

		1	2	3	4	5
1	Mean difference	—	-0.930	-1.173	-1.486	-2.62
	p-value	—	0.002	<.001	<.001	<.001
2	Mean difference		—	-0.244	-0.556	-1.69
	p-value		—	0.773	0.040	<.001
3	Mean difference			—	-0.312	-1.44
	p-value			—	0.302	<.001
4	Mean difference				—	-1.13
	p-value				—	<.001
5	Mean difference					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.696	-1.128	-1.559	-2.461
<b>p-value</b>	—	0.004	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.432	-0.863	-1.764
<b>p-value</b>		—	0.067	<.001	<.001
<b>3 Mean difference</b>			—	-0.431	-1.333
<b>p-value</b>			—	0.007	<.001
<b>4 Mean difference</b>				—	-0.901
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

## One-Way ANOVA

«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»

*\*Promotion of innovative solutions and new ideas by company leaders is strongly and positively associated with employee performance, satisfaction, and perceived leadership quality; specifically, as employees' perceptions of such leadership behaviours increase, their reported levels of these outcomes also increase accordingly.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	53.6	4	64.7	<.001
Satisfaction MEAN	38.1	4	64.6	<.001
Leadership MEAN	67.6	4	62.5	<.001

## Group Descriptives

		«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»	N	Mean	SD	SE
Performance MEAN	1		17	1.91	0.803	0.1949
	2		32	2.79	0.842	0.1488
	3		46	3.19	0.845	0.1246
	4		42	3.78	0.706	0.1089
	5		25	4.63	0.509	0.1018
	1		17	1.88	0.763	0.1851

## Group Descriptives

	«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>2</b>	32	2.90	0.814	0.1439
	<b>3</b>	46	3.25	0.826	0.1218
	<b>4</b>	42	3.75	0.774	0.1194
	<b>5</b>	25	4.52	0.681	0.1362
<b>Leadership MEAN</b>	<b>1</b>	17	1.95	0.598	0.1451
	<b>2</b>	32	2.75	0.617	0.1090
	<b>3</b>	46	3.28	0.534	0.0787
	<b>4</b>	42	3.91	0.501	0.0774
	<b>5</b>	25	4.53	0.569	0.1139

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.888	-1.285	-1.870	-2.726
	<b>p-value</b>	—	0.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.398	-0.982	-1.838
	<b>p-value</b>		—	0.161	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.585	-1.441

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>			—	0.004	<.001
<b>4 Mean difference</b>				—	-0.856
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-1.01	-1.371	-1.872	-2.638
<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.358	-0.858	-1.624
<b>p-value</b>		—	0.278	<.001	<.001
<b>3 Mean difference</b>			—	-0.500	-1.266
<b>p-value</b>			—	0.026	<.001
<b>4 Mean difference</b>				—	-0.766
<b>p-value</b>				—	0.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—



Tukey Post-Hoc Test – Leadership MEAN

		1	2	3	4	5
1	Mean difference	—	-0.792	-1.321	-1.958	-2.579
	p-value	—	<.001	<.001	<.001	<.001
2	Mean difference		—	-0.529	-1.166	-1.787
	p-value		—	<.001	<.001	<.001
3	Mean difference			—	-0.637	-1.258
	p-value			—	<.001	<.001
4	Mean difference				—	-0.621
	p-value				—	<.001
5	Mean difference					—
	p-value					—

One-Way ANOVA

«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»

*\*Employee performance, satisfaction, and perceived leadership quality are all substantially and favourably correlated with mutual trust between management and staff; in particular, when employees sense more mutual trust, they report higher levels of these outcomes.*

One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	29.1	4	61.6	<.001

One-Way ANOVA (Welch's)

	F	df1	df2	p
<b>Satisfaction MEAN</b>	50.7	4	65.0	<.001
<b>Leadership MEAN</b>	77.5	4	65.1	<.001

Group Descriptives

		«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»	N	Mean	SD	SE
<b>Performance MEAN</b>	<b>1</b>		17	1.89	1.080	0.2618
	<b>2</b>		23	2.83	0.679	0.1415
	<b>3</b>		48	3.18	0.745	0.1075
	<b>4</b>		39	3.53	0.833	0.1334
	<b>5</b>		35	4.43	0.752	0.1271
<b>Satisfaction MEAN</b>	<b>1</b>		17	1.92	0.624	0.1513
	<b>2</b>		23	2.65	0.629	0.1313
	<b>3</b>		48	3.16	0.791	0.1142
	<b>4</b>		39	3.64	0.717	0.1148
	<b>5</b>		35	4.51	0.749	0.1265
<b>Leadership MEAN</b>	<b>1</b>		17	1.89	0.529	0.1282
	<b>2</b>		23	2.85	0.422	0.0880
	<b>3</b>		48	3.16	0.693	0.1000

## Group Descriptives

	«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»	N	Mean	SD	SE
4		39	3.72	0.525	0.0840
5		35	4.43	0.551	0.0932

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
1	Mean difference	—	-0.941	-1.289	-1.634	-2.540
	p-value	—	0.003	<.001	<.001	<.001
2	Mean difference		—	-0.349	-0.693	-1.600
	p-value		—	0.426	0.010	<.001
3	Mean difference			—	-0.345	-1.251
	p-value			—	0.271	<.001
4	Mean difference				—	-0.906
	p-value				—	<.001
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Satisfaction MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.731	-1.235	-1.719	-2.588
	<b>p-value</b>	—	0.017	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.504	-0.989	-1.857
	<b>p-value</b>		—	0.053	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.485	-1.353
	<b>p-value</b>			—	0.020	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.868
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.961	-1.271	-1.829	-2.543
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.309	-0.868	-1.582
	<b>p-value</b>		—	0.214	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.558	-1.272

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
p-value			—	<.001	<.001
4 Mean difference				—	-0.714
p-value				—	<.001
5 Mean difference					—
p-value					—

One-Way ANOVA

«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»

*\*Employee performance, satisfaction, and perceived leadership quality are all highly and favourably correlated with perceived management support for a healthy work-life balance; in particular, as employees' perceptions of this support grow, so do their reported levels of these outcomes.*

One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	31.4	4	66.3	<.001
Satisfaction MEAN	96.2	4	66.5	<.001
Leadership MEAN	38.8	4	66.7	<.001

## Group Descriptives

		«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»	N	Mean	SD	SE
<b>Performance MEAN</b>	<b>1</b>		19	2.20	1.172	0.2689
	<b>2</b>		29	2.93	0.932	0.1731
	<b>3</b>		39	3.09	0.840	0.1344
	<b>4</b>		37	3.45	0.755	0.1241
	<b>5</b>		38	4.42	0.597	0.0968
<b>Satisfaction MEAN</b>	<b>1</b>		19	1.86	0.768	0.1763
	<b>2</b>		29	2.74	0.645	0.1197
	<b>3</b>		39	3.14	0.685	0.1097
	<b>4</b>		37	3.56	0.655	0.1077
	<b>5</b>		38	4.64	0.412	0.0668
<b>Leadership MEAN</b>	<b>1</b>		19	2.40	0.967	0.2219
	<b>2</b>		29	2.94	0.744	0.1381
	<b>3</b>		39	3.11	0.691	0.1106
	<b>4</b>		37	3.51	0.608	0.0999
	<b>5</b>		38	4.41	0.531	0.0862

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.731	-0.892	-1.249	-2.221
	<b>p-value</b>	—	0.028	0.002	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.161	-0.518	-1.490
	<b>p-value</b>		—	0.934	0.096	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.356	-1.329
	<b>p-value</b>			—	0.344	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.972
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.882	-1.277	-1.699	-2.78
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.395	-0.817	-1.89
	<b>p-value</b>		—	0.081	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.422	-1.50

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>p-value</b>			—	0.032	<.001
<b>4 Mean difference</b>				—	-1.08
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.539	-0.702	-1.107	-2.003
<b>p-value</b>	—	0.065	0.003	<.001	<.001
<b>2 Mean difference</b>		—	-0.163	-0.568	-1.464
<b>p-value</b>		—	0.870	0.009	<.001
<b>3 Mean difference</b>			—	-0.405	-1.301
<b>p-value</b>			—	0.081	<.001
<b>4 Mean difference</b>				—	-0.896
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—



## One-Way ANOVA

«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»

*\*Employee performance, satisfaction, and perceived leadership quality are all highly and favourably correlated with employee satisfaction with the workplace; in other words, as employee satisfaction with the workplace rises, so do the reported levels of these outcomes.*

### One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	39.8	4	54.8	<.001
Satisfaction MEAN	189.1	4	55.9	<.001
Leadership MEAN	54.3	4	59.4	<.001

### Group Descriptives

		«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»	N	Mean	SD	SE
Performance MEAN	1		16	1.82	1.035	0.2588
	2		18	2.71	0.807	0.1901
	3		47	2.97	0.769	0.1121
	4		42	3.64	0.662	0.1021
	5		39	4.42	0.628	0.1006
Satisfaction MEAN	1		16	1.68	0.529	0.1322
	2		18	2.45	0.449	0.1059

## Group Descriptives

	«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»	N	Mean	SD	SE
	3	47	2.88	0.624	0.0911
	4	42	3.72	0.419	0.0647
	5	39	4.68	0.335	0.0537
<b>Leadership MEAN</b>	1	16	2.10	0.734	0.1834
	2	18	2.98	0.385	0.0908
	3	47	2.98	0.752	0.1096
	4	42	3.59	0.610	0.0941
	5	39	4.40	0.533	0.0853

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.886	-1.149	-1.818	-2.590
	<b>p-value</b>	—	0.006	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.263	-0.932	-1.704
	<b>p-value</b>		—	0.707	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.668	-1.441
	<b>p-value</b>			—	<.001	<.001

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
4	Mean difference				—	-0.773
	p-value				—	<.001
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Satisfaction MEAN

		1	2	3	4	5
1	Mean difference	—	-0.777	-1.202	-2.045	-2.998
	p-value	—	<.001	<.001	<.001	<.001
2	Mean difference		—	-0.426	-1.269	-2.222
	p-value		—	0.016	<.001	<.001
3	Mean difference			—	-0.843	-1.796
	p-value			—	<.001	<.001
4	Mean difference				—	-0.953
	p-value				—	<.001
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.884	-0.88150	-1.493	-2.299
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	0.00276	-0.608	-1.415
	<b>p-value</b>		—	1.000	0.007	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.611	-1.417
	<b>p-value</b>			—	<.001	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.806
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

## One-Way ANOVA

«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»

*\*Performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with employee satisfaction with the degree of support and direction provided by leadership; in particular, as employee satisfaction with leadership support rises, so do reported levels of these outcomes.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	54.8	4	59.6	<.001
Satisfaction MEAN	114.5	4	60.5	<.001
Leadership MEAN	59.2	4	60.3	<.001

## Group Descriptives

		«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»	N	Mean	SD	SE
Performance MEAN	1		20	1.75	0.713	0.1595
	2		17	2.56	0.772	0.1873
	3		46	3.19	0.702	0.1035
	4		44	3.67	0.661	0.0997
	5		35	4.46	0.670	0.1132

## Group Descriptives

	«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>1</b>	20	1.70	0.476	0.1065
	<b>2</b>	17	2.36	0.534	0.1296
	<b>3</b>	46	3.15	0.454	0.0670
	<b>4</b>	44	3.75	0.618	0.0931
	<b>5</b>	35	4.60	0.589	0.0995
<b>Leadership MEAN</b>	<b>1</b>	20	1.99	0.629	0.1407
	<b>2</b>	17	2.78	0.574	0.1392
	<b>3</b>	46	3.20	0.554	0.0817
	<b>4</b>	44	3.66	0.659	0.0993
	<b>5</b>	35	4.40	0.557	0.0942

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.815	-1.437	-1.923	-2.713
	<b>p-value</b>	—	0.004	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.622	-1.108	-1.898

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
	<b>p-value</b>		—	0.016	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.486	-1.276
	<b>p-value</b>			—	0.010	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.790
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.663	-1.449	-2.050	-2.900
	<b>p-value</b>	—	0.003	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.786	-1.387	-2.237
	<b>p-value</b>		—	<.001	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.601	-1.451
	<b>p-value</b>			—	<.001	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.850
	<b>p-value</b>				—	<.001

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.790	-1.204	-1.670	-2.402
<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.414	-0.880	-1.613
<b>p-value</b>		—	0.109	<.001	<.001
<b>3 Mean difference</b>			—	-0.466	-1.199
<b>p-value</b>			—	0.003	<.001
<b>4 Mean difference</b>				—	-0.733
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—



## One-Way ANOVA

«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»

*\*Employee performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with the belief that management values their viewpoints; in particular, when employees believe that their thoughts are appreciated, they report higher levels of these outcomes.*

### One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	42.0	4	58.4	<.001
Satisfaction MEAN	122.5	4	58.4	<.001
Leadership MEAN	40.9	4	57.5	<.001

### Group Descriptives

	«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»	N	Mean	SD	SE
Performance MEAN	1	14	1.77	0.768	0.2053
	2	27	2.62	0.856	0.1648
	3	41	3.10	0.738	0.1152
	4	45	3.64	0.687	0.1024
	5	35	4.47	0.723	0.1221
Satisfaction MEAN	1	14	1.61	0.525	0.1404
	2	27	2.36	0.627	0.1207
	3	41	3.04	0.502	0.0785

## Group Descriptives

	«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»	N	Mean	SD	SE
	4	45	3.84	0.479	0.0714
	5	35	4.61	0.488	0.0825
<b>Leadership MEAN</b>	1	14	2.16	0.729	0.1948
	2	27	2.60	0.776	0.1493
	3	41	3.23	0.523	0.0816
	4	45	3.62	0.643	0.0959
	5	35	4.39	0.615	0.1040

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.851	-1.331	-1.869	-2.697
	<b>p-value</b>	—	0.006	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.480	-1.018	-1.846
	<b>p-value</b>		—	0.075	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.538	-1.366
	<b>p-value</b>			—	0.009	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.829

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.757	-1.434	-2.230	-3.002
<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.676	-1.473	-2.245
<b>p-value</b>		—	<.001	<.001	<.001
<b>3 Mean difference</b>			—	-0.796	-1.569
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.772
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.438	-1.072	-1.461	-2.235
	<b>p-value</b>	—	0.237	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.634	-1.023	-1.797
	<b>p-value</b>		—	<.001	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.389	-1.163
	<b>p-value</b>			—	0.043	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.774
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

## One-Way ANOVA

«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»

*\*Performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with employee satisfaction with the recognition and rewards they receive; in particular, employees' reported levels of these outcomes rise significantly as they perceive higher levels of recognition and reward.*

### One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	42.1	4	60.2	<.001
Satisfaction MEAN	110.6	4	62.2	<.001
Leadership MEAN	37.5	4	60.7	<.001

### Group Descriptives

«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»		N	Mean	SD	SE
Performance MEAN	1	19	1.91	0.764	0.1753
	2	20	2.65	0.828	0.1852
	3	42	3.08	0.869	0.1341
	4	51	3.74	0.629	0.0881
	5	30	4.46	0.717	0.1308
	1	19	1.76	0.584	0.1339

## Group Descriptives

	«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>2</b>	20	2.48	0.511	0.1142
	<b>3</b>	42	3.05	0.675	0.1042
	<b>4</b>	51	3.79	0.526	0.0736
	<b>5</b>	30	4.68	0.492	0.0898
<b>Leadership MEAN</b>	<b>1</b>	19	2.22	0.834	0.1914
	<b>2</b>	20	2.83	0.682	0.1524
	<b>3</b>	42	3.17	0.629	0.0971
	<b>4</b>	51	3.61	0.676	0.0947
	<b>5</b>	30	4.46	0.593	0.1082

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.745	-1.176	-1.832	-2.555
	<b>p-value</b>	—	0.020	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.431	-1.087	-1.810
	<b>p-value</b>		—	0.223	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.656	-1.379

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.723
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.712	-1.284	-2.031	-2.920
<b>p-value</b>	—	0.001	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.573	-1.319	-2.208
<b>p-value</b>		—	0.003	<.001	<.001
<b>3 Mean difference</b>			—	-0.746	-1.636
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.889
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.617	-0.953	-1.389	-2.239
	<b>p-value</b>	—	0.037	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.336	-0.772	-1.622
	<b>p-value</b>		—	0.352	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.436	-1.286
	<b>p-value</b>			—	0.018	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.850
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—



## One-Way ANOVA

«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»

*\*Performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with the belief that leadership decisions have a positive impact on employee morale; in particular, as confidence in the positive effect of leadership on morale grows, so do reported levels of these outcomes.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	33.0	4	57.2	<.001
Satisfaction MEAN	80.5	4	61.3	<.001
Leadership MEAN	19.0	4	57.3	<.001

## Group Descriptives

		«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»	N	Mean	SD	SE
Performance MEAN	1		14	1.70	0.855	0.2285
	2		25	2.48	0.705	0.1409
	3		45	3.36	0.610	0.0909
	4		35	3.50	0.787	0.1331
	5		43	4.27	0.890	0.1357
	1		14	1.50	0.480	0.1284

## Group Descriptives

	«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>2</b>	25	2.41	0.484	0.0968
	<b>3</b>	45	3.37	0.548	0.0817
	<b>4</b>	35	3.58	0.720	0.1217
	<b>5</b>	43	4.34	0.810	0.1235
<b>Leadership MEAN</b>	<b>1</b>	14	2.21	0.864	0.2309
	<b>2</b>	25	2.78	0.652	0.1304
	<b>3</b>	45	3.31	0.605	0.0903
	<b>4</b>	35	3.49	0.756	0.1278
	<b>5</b>	43	4.13	0.882	0.1346

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.780	-1.660	-1.797	-2.570
	<b>p-value</b>	—	0.022	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.880	-1.017	-1.790
	<b>p-value</b>		—	<.001	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.137	-0.910

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>			—	0.932	<.001
<b>4 Mean difference</b>				—	-0.773
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.913	-1.870	-2.081	-2.841
<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.957	-1.168	-1.928
<b>p-value</b>		—	<.001	<.001	<.001
<b>3 Mean difference</b>			—	-0.211	-0.971
<b>p-value</b>			—	0.609	<.001
<b>4 Mean difference</b>				—	-0.760
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.576	-1.107	-1.283	-1.928
	<b>p-value</b>	—	0.150	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.531	-0.707	-1.352
	<b>p-value</b>		—	0.040	0.004	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.175	-0.821
	<b>p-value</b>			—	0.837	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.645
	<b>p-value</b>				—	0.002
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

## One-Way ANOVA

«Λαμβάνω εποικοδομητική ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»

*\*Employee performance, satisfaction, and perceived leadership quality are all highly and favourably correlated with receiving constructive criticism that enhances performance; in particular, employees' reported levels of these outcomes—particularly performance—increase significantly as they perceive higher quality feedback.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	303.6	4	54.0	<.001
Satisfaction MEAN	62.1	4	50.8	<.001
Leadership MEAN	43.2	4	49.3	<.001

## Group Descriptives

		«Λαμβάνω εποικοδομητική ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»	N	Mean	SD	SE
Performance MEAN	1		11	1.25	0.311	0.0938
	2		29	2.36	0.651	0.1209
	3		48	3.15	0.528	0.0762
	4		48	3.85	0.504	0.0727
	5		26	4.82	0.282	0.0554
	1		11	1.58	0.685	0.2064

## Group Descriptives

	«Λαμβάνω επικοινωνιακή ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>2</b>	29	2.57	0.653	0.1212
	<b>3</b>	48	3.16	0.743	0.1073
	<b>4</b>	48	3.76	0.731	0.1055
	<b>5</b>	26	4.63	0.581	0.1140
<b>Leadership MEAN</b>	<b>1</b>	11	2.12	0.731	0.2204
	<b>2</b>	29	2.68	0.679	0.1260
	<b>3</b>	48	3.15	0.723	0.1043
	<b>4</b>	48	3.75	0.585	0.0845
	<b>5</b>	26	4.51	0.583	0.1143

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-1.10	-1.891	-2.591	-3.561
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.787	-1.487	-2.457
	<b>p-value</b>		—	<.001	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.700	-1.670

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.970
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.999	-1.587	-2.188	-3.059
<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.588	-1.189	-2.060
<b>p-value</b>		—	0.004	<.001	<.001
<b>3 Mean difference</b>			—	-0.601	-1.471
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.871
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.557	-1.029	-1.626	-2.392
	<b>p-value</b>	—	0.121	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.472	-1.070	-1.835
	<b>p-value</b>		—	0.021	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.597	-1.362
	<b>p-value</b>			—	<.001	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.765
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—



## One-Way ANOVA

«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»

*\*Employee performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with supervisors' encouragement of collaboration and teamwork; in particular, employees' reported levels of these outcomes increase significantly—most notably for performance—as they perceive greater encouragement for teamwork.*

### One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	136.0	4	52.6	<.001
Satisfaction MEAN	24.0	4	47.3	<.001
Leadership MEAN	19.1	4	46.4	<.001

### Group Descriptives

		«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»	N	Mean	SD	SE
Performance MEAN	1		11	1.25	0.336	0.1012
	2		20	2.38	0.705	0.1575
	3		30	2.98	0.635	0.1160
	4		58	3.47	0.654	0.0859
	5		43	4.44	0.631	0.0963
Satisfaction MEAN	1		11	1.82	0.780	0.2351
	2		20	2.63	0.741	0.1656

## Group Descriptives

	«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»	N	Mean	SD	SE
	3	30	3.14	0.912	0.1665
	4	58	3.39	0.768	0.1009
	5	43	4.22	0.930	0.1418
<b>Leadership MEAN</b>	1	11	2.10	0.744	0.2245
	2	20	2.69	0.793	0.1773
	3	30	3.16	0.693	0.1266
	4	58	3.46	0.659	0.0866
	5	43	4.11	0.890	0.1357

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-1.13	-1.725	-2.218	-3.183
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.600	-1.092	-2.057
	<b>p-value</b>		—	0.011	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.492	-1.457
	<b>p-value</b>			—	0.006	<.001

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
4	Mean difference				—	-0.965
	p-value				—	<.001
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Satisfaction MEAN

		1	2	3	4	5
1	Mean difference	—	-0.815	-1.321	-1.570	-2.407
	p-value	—	0.078	<.001	<.001	<.001
2	Mean difference		—	-0.506	-0.755	-1.591
	p-value		—	0.231	0.006	<.001
3	Mean difference			—	-0.249	-1.086
	p-value			—	0.679	<.001
4	Mean difference				—	-0.837
	p-value				—	<.001
5	Mean difference					—
	p-value					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.593	-1.062	-1.363	-2.008
	<b>p-value</b>	—	0.228	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.469	-0.769	-1.414
	<b>p-value</b>		—	0.204	0.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.301	-0.946
	<b>p-value</b>			—	0.394	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.645
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

## One-Way ANOVA

«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»

*\*Employee performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with feeling inspired to perform better because of leadership guidance and example; in particular, as employees' motivation from leadership rises, so does their reported level of these outcomes, particularly performance.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	159.6	4	70.7	<.001
Satisfaction MEAN	48.2	4	72.3	<.001
Leadership MEAN	41.1	4	72.5	<.001

## Group Descriptives

	«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»	N	Mean	SD	SE
Performance MEAN	1	23	1.67	0.660	0.1375
	2	30	2.62	0.531	0.0970
	3	42	3.32	0.382	0.0590
	4	39	3.93	0.512	0.0820
	5	28	4.76	0.341	0.0645
	1	23	1.90	0.762	0.1588

