

The correlation between Emotional Intelligence and Leadership Style(s) in hospitality leaders:

A comparative study between Macedonia and Norway

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**FACULTY OF SOCIAL SCIENCES,
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT**

MASTER'S THESIS

STUDY PROGRAM:

Master in International Hotel and Tourism
Leadership

**THESIS IS WRITTEN IN THE FOLLOWING
SPECIALIZATION/SUBJECT:**

Transformational Leadership
Emotional Intelligence

IS THE ASSIGNMENT CONFIDENTIAL? No
(NOTE: Use the red form for confidential thesis)

TITLE:

The correlation between Emotional Intelligence and Leadership Style(s) in hospitality leaders:
A comparative study between Macedonia and Norway

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ACKNOWLEDGE RECEIPT OF 2 BOUND COPIES OF THESIS

Stavanger,/..... 2011

Signature administration:.....

Acknowledgements

I would like to express my gratitude to my Professor PhD Linda Kyle Stromei for her unselfish support and believe in me in the past two years and especially during the past few months writing this thesis. I would not make it without her.

I would like to thank my mother, Kocka Jancheva, for everything that she has done in her life, for her support, kindness, tenderness, for simply being herself.

At the end, I would like to dedicate this thesis to the one person that has been my idol, my role model, my inspiration, my father, Lazo Janchev. You will always be in my heart.

Abstract

The aim of this mixed method study was to investigate the correlation between emotional intelligence and the leadership style(s) of the hospitality leaders both in Macedonia and in Norway. A number of five hotels were a part of this study as separate case studies (360 degrees overview was made in each one of the hotels using EI instrument and MLQ) and the results were compared to see whether there are gender, background, and social differences in the profiles of the managers. The study has “produced” profiles of the Macedonian and the Norwegian leader, since visible differences have been found. Macedonian leaders are more educated (most of them have university degree) but still transactional, and Norwegian leaders have high school as their level of education and are transformational. The study has concluded that (as in other previous studies) women are more transformational than men (eight out of eleven general managers rated as transformational are female). The results of the study have indicated that no significant correlation has been found between the emotional intelligence and leadership style(s) of the hospitality leaders in both countries.

Keywords: emotional intelligence, leadership, transformational, transactional, leaders

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1 Introduction

In an era when organizations increasingly rely upon knowledge workers (Osterman, 2001), the importance of emotional skills in the workplace has gained enormous visibility in recent years (Ashkanasy et al., 2000; Druskat and Druskat, 2006). This is partly because in a knowledge-work economy, teams become the production unit rather than the individual (Drucker, 1994). Their success depends, among other things, on the quality of interpersonal relationships (Caruso & Salovey, 2004). According to the above mentioned, two constructs have captured the attention of management scholars and psychologists: emotional intelligence and transformational leadership (Lindebaum & Cartwright, 2010).

Society today is faced with many challenges that require exceptional leadership (Mandell & Pharwani, 2003). The leaders of today and tomorrow, will not only need to possess effective managerial skills but also highly developed social and emotional skills; IQ and technical skills are most probably the baseline requirements for the executive roles, but without the emotional intelligence the best trained manager will not make a great leader (Goleman, 1998b).

So, what is a leader? While the manager works to carry out the aims of the organization, the leader serves to create new aims, to tweak the old ones, or initiate new courses of actions. The leader challenges the status quo, in the most positive and diplomatic of ways, in order to continuously improve.

In the scope of interest in this study is the comparing between two historically different countries. On one side, the ex Yugoslavian small country Macedonia that is still trying to finish the process of transition from a communist country to a parliament democracy, and on the other side, Norway as one of the biggest economical forces in the last decade also a unitary parliament democracy, with a strong socialist system. The differences may not be crucial, but for someone

that has been living in both systems (as the author of this research) there are visible differences even in the core of the things.

The main issue is how and whether coming from a different background will produce a different leadership style and even a different type of leader. Would it be that the most used leadership style in an ex communist country is the system of punishment and reward (transactional leadership) or, do leaders form their character, manners, attitude throughout life and various situations without having anything to do with the background, social system where they live in etc. Are leaders born or can they learn to be a leader? Do they have preferences for it since their childhood or they became one all of a sudden? Similar types of leaders can be seen all around the globe such as Gandhi (India) and Martin Luther King (USA). Does that mean that it does not matter where and how leaders grow up? Or it just proves that you are born with that preference of being a leader. Maybe being the second child gives you the freedom to develop more, to be more ambitious to compensate for the year difference with your sibling, or just maybe second children are doomed to be followers? This study will try to give the answers on number of questions related to the Emotional Intelligence (EI) phenomenon and its correlation with the leadership styles, with a strong accent on the background and the systems that the hospitality leaders have been coming from. It will also try to answer what makes a good leader or at least a preferable leader for the employees; some recommendations on how to become a better leader will be posited. And at last but definitely not least this study aims to answer the question: What makes a good leader? This study will give some suggestions for future research on similar subjects in order to help improve the educational process in developing managers in hospitality with indications in which field future managers should be trained more thorough.

This study is a mixed method comparative study in which has been used the Multifactor Leadership Questionnaire (MLQ) and Emotional Intelligence (EI) Instrument in conducting the research in five hotels (three in Macedonia and two in Norway). The scope of the study was rating the general manager and department managers of each hotel with a 360 degrees view (the general manager had to rate himself by filling out MLQ rater form and EI instrument for managers, and filling out a short life history interview; the department managers rated themselves by using MLQ rater form and EI instrument for managers, and they also rated their supervisor-the general manager by filling out MLQ rater form and EI instrument employee form, and they as well filled out a short life history interview; and finally the employees (approx 3 per department) rated their supervising manager by filling out the MLQ rater form and EI instrument employee form). This study was designed in order to show a clear image of the working environment in each hotel. More information on the data collection and analysis can be found in the method section.

1.1 Macedonia

The Republic of Macedonia has disposable rich variety of natural, cultural, historical and touristic goods. Macedonia is unique in its beauty: variety of lakes, high mountains, forests, rivers, tremendous number of cultural monuments and archeological localities that are reflection of the place where Saint Paul has brought the Christianity in Europe, and whereas old antique nations (antique Greeks, Ilirs and the Ottoman Empire) have left their marks.

The Republic of Macedonia is a small country without an exit to the sea, with an area of 25,743 square meters and with population with a little bit of over two million citizens. The state is situated in the southern part of the Balkan Peninsula and it borders with Albania, Greece, Bulgaria, Kosovo and Serbia. The capital of the country is Skopje situated in the northern part of

the country with a population with almost one million. In the western part is the city of Ohrid (declared as UNESCO heritage) the biggest tourist city in the country and in the region as well. It lies on the shores of Lake Ohrid, one of the deepest lakes in Europe with depth of over 290 meters. Ohrid is also known as the Jerusalem of the Balkans because it used to have 365 churches, one for each day.

The Republic of Macedonia has been recently ranked as the fourth 'best reformatory state' out of 178 countries ranked by the World Bank; Macedonia has undergone considerable economic reform since independence in 1991. The country has developed an open economy with trade accounting for more than 90% of GDP in recent years (The World Bank, 2009). In the period 1999-2009, the participation of the young population (age group 0-14) in the total population decreased from 22.8% to 17.7%, whereas the participation of the old population (age group 65 and over) increased from 9.8% to 11.6% (Macedonia in facts, 2010, p. 10). The ratio of male and female inhabitants is almost 1:1, with 1, 028, 815 male in 2009 and 1, 023, 907 females in the same year (Macedonia in facts, 2010).

The number of foreign tourists as calculated by the overnights has risen in the past couple of years after solving the big regional issues (wars in the neighborhood, the Greek embargo etc.): from 99.000 overnights in 2001 up to 254.957 overnights in 2008. In the same period the domestic tourism has risen for almost 50% - from 234.000 to 350.000 (National Strategy for Tourism, 2009). The biggest number of tourists comes from the neighboring countries such as Greece, Serbia, Bulgaria and Albania. According to the statistics of the number of foreign tourists visiting (passing the border) in 2006, the number is estimated between 930.000 and 1.020.000 people (National Strategy for Tourism, 2009). The total number of tourists visiting Macedonia in 2009 was 587, 770, of which about 56% were domestic tourists and the other 44%

were foreign tourists. Compared to the previous year, the number of foreign tourists increased by 2.0% in the total number of tourists (Macedonia in figures, 2010, p. 49). In the last couple of years, Macedonia has tried to emerge on the western markets as “The land of culture, the cradle of nature”. Throughout different campaigns on worldwide television broadcasters the government is promoting the country as the new destination and it is already stated in a number of magazines as the new upcoming, unique, destination. As of 2005 the service sector constituted by far the largest part of GDP at 57.1%, up from 54.2% in 2000 (Macedonia in figures, 2010).

The country has continental climate with influences from the Mediterranean that makes the country attractive not only for summer tourism but for winter sports as well.

The Republic of Macedonia has gained the status of candidate member of the European Union in December 2005. It has to be said that the number of foreign tourists is still not on the satisfactory level because of the high travel costs in order to reach the country. Starting this year (2011) a number of Dutch tourist operators have promoted the country as a new destination and have started charter flights on weekly basis from Amsterdam to Ohrid. Slowly the country is opening towards the foreign markets, but in the next stage is the real issue: how to make the guests satisfied, and make them come back.

As part of Yugoslavia, after the World War II, Macedonia was engaged in a process of building the country where everyone was equal and had the same. Even today there are no gender differences in the matter of systematization of the working force (the salary is based on points by working position, and not individually). That of course is not the case in the personal relations between males and females (women are expected to raise the children and neglect their care if needed, men are more likely to progress in their ambition for providing food for the

family-just like the old days, men were the hunters and women took care about the house and children).

It has to be underlined that this study has shown that things are changing. Out of three hotels that were part of the research (and those are among the top ten hotels in Macedonia), two of them have women as general managers. Of course it does not represent the whole picture of the society, but it is still a solid represent that things are going in the right direction.

But, when it comes to management, Macedonia is still way behind Norway. Most probably because of the system where everyone is equal, Macedonia did not have the term *manager* in use until recently (the last decade). Before that the person that was *in charge* had the title *director*, which nowadays is translated into manager. The Managerial boom has taken over the communist world. The communist countries in Europe, one by one, starting from the heretic Yugoslavia, Poland, Hungary and Czechoslovakia, have established management schools and institutions, started translating western, especially American books, and started studying management as a chance for exit from the economical stagnancy (Drucker, 1979).

There are two tourism institutions in The Republic of Macedonia, one in Skopje, a private institution established in 2007, and one in Ohrid which is established in the early 1970's in the period when the management started to form its basis on the Yugoslavian soil, both having the aim to educate professionals in the field of tourism and hospitality.

The ground question is: Are the managers of today's Macedonia ready to make the gigantic step and compensate the gap in years between the western world and the eastern system? This research strives to provide the answers or paint the picture so the reader will be able to see how far Macedonia has developed. This certainly does not suggest that one manager is better than the other, it only means investigating and learning from the differences that we all have.

1.1.1 The Macedonian Tourist Product

The tourist product of Macedonia represents a rich combination of cultural and natural inheritance, which is characterized with breathtaking landscapes of lakes and mountain views that poses peacefulness which is rarely seen in the 21st century. Macedonia was a crossroad for millenniums for people and warriors that brought with them different beliefs and religious views, leaving them behind, so the generations of today can enjoy in them. The Romans have built the first primitive paths, some of them even being part of the European Highway E-75 leading from Brussels to Athens, but despite that Macedonia is still unspoiled, undiscovered beauty.

The most important and valued characteristic of Macedonia is the city protected by UNESCO, Ohrid and its lake, a combination of rare scientific, cultural and ecological importance, that represents the basis of the country's tourist product. The Lake of Ohrid is one of the oldest in the World and it is compared with the Baykal Lake in Russia and the Lake Titikaka in Peru/Bolivia, while the city with its middle age architecture was originally a Neolithic settlement, and it is presumed to be more then 7000 years old. In the area around the lake there are numerous picturesque villages, churches, monasteries as well as the national park Galicica, which makes the region available not only for sun and bathing leisure tourism, but for cultural as well.

There are archeological sites all over the country dating from the Neolithic, Greek, Roman, Ottoman period including the Neolithic observatory (stated as 3rd oldest by NASA) in Kokino, antique fortress Kale in the centre of the capital Skopje, the antique city of Heraklea Linkestis dated from the 4th century BC in Bitola, the antique theatre Stobi dated from the 2nd century BC in Veles, the Roman amphitheater in Bitola, the fortress of Tsar Samoil from the 10th century in Ohrid, the Monastery of St. Jovan Bigorski and the frescoes dated from 11th century in Debar,

the Monastery Treskavec and the frescoes dated from 13th century nearby the city of Prilep, Jaja Pasha and Alaja Mosques in the cities of Tetovo and Skopje dated from 16th century and the Turkish Bazaar in the centre of Skopje.

1.1.2 Tourism performances in Macedonia

In 2000, the Macedonian tourism market has risen not only in the numbers of domestic tourists, but for foreign tourists as well. That number has rapidly fallen the following year, with a dramatic collapse of over 50% decrease, because of the arm conflict in the North West part of the country. Improvement of the situation was obvious in 2002 with a trend of increasing number of foreign tourists as shown in the tables below:

Table 1

-Foreign guests in accommodating capacities 2000-2008 (National Strategy for tourism, 2009)

	2000	2001	2002	2003	2004
Accommodation Capacities	224.016	98.946	122.861	157.692	165.306
Annual Increase %	23.9	-55.8	24.2	28.3	4.8
	2005	2006	2007	2008	
Accommodation Capacities	197.216	202.357	230.080	254.957	
Annual Increase %	19.3	2.6	13.7	10.8	

Table 2

-Overnights of foreign guests in accommodating capacities 2000-2008

	2000	2001	2002	2003	2004
Overnights	493.867	212.751	274.720	346.200	360.589
Annual Increase %	4.1	-56.9	29.1	26.0	4.2

	2005	2006	2007	2008
Overnights	442.988	442.845	518.088	587.447
Annual Increase %	22.8	-0.3	17.0	13.4

The domestic tourism market, as shown in the charts below, was not able to follow the trend from the foreign market, experiencing additional decreasing, which leads that there are negative increasing ratios.

Table 3

-Domestic guests in accommodating capacities 2000-2008

	2000	2001	2002	2003	2004
Accommodation Capacities	408.507	234.362	318.851	325.459	299.709
Annual Increase %	10.7	-42.6	36.1	2.1	-7.9
	2005	2006	2007	2008	
Accommodation Capacities	312.490	297.116	306.132	350.363	
Annual Increase %	4.3	-4.9	3.0	14.4	

The comparative force of the market of foreign visitors is due to business nature visits rather than leisure which can be seen in the rather frequently distributed visits all year long, but on the other hand the domestic visitors are more likely leisure visitors, with exceptionally high visits during the summer months with over 85% of the registrations for overnights during July and August.

Table 4

-Overnights of domestic guests in accommodating capacities 2000-2008

	2000	2001	2002	2003	2004
Overnights	1,940,772	1,041,831	1,575,664	1,660,667	1,504,845
Annual Increase %	5.5	-46.3	51.2	5.4	-9.4

	2005	2006	2007	2008
Overnights	1,527,053	1,474,550	1,501,624	1,648,073
Annual Increase %	1.5	3.4	1.8	9.8

According to a survey conducted by the government of the Republic of Macedonia on the borders in 2004, Skopje is the most visited destination with more than 50% of all the arrivals, followed by Bitola and Ohrid with 15%, while for the domestic visitors, Ohrid is the most visited destination during the summer months.

1.1.3 Main nationalities among the international guests

The largest number of guests visiting Macedonia in 2007 was visitors coming from the neighboring countries: Serbia-Monte Negro-Kosovo, Greece, Bulgaria and Albania with 48% of the total arrivals and 49% of the total overnights (as shown in table 5).

Table 5

-International arrivals and overnights from the top guests markets

Country of origin	Arrivals		Overnights	
	Numbers	%	Numbers	%
Serbia-Monte Negro-Kosovo	44,661	19.4	116,909	22.6
Greece	28,618	12.4	58,525	11.3
Bulgaria	18,901	8.2	37,246	7.2
Albania	17,573	7.6	39,831	7.6
Rest of the world	120,327	52.4	265,577	51.3
Total	230,080	100.0	518,088	100.0

1.1.4 The value of tourism

There is a lack of data coming from the tourist sector in order to be able to see/calculate the financial and economic benefit of tourism in the society. Even the data that is available it does not paint the picture with the real colors. There are certain data that represent how much foreign currency income is spent or transferred to the country, but still it has to be taken with certain limitations because there is a large number of Macedonians that live and work in other countries, so their transactions are as well calculated. In the lack of official surveys and data for the costs and occupancy of the accommodating capacities, trying to calculate the value of the tourism for the economy of the country can be nothing else then widely indicating. In the tables that are shown down below it is presented the increasing of the income of foreign currencies in tourism (Tables 6 and 7) and the increasing income in the hotel and restaurant sector from year to year, Table 8 presents the same data but represented as a percentage of the GDP of the country. According to the tables and despite the difficulties mentioned above, it can be assumed that the participation of the tourism as a sector in GDP of the country is somewhere between 1.7 and 2.7% (Strategy for Tourism, 2009).

Table 6

-Income of foreign currencies from foreign visitors 2003-2008

	2003	2004	2005	2006	2007	2008
Income (millions EUR)	49.9	57.9	72.3	102.4	134.9	166.9
Annual increase %	-	16.0	24.9	41.6	31.7	23.7

Table 7

-Revenue in hotel and restaurant sector 2003-2007

	2003	2004	2005	2006	2007
Income (millions EUR)	72.3	77.0	82.5	84.9	96.9
Annual Increase %	-	6.5	7.1	2.9	14.1

Table 8

-Contribution to GDP from foreign currencies and hotels/restaurants 2003-2008

	2003	2004	2005	2006	2007	2008
Estimated GDP (millions EUR)	4,110	4,335	4,684	5,097	5,800	6,090*
Currency Rate (millions EUR)	49.9	57.9	72.3	102.4	134.9	166.9
Currency rate in % as part of GDP	1.2	1.3	1.5	2.0	2.3	2.7
Revenue in hotels and restaurants	72.3	77.0	82.5	84.9	96.9	N/A
Revenue of hotels and restaurants in % as part of GDP	1.8	1.8	1.8	1.7	1.7	N/A

1.1.5 Employment in the tourism sector

The tourism sector in the Republic of Macedonia represents big employment branch for the population. In table 9 shown down below, is made a comparison between the expansion of employment in the hotel and restaurant sector and the expansion in employing the total population of the country, and it shows a continuous increase in both numbers. Actually it can be noticed that the employment ratio in the tourist sector (hotels and restaurants) grows rapidly in

comparing with the economy in general (almost double in the period 2003-2007 compared to the only 8% of increase in the economy in general).

Table 9

-Participation of the employment in hotel/restaurant sector in the total working population

	2003	2004	2005	2006	2007
Total working population	545,108	522,995	545,253	570,404	590,234
Employment in hotel and restaurant sector	9,880	12,672	13,558	19,034	18,995
Employment in hotel and restaurant sector from the total population in %	1.8	2.4	2.5	3.3	3.2
% increase of the total working population	-2.9	-4.1	4.3	4.6	3.5

These previous numbers show why tourism is one of the most important sectors in governmental policies. Not only that employs a high number of the working force of the country, but it is an important part in the economy, even at this modest stage of development. Tourism is listed together with agriculture as the main sectors in The Republic of Macedonia. Although the country is still facing infrastructure problems and seeks constant improvement in the existing facilities, it has an exquisite, unique, extraordinary potential to become a new destination. And it is more than possible, with the right management and the right people to bring the service sector on the highest level possible. There are examples in the neighborhood, such as Croatia. The country has risen as a phoenix from the dust of the wars just two decades ago, and today is a worldwide known destination. There is a way, it just needs followers.

1.2 Norway

Norway on the other hand is one of the most developed countries in the world. Norway maintained first place in the world in the UNDP Human_Development_Index (HDI) for six consecutive years (2001–2006) (United Nations, 2010), and then reclaimed this position in 2009

and 2010 (Human development report, 2009). Cost of living is about 30% higher in Norway than in the United States and 50% higher than the United Kingdom. The standard of living in Norway is among the highest in the world. Foreign Policy Magazine ranks Norway last in its Failed States Index for 2009, judging Norway to be the world's most well-functioning and stable country (Wikipedia, 2011). Twenty-five point three (25.3) per cent of the population of the whole country (which today is 4.9 million) was below 20 years of age, 61.7 per cent were aged 20-66 years, and 12.9 per cent were over 66 years; there were 50.01 per cent males and 49.99 per cent women in Norway (Statistics Norway, 2011).

Being one of the wealthiest countries in the world provides space for enormous human development and investments in the field of education. A number of management schools have risen in the last decades and a huge progress is acknowledged in the area of management of resources. Even though Norway is not a tourism country, the business oriented society drags millions of businessmen in the country. The travel industry accounts for approximately 3.3 per cent of the Gross Domestic Product (GDP), and 6.3 per cent of total employment in 2009; foreign tourists had over 7.9 million overnight stays in Norway in 2010, of which German tourists accounted for 21 per cent. Danes and Swedes accounted for 12 per cent; overall, tourists spent NOK 106 billion in Norway in 2010. Foreign tourists spent over NOK 31 billion in Norway (Statistics Norway, 2011).

1.3 Hofstede's Cultural Dimensions Theory

The easiest way for one to see the differences/similarities of the two countries is the Hofstede's Cultural Dimensions theory (1979), in which countries are rated through four cultural dimensions: PDI (Power Distance Index – the extent to which the less powerful members of organizations and institutions (such as family) expect and accept that the power is distributed

unequally, this represents inequality defined from below); IDV (Individualism – on one side versus collectivism on the other side, it is the degree to which individuals are integrated into groups); MAS (Masculinity – versus femininity refers to the distribution of roles between the genders in the society); UAI (Uncertainty Avoidance Index – deals with society tolerance for uncertainty and ambiguity; it indicates to what extent a culture programs its members to feel either comfortable or uncomfortable in unstructured situations); LTO (Long Term Orientation – versus short term orientation, refers to values – short term values such as respect for tradition, social obligations etc, and long term values such as thrift and perseverance) (Hofstede, 2011). Macedonia is not rated with this method, neither any of the ex Yugoslavian countries, so the author has used the indexes from Bulgaria as a rather similar country with similar beliefs, values and system.

The numbers presented down below in the graph present the facts about the above mentioned countries, and an enormous difference can be seen only by looking at them. In a country as Norway where individualism is very strong and most probably preferred option rather than collectivism, it would be interesting to see (from the results presented down below), how leaders in hospitality manage to motivate, envision, empower and associate the employees to work in such an industry where working as a team is a must for efficiency and quality of service. Also, it would be interesting to see whether the numbers that are presented from Hofstede in theory are similar from the one in practice (the masculinity index is almost just the opposite in the two countries).

Table 10

-Hofstede's Cultural Dimensions Norway VS Bulgaria

Norway	Index	Bulgaria
31	PDI	70
69	IDV	30
8	MAS	40
50	UAI	85
20	LTO	/

1.4 Importance of the study

The main question in this research is: what professional qualities are crucial for being a successful manager? “Every company probably has someone like Stuart—a senior manager who’s IQ approaches the genius level but who seems clueless when it comes to dealing with other people. These types of managers may be prone to getting angry easily and verbally attacking co-workers, often come across as lacking compassion and empathy, and usually find it difficult to get others to cooperate with them and their agendas. The Stuarts of the world make you wonder how people so smart can be so incapable of understanding themselves and others” (Ruderman, Hannum, Leslie & Steed, 2001, p.3).

It is beyond any doubt - that the professional success is not only determined by the intelligence coefficient (IQ), which is only one part of the human intelligence. The results of a number of scientists, including Daniel Goleman, emphasize the meaning of self-awareness, self-control, dealing with our own emotions, motivation, empathy, “reading” the emotions of others, social skills as team work, persuasion, listening, leadership are all very important for the working effectiveness. All of the above mentioned skills are part of the concept of emotional intelligence.

Therefore, the aim of this study is to create, add, and find the part that is missing in the chain of reactions in the link between the emotional intelligence and the leadership style(s) which is crucial in the field of hospitality, where creating valuable human relations means creating

money. It is crucial in this study to see the results from comparing two different countries in order to see whether the social, educational, gender, political, environmental background, helps to “produce” different types of leaders and leadership styles.

It has to be stressed out that the author of this study was unable to find any previous studies done on the subject of emotional intelligence or transformational leadership in both of the countries, which makes this study even more valuable not only for setting the ground for future researches, but to give a clear picture of how things are positioned and how far are the managers developed in the countries.

Hypothesis 1: High score on EI means high score on MLQ (effective, transformational leadership style). Or the opposite, scoring low on EI instrument means being low on MLQ.

Hypothesis 2: Leaders from Norway will score higher and be more transformational than leaders from Macedonia.

Hypothesis 3: Gender differences: Women will score greater (higher) than men, which leads to the conclusion that women managers are more transformational.

Hypothesis 0: No correlation between Emotional Intelligence and leadership as measured by the MLQ.

2 Literature Review

As early as 1920, Thorndike hypothesized that true intelligence was composed of not only an academic component, but also emotional and social components (Mandell & Pherwani, 2003). Bar-On (1997) has argued that emotional and social intelligences are better predictors of success in life. There are number of studies (Gardner, 1983, 1993, 1999; Sternberg, 1985; Sternberg & Wagner, 1986; Wagner & Sternberg, 1985) that support the theory of multiple intelligences. In his study, Gardner has proposed a model with at least 8 types of intelligence (spatial, musical, intrapersonal, interpersonal, bodily-kinesthetic, naturalistic, linguistic and logical-mathematical). Sternberg (1985) identifies three types of mental abilities: analytical intelligence, creative intelligence and practical intelligence. The multiple forms of intelligence are possessed by effective leaders and allow these leaders to respond successfully to a number of situations (Riggio, Murphy & Pirozzolo, 2002).

Recently, the interest in leadership and intelligence has been increased by the popular writings of Daniel Goleman (1995, 1998).

2.1 Emotional Intelligence

During the last two decades, the topic of emotions has become popular in psychology (Barsade, Brief, & Spataro, 2003). Of all the areas related to the topic, one of the most popular has been the construct of emotional intelligence (EI) (Cherniss, 2010). Emotional intelligence has been defined as “the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others” (Mayer, Salovey, & Caruso, 2000, p. 396).

According to Daniel Goleman (1996), emotional intelligence is the ability to recognize our own and other people's emotions in order to motivate ourselves and others as well, and to manage our emotions within and in the relations we make.

Two models of emotional intelligence have emerged in the theory in the past years. The ability model that defines emotional intelligence as a set of abilities that involves perceiving and reasoning abstractly with information that emerges from feelings (Mandell & Pharwani, 2003). This model can be seen in the studies done by Mayer, Caruso and Salovey (1999), Mayer, DiPaolo and Salovey (1990), Mayer and Salovey (1993, 1997) and Salovey and Mayer (1990). Mayer, Salovey and Caruso (1999) designed and developed ability based emotional intelligence test (MSCEIT) that measures four ability areas of the emotional intelligence: perception, facilitation of thought, understanding and management. The mixed model defines emotional intelligence as ability with social behaviors, traits and competencies and has been supported in the writings of Goleman (1995, 1998) and Bar-On (1997). Bar-On (1996) has developed an instrument which he named emotional quotient (EQ). This test divides emotional intelligence into five components: intrapersonal, interpersonal, adaptability, stress management and general mood. In his writings, Bar-On (1997) has defined emotional intelligence as an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures.

Most scholars have conceptualized emotional intelligence as a mix of skills and traits (Bar-On, 1996; Goleman, 1995; Petrides, 2004; Schutte et al., 1998) (Barbuto & Burbach, 2006, p. 53). Carson, Carson and Birkenmeier in 2000 developed a measure of emotional intelligence consisted of five factors: a) empathetic response; b) mood regulation; c) interpersonal skill; d) internal motivation; e) self-awareness.

2.1.2 Empathetic response

Transformational leaders rely on empathy in order to understand the thoughts, feelings and points of view of their employees. Studies have shown that empathy is related to leadership emergence in self-managed teams (Wolf, Pescosolido & Druskat, 2002). Conway (2000) associated empathy with interpersonal effectiveness and Woodall and Kogler Hill (1982) connected empathy with relationship-oriented style of leadership. Leaders with empathetic qualities inspire self-exploration in their employees (Long & Schultz, 1973) and Haddad and Samrneh (1999) have concluded that the supportive interpersonal orientation increases employee's positive perceptions about the leader, feelings and job satisfaction. To bring about the organizational change through higher performance, transformational leaders must fully engage and connect with their employees; leaders who respond empathetically to their coworkers can improve organizational effectiveness (Barbuto & Burbach, 2006, p. 53).

2.1.3 Mood Regulation

. Wenzlaff and LePage (2000) concluded that leaders increase the emotional impact of employee's thoughts and attention when they enable (empower) self-determination.

It is a requirement in order to be a good leader to develop the ability of mood regulation, because very often the ones that can cope in stressful situations handle the problems, discuss positions, view from different perspectives more easily when solving particular issues. Mittal and Ross (1998) have discussed the possibility that people in positive mood are more likely to see opportunities in problems, and Leith and Baumeister (1996) have underlined the possibility that bad moods foster risk-taking by impairing self-regulation (Barbuto & Burbach, 2006).

2.1.4 Interpersonal skills

Positive effect enhances problem solving and decision making leading to cognitive processing and it is innovative, creative, thorough and efficient (Isen, 2001). Lewis (2000) suggested that a leader's display of negative emotions causes employees to rate the efficiency of the leader lower. A number of studies have shown that transformational leaders change their organizations by persuading followers to embrace positive visions and ideas (Keller, 1995; Podsakoff, MacKenzie, Moorman & Fetter, 1990) and as well numerous studies have shown that transformational leadership enhances the satisfaction of subordinates and co-workers (Barling et al., 2000; Pillai, Schriesheim & Williams, 1999; Podsakoff, MacKenzie & Bommer, 1996).

2.1.5 Internal Motivation

Transformational leaders are actively engaged within their organization, they feel empowered, they believe that they can influence their environment they are self-motivated to do so (Sosik & Megerian, 1999). Seibert, Crant and Kraimer (1999) found that a proactive personality is positively associated with career satisfaction. Numerous studies have found that the way feedback is given by leaders affect employees' motivation (Shalley & Perry-Smith, 2001; Zhou, 1998; Zhou & Oldham, 2001). A significant relationship between inner-directed locus of control and transformational leadership behaviors has been found by Howell and Avolio (1993).

2.1.6 Self-awareness

A number of studies have shown that one's ability to perceive emotions within oneself is related to the ability to assess them in others (Zuckerman, Hall, DeFrank & Rosenthal, 1976; Zuckerman, Lipets, Koivumski & Rosenthal, 1975). Leader's self-awareness leads to greater management performance and self-monitoring is positively related to self-awareness (Church, 1997). Sosik and Megerian (1999) have found that followers rate leaders who are high in self-awareness as more effective than the ones that lack or are low on self-awareness. As found in the study done by Church and Waclawski (1999) direct-report staffers rated transformational leaders higher on all behaviors than the transactional ones, and that transformational leaders were in a great manner more self-aware than the transactional leaders (Barbuto & Burbach, 2006).

2.2 The Importance of Emotional Intelligence for Performance in the Workplace

An area of controversy is the purported link between EI and important outcomes such as job performance or leadership effectiveness (Antonakis, Ashkanasy & Dasborough, 2009). As stated in the study of Shoda, Mischel and Peake (1990) "In the famous "marshmallow studies" at Stanford University, originally conducted in the late 1960's, 4-year olds were asked to stay in a room alone with a marshmallow and wait for a researcher to return. They were told that if they could wait until the researcher came back before eating the marshmallow they could have two. Ten years later the researchers tracked down the children who have participated in the study and they found that the people that were able to resist temptation had a total Scholastic Aptitude Test (SAT) score that was 210 points higher on average than those children who were unable to wait" (Cherniss, 2010, p.120). There have been numerous studies that have found a relationship between EI and performance (Cote & Miners, 2006; Elfenbein & Ambady, 2002; Elfenbein, Foo, White, Tan & Aik, 2007; Rosete & Ciarrochi, 2005; Rubin, Munz & Bommer, 2005). Some of

these studies have looked at the individual performance and the others have looked at the leadership (Cherniss, 2010). Several studies have found a link between emotional intelligence and the social relations (Carton, Kessler & Pape, 1999; Lopes et al., 2004; Lopes, Salovey, Cote & Beers, 2005). There are several studies that suggest that people that are high on EI have lower levels of depression, anxiety, alcohol use, and illegal drug use (Bastian, Burns & Nettlebeck, 2005; Brackett & Mayer, 2003; Brackett et al., 2004; Carton et al., 2006; Cherniss, 2010).

Antonakis et al. (2009) have underlined that the concept of emotional intelligence more likely will play an important role in jobs involving social interaction and influence such as sales, politics, teacher etc. Emotional intelligence is more important for team performance than for individual performance (Jordan et al., 2002). Leaders who possess the characteristics of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration should prove able to influence their subordinates' effectiveness (Ashkanasy et al., 2002).

2.3 Transformational leadership

The theory of transformational leadership is among the most researched theories of the past 20 years (Bass, 1985). Extensive research has shown that leaders who exhibit positive leadership behaviors-such as intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence-achieve greater employee performance, effort, satisfaction, and organizational effectiveness (Lowe, Kroek & Sivasubramaniam, 1996). Past studies that were based on self-report data for emotional intelligence and transformational leadership have shown relationship between the two but no study that was based on multiple sources of data has confirmed these relationships (Barling, Slater & Keloway, 2000; Gardner & Stough, 2002; Sivanathan & Fekken, 2002) (Barbutto, Burbach, 2006, p. 52).

Bass and Avolio (1994) have defined transformational leadership as leadership that occurs when the leader stimulates the interest among colleagues and followers to view their work from a new perspective (Mandell & Pharwani, 2003). He (the transformational leader) produces awareness of the mission or vision of the organization and drives/develops his co-workers or followers to higher levels of ability and potential; he motivates them to look beyond their own individual interests and start looking as for what is best for the group (supporting the collective thought).

Burns (1978) characterizes the transformational leader as someone who looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower, and the result is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents (p.4). He has studied political leaders and found a contrast between two separate styles: transformational and transactional. Bass in 1985 extended Burns' work and added three typical behaviors of transformational leadership: charisma, intellectual stimulation and individualized consideration. Bass and Avolio (1990) added a fourth factor called inspirational motivation. A number of studies have shown that leaders' use of the four transformational behaviors relates to positive organizational behavior outcomes (Lowe et al., 1996).

Your goal as a manager should be to gradually increase the competence and confidence of your people so that you can begin using less time-consuming styles-supporting and delegating-and still get high-quality results.

(Blanchard, Zigarmi, & Zigarmi, 2004, p.67)

This is not an easy task to be accomplished, in order to envision, empower, and motivate the employees in conducting an efficient, high-quality job. It is especially a must in a service industry such as hospitality where communications and interrelations are a must in everyday quality performance. Transformational leaders who exercise idealized influence provide a vision and sense of mission, instill pride, and are admired and respected by their followers who often seek to emulate them (Avolio et al., 1991). Bass and Avolio (1994) have deconstructed the concept of transformational leadership into four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders use inspirational motivation to communicate high expectations, often drawing on symbolic messages to provide meaning to their followers' work (Bass, 1990). Intellectual stimulation concerns the leader's efforts to help followers be creative and innovate by questioning assumptions and prompting them to approach old situations in novel ways (Avolio et al., 1991).

Transformational leaders tend to exercise individualized consideration towards their followers by paying close attention to each individual's needs for progression and achievement (Bass, 1990). The transformational leader can be recognized in the term of Blanchard's situational leader with his saying: different strokes for different folks. It is essential to have in mind that the greatness of one leader is the ability to recognize what kind of approach to use at certain time or situation with his followers. A transformational leader differs from a transactional one by not merely recognizing subordinates' needs, but by attempting to develop those needs from lower to higher levels of maturity (Avolio & Bass, 2004). Caruso and Salovey (2004) argue that it is rather difficult to inspire individuals, to challenge their prevalent assumptions, and to enable them, without being emotionally intelligent. It may be difficult for a leader to exercise individualized consideration, intellectual inspiration, inspirational motivation, and idealized

influence without the ability to accurately appraise and express emotions in the self and others (Küpers & Weibler, 2006). The use of emotions to facilitate thinking may be conducive to instill confidence or hope in followers who feel overwhelmed by the task at hand, thus being closely linked to inspirational motivation (Lindebaum & Cartwright, p.4, 2010). Only a person with highly developed emotional intelligence skills can recognize the need of using particular steps at a certain time.

Genetics may play an important role in the emergence of transformational leaders (Bass & Avolio, 2004). McCarthy, Johnson, Vernon, Molson, Harris & Jang (1998) have found that from 25 percent to up to 50 percent of the variance in MLQ self-rated factor scores can be attributed to heredity, according to the differences in scores between identical and fraternal twins.

Socialization and learning are also important in the development of one transformational leader. Avolio (1994) have stated that favorable experiences in elementary and high school predicted transformational leadership as an adult, and as well as positive experiences in the leader's first full time job. Parental interest in their children's education and the parental high moral standards were noted as of some consequence in their child's leadership development.

All of these above mentioned facts, are just leading to the main point of the study, that the successfulness of one person, not only on the working place but in the private life as well, can be in a great manner a result of his/her own successfulness in dealing with her/his own emotions. How you manage your actions, reactions, towards yourself and towards others will reflect how they perceive you as a person and a leader. The relationship between these constructs (emotional intelligence and transformational leadership) has been studied in recent years both theoretically (Ashkanasy & Daus, 2005; Austin et al., 2008) and empirically (Duckett & Macfarlane, 2003; Leban & Zulauf, 2004).

The concept of transformational leadership is one of the most widely researched paradigms in the leadership field and has shown substantial validity for predicting number of outcomes including leader performance and effectiveness ratings in addition to follower satisfaction and motivation (Judge & Piccolo, 2004; Sashkin, 2004). “Transformational leaders act as mentors to their followers by encouraging learning achievement and individual development. They provide meaning, act as role models, provide challenges, evoke emotions and foster a climate of trust” (Harms & Crede, 2010, p.6). Top performing managers are seen as more transformational in their leadership style than ordinary managers (Hater & Bass, 1988).

Prior research has linked transformational leadership with a number of biographical background factors such as parents taking an active interest in the development of their child, high parental moral standards, and whether or not individuals enjoyed school and their prior work experience (Avolio, 1994). Higher levels of intelligence have also been found to be related to transformational leadership (Atwater & Yammarino, 1993). Emotional Intelligence may play a prominent role in predicting transformational leadership behaviors (Bass, 2002; Brown & Moshavi, 2005; Nye, 2008).

2.4 Transactional Leadership

Burns (1978) defined the differences between “transactional” and “transformational”. Transactional leadership refers to leader-follower exchange relationship or transaction such that follower receive wages or prestige for complying with a leader’s wishes. It does not require an ability to identify a wider range of choices that would facilitate group (as opposed to individual) self-inter . Transactional leadership is more efficient to help organizations achieve their current objectives through using linking job performance to valued rewards and ensuring employees have the resources needed to get the job done . Bass and Riggio (2006) have argued that

transactional leadership is a necessary precondition and expansion for transformational leadership. Because it can serve effectively to develop the relationship between the leader and follower, and also support direction and focus that, if lacking, would cause the confusion and ambiguity from the use of transformational behaviors.

2.5 Leaders and emotional intelligence

According to the research of Caruso, Mayer and Salovey (2002), the ability of the leaders to identify their own emotions and feelings, allows them to identify the emotions of their friends and coworkers, to easily state what they are feeling, and to make a clear difference between true and false emotional statements. In the research of Kelleth, Humphrey and Sleeth (2002), in which they compare the emotional and cognitive competencies as basis of effective leadership, the authors underline that the empathy has the deepest and the greatest correlation with effective leadership.

The hospitality leaders of today, only by using their emotions, can motivate their employees, by including emotions in various processes, making the communication more flexible, opened and more creative (George, 2000).

In another research of twenty self-management groups, Pescosolido (2002) underlines that self-declared leaders of those groups undertake the role of managing the emotional state of the group. They use their emotional intelligent acting (empathy, emotional perception for themselves and for the others, emotional management of themselves and others, emotional communication and inspirational leadership) in order to spread the messages to all of the members of the group. As a result, the members of the group “read” the acting of the leader in those situations and start copying his actions.

Research into the relationship between emotional intelligence (EI) and transformational leadership is filled with bold claims for the strong relationship between those two constructs. Experts argue that elements of emotional intelligence (empathy, self-confidence and self-awareness) are the core underpinnings of transformational leadership (Goleman, Boyatzis & McKee, 2002). Other has claimed that “for those in leadership positions, emotional intelligence skills account for close to 90 percent of what distinguishes outstanding leaders from those judged as average” (Kemper, 1999, p.16). Yet, there has been widespread skepticism of the link between EI and leadership outcomes (Antonakis, Ashkanasy & Dasborough, 2009; Landy, 2005; Locke, 2005) and many studies have failed to find significant relationship between EI and transformational leadership in particular (e.g., Brown, Bryant & Reilly, 2006; Moss, Ritossa & Ngu, 2006; Sosik & Megarian, 1999; Weinberger, 2004; Harms & Crede, 2010).

2.5 Emotional Intelligence and Transformational Leadership

Ashkanasy, Hartel and Daud in their study from 2002, argued that the components of emotional intelligence (self emotional appraisal, other’s emotional appraisal, regulations of emotions and use of emotion) are highly consistent with transformational leadership behavior. In fact, the real recognition of other people’s emotions is crucial for a leader’s capability to inspire, envision and built relationships with others. As stated by Bass (1990) transformational leaders understand how others feel, they are able to meet the emotional needs of each employee and show empathy to followers. Transformational leaders believe that they can influence their environment, and are self-motivated to do so (Sosik & Megerian, 1999). In the study done by Wenzlaff & LePage (2000) it is proposed that emotional intelligence is an important competency for leaders, because it can enhance subordinates’ thoughts and attention to tasks.

2.6 The gender aspect

Despite the increasing numbers of female managers in industrialized nations, few women occupy top management positions in large corporations and this situation prevails in most countries, including the United States and the Netherlands (Vinkenburg, Engen, Eagly & Schmidt, 2011).

Research done in the past has also put its scope at the gender differences not only for transformational leadership style but for emotional intelligence as well. Review of research on leadership and gender demonstrates that women leaders are often negatively evaluated in comparison to male counterparts, especially when they use autocratic leadership style (Eagly, Makhijani & Klonsky, 1992). On the other hand, there has been a limited research on gender differences and emotional intelligence. Even though Goleman (1995) claimed that male and female have their own personal profiles of strengths and weaknesses, the studies done by Mayer, Caruso and Salovey (1999) and Mayer and Geher (1996) indicate that women score higher than men on measures of emotional intelligence.

The study done by Mandell and Pharwani (2003) found no significant interaction between gender and emotional intelligence while predicting transformational leadership style. They suggest that there is no difference in the relationship between transformational leadership style and emotional intelligence for male and female managers. But the researchers did find a significant difference in the emotional intelligence scores of male and female managers (the results suggested that women might be better at managing their emotions and the emotions of others as compared to males). No gender differences were found for transformational leadership scores of male and female managers. The results imply that as far as leadership style is concerned males are as transformational as females in their leadership style.

2.7 Emotional Intelligence in Leadership

The concept of emotional intelligence in leadership (Goleman, Boyatzis & McKee, 2002) is presented in the chart below.

Table 11

-The concept of Emotional Intelligence in Leadership

Self-awareness (awareness of what the leader thinks or feels)	1	Emotional self-awareness: recognizing own emotions and their effects
	2	Precise self-judgment: knowing own strengths and limitations
	3	Self-esteem that comes from self-respect: knowing own value and abilities
Self-management (the ability of managing own emotions)	1	Adjustment: flexibility in working with changing situations or obstacles
	2	Self-control: inhibition of emotions in order to achieve goals or organizational norms
	3	Initiative: being active and drive towards actions
	4	Orientation towards success: urging to work better and achieving the wanted success
	5	Open Reliability: Open reliability in values, emotions and actions
	6	Optimistic behavior: Positive viewing of the world, the future and the everyday life
Social Self-awareness	1	Empathy: understanding of others and active interest in their problems. The ability of recognizing and acknowledging emotions that others feel
	2	Attentiveness: recognizing and satisfying the needs of co-workers, followers and clients
	3	Awareness for the organization: recognizing the political relations within the organization
Managing Relations	1	Inspiration: Inspiring and managing the employees in the organization
	2	Educating others: helping employees to improve their work performance
	3	Catalyzing changes: Initiating or managing change
	4	Managing disapprovals: dealing, solving
	5	Influence: Convincing others in the need for initiative
	6	Team work and cooperation: Building up relations in developing a vision of togetherness and synergy

3 Method

In this section the researcher will elaborate how the study was conducted. The section consists of three parts: Design, Sample and Data Collection.

3.1 Design

For achieving the purpose of the study the researcher intentionally chose to use a mixed method comparative study in order to achieve the best possible results in collecting the data. It is a non-experimental, descriptive, mixed method research in which the researcher used three separate instruments: emotional intelligence questionnaire (both leader and rater form), multi-factor leadership questionnaire (both rater and leader form) and short life history interview (that was only given to the managers).

By using a mixed method study, the researcher tries to cover all the angles and perspectives: the questionnaires enable a clearer overview of the present situation in all the departments with giving the possibility to gather more possible data from a bigger number of employees on several issues, and the short life history for the managers enables an in-depth view of their personal development as individuals and as professionals as well, trying to find patterns or certain profile(s) typical for leaders in one particular country. One of the differences between quantitative and qualitative research is that the quantitative approach is deductive (from ideas to observed data) and the qualitative approach is inductive (from the gathered data to ideas and conclusions).

3.2 Sample

The sample in this study was intentionally chosen in order to examine one particular sector in both Norway and Macedonia. This convenient sample is a total number of 96 employees (64 in Macedonia and 32 in Norway) in five (three in Macedonia and two in Norway) hotels. At the scope of interest in this study, were the hospitality leaders, not only general managers but

department managers as well. A total number of 64 hospitality workers (including three general managers) in Macedonia were part of the study. For its purpose, three hotels were contacted in Macedonia during February 2011. The contacted hotels were chosen because (according to reviews of visitors on www.tripadvisor.com) they are among the TOP 20 hotels in Macedonia. It has to be noted that e-mails for participations were sent out to all of the top ranked hotels, but only this three had the openness to acknowledge the importance of having a consultancy project of this kind. After presenting the study, its goals, purpose and outcomes over e-mail, the researcher went personally to present and distribute the questionnaires in every hotel. The questionnaires were divided in separate folders (in order to presume and assure anonymous answers and hide the identity of the person answering) that were marked for each position General Manager (rating himself-Multi-factor Leadership Questionnaire Leader Form, Emotional Intelligence Instrument Leader Form, Life History Interview), separate folders for each Department Manager (supposed to rate themselves and to rate the general manager-Multi-factor Leadership Questionnaire Leader form, Emotional Intelligence Instrument Leader Form, Life History Interview, Multi-factor Leadership Questionnaire Rater Form, Emotional Intelligence Instrument Employee Form), separate folders for each Employee (approximately 3 per department rating their supervising department manager-Multi-factor Leadership Questionnaire Rater Form, Emotional Intelligence Instrument Employee Form).