## Group Descriptives

	«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>2</b>	30	2.87	0.667	0.1218
	<b>3</b>	42	3.33	0.672	0.1037
	<b>4</b>	39	3.82	0.760	0.1217
	<b>5</b>	28	4.52	0.675	0.1276
<b>Leadership MEAN</b>	<b>1</b>	23	2.21	0.749	0.1561
	<b>2</b>	30	3.03	0.521	0.0952
	<b>3</b>	42	3.21	0.716	0.1105
	<b>4</b>	39	3.83	0.642	0.1028
	<b>5</b>	28	4.41	0.617	0.1167

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.950	-1.654	-2.259	-3.088
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.704	-1.308	-2.137
	<b>p-value</b>		—	<.001	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.604	-1.433

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.829
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.968	-1.431	-1.918	-2.625
<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.463	-0.950	-1.657
<b>p-value</b>		—	0.053	<.001	<.001
<b>3 Mean difference</b>			—	-0.487	-1.194
<b>p-value</b>			—	0.019	<.001
<b>4 Mean difference</b>				—	-0.708
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.826	-0.999	-1.624	-2.205
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.173	-0.799	-1.379
	<b>p-value</b>		—	0.803	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.626	-1.206
	<b>p-value</b>			—	<.001	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.581
	<b>p-value</b>				—	0.004
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—



## One-Way ANOVA

«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»

*\*Employee performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with senior management's active cultivation of a culture of continuous learning and professional development; in particular, employees' reported levels of these outcomes rise in tandem with their perceptions of a stronger culture.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	107.9	4	63.3	<.001
Satisfaction MEAN	49.4	4	63.6	<.001
Leadership MEAN	36.9	4	63.6	<.001

## Group Descriptives

		«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»	N	Mean	SD	SE
Performance MEAN	1		19	1.64	0.688	0.1579
	2		21	2.43	0.507	0.1107
	3		43	3.08	0.563	0.0858
	4		44	3.81	0.520	0.0784
	5		35	4.59	0.490	0.0828
	1		19	1.83	0.873	0.2003

## Group Descriptives

	«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>2</b>	21	2.59	0.614	0.1339
	<b>3</b>	43	3.14	0.635	0.0968
	<b>4</b>	44	3.78	0.737	0.1112
	<b>5</b>	35	4.41	0.642	0.1085
<b>Leadership MEAN</b>	<b>1</b>	19	2.26	0.870	0.1995
	<b>2</b>	21	2.78	0.599	0.1308
	<b>3</b>	43	3.15	0.652	0.0994
	<b>4</b>	44	3.64	0.696	0.1049
	<b>5</b>	35	4.35	0.603	0.1020

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.786	-1.437	-2.172	-2.946
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.650	-1.385	-2.160
	<b>p-value</b>		—	<.001	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.735	-1.510

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.775
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.754	-1.310	-1.943	-2.581
<b>p-value</b>	—	0.007	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.556	-1.189	-1.827
<b>p-value</b>		—	0.025	<.001	<.001
<b>3 Mean difference</b>			—	-0.633	-1.271
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.638
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.515	-0.889	-1.378	-2.089
	<b>p-value</b>	—	0.120	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.375	-0.864	-1.575
	<b>p-value</b>		—	0.234	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.489	-1.200
	<b>p-value</b>			—	0.008	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.711
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—

## One-Way ANOVA

«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»

*\*Employee performance, satisfaction, and perceived leadership quality are all strongly and favourably correlated with employees' perceptions of opportunities for career advancement or new responsibilities within the organization; in other words, employees' reported levels of these outcomes rise in proportion to their perceptions of these opportunities.*

## One-Way ANOVA (Welch's)

	F	df1	df2	p
Performance MEAN	107.2	4	67.0	<.001
Satisfaction MEAN	55.6	4	68.2	<.001
Leadership MEAN	47.0	4	65.7	<.001

## Group Descriptives

		«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»	N	Mean	SD	SE
Performance MEAN	1		21	1.60	0.562	0.1227
	2		21	2.49	0.496	0.1083
	3		37	3.17	0.562	0.0924
	4		43	3.72	0.494	0.0753
	5		40	4.50	0.597	0.0945
	1		21	1.83	0.580	0.1265

## Group Descriptives

	«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»	N	Mean	SD	SE
<b>Satisfaction MEAN</b>	<b>2</b>	21	2.59	0.686	0.1498
	<b>3</b>	37	3.26	0.653	0.1074
	<b>4</b>	43	3.70	0.686	0.1047
	<b>5</b>	40	4.31	0.826	0.1306
<b>Leadership MEAN</b>	<b>1</b>	21	2.10	0.613	0.1337
	<b>2</b>	21	2.76	0.671	0.1464
	<b>3</b>	37	3.19	0.633	0.1041
	<b>4</b>	43	3.68	0.515	0.0786
	<b>5</b>	40	4.28	0.702	0.1110

## Post Hoc Tests

Tukey Post-Hoc Test – Performance MEAN

		1	2	3	4	5
<b>1</b>	<b>Mean difference</b>	—	-0.886	-1.573	-2.121	-2.895
	<b>p-value</b>	—	<.001	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.687	-1.235	-2.009
	<b>p-value</b>		—	<.001	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.548	-1.322

Tukey Post-Hoc Test – Performance MEAN

	1	2	3	4	5
<b>p-value</b>			—	<.001	<.001
<b>4 Mean difference</b>				—	-0.774
<b>p-value</b>				—	<.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Satisfaction MEAN

	1	2	3	4	5
<b>1 Mean difference</b>	—	-0.754	-1.428	-1.864	-2.479
<b>p-value</b>	—	0.006	<.001	<.001	<.001
<b>2 Mean difference</b>		—	-0.674	-1.110	-1.725
<b>p-value</b>		—	0.005	<.001	<.001
<b>3 Mean difference</b>			—	-0.436	-1.051
<b>p-value</b>			—	0.050	<.001
<b>4 Mean difference</b>				—	-0.615
<b>p-value</b>				—	0.001
<b>5 Mean difference</b>					—
<b>p-value</b>					—

Tukey Post-Hoc Test – Leadership MEAN

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	<b>Mean difference</b>	—	-0.656	-1.086	-1.584	-2.177
	<b>p-value</b>	—	0.007	<.001	<.001	<.001
<b>2</b>	<b>Mean difference</b>		—	-0.430	-0.928	-1.521
	<b>p-value</b>		—	0.092	<.001	<.001
<b>3</b>	<b>Mean difference</b>			—	-0.499	-1.092
	<b>p-value</b>			—	0.004	<.001
<b>4</b>	<b>Mean difference</b>				—	-0.593
	<b>p-value</b>				—	<.001
<b>5</b>	<b>Mean difference</b>					—
	<b>p-value</b>					—



## Descriptives

### Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;

*\* Employees rank their performance, satisfaction, and leadership perceptions higher the longer they have been employed by the company, and these evaluations get steadier with time.*

#### Descriptives

Descriptives

	Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
N	1–3 χρόνια	52	52	52
	4–6 χρόνια	28	28	28
	7–10 χρόνια	17	17	17
	Λιγότερο από 1 χρόνο	35	35	35
	Πάνω από 10 χρόνια	30	30	30
Missing	1–3 χρόνια	0	0	0
	4–6 χρόνια	0	0	0
	7–10 χρόνια	0	0	0
	Λιγότερο από 1 χρόνο	0	0	0
	Πάνω από 10 χρόνια	0	0	0
Mean	1–3 χρόνια	3.19	3.13	3.28
	4–6 χρόνια	3.34	3.42	3.48

## Descriptives

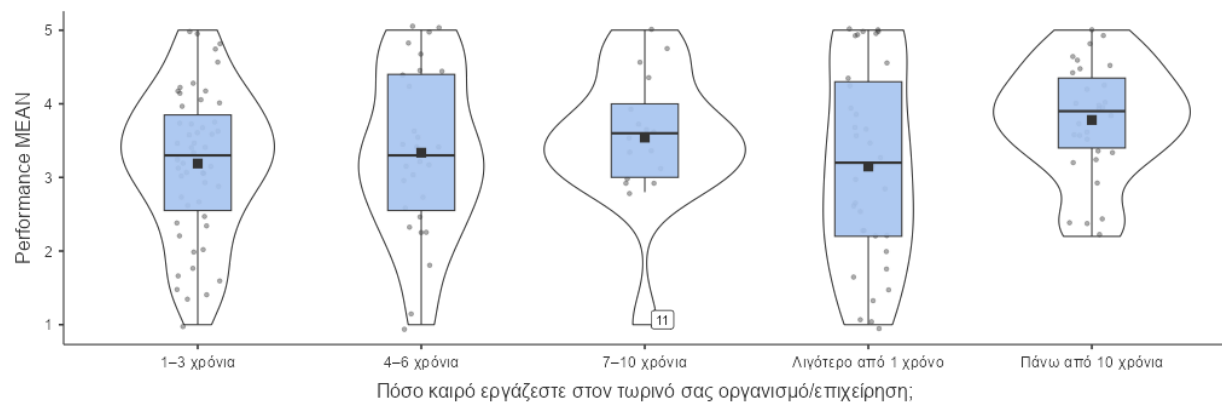
	Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	7–10 χρόνια	3.54	3.43	3.63
	Λιγότερο από 1 χρόνο	3.15	3.28	3.18
	Πάνω από 10 χρόνια	3.78	3.78	3.61
Median	1–3 χρόνια	3.30	3.33	3.44
	4–6 χρόνια	3.30	3.17	3.44
	7–10 χρόνια	3.60	3.67	3.67
	Λιγότερο από 1 χρόνο	3.20	3.17	3.00
	Πάνω από 10 χρόνια	3.90	3.75	3.56
Standard deviation	1–3 χρόνια	1.00	1.05	0.975
	4–6 χρόνια	1.12	1.12	1.02
	7–10 χρόνια	0.932	1.06	0.911
	Λιγότερο από 1 χρόνο	1.34	1.15	1.01
	Πάνω από 10 χρόνια	0.773	0.834	0.657
Minimum	1–3 χρόνια	1.00	1.00	1.00
	4–6 χρόνια	1.00	1.50	1.56
	7–10 χρόνια	1.00	1.33	1.33
	Λιγότερο από 1 χρόνο	1.00	1.17	1.33
	Πάνω από 10 χρόνια	2.20	2.17	2.22

## Descriptives

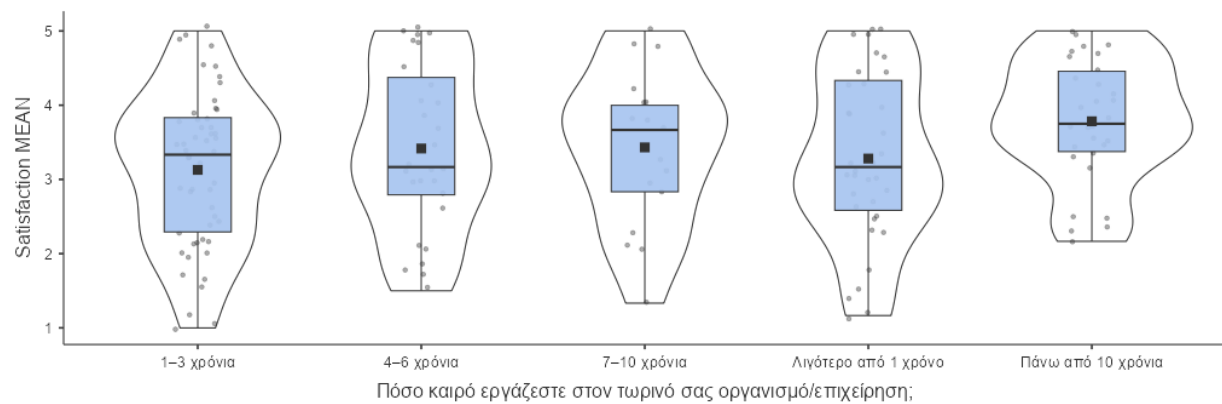
	Πόσο καιρό εργάζεστε στον τωρινό σας οργανισμό/επιχείρηση;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Maximum	1–3 χρόνια	5.00	5.00	5.00
	4–6 χρόνια	5.00	5.00	5.00
	7–10 χρόνια	5.00	5.00	5.00
	Λιγότερο από 1 χρόνο	5.00	5.00	5.00
	Πάνω από 10 χρόνια	5.00	5.00	4.78
Shapiro- Wilk W	1–3 χρόνια	0.973	0.973	0.965
	4–6 χρόνια	0.959	0.934	0.952
	7–10 χρόνια	0.915	0.963	0.957
	Λιγότερο από 1 χρόνο	0.928	0.949	0.955
	Πάνω από 10 χρόνια	0.952	0.941	0.980
Shapiro- Wilk p	1–3 χρόνια	0.272	0.280	0.126
	4–6 χρόνια	0.322	0.078	0.217
	7–10 χρόνια	0.123	0.695	0.581
	Λιγότερο από 1 χρόνο	0.024	0.106	0.163
	Πάνω από 10 χρόνια	0.187	0.097	0.838

## Plots

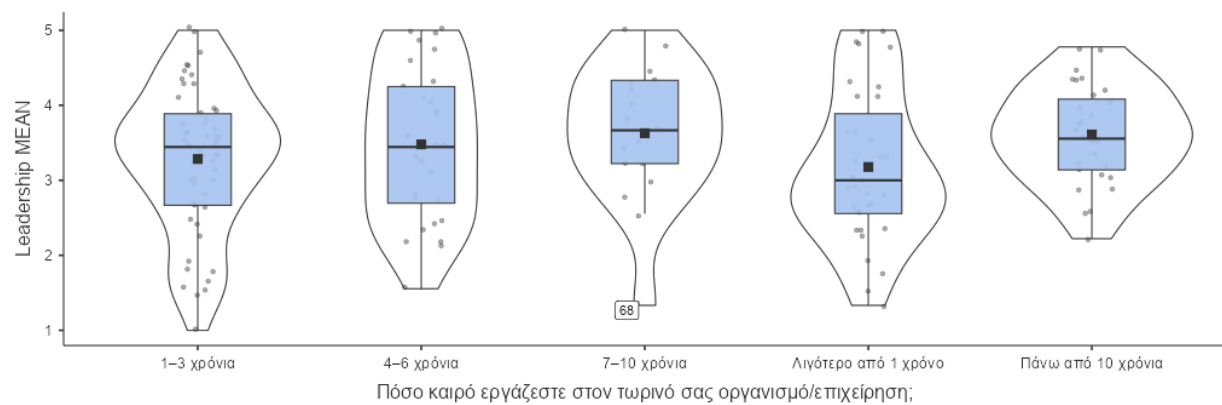
### Performance MEAN



### Satisfaction MEAN



### Leadership MEAN



Πόσους εργαζόμενους απασχολεί η επιχείρησή σας;

**\* While these outcomes tend to decline as company size increases, employees at very small businesses (1–9 people) report the highest average levels of happiness, performance, and leadership perceptions.**

*However, the largest enterprises (250+) experience a tiny comeback, perhaps as a result of more professional structures. A company's responses are more comparable (least varied) in all groups the more employees it has. This indicates that while positive views decline with increasing company size, experiences grow more consistent.*

## Descriptives

Descriptives

	Πόσους εργαζόμενους απασχολεί η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>10–49</b>	46	46	46
	<b>1–9</b>	59	59	59
	<b>250 ή περισσότερους</b>	29	29	29
	<b>50–249</b>	28	28	28
<b>Missing</b>	<b>10–49</b>	0	0	0
	<b>1–9</b>	0	0	0
	<b>250 ή περισσότερους</b>	0	0	0
	<b>50–249</b>	0	0	0
<b>Mean</b>	<b>10–49</b>	3.32	3.38	3.47
	<b>1–9</b>	3.54	3.58	3.56
	<b>250 ή περισσότερους</b>	3.30	3.21	3.23
	<b>50–249</b>	3.07	3.04	3.08
<b>Median</b>	<b>10–49</b>	3.40	3.42	3.56
	<b>1–9</b>	3.60	3.67	3.56

Descriptives

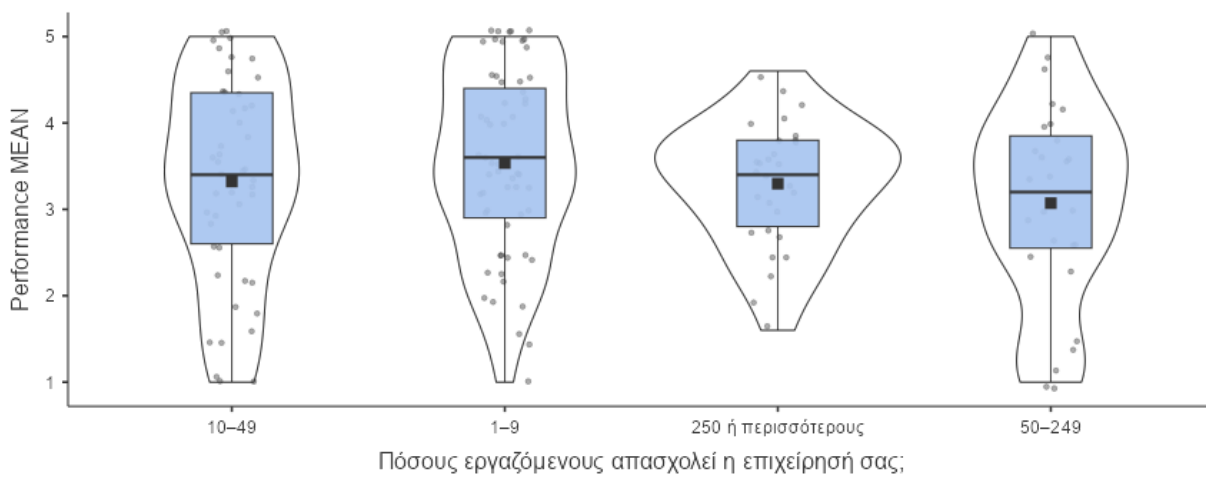
	Πόσους εργαζόμενους απασχολεί η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	250 ή περισσότερους	3.40	3.50	3.22
	50–249	3.20	3.25	3.17
Standard deviation	10–49	1.20	1.16	1.05
	1–9	1.08	1.06	0.911
	250 ή περισσότερους	0.726	0.792	0.702
	50–249	1.14	1.07	0.945
Minimum	10–49	1.00	1.00	1.00
	1–9	1.00	1.50	1.56
	250 ή περισσότερους	1.60	1.17	1.33
	50–249	1.00	1.00	1.33
Maximum	10–49	5.00	5.00	5.00
	1–9	5.00	5.00	5.00
	250 ή περισσότερους	4.60	4.50	4.33
	50–249	5.00	5.00	4.78
Shapiro-Wilk W	10–49	0.944	0.948	0.960
	1–9	0.949	0.927	0.970
	250 ή περισσότερους	0.971	0.966	0.959
	50–249	0.953	0.936	0.976

## Descriptives

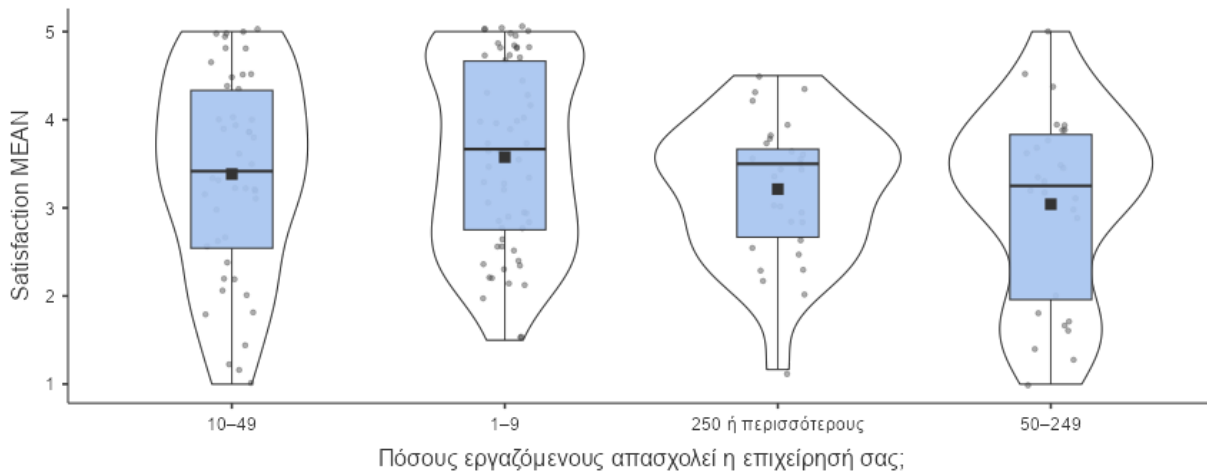
	Πόσους εργαζόμενους απασχολεί η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>Shapiro-Wilk p</b>	<b>10–49</b>	0.027	0.040	0.111
	<b>1–9</b>	0.015	0.002	0.147
	<b>250 ή περισσότερους</b>	0.597	0.467	0.303
	<b>50–249</b>	0.242	0.086	0.738

## Plots

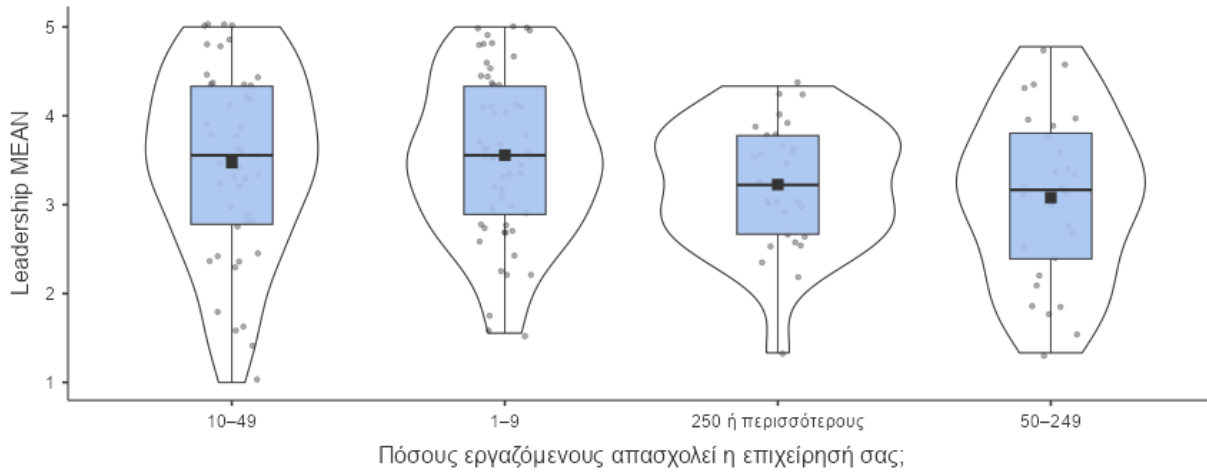
### Performance MEAN



### Satisfaction MEAN



### Leadership MEAN





## Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;

*\*Entry-level workers receive the lowest scores for leadership, performance, and satisfaction, while supervisors and team leaders often report the best evaluations. This suggests that more favourable opinions of leadership and job experience are linked to higher organizational positions. In other words, positive perceptions of leadership, performance, and satisfaction rise in tandem with the company's increased authority and responsibility.*

### Descriptives

#### Descriptives

	Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
N	Επόπτης / Υπεύθυνος Ομάδας	37	37	37
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	35	35	35
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	90	90	90
Missing	Επόπτης / Υπεύθυνος Ομάδας	0	0	0
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	0	0	0
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	0	0	0