The results of the study will show a 360 degrees view of the working of the hotel, with a separate picture for the functioning of each department and the hotel in general. The names of the managers or the employees will not be mentioned anywhere in the study. In order to keep the answers and the hotels anonymous the codes M1, M2, M3 will be used instead of the names of the hotels from Macedonia.

The same process was repeated in choosing hotels in Norway. It has to be noted, that the hotels in Norway had no interest not even in replying the e-mails sent to their address, which is on great surprise. The belief of the researcher was that since Norway is so ahead in the development process with a tradition of management schools for more than 100 years and already implemented ISO standards that should be no problem associating with the hospitality sector. But, it was just the opposite. The author is very grateful for having the chance to meet and cooperate with the two general managers that were open minded and ready to hear what the employees have to say. The biggest disappointment came from a general manager from one of the biggest hotel chains in Scandinavia, that refused participating in the study because “he was not sure what will happen if the employees tell negative things about him, who will pick up the pieces from the mess after this project”. Sadly to say, the leader is surely not transformational.

After two months of waiting for hotels to accept to participate in the research, the end result is two hotels from Norway and three from Macedonia. Even after all the efforts that the author has put in persuading one more hotel to enter the study, in order to be the same number of hotels in both countries, the outcome remain the same.

A total number of 32 hospitality workers (including the two general managers) were part of the study in Norway. It has to be noted that one of the hotels participating in the research has outsourced food & beverage department and housekeeping.

In order to protect the privacy of the hotels and employees in Norway, names will not be used and the hotels will be named as N1 and N2.

All of the hotels will get a copy of the project with full analysis of the working environment by departments and in the hotel in general.

It has to be noted that even though Confidentiality Agreement was sent out to all of the hotels asked to participate in the study, one of the reasons that was stated out for refusing to participate in the study was that by their opinion the study was dangerously approaching the limits in mixing into the confidentiality of the working of the hotel. Sadly, some of the managers have seriously mistaken the term of emotional intelligence and leadership with the term of neglecting the reasons why they are on the leading position in the first place: to feel the pulse of the employees, to envision them, to lead them, to hear them, to empower them.

3.3 Data Collection

For the purpose of the study two quantitative instruments were used in gathering the data and one short life history interview. Both quantitative instruments were intentionally used in order to penetrate the core of the issues investigated in the study. The emotional intelligence questionnaire has a leader and rater form that provides an overview of not only how the leader describes himself but also how subordinates participate the leader and his/her dealing not only with their own emotions but with the emotions of their employees as well. The multi-factor leadership questionnaire is the most widely accepted instrument to measure transformational leadership (Bass & Avolio, 2000), which assesses the Full Range of Leadership (FRL) model, including laissez-faire leadership, components of transactional leadership (management by exception-both active and passive forms, and contingent reward) and components of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) (Bass & Riggio, 2006). This questionnaire as well has two forms, both leader and rater form. The short life history interview is just a short qualitative instrument that provides the researcher to get more information about the personal life of the leader (type of education, interests, first job etc).

3.3.1 Multi-factor leadership questionnaire (MLQ)

The MLQ is a wide spread measurement tool for assessing transformational components in the leadership. It was completed by more than 15,000 respondents and translated to many different languages.

The MLQ (5X short) consists of 45 items that measure the key components of leadership and effectiveness. Comparing with other tools, like diaries, interviews and observation, MLQ is the most commonly used measurement instrument and has following:

Advantages:

- The MLQ measures the components of leadership that other surveys cannot do, for example, Inspirational Motivation
- The MLQ is suitable for all kind of companies and for all organizational levels: above the rater, same level as rater, below the rater, and even this tool can be used by the customers
- The MLQ measure the leadership style from two sides: from the perspective of the leader and from the perspective of the colleagues
- The MLQ measures the effect of leader on self and others personal and intellectual development
- The MLQ provides a computerized feedback that can be used for the further elaboration

Outcomes:

- Identification the vision of the rater's leadership behavior from the perspective of the below organizational level.
- Correlation the visions of the leaders and raters on the temporary leadership style
- Demonstration the level of individual and organizational productivity, effectiveness, satisfaction, stress, and motivation (Bass & Avolio, 2004)

According to the received results the leader can create a plan for improving the weak areas, not only individual improvement but also improvement on a corporate level. If the MLQ shows unsatisfied results the company has a possibility to conduct a retest in three months to one year. It will show what areas have been improved and what areas are needed for further developing.

MLQ scores can help to account for the varying impact that different types of leaders have on their associates, terms and organizations. It can be used to quantify the extent the pattern of leadership of business and industrial managers, military officers, school principals, religious ministers, government administrators, sports coaches and others whose degree and style of leadership affects associates' satisfaction, effectiveness and organizational success (Bass & Avolio, 1993a). Because of its wide range of use, the researcher decided to use the MLQ in this study, to rate the hospitality managers and try to design a pattern of the leader of today.

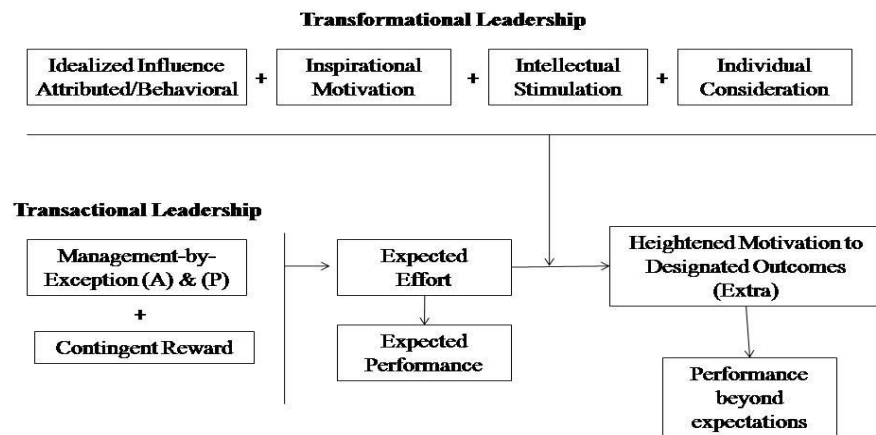


Figure 1- The Augmentation Model of Transactional and Transformational Leadership (Bass & Avolio, 2004)

The aim of the research is to assess transformational leadership both on the level of the hotel manager and on the level of the hotel departmental heads. The *Self Rating* form was delivered to the hotel manager and to the six departmental heads to measure the self-rating as a leader. The *Rater Form* was delivered to the six departmental heads to measure the transformational and transactional components in the leadership style of the hotel manager. The same procedure was conducted among the subordinates of the departmental heads, and every department manager was assessed by the subordinates of his/her department

There are two forms of the Multifactor Leadership Questionnaire. The first one is the Leader Form that asks the leader to rate the frequency of his/her own leader behavior. Research has shown that self-ratings of one's own leader behavior are prone to bias (Bass & Riggio, 2006, p. 20). From that reason, maybe more important part of the MLQ is the Rater Form which requires associates of leaders (most commonly followers or direct reports) to rate the frequency of their leader's transactional and transformational leadership behavior using 5-point ratings scales ranging from 0=Not at all to 4=Frequently, if not always. Both of the MLQ versions consist of 45 items that cover all of the leadership behaviors and their components.

Since the study took place in two different countries with different languages, the original MLQ Forms were translated from English into Macedonian for the purpose of this study. Also, a Norwegian version of the MLQ Forms that was translated for the purposes of a previous study was used in this study. The MLQ was intentionally not distributed only in English not because the participants were not able to completed, but because the author thought that they will feel more comfortable and confident when answering on their own language.

As Borden and Abbott (2008, p. 128) mention, "the *validity* of a measure is the extent to

which it measures what you intent it to measure”. The validity and reliability of the MLQ Instrument has been tested and the MLQ scales have demonstrated well to excellent internal consistency with alpha coefficients above the .80 level for all MLQ scales; the MLQ has been completed by more than 15,000 respondents and translated into many languages (Bass & Riggio, 2006). The latest version of the MLQ, has been used in nearly 300 research programs, doctoral dissertations and master’s theses around the world between 1995 and 2004. A great deal of revision has occurred since the MLQ first emerged in 1985. In the original issue in 1985 was a six factor model proposed by Bass, and additional factors have been added in the later editions (Bass & Avolio, 1993, 1994). Adding the new factors does not mean to negate the theoretical relevance of the significance of the original six factor model, but they represent and attempt to define more precisely the constructs associated as “full range” of leadership (Bass & Avolio, 1991). The earlier version of the Multifactor Leadership Questionnaire (MLQ, Form 5R) was used to measure transformational, transactional and non-transactional leadership and it was criticized by several authors for having inadequate discriminant validity among the factors comprising the survey, because the factor structure initially proposed by Bass (1985) sometimes has failed to be replicated by other studies (Hunt, 1991). Fourteen samples have been collected and used to validate and cross validate the MLQ Form 5X. A broader range of models was tasted based on recent tests reported in the literature in order to identify the most parsimonious model underlying in the MLQ Form 5X. The MLQ 5X was developed in response to the criticism of the MLQ 5R survey (Bass & Avolio, 2004). The criticism concerned the high correlations among the transformational scales, as well as between the transformational leadership scales and contingent reward; the mixing of behaviors, impact and outcomes within a single leadership scale, and distinguishing between behaviorally based charismatic leadership (idealizes influence) versus an

impact on subordinates referred to as idealized influence (Conger & Kanungo, 1987; 1998; House, Spangler & Woyke, 1991).

The MLQ 5X items were pooled from several sources: 1) a series of factor analysis has been completed with the MLQ 5R, which has provided a base for selecting items that exhibited the best convergent and discriminant validities; 2) the preliminary results from Howell & Avolio (1993) have been used with an earlier version of MLQ 5X (MLQ Form 10) using PLS (partial least squares) analysis to select items for inclusion in MLQ 5X; 3) New items for MLQ 5X have been developed from recent literature in order to distinguish charismatic from transformational leadership; 4) Six scholars in the field of leadership have received an earlier version of the MLQ 5X (MLQ Form 10) and made recommendations for modifying or (and) eliminating items, they have judged whether items have referred to behavior of impact, guided by the “full range” of leadership behaviors and styles (Bass & Avolio, 2004).

3.3.2 Emotional Intelligence Instrument

The term of emotional intelligence (EI) is rather new in the literature and still not broadly used and investigated, which limits the instruments that are available for its measuring. However, there are some instruments available for purchasing online, but even with the enormous effort and desire to purchase one to use for this study, the outcome was not successful. The company that has the copyrights for the instrument has set too high goals and expectations from the interested parties, that not only a person should pay for the instrument, but the company wants the results and the preview of the paper before answering whether the interested party is allowed to purchase and use the instrument or not. Therefore the researcher was “forced” to use an instrument that was previously used in an unpublished case study in the Republic of Macedonia about the emotional intelligence of the people working in one particular company in the business

sector. The Emotional Intelligence Instrument was previously designed for the purposes of a study conducted by Lazaroska (2010). The Emotional Intelligence Instrument was originally designed on Macedonian, and for the purposes of this study (and the help of a colleague) was translated into Norwegian and later on English. All of the versions of the Emotional Intelligence Instrument can be found in the Appendix chapter down below. The Emotional Intelligence Instrument has two separate forms for leaders and employees as the MLQ in order to not only see how leaders rate themselves, but to be able to see how subordinates perceive/rate their leaders. In the leader form, leaders should rate their behavior in a 40 items questionnaire. To escape the possibility of having bias answers on the leader form, there is an employee form that also has 40 questions concerning their leader's behavior in the everyday working environment. A five point Likert Scale has been used in the instrument where 1 is Completely Disagree and 5 is Completely Agree. After summing the results from each question the average score has been calculated in order to get the total result of the test.

3.3.3 Life History Interview

This part of the study underlines the qualitative aspect of it. It is a short 7 question self-report instrument in which leaders should tell a little bit about their personal life (where they grew up, did they grow up with both parents, type and level of education, activities, abilities etc.). This short life history interview gathers the data to see if there are some patterns between leaders (is there something that is in common for most of them). It can also show whether leaders are born with preferences for becoming leaders or they learned how to be one.

This short life history instrument was originally distributed in the Transformational Leadership (MHR190 at UiS) class as a tool to collect information that was used for getting to know classmates more personally.

3.3.4 Limitations of the study

One of the biggest limitations of the study was the small convenient sample that has been used in order to gather the data. By no means does the researcher intend that the results of the study can generalize to the entire hospitality sector in either country. But, it can give a solid picture of how things look in the sector, and provide a solid basis for a larger study with a larger random sample. Further, broader analysis should follow in the upcoming research. Another limitation is the emotional intelligence instrument itself, because of its non-proven validity and reliability. Perhaps, an instrument that will be validated in future research may produce slightly different results with regard to the emotional intelligence of the hospitality manager.

One of the questions in the life history instrument that refers to the fact how much the parents did interfere in the school life of their child presented another limitation. The researcher noticed the problem when the first data started coming back. Most of the respondents stated enough, but the question is: how do you measure what is enough for one person? What is enough for one may be too little for another one. For example, the parents of the writer of this paper did not interfere in his/her educational life, since there was no need to interfere (student of the generation both in high school and university), would that mean that the answer of the question would be: not sufficient interference?! Therefore, a Likert scale should have been included for the answer of the question to have some kind of idea what does that enough mean. This way, the answer of the question is a limitation for the result. However this question came from the transformational leadership literature that suggested that parental intervention during one's school years influences one's leadership skill development.

4 Data Analysis

In this section, the researcher presents the data that has been gathered by hotel(s) and per country in total. In order for the data to be more visible and transparent for the reader's eyes, graphs and tables have been used that are explained in depth in the following chapter. The data analysis has been divided into two separate methods: quantitative and qualitative. The quantitative is presented in the following pages through tables and figures and the qualitative analysis is shown in the results chapter for every manager individually.

Quantitative Analysis

4.1 Macedonian Hotels – Hotel M1

Hotel M1 is one of the top hotels in Macedonia, and one (among the rare ones) that has been awarded classification of a five star hotel. Situated in the most beautiful part of the country, the hotel is famous for its luxurious, but yet peaceful and quiet surrounding. It has outstanding views over Lake Ohrid and it is known for its tremendous hospitality. The hotel boasts 117 rooms, six suites, two residences, two seminar halls, congress hall, aperitif bar, sauna, trim tracks, and sports terrains. The variety of facilities that this hotel offers enables having guests all year long (the city of Ohrid is mostly and massively visited in the summer season from late June till end of August). A number of 20 employees have been part of this study (five managers-the general manager and four department managers and 15 subordinates rating their supervisors).

Table 12

-Gender of the total respondents in hotel M1

		Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
						Missing	17
						Mean	3
Valid	Female	11	55.0	64.7	64.7	Median	1.35
	Male	6	30.0	35.3	100.0	Mode	1.00
	Total	17	85.0	100.0		Std.Deviation	1
Missing	System	3	15.0				.493
Total		20	100.0				

Table 12 presents the gender data in the number of total respondents in hotel M1. Out of the total number of 20 employees questioned in this hotel, 11 of them (or 55%) are female, six (or 30%) are male and three decided to not provide the answer about their sex. The mean of the results is 1.35, the median is 1.00, the mode is 1 (female) and the standard deviation is .493.

Table 13

-Education in the total number of respondents in hotel M1

		Education					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
						Missing	15
						Mean	5
Valid	Primary School	1	5.0	6.7	6.7	Median	2.20
	High School	10	50.0	66.7	73.3	Mode	2.00
	Bachelor/University degree	4	20.0	26.7	100.0	Std.Deviation	2
	Total	15	75.0	100.0			.561
Missing	System	5	25.0				

		Education				N Valid	
		Frequency	Percent	Valid Percent	Cumulative Percent	Missing	
						15	
						5	
Valid	Primary School	1	5.0	6.7	6.7	Mean	2.20
	High School	10	50.0	66.7	73.3	Median	2.00
Total		20	100.0				

Table 13 presents the educational level among the total number of respondents in hotel M1. Out of the total number of 20 people questioned in the study, one (or 5%) has completed primary school, 10 (or 50%) completed high school, four (or 20%) have university degree and five have decided to not provide the answer. The mean of the results is 2.20, the median is 2.00, the mode is 2, and the standard deviation is .561.

Table 14

-Leadership in the total number of managers in hotel M1

		Leadership			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Transformational Leadership	1	5.0	20.0	20.0
	Transactional Leadership	4	20.0	80.0	100.0
	Total	5	25.0	100.0	
Missing	System	15	75.0		
Total		20	100.0		

Table 14 presents the leadership style(s) in the total number of managers in hotel M1. Out of 20 employees that have participated in this study, there are five managers (including the general manager). One of them has transformational leadership style (or 5%) and four of them (or 20%) have transactional leadership style as measured by the MLQ.

The statistics that were presented previously show the results in the hotel M1 in total. Next the results are displayed by department. The number of employees nor their gender was not shown for each department in order to protect their privacy since in some departments it might be obvious who the respondents were.

4.1.1 General Manager

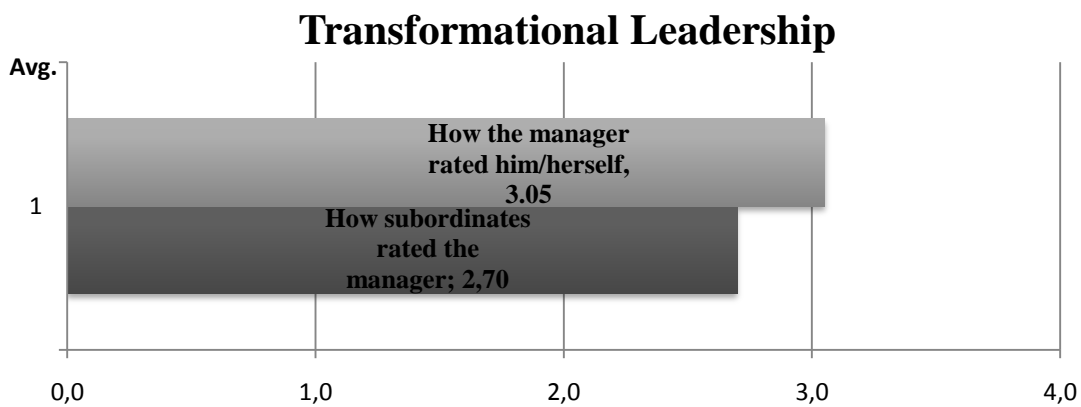


Figure 2-General's manager transformational leadership (how he/she rated him/herself) and how subordinates rated the manager

Figure 2 presents the data that was gathered in the total number of respondents rating the general manager in hotel M1. The data is presented both as how the manager rated him/herself (3.05 out of 4) and how subordinates rated the manager (2.70 out of 4).

The five I's of Transformational Leadership

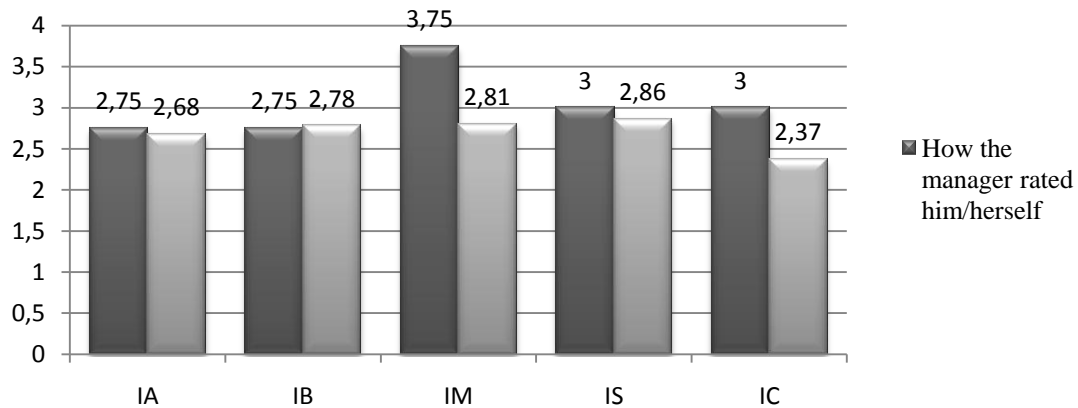


Figure 3-General's manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 3 presents the five I's of transformational leadership as rated by the general manager and as rated by his/her subordinates. In idealized influence (attributed) the general manager rated him/herself as 2.75 out of 4 and his/her subordinates rated the manager as 2.68 out of 4; in idealized influence (behavioral) the general manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 2.78 out of 4; in inspirational motivation the general manager rated him/herself as 3.75 out of 4 and his/her subordinates rated him/her as 2.81 out of 4; in intellectual satisfaction the general manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.86 out of 4; in individualizes consideration the general manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.37 out of 4.

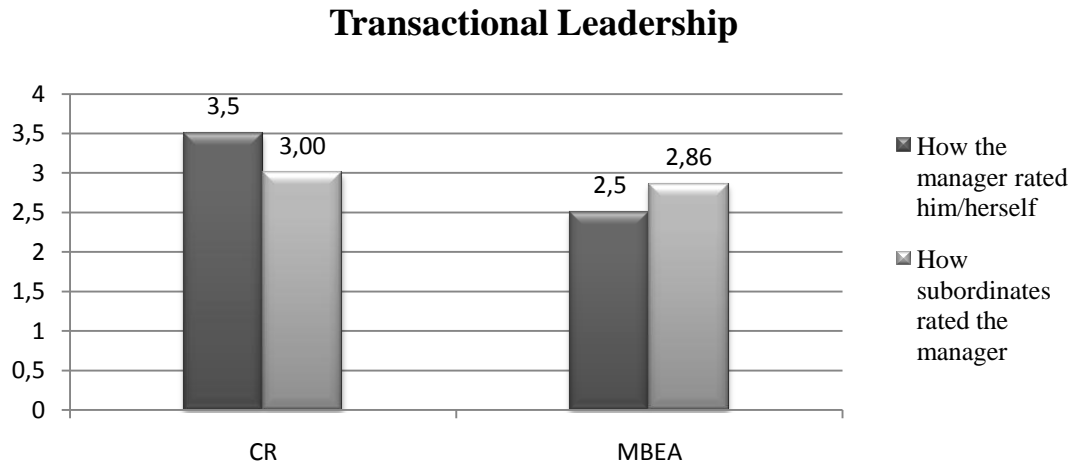


Figure 4-General's manager transactional leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 4 presents the transactional leadership (contingent reward and management-by-exception active) of the general manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the general manager is 3.5 out of 4 and as rated by his/her subordinates is 3.00 out of 4. The management-by-exception (attributed) is 2.5 out of 4 (as rated by the manager) and 2.86 out of 4 (as rated by his/her subordinates).

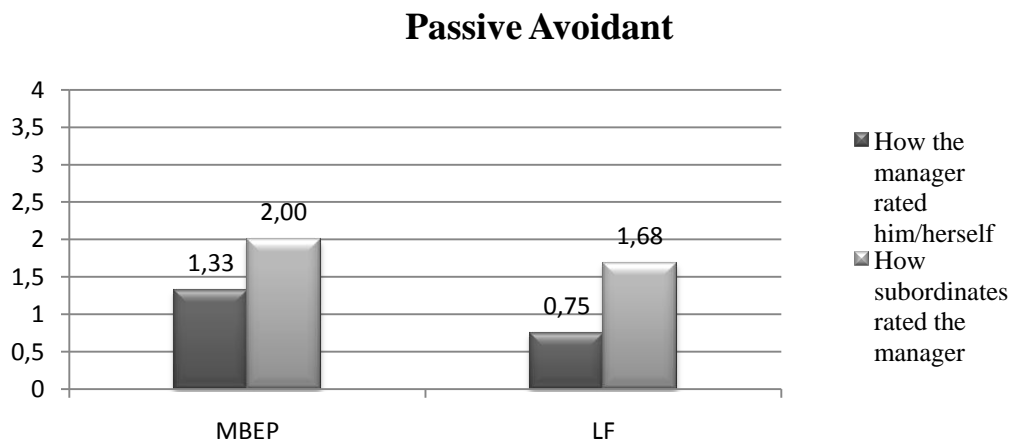


Figure 5-General's manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 5 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the general manager. Management-by-exception (passive) is 1.33 (as rated by the manager) out of 4 and 2.00 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 0.75 out of 4 (as rated by the manager) and 1.68 out of 4 (as rated by his/her subordinates).

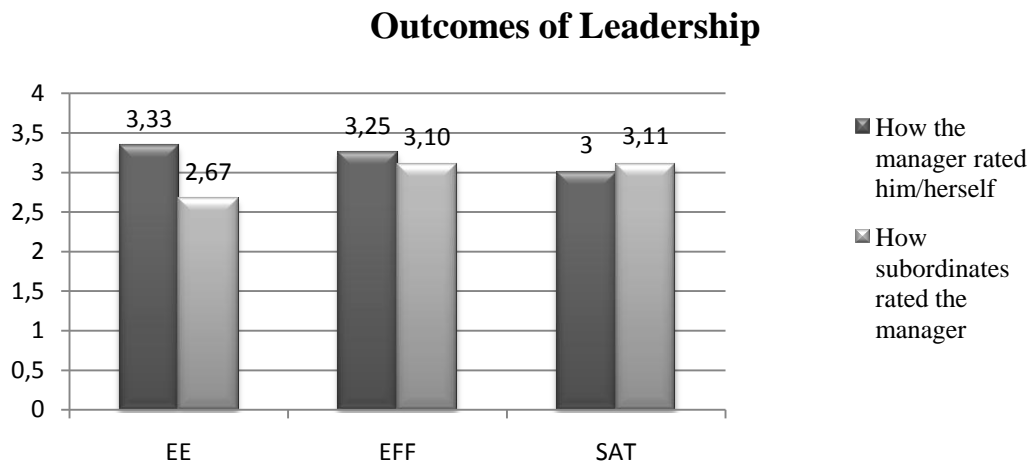


Figure 6-General's manager outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 6 presents general's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.33 out of 4 (as rated by the manager him/herself) and 2.67 out of 4 (as rated by his/her subordinates); the effectiveness of the general manager is 3.25 out of 4 (as rated by the manager) and 3.10 out of 4 (as rated by his/her subordinates); the satisfaction is 3 out of 4 (as rated by the manager) and 3.11 out of 4 (as rated by his/her subordinates).

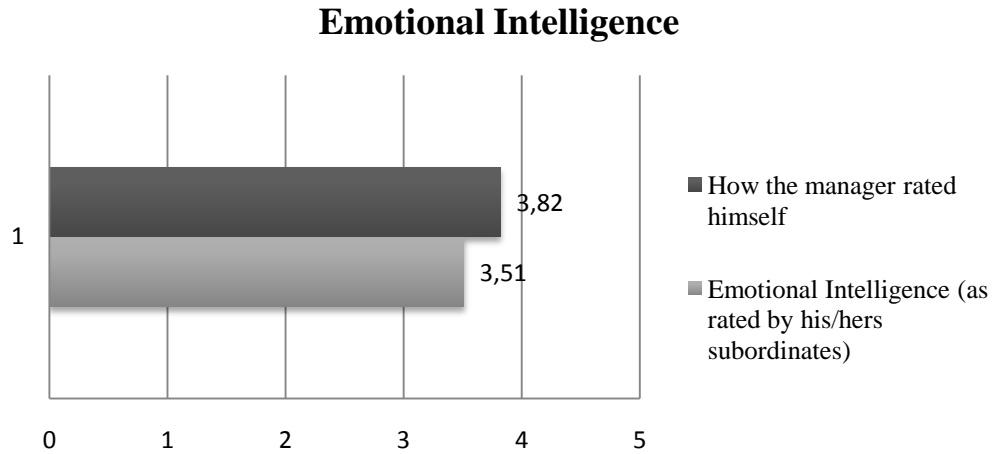


Figure 7-General’s manager emotional intelligence (how he/she rated him/herself and how subordinates rated the manager)

Figure 7 presents the emotional intelligence of the general manager as rated by the manager him/herself (3.82 out of 5) and as rated by his/her subordinates (3.51 out of 5).

4.1.2 Reception Manager

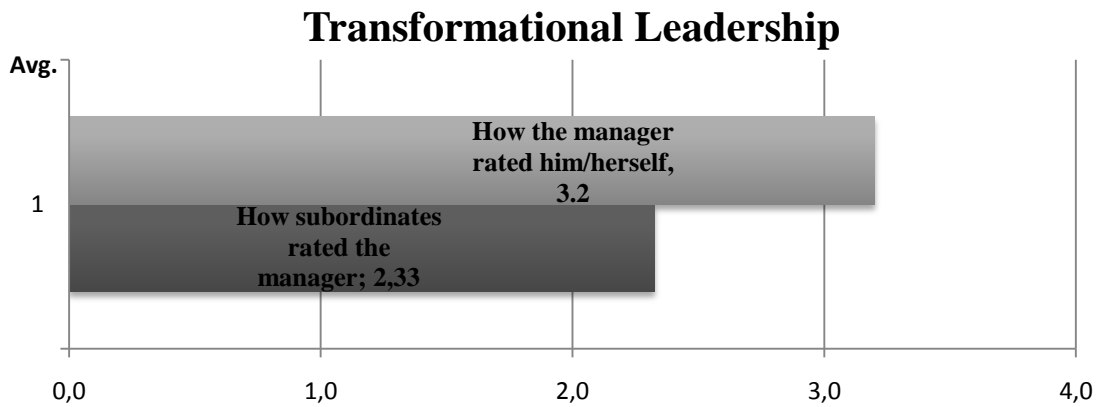


Figure 8-Reception’s Manager transformational leadership (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 8 presents the data that was gathered in the total number of respondents rating the reception manager in hotel M1. The data is presented both as how the manager rated him/herself (3.2 out of 4) and how subordinates rated the manager (2.33 out of 4).

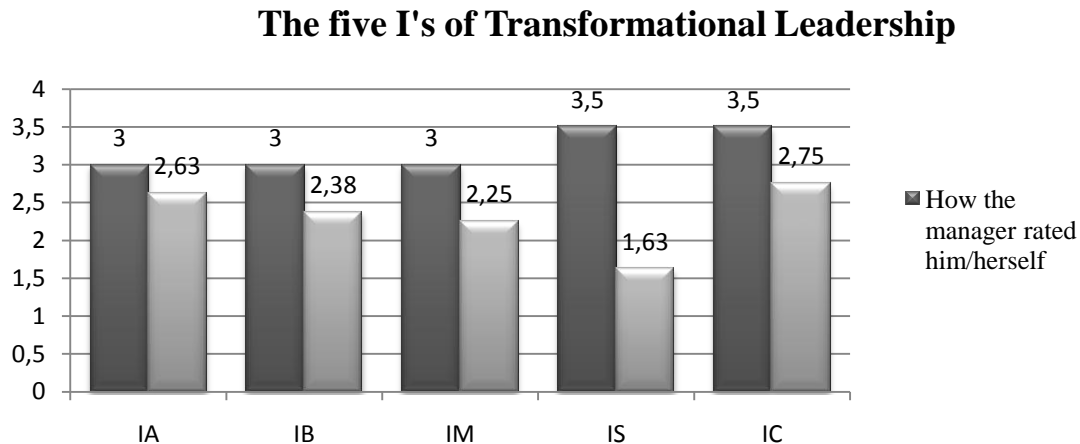


Figure 9-Reception's Manager five I's of transformational leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 9 presents the five I's of transformational leadership as rated by the reception manager and as rated by his/her subordinates. In idealized influence (attributed) the reception manager rated him/herself as 3 out of 4 and his/her subordinates rated the manager as 2.63 out of 4; in idealized influence (behavioral) the reception manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.38 out of 4; in inspirational motivation the reception manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.25 out of 4; in intellectual satisfaction the reception manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 1.63 out of 4; in individualizes consideration the reception manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 2.75 out of 4.

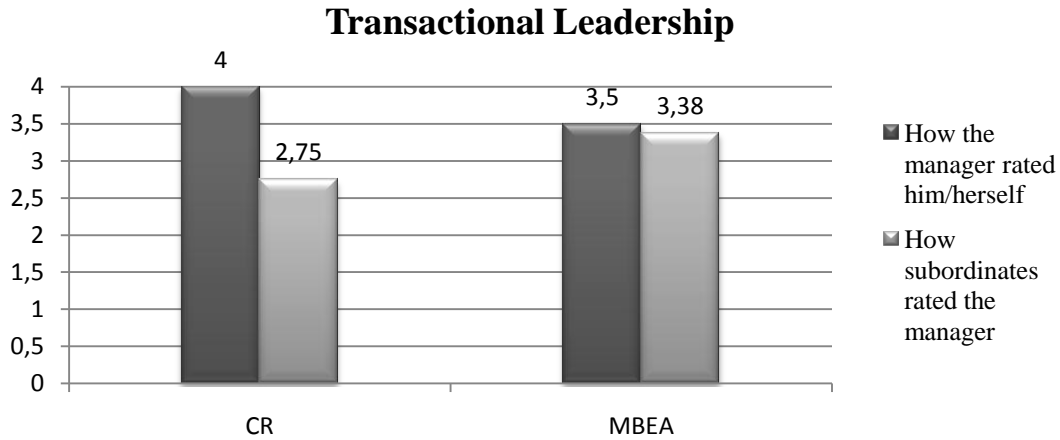


Figure 10-Reception's Manager transactional leadership (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 10 presents the transactional leadership (contingent reward and management-by-exception active) of the reception manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the reception manager is 4 out of 4 and as rated by his/her subordinates is 2.75 out of 4. The management-by-exception (attributed) is 3.5 out of 4 (as rated by the manager) and 3.38 out of 4 (as rated by his/her subordinates).

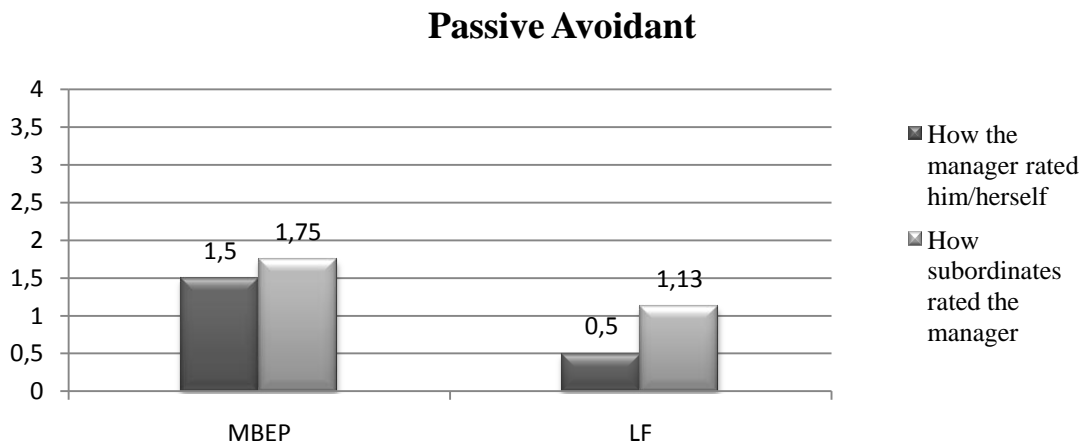


Figure 11-Reception's Manager passive avoidant leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 11 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the reception manager. Management-by-exception (passive) is 1.5 (as rated by the manager) out of 4 and 1.75 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 0.5 out of 4 (as rated by the manager) and 1.13 out of 4 (as rated by his/her subordinates).

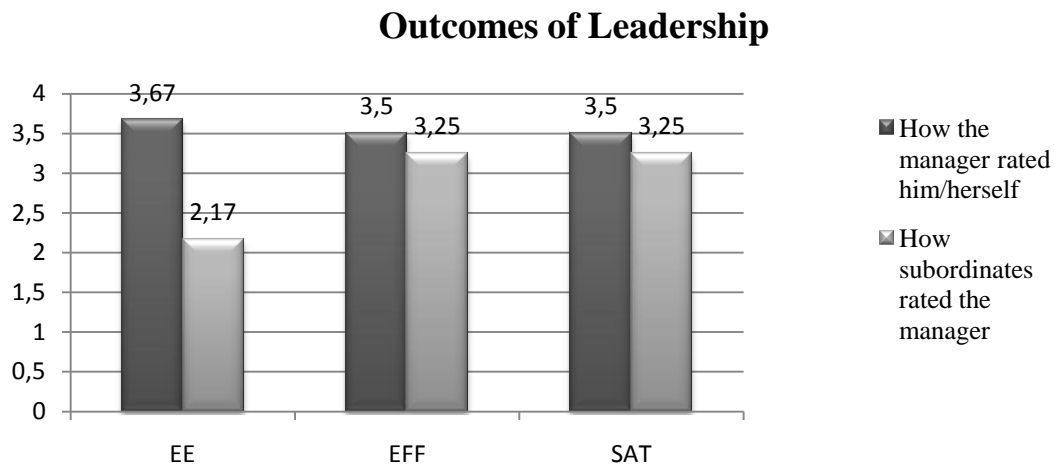


Figure 12-Reception's Manager Outcomes of leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 12 presents reception's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.67 out of 4 (as rated by the manager him/herself) and 2.17 out of 4 (as rated by his/her subordinates); the effectiveness of the reception manager is 3.5 out of 4 (as rated by the manager) and 3.25 out of 4 (as rated by his/her subordinates); the satisfaction is 3.5 out of 4 (as rated by the manager) and 3.25 out of 4 (as rated by his/her subordinates).

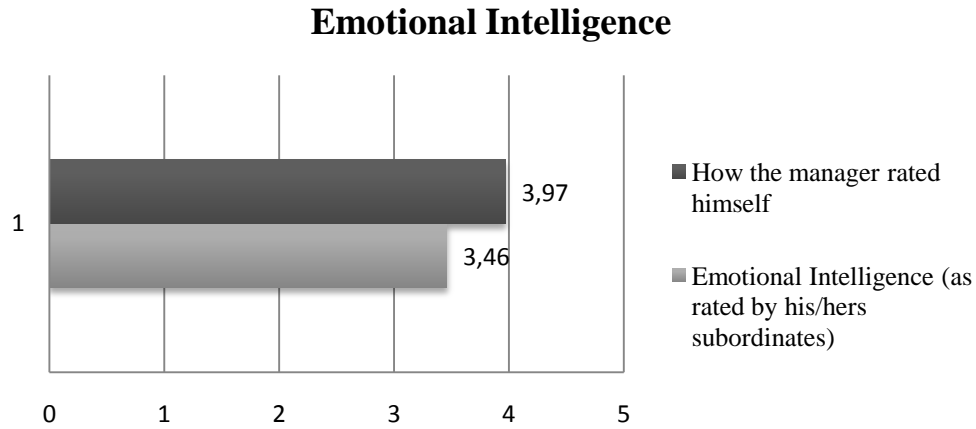


Figure 13-Reception’s Manager emotional intelligence (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 13 presents the emotional intelligence of the reception manager as rated by the manager him/herself (3.97 out of 5) and as rated by his/her subordinates (3.46 out of 5).

4.1.3 Restaurant Manager

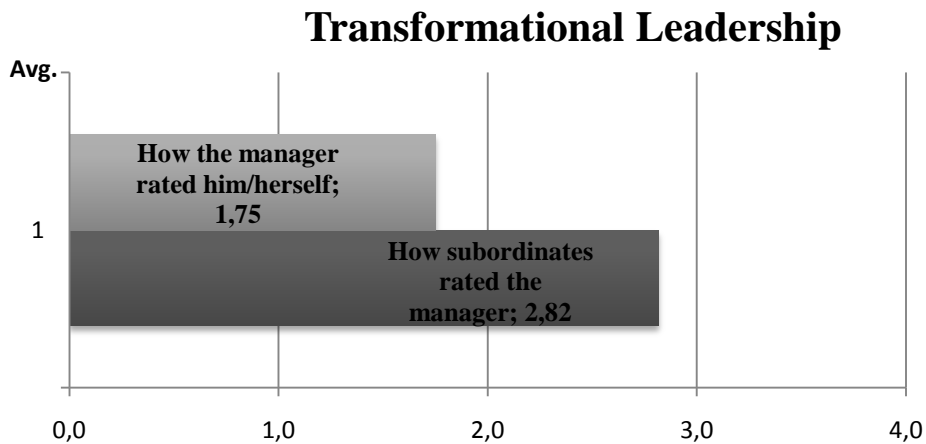


Figure 14-Restaurant’s Manager transformational leadership (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 14 presents the data that was gathered in the total number of respondents rating the restaurant manager in hotel M1. The data is presented both as how the manager rated him/herself (1.75 out of 4) and how subordinates rated the manager (2.82 out of 4).

The five I's of Transformational Leadership

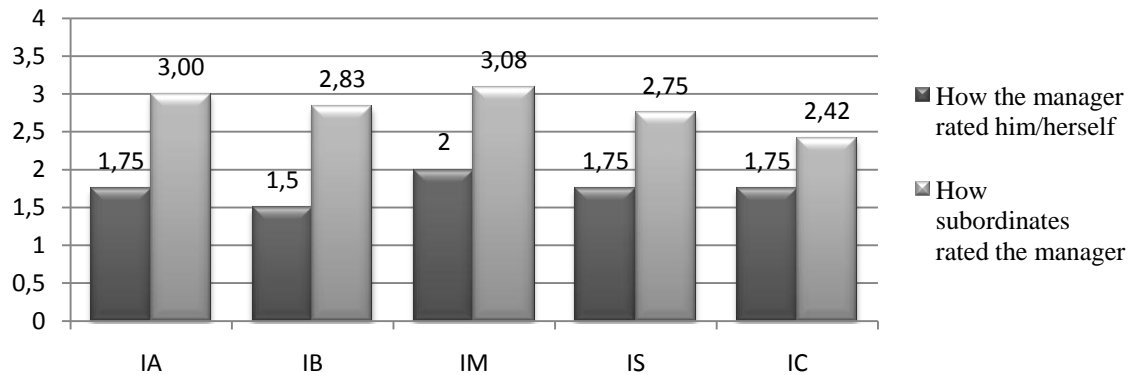


Figure 15-Restaurant's Manager five I's of transformational leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 15 presents the five I's of transformational leadership as rated by the restaurant manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 1.75 out of 4 and his/her subordinates rated the manager as 3.00 out of 4; in idealized influence (behavioral) the manager rated him/herself as 1.5 out of 4 and his/her subordinates rated him/her as 2.83 out of 4; in inspirational motivation the manager rated him/herself as 2 out of 4 and his/her subordinates rated him/her as 3.08 out of 4; in intellectual satisfaction the manager rated him/herself as 1.75 out of 4 and his/her subordinates rated him/her as 2.75 out of 4; in individualizes consideration the manager rated him/herself as 1.75 out of 4 and his/her subordinates rated him/her as 2.42 out of 4.

Transactional Leadership

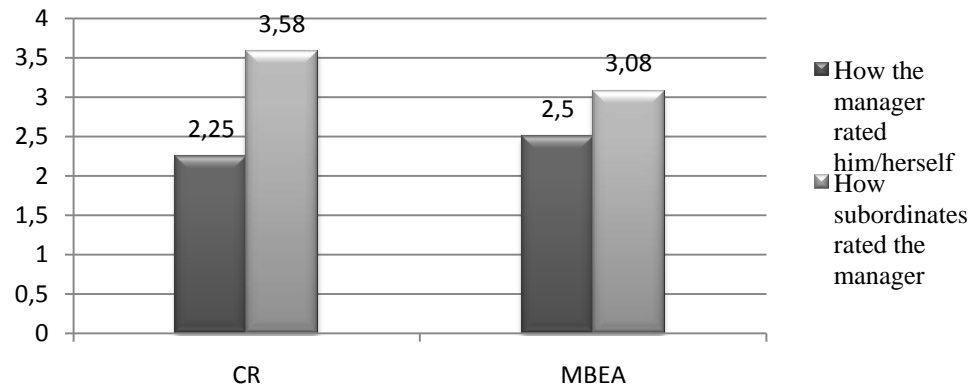


Figure 16-Restaurant's Manager transactional leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 16 presents the transactional leadership (contingent reward and management-by-exception active) of the restaurant manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.25 out of 4 and as rated by his/her subordinates is 3.58 out of 4. The management-by-exception (attributed) is 2.5 out of 4 (as rated by the manager) and 3.08 out of 4 (as rated by his/her subordinates).

Passive Avoidant

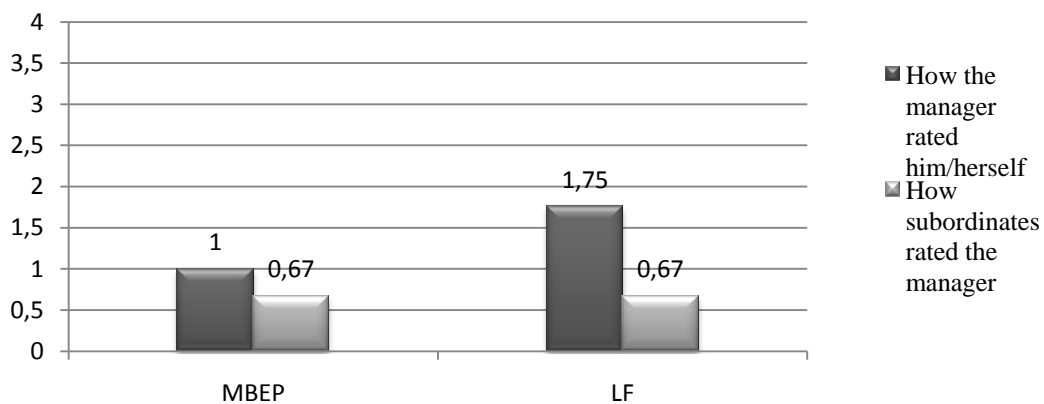


Figure 17-Restaurant's Manager passive avoidant leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 17 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the restaurant manager. Management-by-exception (passive) is 1 (as rated by the manager) out of 4 and 0.67 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 1.75 out of 4 (as rated by the manager) and 0.67 out of 4 (as rated by his/her subordinates).