## Descriptives

	Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Mean	Επόπτης / Υπεύθυνος Ομάδας	3.63	3.69	3.72
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	3.18	3.24	3.21
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	3.30	3.28	3.33
Median	Επόπτης / Υπεύθυνος Ομάδας	3.60	3.67	3.67
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	3.20	3.33	3.22
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	3.40	3.17	3.44
Standard deviation	Επόπτης / Υπεύθυνος Ομάδας	1.03	1.11	0.849
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	1.02	0.928	0.732

## Descriptives

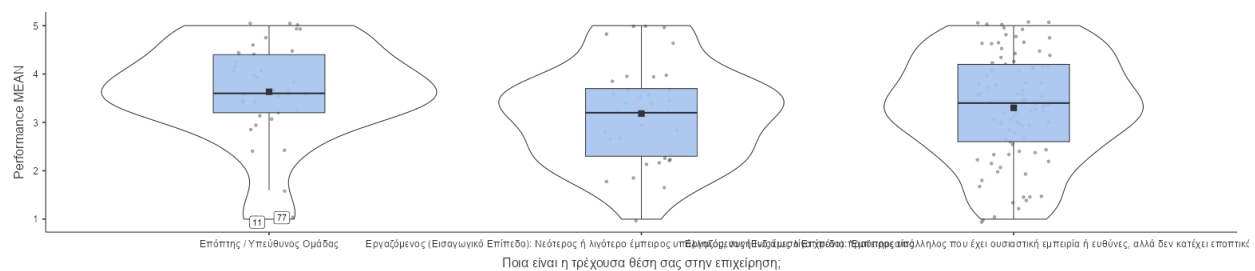
	Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	1.11	1.07	1.01
Minimum	Επόπτης / Υπεύθυνος Ομάδας	1.00	1.17	1.44
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	1.00	1.17	1.89
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	1.00	1.00	1.00
Maximum	Επόπτης / Υπεύθυνος Ομάδας	5.00	5.00	5.00
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	5.00	4.67	4.89
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	5.00	5.00	5.00
	Επόπτης / Υπεύθυνος Ομάδας	0.921	0.898	0.946

## Descriptives

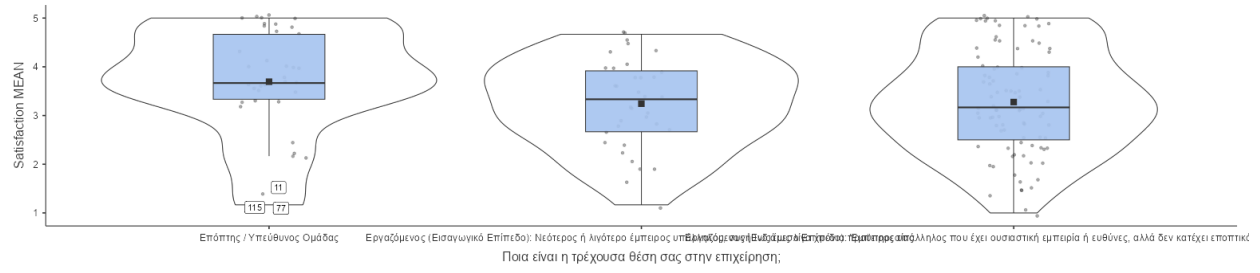
	Ποια είναι η τρέχουσα θέση σας στην επιχείρηση;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Shapiro-Wilk W	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	0.970	0.967	0.958
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	0.961	0.968	0.973
Shapiro-Wilk p	Επόπτης / Υπεύθυνος Ομάδας	0.012	0.003	0.074
	Εργαζόμενος (Εισαγωγικό Επίπεδο): Νεότερος ή λιγότερο έμπειρος υπάλληλος, συνήθως έως λίγα χρόνια προϋπηρεσίας.	0.443	0.356	0.201
	Εργαζόμενος (Ενδιάμεσο Επίπεδο): Έμπειρος υπάλληλος που έχει ουσιαστική εμπειρία ή ευθύνες, αλλά δεν κατέχει εποπτικό ή διευθυντικό ρόλο.	0.009	0.027	0.061

## Plots

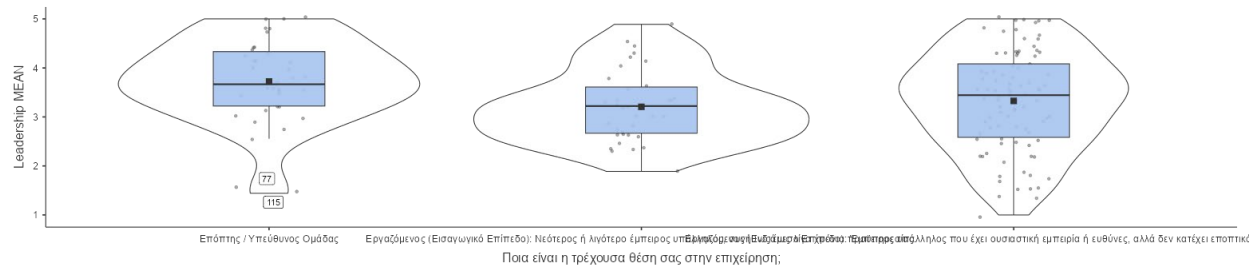
### Performance MEAN



### Satisfaction MEAN



## Leadership MEAN



## Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;

\*Although the descriptive analysis indicates that certain industries typically report higher or lower levels of leadership, performance, and employee satisfaction, the existing data does not support the statistical significance of these differences.

### Descriptives

#### Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
N	Casino	1	1	1
	Ticketing - Account Management	1	1	1
	Αρχιτεκτονική	1	1	1
	Βιομηχανία / Παραγωγή	18	18	18
	Γεωργία / Κτηνοτροφία	4	4	4
	Δημόσιος Τομέας / Κυβέρνηση	13	13	13
	Εκπαίδευση / Έρευνα	29	29	29
	Εμπορικές εκθέσεις	1	1	1
	Εμπόριο	1	1	1
	Καθαρίστρια	1	1	1
	Κατασκευαστικός κλαδος	1	1	1
	Λιανικό / Ηλεκτρονικό Εμπόριο	18	18	18
	Λογιστικά	1	1	1
	Μεταφορες	1	1	1

## Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	5	5	5
	Μη δημοσίου προσωπου	1	1	1
	Ναυτιλία	2	2	2
	Νομική συμβουλευτική/μετάφραση/εκπαίδευση	1	1	1
	Οπτικό ακουστικά μέσα	1	1	1
	Πώληση	1	1	1
	Τέχνες, Μουσική / Φιλοξενία	1	1	1
	Τεχνικό Γραφείο - Μεσιτικό	1	1	1
	Τεχνικός τομέας	1	1	1
	Τεχνολογία / Τηλεπικοινωνίες	17	17	17
	Τουρισμός / Φιλοξενία	13	13	13
	Υγεία / Φαρμακευτικός Κλάδος	15	15	15
	Υπηρεσίες ψυχαγωγίας	1	1	1
	Χονδρικό εμπόριο	1	1	1
	Χρηματοοικονομικές Υπηρεσίες	9	9	9
	πρακτορειο οπαπ	1	1	1
Missing	Casino	0	0	0
	Ticketing - Account Management	0	0	0

## Descriptives

Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Αρχιτεκτονική	0	0	0
Βιομηχανία / Παραγωγή	0	0	0
Γεωργία / Κτηνοτροφία	0	0	0
Δημόσιος Τομέας / Κυβέρνηση	0	0	0
Εκπαίδευση / Έρευνα	0	0	0
Εμπορικές εκθέσεις	0	0	0
Εμπόριο	0	0	0
Καθαρίστρια	0	0	0
Κατασκευαστικός κλαδος	0	0	0
Λιανικό / Ηλεκτρονικό Εμπόριο	0	0	0
Λογιστικά	0	0	0
Μεταφορες	0	0	0
Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	0	0	0
Μη δημοσίου προσωπου	0	0	0
Ναυτιλία	0	0	0
Νομική συμβουλευτική/μετάφραση/εκπαίδευση	0	0	0
Οπτικό ακουστικά μέσα	0	0	0
Πώληση	0	0	0



## Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Τέχνες, Μουσική / Φιλοξενία	0	0	0
	Τεχνικό Γραφείο - Μεσιτικό	0	0	0
	Τεχνικός τομέας	0	0	0
	Τεχνολογία / Τηλεπικοινωνίες	0	0	0
	Τουρισμός / Φιλοξενία	0	0	0
	Υγεία / Φαρμακευτικός Κλάδος	0	0	0
	Υπηρεσίες ψυχαγωγίας	0	0	0
	Χονδρικό εμπόριο	0	0	0
	Χρηματοοικονομικές Υπηρεσίες	0	0	0
	πρακτορειο οπαπ	0	0	0
Mean	Casino	5.00	5.00	5.00
	Ticketing - Account Management	3.80	3.33	3.44
	Αρχιτεκτονική	3.40	3.83	4.22
	Βιομηχανία / Παραγωγή	3.12	3.16	3.12
	Γεωργία / Κτηνοτροφία	3.55	3.29	3.36
	Δημόσιος Τομέας / Κυβέρνηση	3.02	3.10	2.89
	Εκπαίδευση / Έρευνα	3.39	3.16	3.37
	Εμπορικές εκθέσεις	3.00	3.33	3.56

## Descriptives

Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Εμπόριο	2.00	2.33	3.00
Καθαρίστρια	3.60	4.67	4.22
Κατασκευαστικός κλαδος	1.40	2.00	1.67
Λιανικό / Ηλεκτρονικό Εμπόριο	3.43	3.33	3.31
Λογιστικά	2.20	2.17	2.67
Μεταφορες	4.20	4.33	4.11
Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	2.56	2.90	3.40
Μη δημοσίου προσωπου	4.60	4.67	3.56
Ναυτιλία	3.20	3.75	3.33
Νομική συμβουλευτική/μετάφραση/εκπαίδευση	4.00	3.33	3.67
Οπτικό ακουστικά μέσα	4.20	4.83	4.00
Πώληση	5.00	5.00	5.00
Τέχνες, Μουσική / Φιλοξενία	4.40	5.00	4.78
Τεχνικό Γραφείο - Μεσιτικό	3.20	3.67	3.56
Τεχνικός τομέας	1.00	1.00	1.00
Τεχνολογία / Τηλεπικοινωνίες	3.39	3.44	3.60
Τουρισμός / Φιλοξενία	3.09	3.42	3.24
Υγεία / Φαρμακευτικός Κλάδος	3.73	3.63	3.61

## Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Υπηρεσίες ψυχαγωγίας	4.60	4.50	4.33
	Χονδρικό εμπόριο	3.20	3.17	3.44
	Χρηματοοικονομικές Υπηρεσίες	3.69	3.63	3.84
	πρακτορειο οπαπ	4.40	4.83	4.11
Median	Casino	5.00	5.00	5.00
	Ticketing - Account Management	3.80	3.33	3.44
	Αρχιτεκτονική	3.40	3.83	4.22
	Βιομηχανία / Παραγωγή	3.30	3.33	3.33
	Γεωργία / Κτηνοτροφία	3.70	3.25	3.11
	Δημόσιος Τομέας / Κυβέρνηση	3.20	3.33	2.89
	Εκπαίδευση / Έρευνα	3.40	3.17	3.22
	Εμπορικές εκθέσεις	3.00	3.33	3.56
	Εμπόριο	2.00	2.33	3.00
	Καθαρίστρια	3.60	4.67	4.22
	Κατασκευαστικός κλαδος	1.40	2.00	1.67
	Λιανικό / Ηλεκτρονικό Εμπόριο	3.70	3.58	3.33
	Λογιστικά	2.20	2.17	2.67
	Μεταφορες	4.20	4.33	4.11

## Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	3.00	3.00	3.56
	Μη δημοσίου προσωπου	4.60	4.67	3.56
	Ναυτιλία	3.20	3.75	3.33
	Νομική συμβουλευτική/μετάφραση/εκπαίδευση	4.00	3.33	3.67
	Οπτικό ακουστικά μέσα	4.20	4.83	4.00
	Πώληση	5.00	5.00	5.00
	Τέχνες, Μουσική / Φιλοξενία	4.40	5.00	4.78
	Τεχνικό Γραφείο - Μεσιτικό	3.20	3.67	3.56
	Τεχνικός τομέας	1.00	1.00	1.00
	Τεχνολογία / Τηλεπικοινωνίες	3.40	3.50	3.56
	Τουρισμός / Φιλοξενία	3.20	3.67	3.33
	Υγεία / Φαρμακευτικός Κλάδος	3.60	3.50	3.56
	Υπηρεσίες ψυχαγωγίας	4.60	4.50	4.33
	Χονδρικό εμπόριο	3.20	3.17	3.44
	Χρηματοοικονομικές Υπηρεσίες	3.40	3.00	3.89
	πρακτορειο οπαπ	4.40	4.83	4.11
Standard deviation	Casino	NaN	NaN	NaN
	Ticketing - Account Management	NaN	NaN	NaN

## Descriptives

Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Αρχιτεκτονική	NaN	NaN	NaN
Βιομηχανία / Παραγωγή	1.24	1.17	1.12
Γεωργία / Κτηνοτροφία	1.32	0.821	1.10
Δημόσιος Τομέας / Κυβέρνηση	0.911	0.878	0.622
Εκπαίδευση / Έρευνα	0.826	0.889	0.726
Εμπορικές εκθέσεις	NaN	NaN	NaN
Εμπόριο	NaN	NaN	NaN
Καθαρίστρια	NaN	NaN	NaN
Κατασκευαστικός κλαδος	NaN	NaN	NaN
Λιανικό / Ηλεκτρονικό Εμπόριο	1.13	1.11	0.988
Λογιστικά	NaN	NaN	NaN
Μεταφορες	NaN	NaN	NaN
Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	0.984	0.871	0.674
Μη δημοσίου προσωπου	NaN	NaN	NaN
Ναυτιλία	1.41	0.825	1.41
Νομική συμβουλευτική/μετάφραση/εκπαίδευση	NaN	NaN	NaN
Οπτικό ακουστικά μέσα	NaN	NaN	NaN
Πώληση	NaN	NaN	NaN

## Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Τέχνες, Μουσική / Φιλοξενία	NaN	NaN	NaN
	Τεχνικό Γραφείο - Μεσιτικό	NaN	NaN	NaN
	Τεχνικός τομέας	NaN	NaN	NaN
	Τεχνολογία / Τηλεπικοινωνίες	1.07	1.05	0.858
	Τουρισμός / Φιλοξενία	1.40	1.28	1.15
	Υγεία / Φαρμακευτικός Κλάδος	0.823	1.01	0.952
	Υπηρεσίες ψυχαγωγίας	NaN	NaN	NaN
	Χονδρικό εμπόριο	NaN	NaN	NaN
	Χρηματοοικονομικές Υπηρεσίες	1.18	1.29	0.991
	πρακτορειο οπαπ	NaN	NaN	NaN
Minimum	Casino	5.00	5.00	5.00
	Ticketing - Account Management	3.80	3.33	3.44
	Αρχιτεκτονική	3.40	3.83	4.22
	Βιομηχανία / Παραγωγή	1.00	1.17	1.33
	Γεωργία / Κτηνοτροφία	1.80	2.33	2.33
	Δημόσιος Τομέας / Κυβέρνηση	1.40	1.17	1.78
	Εκπαίδευση / Έρευνα	1.40	1.00	1.78
	Εμπορικές εκθέσεις	3.00	3.33	3.56

## Descriptives

Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Εμπόριο	2.00	2.33	3.00
Καθαρίστρια	3.60	4.67	4.22
Κατασκευαστικός κλαδος	1.40	2.00	1.67
Λιανικό / Ηλεκτρονικό Εμπόριο	1.40	1.83	1.33
Λογιστικά	2.20	2.17	2.67
Μεταφορες	4.20	4.33	4.11
Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	1.00	1.50	2.22
Μη δημοσίου προσωπου	4.60	4.67	3.56
Ναυτιλία	2.20	3.17	2.33
Νομική συμβουλευτική/μετάφραση/εκπαίδευση	4.00	3.33	3.67
Οπτικό ακουστικά μέσα	4.20	4.83	4.00
Πώληση	5.00	5.00	5.00
Τέχνες, Μουσική / Φιλοξενία	4.40	5.00	4.78
Τεχνικό Γραφείο - Μεσιτικό	3.20	3.67	3.56
Τεχνικός τομέας	1.00	1.00	1.00
Τεχνολογία / Τηλεπικοινωνίες	1.00	1.33	2.44
Τουρισμός / Φιλοξενία	1.00	1.17	1.56
Υγεία / Φαρμακευτικός Κλάδος	2.20	1.67	1.89

## Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Υπηρεσίες ψυχαγωγίας	4.60	4.50	4.33
	Χονδρικό εμπόριο	3.20	3.17	3.44
	Χρηματοοικονομικές Υπηρεσίες	2.20	2.00	2.44
	πρακτορειο οπαπ	4.40	4.83	4.11
Maximum	Casino	5.00	5.00	5.00
	Ticketing - Account Management	3.80	3.33	3.44
	Αρχιτεκτονική	3.40	3.83	4.22
	Βιομηχανία / Παραγωγή	4.80	4.83	4.44
	Γεωργία / Κτηνοτροφία	5.00	4.33	4.89
	Δημόσιος Τομέας / Κυβέρνηση	4.40	4.33	3.89
	Εκπαίδευση / Έρευνα	5.00	5.00	4.78
	Εμπορικές εκθέσεις	3.00	3.33	3.56
	Εμπόριο	2.00	2.33	3.00
	Καθαρίστρια	3.60	4.67	4.22
	Κατασκευαστικός κλαδος	1.40	2.00	1.67
	Λιανικό / Ηλεκτρονικό Εμπόριο	5.00	5.00	4.78
	Λογιστικά	2.20	2.17	2.67
	Μεταφορες	4.20	4.33	4.11



Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	3.40	3.83	3.89
	Μη δημοσίου προσωπου	4.60	4.67	3.56
	Ναυτιλία	4.20	4.33	4.33
	Νομική συμβουλευτική/μετάφραση/εκπαίδευση	4.00	3.33	3.67
	Οπτικό ακουστικά μέσα	4.20	4.83	4.00
	Πώληση	5.00	5.00	5.00
	Τέχνες, Μουσική / Φιλοξενία	4.40	5.00	4.78
	Τεχνικό Γραφείο - Μεσιτικό	3.20	3.67	3.56
	Τεχνικός τομέας	1.00	1.00	1.00
	Τεχνολογία / Τηλεπικοινωνίες	5.00	5.00	5.00
	Τουρισμός / Φιλοξενία	5.00	5.00	4.89
	Υγεία / Φαρμακευτικός Κλάδος	5.00	5.00	5.00
	Υπηρεσίες ψυχαγωγίας	4.60	4.50	4.33
	Χονδρικό εμπόριο	3.20	3.17	3.44
	Χρηματοοικονομικές Υπηρεσίες	5.00	5.00	5.00
	πρακτορειο οπαπ	4.40	4.83	4.11
Shapiro- Wilk W	Casino	NaN	NaN	NaN
	Ticketing - Account Management	NaN	NaN	NaN

## Descriptives

Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Αρχιτεκτονική	NaN	NaN	NaN
Βιομηχανία / Παραγωγή	0.929	0.920	0.890
Γεωργία / Κτηνοτροφία	0.953	0.973	0.927
Δημόσιος Τομέας / Κυβέρνηση	0.931	0.950	0.967
Εκπαίδευση / Έρευνα	0.958	0.977	0.973
Εμπορικές εκθέσεις	NaN	NaN	NaN
Εμπόριο	NaN	NaN	NaN
Καθαρίστρια	NaN	NaN	NaN
Κατασκευαστικός κλαδος	NaN	NaN	NaN
Λιανικό / Ηλεκτρονικό Εμπόριο	0.935	0.901	0.962
Λογιστικά	NaN	NaN	NaN
Μεταφορες	NaN	NaN	NaN
Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	0.871	0.921	0.742
Μη δημοσίου προσωπου	NaN	NaN	NaN
Ναυτιλία	NaN	NaN	NaN
Νομική συμβουλευτική/μετάφραση/εκπαίδευση	NaN	NaN	NaN
Οπτικό ακουστικά μέσα	NaN	NaN	NaN
Πώληση	NaN	NaN	NaN

Descriptives

	Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	Τέχνες, Μουσική / Φιλοξενία	NaN	NaN	NaN
	Τεχνικό Γραφείο - Μεσιτικό	NaN	NaN	NaN
	Τεχνικός τομέας	NaN	NaN	NaN
	Τεχνολογία / Τηλεπικοινωνίες	0.951	0.960	0.931
	Τουρισμός / Φιλοξενία	0.935	0.927	0.946
	Υγεία / Φαρμακευτικός Κλάδος	0.969	0.952	0.960
	Υπηρεσίες ψυχαγωγίας	NaN	NaN	NaN
	Χονδρικό εμπόριο	NaN	NaN	NaN
	Χρηματοοικονομικές Υπηρεσίες	0.859	0.806	0.909
	πρακτορειο οπαπ	NaN	NaN	NaN
Shapiro- Wilk p	Casino	NaN	NaN	NaN
	Ticketing - Account Management	NaN	NaN	NaN
	Αρχιτεκτονική	NaN	NaN	NaN
	Βιομηχανία / Παραγωγή	0.188	0.128	0.039
	Γεωργία / Κτηνοτροφία	0.735	0.860	0.576
	Δημόσιος Τομέας / Κυβέρνηση	0.347	0.597	0.852
	Εκπαίδευση / Έρευνα	0.286	0.744	0.653
	Εμπορικές εκθέσεις	NaN	NaN	NaN

## Descriptives

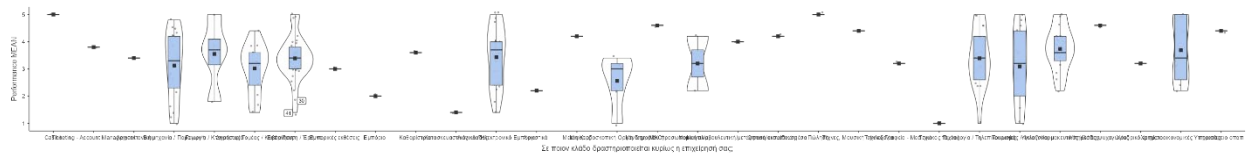
Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Εμπόριο	NaN	NaN	NaN
Καθαρίστρια	NaN	NaN	NaN
Κατασκευαστικός κλαδος	NaN	NaN	NaN
Λιανικό / Ηλεκτρονικό Εμπόριο	0.242	0.060	0.640
Λογιστικά	NaN	NaN	NaN
Μεταφορες	NaN	NaN	NaN
Μη Κερδοσκοπική Οργάνωση (ΜΚΟ)	0.271	0.537	0.025
Μη δημοσίου προσωπου	NaN	NaN	NaN
Ναυτιλία	NaN	NaN	NaN
Νομική συμβουλευτική/μετάφραση/εκπαίδευση	NaN	NaN	NaN
Οπτικό ακουστικά μέσα	NaN	NaN	NaN
Πώληση	NaN	NaN	NaN
Τέχνες, Μουσική / Φιλοξενία	NaN	NaN	NaN
Τεχνικό Γραφείο - Μεσιτικό	NaN	NaN	NaN
Τεχνικός τομέας	NaN	NaN	NaN
Τεχνολογία / Τηλεπικοινωνίες	0.476	0.631	0.226
Τουρισμός / Φιλοξενία	0.391	0.312	0.534
Υγεία / Φαρμακευτικός Κλάδος	0.845	0.561	0.687

## Descriptives

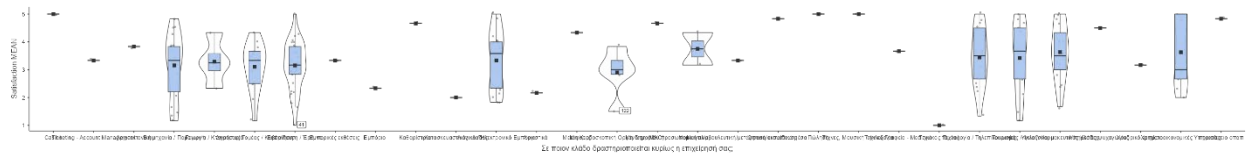
Σε ποιον κλάδο δραστηριοποιείται κυρίως η επιχείρησή σας;	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Υπηρεσίες ψυχαγωγίας	NaN	NaN	NaN
Χονδρικό εμπόριο	NaN	NaN	NaN
Χρηματοοικονομικές Υπηρεσίες	0.094	0.024	0.311
πρακτορειο οπαπ	NaN	NaN	NaN

## Plots

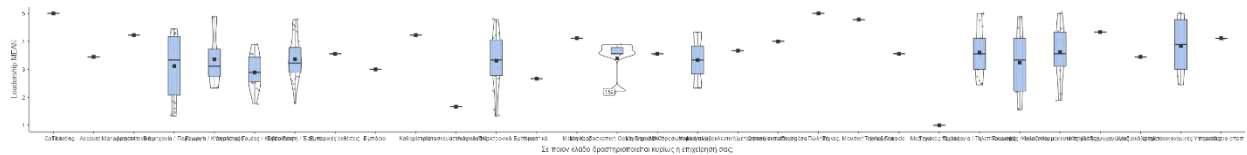
### Performance MEAN



### Satisfaction MEAN



### Leadership MEAN



«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»

*\*Descriptive statistics show a distinct, positive trend: workers report higher levels of satisfaction, perceived leadership, and performance when they believe their supervisor communicates the team's vision and goals clearly. At the descriptive level, the means for all three outcomes show a strong and consistent association as they climb progressively with increasing agreement.*

## Descriptives

Descriptives

	«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	9	9	9
	<b>2</b>	14	14	14
	<b>3</b>	37	37	37
	<b>4</b>	55	55	55
	<b>5</b>	47	47	47
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.69	1.76	1.73

## Descriptives

	«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	2.63	2.61	2.56
	3	2.84	2.84	2.84
	4	3.50	3.42	3.55
	5	4.12	4.25	4.21
Median	1	1.40	1.50	1.56
	2	2.50	2.42	2.44
	3	3.00	3.00	2.78
	4	3.60	3.50	3.56
	5	4.20	4.50	4.33
Standard deviation	1	0.722	0.662	0.583
	2	0.674	0.694	0.468
	3	0.930	0.851	0.703
	4	0.864	0.834	0.535
	5	0.859	0.799	0.729
Minimum	1	1.00	1.00	1.00
	2	1.20	1.67	1.56
	3	1.00	1.00	1.33

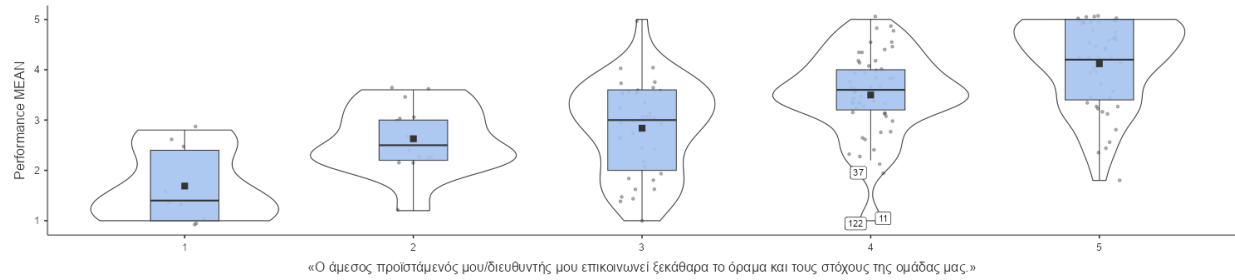
Descriptives

	«Ο άμεσος προϊστάμενός μου/διευθυντής μου επικοινωνεί ξεκάθαρα το όραμα και τους στόχους της ομάδας μας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	1.00	1.33	2.22
	5	1.80	1.67	1.89
Maximum	1	2.80	3.17	3.11
	2	3.60	4.00	3.22
	3	5.00	4.50	4.56
	4	5.00	5.00	4.78
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.843	0.903	0.814
	2	0.916	0.941	0.944
	3	0.954	0.976	0.974
	4	0.951	0.973	0.972
	5	0.886	0.858	0.897
Shapiro- Wilk p	1	0.063	0.270	0.030
	2	0.192	0.434	0.469
	3	0.132	0.578	0.523
	4	0.024	0.257	0.233
	5	<.001	<.001	<.001

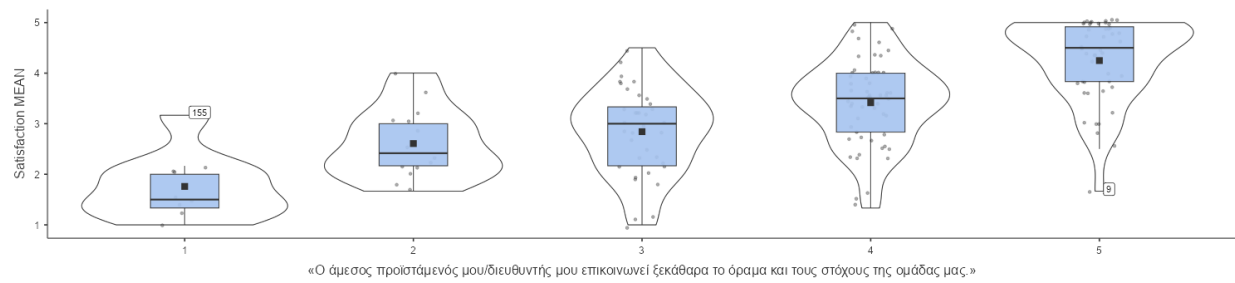


## Plots

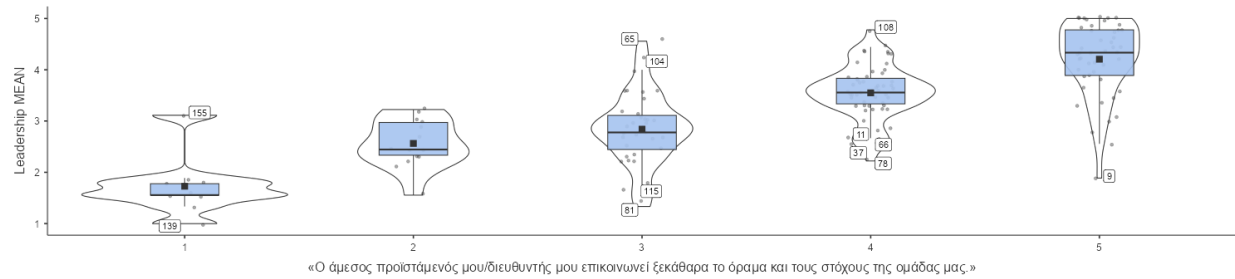
### Performance MEAN



### Satisfaction MEAN



### Leadership MEAN



«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»

*\*Performance, satisfaction, and perceived leadership all show a distinct upward trend, according to the descriptive data, as employees are more likely to believe that leadership establishes clear performance goals. From the lowest to the highest response categories, the mean scores for all outcomes rise, indicating that employees consistently perform better when expectations are clear.*

## Descriptives

Descriptives

	«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	16	16	16
	<b>2</b>	19	19	19
	<b>3</b>	55	55	55
	<b>4</b>	36	36	36
	<b>5</b>	36	36	36
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	2.42	2.58	2.20
	<b>2</b>	2.67	2.61	2.62

## Descriptives

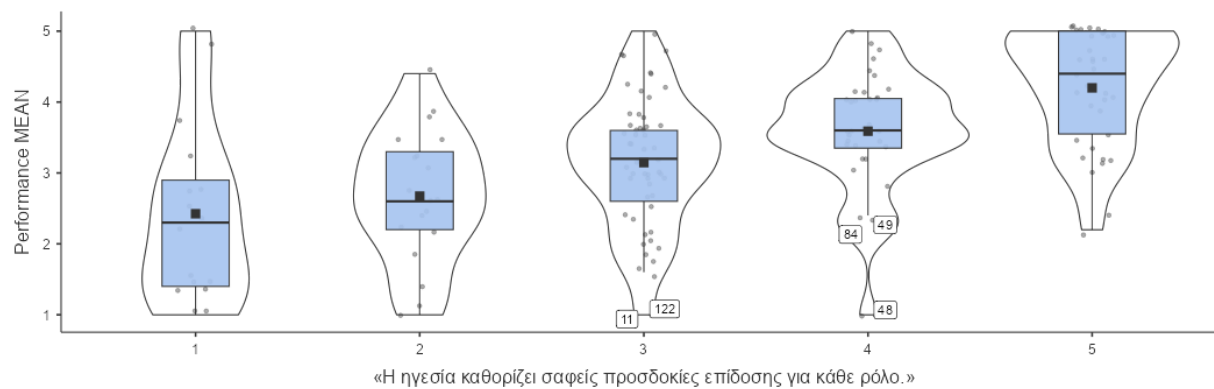
	«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.15	3.19	3.22
	4	3.59	3.66	3.71
	5	4.20	4.09	4.27
Median	1	2.30	2.00	1.89
	2	2.60	2.50	2.78
	3	3.20	3.17	3.22
	4	3.60	3.67	3.72
	5	4.40	4.33	4.50
Standard deviation	1	1.27	1.30	0.887
	2	0.919	0.905	0.686
	3	0.930	0.905	0.629
	4	0.832	0.781	0.562
	5	0.817	0.938	0.785
Minimum	1	1.00	1.00	1.00
	2	1.00	1.00	1.56
	3	1.00	1.17	1.44
	4	1.00	2.17	2.44
	5	2.20	1.67	2.22

## Descriptives

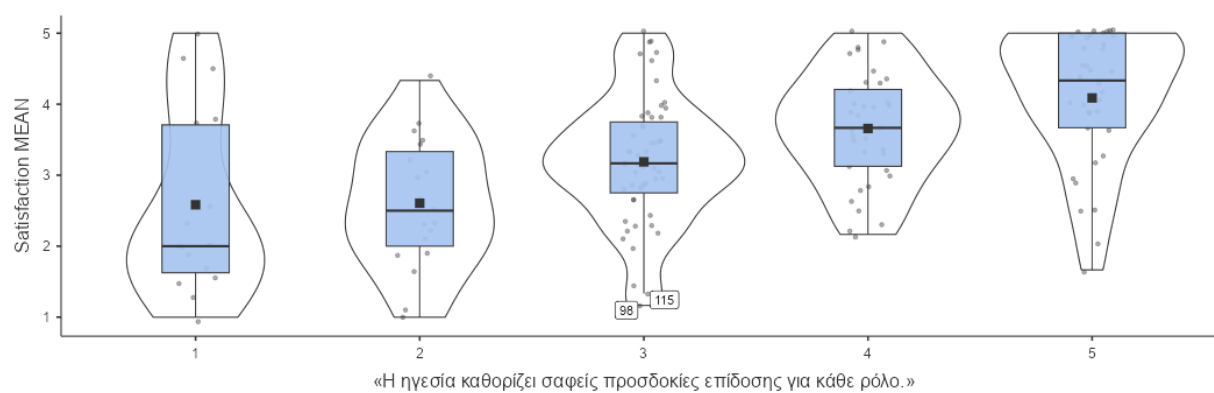
	«Η ηγεσία καθορίζει σαφείς προσδοκίες επίδοσης για κάθε ρόλο.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
Maximum	1	5.00	5.00	4.11
	2	4.40	4.33	3.78
	3	5.00	5.00	4.67
	4	5.00	5.00	4.78
	5	5.00	5.00	5.00
Shapiro-Wilk W	1	0.892	0.868	0.913
	2	0.979	0.978	0.951
	3	0.977	0.974	0.989
	4	0.940	0.970	0.963
	5	0.871	0.872	0.838
Shapiro-Wilk p	1	0.060	0.025	0.129
	2	0.932	0.910	0.405
	3	0.376	0.278	0.890
	4	0.051	0.439	0.260
	5	<.001	<.001	<.001

## Plots

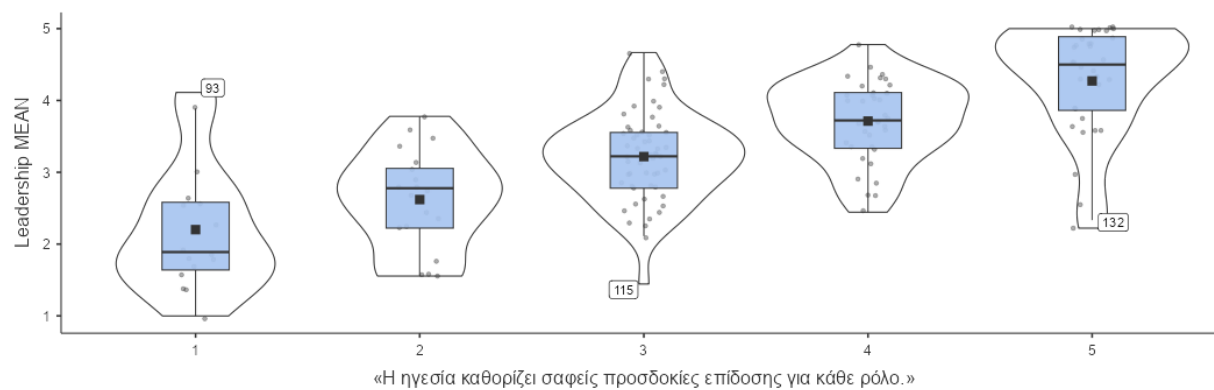
### Performance MEAN



### Satisfaction MEAN



### Leadership MEAN



«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»

*\*As agreement with the statement increases, all three mean scores show a distinct and steady rise. This suggests that excellent employee experiences and the clarity of award criteria are strongly positively correlated.*

## Descriptives

### Descriptives

	«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
N	1	23	23	23
	2	30	30	30
	3	38	38	38
	4	39	39	39
	5	32	32	32
Missing	1	0	0	0
	2	0	0	0
	3	0	0	0
	4	0	0	0
	5	0	0	0
Mean	1	2.48	2.44	2.34
	2	2.67	2.71	2.80

## Descriptives

	«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.41	3.37	3.39
	4	3.63	3.59	3.67
	5	4.22	4.35	4.36
Median	1	2.40	2.50	2.22
	2	2.50	2.67	2.78
	3	3.40	3.42	3.44
	4	3.60	3.67	3.78
	5	4.50	4.75	4.33
Standard deviation	1	1.28	1.10	0.821
	2	0.814	0.732	0.565
	3	0.717	0.721	0.557
	4	0.744	0.815	0.771
	5	1.02	0.968	0.676
Minimum	1	1.00	1.00	1.00
	2	1.00	1.33	1.56
	3	1.40	1.67	1.78
	4	2.00	2.00	1.33

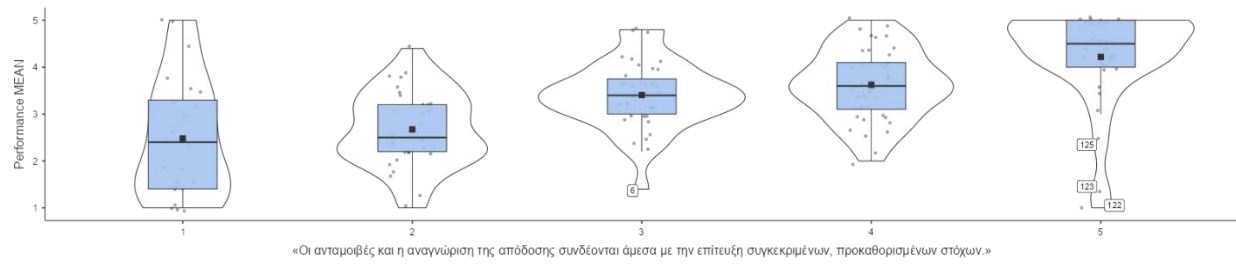
## Descriptives

	«Οι ανταμοιβές και η αναγνώριση της απόδοσης συνδέονται άμεσα με την επίτευξη συγκεκριμένων, προκαθορισμένων στόχων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	1.00	1.50	1.78
Maximum	1	5.00	4.67	4.11
	2	4.40	3.83	3.89
	3	4.80	5.00	4.44
	4	5.00	5.00	4.89
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.908	0.947	0.956
	2	0.976	0.957	0.969
	3	0.967	0.981	0.976
	4	0.976	0.950	0.957
	5	0.753	0.693	0.810
Shapiro- Wilk p	1	0.038	0.251	0.391
	2	0.707	0.257	0.510
	3	0.327	0.758	0.565
	4	0.565	0.083	0.147
	5	<.001	<.001	<.001

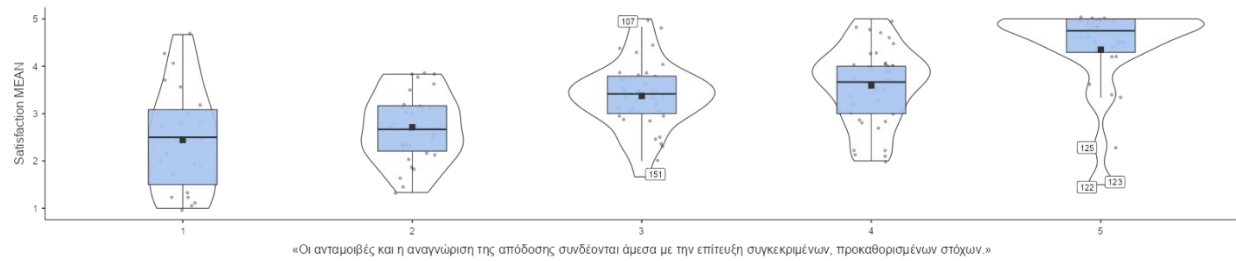
## Plots



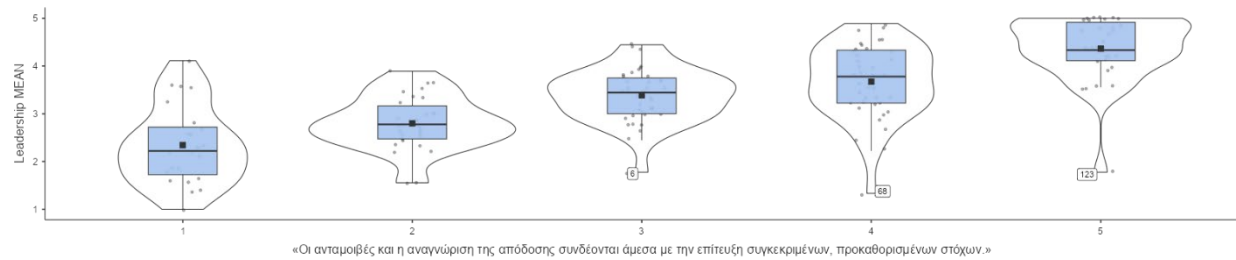
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»

*\*Employees report feeling more encouraged to engage in decision-making, which leads to a strong and consistent boost in reported performance, satisfaction, and leadership quality. This pattern holds true for all three factors.*

## Descriptives

Descriptives

	«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	18	18	18
	<b>2</b>	23	23	23
	<b>3</b>	41	41	41
	<b>4</b>	47	47	47
	<b>5</b>	33	33	33
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	2.13	1.83	1.96
	<b>2</b>	3.03	2.94	2.73

## Descriptives

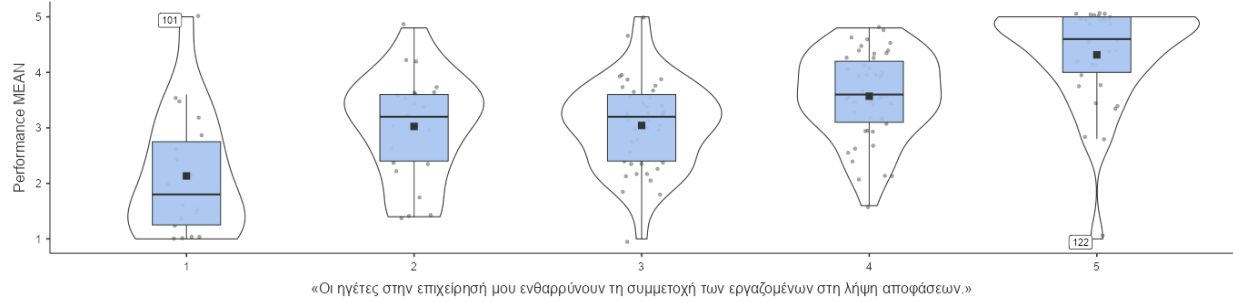
	«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.04	3.27	3.26
	4	3.57	3.52	3.66
	5	4.32	4.39	4.42
Median	1	1.80	1.67	1.83
	2	3.20	3.00	2.89
	3	3.20	3.17	3.22
	4	3.60	3.67	3.78
	5	4.60	4.83	4.56
Standard deviation	1	1.13	0.681	0.554
	2	0.943	0.857	0.686
	3	0.796	0.713	0.592
	4	0.786	0.854	0.553
	5	0.894	0.796	0.605
Minimum	1	1.00	1.00	1.00
	2	1.40	1.83	1.33
	3	1.00	1.83	2.22
	4	1.60	1.17	2.33

## Descriptives

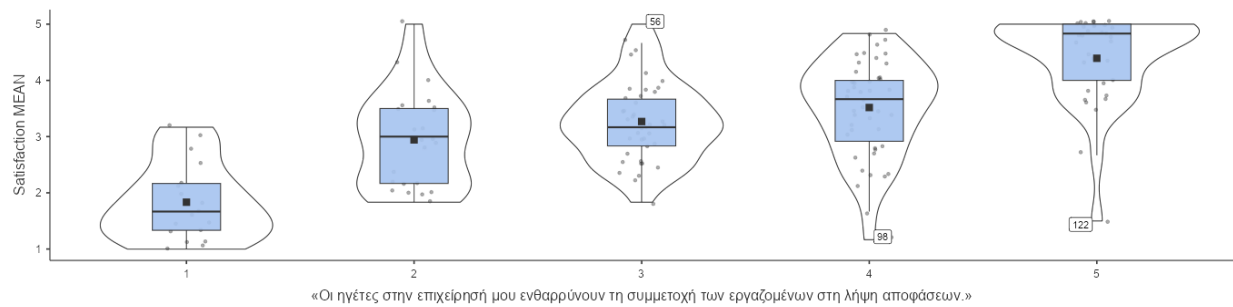
	«Οι ηγέτες στην επιχείρησή μου ενθαρρύνουν τη συμμετοχή των εργαζομένων στη λήψη αποφάσεων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	1.00	1.50	2.56
Maximum	1	5.00	3.17	3.00
	2	4.80	5.00	4.11
	3	5.00	5.00	4.78
	4	4.80	4.83	4.56
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.890	0.921	0.955
	2	0.946	0.925	0.984
	3	0.982	0.979	0.963
	4	0.960	0.957	0.964
	5	0.770	0.763	0.866
Shapiro- Wilk p	1	0.038	0.133	0.500
	2	0.242	0.085	0.957
	3	0.734	0.640	0.196
	4	0.112	0.085	0.156
	5	<.001	<.001	<.001