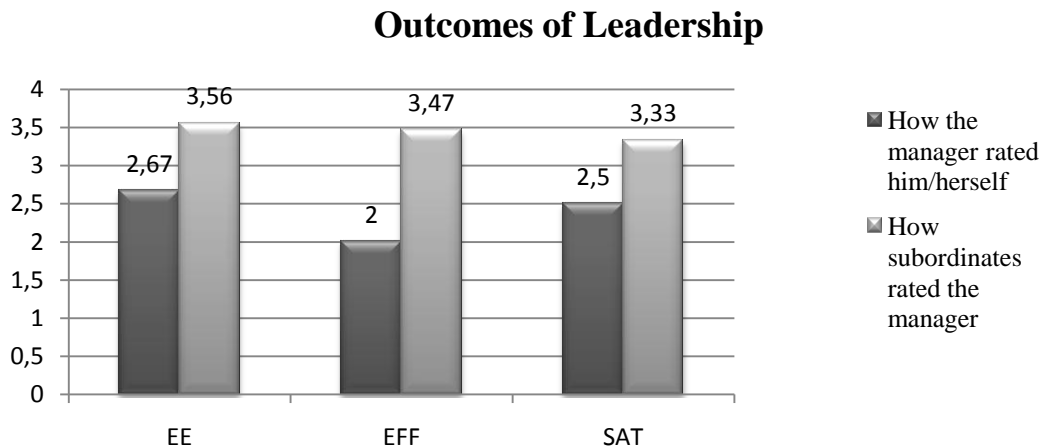


Figure 18-Restaurant's Manager Outcomes of leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 18 presents restaurant's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2.67 out of 4 (as rated by the manager him/herself) and 3.56 out of 4 (as rated by his/her subordinates); the effectiveness of the restaurant manager is 2 out of 4 (as rated by the manager) and 3.47 out of 4 (as rated by his/her subordinates); the satisfaction is 2.5 out of 4 (as rated by the manager) and 3.33 out of 4 (as rated by his/her subordinates).

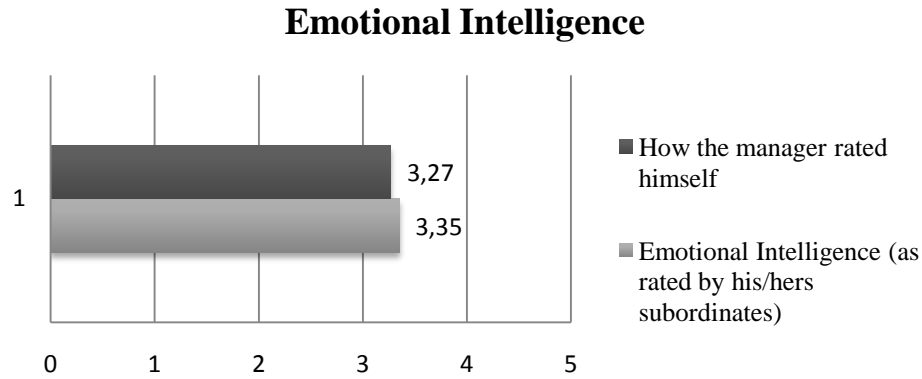


Figure 19-Restaurant’s Manager emotional intelligence (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 19 presents the emotional intelligence of the restaurant manager as rated by the manager him/herself (3.97 out of 5) and as rated by his/her subordinates (3.46 out of 5).

4.1.4 Housekeeping Manager

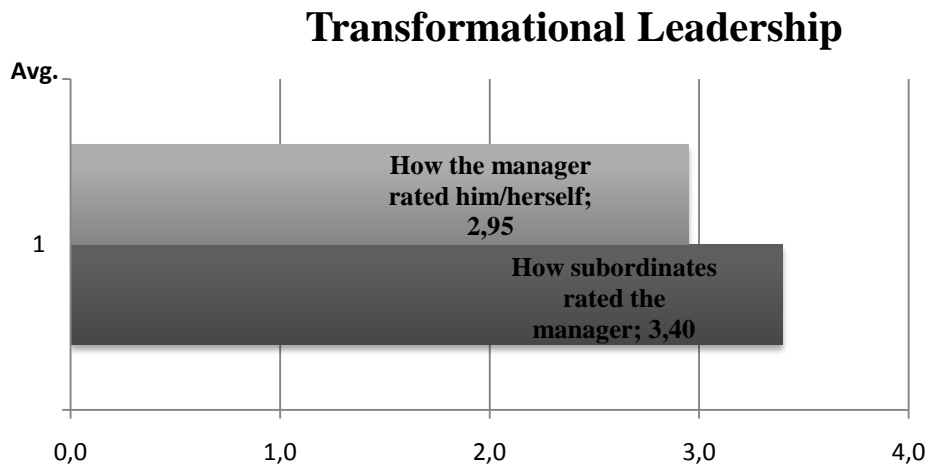


Figure 20-Housekeeping’s Manager transformational leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 20 presents the data that was gathered in the total number of respondents rating the housekeeping manager in hotel M1. The data is presented both as how the manager rated him/herself (2.95 out of 4) and how subordinates rated the manager (3.40 out of 4).

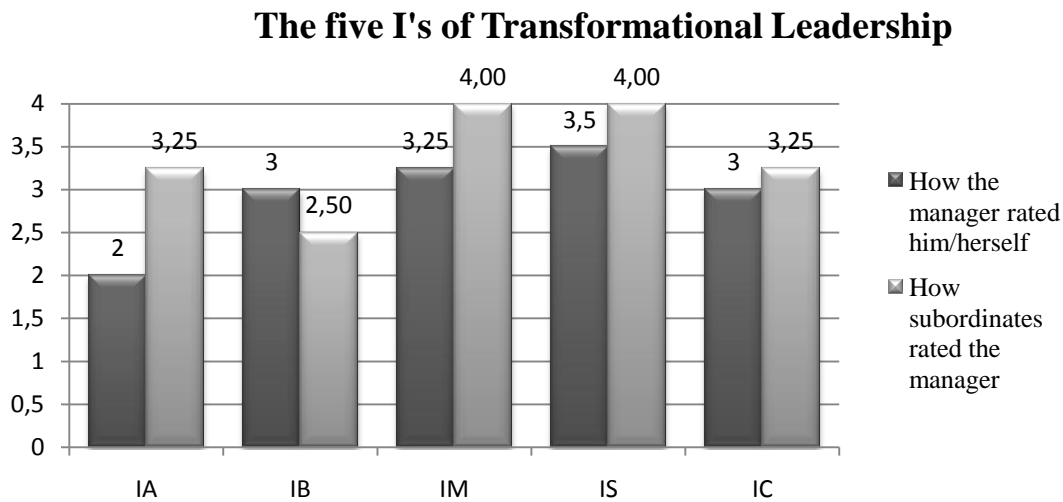


Figure 21-Housekeeping's Manager five I's of transformational leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 21 presents the five I's of transformational leadership as rated by the housekeeping manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2 out of 4 and his/her subordinates rated the manager as 3.25 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.50 out of 4; in inspirational motivation the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 4 out of 4; in intellectual satisfaction the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 4 out of 4; in individualizes consideration the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 3.25 out of 4.

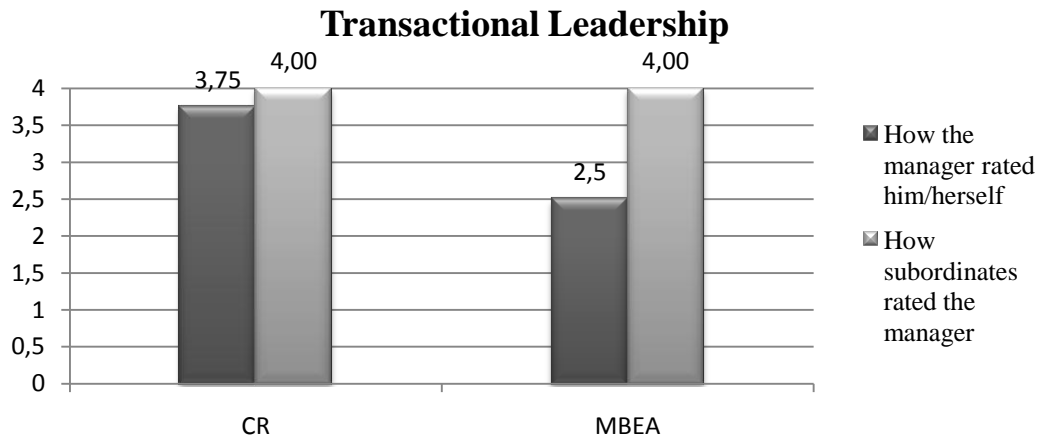


Figure 22-Housekeeping's Manager transactional leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 22 presents the transactional leadership (contingent reward and management-by-exception active) of the housekeeping manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.75 out of 4 and as rated by his/her subordinates is 4 out of 4. The management-by-exception (attributed) is 2.5 out of 4 (as rated by the manager) and 4 out of 4 (as rated by his/her subordinates).

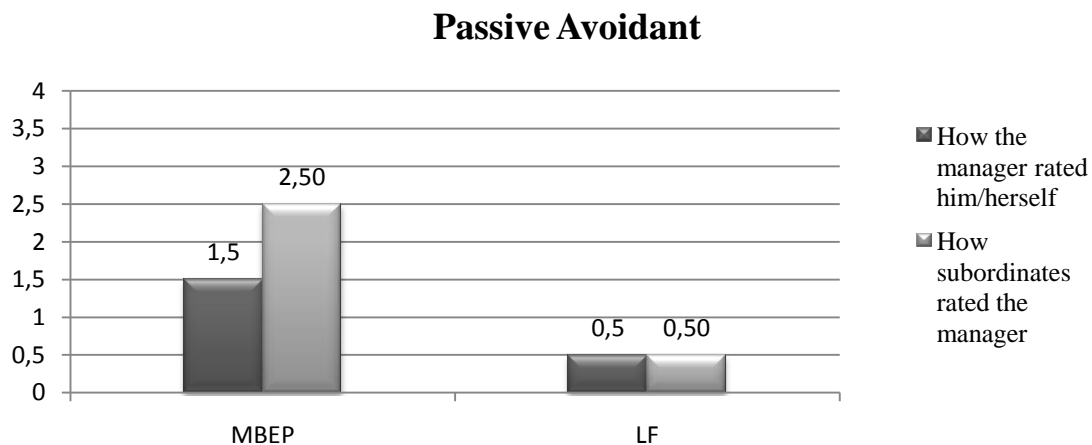


Figure 23-Housekeeping's Manager passive avoidant leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 23 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the housekeeping manager. Management-by-exception (passive) is 1.5 (as

rated by the manager) out of 4 and 2.50 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 0.5 out of 4 (as rated by the manager) and 0.5 out of 4 (as rated by his/her subordinates).

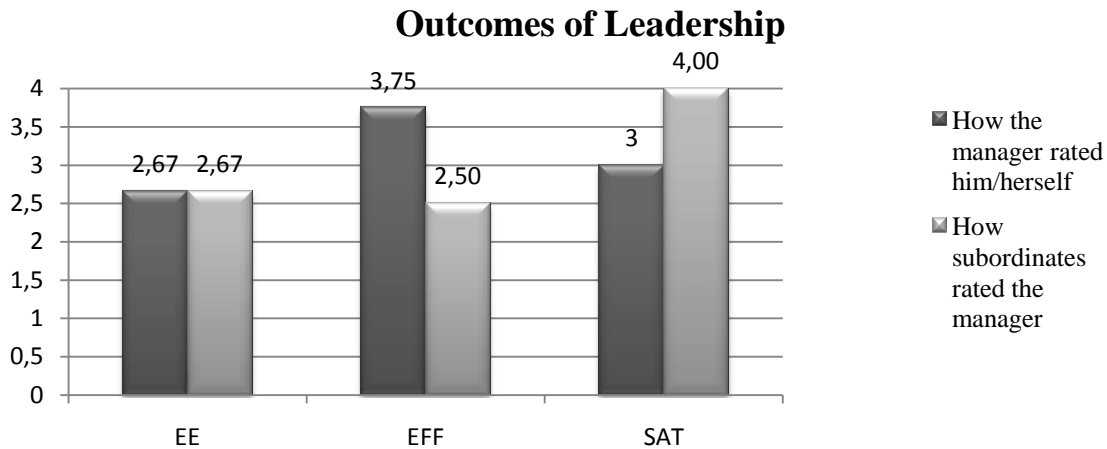


Figure 24-Housekeeping's Manager Outcomes of leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 24 presents housekeeping's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2.67 out of 4 (as rated by the manager him/herself) and 2.67 out of 4 (as rated by his/her subordinates); the effectiveness of the housekeeping manager is 3.75 out of 4 (as rated by the manager) and 2.50 out of 4 (as rated by his/her subordinates); the satisfaction is 3 out of 4 (as rated by the manager) and 4 out of 4 (as rated by his/her subordinates).

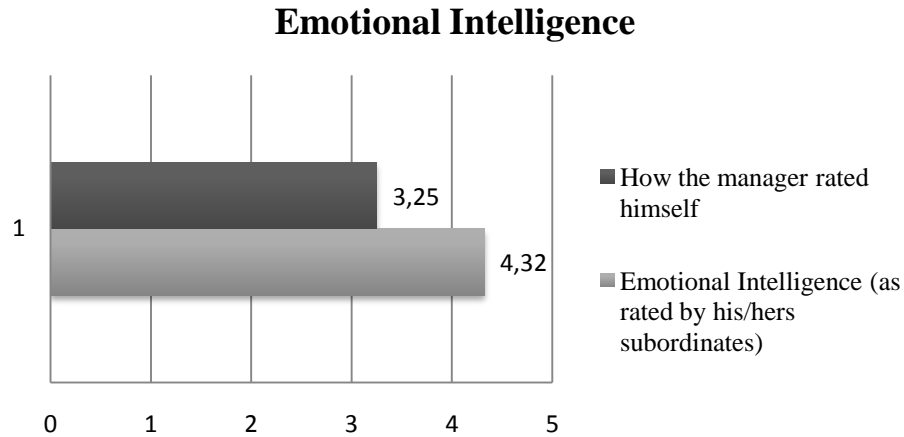


Figure 25-Housekeeping's Manager emotional intelligence (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 25 presents the emotional intelligence of the housekeeping manager as rated by the manager him/herself (3.25 out of 5) and as rated by his/her subordinates (4.32 out of 5).

4.1.5 Hotel Manager

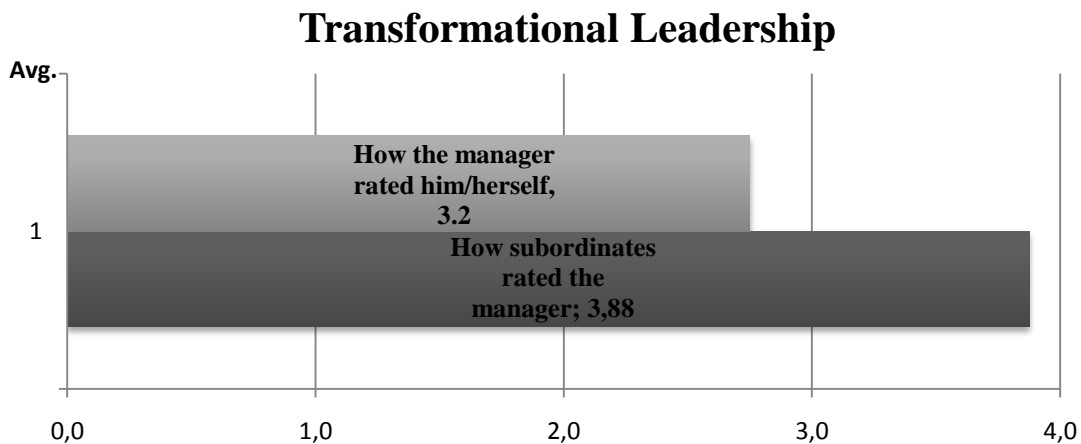


Figure 26-Hotel's Manager transformational leadership style (as rated by his/her subordinates and as rated by the manager him/herself)

Figure 26 presents the data that was gathered in the total number of respondents rating the hotel manager in hotel M1. The data is presented both as how the manager rated him/herself (3.2 out of 4) and how subordinates rated the manager (3.88 out of 4).

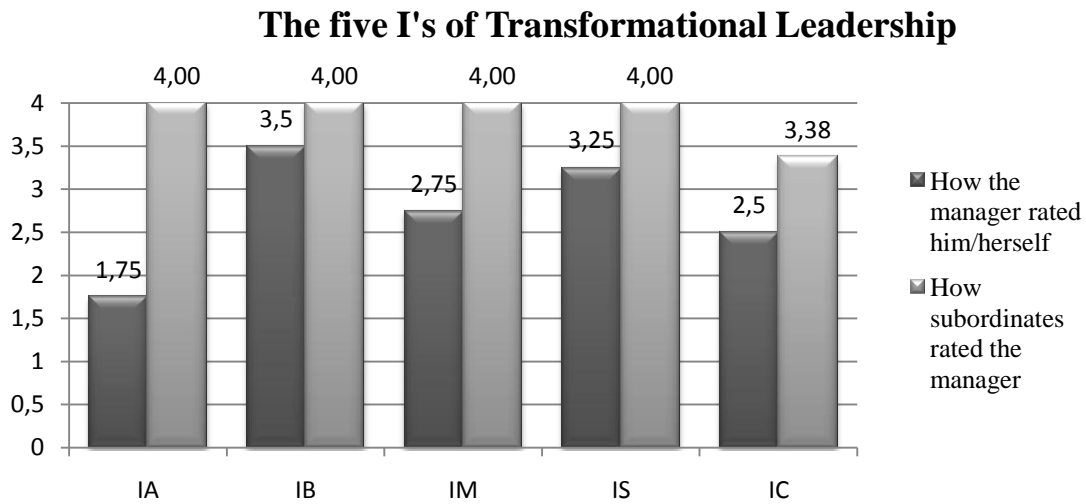


Figure 27-Hotel's Manager five I's of transformational leadership style (as rated by him/herself and as rated by his/her subordinates)

Figure 27 presents the five I's of transformational leadership as rated by the hotel manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 1.75 out of 4 and his/her subordinates rated the manager as 4 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 4 out of 4; in inspirational motivation the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 4 out of 4; in intellectual satisfaction the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 4 out of 4; in individualizes consideration the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 3.38 out of 4.

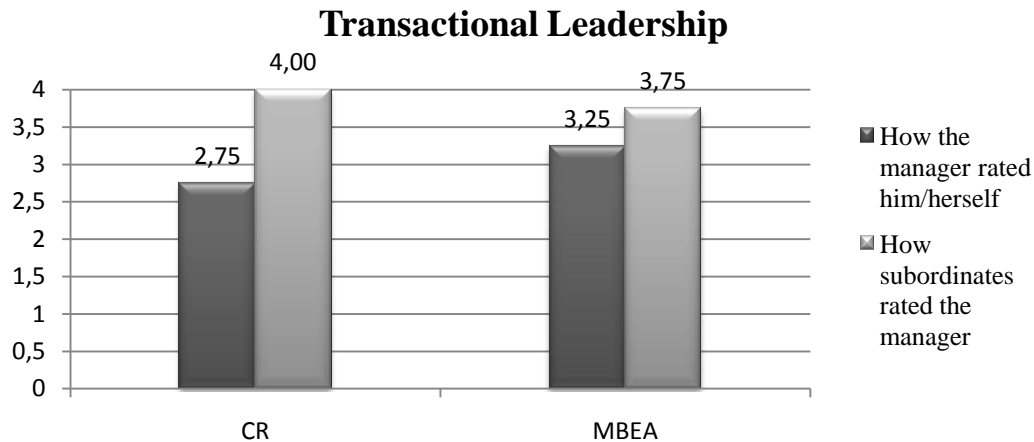


Figure 28-Hotel's Manager transactional leadership style (how the manager rated him/herself and how the manager was rated by his/her subordinates)

Figure 28 presents the transactional leadership (contingent reward and management-by-exception active) of the hotel manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.75 out of 4 and as rated by his/her subordinates is 4 out of 4. The management-by-exception (attributed) is 3.25 out of 4 (as rated by the manager) and 3.75 out of 4 (as rated by his/her subordinates).

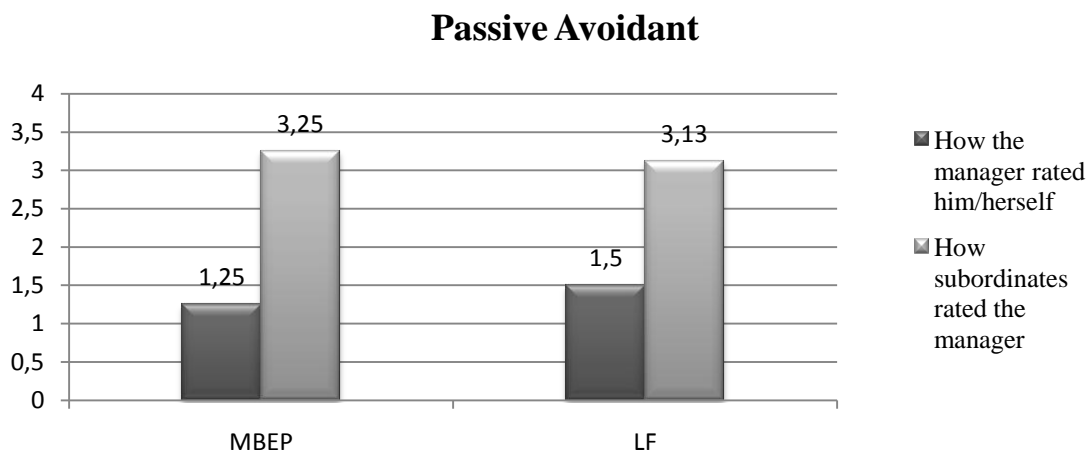


Figure 29-Hotel's Manager passive avoidant leadership style (how the manager rated him/herself and how the manager was rated by his/her subordinates)

Figure 29 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the hotel manager. Management-by-exception (passive) is 1.25 (as rated by

the manager) out of 4 and 3.25 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 1.5 out of 4 (as rated by the manager) and 3.13 out of 4 (as rated by his/her subordinates).

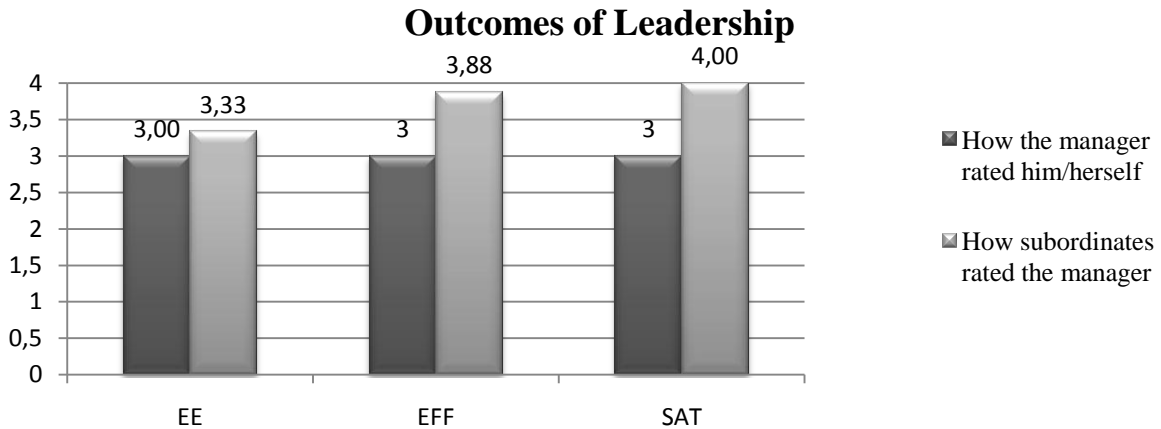


Figure 30-Hotel’s Manager Outcomes of leadership (how the manager rated him/herself and how the manager was rated by his/her subordinates)

Figure 30 presents hotel’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3 out of 4 (as rated by the manager him/herself) and 3.33 out of 4 (as rated by his/her subordinates); the effectiveness of the housekeeping manager is 3 out of 4 (as rated by the manager) and 3.88 out of 4 (as rated by his/her subordinates); the satisfaction is 3 out of 4 (as rated by the manager) and 4 out of 4 (as rated by his/her subordinates).

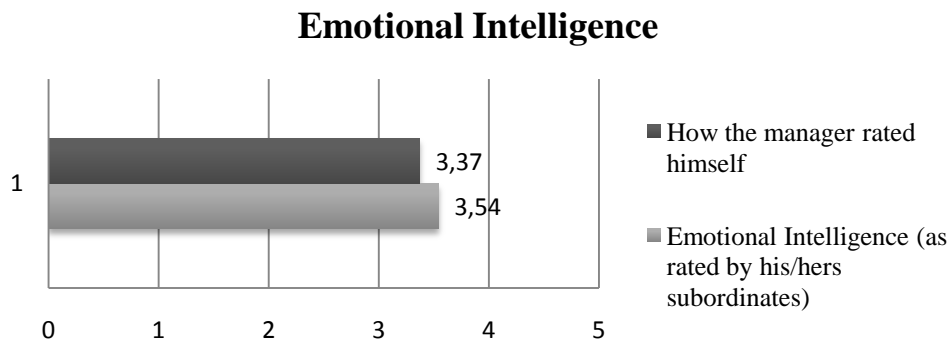


Figure 31-Hotel’s Manager emotional intelligence (how the manager rated him/herself and how the manager was rated by his/her subordinates)

Figure 31 presents the emotional intelligence of the hotel manager as rated by the manager him/herself (3.37 out of 5) and as rated by his/her subordinates (3.54 out of 5).

4.2 Hotel M2

Hotel M2 is rated as one of the best hotels in Macedonia by the reviews of travelers on the trip advisor site (www.tripadvisor.com). It was intentionally chosen since most of the positive reviews were directed towards the uncommon, outgoing, visitor-oriented style of the general manager. It is not common for the guests in one hotel to meet the general manager, but this one provided a very close and intimate atmosphere, providing a casual home-feeling for the guests staying at the hotel. Is the style of the manager as transformational and visionary for his/her employees as it is for the guests? This will be presented in the following pages.

As with the other two hotels in Macedonia rated in this study, this hotel also is in the region of the Ohrid Lake, in the most famous tourist area. It has a capacity of 80 rooms, 2 apartments and 5 studios, seminar halls for conference tourism with flexible conditions, restaurants, piano bar etc.

A number of seventeen employees (six managers and eleven employees) have participated in the study with answering both emotional intelligence (EI) questionnaire and multi-factor leadership (MLQ) questionnaire. The managers answered a rater form (rating their supervisor) and a leader form (rating themselves). The results from the gathered data are presented in the following pages.

Table 15

-Gender in the total number of respondents in hotel M2

		Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
						Missing	13
						Mean	5
Valid	Female	9	50.0	69.2	69.2	Median	1.31
	Male	4	22.2	30.8	100.0	Mode	1.00
	Total	13	72.2	100.0		Std.Deviation	1
Missing	System	5	27.8				.480
	Total	18	100.0				

Table 15 presents gender in the total number of respondents in hotel M2. From the total number of respondents (18) nine of them are female (or 50%), four are male (or 22.2%) and five (or 27.8%) have decided to not provide the answer to this question. The mean is 1.31, the median is 1.00, the mode is 1, and the standard deviation is .480.

Table 16

-Education in the total number of respondents in hotel M2

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	5	29.4	62.5	62.5
	Bachelor	3	17.6	37.5	100.0
	Total	8	47.1	100.0	
Missing	System	9	52.9		
Total		17	100.0		

Table 16 presents the educational level in the total number of respondents in hotel M2. From the total number of respondents (17), five of them (or 29.4%) have listed high school as their education, three of them (or 17.6%) have listed university degree (bachelor) as their education, and nine have decided to not provide the answer to this question.

Table 17

-Leadership statistics in the number of manager respondents in hotel M2

		Leadership			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Transformational Leadership	3	17.6	50.0	50.0
	Transactional Leadership	3	17.6	50.0	100.0
	Total	6	35.3	100.0	
Missing	System	11	64.7		
Total		17	100.0		

Table 17 presents the leadership statistics in the number of managers in hotel M2. Out of 17 employees questioned in hotel M2, six of them are managers (including the general manager). Three of them (or 17.6%) have transformational leadership style and three (or 17.6) have transactional leadership style. If the number of managers is only taken into consideration, the percentage would be 50%-50% for both styles.

The statistics that were presented previously show the results in the hotel M2 in total. Next the results are displayed by department. The number of employees nor their gender was not shown for each department in order to protect their privacy since in some departments might be obvious who the respondents were.

4.2.1 General Manager

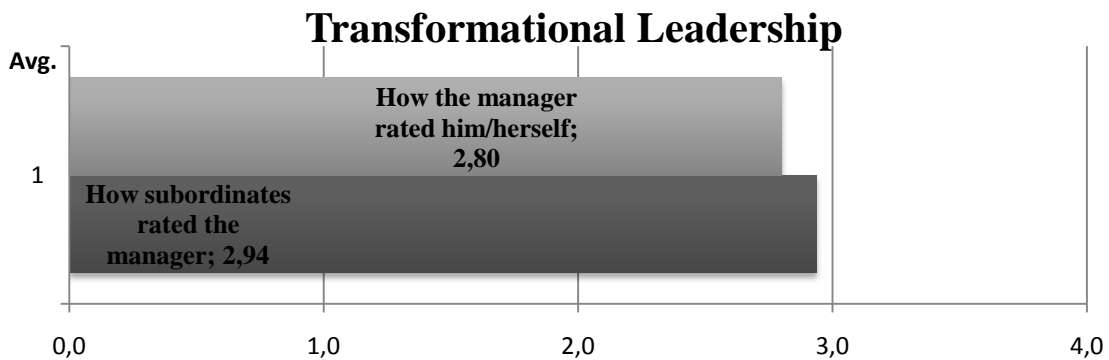


Figure 33-General’s manager transformational leadership (how he/she rated him/herself and how subordinates rated the manager)

Figure 33 presents the data that was gathered in the total number of respondents rating the general manager in hotel M2. The data is presented both as how the manager rated him/herself (2.80 out of 4) and how subordinates rated the manager (2.94 out of 4).

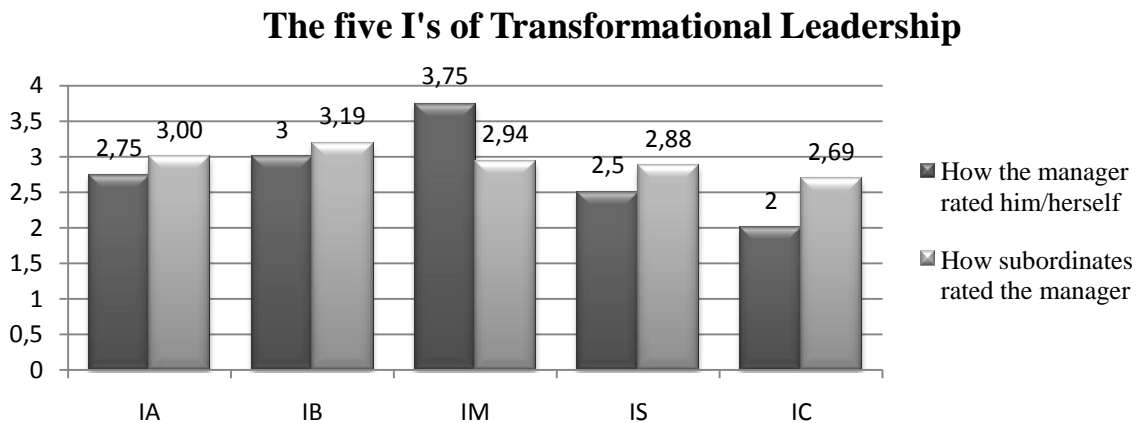


Figure 34-General’s manager five I’s of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 34 presents the five I’s of transformational leadership as rated by the general manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated the manager as 3 out of 4; in idealized

influence (behavioral) the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 3.19 out of 4; in inspirational motivation the manager rated him/herself as 3.75 out of 4 and his/her subordinates rated him/her as 2.94 out of 4; in intellectual satisfaction the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 2.88 out of 4; in individualizes consideration the manager rated him/herself as 2 out of 4 and his/her subordinates rated him/her as 2.69 out of 4.

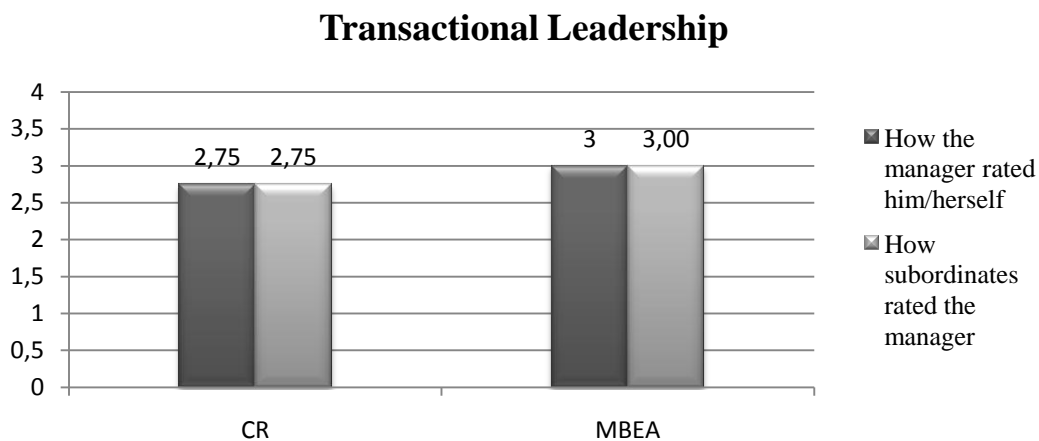


Figure 35-General's manager transactional leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 35 presents the transactional leadership (contingent reward and management-by-exception active) of the general manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.75 out of 4 and as rated by his/her subordinates is as well 2.75 out of 4. The management-by-exception (attributed) is 3 out of 4 (as rated by the manager) and again 3 out of 4 (as rated by his/her subordinates).

Passive Avoidant

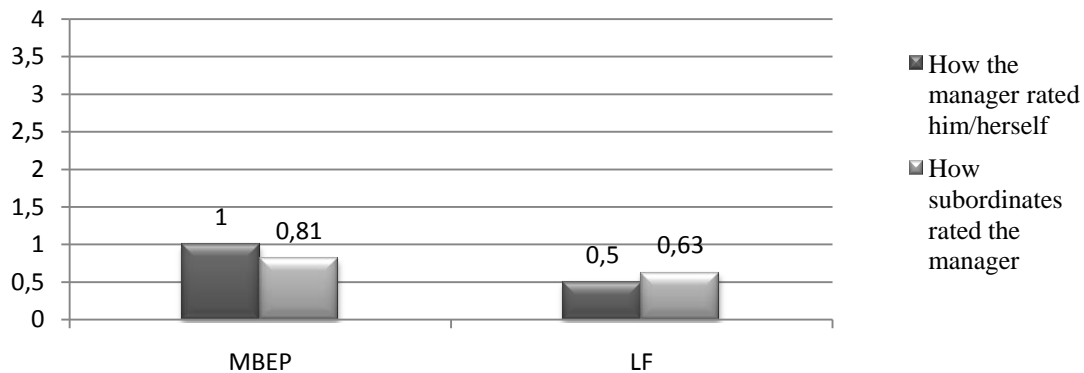


Figure 36-General's manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 36 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the general manager. Management-by-exception (passive) is 1 (as rated by the manager) out of 4 and 0.81 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 0.5 out of 4 (as rated by the manager) and 0.63 out of 4 (as rated by his/her subordinates).

Outcomes of Leadership

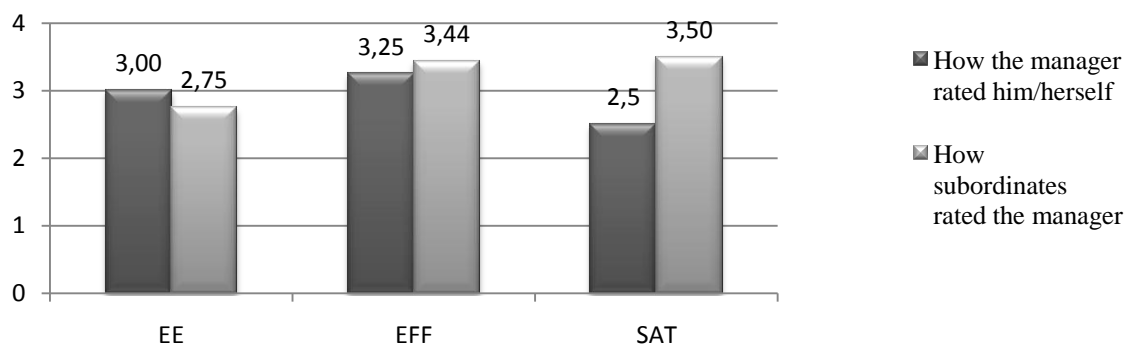


Figure 37-General's manager outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 37 presents general's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3 out of

4 (as rated by the manager him/herself) and 2.75 out of 4 (as rated by his/her subordinates); the effectiveness of the general manager is 3.25 out of 4 (as rated by the manager) and 3.44 out of 4 (as rated by his/her subordinates); the satisfaction is 2.5 out of 4 (as rated by the manager) and 3.50 out of 4 (as rated by his/her subordinates).

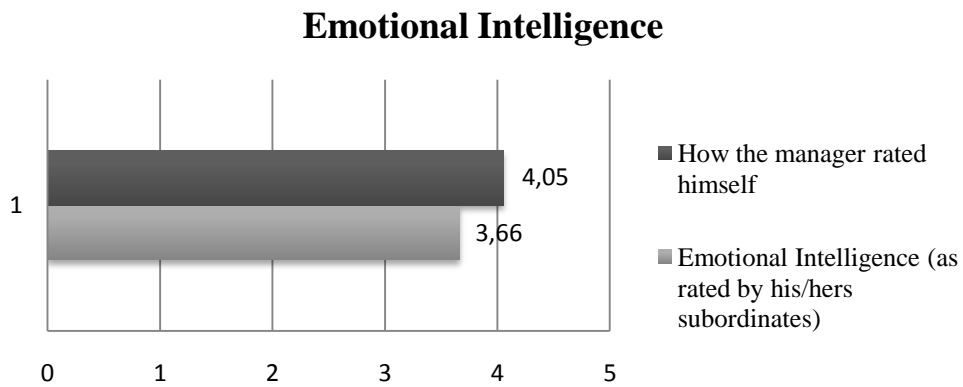


Figure 38-General’s manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 38 presents the emotional intelligence of the general manager as rated by the manager him/herself (4.05 out of 5) and as rated by his/her subordinates (3.66 out of 5).

4.2.2 Hotel Manager

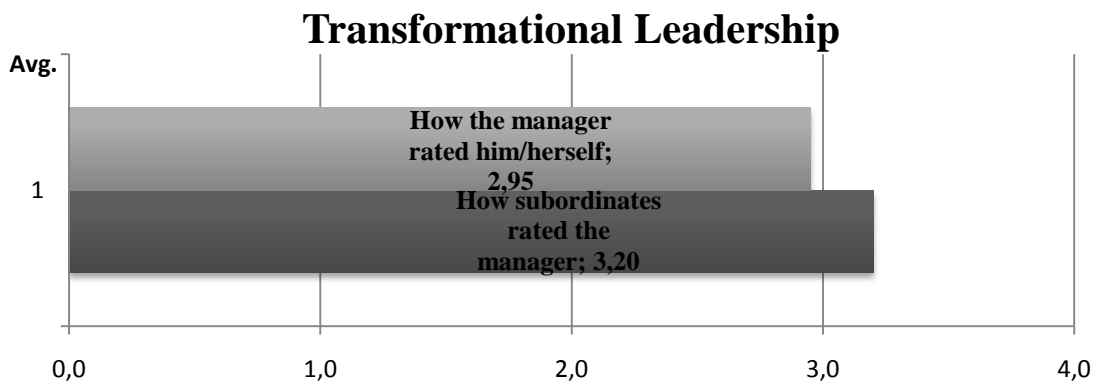


Figure 39-Hotel’s manager transformational leadership (how the manager rated him/herself and how the subordinates rated the manager)

Figure 39 presents the data that was gathered in the total number of respondents rating the hotel manager in hotel M2. The data is presented both as how the manager rated him/herself (2.95 out of 4) and how subordinates rated the manager (3.20 out of 4).

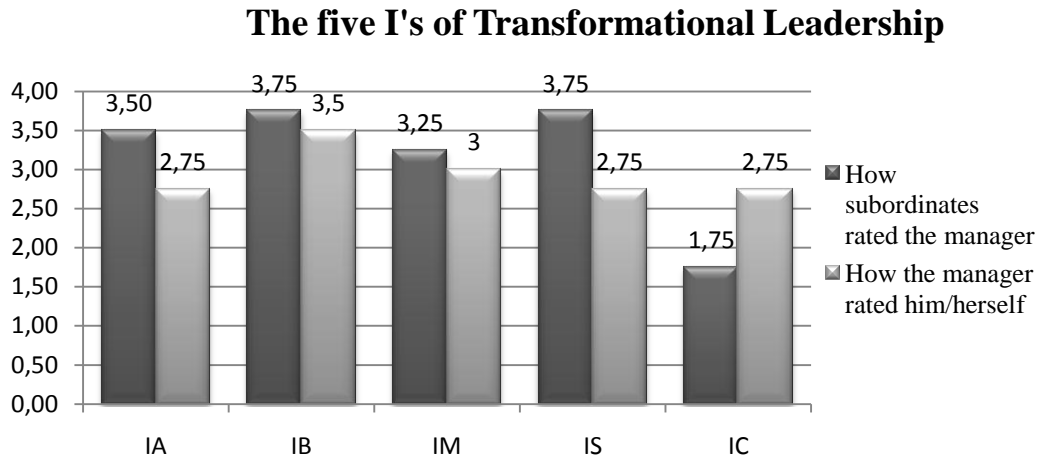


Figure 40-Hotel's manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 40 presents the five I's of transformational leadership as rated by the hotel manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated the manager as 3.50 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 3.75 out of 4; in inspirational motivation the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 3.25 out of 4; in intellectual satisfaction the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 3.75 out of 4; in individualizes consideration the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 1.75 out of 4.

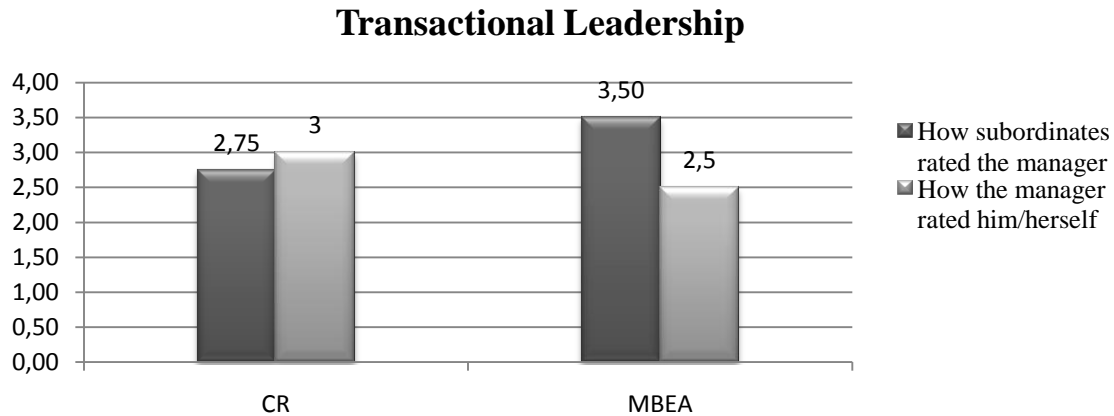


Figure 41-Hotel's manager transactional leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 41 presents the transactional leadership (contingent reward and management-by-exception active) of the hotel manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3 out of 4 and as rated by his/her subordinates is 2.75 out of 4. The management-by-exception (attributed) is 2.50 out of 4 (as rated by the manager) and 3.50 out of 4 (as rated by his/her subordinates).

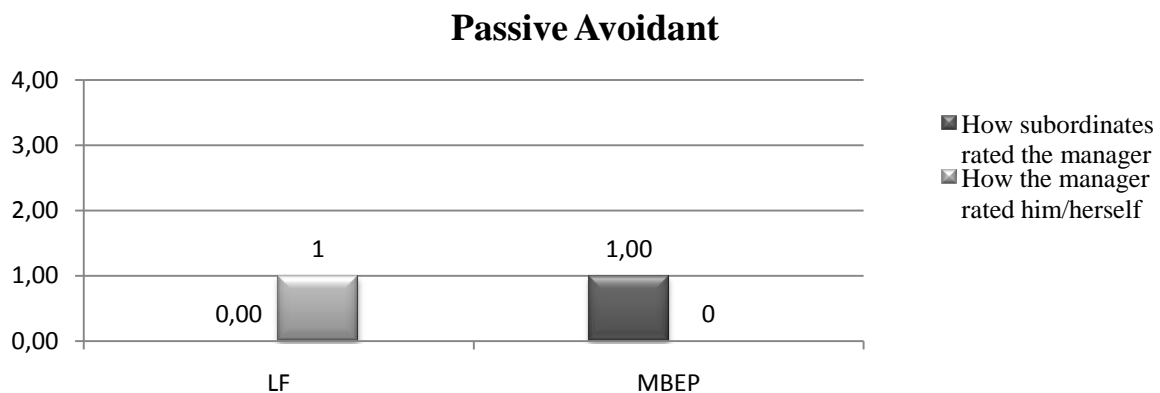


Figure 42-Hotel's manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 42 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the hotel manager. Management-by-exception (passive) is 0 (as rated by the

manager) out of 4 and 1 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 1 out of 4 (as rated by the manager) and 0 out of 4 (as rated by his/her subordinates).

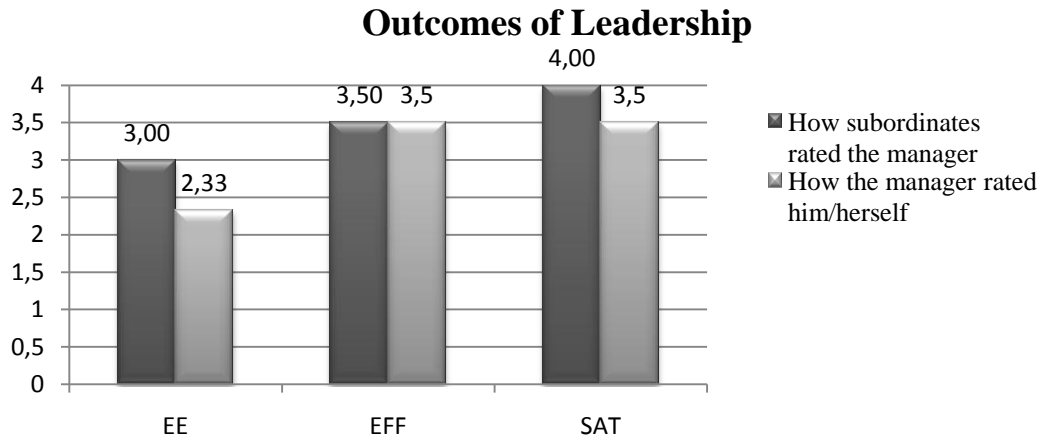


Figure 43-Hotel’s manager outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 43 presents hotel’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2.33 out of 4 (as rated by the manager him/herself) and 3 out of 4 (as rated by his/her subordinates); the effectiveness of the hotel manager is 3.5 out of 4 (as rated by the manager) and 3.50 out of 4 (as rated by his/her subordinates); the satisfaction is 3.5 out of 4 (as rated by the manager) and 4 out of 4 (as rated by his/her subordinates).