## Plots

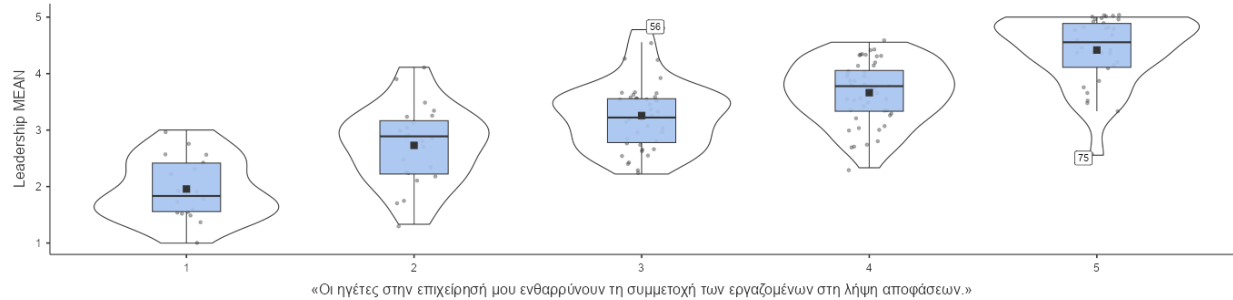
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»

*\*Employee performance, evaluation of leadership, and reported happiness all significantly increase when they believe their leadership is more flexible in the face of change and difficulties. This implies that one important quality that workers appreciate and react favorably to is adaptability.*

## Descriptives

### Descriptives

	«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	16	16	16
	<b>2</b>	24	24	24
	<b>3</b>	51	51	51
	<b>4</b>	39	39	39
	<b>5</b>	32	32	32
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	2.38	2.17	1.97
	<b>2</b>	2.61	2.78	2.78
	<b>3</b>	3.09	3.11	3.17

## Descriptives

	«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	3.80	3.79	3.82
	5	4.28	4.28	4.39
Median	1	2.40	2.00	1.83
	2	2.70	3.00	2.78
	3	3.20	3.17	3.22
	4	4.00	4.00	3.78
	5	4.60	4.58	4.56
Standard deviation	1	1.17	0.905	0.590
	2	0.786	0.886	0.634
	3	0.710	0.774	0.590
	4	0.830	0.844	0.525
	5	1.03	0.905	0.722
Minimum	1	1.00	1.00	1.00
	2	1.00	1.17	1.56
	3	1.00	1.50	1.78
	4	1.80	2.17	2.78
	5	1.00	1.33	1.89
Maximum	1	5.00	3.67	3.00

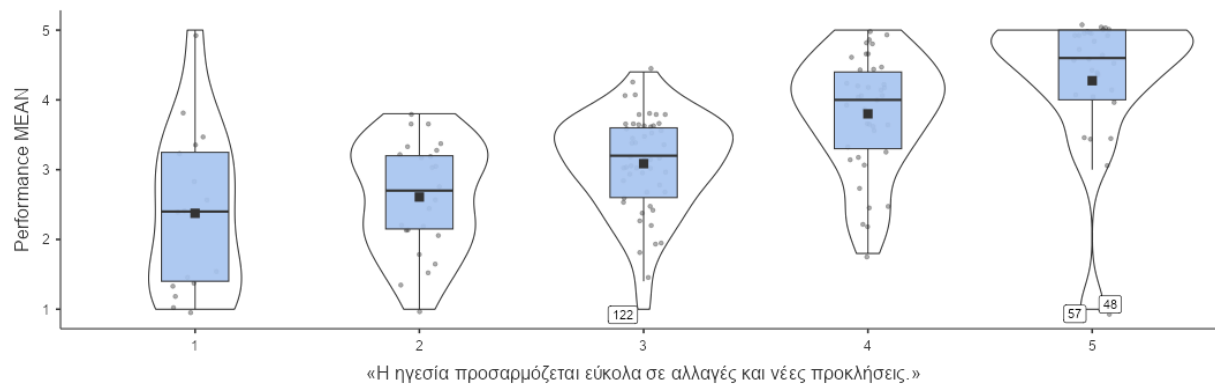
## Descriptives

	«Η ηγεσία προσαρμόζεται εύκολα σε αλλαγές και νέες προκλήσεις.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	3.80	4.00	3.89
	3	4.40	4.83	4.33
	4	5.00	5.00	4.78
	5	5.00	5.00	5.00
Shapiro-Wilk W	1	0.919	0.920	0.931
	2	0.950	0.922	0.957
	3	0.953	0.984	0.986
	4	0.937	0.937	0.961
	5	0.707	0.798	0.799
Shapiro-Wilk p	1	0.165	0.169	0.253
	2	0.273	0.065	0.386
	3	0.043	0.710	0.793
	4	0.030	0.030	0.189
	5	<.001	<.001	<.001

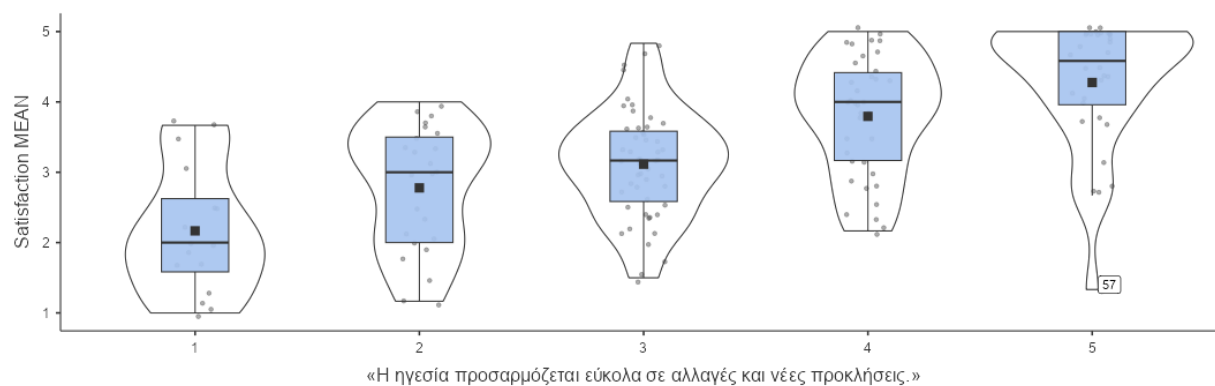
## Plots

Performance MEAN

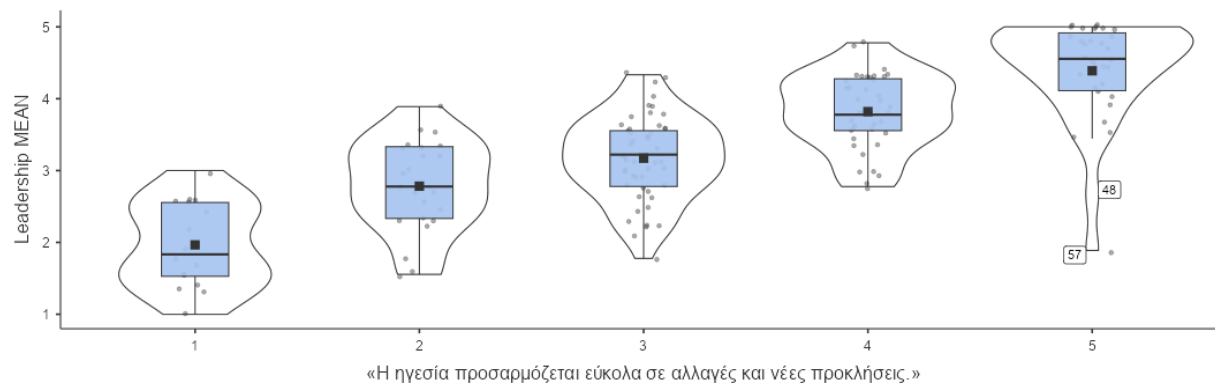




### Satisfaction MEAN



### Leadership MEAN



«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»

*\*Employees report improved levels of performance, satisfaction, and leadership quality as well as more efficient utilization of contemporary digital tools and technologies at work. This suggests a strong correlation between favourable workplace outcomes and digital transformation and technology adoption.*

## Descriptives

Descriptives

	«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	16	16	16
	<b>2</b>	15	15	15
	<b>3</b>	33	33	33
	<b>4</b>	54	54	54
	<b>5</b>	44	44	44
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	2.20	2.23	2.06

## Descriptives

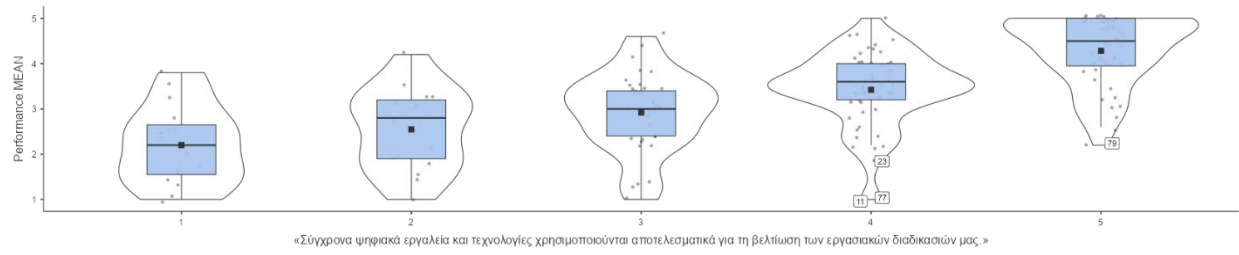
	«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	2.55	2.72	2.67
	3	2.92	3.09	2.92
	4	3.42	3.38	3.55
	5	4.28	4.18	4.29
Median	1	2.20	2.08	2.22
	2	2.80	2.50	2.67
	3	3.00	3.17	3.11
	4	3.60	3.50	3.56
	5	4.50	4.33	4.33
Standard deviation	1	0.870	0.834	0.605
	2	0.905	0.874	0.556
	3	0.882	0.949	0.641
	4	0.838	0.919	0.654
	5	0.777	0.800	0.601
Minimum	1	1.00	1.00	1.00
	2	1.00	1.50	1.56
	3	1.00	1.00	1.56

## Descriptives

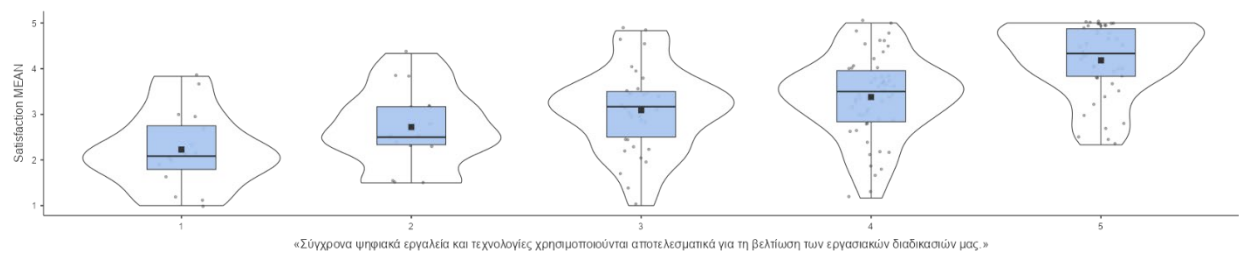
	«Σύγχρονα ψηφιακά εργαλεία και τεχνολογίες χρησιμοποιούνται αποτελεσματικά για τη βελτίωση των εργασιακών διαδικασιών μας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	1.00	1.17	1.56
	5	2.20	2.33	2.56
Maximum	1	3.80	3.83	2.89
	2	4.20	4.33	3.67
	3	4.60	4.83	4.11
	4	5.00	5.00	4.89
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.950	0.946	0.934
	2	0.962	0.939	0.952
	3	0.964	0.975	0.963
	4	0.936	0.971	0.980
	5	0.855	0.878	0.911
Shapiro- Wilk p	1	0.491	0.436	0.283
	2	0.727	0.365	0.550
	3	0.342	0.640	0.316
	4	0.007	0.220	0.504
	5	<.001	<.001	0.002

## Plots

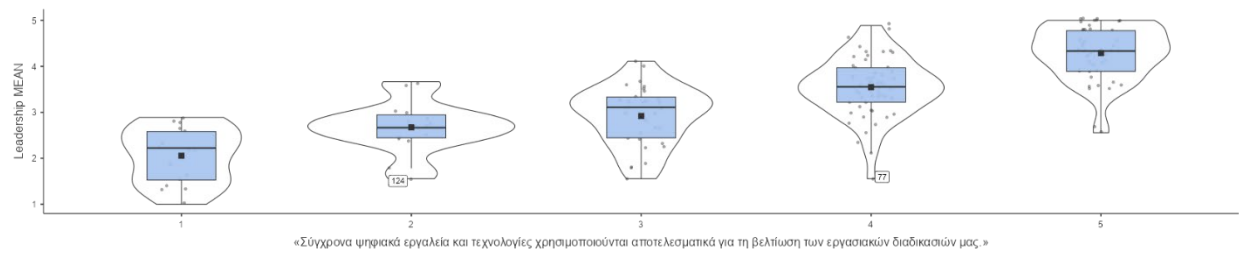
### Performance MEAN



### Satisfaction MEAN



### Leadership MEAN



«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»

*\*Employee performance, contentment, and perceived leadership quality are all strongly, positively, and clearly correlated with the belief that leadership fosters innovation. All three important workplace outcomes are regularly rated significantly better by respondents who see their leaders as fostering innovation.*

## Descriptives

Descriptives

	«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	17	17	17
	<b>2</b>	32	32	32
	<b>3</b>	46	46	46
	<b>4</b>	42	42	42
	<b>5</b>	25	25	25
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.91	1.88	1.95

## Descriptives

	«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	2.79	2.90	2.75
	3	3.19	3.25	3.28
	4	3.78	3.75	3.91
	5	4.63	4.52	4.53
Median	1	1.60	1.67	1.89
	2	2.80	3.00	2.67
	3	3.40	3.33	3.22
	4	3.80	3.83	3.83
	5	5.00	4.83	4.78
Standard deviation	1	0.803	0.763	0.598
	2	0.842	0.814	0.617
	3	0.845	0.826	0.534
	4	0.706	0.774	0.501
	5	0.509	0.681	0.569
Minimum	1	1.00	1.00	1.00
	2	1.00	1.50	1.56
	3	1.00	1.33	1.67

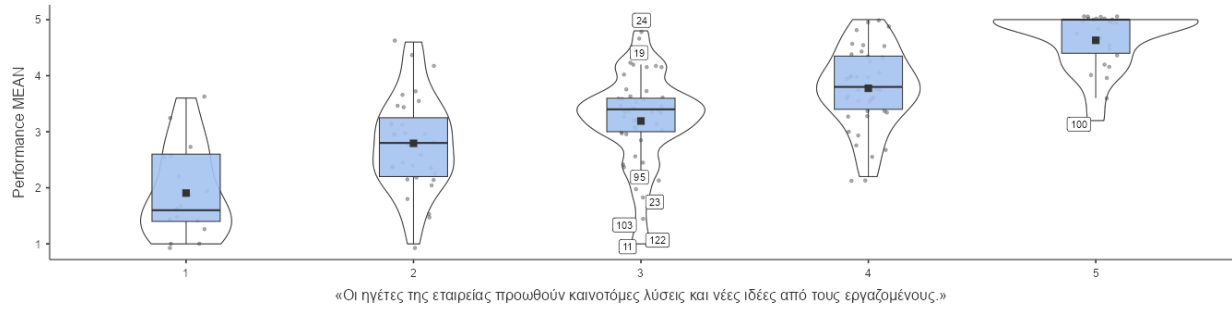
## Descriptives

	«Οι ηγέτες της εταιρείας προωθούν καινοτόμες λύσεις και νέες ιδέες από τους εργαζομένους.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	2.20	1.67	2.33
	5	3.20	2.50	2.56
Maximum	1	3.60	3.50	3.33
	2	4.60	4.83	4.11
	3	4.80	4.83	4.44
	4	5.00	5.00	4.78
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.912	0.921	0.964
	2	0.984	0.940	0.968
	3	0.940	0.982	0.966
	4	0.969	0.956	0.949
	5	0.764	0.751	0.784
Shapiro- Wilk p	1	0.108	0.156	0.717
	2	0.910	0.076	0.440
	3	0.020	0.704	0.189
	4	0.302	0.104	0.059
	5	<.001	<.001	<.001

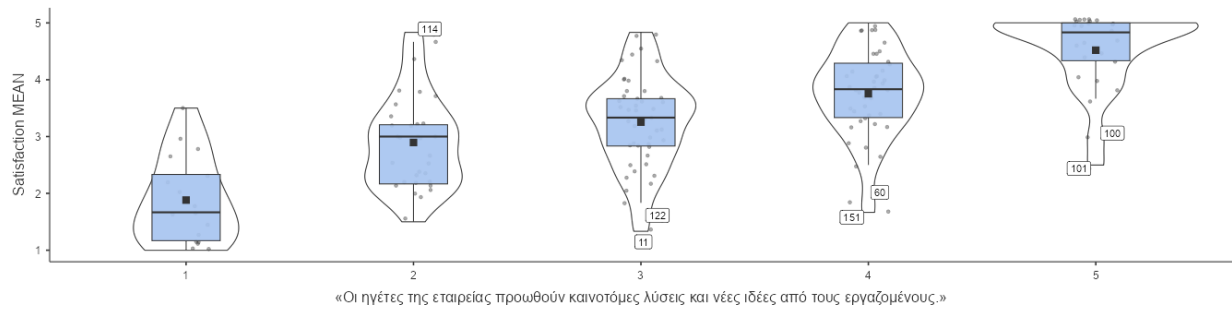


## Plots

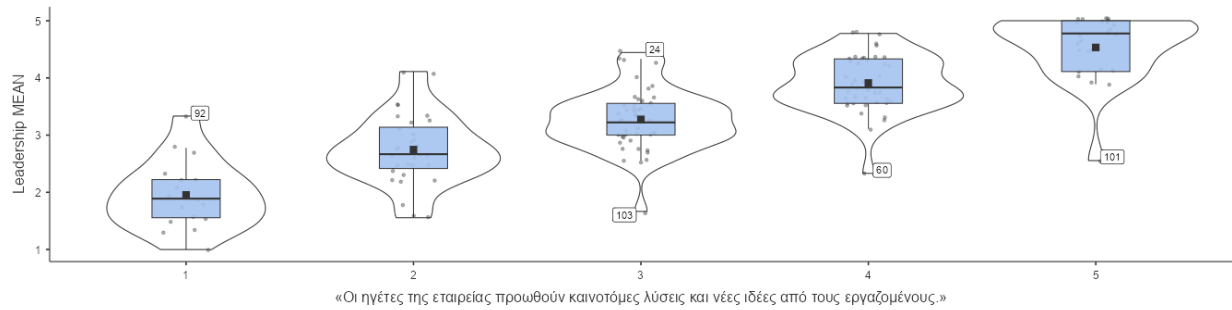
### Performance MEAN



### Satisfaction MEAN



### Leadership MEAN



«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»

*\*Encouragement of initiative and creativity has a strong positive correlation with all significant workplace outcomes. Workers who experience this kind of empowerment perform far better, are more satisfied, and have a lot more favourable opinion of their managers.*

## Descriptives

Descriptives

	«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	15	15	15
	<b>2</b>	18	18	18
	<b>3</b>	32	32	32
	<b>4</b>	50	50	50
	<b>5</b>	47	47	47
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.91	1.81	1.90
	<b>2</b>	2.74	2.74	2.59

## Descriptives

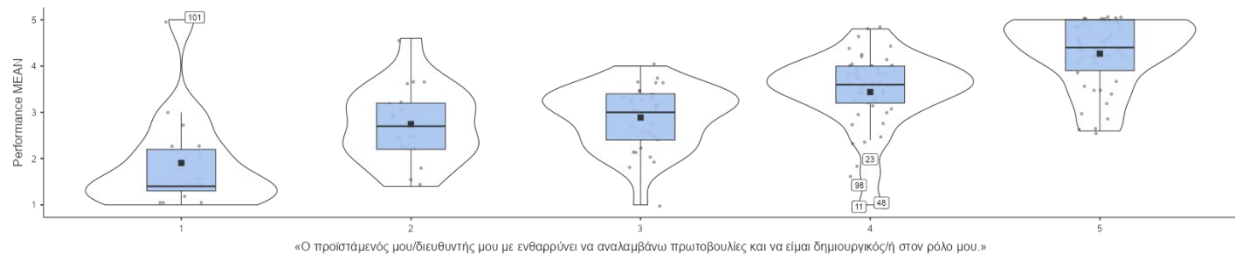
	«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	2.89	2.98	3.02
	4	3.44	3.30	3.46
	5	4.27	4.43	4.36
Median	1	1.40	1.83	1.78
	2	2.70	2.50	2.56
	3	3.00	3.00	3.00
	4	3.60	3.50	3.50
	5	4.40	4.67	4.33
Standard deviation	1	1.06	0.657	0.632
	2	0.823	0.791	0.647
	3	0.670	0.656	0.481
	4	0.840	0.792	0.569
	5	0.749	0.641	0.519
Minimum	1	1.00	1.00	1.00
	2	1.40	1.50	1.56
	3	1.00	1.50	1.89
	4	1.00	1.17	2.33

## Descriptives

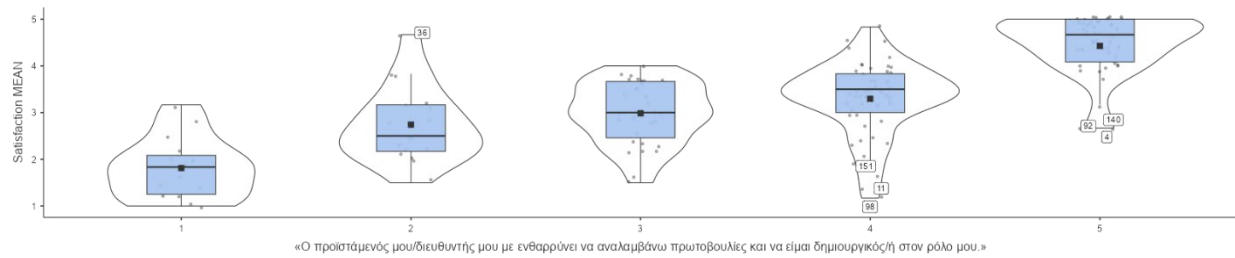
	«Ο προϊστάμενός μου/διευθυντής μου με ενθαρρύνει να αναλαμβάνω πρωτοβουλίες και να είμαι δημιουργικός/ή στον ρόλο μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	2.60	2.67	3.11
Maximum	1	5.00	3.17	3.56
	2	4.60	4.67	3.56
	3	4.00	4.00	3.78
	4	4.80	4.83	4.56
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.786	0.940	0.910
	2	0.961	0.934	0.948
	3	0.948	0.945	0.968
	4	0.906	0.941	0.979
	5	0.860	0.815	0.931
Shapiro- Wilk p	1	0.002	0.378	0.137
	2	0.625	0.232	0.392
	3	0.128	0.107	0.440
	4	<.001	0.015	0.498
	5	<.001	<.001	0.008