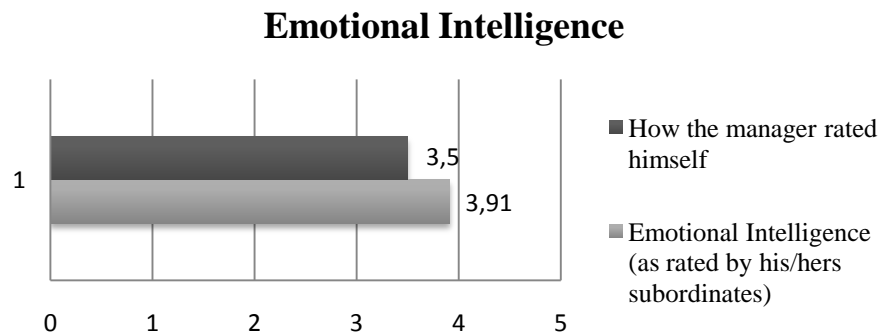


Figure 44-Hotel’s manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 44 presents the emotional intelligence of the hotel manager as rated by the manager him/herself (3.5 out of 5) and as rated by his/her subordinates (3.91 out of 5).

4.2.3 Reception Manager

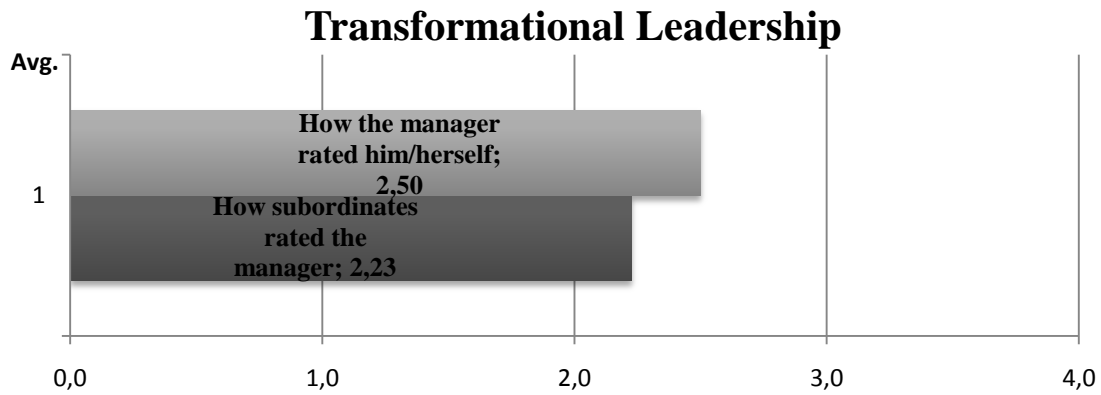


Figure 45-Reception Manager’s transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 45 presents the data that was gathered in the total number of respondents rating the reception manager in hotel M2. The data is presented both as how the manager rated him/herself (2.50 out of 4) and how subordinates rated the manager (2.23 out of 4).

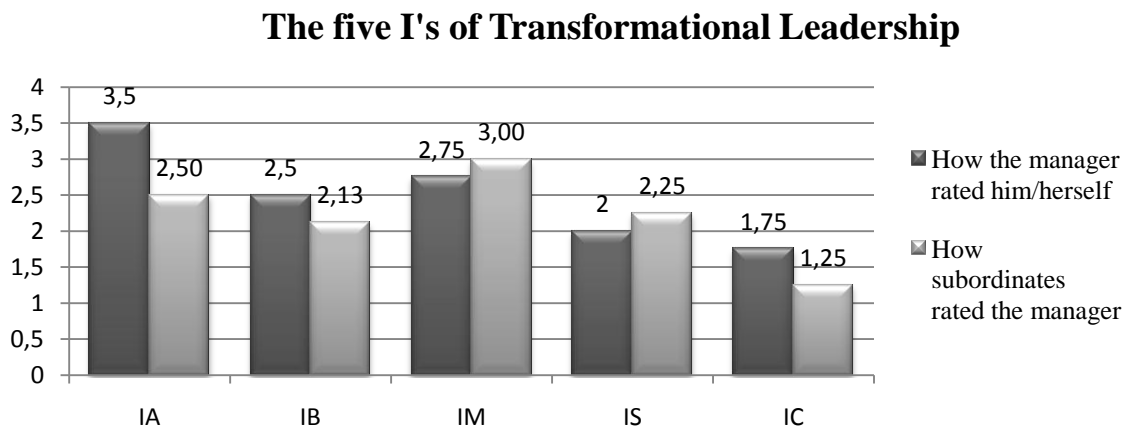


Figure 46-Reception’s Manager five I’s of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 46 presents the five I's of transformational leadership as rated by the reception manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated the manager as 2.50 out of 4; in idealized influence (behavioral) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 2.13 out of 4; in inspirational motivation the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 3 out of 4; in intellectual satisfaction the manager rated him/herself as 2 out of 4 and his/her subordinates rated him/her as 2.25 out of 4; in individualizes consideration the manager rated him/herself as 1.75 out of 4 and his/her subordinates rated him/her as 1.25 out of 4.

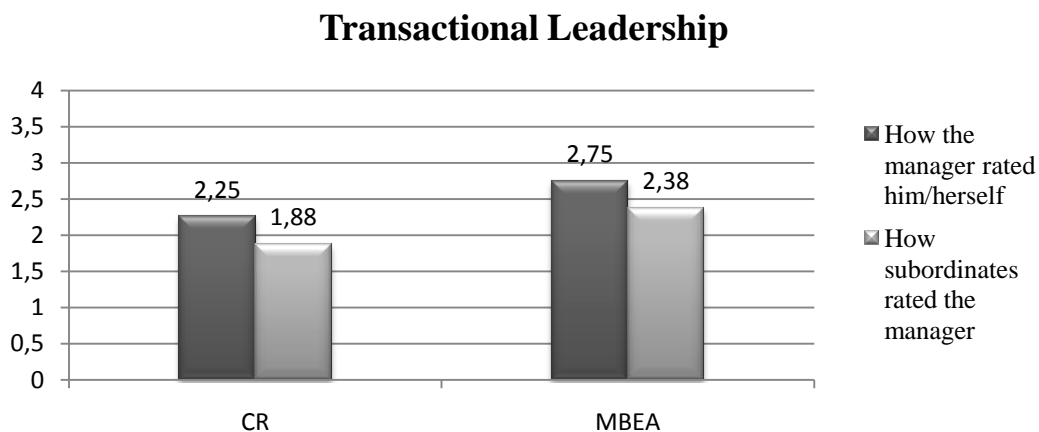


Figure 47-Reception's Manager transactional leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 47 presents the transactional leadership (contingent reward and management-by-exception active) of the reception manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.25 out of 4 and as rated by his/her subordinates is 1.88 out of 4. The management-by-exception (attributed) is 2.75 out of 4 (as rated by the manager) and 2.38 out of 4 (as rated by his/her subordinates).

Passive Avoidant

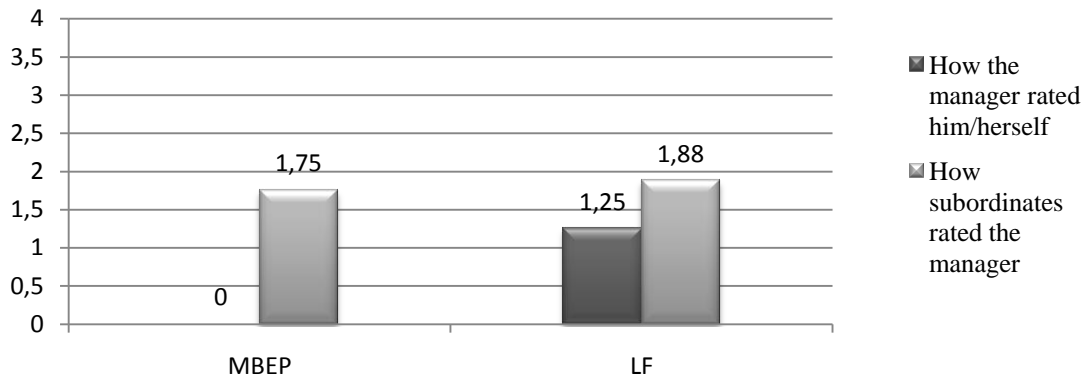


Figure 48-Reception’s Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 48 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the reception manager. Management-by-exception (passive) is 0 (as rated by the manager) out of 4 and 1.75 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 1.25 out of 4 (as rated by the manager) and 1.88 out of 4 (as rated by his/her subordinates).

Outcomes of Leadership

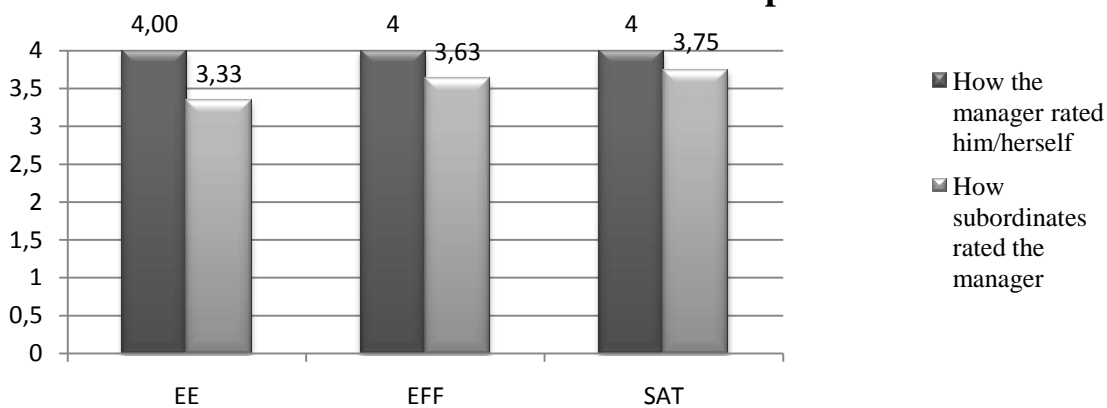


Figure 49-Reception’s Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 49 presents reception's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 4 out of 4 (as rated by the manager him/herself) and 3.33 out of 4 (as rated by his/her subordinates); the effectiveness of the reception manager is 4 out of 4 (as rated by the manager) and 3.63 out of 4 (as rated by his/her subordinates); the satisfaction is 4 out of 4 (as rated by the manager) and 3.75 out of 4 (as rated by his/her subordinates).

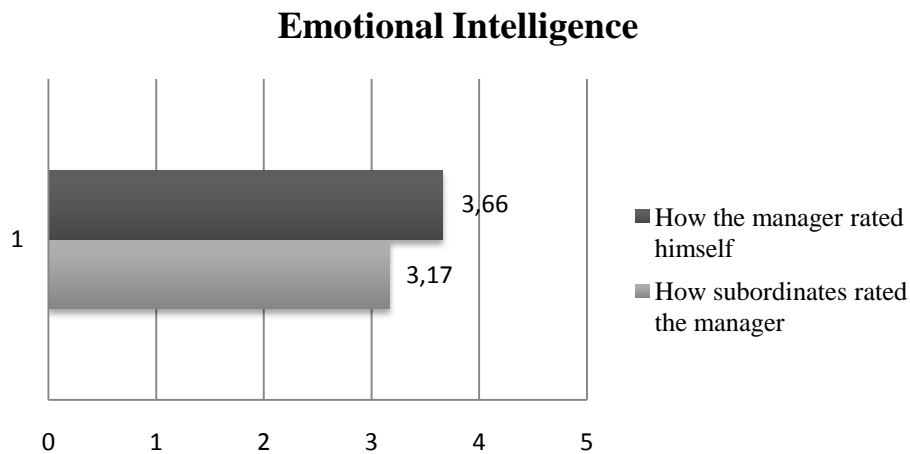


Figure 50-Reception's Manager emotional intelligence (how the manager rated him/herself and how the subordinates rated the manager)

Figure 50 presents the emotional intelligence of the reception manager as rated by the manager him/herself (3.66 out of 5) and as rated by his/her subordinates (3.17 out of 5).

4.2.4 Housekeeping Manager

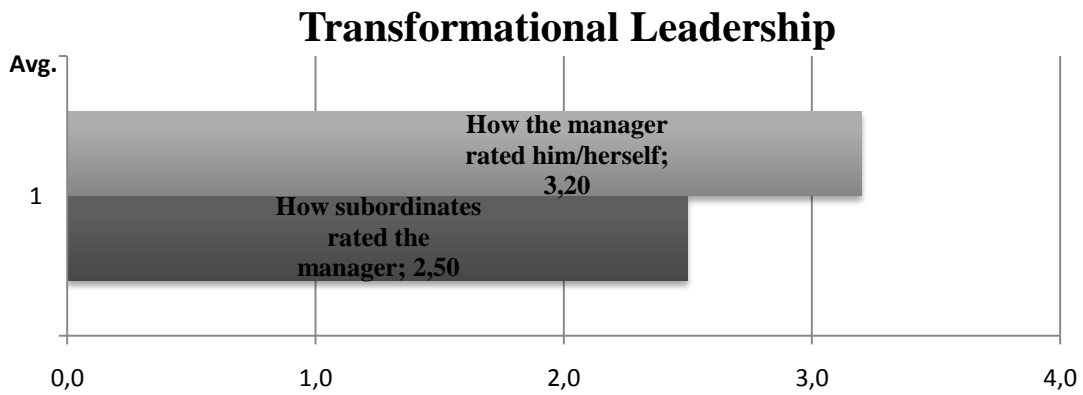


Figure 51-Housekeeping manager’s transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 51 presents the data that was gathered in the total number of respondents rating the housekeeping manager in hotel M2. The data is presented both as how the manager rated him/herself (3.20 out of 4) and how subordinates rated the manager (2.50 out of 4).

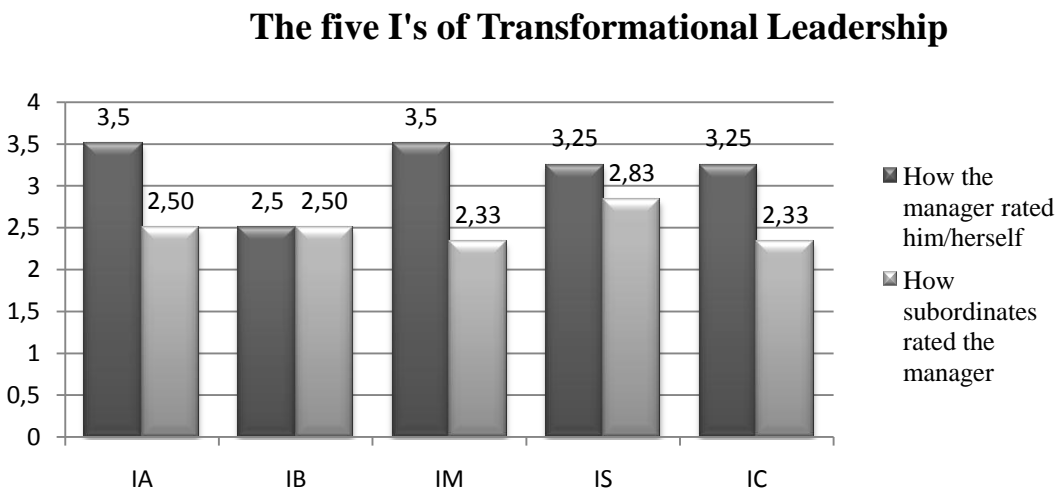


Figure 52-Housekeeping manager’s five I’s of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 52 presents the five I’s of transformational leadership as rated by the housekeeping manager and as rated by his/her subordinates. In idealized influence (attributed) the manager

rated him/herself as 3.5 out of 4 and his/her subordinates rated the manager as 2.50 out of 4; in idealized influence (behavioral) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 2.50 out of 4; in inspirational motivation the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 2.33 out of 4; in intellectual satisfaction the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 2.83 out of 4; in individualizes consideration the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 2.33 out of 4.

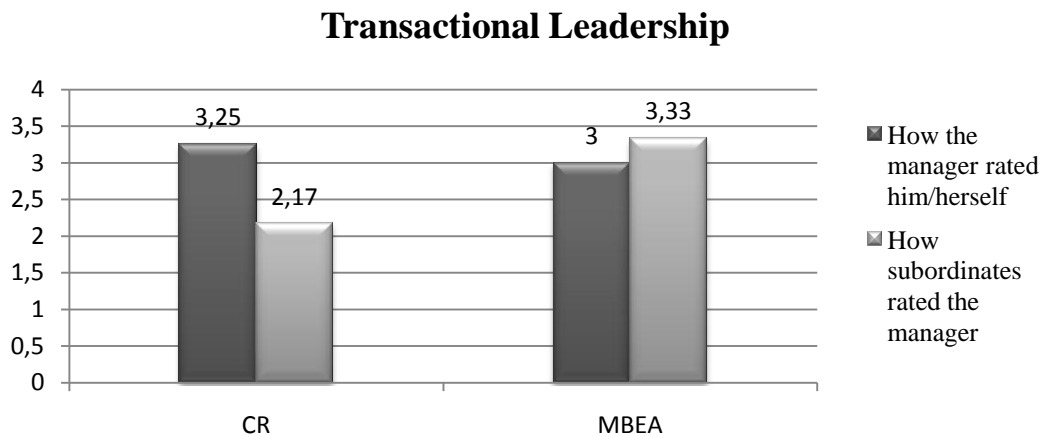


Figure 53-Housekeeping manager's transactional leadership style (as rated by him/herself and as rated by her/his subordinates)

Figure 53 presents the transactional leadership (contingent reward and management-by-exception active) of the housekeeping manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.25 out of 4 and as rated by his/her subordinates is 2.17 out of 4. The management-by-exception (attributed) is 3 out of 4 (as rated by the manager) and 3.33 out of 4 (as rated by his/her subordinates).

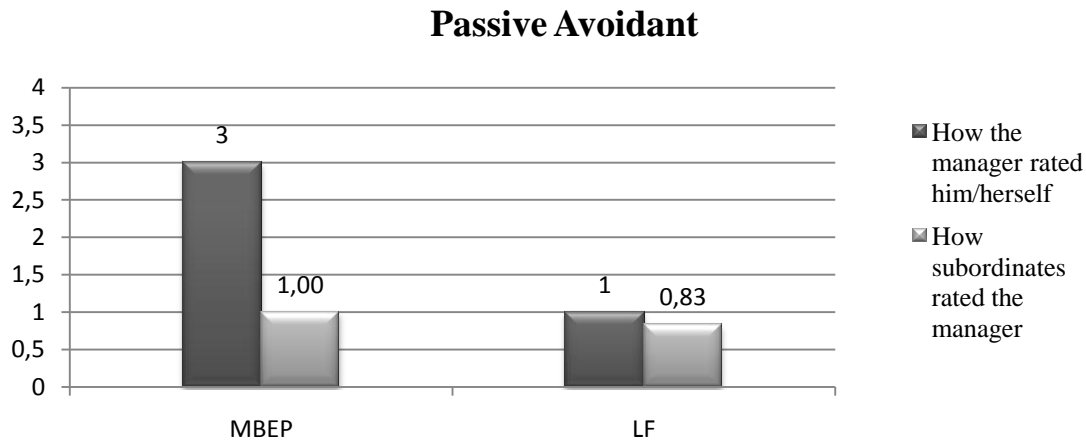


Figure 54-Housekeeping manager's passive avoidant leadership style (as rated by him/herself and as rated by her/his subordinates)

Figure 54 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the housekeeping manager. Management-by-exception (passive) is 3 (as rated by the manager) out of 4 and 1 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 1 out of 4 (as rated by the manager) and 0.83 out of 4 (as rated by his/her subordinates).

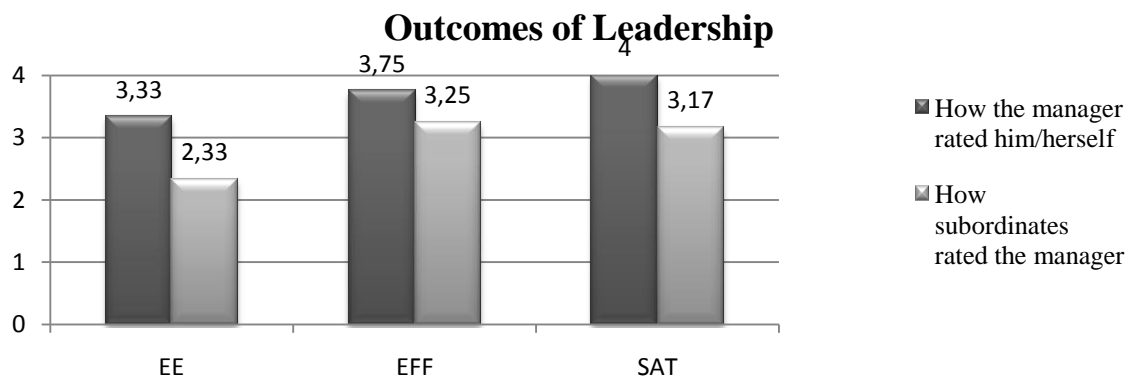


Figure 55-Housekeeping manager's outcomes of leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 55 presents housekeeping's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.33 out of 4 (as rated by the manager him/herself) and 2.33 out of 4 (as rated by his/her

subordinates); the effectiveness of the housekeeping manager is 3.75 out of 4 (as rated by the manager) and 3.25 out of 4 (as rated by his/her subordinates); the satisfaction is 4 out of 4 (as rated by the manager) and 3.17 out of 4 (as rated by his/her subordinates).

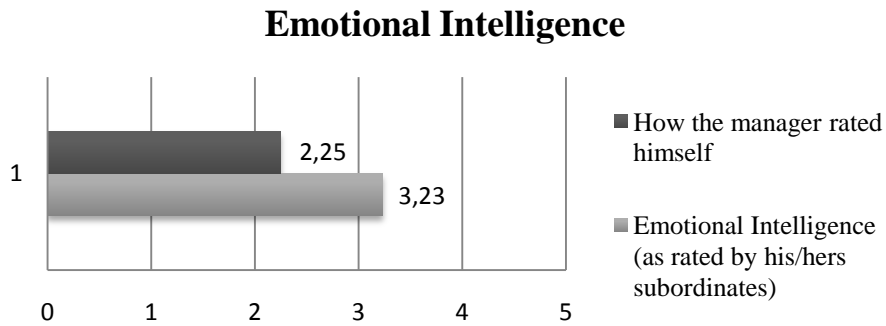


Figure 56-Housekeeping manager’s emotional intelligence (as rated by him/herself and as rated by his/her subordinates)

Figure 56 presents the emotional intelligence of the housekeeping manager as rated by the manager him/herself (2.25 out of 5) and as rated by his/her subordinates (3.23 out of 5).

4.2.5 Kitchen Manager

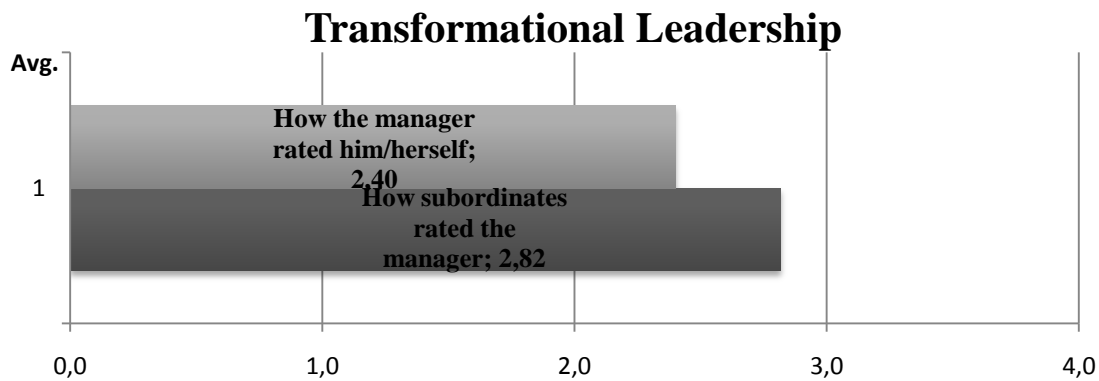


Figure 57-Kitchen manager’s transformational leadership style (as rated by him/herself and as rated by his/her subordinates)

Figure 57 presents the data that was gathered in the total number of respondents rating the kitchen manager in hotel M2. The data is presented both as how the manager rated him/herself (2.40 out of 4) and how subordinates rated the manager (2.82 out of 4).

The five I's of Transformational Leadership

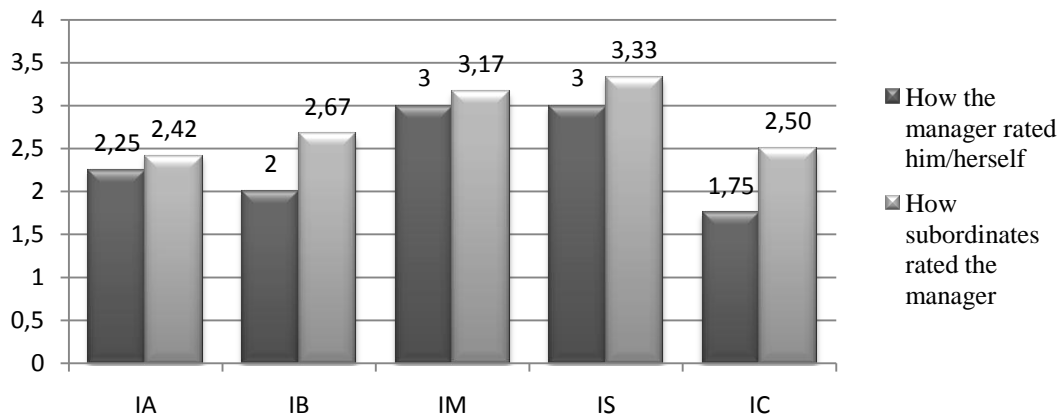


Figure 58-Kitchen Manager's five I's of transformational leadership (as rated by him/herself as rated by his/her subordinates)

Figure 58 presents the five I's of transformational leadership as rated by the kitchen manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.25 out of 4 and his/her subordinates rated the manager as 2.42 out of 4; in idealized influence (behavioral) the manager rated him/herself as 2 out of 4 and his/her subordinates rated him/her as 2.67 out of 4; in inspirational motivation the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 3.17 out of 4; in intellectual satisfaction the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 3.33 out of 4; in individualizes consideration the manager rated him/herself as 1.75 out of 4 and his/her subordinates rated him/her as 2.50 out of 4.

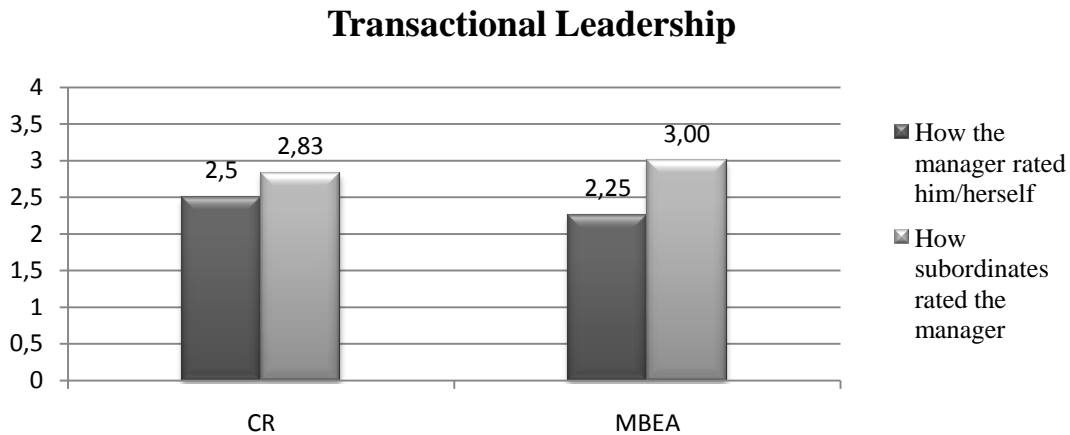


Figure 59-Kitchen manager's transactional leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 59 presents the transactional leadership (contingent reward and management-by-exception active) of the kitchen manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.5 out of 4 and as rated by his/her subordinates is 2.83 out of 4. The management-by-exception (attributed) is 2.25 out of 4 (as rated by the manager) and 3.00 out of 4 (as rated by his/her subordinates).

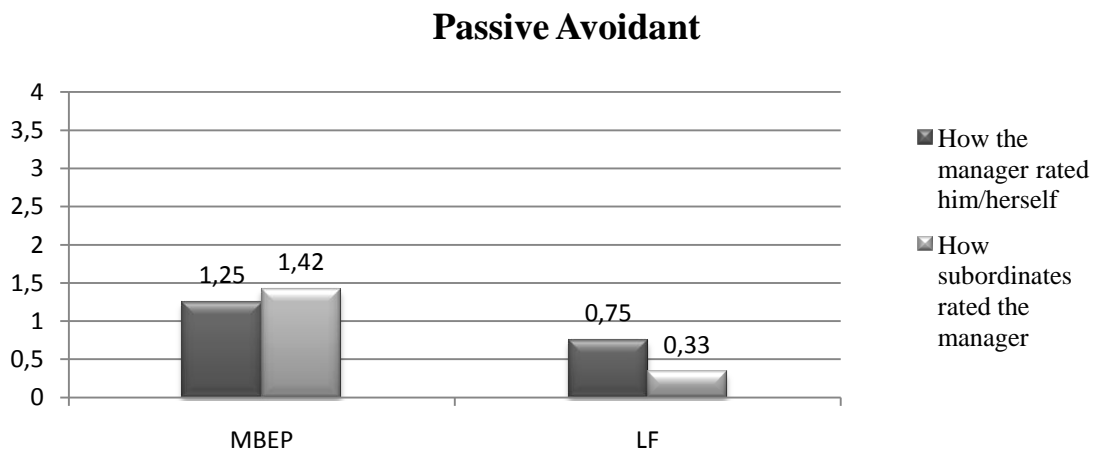


Figure 60-Kitchen manager's passive avoidant leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 60 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the kitchen manager. Management-by-exception (passive) is 1.25 (as rated by

the manager) out of 4 and 1.42 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 0.75 out of 4 (as rated by the manager) and 0.33 out of 4 (as rated by his/her subordinates).

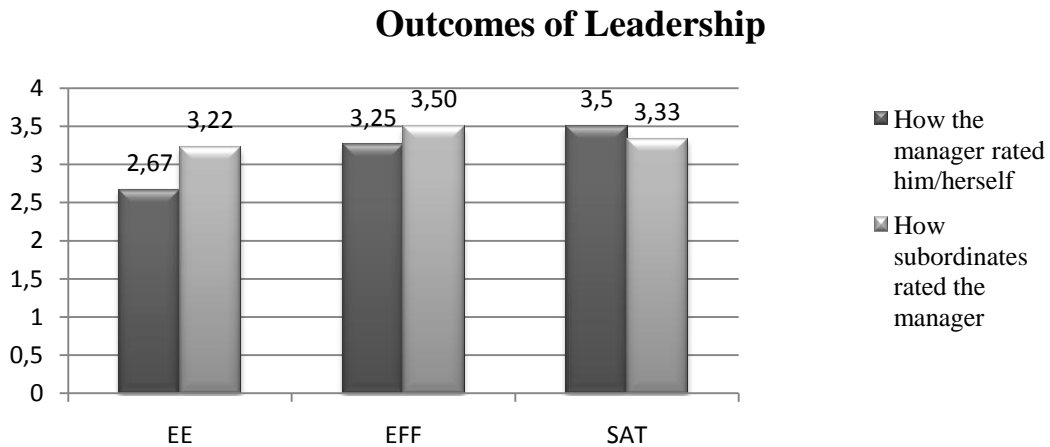


Figure 61-Kitchen manager’s outcomes of leadership (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 61 presents kitchen’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2.67 out of 4 (as rated by the manager him/herself) and 3.22 out of 4 (as rated by his/her subordinates); the effectiveness of the kitchen manager is 3.25 out of 4 (as rated by the manager) and 3.50 out of 4 (as rated by his/her subordinates); the satisfaction is 3.5 out of 4 (as rated by the manager) and 3.33 out of 4 (as rated by his/her subordinates).

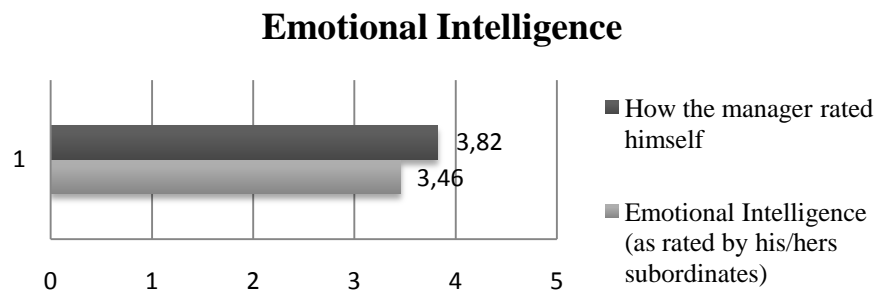


Figure 62-Kitchen Manager’s emotional intelligence (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 62 presents the emotional intelligence of the kitchen manager as rated by the manager him/herself (3.82 out of 5) and as rated by his/her subordinates (3.45 out of 5).

4.2.6 Restaurant Manager

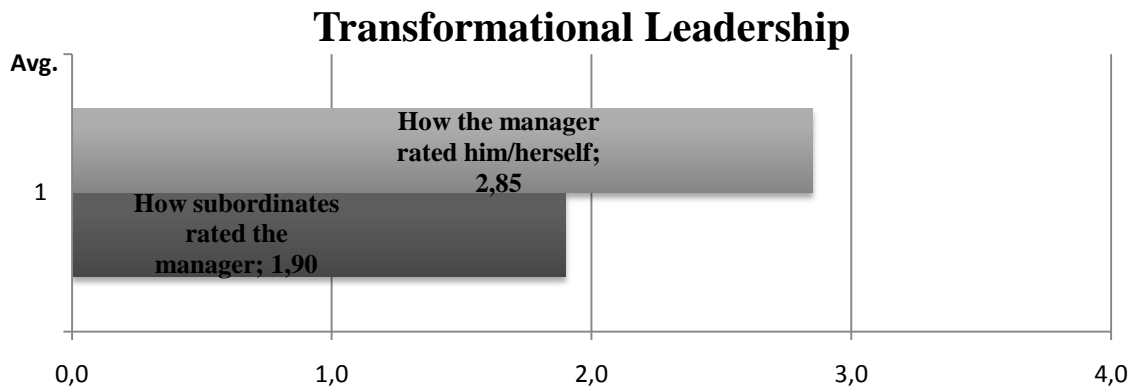


Figure 63-Restaurant’s Manager transformational leadership (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 63 presents the data that was gathered in the total number of respondents rating the restaurant manager in hotel M2. The data is presented both as how the manager rated him/herself (2.85 out of 4) and how subordinates rated the manager (1.90 out of 4).

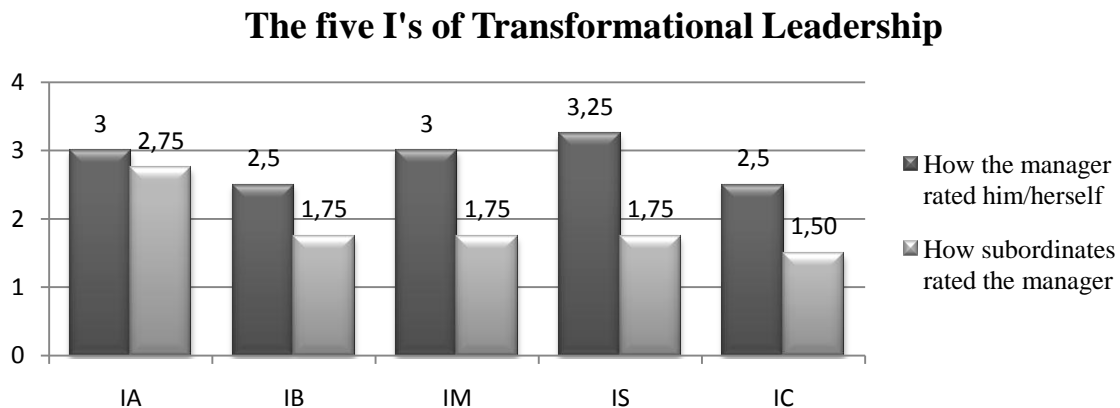


Figure 64-Restaurant Manager’s five I’s of transformational leadership (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 64 presents the five I’s of transformational leadership as rated by the restaurant manager and as rated by his/her subordinates. In idealized influence (attributed) the manager

rated him/herself as 3 out of 4 and his/her subordinates rated the manager as 2.75 out of 4; in idealized influence (behavioral) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 1.75 out of 4; in inspirational motivation the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 1.75 out of 4; in intellectual satisfaction the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 1.75 out of 4; in individualizes consideration the manager rated him/herself as 2.50 out of 4 and his/her subordinates rated him/her as 1.50 out of 4.

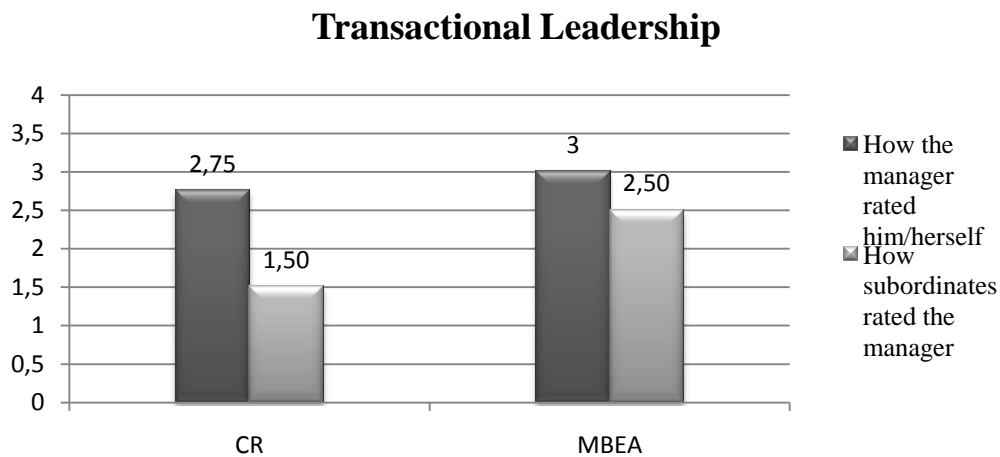


Figure 65-Restaurant Manager's transactional leadership (as rated by him/herself and as rated by his/her subordinates)

Figure 65 presents the transactional leadership (contingent reward and management-by-exception active) of the restaurant manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.75 out of 4 and as rated by his/her subordinates is 1.50 out of 4. The management-by-exception (attributed) is 3 out of 4 (as rated by the manager) and 2.50 out of 4 (as rated by his/her subordinates).

Passive Avoidant

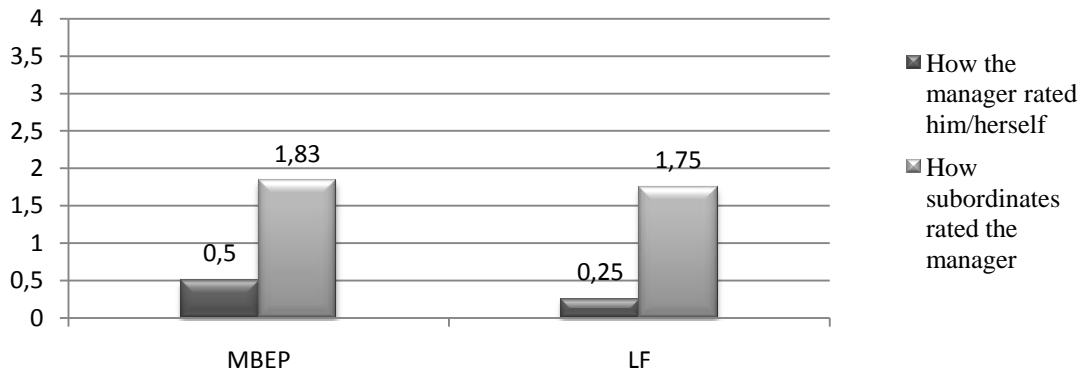


Figure 66-Restaurant Manager’s passive avoidant leadership style (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 66 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the restaurant manager. Management-by-exception (passive) is 0.5 (as rated by the manager) out of 4 and 1.83 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 0.25 out of 4 (as rated by the manager) and 1.75 out of 4 (as rated by his/her subordinates).

Outcomes of Leadership

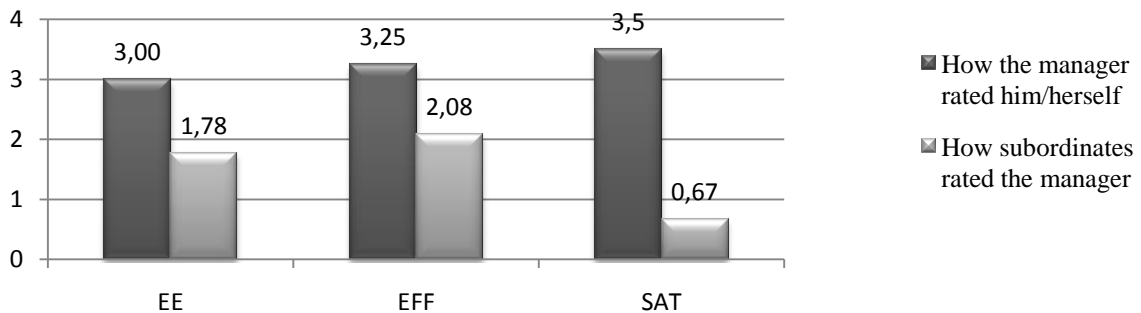


Figure 67-Restaurant Manager’s outcomes of leadership (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 61 presents restaurant’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.00 out of 4 (as rated by the manager him/herself) and 1.78 out of 4 (as rated by his/her subordinates);

the effectiveness of the restaurant manager is 3.25 out of 4 (as rated by the manager) and 2.08 out of 4 (as rated by his/her subordinates); the satisfaction is 3.5 out of 4 (as rated by the manager) and 0.67 out of 4 (as rated by his/her subordinates).

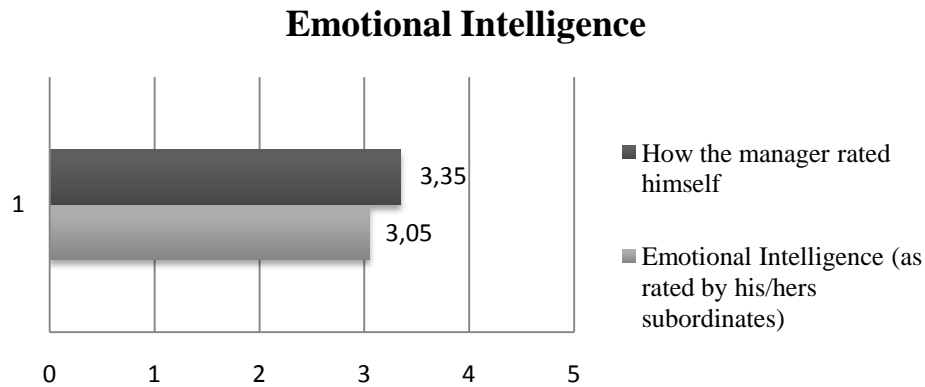


Figure 68-Restaurant Manager's emotional intelligence (as rated by the manager him/herself and as rated by his/her subordinates)

Figure 68 presents the emotional intelligence of the restaurant manager as rated by the manager him/herself (3.35 out of 5) and as rated by his/her subordinates (3.05 out of 5).

4.3 Hotel M3

Hotel M3 is the biggest (by room capacity) hotel among the three hotels from Macedonia that have participated in this research. It has been awarded for the best hotel on the Balkan Peninsula on two occasions in 2008 and in 2009. As the other hotels, this one as well is privately owned, that might lead to think that the owners will pay close attention to the style, service and quality in order to gain more profit. The hotel has a total of 196 rooms and suites, and as they would like to say: that reflect the Macedonian tradition and hospitality. It is suitable for seminars and conferences all year long, and with the beach amenities, for summer-season tourism as well.

A number of eighteen employees (five managers and thirteen employees) have participated in the study with answering both emotional intelligence (EI) questionnaire and multi-factor leadership (MLQ) questionnaire. The managers answered a rater form (rating their supervisor) and a leader form (rating managers themselves). The results from the gathered data are presented in the following pages.

Table 18

-Gender statistics in the total number of respondents in hotel M3

		Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
Valid	Female	9	50.0	52.9	52.9	Mean	1.47
	Male	8	44.4	47.1	100.0	Median	1.00
	Total	17	94.4	100.0		Mode	1
Missing	System	1	5.6			Std.Deviation	.488

Table 18 presents the gender statistics in the total number of respondents in hotel M3. In the total number of employees from hotel M3 that have participated in this study (18), nine (or 50%) are female, eight (or 44.4%) are male. The mean is 1.47, the median is 1.00, the mode is 1 and the standard deviation is .488.

Table 19

-Education in the total number of respondents in hotel M3

		Education					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
Valid	Primary School	1	5.6	6.7	6.7	Mean	2.27
						Missing	3

High School	9	50.0	60.0	66.7	Median	2.00
Bachelor/University degree	5	27.8	33.3	100.0	Mode	2
Total	15	83.3	100.0		Std.Deviation	.594
Missing System	3	16.7				
Total	18	100.0				

Table 19 presents the educational level in the total number of respondents in hotel M3. From the total number of respondents (18), one (or 5.6%) has reported primary school as his/her education, nine (or 50%) have reported high school as their educational level, five (or 27.8%) have reported bachelor/university degree as their educational level, and three have decided to not answer this question. The mean is 2.27, the median is 2.00, the mode is 2 and the standard deviation is .594.

The statistics that were presented previously show the results in the hotel M3 in total. Next the results are displayed by department. The number of employees nor their gender was not shown for each department in order to protect their privacy since in some departments might be obvious who the respondents were.

4.3.1 General Manager

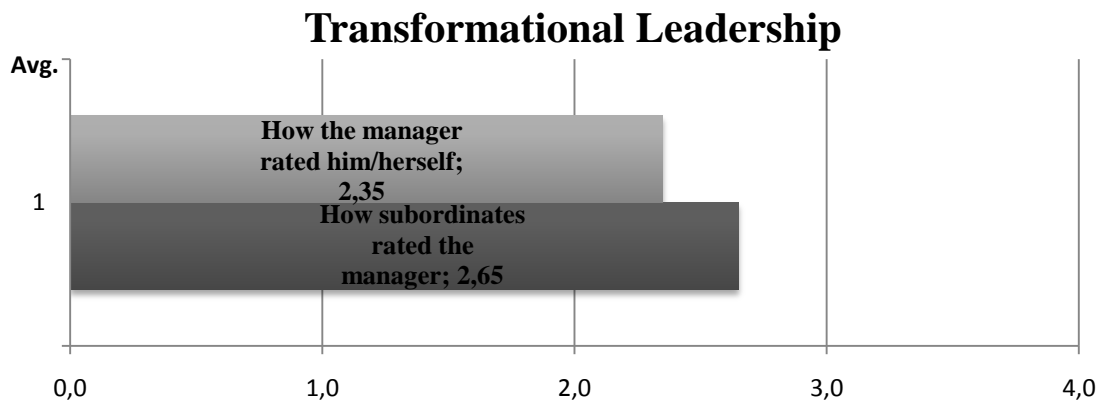


Figure 69-General’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 69 presents the data that was gathered in the total number of respondents rating the general manager in hotel M3. The data is presented both as how the manager rated him/herself (2.35 out of 4) and how subordinates rated the manager (2.65 out of 4).

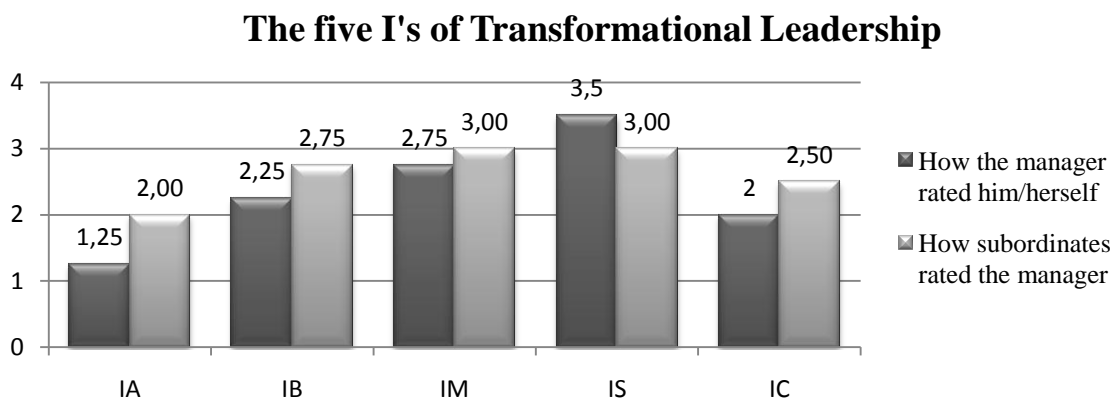


Figure 70-General’s Manager five I’s of transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 70 presents the five I’s of transformational leadership as rated by the general manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 1.25 out of 4 and his/her subordinates rated the manager as 2.00 out of 4; in

idealized influence (behavioral) the manager rated him/herself as 2.25 out of 4 and his/her subordinates rated him/her as 2.75 out of 4; in inspirational motivation the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 3 out of 4; in intellectual satisfaction the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 3 out of 4; in individualizes consideration the manager rated him/herself as 2 out of 4 and his/her subordinates rated him/her as 2.50 out of 4.

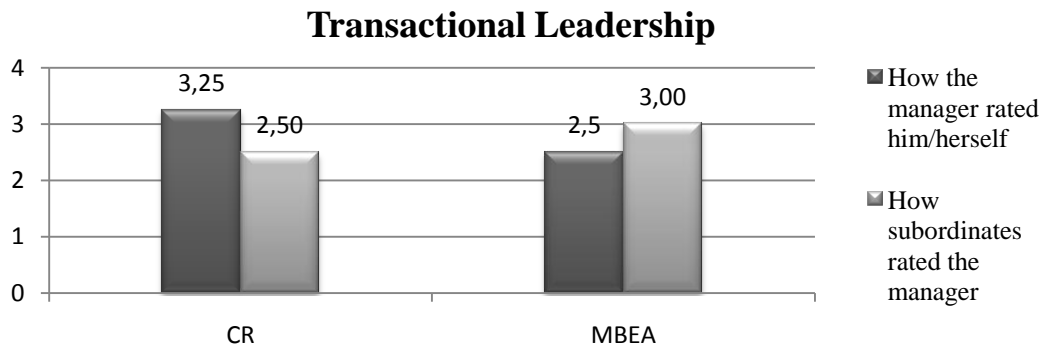


Figure 71-General's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 71 presents the transactional leadership (contingent reward and management-by-exception active) of the general manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.25 out of 4 and as rated by his/her subordinates is 2.50 out of 4. The management-by-exception (attributed) is 2.5 out of 4 (as rated by the manager) and 3 out of 4 (as rated by his/her subordinates).

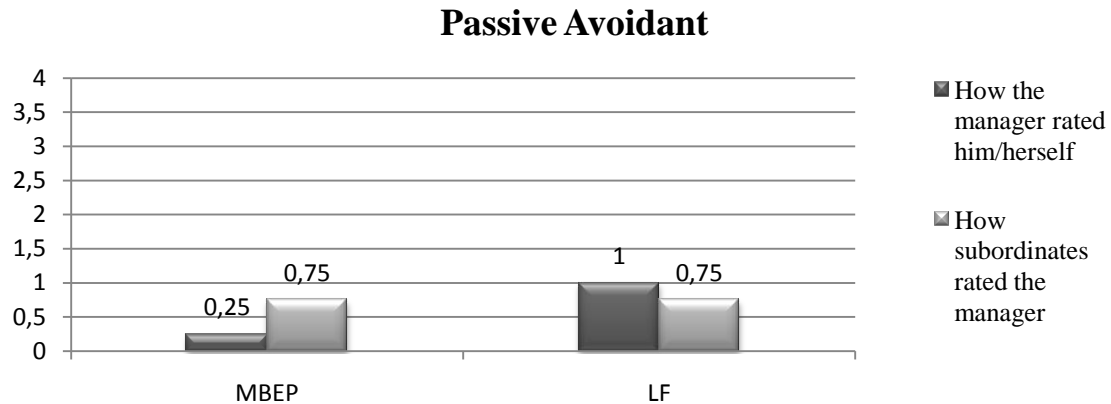


Figure 72-General's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 72 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the general manager. Management-by-exception (passive) is 0.25 (as rated by the manager) out of 4 and 0.75 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 1 out of 4 (as rated by the manager) and 0.75 out of 4 (as rated by his/her subordinates).

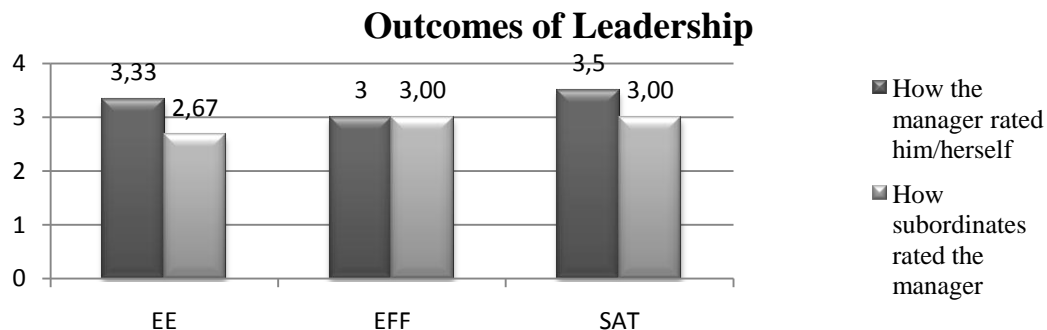


Figure 73-General's Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 73 presents general's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.33 out of 4 (as rated by the manager him/herself) and 2.67 out of 4 (as rated by his/her subordinates); the effectiveness of the general manager is 3 out of 4 (as rated by the manager) and 3 out of 4 (as

rated by his/her subordinates); the satisfaction is 3.5 out of 4 (as rated by the manager) and 3 out of 4 (as rated by his/her subordinates).

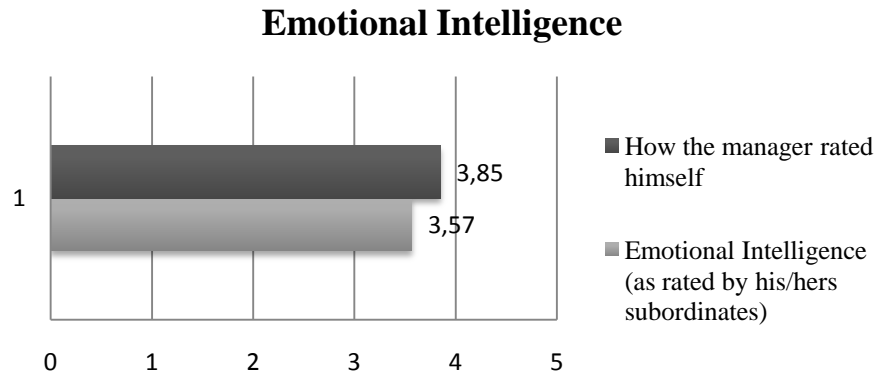


Figure 74-General’s Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 74 presents the emotional intelligence of the general manager as rated by the manager him/herself (3.85 out of 5) and as rated by his/her subordinates (3.57 out of 5).

4.3.2 Restaurant Manager

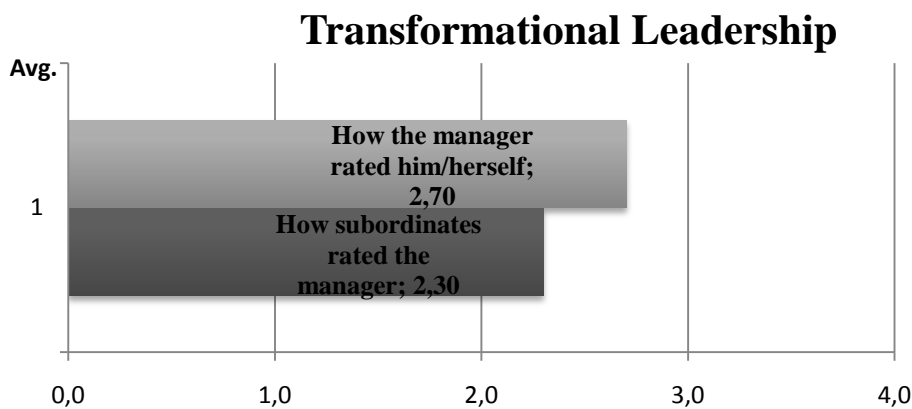


Figure 75-Restaurant’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 75 presents the data that was gathered in the total number of respondents rating the restaurant manager in hotel M3. The data is presented both as how the manager rated him/herself (2.70 out of 4) and how subordinates rated the manager (2.30 out of 4).

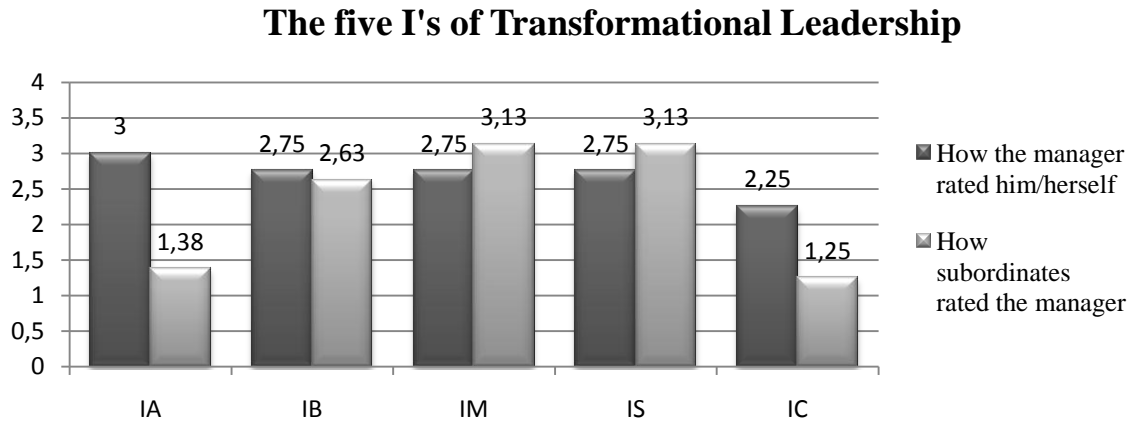


Figure 76-Restaurant's Manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 76 presents the five I's of transformational leadership as rated by the restaurant manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 3 out of 4 and his/her subordinates rated the manager as 1.38 out of 4; in idealized influence (behavioral) the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 2.63 out of 4; in inspirational motivation the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 3.13 out of 4; in intellectual satisfaction the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 3.13 out of 4; in individualized consideration the manager rated him/herself as 2.25 out of 4 and his/her subordinates rated him/her as 1.25 out of 4.

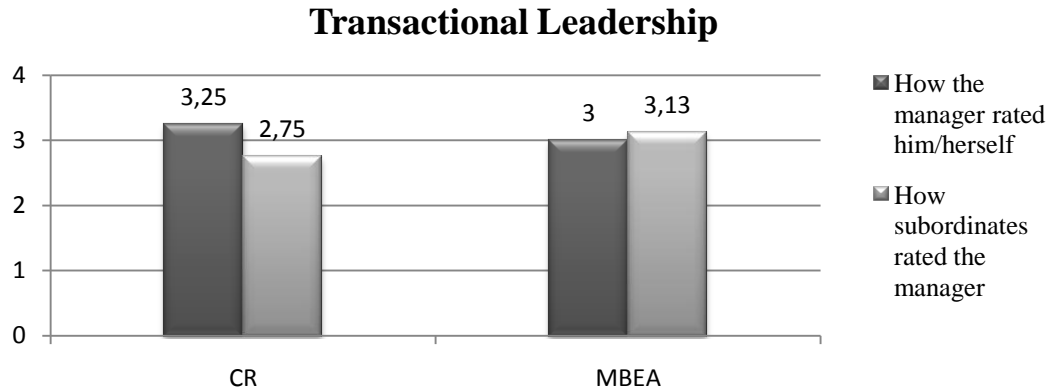


Figure 77-Restaurant's Manager transactional leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 77 presents the transactional leadership (contingent reward and management-by-exception active) of the restaurant manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.25 out of 4 and as rated by his/her subordinates is 2.75 out of 4. The management-by-exception (attributed) is 3 out of 4 (as rated by the manager) and 3.13 out of 4 (as rated by his/her subordinates).

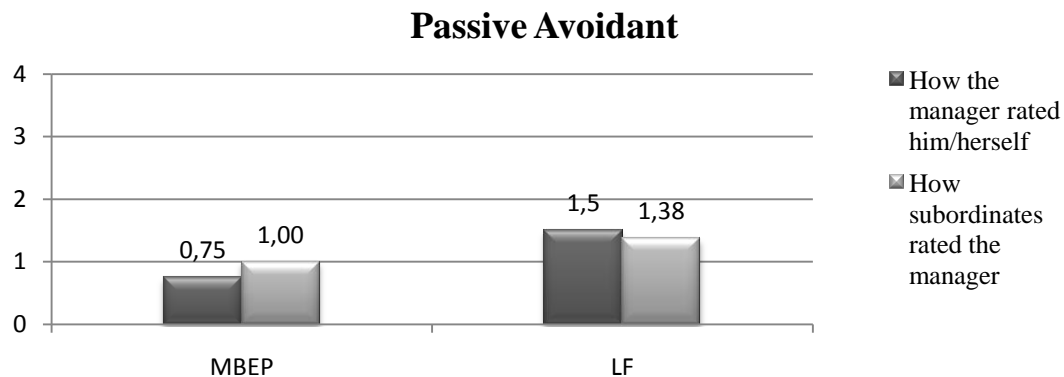


Figure 78-Restaurant's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 78 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the restaurant manager. Management-by-exception (passive) is 0.75 (as rated by the manager) out of 4 and 1 out of 4 as rated by manager's subordinates. Laissez-Faire

leadership style is 1.5 out of 4 (as rated by the manager) and 1.38 out of 4 (as rated by his/her subordinates).

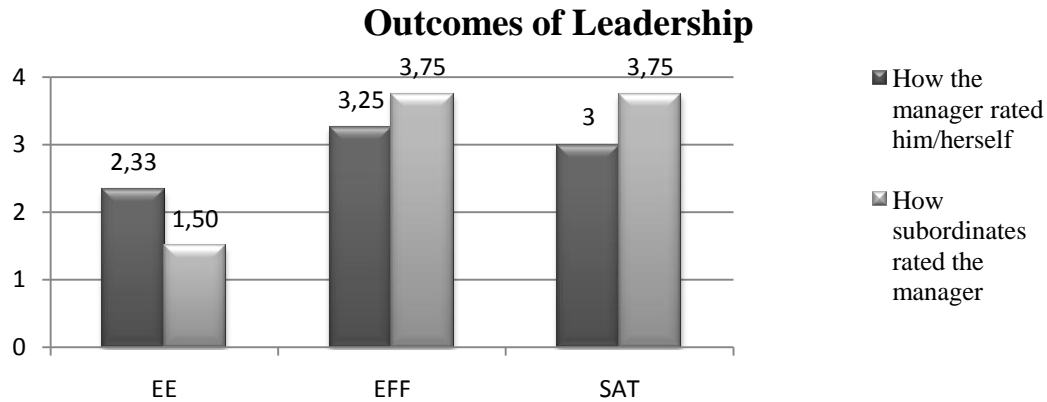


Figure 79-Restaurant’s Manager Outcome of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 79 presents restaurant’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2.33 out of 4 (as rated by the manager him/herself) and 1.50 out of 4 (as rated by his/her subordinates); the effectiveness of the restaurant manager is 3.25 out of 4 (as rated by the manager) and 3.75 out of 4 (as rated by his/her subordinates); the satisfaction is 3 out of 4 (as rated by the manager) and 3.75 out of 4 (as rated by his/her subordinates).

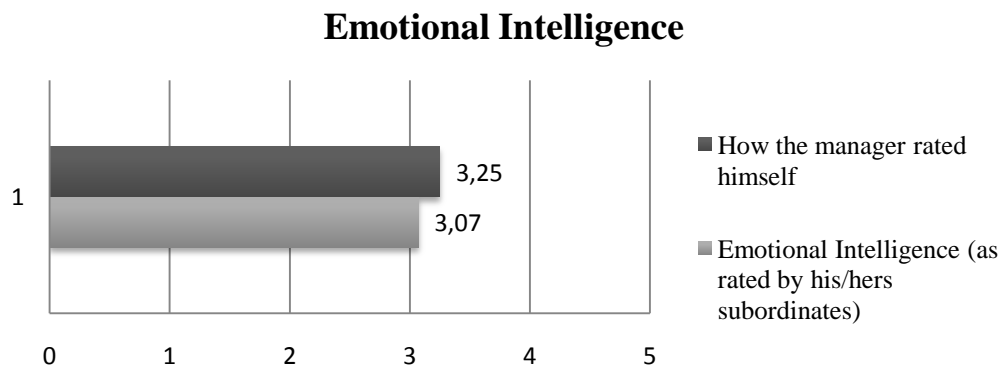


Figure 80-Restaurant’s Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 80 presents the emotional intelligence of the restaurant manager as rated by the manager him/herself (3.25 out of 5) and as rated by his/her subordinates (3.07 out of 5).

4.3.3 Housekeeping Manager

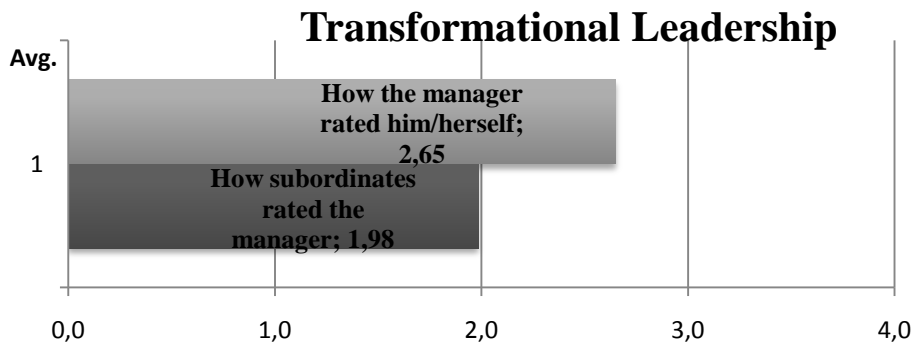


Figure 81-Housekeeping’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 81 presents the data that was gathered in the total number of respondents rating the housekeeping manager in hotel M3. The data is presented both as how the manager rated him/herself (2.65 out of 4) and how subordinates rated the manager (1.98 out of 4).

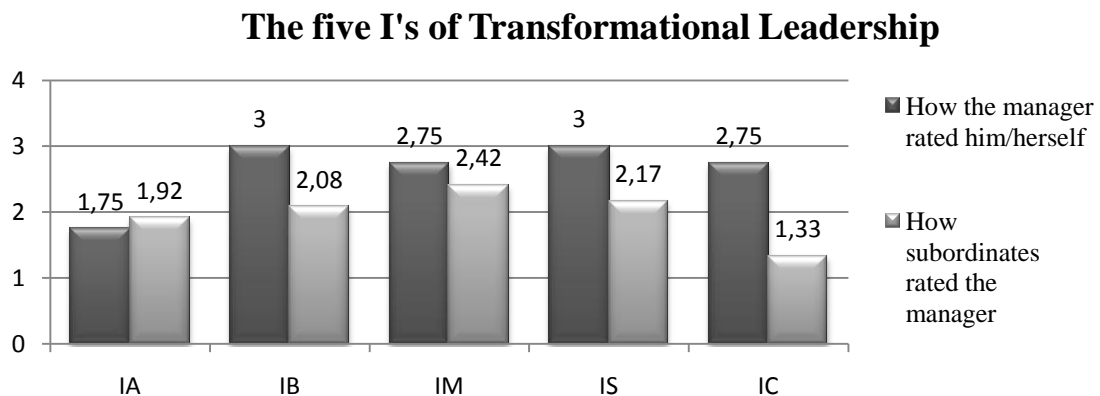


Figure 82-Housekeeping’s Manager five I’s of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 82 presents the five I's of transformational leadership as rated by the housekeeping manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 1.75 out of 4 and his/her subordinates rated the manager as 1.92 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.08 out of 4; in inspirational motivation the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 2.42 out of 4; in intellectual satisfaction the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.17 out of 4; in individualized consideration the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 1.33 out of 4.

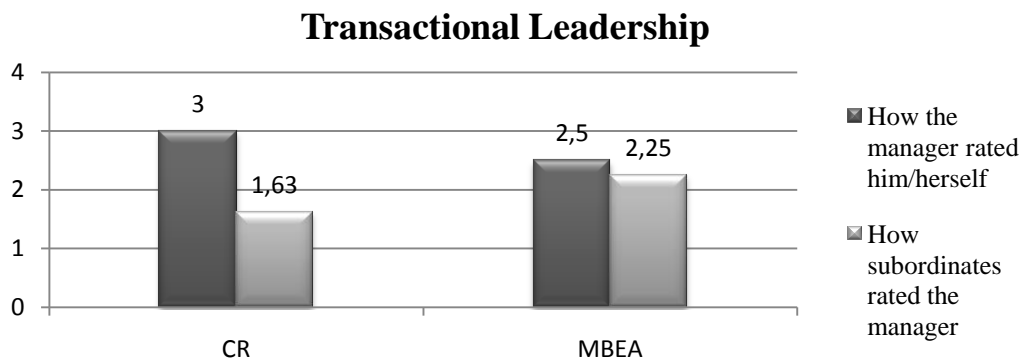


Figure 83-Housekeeping's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 83 presents the transactional leadership (contingent reward and management-by-exception active) of the housekeeping manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3 out of 4 and as rated by his/her subordinates is 1.63 out of 4. The management-by-exception (attributed) is 2.5 out of 4 (as rated by the manager) and 2.25 out of 4 (as rated by his/her subordinates).

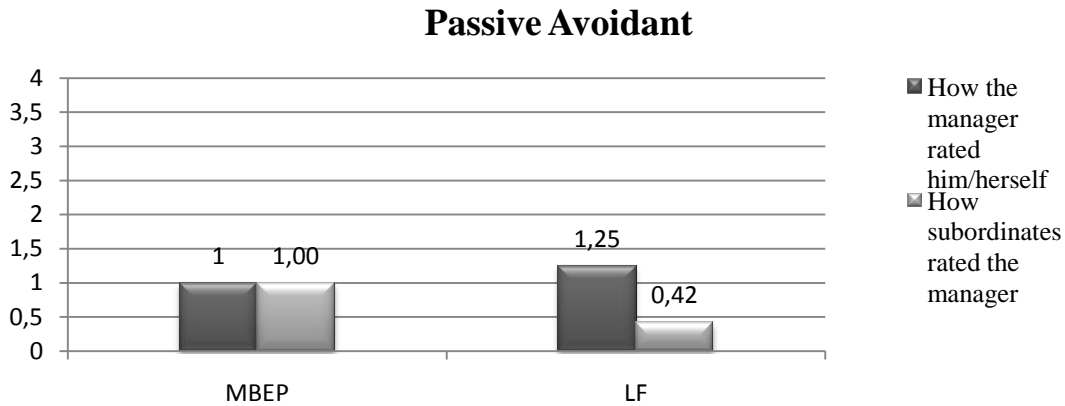


Figure 84-Housekeeping's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 84 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of housekeeping manager. Management-by-exception (passive) is 1 (as rated by the manager) out of 4 and 1 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 1.25 out of 4 (as rated by the manager) and 0.42 out of 4 (as rated by his/her subordinates).

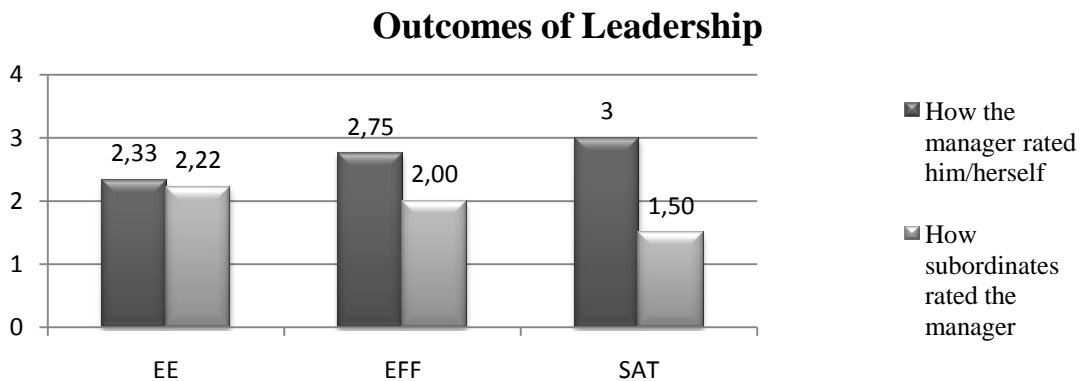


Figure 85-Housekeeping's Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 85 presents housekeeping's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2.33 out of 4 (as rated by the manager him/herself) and 2.22 out of 4 (as rated by his/her

subordinates); the effectiveness of the housekeeping manager is 2.75 out of 4 (as rated by the manager) and 2 out of 4 (as rated by his/her subordinates); the satisfaction is 3 out of 4 (as rated by the manager) and 1.50 out of 4 (as rated by his/her subordinates).

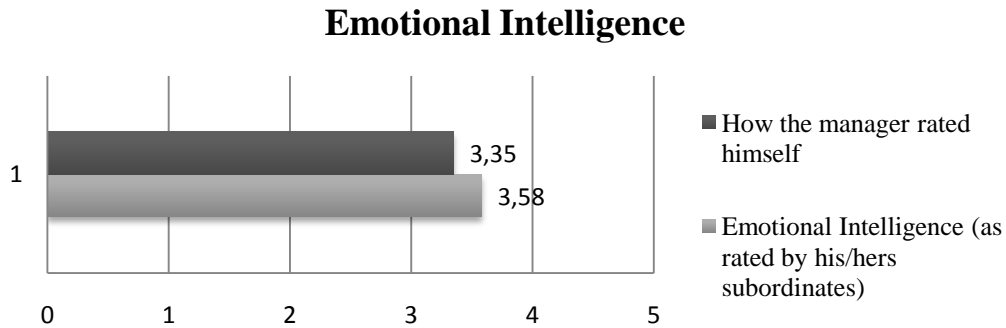


Figure 86-Housekeeping’s Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 86 presents the emotional intelligence of the housekeeping manager as rated by the manager him/herself (3.35 out of 5) and as rated by his/her subordinates (3.58 out of 5).

4.3.4 Kitchen Manager

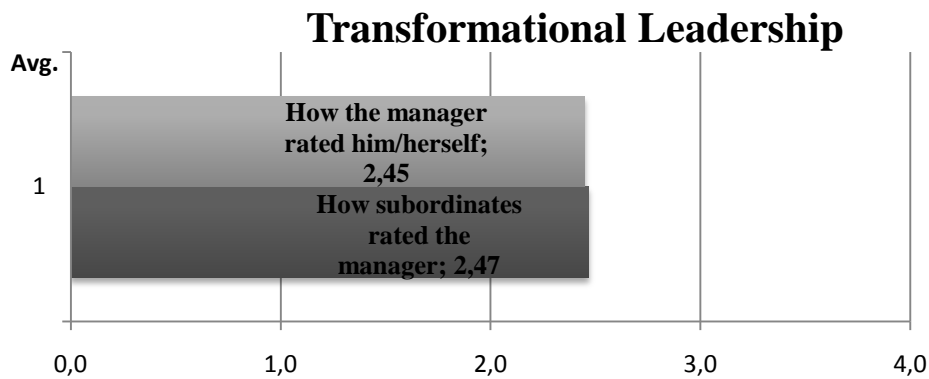


Figure 87-Kitchen’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 87 presents the data that was gathered in the total number of respondents rating the kitchen manager in hotel M3. The data is presented both as how the manager rated him/herself (2.45 out of 4) and how subordinates rated the manager (2.47 out of 4).

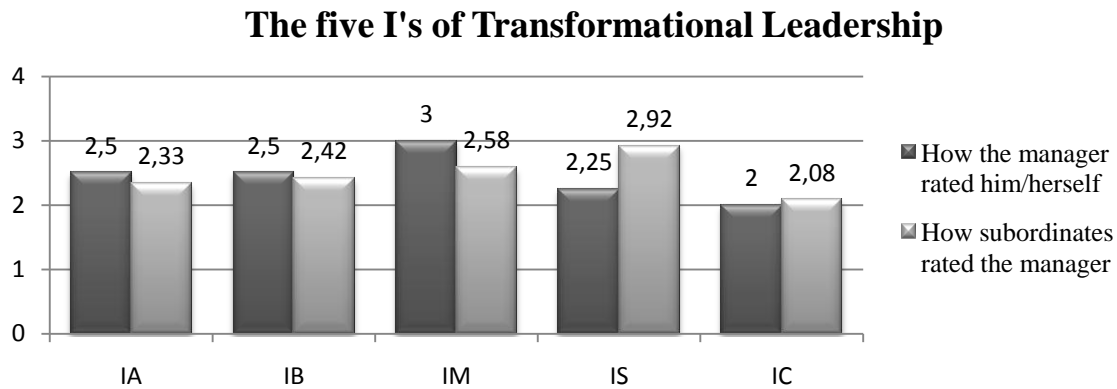


Figure 88-Kitchen's Manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 88 presents the five I's of transformational leadership as rated by the kitchen manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated the manager as 2.33 out of 4; in idealized influence (behavioral) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 2.42 out of 4; in inspirational motivation the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.58 out of 4; in intellectual satisfaction the manager rated him/herself as 2.25 out of 4 and his/her subordinates rated him/her as 2.92 out of 4; in individualized consideration the manager rated him/herself as 2 out of 4 and his/her subordinates rated him/her as 2.08 out of 4.

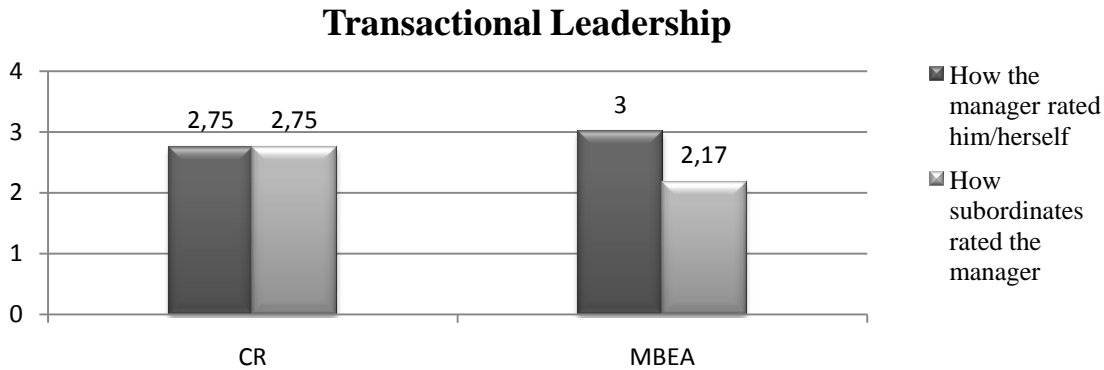


Figure 89-Kitchen's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 89 presents the transactional leadership (contingent reward and management-by-exception active) of the kitchen manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.75 out of 4 and as rated by his/her subordinates is 2.75 out of 4. The management-by-exception (attributed) is 3 out of 4 (as rated by the manager) and 2.17 out of 4 (as rated by his/her subordinates).

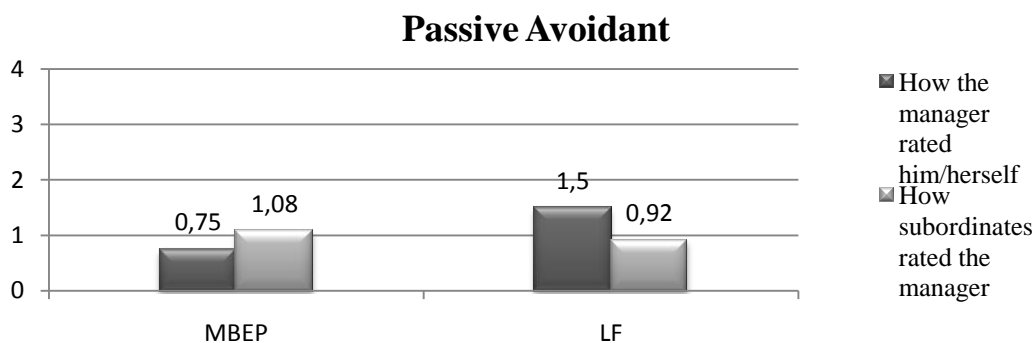


Figure 90-Kitchen's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 90 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of kitchen manager. Management-by-exception (passive) is 0.75 (as rated by the

manager) out of 4 and 1.08 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 1.5 out of 4 (as rated by the manager) and 0.92 out of 4 (as rated by his/her subordinates).

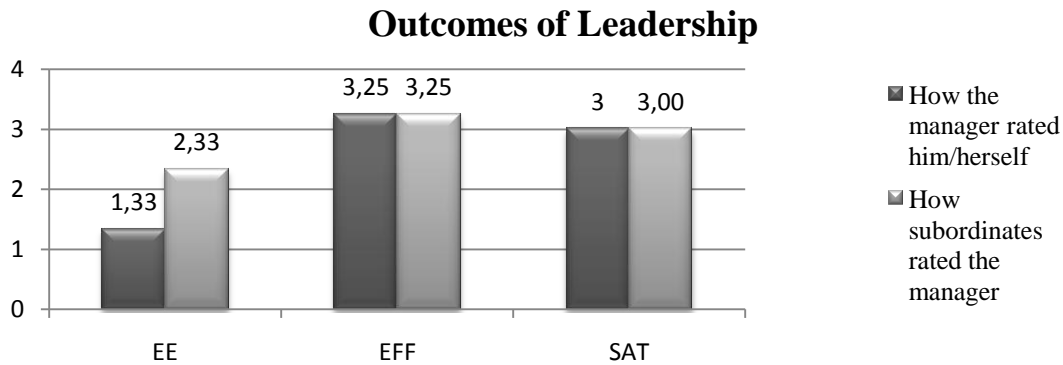


Figure 91-Kitchen’s Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 91 presents kitchen’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 1.33 out of 4 (as rated by the manager him/herself) and 2.33 out of 4 (as rated by his/her subordinates); the effectiveness of the kitchen manager is 3.25 out of 4 (as rated by the manager) and 3.25 out of 4 (as rated by his/her subordinates); the satisfaction is 3 out of 4 (as rated by the manager) and 3 out of 4 (as rated by his/her subordinates).

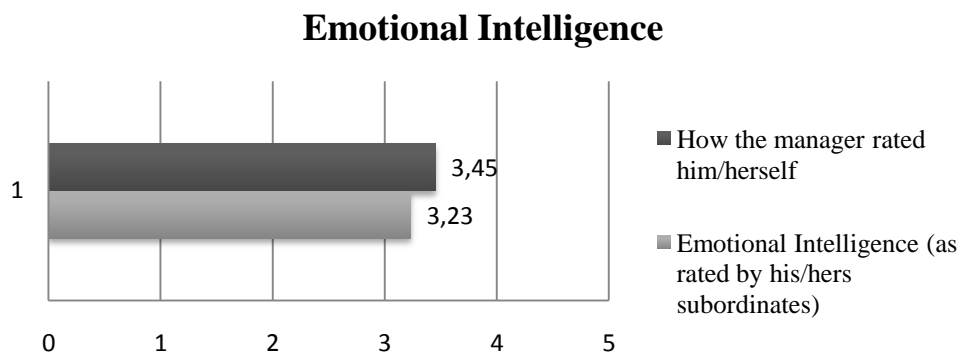


Figure 92-Kitchen’s Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 92 presents the emotional intelligence of the kitchen manager as rated by the manager him/herself (3.45 out of 5) and as rated by his/her subordinates (3.23 out of 5).

4.3.5 Reception Manager

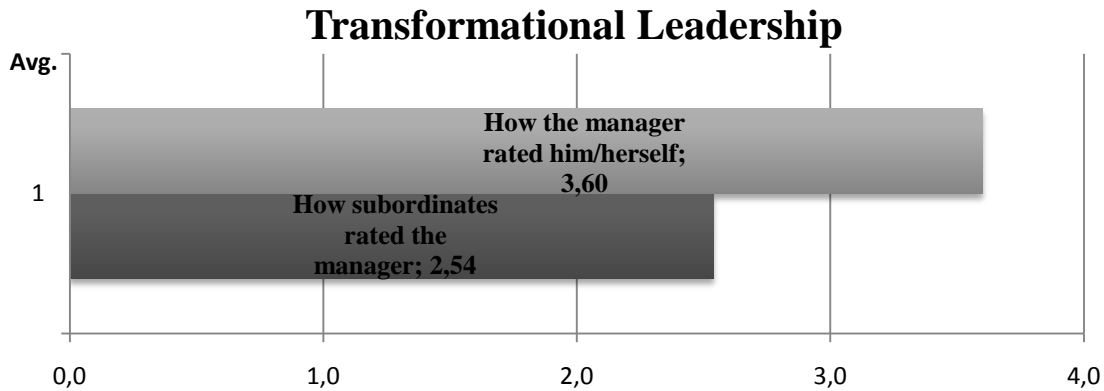


Figure 93-Reception’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 93 presents the data that was gathered in the total number of respondents rating the reception manager in hotel M3. The data is presented both as how the manager rated him/herself (3.60 out of 4) and how subordinates rated the manager (2.54 out of 4).

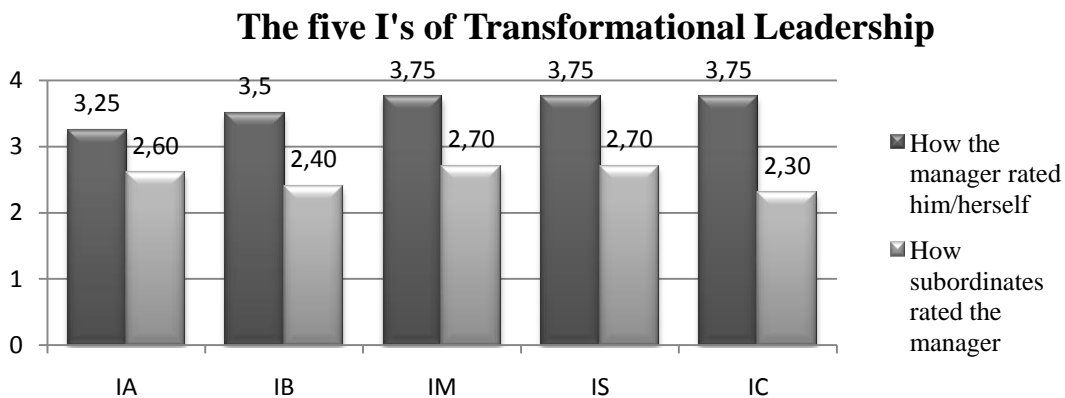


Figure 94-Reception’s Manager five I’s of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 94 presents the five I's of transformational leadership as rated by the reception manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated the manager as 2.60 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 2.40 out of 4; in inspirational motivation the manager rated him/herself as 3.75 out of 4 and his/her subordinates rated him/her as 2.70 out of 4; in intellectual satisfaction the manager rated him/herself as 3.75 out of 4 and his/her subordinates rated him/her as 2.70 out of 4; in individualized consideration the manager rated him/herself as 3.75 out of 4 and his/her subordinates rated him/her as 2.30 out of 4.

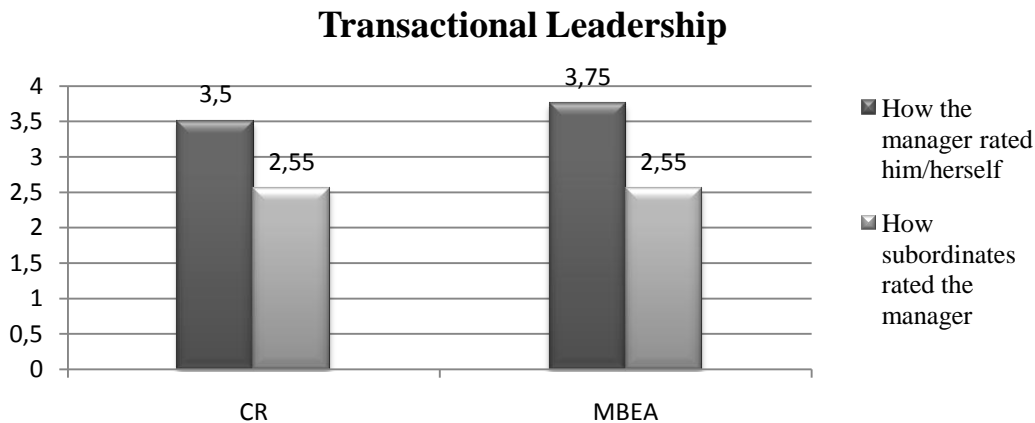


Figure 95-Reception's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 95 presents the transactional leadership (contingent reward and management-by-exception active) of the reception manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.5 out of 4 and as rated by his/her subordinates is 2.55 out of 4. The management-by-exception (attributed) is 3.75 out of 4 (as rated by the manager) and 2.55 out of 4 (as rated by his/her subordinates).

Passive Avoidant

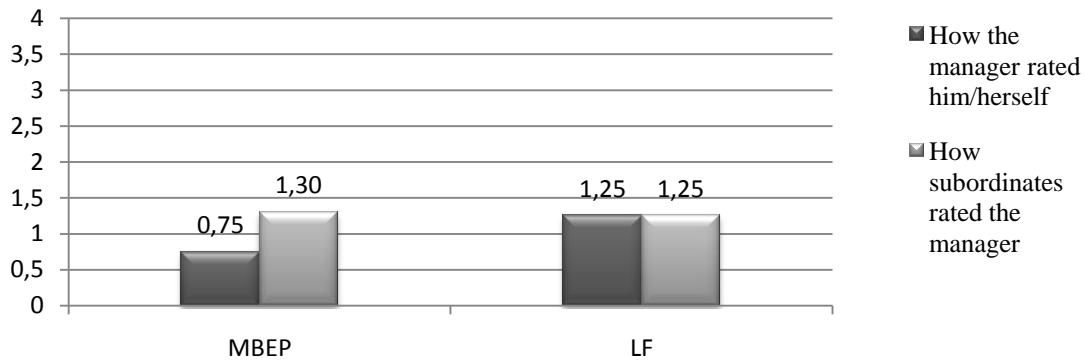


Figure 96-Reception’s Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 96 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of reception manager. Management-by-exception (passive) is 0.75 (as rated by the manager) out of 4 and 1.30 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 1.25 out of 4 (as rated by the manager) and 1.25 out of 4 (as rated by his/her subordinates).

Outcomes of Leadership

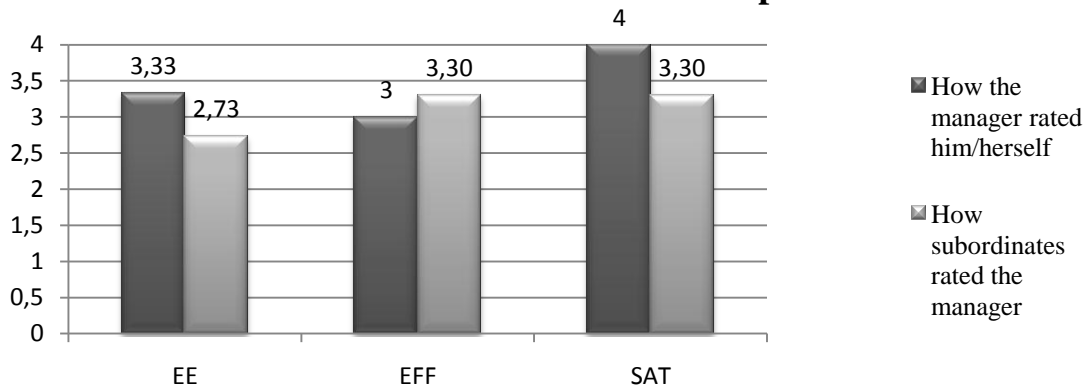


Figure 97-Reception’s Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 97 presents reception’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.33 out

of 4 (as rated by the manager him/herself) and 2.73 out of 4 (as rated by his/her subordinates); the effectiveness of the reception manager is 3 out of 4 (as rated by the manager) and 3.30 out of 4 (as rated by his/her subordinates); the satisfaction is 4 out of 4 (as rated by the manager) and 3.30 out of 4 (as rated by his/her subordinates).