## Plots

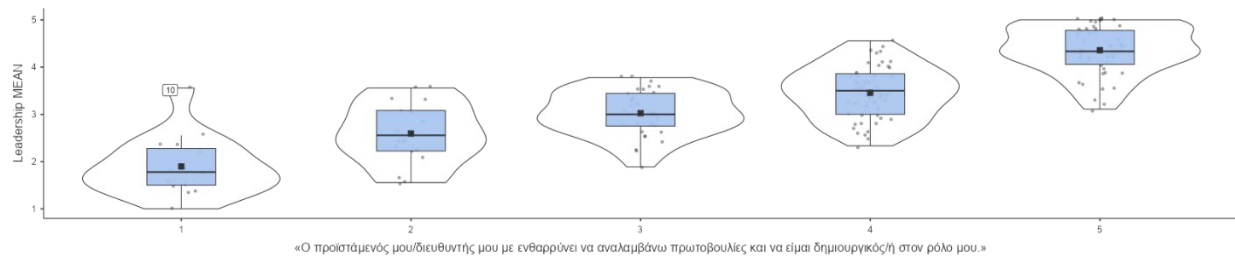
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»

*\*When it comes to performance, satisfaction, and leadership perceptions, employees who report high levels of mutual trust with management score significantly higher and are more consistent than those who report low levels of trust.*

## Descriptives

### Descriptives

	«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	17	17	17
	<b>2</b>	23	23	23
	<b>3</b>	48	48	48
	<b>4</b>	39	39	39
	<b>5</b>	35	35	35
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.89	1.92	1.89
	<b>2</b>	2.83	2.65	2.85
	<b>3</b>	3.18	3.16	3.16

## Descriptives

	«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	3.53	3.64	3.72
	5	4.43	4.51	4.43
Median	1	1.40	2.00	1.78
	2	2.80	2.50	2.78
	3	3.20	3.33	3.28
	4	3.60	3.83	3.67
	5	4.60	4.83	4.56
Standard deviation	1	1.08	0.624	0.529
	2	0.679	0.629	0.422
	3	0.745	0.791	0.693
	4	0.833	0.717	0.525
	5	0.752	0.749	0.551
Minimum	1	1.00	1.00	1.00
	2	1.60	1.17	2.22
	3	1.00	1.00	1.56
	4	1.00	1.50	2.78
	5	2.40	2.17	3.22
Maximum	1	5.00	3.17	2.67

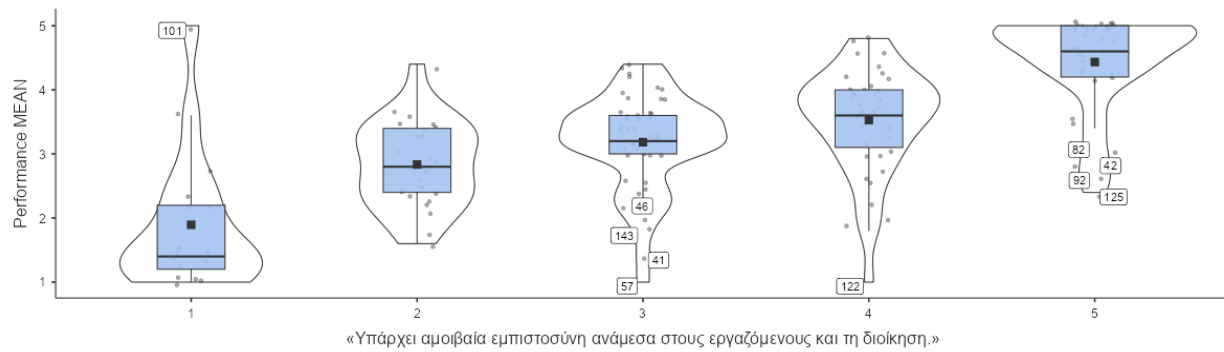
## Descriptives

	«Υπάρχει αμοιβαία εμπιστοσύνη ανάμεσα στους εργαζόμενους και τη διοίκηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	4.40	3.67	3.89
	3	4.40	4.67	4.22
	4	4.80	4.83	4.56
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.789	0.961	0.924
	2	0.971	0.966	0.940
	3	0.942	0.944	0.957
	4	0.934	0.955	0.942
	5	0.756	0.680	0.875
Shapiro- Wilk p	1	0.001	0.658	0.174
	2	0.718	0.585	0.179
	3	0.019	0.022	0.078
	4	0.025	0.122	0.044
	5	<.001	<.001	<.001

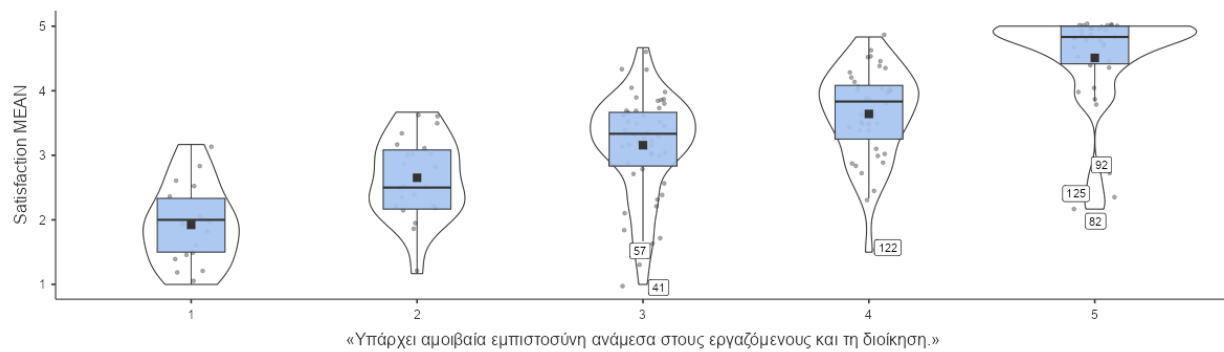
## Plots

Performance MEAN

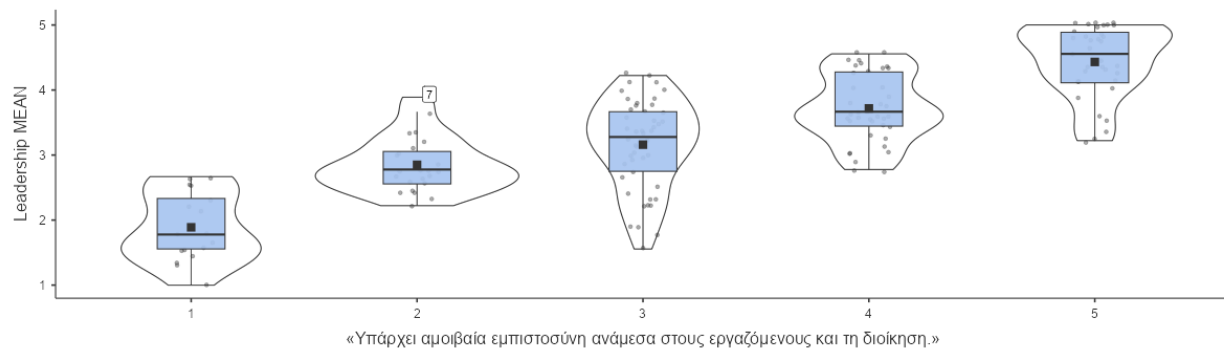




### Satisfaction MEAN



### Leadership MEAN



«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»

*\*Each degree of agreement that management supports work-life balance results in a steady and significant improvement in employees' performance, satisfaction, and perceived leadership assessment; responses are more consistent at higher levels of agreement.*

## Descriptives

Descriptives

	«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	19	19	19
	<b>2</b>	29	29	29
	<b>3</b>	39	39	39
	<b>4</b>	37	37	37
	<b>5</b>	38	38	38
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	2.20	1.86	2.40
	<b>2</b>	2.93	2.74	2.94

## Descriptives

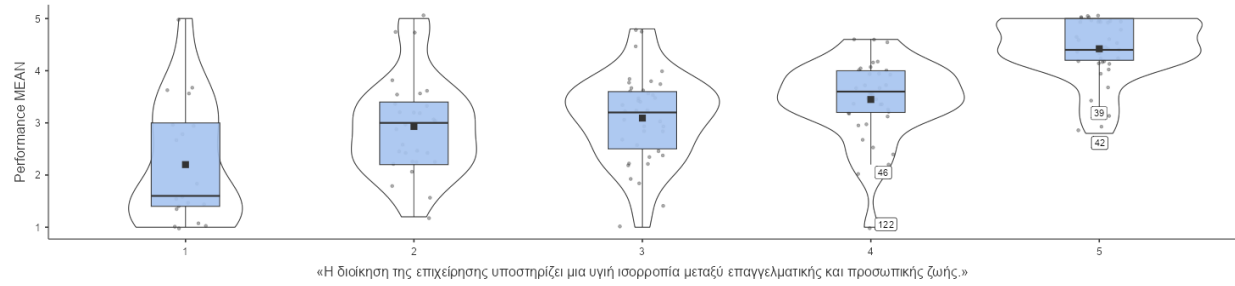
	«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.09	3.14	3.11
	4	3.45	3.56	3.51
	5	4.42	4.64	4.41
Median	1	1.60	1.83	2.33
	2	3.00	2.67	2.78
	3	3.20	3.17	3.11
	4	3.60	3.67	3.56
	5	4.40	4.83	4.39
Standard deviation	1	1.17	0.768	0.967
	2	0.932	0.645	0.744
	3	0.840	0.685	0.691
	4	0.755	0.655	0.608
	5	0.597	0.412	0.531
Minimum	1	1.00	1.00	1.00
	2	1.20	1.17	1.44
	3	1.00	1.67	1.33
	4	1.00	1.50	2.22

## Descriptives

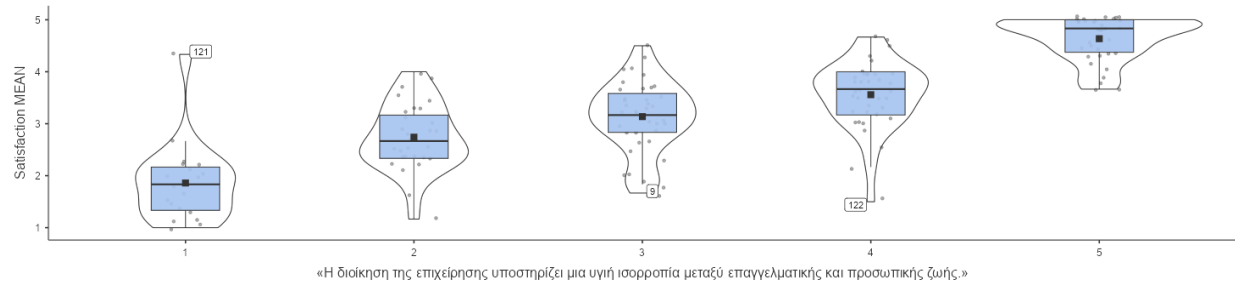
	«Η διοίκηση της επιχείρησης υποστηρίζει μια υγιή ισορροπία μεταξύ επαγγελματικής και προσωπικής ζωής.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	2.80	3.67	3.00
Maximum	1	5.00	4.33	4.89
	2	5.00	4.00	4.44
	3	4.80	4.50	4.56
	4	4.60	4.67	4.44
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.871	0.834	0.935
	2	0.954	0.971	0.968
	3	0.977	0.969	0.982
	4	0.927	0.941	0.943
	5	0.851	0.825	0.905
Shapiro- Wilk p	1	0.015	0.004	0.211
	2	0.233	0.581	0.507
	3	0.603	0.338	0.781
	4	0.018	0.051	0.057
	5	<.001	<.001	0.004

## Plots

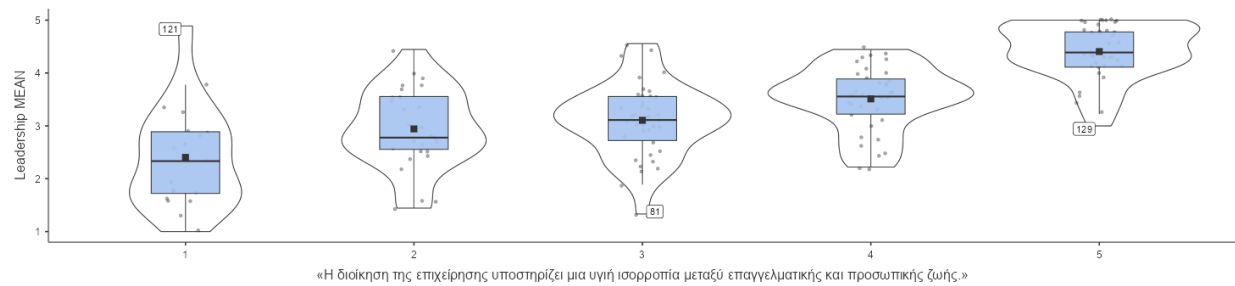
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»

*\*Higher levels of performance, satisfaction, and favourable opinions of leadership are routinely reported by workers who are more satisfied with their workplace; responses also tend to be more constant as satisfaction rises.*

## Descriptives

### Descriptives

	«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	16	16	16
	<b>2</b>	18	18	18
	<b>3</b>	47	47	47
	<b>4</b>	42	42	42
	<b>5</b>	39	39	39
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.82	1.68	2.10
	<b>2</b>	2.71	2.45	2.98
	<b>3</b>	2.97	2.88	2.98

## Descriptives

	«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	3.64	3.72	3.59
	5	4.42	4.68	4.40
Median	1	1.50	1.50	1.78
	2	2.80	2.33	2.89
	3	3.00	3.00	3.11
	4	3.60	3.83	3.56
	5	4.60	4.83	4.33
Standard deviation	1	1.04	0.529	0.734
	2	0.807	0.449	0.385
	3	0.769	0.624	0.752
	4	0.662	0.419	0.610
	5	0.628	0.335	0.533
Minimum	1	1.00	1.00	1.00
	2	1.00	1.67	2.44
	3	1.00	1.33	1.33
	4	2.20	2.83	2.22
	5	2.80	3.67	3.00
Maximum	1	5.00	2.50	3.56

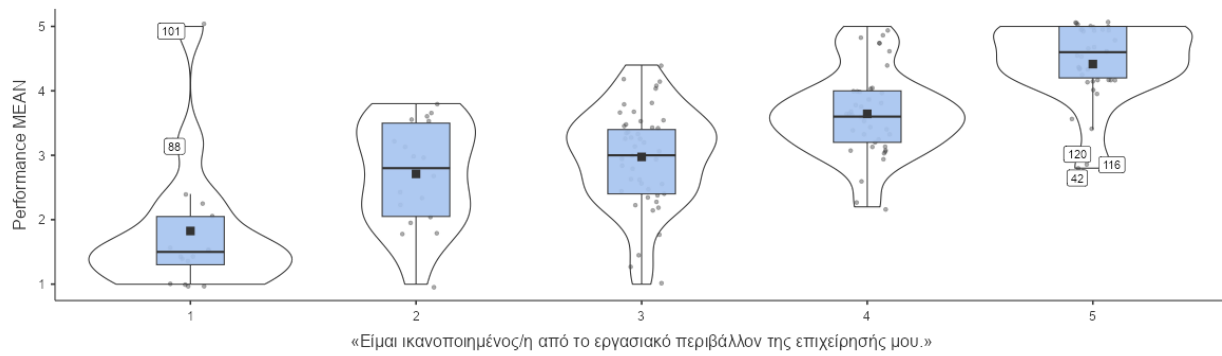
## Descriptives

	«Είμαι ικανοποιημένος/η από το εργασιακό περιβάλλον της επιχείρησής μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	3.80	3.17	3.78
	3	4.40	3.83	4.56
	4	5.00	4.83	4.78
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.743	0.897	0.903
	2	0.934	0.951	0.896
	3	0.968	0.949	0.980
	4	0.957	0.958	0.970
	5	0.821	0.867	0.904
Shapiro- Wilk p	1	<.001	0.073	0.089
	2	0.230	0.433	0.049
	3	0.225	0.041	0.598
	4	0.115	0.128	0.333
	5	<.001	<.001	0.003

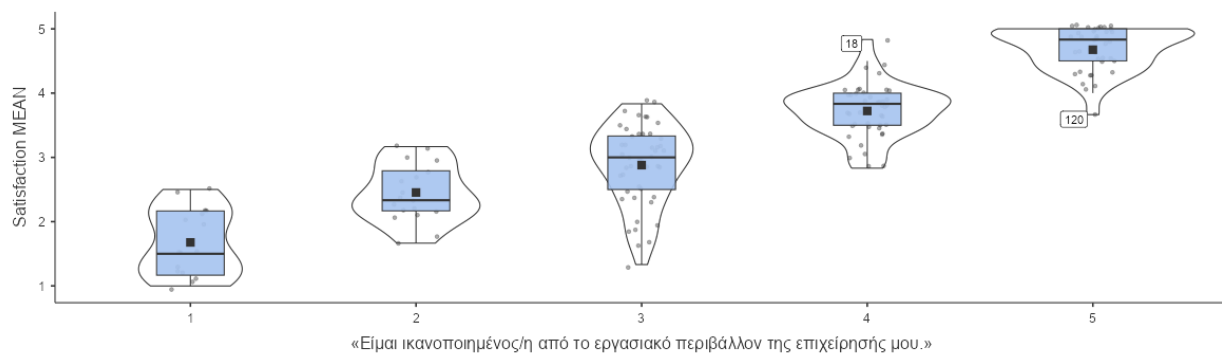
## Plots

Performance MEAN

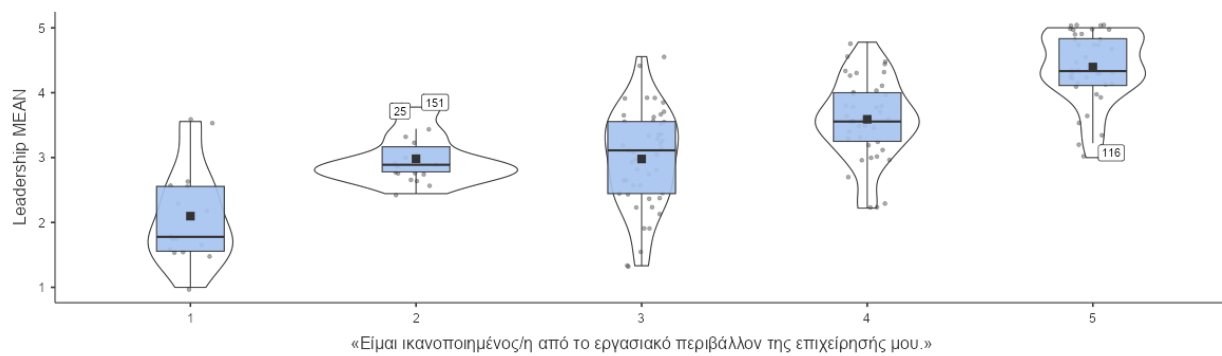




### Satisfaction MEAN



### Leadership MEAN



«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»

*\*Significantly greater levels of performance, satisfaction, and employee perceptions of leadership quality are continuously linked to higher levels of satisfaction with leadership assistance and guidance.*

## Descriptives

Descriptives

	«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	20	20	20
	<b>2</b>	17	17	17
	<b>3</b>	46	46	46
	<b>4</b>	44	44	44
	<b>5</b>	35	35	35
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.75	1.70	1.99
	<b>2</b>	2.56	2.36	2.78

## Descriptives

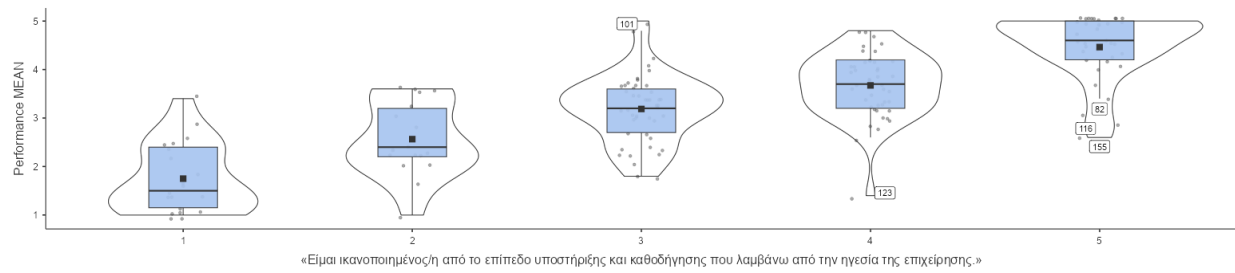
	«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.19	3.15	3.20
	4	3.67	3.75	3.66
	5	4.46	4.60	4.40
Median	1	1.50	1.75	1.83
	2	2.40	2.33	2.67
	3	3.20	3.17	3.22
	4	3.70	3.83	3.67
	5	4.60	4.83	4.44
Standard deviation	1	0.713	0.476	0.629
	2	0.772	0.534	0.574
	3	0.702	0.454	0.554
	4	0.661	0.618	0.659
	5	0.670	0.589	0.557
Minimum	1	1.00	1.00	1.00
	2	1.00	1.17	1.56
	3	1.80	2.33	2.11
	4	1.40	1.50	1.78

## Descriptives

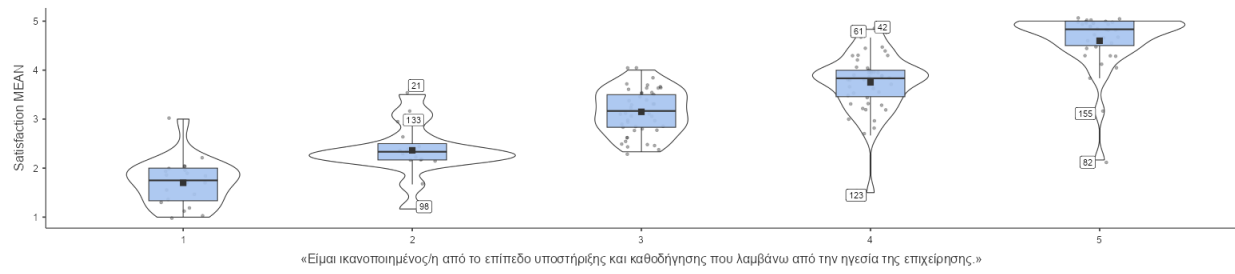
	«Είμαι ικανοποιημένος/η από το επίπεδο υποστήριξης και καθοδήγησης που λαμβάνω από την ηγεσία της επιχείρησης.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	2.60	2.17	3.00
Maximum	1	3.40	3.00	3.56
	2	3.60	3.50	3.89
	3	5.00	4.00	4.56
	4	4.80	4.83	5.00
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.890	0.922	0.947
	2	0.920	0.913	0.935
	3	0.966	0.960	0.974
	4	0.951	0.935	0.972
	5	0.791	0.689	0.889
Shapiro- Wilk p	1	0.027	0.110	0.328
	2	0.148	0.114	0.260
	3	0.199	0.112	0.395
	4	0.058	0.015	0.370
	5	<.001	<.001	0.002

## Plots

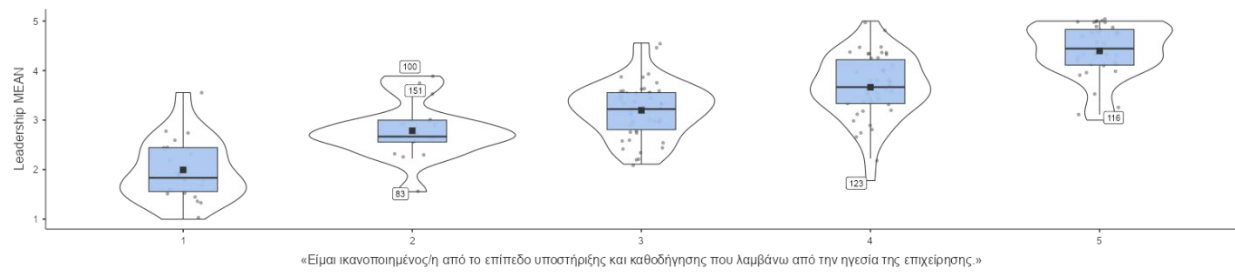
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»