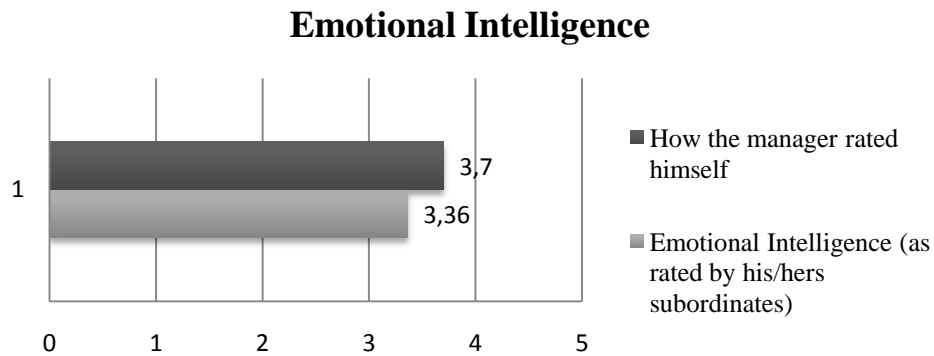


Figure 98-Reception's Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 98 presents the emotional intelligence of the restaurant manager as rated by the manager him/herself (3.7 out of 5) and as rated by his/her subordinates (3.36 out of 5).

4.4 Hotels in Macedonia in total

In order to compare the countries the researcher decided to show the data not only hotel by hotel, but in total per country as well.

Table 20

-Gender frequencies in the total number of respondents in the Republic of Macedonia

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	27	50.0	60.0	60.0
	Male	18	33.3	40.0	100.0
	Total	45	83.3	100.0	
Missing	System	9	16.7		
Total		54	100.0		

It can be seen from the table that a total number of 54 employees in the three hotels have answered the questionnaires. Nine of them (or 16.7%) have chosen to not provide the information about their gender; 27 (or 50%) of the total number are female and 18 (or 33.3%) are male.

Table 21

-Education frequencies in the total number of respondents in the Republic of Macedonia

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	2	3.7	5.4	5.4

	High School	24	44.4	64.9	70.3
	Bachelor/University degree	11	20.4	29.7	100.0
	Total	37	68.5	100.0	
Missing	System	17	31.5		
Total		54	100.0		

Table 21 which consists of education frequencies, describes what is the most frequent educational type among the total number of respondents in the Republic of Macedonia. In the study have participated a total number of 54 respondents, 17 (or 31.5%) of them have not provided the information about their level of education, 24 (or 44.45) have high school, 11 (or 20.4%) have bachelor/university degree and two (or 3.7%) have primary school. High school is the most common educational type among the total number of respondents.

Table 22

-Leadership frequencies among the leaders/managers in the Republic of Macedonia

		Leadership			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Transformational Leadership	6	11.1	37.5	37.5
	Transactional Leadership	10	18.5	62.5	100.0
	Total	16	29.6	100.0	
Missing	System	38	70.4		
Total		54	100.0		

It is obvious from table 22 that from the total number of 16 managers (both general managers and department managers), six are having transformational leadership style or 11.1% and ten are having transactional leadership style or 18.5%.

4.5 Norwegian Hotels - Hotel N1

Hotel N1 is one of the newest and most chic hotels in Stavanger. The hotel has 194 rooms, both single and double, with providing the best possible comfort, whether for business or leisure stays. Hotel N1 is a part of one of the biggest hotel chains, which provides high class standards. It has to be noted that hotels in Norway do not have hotel standardization as the one in the other countries (the most common standardization with stars*). The hotel has outsourced most of its departments, and has only one department under the general's manager supervision. Therefore this fact can be a limitation in the case study for this hotel (only one person rating the general manager) but it does not decrease the significance of the rating.

Table 23

-Gender in the total number of respondents in hotel N1

		Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
						Missing	7
						Mean	0
Valid	Female	5	71.4	71.4	71.4	Median	1.29
	Male	2	28.6	28.6	100.0	Mode	1.00
	Total	7	100.0	100.0			1
							.488
						Std.Deviation	

Table 23 presents gender frequencies in the total number of respondents in hotel N1. Out of seven respondents, five (or 71.4%) of them are female and two (or 28.6%) are male. The mean is 1.29, the median is 1.00, the mode is 1 and the standard deviation is .488.

Table 24

-Education in the total number of respondents in hotel N1

		Education					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	7
						Missing	0
Valid	High School	2	28.6	28.6	28.6	Mean	2.71
	Bachelor/University degree	5	71.4	71.4	100.0	Median	3.00
	Total	7	100.0	100.0		Mode	3
							.488
						Std.Deviation	

Table 24 presents the educational level of the total number of respondents in hotel N1. Out of seven respondents, two of them (or 28.6%) have reported high school as their level of education, and five (or 71.4%) have reported bachelor/university degree as their level of education. The mean is 2.71, the median is 3.00, the mode is 3 and the standard deviation is .488.

The statistics that were presented previously show the results in the hotel N1 in total. Next the results are displayed by department. The number of employees nor their gender was not shown for each department in order to protect their privacy since in some departments might be obvious who the respondents were.

4.5.1 General Manager

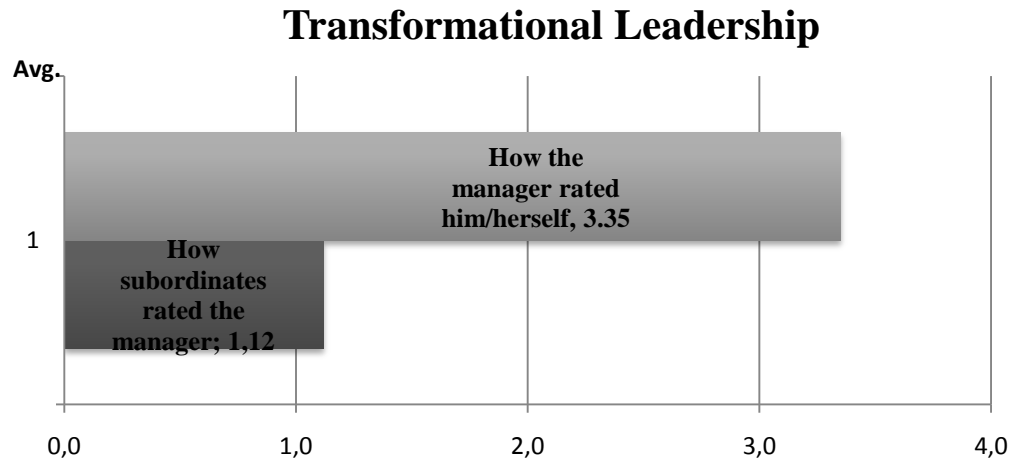


Figure 99-General’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 99 presents the data that was gathered in the total number of respondents rating the general manager in hotel N1. The data is presented both as how the manager rated him/herself (3.35 out of 4) and how subordinates rated the manager (1.12 out of 4).

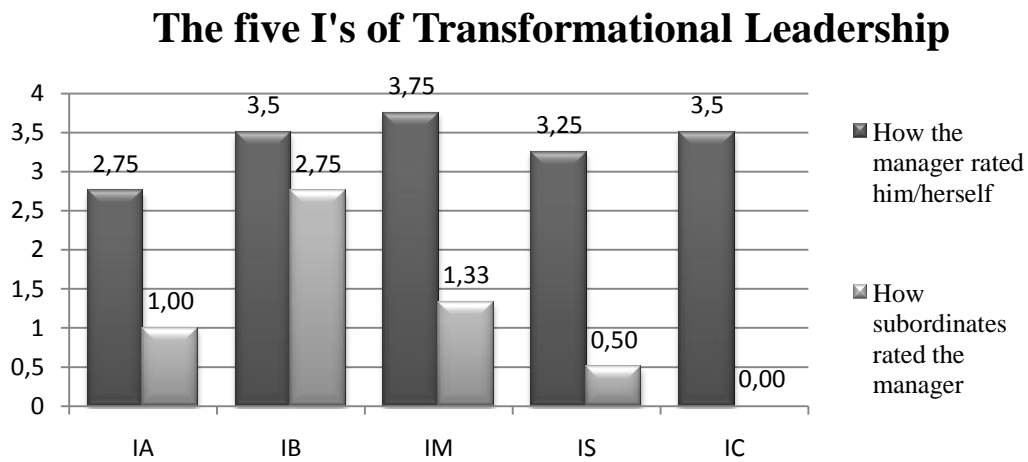


Figure 100-General’s Manager five I’s of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 100 presents the five I’s of transformational leadership as rated by the general manager and as rated by his/her subordinates. In idealized influence (attributed) the manager

rated him/herself as 2.75 out of 4 and his/her subordinates rated the manager as 1 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 2.75 out of 4; in inspirational motivation the manager rated him/herself as 3.75 out of 4 and his/her subordinates rated him/her as 1.33 out of 4; in intellectual satisfaction the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 0.50 out of 4; in individualized consideration the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 0 out of 4.

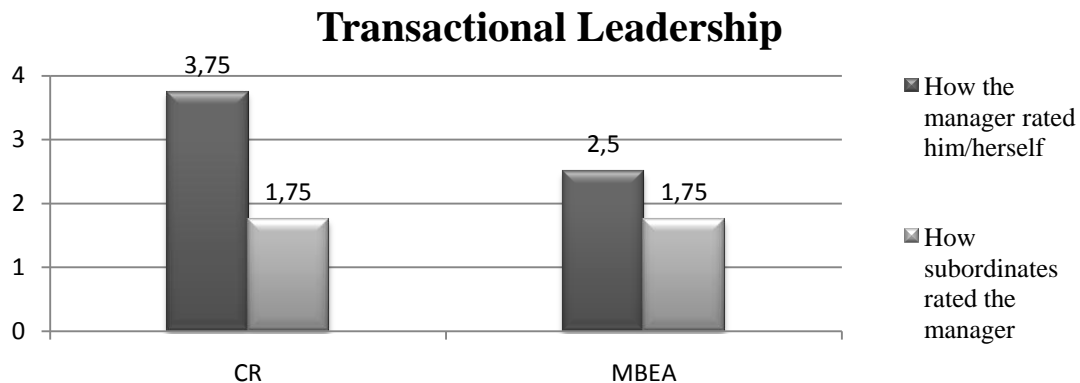


Figure 101-General's Manger transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 101 presents the transactional leadership (contingent reward and management-by-exception active) of the general manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.75 out of 4 and as rated by his/her subordinates is 1.75 out of 4. The management-by-exception (attributed) is 2.5 out of 4 (as rated by the manager) and 1.75 out of 4 (as rated by his/her subordinates).

Passive Avoidant

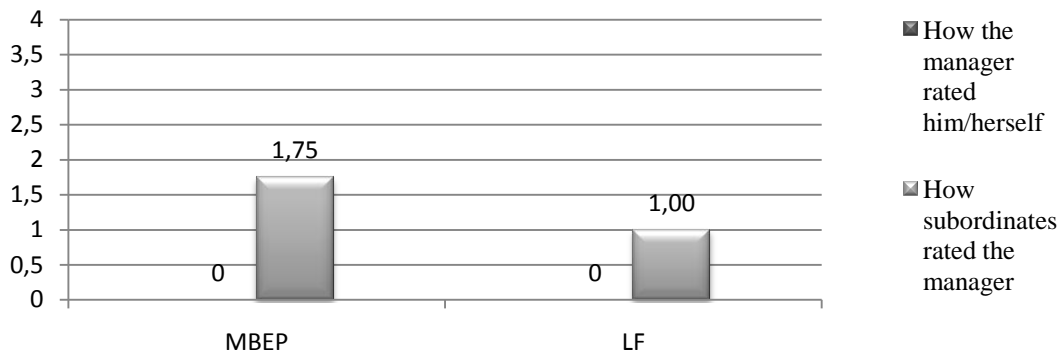


Figure 102-General’s Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 102 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the general manager. Management-by-exception (passive) is 0 (as rated by the manager) out of 4 and 1.75 out of 4 as rated by manager’s subordinates. Laissez-Faire leadership style is 0 out of 4 (as rated by the manager) and 1.00 out of 4 (as rated by his/her subordinates).

Outcomes of Leadership

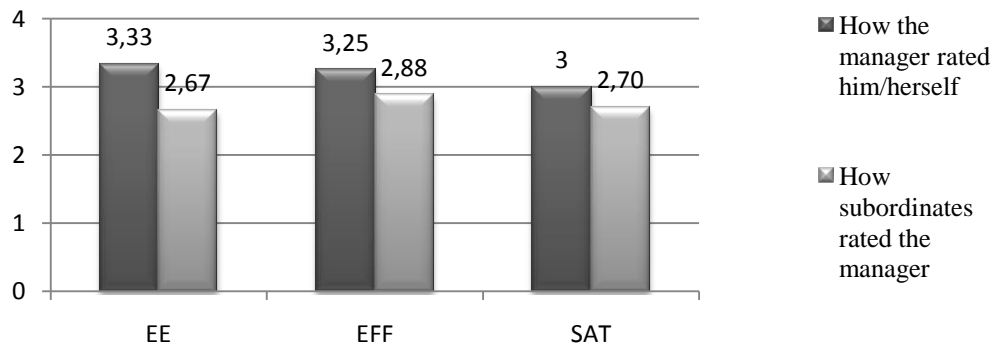


Figure 103-General’s Manager Outcomes of leadership (how the general manager rated him/herself and how subordinates rated the manager)

Figure 103 presents general’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.33 out of 4 (as rated by the manager him/herself) and 2.67 out of 4 (as rated by his/her subordinates);

the effectiveness of the general manager is 3.25 out of 4 (as rated by the manager) and 2.88 out of 4 (as rated by his/her subordinates); the satisfaction is 3 out of 4 (as rated by the manager) and 2.70 out of 4 (as rated by his/her subordinates).

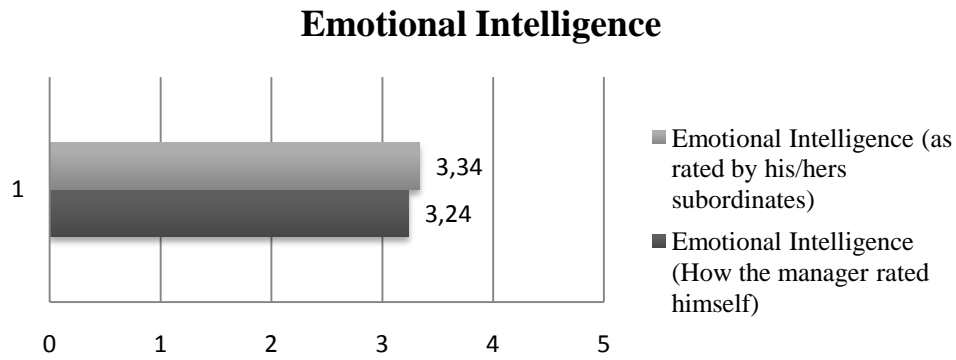


Figure 104-General’s Manager emotional intelligence (how the general manager rated him/herself and how subordinates rated the general manager)

Figure 104 presents the emotional intelligence of the general manager as rated by the manager him/herself (3.34 out of 5) and as rated by his/her subordinates (3.24 out of 5).

4.5.2 Reception Manager

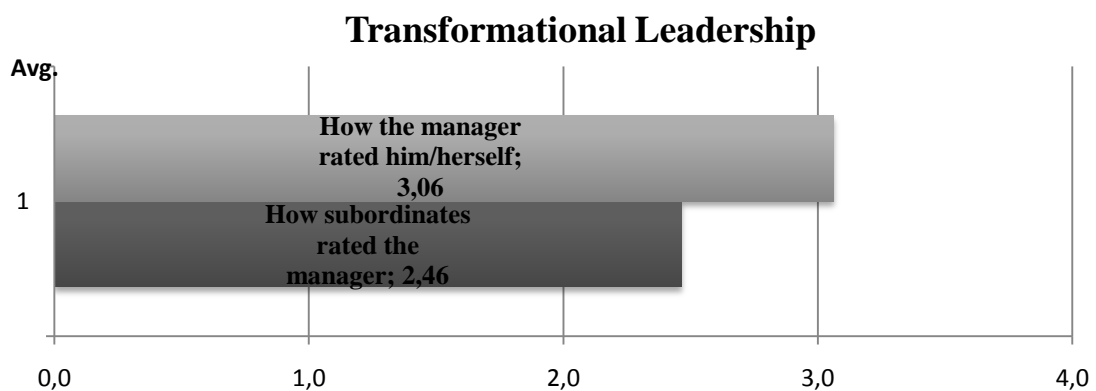


Figure 105-Reception’s manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 105 presents the data that was gathered in the total number of respondents rating the reception manager in hotel N1. The data is presented both as how the manager rated him/herself (3.06 out of 4) and how subordinates rated the manager (2.46 out of 4).

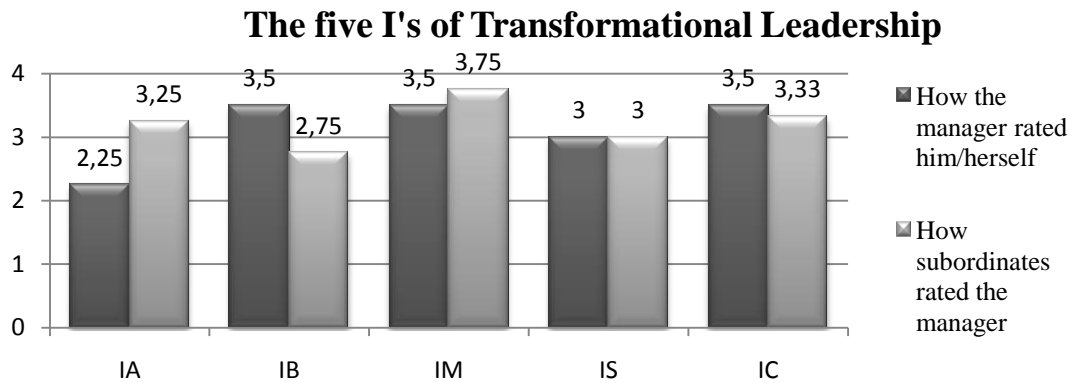


Figure 106-Reception's Manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 106 presents the five I's of transformational leadership as rated by the reception manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.25 out of 4 and his/her subordinates rated the manager as 3.25 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 2.75 out of 4; in inspirational motivation the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 3.75 out of 4; in intellectual satisfaction the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 3 out of 4; in individualized consideration the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 3.33 out of 4.

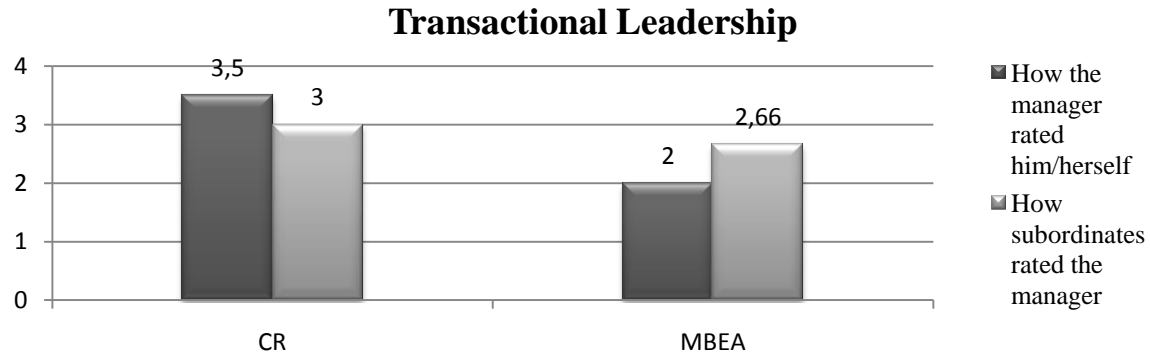


Figure 107-Reception's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 107 presents the transactional leadership (contingent reward and management-by-exception active) of the reception manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.5 out of 4 and as rated by his/her subordinates is 3 out of 4. The management-by-exception (attributed) is 2 out of 4 (as rated by the manager) and 2.66 out of 4 (as rated by his/her subordinates).

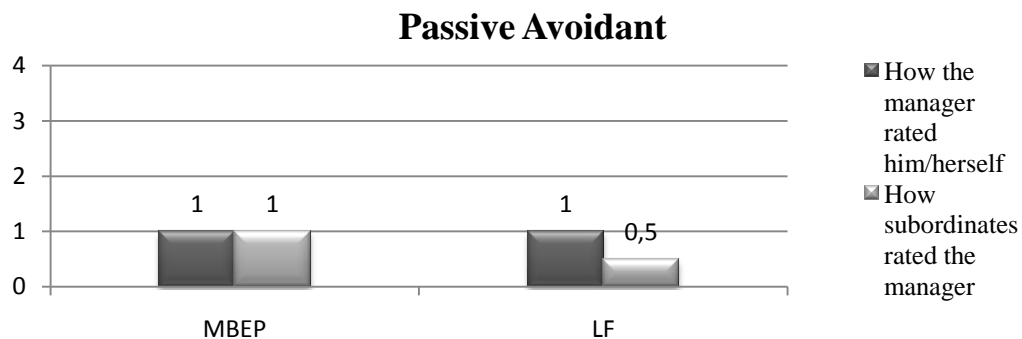


Figure 108-Reception's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 108 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the reception manager. Management-by-exception (passive) is 1 (as rated by the manager) out of 4 and 1 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 1 out of 4 (as rated by the manager) and 0.5 out of 4 (as rated by his/her subordinates).

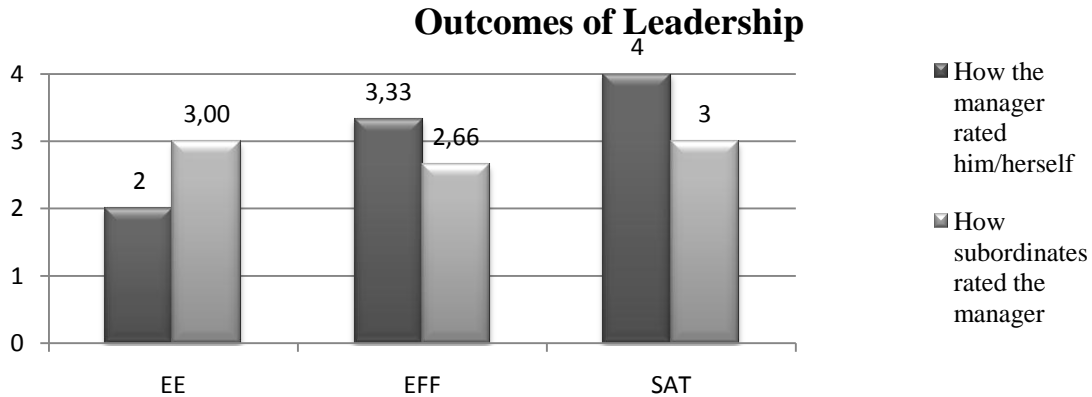


Figure 109-Reception’s Manager Outcomes of Leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 109 presents reception’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2 out of 4 (as rated by the manager him/herself) and 3 out of 4 (as rated by his/her subordinates); the effectiveness of the reception manager is 3.33 out of 4 (as rated by the manager) and 2.66 out of 4 (as rated by his/her subordinates); the satisfaction is 4 out of 4 (as rated by the manager) and 3 out of 4 (as rated by his/her subordinates).

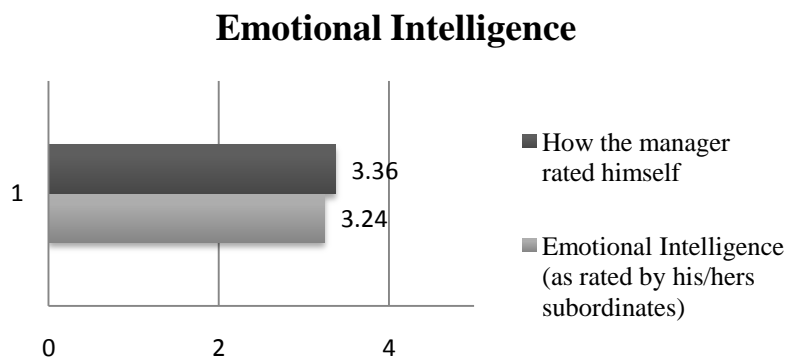


Figure 110-Reception’s Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 110 presents the emotional intelligence of the reception manager as rated by the manager him/herself (3.36 out of 5) and as rated by his/her subordinates (3.24 out of 5).

4.6 Hotel N2

Hotel N2 is situated in the northern part of Norway, in the region of Romsdalen. It provides fantastic view of the fjord and to Romsdalen's 222 mountain peaks. The hotel has a total of 163 rooms, including 120 rooms that have south-wards facing balcony. The hotel has added a new course-and conference department that it is able to organize meetings and conferences for up to 400 participants. With the total of 12 meeting rooms, the hotel offers flexible solutions providing the latest state of art technique.

Both hotels, N1 and N2, are part of the same hotel chain in Norway, and it will be interesting to see whether the leadership style changes from a hotel to hotel, or the generalization of the hotels (as part of the chain), strive to provide the same conditions and styles, not only for the guests, but for the employees as well.

Table 25

-Gender in the total number of respondents in hotel N2

		Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	15
						Missing	5
Valid	Female	11	55.0	73.3	73.3	Mean	1.27
	Male	4	20.0	26.7	100.0	Median	1.00
	Total	15	75.0	100.0		Mode	1
			25.0			Std.Deviation	
Missing	System	5					.458
			100.0				
Total		20					

Table 25 presents gender frequencies in the total number of respondents in hotel N2. Out of the total number of respondents in hotel N2 (20), 11 (or 55%) are female, four (or 20%) are

male, and five (or 25%) have decided to not answer the question. The mean is 1.27, the median is 1.00, the mode is 1 and the standard deviation is .458.

Table 26

-Education in the total number of respondents in hotel N2

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	11	55.5	78.6	78.6
	Bachelor/University degree	3	15.0	21.4	100.0
	Total	14	70.0	100.0	
Missing	System	6	30.0		
Total		20	100.0		

Table 26 presents the educational level of the total number of respondents in hotel N2. Out of the total number of respondents (20), 11 (or 55.5%) have declared high school as their educational level, three (or 15%) have declared bachelor/university degree as their educational level and six have decided to not provide the answer to this question.

Table 27

-Leadership in the total number of managers in hotel N2

		Leadership				N Valid	
		Frequency	Percent	Valid Percent	Cumulative Percent	Missing	
Valid	Transformational Leadership	4	80.0	80.0	80.0	Mean	1.20
							5
							0

Transactional Leadership	1	20.0	20.0	100.0	Median	1.00
Total	5	100.0	100.0		Mode	1
					Std.Deviation	.447

Table 27 presents the leadership in the total number of managers in hotel N2. Out of the total number of managers (5), four of them (or 80%) are transformational leaders and one is transactional leader. The mean is 1.20, the median is 1.00, the mode is 1 and the standard deviation is .447.

The statistics that were presented previously show the results in the hotel N2 in total. Next the results are displayed by department. The number of employees nor their gender was not shown for each department in order to protect their privacy since in some departments might be obvious who the respondents were.

4.6.1 General Manager

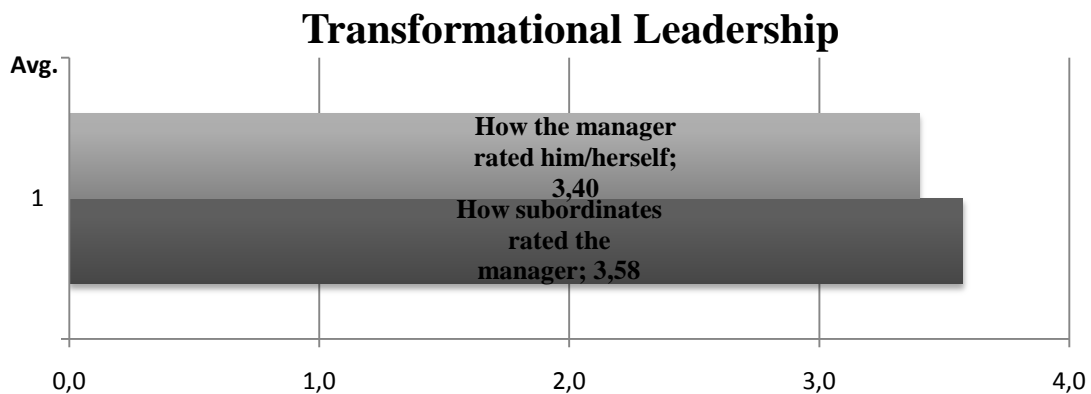


Figure 111-General's Manager transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 111 presents the data that was gathered in the total number of respondents rating the general manager in hotel N2. The data is presented both as how the manager rated him/herself (3.40 out of 4) and how subordinates rated the manager (3.58 out of 4).

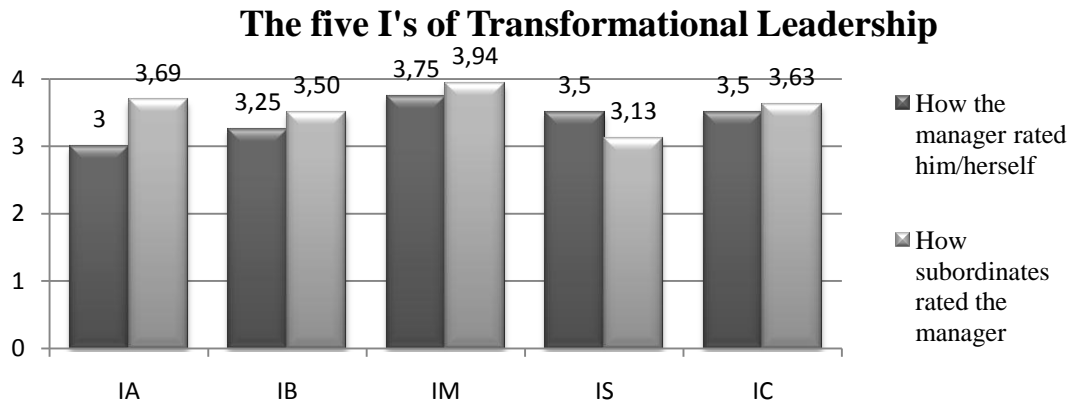


Figure 112-General's Manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 112 presents the five I's of transformational leadership as rated by the general manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 3 out of 4 and his/her subordinates rated the manager as 3.69 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 3.50 out of 4; in inspirational motivation the manager rated him/herself as 3.75 out of 4 and his/her subordinates rated him/her as 3.94 out of 4; in intellectual satisfaction the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 3.13 out of 4; in individualized consideration the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 3.63 out of 4.

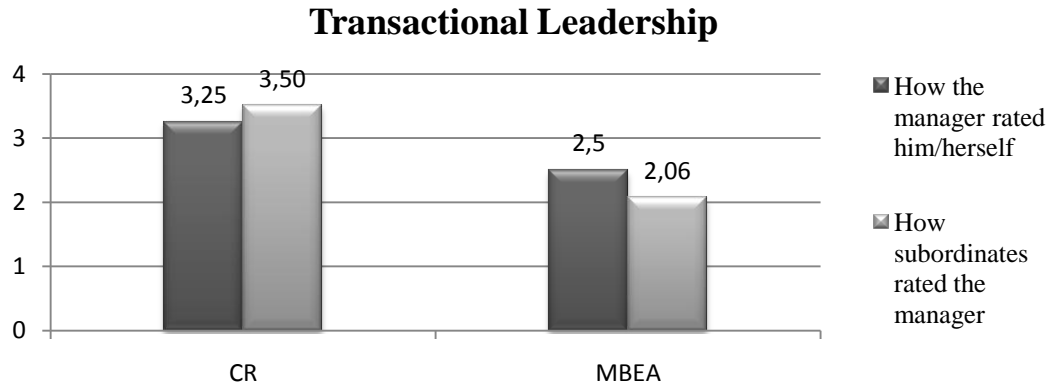


Figure 113-General's Manager transactional leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 113 presents the transactional leadership (contingent reward and management-by-exception active) of the general manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.25 out of 4 and as rated by his/her subordinates is 3.50 out of 4. The management-by-exception (attributed) is 2.5 out of 4 (as rated by the manager) and 2.06 out of 4 (as rated by his/her subordinates).

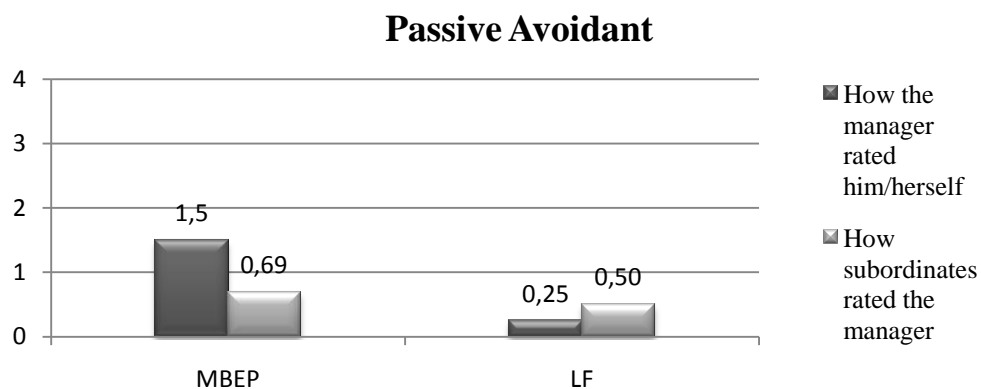


Figure 114-General's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 114 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the general manager. Management-by-exception (passive) is 1.5 (as rated by

the manager) out of 4 and 0.69 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 0.25 out of 4 (as rated by the manager) and 0.5 out of 4 (as rated by his/her subordinates).

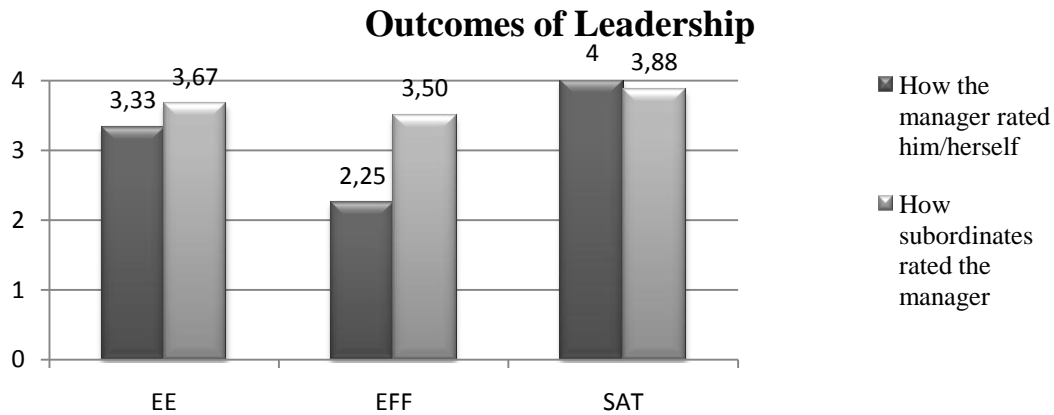


Figure 115-General's Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 115 presents general's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.33 out of 4 (as rated by the manager him/herself) and 3.67 out of 4 (as rated by his/her subordinates); the effectiveness of the reception manager is 2.25 out of 4 (as rated by the manager) and 3.50 out of 4 (as rated by his/her subordinates); the satisfaction is 4 out of 4 (as rated by the manager) and 3.88 out of 4 (as rated by his/her subordinates).

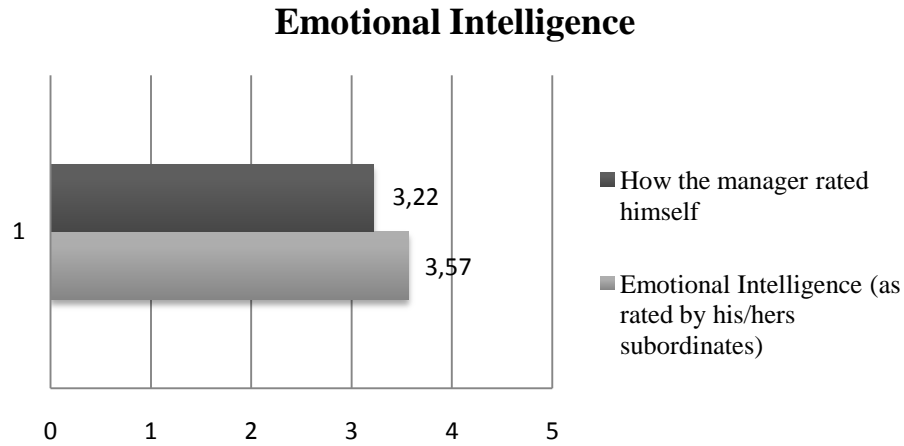


Figure 116-General’s Manager emotional intelligence (how the manager rated him/herself and how subordinated rated the manager)

Figure 116 presents the emotional intelligence of the reception manager as rated by the manager him/herself (3.36 out of 5) and as rated by his/her subordinates (3.24 out of 5).

4.6.2 Verthuset-Inn Manager

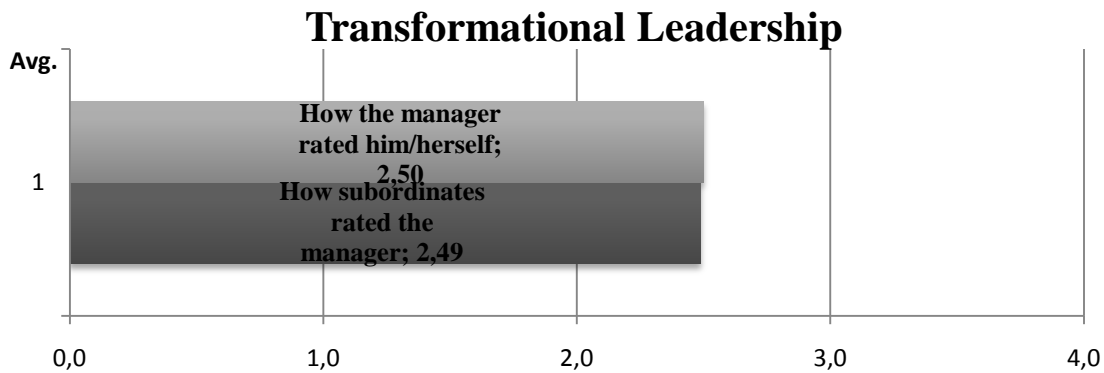


Figure 117-Verthuset-Inn’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 117 presents the data that was gathered in the total number of respondents rating the verthuset manager in hotel N2. The data is presented both as how the manager rated him/herself (2.50 out of 4) and how subordinates rated the manager (2.49 out of 4).

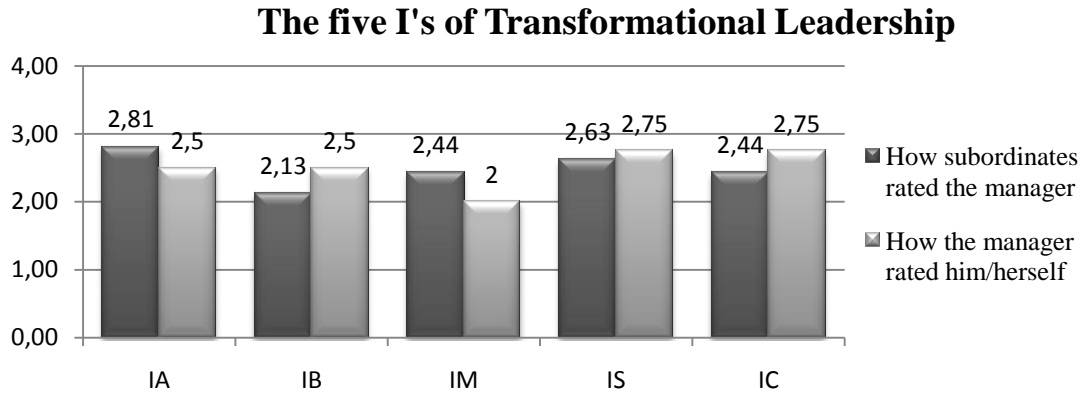


Figure 118-Verthuset-Inn's Manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 118 presents the five I's of transformational leadership as rated by the verthuset manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated the manager as 2.81 out of 4; in idealized influence (behavioral) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 2.13 out of 4; in inspirational motivation the manager rated him/herself as 2 out of 4 and his/her subordinates rated him/her as 2.44 out of 4; in intellectual satisfaction the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 2.63 out of 4; in individualized consideration the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 2.44 out of 4.

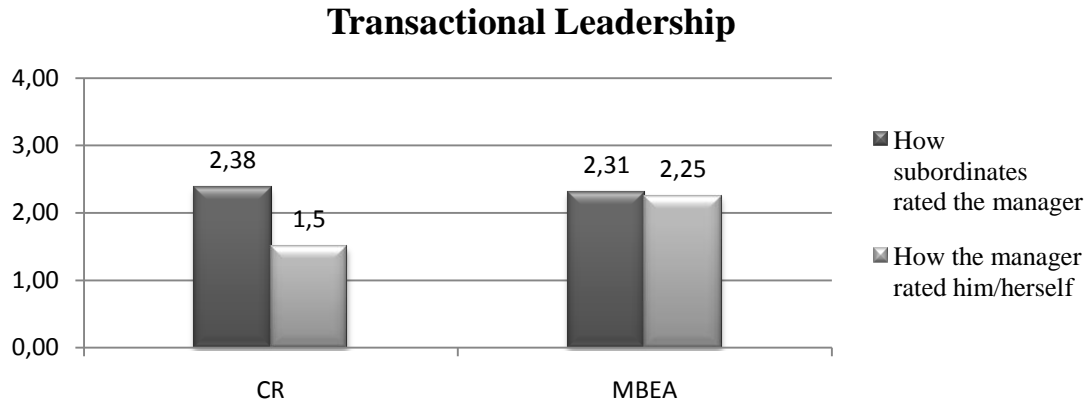


Figure 119-Verthuset-Inn's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 119 presents the transactional leadership (contingent reward and management-by-exception active) of the verthuset manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 1.5 out of 4 and as rated by his/her subordinates is 2.38 out of 4. The management-by-exception (attributed) is 2.25 out of 4 (as rated by the manager) and 2.31 out of 4 (as rated by his/her subordinates).

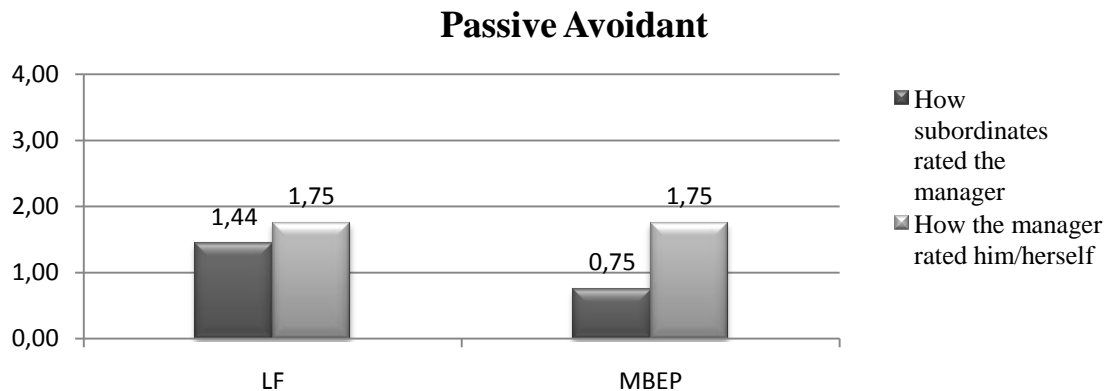


Figure 120-Verthuset-Inn's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 120 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the verthuset manager. Management-by-exception (passive) is 1.75 (as rated by the manager) out of 4 and 0.75 out of 4 as rated by manager's subordinates. Laissez-Faire

leadership style is 1.75 out of 4 (as rated by the manager) and 1.44 out of 4 (as rated by his/her subordinates).

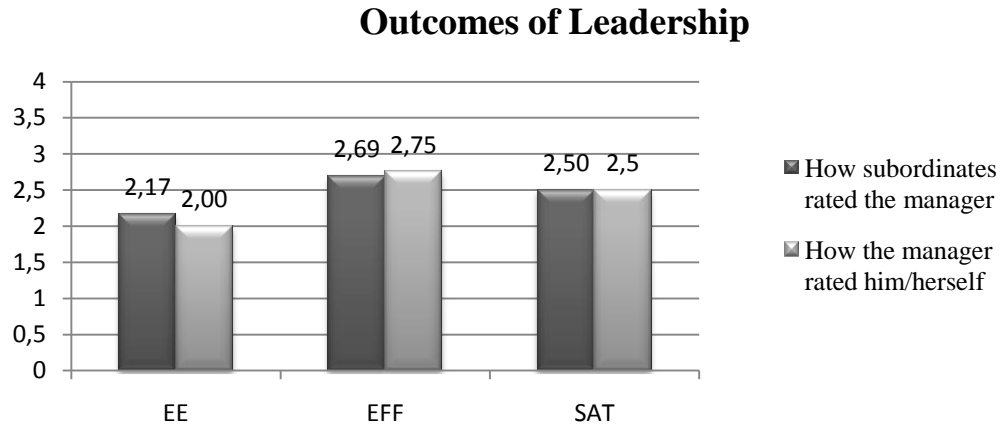


Figure 121-Verthuset-Inn’s Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 121 presents verthuset’s manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 2.00 out of 4 (as rated by the manager him/herself) and 2.17 out of 4 (as rated by his/her subordinates); the effectiveness of the verthuset manager is 2.75 out of 4 (as rated by the manager) and 2.69 out of 4 (as rated by his/her subordinates); the satisfaction is 2.5 out of 4 (as rated by the manager) and 2.5 out of 4 (as rated by his/her subordinates).

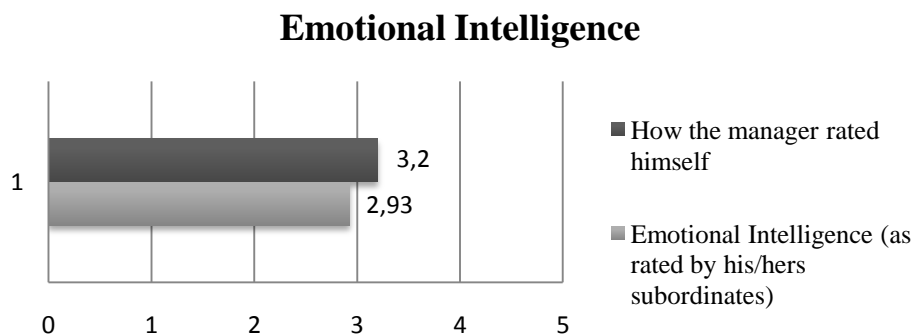


Figure 122-Verthuset-Inn’s Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 122 presents the emotional intelligence of the verthuset manager as rated by the manager him/herself (3.2 out of 5) and as rated by his/her subordinates (2.93 out of 5).