*\*Employees' self-reported performance, work satisfaction, and leadership quality all significantly improve when they feel their perspectives are respected.*

## Descriptives

### Descriptives

	«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	14	14	14
	<b>2</b>	27	27	27
	<b>3</b>	41	41	41
	<b>4</b>	45	45	45
	<b>5</b>	35	35	35
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.77	1.61	2.16
	<b>2</b>	2.62	2.36	2.60
	<b>3</b>	3.10	3.04	3.23
	<b>4</b>	3.64	3.84	3.62

# Descriptives

	«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	4.47	4.61	4.39
Median	1	1.50	1.50	2.06
	2	2.60	2.33	2.67
	3	3.20	3.17	3.33
	4	3.60	3.83	3.56
	5	4.80	4.83	4.44
Standard deviation	1	0.768	0.525	0.729
	2	0.856	0.627	0.776
	3	0.738	0.502	0.523
	4	0.687	0.479	0.643
	5	0.723	0.488	0.615
Minimum	1	1.00	1.00	1.00
	2	1.00	1.17	1.33
	3	1.80	2.17	2.22
	4	1.00	2.67	2.22
	5	2.20	3.17	2.33
Maximum	1	3.20	2.83	3.56
	2	4.20	4.33	4.11

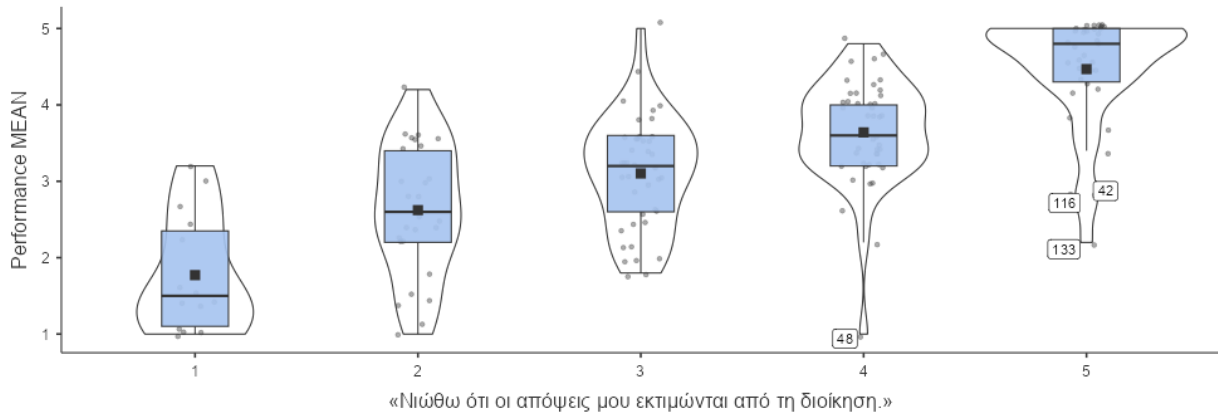
## Descriptives

	«Νιώθω ότι οι απόψεις μου εκτιμώνται από τη διοίκηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	5.00	4.00	4.56
	4	4.80	4.83	5.00
	5	5.00	5.00	5.00
Shapiro-Wilk	1	0.870	0.919	0.966
	2	0.959	0.933	0.949
	3	0.970	0.962	0.973
	4	0.911	0.981	0.984
	5	0.753	0.797	0.822
Shapiro-Wilk p	1	0.042	0.215	0.817
	2	0.347	0.084	0.204
	3	0.353	0.188	0.417
	4	0.002	0.680	0.797
	5	<.001	<.001	<.001

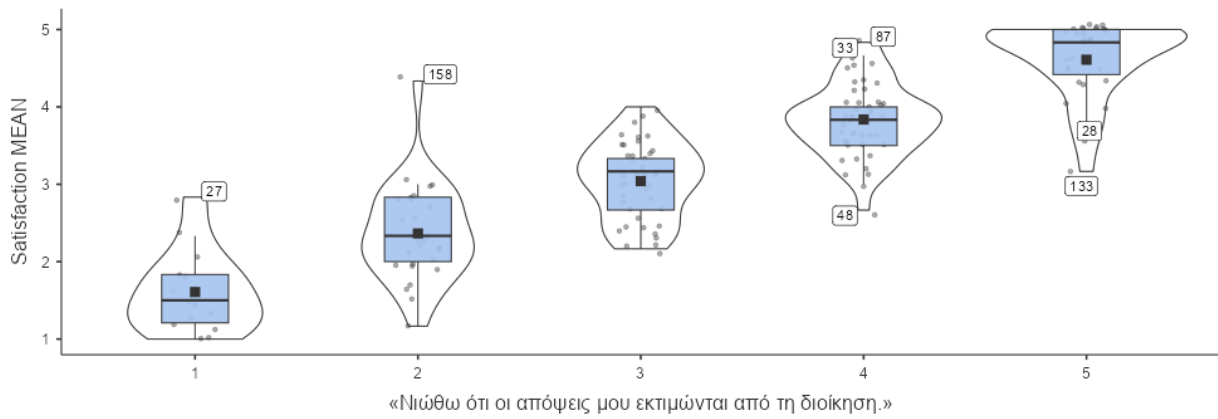
## Plots

### Performance MEAN

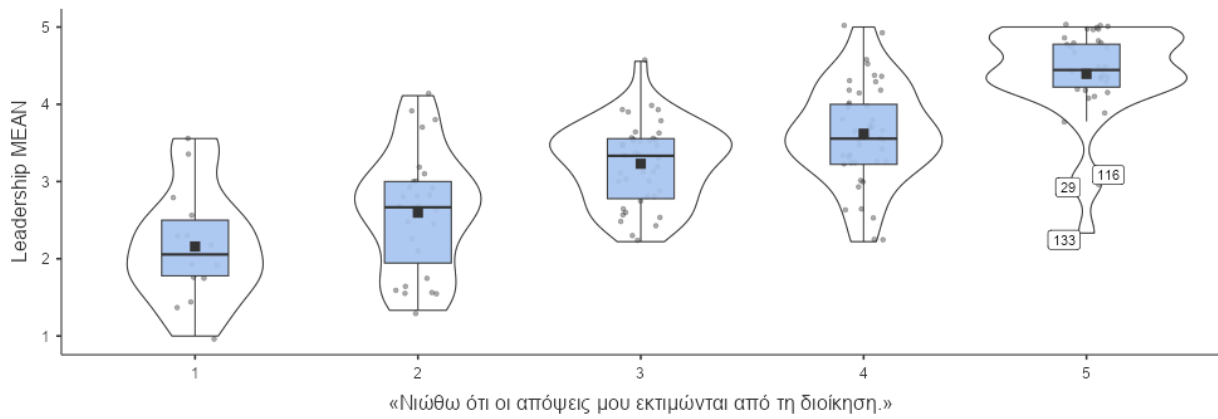




### Satisfaction MEAN



### Leadership MEAN



«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»

*\*Higher self-reported performance, satisfaction, and leadership ratings are all substantially correlated with higher levels of perceived reward and recognition.*

## Descriptives

### Descriptives

	«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	19	19	19
	<b>2</b>	20	20	20
	<b>3</b>	42	42	42
	<b>4</b>	51	51	51
	<b>5</b>	30	30	30
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.91	1.76	2.22
	<b>2</b>	2.65	2.48	2.83
	<b>3</b>	3.08	3.05	3.17

## Descriptives

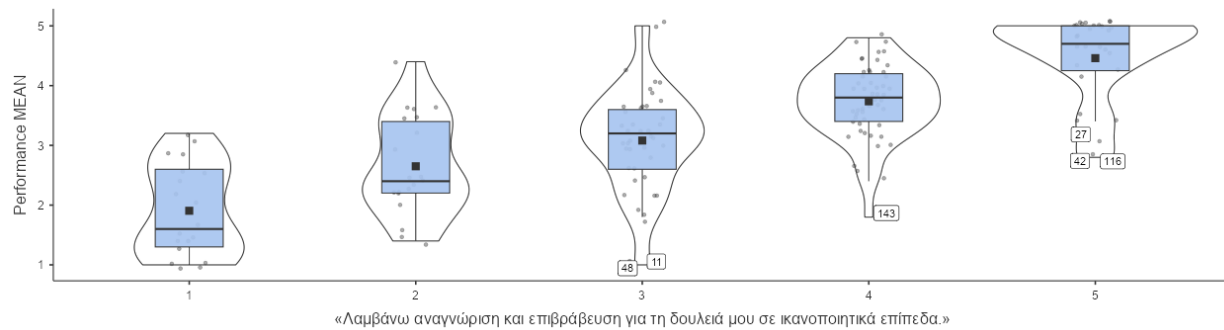
	«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	3.74	3.79	3.61
	5	4.46	4.68	4.46
Median	1	1.60	1.67	1.89
	2	2.40	2.42	2.89
	3	3.20	3.00	3.06
	4	3.80	3.83	3.56
	5	4.70	4.83	4.72
Standard deviation	1	0.764	0.584	0.834
	2	0.828	0.511	0.682
	3	0.869	0.675	0.629
	4	0.629	0.526	0.676
	5	0.717	0.492	0.593
Minimum	1	1.00	1.00	1.00
	2	1.40	1.50	1.56
	3	1.00	1.33	2.11
	4	1.80	2.17	1.56
	5	2.80	2.83	3.00
Maximum	1	3.20	3.17	3.56

## Descriptives

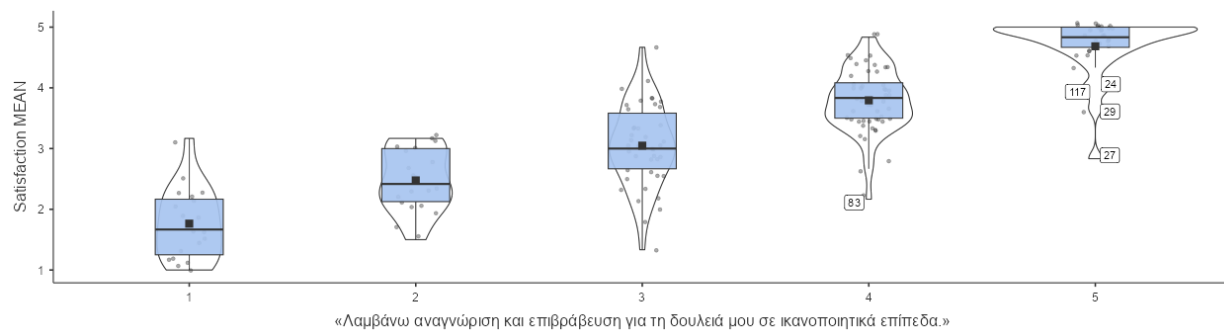
	«Λαμβάνω αναγνώριση και επιβράβευση για τη δουλειά μου σε ικανοποιητικά επίπεδα.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	4.40	3.17	3.89
	3	5.00	4.67	4.56
	4	4.80	4.83	5.00
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.898	0.946	0.909
	2	0.937	0.940	0.958
	3	0.967	0.988	0.959
	4	0.963	0.963	0.951
	5	0.756	0.685	0.833
Shapiro- Wilk p	1	0.045	0.334	0.070
	2	0.208	0.237	0.496
	3	0.258	0.941	0.137
	4	0.115	0.115	0.035
	5	<.001	<.001	<.001

## Plots

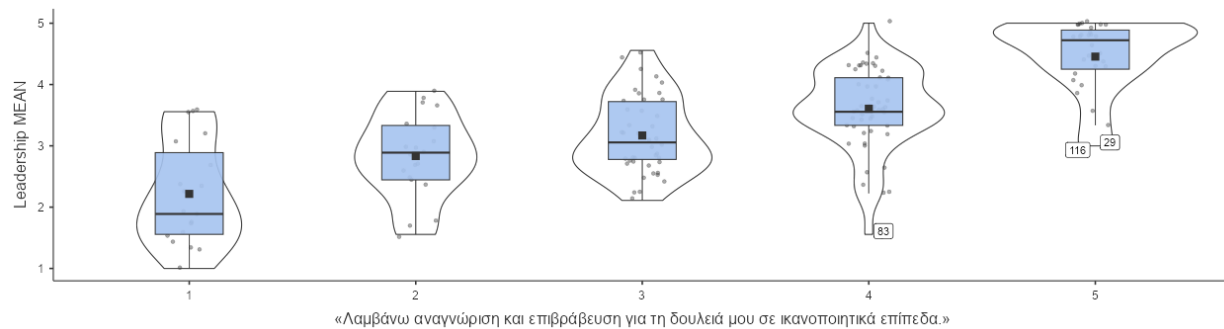
Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»

*\*Performance, satisfaction, and leadership ratings are consistently higher among staff members who believe that decisions made by leaders boost morale. The impact holds true for every outcome that has been measured.*

## Descriptives

Descriptives

	«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	14	14	14
	<b>2</b>	25	25	25
	<b>3</b>	45	45	45
	<b>4</b>	35	35	35
	<b>5</b>	43	43	43
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.70	1.50	2.21
	<b>2</b>	2.48	2.41	2.78

## Descriptives

	«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.36	3.37	3.31
	4	3.50	3.58	3.49
	5	4.27	4.34	4.13
Median	1	1.40	1.42	1.89
	2	2.40	2.33	2.78
	3	3.40	3.33	3.33
	4	3.60	3.67	3.56
	5	4.60	4.67	4.33
Standard deviation	1	0.855	0.480	0.864
	2	0.705	0.484	0.652
	3	0.610	0.548	0.605
	4	0.787	0.720	0.756
	5	0.890	0.810	0.882
Minimum	1	1.00	1.00	1.00
	2	1.00	1.50	1.33
	3	2.20	2.33	2.11
	4	1.80	2.00	1.33
	5	1.40	2.00	1.67

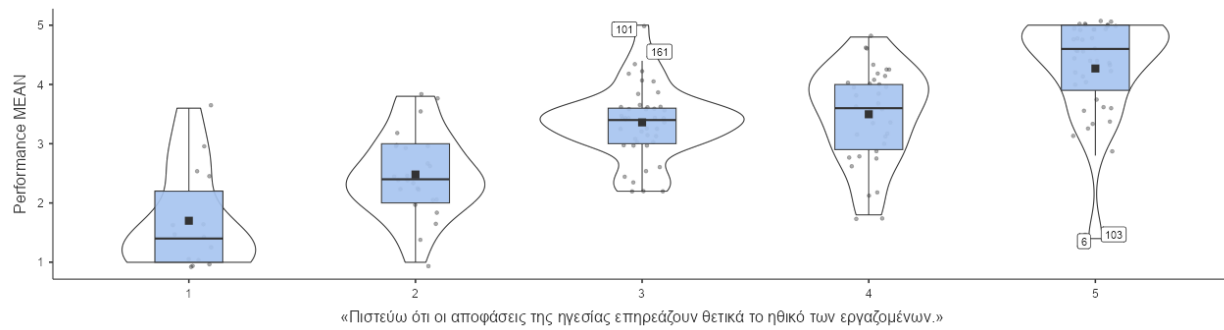
## Descriptives

	«Πιστεύω ότι οι αποφάσεις της ηγεσίας επηρεάζουν θετικά το ηθικό των εργαζομένων.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>Maximum</b>	<b>1</b>	3.60	2.83	3.78
	<b>2</b>	3.80	3.50	3.89
	<b>3</b>	5.00	4.67	4.56
	<b>4</b>	4.80	4.83	4.56
	<b>5</b>	5.00	5.00	5.00
<b>Shapiro- Wilk W</b>	<b>1</b>	0.812	0.838	0.886
	<b>2</b>	0.970	0.953	0.956
	<b>3</b>	0.960	0.970	0.981
	<b>4</b>	0.952	0.954	0.932
	<b>5</b>	0.789	0.788	0.862
<b>Shapiro- Wilk p</b>	<b>1</b>	0.007	0.015	0.071
	<b>2</b>	0.635	0.296	0.339
	<b>3</b>	0.121	0.280	0.655
	<b>4</b>	0.134	0.149	0.033
	<b>5</b>	<.001	<.001	<.001

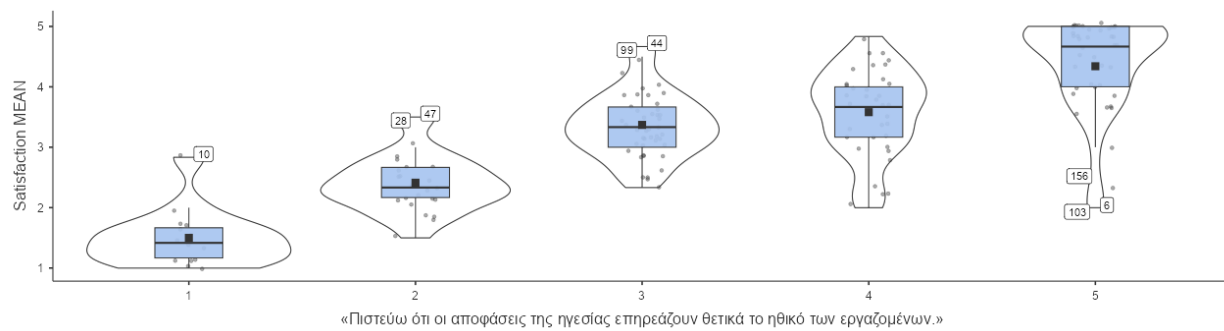
## Plots

### Performance MEAN

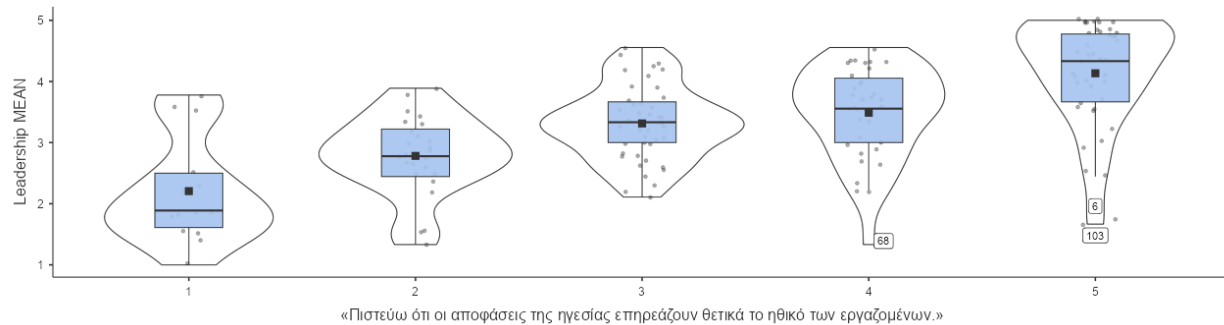




### Satisfaction MEAN



### Leadership MEAN



«Λαμβάνω εποικοδομητική ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»

*\*Employee performance, satisfaction, and opinions of the caliber of leadership all rise in sync with the quantity and caliber of constructive criticism. Over the whole scale, the association is robust, steady, and almost linear.*

## Descriptives

Descriptives

	«Λαμβάνω εποικοδομητική ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	11	11	11
	<b>2</b>	29	29	29
	<b>3</b>	48	48	48
	<b>4</b>	48	48	48
	<b>5</b>	26	26	26
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.25	1.58	2.12
	<b>2</b>	2.36	2.57	2.68

Descriptives

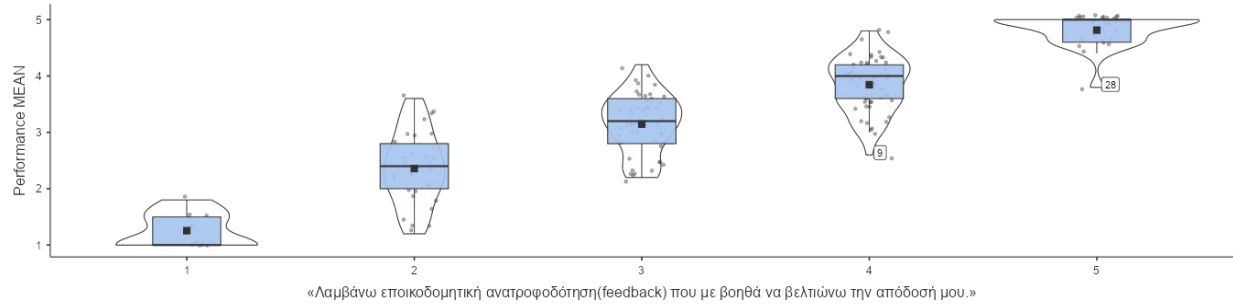
	«Λαμβάνω επικοινωνιακή ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	<b>3</b>	3.15	3.16	3.15
	<b>4</b>	3.85	3.76	3.75
	<b>5</b>	4.82	4.63	4.51
<b>Median</b>	<b>1</b>	1.00	1.33	1.89
	<b>2</b>	2.40	2.50	2.78
	<b>3</b>	3.20	3.17	3.22
	<b>4</b>	4.00	3.83	3.78
	<b>5</b>	5.00	4.83	4.78
<b>Standard deviation</b>	<b>1</b>	0.311	0.685	0.731
	<b>2</b>	0.651	0.653	0.679
	<b>3</b>	0.528	0.743	0.723
	<b>4</b>	0.504	0.731	0.585
	<b>5</b>	0.282	0.581	0.583
<b>Minimum</b>	<b>1</b>	1.00	1.00	1.00
	<b>2</b>	1.20	1.50	1.33
	<b>3</b>	2.20	1.67	1.33
	<b>4</b>	2.60	1.67	1.89

## Descriptives

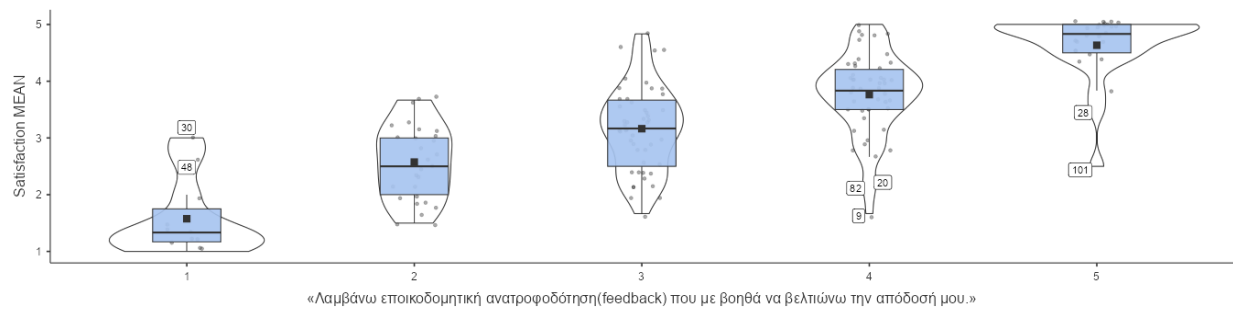
	«Λαμβάνω επικοινωνιακή ανατροφοδότηση(feedback) που με βοηθά να βελτιώνω την απόδοσή μου.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	3.80	2.50	2.56
Maximum	1	1.80	3.00	3.56
	2	3.60	3.67	3.89
	3	4.20	4.83	5.00
	4	4.80	5.00	4.78
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.778	0.787	0.968
	2	0.972	0.956	0.966
	3	0.953	0.975	0.987
	4	0.968	0.950	0.949
	5	0.687	0.675	0.802
Shapiro- Wilk p	1	0.005	0.006	0.865
	2	0.621	0.266	0.463
	3	0.055	0.404	0.875
	4	0.218	0.041	0.036
	5	<.001	<.001	<.001