4.6.3 Reception Manager

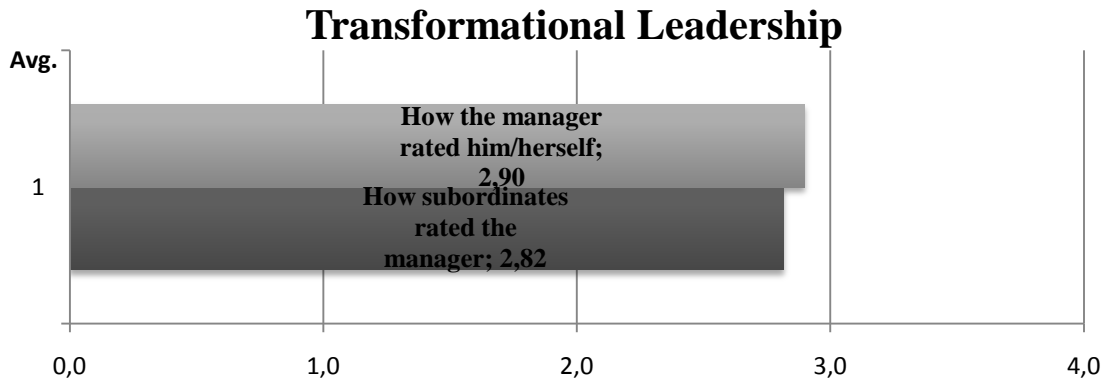


Figure 123-Reception’s Manager transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 123 presents the data that was gathered in the total number of respondents rating the reception manager in hotel N2. The data is presented both as how the manager rated him/herself (2.90 out of 4) and how subordinates rated the manager (2.82 out of 4).

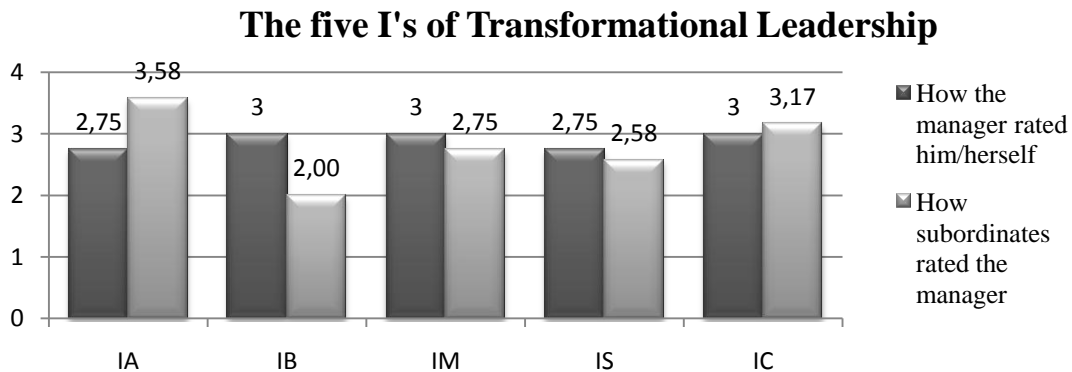


Figure 124-Reception’s Manager five I’s of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 124 presents the five I's of transformational leadership as rated by the reception manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated the manager as 3.58 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2 out of 4; in inspirational motivation the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.75 out of 4; in intellectual satisfaction the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 2.58 out of 4; in individualized consideration the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 3.17 out of 4.

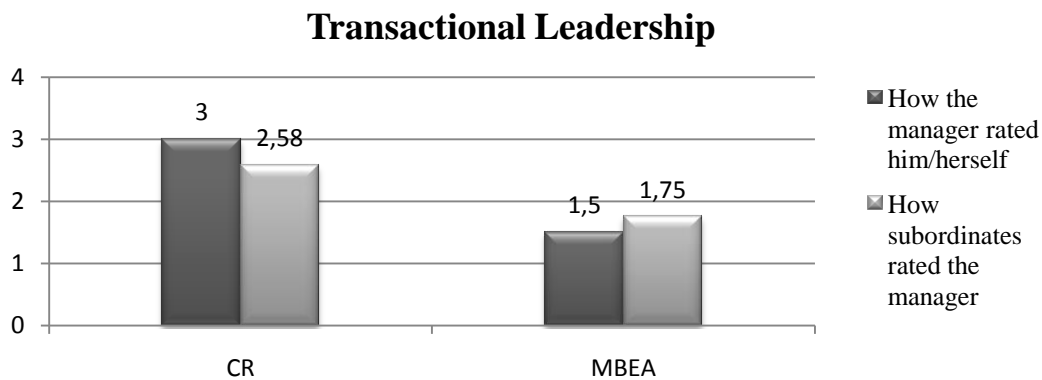


Figure 125-Reception's Manager transactional leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 125 presents the transactional leadership (contingent reward and management-by-exception active) of the reception manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3 out of 4 and as rated by his/her subordinates is 2.58 out of 4. The management-by-exception (attributed) is 1.5 out of 4 (as rated by the manager) and 1.75 out of 4 (as rated by his/her subordinates).

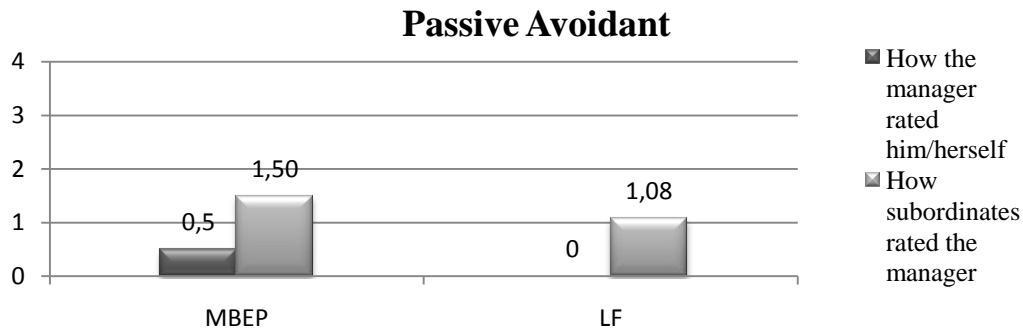


Figure 126-Reception's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 126 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the reception manager. Management-by-exception (passive) is 0.5 (as rated by the manager) out of 4 and 1.50 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 0 out of 4 (as rated by the manager) and 1.08 out of 4 (as rated by his/her subordinates).

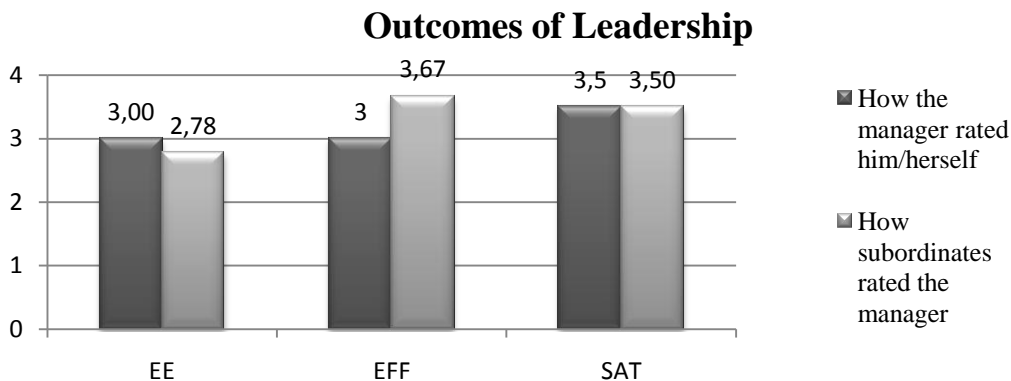


Figure 127-Reception's Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 127 presents reception's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.00 out of 4 (as rated by the manager him/herself) and 2.78 out of 4 (as rated by his/her subordinates); the effectiveness of the reception manager is 3 out of 4 (as rated by the manager) and 3.67 out of

4 (as rated by his/her subordinates); the satisfaction is 3.5 out of 4 (as rated by the manager) and 3.5 out of 4 (as rated by his/her subordinates).

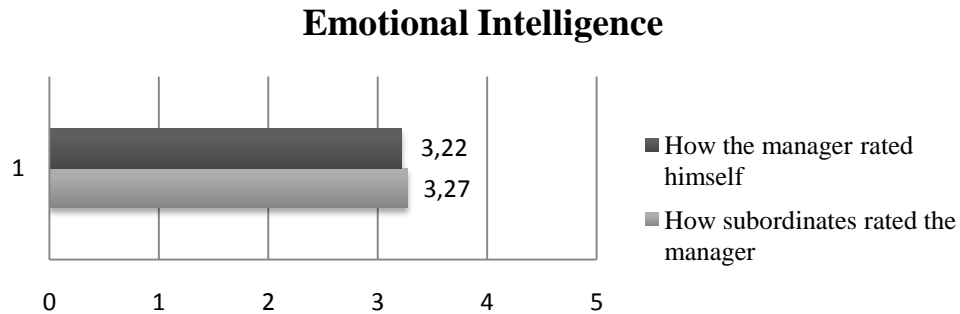


Figure 128-Reception's Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 128 presents the emotional intelligence of the reception manager as rated by the manager him/herself (3.22 out of 5) and as rated by his/her subordinates (3.27 out of 5).

4.6.4 Kitchen Manager

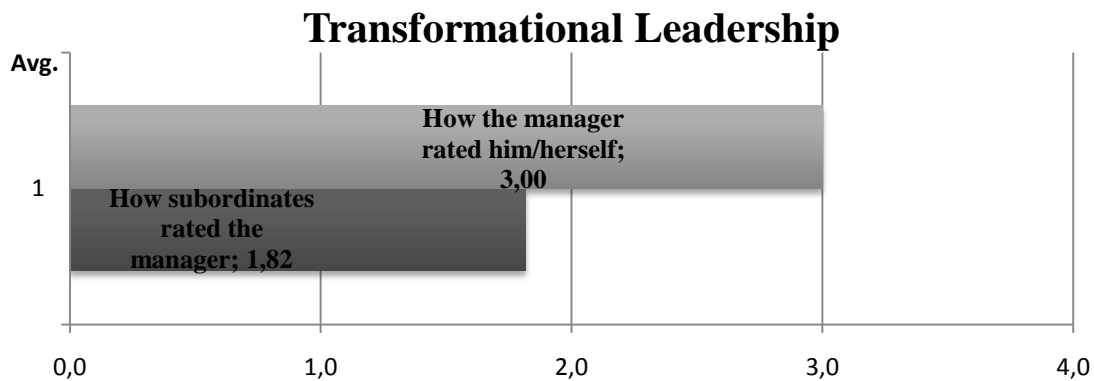


Figure 129-Kitchen's Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 129 presents the data that was gathered in the total number of respondents rating the kitchen manager in hotel N2. The data is presented both as how the manager rated him/herself (3 out of 4) and how subordinates rated the manager (1.82 out of 4).

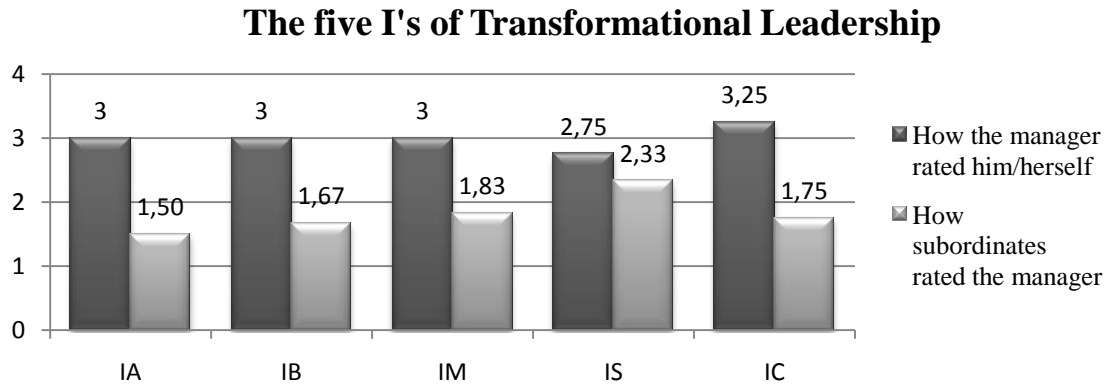


Figure 130-Kitchen's Manager five I's of transformational leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 130 presents the five I's of transformational leadership as rated by the kitchen manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 3 out of 4 and his/her subordinates rated the manager as 1.50 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 1.67 out of 4; in inspirational motivation the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 1.83 out of 4; in intellectual satisfaction the manager rated him/herself as 2.75 out of 4 and his/her subordinates rated him/her as 2.33 out of 4; in individualized consideration the manager rated him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 1.75 out of 4.

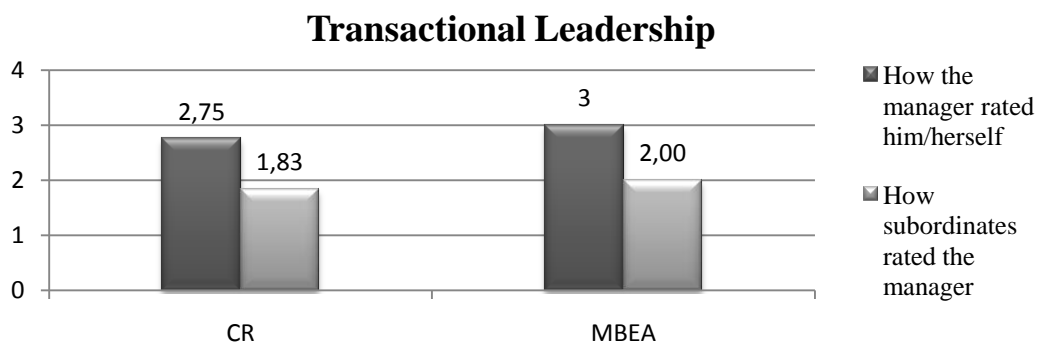


Figure 131-Kitchen's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 131 presents the transactional leadership (contingent reward and management-by-exception active) of the kitchen manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 2.75 out of 4 and as rated by his/her subordinates is 1.83 out of 4. The management-by-exception (attributed) is 3 out of 4 (as rated by the manager) and 2 out of 4 (as rated by his/her subordinates).

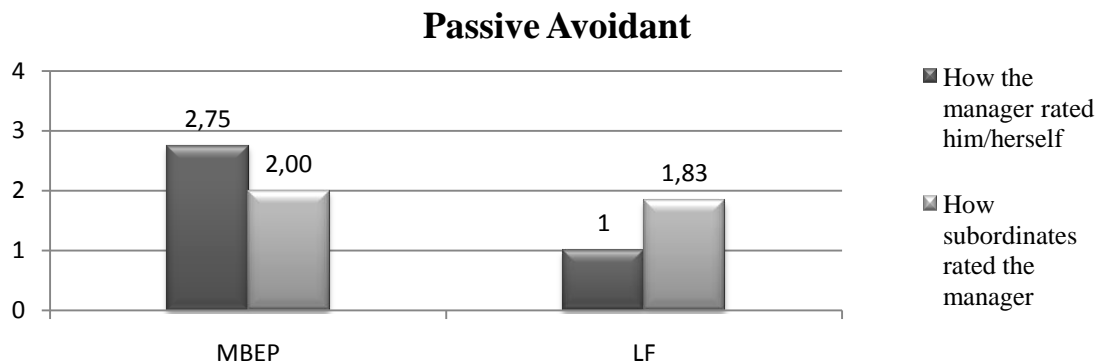


Figure 132-Kitchen's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 132 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the kitchen manager. Management-by-exception (passive) is 2.75 (as rated by the manager) out of 4 and 2 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 1 out of 4 (as rated by the manager) and 1.83 out of 4 (as rated by his/her subordinates).

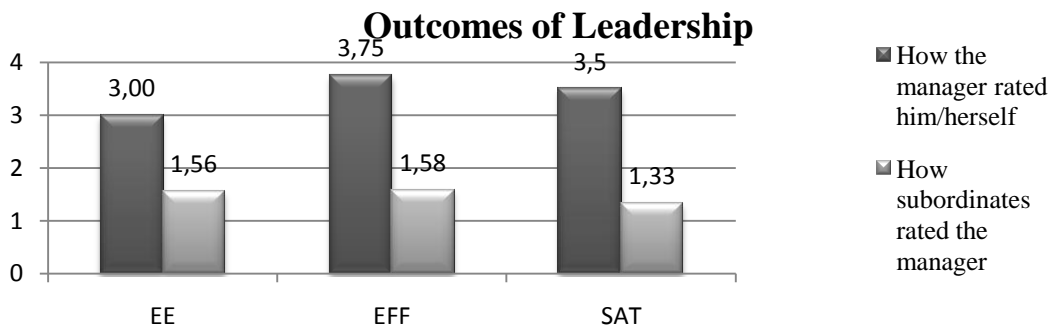


Figure 133-Kitchen's Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 133 presents kitchen's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.00 out of 4 (as rated by the manager him/herself) and 1.56 out of 4 (as rated by his/her subordinates); the effectiveness of the reception manager is 3.75 out of 4 (as rated by the manager) and 1.58 out of 4 (as rated by his/her subordinates); the satisfaction is 3.5 out of 4 (as rated by the manager) and 1.33 out of 4 (as rated by his/her subordinates).

Emotional Intelligence

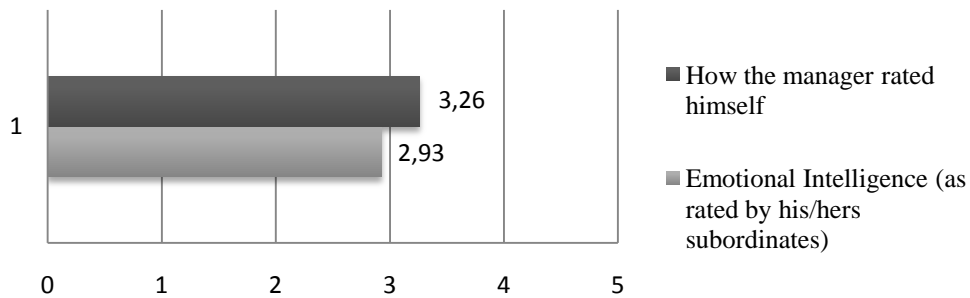


Figure 134-Kitchen's Manager emotional intelligence (how the manager rated him/herself and how subordinates rated the manager)

Figure 134 presents the emotional intelligence of the reception manager as rated by the manager him/herself (3.26 out of 5) and as rated by his/her subordinates (2.93 out of 5).

4.6.5 Restaurant Manager

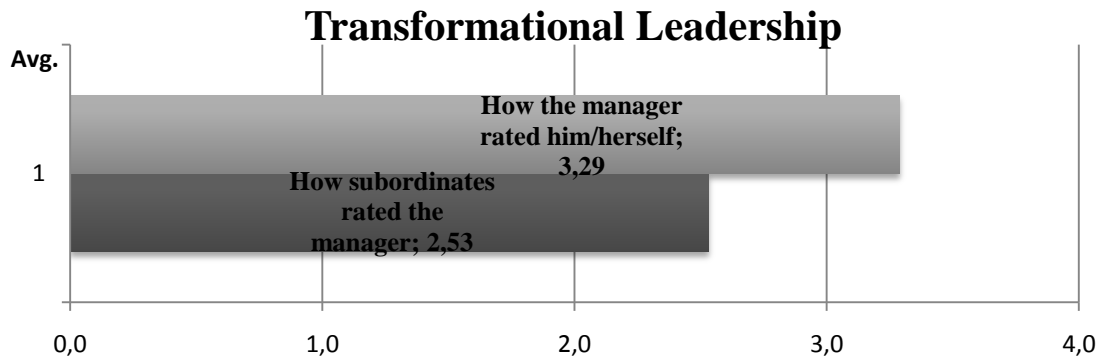


Figure 135-Restaurant’s Manager transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 135 presents the data that was gathered in the total number of respondents rating the restaurant manager in hotel N2. The data is presented both as how the manager rated him/herself (3.29 out of 4) and how subordinates rated the manager (2.53 out of 4).

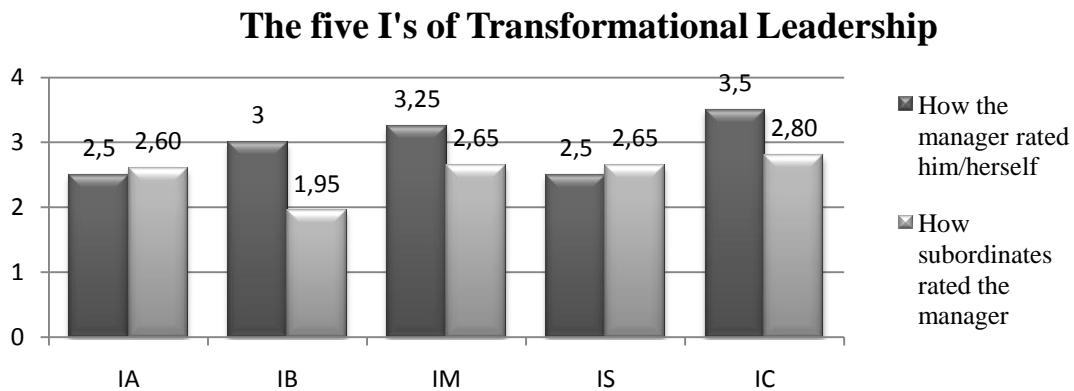


Figure 136-Restaurant’s Manager five I’s of transformational leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 136 presents the five I’s of transformational leadership as rated by the restaurant manager and as rated by his/her subordinates. In idealized influence (attributed) the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated the manager as 2.60 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 1.95 out of 4; in inspirational motivation the manager rated

him/herself as 3.25 out of 4 and his/her subordinates rated him/her as 2.65 out of 4; in intellectual satisfaction the manager rated him/herself as 2.5 out of 4 and his/her subordinates rated him/her as 2.65 out of 4; in individualized consideration the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 2.80 out of 4.

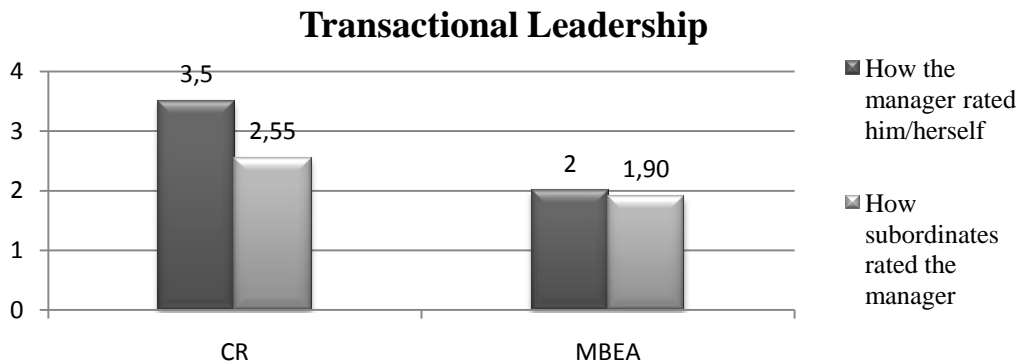


Figure 137-Restaurant's Manager transactional leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 137 presents the transactional leadership (contingent reward and management-by-exception active) of the restaurant manager as he/she rated him/herself and as subordinates rated the manager. The contingent reward as rated by the manager is 3.5 out of 4 and as rated by his/her subordinates is 2.55 out of 4. The management-by-exception (attributed) is 2 out of 4 (as rated by the manager) and 1.90 out of 4 (as rated by his/her subordinates).

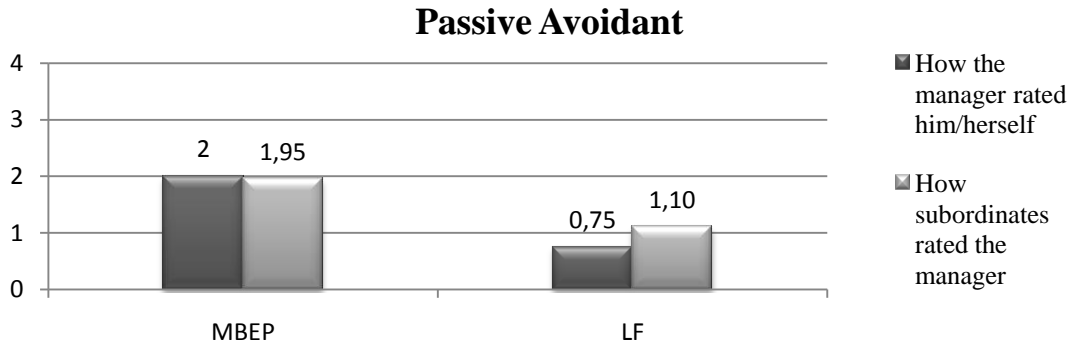


Figure 138-Restaurant's Manager passive avoidant leadership style (how the manager rated him/herself and how subordinates rated the manager)

Figure 138 presents the passive avoidant style (management-by-exception passive and laissez faire leadership) of the restaurant manager. Management-by-exception (passive) is 2 (as rated by the manager) out of 4 and 1.95 out of 4 as rated by manager's subordinates. Laissez-Faire leadership style is 0.75 out of 4 (as rated by the manager) and 1.10 out of 4 (as rated by his/her subordinates).

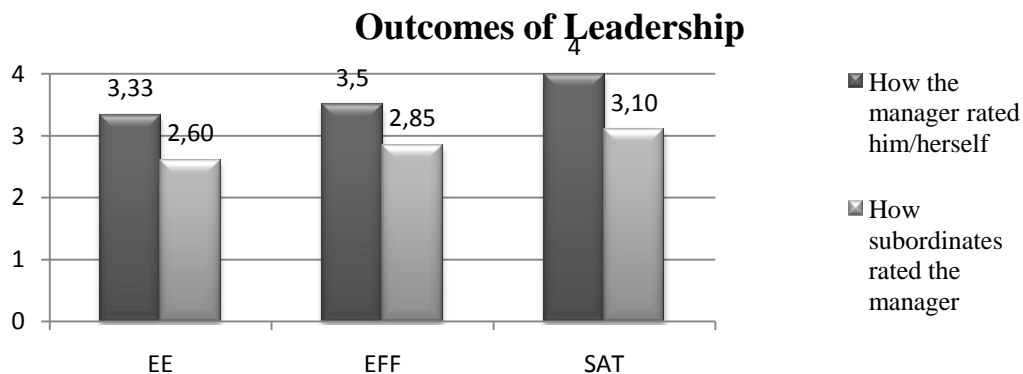


Figure 139-Restaurant's Manager Outcomes of leadership (how the manager rated him/herself and how subordinates rated the manager)

Figure 139 presents restaurant's manager outcomes of leadership (extra effort, effectiveness, satisfaction) as rated by him/her and as rated by his/her subordinates. The extra effort is 3.33 out of 4 (as rated by the manager him/herself) and 2.60 out of 4 (as rated by his/her subordinates); the effectiveness of the restaurant manager is 3.5 out of 4 (as rated by the manager) and 2.85 out

of 4 (as rated by his/her subordinates); the satisfaction is 4 out of 4 (as rated by the manager) and 3.10 out of 4 (as rated by his/her subordinates).

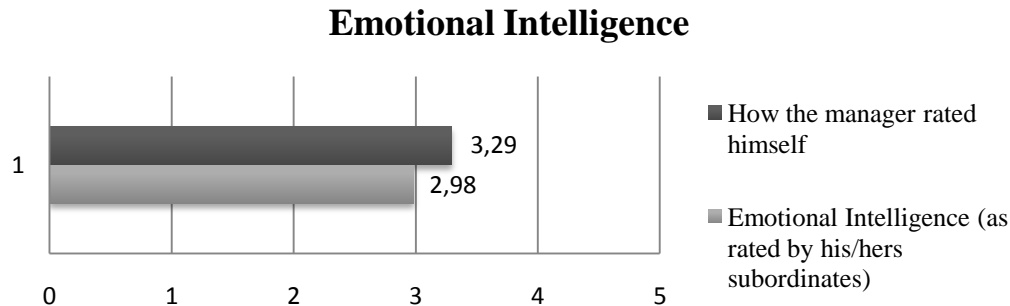


Figure 140-Restaurant's Manager emotional intelligence (how the manager rated himself and how subordinates rated the manager)

Figure 134 presents the emotional intelligence of the reception manager as rated by the manager him/herself (3.29 out of 5) and as rated by his/her subordinates (2.98 out of 5).

4.7 Norwegian respondents in total

As it can be seen from the results shown above, Norwegian sample is not as big as the Macedonian one, which leads to even less possibility to generalize the results to the whole population working in the hospitality sector. Even though, this study among the Norwegian hotels represents a pioneer step and a basis to a possible future development on this particular subject. As it was previously mentioned, both of the hotels are members of a same hotel chain, which is one of the biggest in Norway, and it could be assumed that they would have similarities in leadership styles by the management. It is shown from the results that the managers are mostly transformational in both hotels, but whether that is only a coincidence or it is due to a standardization rules in the hotel chain, should be a subject on a further, bigger study. Next, the results are displayed in total from both of the hotels.

Table 28

-Gender in the total number of respondents in Norway

		Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
						Missing	22
						Mean	6
Valid	Female	16	57.1	72.7	72.7	Median	1.27
	Male	6	21.4	27.3	100.0	Mode	1.00
	Total	22	78.6	100.0			1
			21.4			Std.Deviation	
Missing	System	6					.456
			100.0				
Total		28					

Table 28 presents gender in the total number of respondents in Norway. Out of 28 respondents, 16 (or 57.1%) are female, six (or 21.4%) are male and six (or 21.4%) have decided to not provide the answer to this question. The mean is 1.27, the median is 1.00, the mode is 1 and the standard deviation is .456.

Table 29

-Education in the total number of respondents in Norway

		Education					
		Frequency	Percent	Valid Percent	Cumulative Percent	N Valid	
						Missing	21
						Mean	7
Valid	High School	13	46.4	61.9	61.9	Median	2.38
	Bachelor/University degree	8	28.6	38.1	100.0	Mode	2.00
	Total	21	75.0	100.0			2
Missing	System	7				Std.Deviation	.498
			25.0				

		Education				N Valid	21
		Frequency	Percent	Valid Percent	Cumulative Percent	Missing	7
Valid	High School	13	46.4	61.9	61.9	Mean	2.38
	Bachelor/University degree	8	28.6	38.1	100.0	Median	2.00
Total		28	100.0				

Table 29 presents the educational level of the total number of respondents in Norway. Out of 28 respondents, 13 (or 46.4%) have stated high school as their level of education, eight (or 28.6%) have stated bachelor/university degree as their level of education and seven (or 25%) have decided to not provide the answer to this question. The mean is 2.38, the median is 2.00, the mode is 2 and the standard deviation is .498.

Table 30

-Leadership in the total number of managers in Norway

		Leadership				N Valid	7
		Frequency	Percent	Valid Percent	Cumulative Percent	Missing	0
Valid	Transformational Leadership	5	71.4	71.4	71.4	Mean	1.29
	Transactional Leadership	2	28.6	28.6	100.0	Median	1.00
Total		7	100.0	100.0		Mode	1
						Std.Deviation	.488

Table 30 presents the leadership in the total number of managers in Norway. Out of seven managers in both hotels five (or 71.4%) of them are transformational and two (or 28.6%) are transactional. The mean is 1.29, the median is 1.00, the mode is 1 and the standard deviation is .488.

4.8 The correlation between the EI instrument and MLQ

In order to see whether there is a correlation between the emotional intelligence and the leadership style among the hospitality leaders in this study, the researcher has chosen seven questions (both from the EI and the MLQ) that cover same/similar areas in the behavior/attitude of the managers. The correlation has been investigated through One Sample T-test with comparing the means of one particular question. The results are divided per country, to see whether there are some cultural, societal, behavioral differences between the leaders from those particular countries.

4.8.1 EI#2-MLQ#9

This section in both questionnaires concerns whether the leader visualizes an image for the future in his working environment.

a) Macedonia

Table 31

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	65	4.05	.959	.119
MLQ	67	3.06	.886	.108

Table 31 presents One-Sample Statistics of EI question number two, and MLQ question number nine. Sixty five respondents have answered EI#2, the mean is 4.05, standard deviation is .959 and standard error mean is .119. Sixty seven respondents have answered MLQ#9, the mean is 3.06, the standard deviation is .886, and the standard error mean is .108.

Table 32

-One-Sample Test

One-Sample Test							
Test Value = 0							
95% Confidence Interval of the Difference							
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper	
EI	34.015	64	.000	4.046	3.81	4.28	
MLQ	28.280	66	.000	3.060	2.84	3.28	

Table 32 presents the One-Sample Test of EI#2 and MLQ#9. The T value of EI#2 is 34.015; the degree of freedom (df) is 64; the significance is .000; the mean difference is 4.046; the confidence interval of the difference is 3.81 (lower) and 4.28 (upper). The T value of MLQ#9 is 28.280; the degree of freedom (df) is 66; the mean difference is 3.060; the significance is .000; the confidence interval of the difference is 2.84 (lower) and 3.28 (upper).

b) Norway

Table 33

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	32	3.56	.948	.168
MLQ	32	2.97	1.031	.182

Table 33 presents One-Sample Statistics of EI question number two, and MLQ question number nine. Thirty two respondents have answered EI#2, the mean is 3.56, standard deviation is .948 and standard error mean is .168. Thirty two respondents have answered MLQ#9, the mean is 2.97, the standard deviation is 1.031 and the standard error mean is .182.

Table 34

-One-Sample Test

One-Sample Test						
Test Value = 0						
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EI	21.252	31	.000	3.563	3.22	3.90
MLQ	16.285	31	.000	2.969	2.60	3.34

Table 34 presents the One-Sample Test of EI#2 and MLQ#9. The T value of EI#2 is 21.252; the degree of freedom (df) is 31; the significance is .000; the mean difference is 3.563; the confidence interval of the difference is 3.22 (lower) and 3.90 (upper). The T value of MLQ#9 is 16.285; the degree of freedom (df) is 31; the significance is .000; the mean difference is 2.969; the confidence interval of the difference is 2.60 (lower) and 3.34 (upper).

4.8.2 EI#14-MLQ#32

This section in both questionnaires covers whether the leader is finding new ways on completing assignments and using all the opportunities at a particular situation.

a) Macedonia

Table 35

-One-Sample Statistics (comparing means)

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
EI	63	3.79	.864	.109	
MLQ	63	2.73	1.096	.138	

Table 35 presents One-Sample Statistics of EI question number 14, and MLQ question number 32. Sixty three respondents have answered EI#14, the mean is 3.79, standard deviation is .864 and standard error mean is .109. Sixty three respondents have answered MLQ#32, the mean is 2.73, the standard deviation is 1.096, and the standard error mean is .138.

Table 36

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	34.838	62	.000	3.794	3.58	4.01
MLQ	19.780	62	.000	2.730	2.45	3.01

Table 36 presents the One-Sample Test of EI#14 and MLQ#32. The T value of EI#14 is 34.838; the degree of freedom (df) is 62; the significance is .000; the mean difference is 3.794; the confidence interval of the difference is 3.58 (lower) and 4.01 (upper). The T value of MLQ#32 is 19.780; the degree of freedom (df) is 62; the significance is .000; the mean difference is 2.730; the confidence interval of the difference is 2.45 (lower) and 3.01 (upper).

b) Norway

Table 37

-One-Sample Statistics (comparing means)

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
EI	32	2.97	.967	.171	
MLQ	30	2.60	1.003	.183	

Table 37 presents One-Sample Statistics of EI question number 14, and MLQ question number 32. Thirty two respondents have answered EI#14, the mean is 2.97, standard deviation is .967 and standard error mean is .171. Thirty respondents have answered MLQ#32, the mean is 2.60, the standard deviation is 1.003 and the standard error mean is .183.

Table 38

-One-Sample Test

One-Sample Test						
Test Value = 0						
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EI	17.373	31	.000	2.969	2.62	3.32
MLQ	14.192	29	.000	2.600	2.23	2.97

Table 38 presents the One-Sample Test of EI#14 and MLQ#32. The T value of EI#14 is 17.373; the degree of freedom (df) is 31; the significance is .000; the mean difference is 2.969; the confidence interval of the difference is 2.62 (lower) and 3.32 (upper). The T value of MLQ#32 is 14.192; the degree of freedom (df) is 29; the significance is .000; the mean difference is 2.600; the confidence interval of the difference is 2.23 (lower) and 2.97(upper).

4.8.3 EI#16-MLQ#26

These sections in both of the questionnaires covers whether the leader shares his/her vision with his/her subordinates.

- a) Macedonia

Table 39

-One-Sample Statistics (comparing means)

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
EI	64	4.11	.669	.084	
MLQ	63	2.32	1.090	.137	

Table 39 presents One-Sample Statistics of EI question number 16, and MLQ question number 26. Sixty four respondents have answered EI#16, the mean is 4.11, standard deviation is .669 and standard error mean is .084. Sixty three respondents have answered MLQ#26, the mean is 2.32, the standard deviation is 1.090, and the standard error mean is .137.

Table 40

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	49.107	63	.000	4.109	3.94	4.28
MLQ	16.877	62	.000	2.317	2.04	2.59

Table 40 presents the One-Sample Test of EI#16 and MLQ#26. The T value of EI#16 is 49.107; the degree of freedom (df) is 63; the significance is .000; the mean difference is 4.109; the confidence interval of the difference is 3.94 (lower) and 4.28 (upper). The T value of MLQ#26 is 16.877; the degree of freedom (df) is 62; the significance is .000; the mean difference is 2.317; the confidence interval of the difference is 2.04 (lower) and 2.59 (upper).

b) Norway

Table 41

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	31	3.77	.990	.178
MLQ	31	2.68	1.045	.188

Table 41 presents One-Sample Statistics of EI question number 16, and MLQ question number 26. Thirty one respondents have answered EI#16, the mean is 3.77, standard deviation is .990 and standard error mean is .178. Thirty one respondents have answered MLQ#26, the mean is 2.68, the standard deviation is 1.045 and the standard error mean is .188.

Table 42

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	21.220	30	.000	3.774	3.41	4.14
MLQ	14.262	30	.000	2.677	2.29	3.06

Table 42 presents the One-Sample Test of EI#16 and MLQ#26. The T value of EI#16 is 21.220; the degree of freedom (df) is 30; the significance is .000; the mean difference is 3.774; the confidence interval of the difference is 3.41 (lower) and 4.14 (upper). The T value of MLQ#26 is 14.262; the degree of freedom (df) is 30; the significance is .000; the mean difference is 2.677; the confidence interval of the difference is 2.29 (lower) and 3.06(upper).

4.8.4 EI#23-MLQ#44

These sections in both questionnaires cover the leader's ability to motivate subordinates and the positive energy that he/she reflects in his/her daily activities.

a) Macedonia

Table 43

-One-Sample Statistics (comparing means)

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
EI	64	4.28	.723	.090	
MLQ	63	3.05	.974	.123	

Table 43 presents One-Sample Statistics of EI question number 23, and MLQ question number 44. Sixty four respondents have answered EI#23, the mean is 4.28, standard deviation is .723 and standard error mean is .090. Sixty three respondents have answered MLQ#44, the mean is 3.05, the standard deviation is .974, and the standard error mean is .123.

Table 44

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	47.368	63	.000	4.281	4.10	4.46
MLQ	24.827	62	.000	3.048	2.80	3.29

Table 44 presents the One-Sample Test of EI#23 and MLQ#44. The T value of EI#23 is 47.368; the degree of freedom (df) is 63; the significance is .000; the mean difference is 4.281; the confidence interval of the difference is 4.10 (lower) and 4.46 (upper). The T value of

MLQ#44 is 24.827; the degree of freedom (df) is 62; the significance is .000; the mean difference is 3.048; the confidence interval of the difference is 2.80 (lower) and 3.29 (upper).

b) Norway

Table 45

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	32	3.94	1.045	.185
MLQ	31	2.58	.958	.172

Table 45 presents One-Sample Statistics of EI question number 23, and MLQ question number 44. Thirty two respondents have answered EI#23, the mean is 3.94, standard deviation is 1.045 and standard error mean is .185. Thirty one respondents have answered MLQ#44, the mean is 2.58, the standard deviation is .958 and the standard error mean is .172.

Table 46

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	21.308	31	.000	3.938	3.56	4.31
MLQ	14.994	30	.000	2.581	2.23	2.93

Table 46 presents the One-Sample Test of EI#23 and MLQ#44. The T value of EI#23 is 21.308; the degree of freedom (df) is 31; the significance is .000; the mean difference is 3.938; the confidence interval of the difference is 3.56 (lower) and 4.31 (upper). The T value of MLQ#44 is 14.994; the degree of freedom (df) is 30; the significance is .000; the mean difference is 2.581; the confidence interval of the difference is 2.23 (lower) and 2.93(upper).

4.8.5 EI#25-MLQ#26

These sections in both of the questionnaires cover leader's ability to focus on how he/she sees things in future and articulates vision for the future.

a) Macedonia

Table 47

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	63	3.89	.785	.099
MLQ	63	2.32	1.090	.137

Table 47 presents One-Sample Statistics of EI question number 25, and MLQ question number 26. Sixty three respondents have answered EI#25, the mean is 3.89, standard deviation is .785 and standard error mean is .099. Sixty three respondents have answered MLQ#26, the mean is 2.32, the standard deviation is 1.090, and the standard error mean is .137.

Table 48

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	39.313	62	.000	3.889	3.69	4.09
MLQ	16.877	62	.000	2.317	2.04	2.59

Table 48 presents the One-Sample Test of EI#25 and MLQ#26. The T value of EI#25 is 39.313; the degree of freedom (df) is 62; the significance is .000; the mean difference is 3.889; the confidence interval of the difference is 3.69 (lower) and 4.09 (upper). The T value of

MLQ#26 is 16.877; the degree of freedom (df) is 62; the significance is .000; the mean difference is 2.317; the confidence interval of the difference is 2.04 (lower) and 2.59 (upper).

b) Norway

Table 49

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	31	3.74	.815	.146
MLQ	31	2.68	1.045	.188

Table 49 presents One-Sample Statistics of EI question number 25, and MLQ question number 26. Thirty one respondents have answered EI#25, the mean is 3.74, standard deviation is .815 and standard error mean is .146. Thirty one respondents have answered MLQ#26, the mean is 2.68, the standard deviation is 1.045 and the standard error mean is .188.

Table 50

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	25.558	30	.000	3.742	3.44	4.04
MLQ	14.262	30	.000	2.677	2.29	3.06

Table 50 presents the One-Sample Test of EI#25 and MLQ#26. The T value of EI#25 is 25.558; the degree of freedom (df) is 30; the significance is .000; the mean difference is 3.742; the confidence interval of the difference is 3.44 (lower) and 4.04 (upper). The T value of MLQ#26 is 14.262; the degree of freedom (df) is 30; the significance is .000; the mean difference is 2.677; the confidence interval of the difference is 2.29 (lower) and 3.06(upper).

4.8.6 EI#31-MLQ#24

These sections in both questionnaires cover the leader's ability to follow his/her own and his/her subordinates mistakes (MLQ) and the leader's attitude (strict, principle) (EI).

a) Macedonia

Table 51

-One-Sample Statistics (comparing means)

One-Sample Statistics					
	N	Mean	Std. Deviation	Std. Error Mean	
EI	63	3.11	1.064	.134	
MLQ	63	3.06	1.045	.132	

Table 51 presents One-Sample Statistics of EI question number 31, and MLQ question number 24. Sixty three respondents have answered EI#31, the mean is 3.11, standard deviation is 1.064 and standard error mean is .134. Sixty three respondents have answered MLQ#24, the mean is 3.06, the standard deviation is 1.045, and the standard error mean is .132.

Table 52

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	23.203	62	.000	3.111	2.84	3.38
MLQ	23.262	62	.000	3.063	2.80	3.33

Table 52 presents the One-Sample Test of EI#31 and MLQ#24. The T value of EI#31 is 23.203; the degree of freedom (df) is 62; the significance is .000; the mean difference is 3.111; the confidence interval of the difference is 2.84 (lower) and 3.38 (upper). The T value of

MLQ#24 is 23.262; the degree of freedom (df) is 62; the significance is .000; the mean difference is 3.063; the confidence interval of the difference is 2.80 (lower) and 3.33 (upper).

b) Norway

Table 53

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	31	2.74	.855	.154
MLQ	29	2.10	.976	.181

Table 53 presents One-Sample Statistics of EI question number 31, and MLQ question number 24. Thirty one respondents have answered EI#31, the mean is 2.74, standard deviation is .855 and standard error mean is .154. Twenty nine respondents have answered MLQ#24, the mean is 2.10, the standard deviation is .976 and the standard error mean is .181.

Table 54

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	17.854	30	.000	2.742	2.43	3.06
MLQ	11.602	28	.000	2.103	1.73	2.47

Table 54 presents the One-Sample Test of EI#31 and MLQ#24. The T value of EI#31 is 17.854; the degree of freedom (df) is 30; the significance is .000; the mean difference is 2.742; the confidence interval of the difference is 2.43 (lower) and 3.06 (upper). The T value of MLQ#24 is 11.602; the degree of freedom (df) is 28; the significance is .000; the mean difference is 2.103; the confidence interval of the difference is 1.73 (lower) and 2.47(upper).

4.8.7 EI#33-MLQ#8

These sections in both questionnaires cover leader's ability to hear other people's opinion when solving problems and finding issues.

a) Macedonia

Table 55

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	63	3.87	.751	.095
MLQ	63	2.95	.991	.125

Table 55 presents One-Sample Statistics of EI question number 33, and MLQ question number eight. Sixty three respondents have answered EI#33, the mean is 3.87, standard deviation is .751 and standard error mean is .095. Sixty three respondents have answered MLQ#8, the mean is 2.95, the standard deviation is .991, and the standard error mean is .125.

Table 56

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	40.924	62	.000	3.873	3.68	4.06
MLQ	23.653	62	.000	2.952	2.70	3.20

Table 56 presents the One-Sample Test of EI#33 and MLQ#8. The T value of EI#33 is 40.924; the degree of freedom (df) is 62; the significance is .000; the mean difference is 3.873; the confidence interval of the difference is 3.68 (lower) and 4.06 (upper). The T value of MLQ#8

is 23.653; the degree of freedom (df) is 62; the significance is .000; the mean difference is 2.952; the confidence interval of the difference is 2.70 (lower) and 3.20 (upper).

b) Norway

Table 57

-One-Sample Statistics (comparing means)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
EI	32	3.53	.879	.155
MLQ	31	2.77	.845	.152

Table 57 presents One-Sample Statistics of EI question number 33, and MLQ question number eight. Thirty two respondents have answered EI#33, the mean is 3.53, standard deviation is .879 and standard error mean is .155. Thirty one respondents have answered MLQ#8, the mean is 2.77, the standard deviation is .845 and the standard error mean is .152.

Table 58

-One-Sample Test

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EI	22.718	31	.000	3.531	3.21	3.85
MLQ	18.280	30	.000	2.774	2.46	3.08

Table 58 presents the One-Sample Test of EI#33 and MLQ#8. The T value of EI#33 is 22.718; the degree of freedom (df) is 31; the significance is .000; the mean difference is 3.531; the confidence interval of the difference is 3.21 (lower) and 3.85 (upper). The T value of MLQ#8 is

18.280; the degree of freedom (df) is 30; the significance is .000; the mean difference is 2.774; the confidence interval of the difference is 2.46 (lower) and 3.08(upper).