## Plots

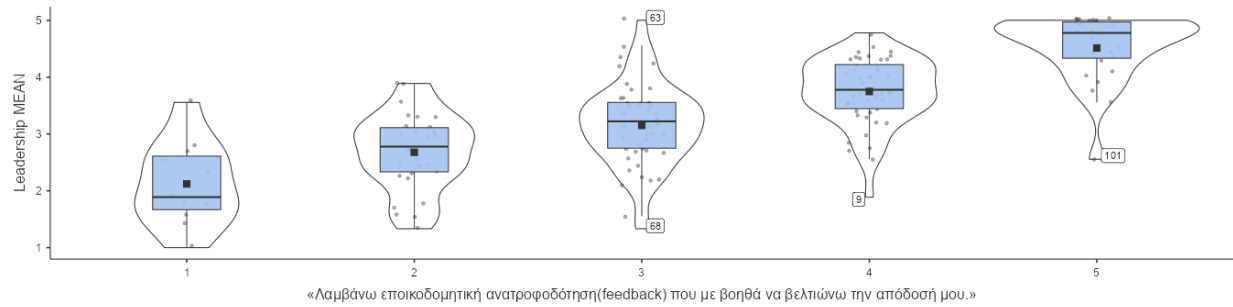
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»

*\*Perceived supervisor support of teamwork is strongly, consistently, and favorably correlated with all three outcomes (leadership, performance, and satisfaction). When collaboration is promoted, workers feel and perform better and have a more positive opinion of leadership.*

## Descriptives

### Descriptives

	«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	11	11	11
	<b>2</b>	20	20	20
	<b>3</b>	30	30	30
	<b>4</b>	58	58	58
	<b>5</b>	43	43	43
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.25	1.82	2.10
	<b>2</b>	2.38	2.63	2.69
	<b>3</b>	2.98	3.14	3.16

## Descriptives

	«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	4	3.47	3.39	3.46
	5	4.44	4.22	4.11
Median	1	1.00	1.50	1.89
	2	2.30	2.67	2.94
	3	3.00	3.17	3.11
	4	3.60	3.50	3.56
	5	4.60	4.50	4.33
Standard deviation	1	0.336	0.780	0.744
	2	0.705	0.741	0.793
	3	0.635	0.912	0.693
	4	0.654	0.768	0.659
	5	0.631	0.930	0.890
Minimum	1	1.00	1.00	1.00
	2	1.40	1.50	1.33
	3	1.40	1.00	1.78
	4	1.60	1.17	1.33
	5	2.60	1.67	1.89
Maximum	1	1.80	3.17	3.56

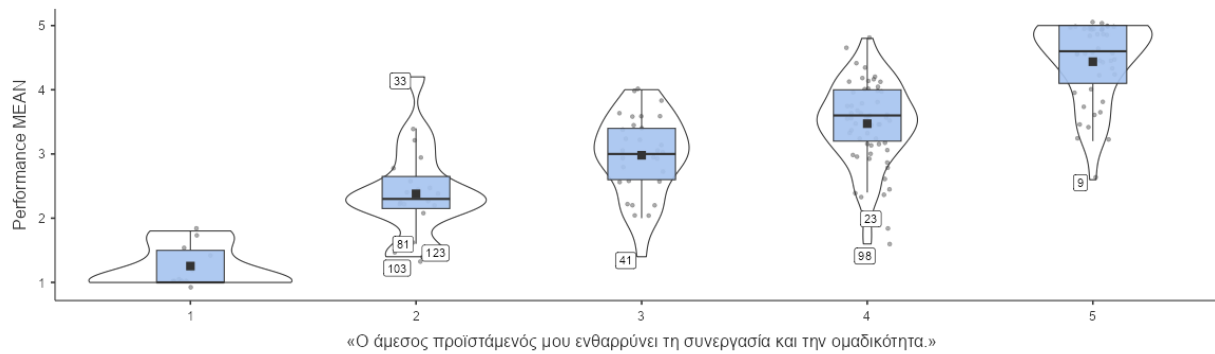
## Descriptives

	«Ο άμεσος προϊστάμενός μου ενθαρρύνει τη συνεργασία και την ομαδικότητα.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	2	4.20	4.83	4.00
	3	4.00	4.83	4.56
	4	4.80	4.83	5.00
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.751	0.854	0.960
	2	0.926	0.897	0.941
	3	0.962	0.979	0.980
	4	0.966	0.962	0.978
	5	0.841	0.808	0.853
Shapiro- Wilk p	1	0.002	0.048	0.769
	2	0.128	0.036	0.250
	3	0.347	0.789	0.815
	4	0.100	0.064	0.378
	5	<.001	<.001	<.001

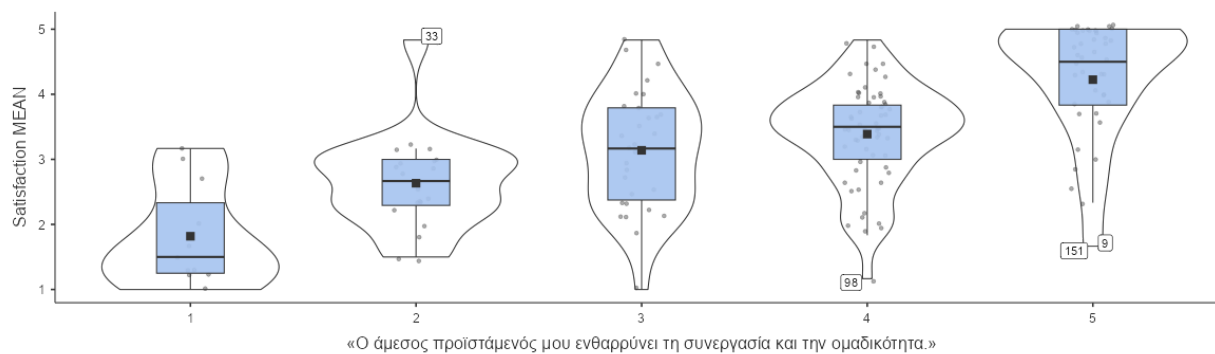
## Plots

Performance MEAN

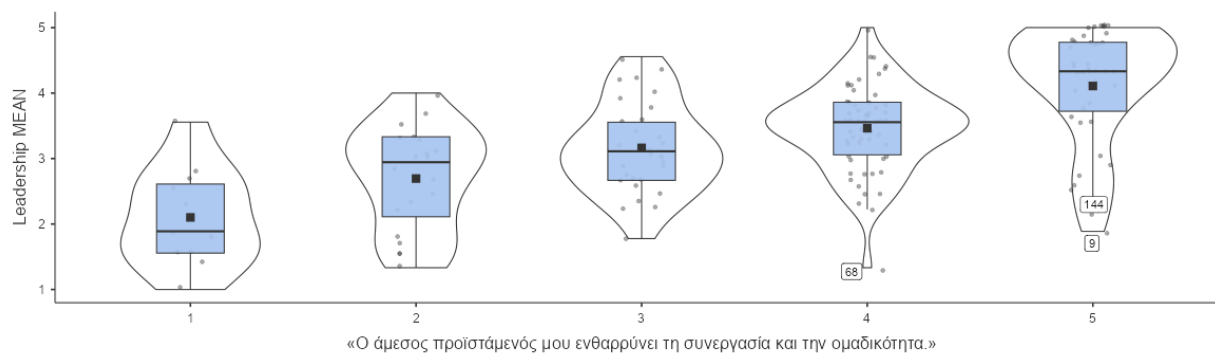




### Satisfaction MEAN



### Leadership MEAN



«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»

*\*Performance, satisfaction, and leadership perception are the three main outcomes that are strongly, consistently, and favorably correlated with perceived leadership motivation. Employees feel and perform better when they perceive leadership as a driving factor.*

## Descriptives

Descriptives

	«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	23	23	23
	<b>2</b>	30	30	30
	<b>3</b>	42	42	42
	<b>4</b>	39	39	39
	<b>5</b>	28	28	28
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.67	1.90	2.21
	<b>2</b>	2.62	2.87	3.03

## Descriptives

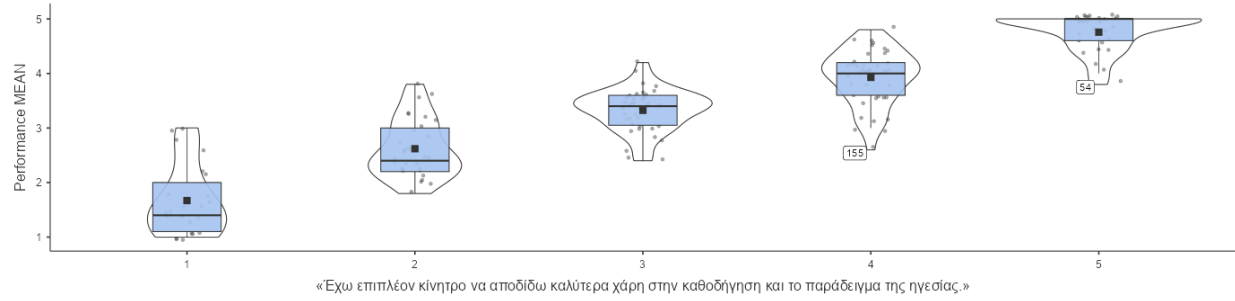
	«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.32	3.33	3.21
	4	3.93	3.82	3.83
	5	4.76	4.52	4.41
Median	1	1.40	1.67	1.89
	2	2.40	2.75	3.00
	3	3.40	3.50	3.22
	4	4.00	4.00	3.89
	5	5.00	4.83	4.61
Standard deviation	1	0.660	0.762	0.749
	2	0.531	0.667	0.521
	3	0.382	0.672	0.716
	4	0.512	0.760	0.642
	5	0.341	0.675	0.617
Minimum	1	1.00	1.00	1.00
	2	1.80	2.00	2.22
	3	2.40	1.67	1.33
	4	2.60	2.17	2.44

## Descriptives

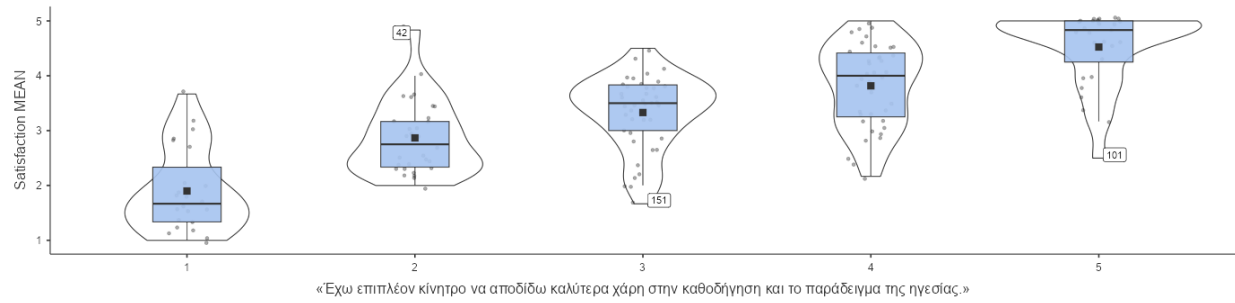
	«Έχω επιπλέον κίνητρο να αποδίδω καλύτερα χάρη στην καθοδήγηση και το παράδειγμα της ηγεσίας.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	3.80	2.50	2.56
Maximum	1	3.00	3.67	3.56
	2	3.80	4.83	4.33
	3	4.20	4.50	4.56
	4	4.80	5.00	5.00
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.859	0.895	0.930
	2	0.927	0.909	0.967
	3	0.944	0.935	0.972
	4	0.953	0.952	0.965
	5	0.752	0.748	0.864
Shapiro- Wilk p	1	0.004	0.020	0.111
	2	0.042	0.014	0.449
	3	0.040	0.019	0.390
	4	0.102	0.094	0.264
	5	<.001	<.001	0.002

## Plots

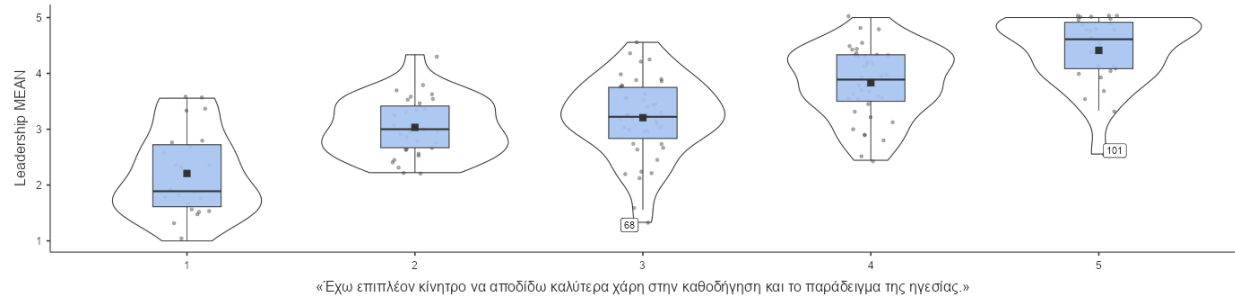
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»

*\*Performance, satisfaction, and perceived leadership quality are all key employee outcomes that are strongly and favourably correlated with the notion of a culture of continuous learning. Better results are observed when learning and growth are seen as being more important.*

## Descriptives

Descriptives

	«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	19	19	19
	<b>2</b>	21	21	21
	<b>3</b>	43	43	43
	<b>4</b>	44	44	44
	<b>5</b>	35	35	35
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.64	1.83	2.26
	<b>2</b>	2.43	2.59	2.78

## Descriptives

	«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.08	3.14	3.15
	4	3.81	3.78	3.64
	5	4.59	4.41	4.35
Median	1	1.40	1.67	1.89
	2	2.40	2.50	2.78
	3	3.20	3.17	3.11
	4	3.80	3.83	3.72
	5	4.80	4.50	4.44
Standard deviation	1	0.688	0.873	0.870
	2	0.507	0.614	0.599
	3	0.563	0.635	0.652
	4	0.520	0.737	0.696
	5	0.490	0.642	0.603
Minimum	1	1.00	1.00	1.00
	2	1.60	1.17	1.44
	3	1.40	1.67	1.33
	4	2.20	2.17	2.11

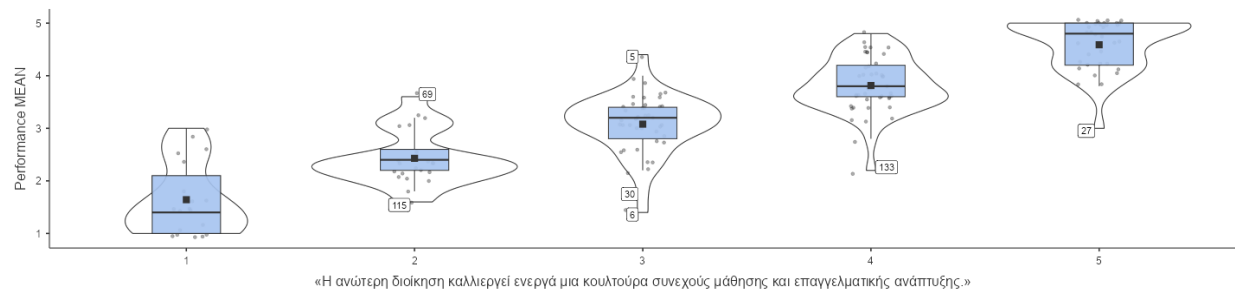
## Descriptives

	«Η ανώτερη διοίκηση καλλιεργεί ενεργά μια κουλτούρα συνεχούς μάθησης και επαγγελματικής ανάπτυξης.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	3.00	2.50	2.56
Maximum	1	3.00	4.83	4.33
	2	3.60	4.00	3.89
	3	4.40	4.50	4.56
	4	4.80	5.00	4.89
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.832	0.757	0.933
	2	0.923	0.940	0.962
	3	0.953	0.956	0.980
	4	0.953	0.969	0.972
	5	0.812	0.847	0.901
Shapiro- Wilk p	1	0.003	<.001	0.197
	2	0.101	0.222	0.549
	3	0.075	0.101	0.640
	4	0.074	0.278	0.342
	5	<.001	<.001	0.004

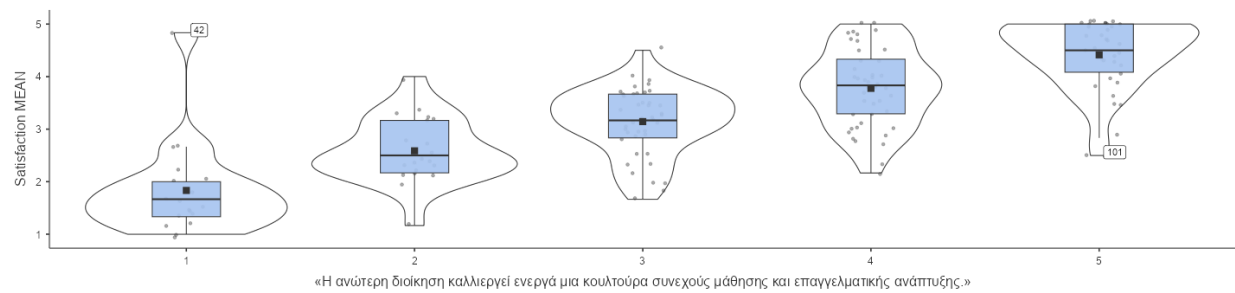
## Plots



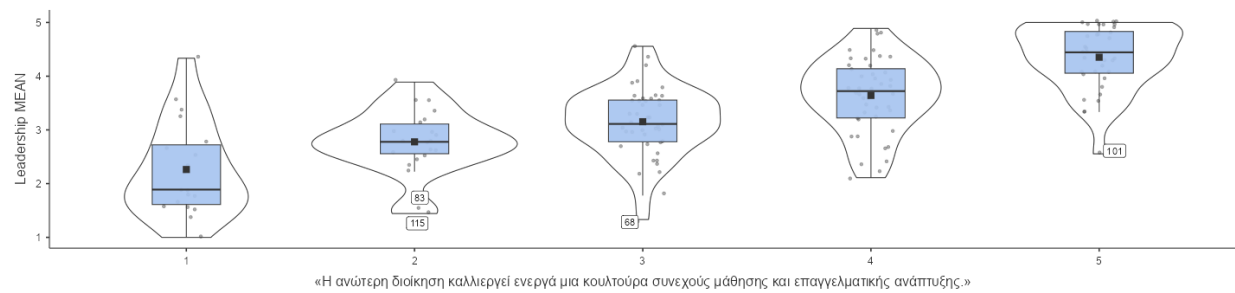
## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN



«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»

*\*Perceived prospects for career advancement and new responsibilities are directly, favourably, and strongly correlated with employee satisfaction, performance, and leadership quality perceptions.*

## Descriptives

Descriptives

	«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
<b>N</b>	<b>1</b>	21	21	21
	<b>2</b>	21	21	21
	<b>3</b>	37	37	37
	<b>4</b>	43	43	43
	<b>5</b>	40	40	40
<b>Missing</b>	<b>1</b>	0	0	0
	<b>2</b>	0	0	0
	<b>3</b>	0	0	0
	<b>4</b>	0	0	0
	<b>5</b>	0	0	0
<b>Mean</b>	<b>1</b>	1.60	1.83	2.10
	<b>2</b>	2.49	2.59	2.76

## Descriptives

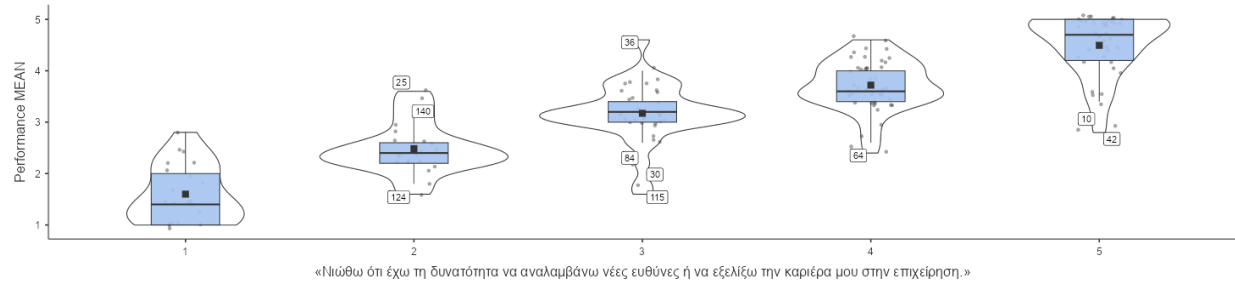
	«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελίξω την καριέρα μου στην επιχείρηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	3	3.17	3.26	3.19
	4	3.72	3.70	3.68
	5	4.50	4.31	4.28
Median	1	1.40	1.83	2.22
	2	2.40	2.33	2.78
	3	3.20	3.17	3.22
	4	3.60	3.67	3.56
	5	4.70	4.58	4.44
Standard deviation	1	0.562	0.580	0.613
	2	0.496	0.686	0.671
	3	0.562	0.653	0.633
	4	0.494	0.686	0.515
	5	0.597	0.826	0.702
Minimum	1	1.00	1.00	1.00
	2	1.60	1.50	1.56
	3	1.60	1.17	1.44
	4	2.40	1.67	2.44

## Descriptives

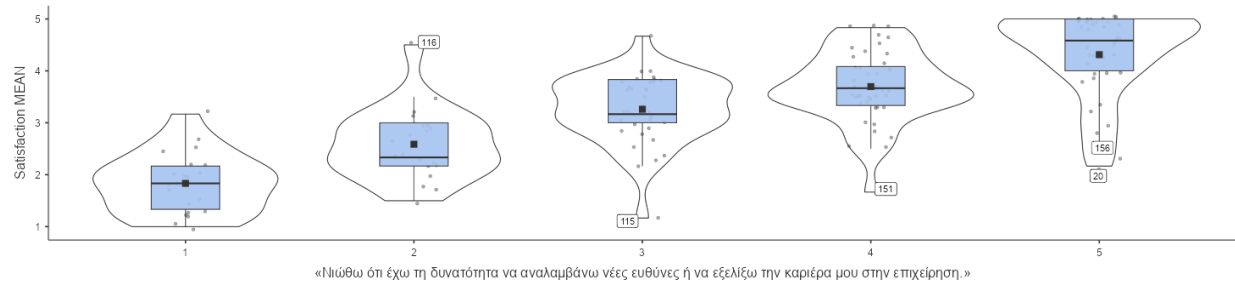
	«Νιώθω ότι έχω τη δυνατότητα να αναλαμβάνω νέες ευθύνες ή να εξελιξω την καριέρα μου στην επιχείρηση.»	Performance MEAN	Satisfaction MEAN	Leadership MEAN
	5	2.80	2.17	2.44
Maximum	1	2.80	3.17	3.56
	2	3.60	4.50	3.89
	3	4.60	4.67	4.56
	4	4.60	4.83	4.89
	5	5.00	5.00	5.00
Shapiro- Wilk W	1	0.891	0.960	0.965
	2	0.942	0.941	0.968
	3	0.922	0.940	0.984
	4	0.954	0.959	0.966
	5	0.820	0.806	0.873
Shapiro- Wilk p	1	0.023	0.516	0.623
	2	0.236	0.232	0.678
	3	0.013	0.045	0.859
	4	0.087	0.131	0.235
	5	<.001	<.001	<.001

## Plots

## Performance MEAN



## Satisfaction MEAN



## Leadership MEAN