5 Results

In this section the researcher presents the results of the data analysis per manager (in each hotel), per country (to make a possible profile of one country's leader), and at the end to show/discuss the differences between the leaders profiles in each country. When presenting the results for each leader, the data from the qualitative analysis will be included.

5.1 General Manager of hotel M1

Qualitative analysis

The general manager of hotel M1 is female in the age range between 30 and 40 years old, born and raised in the capital of the country, by both parents, and has two more sisters (she is the middle child). She has completed bachelor degree and speaks fluently four languages. Her first job was when she was 18 years of age in various restaurants and other hospitality amenities in Germany, and since then she has fully devoted herself and her ambition in working with people, further educating and training in her field of expertise. She has not been a part of any sports or team activities in school; neither has she done any volunteering work. Both of her parents have lower education than her, high school.

Quantitative analysis

According to the data analysis, this leader has a transactional leadership style with a score of 2.93 out of 4 (as rated by her subordinates). Transactional leadership often fails to work because the leader lacks the necessary reputation of resources to deliver the needed rewards.

Transactional leaders gain and maintain a reputation for being able to deliver pay, promotions and recognition. Those who fail to deliver tarnish their reputation and can no longer be seen as effective transactional leaders (Tsui, 1982). The score for transformational leadership is close to the transactional one (2.70 out of 4), but it is obvious that there is a small gap between how the

leader perceives herself in motivating subordinates (3.75) and how subordinates perceive the manager (2.81). Inspiration can occur without the need for identification of associates with the leader. Inspirational leaders articulate shared goals of what is right and important; they provide visions of what is possible and how to attain them; they enhance meaning and promote positive expectations about what needs to be done (Bass, 1998). All of the other components of transformational leadership are very close with the scores of how the leader rates her and how subordinates rate the leader: idealized influence (attributed) 2.75 out of 4 with 2.68 out of 4, idealized influence (behavioral) 2.75 out of 4 and 2.78 out of 4, inspirational motivation 3.75 out of 4 with 2.81 out of 4, intellectual stimulation 3 out of 4 with 2.86 out of 4 and individual consideration 3 out of 4 with 2.37 out of 4. It is interesting to say that most of the leaders on the question (paraphrase) whether they treat others as individuals or as in group have answered that they treat subordinates as in group. It is a fact that it is a solid characteristic to be a team player, but treating everyone the same is not always the best solution. Every single person (and therefore every single employee) has different needs, urges, level of education, societal status etc. Having a different approach towards people does not mean that the leader favorites one over another, but it means understanding, and taking the maximum potential from the employees.

When it comes to the components of the transactional leadership the manager rated herself high on the contingent reward (3.5 out of 4) and subordinates rated her as 3 out of 4. The contingent reward is a typical mark for transactional leadership. Giving the employees a value reward (increase on salary for accomplished goals etc) is often found stimulating for the outcome. It also means “punishments” when the goal is not reached. Non-contingent reward may provide a secure situation which self-reinforcement takes care of the contingent elements of consequence to performance. In the top third of Japanese firms both employees and company

feel life time mutual obligation: being a good member of the “family” does not bring immediate pay raises and promotions, but the overall “family” success will bring yearend bonuses (Bass & Avolio, 2004). This is how the individual makes his/her benefit to the team. The management-by-exception (passive) as another component of the transactional leadership where the manager rated her as 2.5 out of 4 and subordinates rated the manager as 2.86 out of 4.

The passive avoidant style as rated by the manager is 1.04 out of 4 and 1.84 out of 4 as rated by her subordinates.

The outcomes of the general’s manager leadership are 3.19 out of 4 (as perceived by the manager) and 2.96 out of 4 as perceived by her subordinates. The overall satisfaction of the work of the general manager is 3 (rated by the manager herself) and 3.11 as rated by her subordinates. It is interesting that the scores that this manager has provided are not much different than the ones that her subordinates provided for her. It is of high importance that the manager is fully aware of the impact he/she has over his/her subordinates.

On the emotional intelligence questionnaire the general manager of hotel M1 has scored 3.82 out of 5 and her subordinates rated her as 3.51 out of 5, which is again very close score. Her emotions and emotional intelligence is almost identically perceived by her subordinates as she perceives herself.

Table 59

-General’s Manager Facts (hotel M1)

Gender	Female
Education	Bachelor degree
Leadership style	Transactional (2.93)
EI Score	3.51

5.2 Reception Manager of hotel M1

Qualitative analysis

The reception manager of hotel M1 has not answered the short life history, therefore the researcher was not able to analyze his/her background.

Quantitative analysis

The reception's manager dominant leadership style is transactional with 3.06 out of 4 as rated by his/her subordinates. The manager rated him/herself as 4 out of 4 in contingent reward and his/her subordinates rated the manager as 2.75 out of 4. In management-by-exception (active) the manager rated him/herself as 3.5 out of 4 and his subordinates rated him/her as 3.38 out of 4. Concerning the transformational leadership style it is noticeable that the manager has rated him/herself higher than the rating from his/her subordinates (3.2 out of 4 as rated by the manager and 2.33 out of 4 as rated by his/her subordinates). By components of transformational leadership the following scores are displayed: in idealized influence (attributed) the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.63 out of 4; in idealized influence (behavioral) the manager rated him/herself as 3 out of 4 and his subordinates rated him/her as 2.38 out of 4; in motivation the manager rated him/herself as 3 out of 4 and his/her subordinates rated him/her as 2.25 out of 4; in intellectual stimulation the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated the manager as 1.63 out of 4, which is the lowest score for this particular manager; in individualized consideration the manager rated him/herself as 3.5 out of 4 and his/her subordinates rated him/her as 2.75 out of 4. Through intellectual stimulation transformational leaders help others to think about old problems on new ways; they are encouraged to question their own beliefs, assumptions and values. A key measurement of a leader's effectiveness is how capable their associates are when operating

without the leader's presence or direct involvement (Bass & Avolio, 2004). The reception manager of hotel M1 should work more on how to produce an open-minded atmosphere within his/her department producing subordinates that are independent but still team players.

The passive avoidant style of the reception manager is 1 out of 4 (as rated by the manager) and 1.33 out of 4 as rated by his/her subordinates.

The overall score of the outcomes of leadership is 3.56 out of 4 as rated by the manager and 2.89 out of 4 as rated by his/her subordinates. It is interesting to see that by the components of the outcome (extra effort, effectiveness and satisfaction) the manager rates him/herself high on the extra effort (3.67 out of 4) but the subordinates do not share his opinion (2.17 out of 4); in effectiveness the manager is perceived as 3.5 out of 4 (as rated by him/herself) and 3.25 out of 4 as rated by his/her subordinates and in overall satisfaction the manager scores as 3.5 out of 4 and his subordinates rate him/her as 3.25 out of 4. The level of satisfaction among the employees in this department is pretty high, despite the transactional leadership style of the manager. With improving the intellectual stimulation component of the transformational leadership, the outcomes of the leadership will be even higher.

The emotional intelligence of the reception manager is 3.97 out of 5 (as the manager rated him/herself) and 3.46 out of 5 as subordinates rated the manager.

Table 60

-Reception's Manager Facts (hotel M1)

Gender	Male
Education	
Leadership style	Transactional (3.06)
EI Score	3.46

5.3 Restaurant Manager of hotel M1

Qualitative Analysis

The restaurant manager of hotel M1 is male, born and brought up in a small village with a single parent. He has two more sisters and he is the youngest child in the family. As educational level he has stated high school and he speaks basic German. He has got his first job when he was 25 years old. During his education he was playing football, but has not been on a leader position in any team sports. Again in this case, the manager has higher education than his parents (they had primary school).

Quantitative Analysis

The overall impression that the writer of this paper had when analyzing the results of this manager was that even though it is said that leader form is prone to bias, this manager has rate himself almost in every component lower than his subordinates have rated him. It is unclear whether that is from being modest or it is not being aware of his public image. The dominant leadership style of this leader is transactional (3.33 out of 4 as rated by his subordinates). By components of transactional leadership the leader scored as following: in contingent reward the manager rated himself as 2.25 out of 3.58 and his subordinates rated him as 3.58 out of 4, in management-by-exception (active) the manager rated himself as 2.5 out of 4 and his subordinates rated him as 3.08 out of 4.

When it comes to transformational leadership, the manager rated himself as 1.75 out of 4 and his subordinates rated him as 2.82 out of 4. When analyzing by components the scores are as following: in idealized influence (attributed) the manager rated himself as 1.75 out of 4 and his subordinates rated him as 3 out of 4; in idealized influence (behavioral) the manager rated himself as 1.5 out of 4 and his subordinates rated him as 2.83 out of 4; in motivation the manager

rated himself as 2 out of 4 and his subordinates rated him as 3.08 out of 4; in intellectual stimulation the manager rated himself as 1.75 out of 4 and subordinates rated the manager as 2.75 out of 4 and in individual consideration the manager rated himself as 1.75 out of 4 and his subordinates rated him as 2.42 out of 4.

In passive avoidant style the manager rated himself as more passive (1.38 out of 4) than the score of how his subordinates perceive him (0.67 out of 4).

Again, in outcomes of leadership the manager rates himself lower than what his subordinates rate him. The overall score for outcomes of leadership as rated by the manager is 2.39 out of 4, and the overall score as rated by his subordinates is 3.45 out 4. When analyzed by components the scores are as following: extra effort is 2.67 out of 4 (as rated by the manager) and 3.56 out of 4 as rated by his subordinates, effectiveness of the leader is 2 out of 4 (as rated by the manager) and 3.47 out of 4 as rated by his subordinates, and satisfaction is 2.5 out of 4 as rated by the manager and 3.33 out of 4 as rated by his subordinates. The overall impression is that employees are highly satisfied from the restaurant manager.

The emotional intelligence of the restaurant manager is 3.27 out of 5 (as rated by the manager) and 3.35 out of 5 as rated by his subordinates.

Table 61

-Restaurant's Manager Facts (hotel M1)

Gender	Male
Education	High School
Leadership style	Transactional (3.33)
EI Score	3.35

5.4 Housekeeping Manager of hotel M1

Qualitative Analysis

The housekeeping manager of the hotel M1 is a female brought up and raised in the capital of the country by both parents, in a family with three children where she is the middle child. She has listed high school as her education and speaks fluently English. She has been a class representative both in primary and in high school, captain of handball team while being a student and she has been the captain of the table tennis representative team when she was 21 years old. She has participated in various team sports during her education such as handball, table tennis, athletics etc. She has stated that her parents did not interfere in her educational life too much because they have trusted in her and in her skills and capabilities. She has the same level of education as her parents (high school).

Quantitative Analysis

The housekeeping manager has scored high both on transformational leadership (3.40 out of 4) and on transactional leadership (4 out of 4), but still her dominant style is transactional. When analyzing the components of transactional leadership the results are as following: the contingent reward is 3.75 out of 4 as rated by the manager and 4 out of 4 as rated by her subordinates; the management-by-exception (active) is 2.5 out of 4 as rated by the manager and 4 out of 4 as rated by her subordinates. When analyzing the transformational leadership by components it is obvious that the housekeeping manager has scored the maximum (as rated by her subordinates) in intellectual stimulation (4 out of 4) and in motivation (4 out of 4) which has by all means helped her to score high on the overall transformational leadership rate. Lower score is noticeable in the idealized influence (behavioral) 2.50 out of 4 (as rated by her subordinates). Transformational leaders who are socially oriented and are willing to inhibit their use of power,

achieve greater levels of long term performance by developing a higher level of autonomy in associates that follow them; they encourage development, changes in their mission and vision and most important achievement of every single associate's potential. These leaders risk the threat of replacement for the greater gain obtained when associates are fully capable of contributing to the leader's and company's overall mission and goals (Bass & Avolio, 2004).

The housekeeping manager is observed slightly more passive by her subordinates (1.50 out of 4) than how she perceives herself (1 out of 4).

When it comes to the overall outcomes of leadership the scores are as follows: the manager has rate her extra effort as it is seen by her subordinates (2.67 out 4), she has rate her effectiveness higher than what her subordinates think (3.75 out of 4 and 2.50 out of 4) and the overall satisfaction from the housekeeping manager is 4 out of 4 (as rated by her subordinates) and 3 out of 4 (as rated by the manager herself). Obviously this manager is doing a good job.

The emotional intelligence of the housekeeping manager is 3.25 out of 5 (as rated by the manager) and 4.32 out of 5 as rated by her subordinates. This is among the highest scores on the emotional intelligence instrument in this study. The manager not only knows how to manage her subordinates with keeping the satisfaction on such a high level, but she is also able to manage and recognize their and her own emotions in order to take out the maximum potential of every single employee for the benefit of the company.

Table 62

-Housekeeping's Manager Facts (hotel M1)

Gender	Female
Education	High School
Leadership style	Transactional (4)
EI Score	4.32

5.5 Hotel Manager of hotel M1

Qualitative Analysis

The hotel manager has not answered the short life history interview which has left the writer without any data to analyze in this part.

Quantitative Analysis

Surprisingly this manager has the same scores both on transformational (3.88 out of 4) and on transactional leadership (3.88 out of 4). In both cases, the manager has rated himself lower than the rating from his subordinates (transformational leadership 2.75 out of 4 and transactional leadership 3 out of 4). When analyzing by components of transformational leadership the results are as following: in idealized influence (attributed) the manager has rate him very low (1.75 out of 4) and his subordinates rated him as 4 out of 4; in idealized influence (behavioral) the manager has rate himself as 3.5 out of 4, and his subordinates have rate him as 4 out of 4; in motivation the manager have rate himself as 2.75 out of 4 and his subordinates have rate him as 4 out of 4; in intellectual stimulation the manager have rate himself as 3.25 out of 4 and his subordinates have rate him as 4 out of 4; in individualized consideration the manager have rate himself as 2.5 out of 4 and his subordinates have rate him as 3.38 out of 4. Interesting, but from these results it seems like that the manager is not aware that his subordinates see him as their role model/idol. With such high scores on the transformational leadership components, this leader is definitely transformational.

On the other hand, when it comes to the transactional leadership components the manager rate himself as 2.75 out of 4 on the contingent reward component and his subordinates rate his as 4 out of 4; in management-by-exception (active) the manager rate himself as 3.25 out of 4 and 3.75 out of 4 as rated by his subordinates.

The passive avoidant style of the hotel manager is 1.39 out of 4 as rated by the manager and 3.19 out of 4 as rated by his subordinates. This result is little bit confusing for the writer of this paper. Scoring so high on the passive style and still being perceived as highly transformational leader, indicates to one thing: that the passiveness of the leader is most probably perceived as positive with allowing the employees to develop their own way of thinking and deciding in one particular situation. Most probably the leader is always there to monitor the situation but allows freedom in the working everyday life. If this is not the explanation for the high scores on the passive avoidant style, a broader face to face analysis is a must.

Again the manager scores very high on the overall outcomes of leadership (3 out of 4 as rated by the manager and 3.74 out of 4 as rated by his subordinates). Analyzed by components the scores are as following: the extra effort is 3 out of 4 as rated by the manager and 3.33 out of 4 as rated by his subordinates; the effectiveness is 3 out of 3 as rated by the manager and 3.88 out of 4 as rated by his employees; the satisfaction is 3 out of 4 as rated by the manager and 4 out of 4 as rated by his subordinates.

The emotional intelligence score is 3.37 out of 4 as rated by the manager and 3.54 out of 4 as rated by his subordinates.

Table 63

-Hotel's Manager Facts (hotel M1)

Gender	Male
Education	
Leadership style	Transformational (3.88)
EI Score	3.54

5.6 General Manager of hotel M2

Qualitative Analysis

The general manager of hotel M2 is female and born in the city where she is working now, raised by both parents and she is the youngest child among three sisters. She has listed university as level of education, and speaks three foreign languages. On the question, factors that have developed your leadership skills she has answered: born as a leader, development through trainings and reading literature. She got her first job when she was 26 years old. She has been a part of sports in her school (gymnastics), and as volunteering work she has stated choir member. On the question how much did your parents interfere (participated) in your education, she has stated not enough. As well as most of the other leaders, the general manager has higher education than her parents (her father had high school and her mother had primary school).

Quantitative Analysis

When analyzing the results of this leader, the first thing that strikes the eye is the almost identical results in how she rated herself and how subordinates rated her. The results from transformational leadership and transactional leadership are very close, but still the dominant style of the general manager of hotel M2 is transformational (2.94 out of 4 as rated by her subordinates). By components of the transformational leadership the results are as following: in idealized influence (attributed) the manager rated herself as 2.75 out of 4 and her subordinates rated her as 3 out of 4; in idealized influence (behavioral) the manager rated herself as 3 out of 4 and her subordinates rated her as 3.19; in motivation the manager rated herself as 3.75 out of 4 and subordinates rated her as 2.94; in intellectual stimulation the manager rated herself as 2.5 out of 4 and subordinates rated her as 2.88; in individualized consideration the manager rated herself as 2 and her subordinates rated her as 2.69.

In transactional leadership style the manager rated herself as 2.88 out of 4 and her subordinates rated her as well 2.88 out of 4. Even when analyzing by components the results are identical: 2.75 out of 4 (as seen by herself and by her subordinates) in contingent reward and 3 out of 4 (as seen by herself and by her subordinates) in management-by-exception (active).

Her passive avoidant style is again close to how subordinates perceive her (0.75 out of 4 as rated by the manager herself and 0.72 out of 4 as rated by her subordinates).

In the overall score of outcomes of leadership the manager has rated herself slightly lower than the rating from her subordinates (with 2.92 out of 4 and 3.23 out of 4). By components the results are as following: extra effort is 3 out of 4 as rated by the manager and 2.75 out of 4 as rated by her subordinates, effectiveness is 3.25 out of 4 as rated by the manager and 3.44 out of 4 as rated by her subordinates, satisfaction is 2.5 out of 4 as rated by the manager and 3.5 out of 4 as rated by her subordinates. It is good that the manager is not highly satisfied from her actions, because that gives space for further improvement and development.

The emotional intelligence of the general manager is 4.05 out of 5 (as rated by herself) and 3.77 out of 5 as rated by her subordinates.

Table 64

-General's Manager Facts (hotel M2)

Gender	Female
Education	Bachelor Degree
Leadership style	Transformational (2.94)
EI Score	3.77

5.7 Hotel Manager of hotel M2

Qualitative Analysis

The hotel manager of hotel M2 is a female born and brought up in the same town where she is working, raised by both parents, and she is the youngest child in the family (she has one older sister). She has listed university as level of her education and speaks fluently two languages (German and English). As factors that have helped in improving her leadership skills, the hotel manager has stated the working experience in a tourist agency (one year), working in a hotel (nine years) and variety of courses. She started working when she was 23 years old. She has been training handball while her education but she has not been on a leader position. On the question how much did your parents participate in your educational life she has answered that she had their complete unconditional support but she has achieved success on her own. This leader as the others has higher education than her parents (they both had high school).

Quantitative Analysis

The hotel manager's dominant leadership style is transformational with 3.20 out of 4 as subordinates rated the manager. Again, in the results for this manager it is obvious that subordinates have rated the manager higher than the scores she has for herself. When analyzed by components the results are as following: in idealized influence (attributed) the manager rated herself as 2.75 out of 4 and her subordinates rated her as 3.50 out of 4; in idealized influence (behavioral) the manager rated herself as 3.5 out of 4 and her subordinates rated her as 3.75 out of 4; in motivation the manager rated herself as 3 out of 4 and her subordinates rated her as 3.25 out of 4; in intellectual stimulation the manager rated herself as 2.75 out of 4 and her subordinates rated her as 3.75 out of 4; in intellectual stimulation the manager rated herself as 2.75 out of 4 and her subordinates rated the manager as 1.75 out of 4. It seems that there is a gap

between the scores of the subordinates and the manager in the component of intellectual stimulation. The manager should consider coaching/mentoring her employees in solving the problems in new ways and encouraging their thought in developing freedom of speech when the manager is solving problems. To let them know that their opinion counts.

The transactional leadership style is 2.75 out of 4 as rated by the manager and 3.13 out of 4 as rated by the subordinates. By components the results are as following: the contingent reward is 3 out of 4 as rated by the manager and 2.75 out of 4 as rated by her subordinates, the management-by-exception (active) is 2.5 out of 4 (as the manager rated herself) and 3.5 out of 4 as subordinates rated the manager.

The passive avoidant style of the manager is 0.5 out of 4 both as rated as herself and as rated by her subordinates.

The overall score for outcomes of leadership is 3.11 out of 4 as rated by the manager and 3.50 out of 4 as rated by her subordinates. By components the outcomes of leadership are as following: extra effort is 2.33 out of 4 as the manager rated herself and 3 out of 4 as subordinates rated the manager, effectiveness is 3.5 out of 4 as rated both by the manager and the subordinates, satisfaction is 3.5 out of 4 as rated by the manager and 4 out of 4 as rated by her subordinates.

The emotional intelligence of the leader is 3.5 out of 5 as rated by the manager and 3.91 out of 5 as rated by her subordinates.

Table 65

-Hotel's Manager Facts (hotel M2)

Gender	Female
Education	Bachelor Degree
Leadership style	Transformational (3.20)
EI Score	3.91

5. 8 Reception Manager of hotel M2

Qualitative Analysis

The reception manager of hotel M2 is female born and raised in the same town where she is working by both parents in a family of three children where she is the eldest. She has listed university as her level of education and speaks fluently two languages (English and German). As factors that have contributed to her professional development as a leader she has stated relevant working experience (first job at 18 years of age, manager of reception, hotel manager, and part time jobs in a boutique, tourist agency, and coffee shop). On the question how much did her parents participate in her educational life she has stated that they have not participated at all. She, as the other leaders, has higher education than her parents (they had high school).

Quantitative Analysis

The reception's manager dominant leadership style is transformational (2.23 out of 4 as rated by her subordinates and 2.5 out of 4 as rated by the manager herself). Even though she has scored as transformational the results are not very high (the maximum value is four, so this result is practically in the middle). The transactional leadership style by the score is very close to the score of the transformational one (2.13 out of 4 as rated by her subordinates and 2.5 out of 4 as rated by the manager). The scores of the components of the transformational leadership are as following: in idealized influence (attributed) the score is 3.5 out of 4 (as the manager rated herself) and 2.5 out of 4 as the subordinates rated the manager; in idealized influence (behavioral) the score is 2.5 out of 4 as the manager rated herself and 2.13 out of 4 as subordinates rated the manager; in motivation the score is 2.75 out of 4 as the manager rated herself and 3 out of 4 as subordinates rated the manager; in intellectual stimulation the score is 2 out of 4 (as the manager rated herself) and 2.25 out of 4 as subordinates rated the manager; in

individualized consideration the manager rated herself as 1.75 out of 4 and her subordinates rated her as 1.25 out of 4. These low scores on the individualized consideration are warning for the manager to change the tactics and way of thinking. Individual consideration means understanding and sharing in others' concerns and developmental needs and treating each individual uniquely. Zeleznik (1977) has concluded that personal influence and individualized interaction of supervisor with subordinates are of primary importance in differentiating managers from leaders. Individualized consideration includes mentoring and coaching, communicating with subordinates as way to provide continuous follow up and feedback (Bass & Avolio, 2004).

The passive avoidant style of the reception manager is 0.68 out of 4 (as the manager rated herself) and 1.81 out of 4 as subordinates rated the manager.

The overall score for the outcomes of leadership is very high (4 out of 4 as rated by the manager and 3.57 out of 4 as rated by her subordinates). By components the scores are as following: extra effort is 4 out of 4 as the manager rated herself and 3.33 out of 4 as subordinates rated the manager, effectiveness is 4 out of 4 as the manager rated herself and 3.63 out of 4 as subordinates rated the manager, satisfaction is 4 out of 4 as the manager rated herself and 3.75 out of 4 as subordinates rated the manager.

The emotional intelligence score is 3.66 out of 4 (as the manager rated herself) and 3.17 out of 4 as subordinates rated the manager.

Table 66

-Reception's Manager Facts (hotel M2)

Gender	Female
Education	Bachelor Degree
Leadership style	Transformational (2.23)
EI Score	3.17

5.9 Housekeeping Manager of hotel M2

Qualitative Analysis

The housekeeping manager of hotel M2 is a female born in a village. She is the second youngest child in the family of four children, raised by both parents. She has listed high school as her level of education and speaks fluently two languages (English and German). Her first job was when she was 24 years old in a tourist agency. She has played handball during her education and has been volunteer for the Red Cross. On the question how much did your parents interfere in your educational life, she has answered very little. She has higher education than her parents (both have primary school).

Quantitative Analysis

Even though close with the scores from the transformational leadership style, the dominant style of the housekeeping manager is transactional with a score of 2.75 out of 4 as rated by her subordinates and 3.13 out of 4 as rated by the manager herself. By components the scores are as following: the contingent reward is 3.25 out of 4 (as rated by the manager) and 2.17 out of 4 (as rated by her subordinates), the management-by-exception (active) is 3 out of 4 (as rated by the manager) and 3.33 out of 4 (as rated by the subordinates).

The transformational leadership style is 3.2 out of 4 (as rated by the manager) and 2.50 out of 4 (as rated by the subordinates). By components the scores are as following: idealized influence (attributed) is 3.5 out of 4 (as the manager rated herself) and 2.50 out of 4 as subordinated rated the manager; in idealized influence (behavioral) the score is 2.50 out of 4 in both ratings; in motivation the score is 3.5 out of 4 (as rated by the manager) and 2.33 out of 4 as rated by subordinates; in intellectual stimulation the score is 3.25 out of 4 as rated by the manager and

2.83 out of 4 as rated by subordinates; in individualized consideration the score is 3.25 out of 4 as rated by the manager and 2.83 out of 4 as rated by the subordinates.

The passive avoidant style of the manager defers from how the manager sees herself and how subordinates see her. The manager has scored 2 out of 4 on passive avoidant style and her subordinates rate her as 0.92 out of 4.

The overall score of the outcomes of leadership is 3.69 out of 4 (as rated by the manager) and 2.92 out of 4 as rated by her subordinates. By components the results are as following: extra effort is 3.33 out of 4 as rated by the manager and 2.33 out of 4 as rated by her subordinates, effectiveness is 3.75 out of 4 as rated by the manager and 3.25 out of 4 as rated by her subordinates, satisfaction is 4 out of 4 as rated by the manager and 3.17 out of 4 as rated by her subordinates.

The emotional intelligence score of the housekeeping manager is 2.25 out of 5 (as the manager rated herself) and 3.23 out of 5 as subordinates rated the manager.

Table 67

-Housekeeping's Manager Facts (hotel M2)

Gender	Female
Education	High School
Leadership style	Transactional (2.75)
EI Score	3.23

5.10 Kitchen Manager of hotel M2

Qualitative Analysis

The kitchen manager of hotel M2 is male, born in a town in the eastern part of the country. He has been raised by both parents, in a family of three children where he is the youngest one. He speaks fluently three languages (German, Norwegian, and Greek). His first job was when he was 16 years old as a waiter. He has participated in various sports during his education (football, volleyball, basketball) but never on a leader position. On the question how much did the parents participate in his educational life he has answered very little. His parents had high school (father) and primary school (mother).

Quantitative Analysis

The dominant leadership style of the kitchen manager is transactional (2.82 out of 4 as rated by his subordinates). By components the scores are as following: in contingent reward the manager rated himself as 2.5 out of 4 and his subordinates rated him as 2.83 out of 4, in management-by-exception (active) the manager rated himself as 2.25 out of 4 and his subordinates rated him as 3 out of 4.

By components in transformational leadership style the results are as follows: in idealized influence (attributed) the manager rated himself as 2.25 out of 4 and his subordinates rated him as 2.42 out of 4; in idealized influence (behavioral) the manager rated himself as 2 out of 4 and his subordinates rated him as 2.67 out of 4; in motivation the manager rated himself as 3 out of 4 and his subordinates rated him as 3.17 out of 4; in intellectual stimulation the manager rated himself as 3 out of 4 and his subordinates rated him as 3.33 out of 4; in individualized consideration the manager rated himself as 1.75 out of 4 and subordinates rated him as 2.50.

The passive avoidant score of the kitchen manager is 1 out of 4 as rated by the manager and 0.88 out of 4 as rated by his subordinates.

The overall score for outcomes of leadership is 3.14 out of 4 as rated by the manager and 3.35 out of 4 as rated by his subordinates. By components the results are as following: extra effort is 2.67 out of 4 as rated by the manager and 3.22 out of 4 as rated by his subordinates, effectiveness is 3.25 out of 4 as rated by the manager and 3.50 out of 4 as rated by his subordinates, satisfaction is 3.5 out of 4 as rated by the manager and 3.33 out of 4 as rated by his subordinates.

The emotional intelligence score is 3.82 out of 5 as rated by the manager and 3.46 out of 5 as rated by his subordinates.

Table 68

-Kitchen's Manager Facts (hotel M2)

Gender	Male
Education	High School
Leadership style	Transactional (2.82)
EI Score	3.46

5. 11 Restaurant Manager of hotel M2

Qualitative Analysis

The restaurant manager of hotel M2 has not answered the short life history; therefore the researcher was not able to analyze any qualitative data.

Quantitative Analysis

The restaurant's manager dominant leadership style is transactional (2 out of 4 as rated by his subordinates). It is noticeable from the results displayed from the gathered data that the subordinates are not satisfied with the attitude and leadership style of this manager. These results clearly show problems within department, low motivated employees that surely lowers the overall positive impression for this hotel. It is a must to have satisfied employees especially in the first line contact with the guests, because they are the base for a quality service. Even though the dominant style is transactional leadership, the result from the passive avoidant style is dangerously close (1.79 out of 4 as rated by the subordinates).

The results from the transformational leadership style components are as following: idealized influence (attributed) 3 out of 4 as rated by the manager and 2.75 out of 4 as rated by the subordinates; idealized influence behavioral is 2.5 out of 4 as rated by the manager and 1.75 out of 4 as rated by his subordinates; motivation is 3 out of 4 as rated by the manager and 1.75 out of 4 as rated by his subordinates; intellectual stimulation is 3.25 out of 4 as rated by the manager and 1.75 out of 4 as rated by the subordinates; individualized consideration is 2.5 out of 4 as rated by the manager and 1.5 out of 4 as rated by his subordinates.

The scores of the transactional leadership components are as following: in contingent reward the restaurant manager has rated himself as 2.75 out of 4 and his subordinates have rated him as

1.50 out of 4, in management-by-exception (active) the restaurant manager has rated himself as 3 out of 4 and his subordinates have rated him as 2.50 out of 4.

The passive avoidant scores by components are as following: in management-by-exception (passive) the manager rated himself as 0.5 out of 4 and his subordinates rated him as 1.83 out of 4, in laissez-faire leadership the manager rated himself as 0.25 out of 4 and his subordinates rated him as 1.75 out of 4.

The overall score for outcomes of leadership is 3.25 out of 4 as rated by the manager and 1.51 out of 4 as rated by his subordinates. By components the scores are as following: extra effort is 3 out of 4 as rated by the manager and 1.78 out of 4 as rated by his subordinates, effectiveness is 3.25 out of 4 as rated by the manager and 2.08 out of 4 as rated by his subordinates, satisfaction is 3.5 out of 4 as rated by the manager and 0.67 out of 4 as rated by his employees. The results say for themselves. It is a pity that the manager does not see what kind of reflection he has over his subordinates. His style is completely different than the style that every other manager in this hotel has. Management courses are a must in this case.

The emotional intelligence score is 3.35 out of 5 as the manager rated himself and 3.05 out of 5 as subordinates rated the manager.

Table 69

-Restaurant's Manager Facts (hotel M2)

Gender	Male
Education	
Leadership style	Transactional (2)
EI Score	3.05

5.12 General Manager of hotel M3

Qualitative Analysis

The general manager of hotel M3 is male, born in the town where he is working currently, but at the age of 14 moved (together with his parents and younger brother) to the United States of America. Speaks fluently English. When he was 21 years of age he came back to Macedonia to serve in the army and to complete his university education. After two years he went back to the States and started his own private business. He has managed a private construction company, transportation company, restaurants, and hotels. Since 2004, he is the owner of a big tourist complex of two hotels and camping site. In 2008, he returned to Macedonia and since then has managed hotel M3. His first job was in a restaurant at the age of 16. He has participated in various team sports in school, among others hockey, football, basketball. As a volunteer he has been president of the Macedonian Orthodox Church in USA for four years and has done numerous one-day volunteering jobs. On the question how much did his parents participated in his school life, the manager answered very little. His parents, as the parents of the other managers as well, have lower education than him (high school and college).

Quantitative Analysis

Even though the score of transformational leadership is very close to the transactional one, this manager's dominant style is transactional (2.75 out of 4 as rated by his subordinates). By components, the scores are as following: in contingent reward the manager rated himself as 3.25 out of 4 and his subordinates rated him as 2.50 out of 4, in management-by-exception (active) the manager rated himself as 2.5 out of 4 and his subordinates rated him as 3 out of 4.

When it comes to the components of transformational leadership style, it is obvious that this manager differs from the other managers from Macedonia. Probably that is due to his living and

working abroad or to the various courses he has had about management. It is evident that this manager scores high on the components where other managers have scored low, such as idealized influence (behavioral) (2.75 out of 4 as rated by his subordinates), motivation (3 out of 4 as rated by his subordinates), intellectual stimulation (3 out of 4 as rated by his subordinates) and individualized consideration (2.5 out of 4 as rated by his subordinates). The only score where he and his subordinates have rated low (1.25 out of 4 as rated by himself and 2 out of 4 as rated by his subordinates) is idealized influence (attributed). Possibly this is a personal preference, but it is a highly recommended attribute towards a leader's effectiveness. Leaders who have a great deal of idealized influence are willing to take risks and are consistent rather than arbitrary; they can be counted on to do the right thing, demonstrating high standards of ethical and moral conduct (Bass & Riggio, 2006).

The overall passive avoidant score of the general manager of hotel M3 is 0.63 out of 4 as rated by the manager and 0.75 out of 4 as rated by the subordinates.

The overall outcomes of leadership score is 3.28 out of 4 as rated by the manager and 2.89 out of 4 as rated by the subordinates. By components, the scores are as following: extra effort is 3.33 out of 4 as rated by the manager and 2.67 out of 4 as rated by the subordinates, effectiveness is 3 out of 3 rated equally by the manager and his subordinates and satisfaction is 3.5 out of 4 as rated by the manager and 3 out of 4 as rated by his subordinates. Writer's personal opinion is that when the idealized influence (attributed) will be higher, the satisfaction will be even higher than the present score.

The emotional intelligence score is 3.85 out of 5 as rated by the manager and 3.57 out of 5 as rated by his subordinates.

Table 70

-General's Manager Facts (hotel M3)

Gender	Male
Education	Bachelor Degree
Leadership style	Transactional (2.75)
EI Score	3.57

5.13 Reception Manager of hotel M3

Qualitative Analysis

The reception manager of hotel M3 is a female born in the town where she is working, raised by both parents, in a family of two children where she is the eldest. As educational level she has listed bachelor degree in tourism. She speaks two languages English (fluently), Albanian (very good). Her first job was when she was 18 years old. She has played basketball during her education but has not been on a leader position within the team. She has stated that her parents have participated in her school life. Her parents as well have lower education than her (both have high school).

Quantitative Analysis

The scores of the reception manager both in transactional and in transformational leadership are very close, not only the ones subordinates rated the manager but also the ones how the manager rated herself. Transformational leadership-subordinates rated her as 2.54 out of 4 and she rated herself as 3.6 out of 4; transactional-subordinates rated her as 2.55 out of 4 and she rated herself as 3.63 out of 4. When analyzing the components of transactional leadership the scores are as following: in contingent reward the manager rated herself as 3.5 out of 4 and her subordinates rated her as 2.55, in management-by-exception (active) the manager rated herself as

3.75 out of 4 and her subordinates rated her as 2.55 out of 4. In transformational leadership components the results are: in idealized influence (attributed) the manager rated herself as 3.25 out of 4 and her subordinates rated her as 2.60 out of 4, in idealized influence (behavioral) the manager rated herself as 3.5 out of 4 and her subordinates rated her as 2.40 out of 4, in motivation the manager rated herself as 3.75 out of 4 and her subordinates rated her as 2.70 out of 4, in intellectual stimulation the manager rated herself as 3.75 out of 4 and her subordinates rated her as 2.70 out of 4, in individualized consideration the manager rated herself as 3.75 out of 4 and her subordinates rated her as 2.30 out of 4. Two weak spots for this manager are idealized influence attributed and individualized consideration. The manager should focus on creating an atmosphere where she can treat every individual according to his/hers needs in order to achieve maximum potential and outcome. Or, again as Blanchard (2004, p.61) would say "...not only should you use different strokes for different folks, but in many cases you need to use different strokes for the same folks, depending upon the task".

The overall passive avoidant style of the manager is 1 out of 4 as rated by the manager and 1.28 out of 4 as rated by his subordinates.

The overall score of the outcomes of leadership is 3.44 out of 4 as rated by the manager and 3.11 out of 4 as rated by his subordinates. By components the result is as following: extra effort is 3.33 out of 4 as rated by the manager and 2.73 out of 4 as rated by her subordinates, effectiveness is 3 out of 4 as rated by the manager and 3.30 out of 4 as rated by subordinates, satisfaction is 4 out of 4 as rated by the manager and 3.30 out of 4 as rated by her subordinates.

The emotional intelligence of the reception manager is 3.7 out of 5 as rated by the manager and 3.36 out of 5 as rated by her subordinates.

Table 71

-Reception's Manager Facts (hotel M3)

Gender	Female
Education	Bachelor Degree
Leadership style	Transactional (2.55)
EI Score	3.36

5.14 Restaurant Manager of hotel M3

Qualitative Analysis

The restaurant manager of hotel M3 is male born in a village near by the town where he is currently working. He has been raised by his mother and has one older sister. As education level he has listed high school. He speaks English and French (good), fluent in Serbian and Slovenian (very good). As a factor that has been relevant to his current working position he has stated commanding position in army, which leads to a conclusion of having a transactional leadership style. His first job was when he was 21 years old in hospitality. He has played football during his school life. On the question how much did his parents interfere in his school life he answered very little. He has higher education than his mother (she had primary school).

Quantitative Analysis

The dominant leadership style of the restaurant manager is transactional (2.94 out of 4 as rated by his subordinates). By components of transactional leadership the results are as following: in contingent reward the manager rated himself as 3.25 out of 4 and his subordinates rated him as 2.75 out of 4, in management-by-exception (active) the manager rated himself as 3 out of 4 and his subordinates rated him as 3.13 out of 4. In transformational leadership components the manager scores high on: idealized influence behavioral (2.63 out of 4 as rated by

his subordinates), motivation (3.13 out of 4 as rated by his subordinates) and intellectual stimulation (3.13 out of 4). But on idealized influence attributed (1.38 out of 4 as rated by his subordinates) and on individualized consideration (1.25 out of 4) the manager scores very low. This is most probably due to his military education, treating his subordinates like in the army, but has in mind that the quality of the service that subordinates are delivering is the mirror of the relations in one department. The attitude has to be changed in order to transform this “carrot-stick” leadership into inspirational and motivating surrounding.

The passive avoidant style of the restaurant manager is rated as 1.13 out of 4 (by the manager) and 1.19 out of 4 by his subordinates.

The overall score for outcomes of leadership is 2.86 as rated by the manager and 3 as rated by his subordinates. By components the results are as following: extra effort is 2.33 out of 4 as rated by the manager and 1.50 out of 4 as rated by his subordinates, effectiveness is 3.25 out of 4 as rated by the manager and 3.75 out of 4 as rated by his subordinates, satisfaction is 3 out of 4 as rated by the manager and 3.75 out of 4 as rated by his subordinates.

The emotional intelligence score is 3.25 out of 5 as rated by the manager and 3.07 out of 5 as rated by his subordinates.

Table 72

-Restaurant’s Manager Facts (hotel M3)

Gender	Male
Education	High School
Leadership style	Transactional (2.94)
EI Score	3.07

5.15 Housekeeping Manager of hotel M3

Qualitative Analysis

The housekeeping manager of hotel M3 is female, born and raised by both parents in the same town where she is currently working. She is the youngest child (has one older sister). As level of education she has listed bachelor degree. She speaks two languages: English (fluent) and Italian (basic). She got her first job when she was 17 years old as a secretary in insurance agency. During her studies she has worked as waiter in a restaurant and sales assistant in boutiques. On the question whether her parents have interfered in her school life she has answered rarely. Her parents had lower education than her (high school).

Quantitative Analysis

This manager has rated very low on both transactional and transformational leadership styles. Even though the higher score is transformational leadership, the writer of this paper could not agree that this is a transformational leader. The overall score for transformational leadership is 1.98 out of 4 as rated by her subordinates and a score of 1.94 out of 4 for transactional leadership. By components of transformational leadership the results are as following: in idealized influence (attributed) the manager rated herself as 1.75 out of 4 and her subordinates rated her as 1.92 out of 4, in idealized influence (behavioral) the manager rated herself as 3 out of 4 and her subordinates rated her as 2.08 out of 4, in motivation the manager rated herself as 2.75 out of 4 and her subordinates rated her as 2.42 out of 4, in intellectual stimulation the manager rated herself as 3 out of 4 and her subordinates rated her as 2.17 out of 4 and in individualized consideration the manager rated herself as 2.75 out of 4 and her subordinates rated her as 1.33 out of 4. Again the weak fields are individualized consideration and individualized influence attributed. It seems that the manager treats her subordinates only as a group, with lack

(or poor) of leadership skills that leads the subordinates to evaluate the leader very low. The management of the hotel should consider coaching and mentoring for its department managers in order to improve their leadership style. Being better leaders will increase the effectiveness not only of the personal but of the hotel in general.

By components of the transactional leadership the results are as following: in contingent reward the manager rated herself as 3 out of 4 and her subordinates rated her as 1.63 out of 4 and in management-by-exception (active) the manager rated herself as 2.5 out of 4 and her subordinates rated her as 2.25 out of 4.

The overall score of the passive avoidant style as rated by the manager is 1.13 out of 4 and 0.71 out of 4 as rated by her subordinates.

The overall score of the outcomes of leadership is 2.69 out of 4 as rated by the manager and 1.91 out of 4 as rated by her subordinates. By components the results are as following: extra effort is 2.33 out of 4 as rated by the manager and 2.22 out of 4 as rated by her subordinates, effectiveness is 2.75 out of 4 as rated by the manager and 2 out of 4 as rated by her subordinates, satisfaction is 3 out of 4 as rated by the manager and 1.50 out of 4 as rated by the subordinates. From this last component of the outcomes of leadership it is obvious how things stand in this department. The manager has to evaluate herself and her actions in order to improve the working atmosphere in the housekeeping department.

The emotional intelligence score is 3.35 out of 5 as rated by the manager and 3.58 out of 5 as rated by her subordinates. This relatively high rating from her subordinates is slightly confusing for the writer of this paper. With having low scores on most of the components of leadership presented above, the writer expected low emotional intelligence score as well. Either the instrument did not penetrate to the core of the problems with its questions or the manager even

though is aware of her own emotions and the emotions of her subordinates, is simply ignorant.

Further analysis is needed within this department in order to perceive the exact situation.

Table 73

-Housekeeping's Manager Facts (hotel M3)

Gender	Female
Education	Bachelor Degree
Leadership style	Transformational (1.98)
EI Score	3.58

5.16 Kitchen Manager of hotel M3

Qualitative Analysis

The kitchen manager of hotel M3 is male born in a village near the town where he is currently working. Raised by both parents in a family where he is the oldest child (he has one younger brother). As educational level he has listed high school. He speaks fluently Serbian and basic English. His first job was when he was 20 years of age. During his education he has been on numerous competitions in gastronomy but never on a leader position. On the question how much did his parents interfere in his educational life he has answered a lot. His parents had lower education than him (primary).

Quantitative Analysis

The scores (both of the transformational and transactional leadership style) of the kitchen manager are very close (transformational leadership 2.47 out of 4 as rated by the subordinates and 2.46 out of 4 in transactional leadership). By components of transformational leadership the results are as following: in idealized influence (attributed) the manager rated himself as 2.5 out of 4 and his subordinates rated him as 2.33 out of 4, in idealized influence (behavioral) the

manager rated himself as 2.5 out of 4 and his subordinates rated him as 2.42 out of 4, in motivation the manager rated himself as 3 out of 4 and his subordinates rated him as 2.58 out of 4, in intellectual stimulation the manager rated himself as 2.25 out of 4 and his subordinates rated him as 2.92 out of 4, in individualized consideration the manager rated himself as 2 and his subordinates rated him as 2.08. From the results it is obvious that the manager is aware of what image he presents for himself and how he is perceived from his subordinates.

By components of transactional leadership, the results are as following: in contingent reward the results are 2.75 out of 4 rated both by the manager and his subordinates and in management-by-exception (active) the manager rated himself as 3 out of 4 and his subordinates rated him as 2.17 out of 4.

The overall passive avoidant style of the manager is 1.13 out of 4 as rated by the manager and 1 out of 4 as rated by his subordinates.

The overall outcomes of leadership score is 2.53 out of 4 as rated by the manager and 2.86 out of 4 as rated by his subordinates. By components the results are as following: extra effort is 1.33 out of 4 as rated by the manager and 2.33 out of 4 as rated by his subordinates, effectiveness is 3.25 out of 4 rated equally by the manager and his subordinates, satisfaction is 3 out of 4 rated equally from the manager and his subordinates.

The emotional intelligence score of the kitchen manager is 3.45 out of 5 as rated by the manager and 3.23 out of 5 as rated by his subordinates.

Table 74

-Kitchen's Manager Facts (hotel M3)

Gender	Male
Education	High School
Leadership style	Transformational (2.47)
EI Score	3.23

5.17 Profile of the Macedonian leader

It can be indicated from the results above that the Macedonian leader is a transactional (ten out of 16 leaders are transactional and even the ones that are transformational are very low on the scale) type of leader, using the system of punishment and reward, a leader that can be often assumed as too harsh for this type of industry, as sensitive as the hospitality industry is. The transactional leadership occurs when the leader rewards or disciplines the follower, depending on the adequacy of the follower's performance; it depends on contingent reward (CR) or the more negative active or passive forms of management-by-exception (MBE-A or MBE-P) (Bass & Riggio, 2006). The contingent reward is transactional when the reward is material (such as bonus) and it can be transformational as well if the reward is psychological (Antonakis, Avolio, & Sivasubramaniam, 2003). "Contingent reward leadership involves the leader assigning or obtaining follower agreement on what needs to be done with promised actual rewards offered in exchange for satisfactorily carrying out the assignment" (Bass & Riggio, 2006, p. 8). In the management-by-exception (active) the leader actively monitors deviances from standards, mistakes in the subordinate's assignments. The passive type of management-by-exception leader is the one that only waits passively for deviances, mistakes in the subordinate's behavior. On a number of occasions it is good to practice this type of passive management-by-exception when it is required to supervise a large number of subordinates who report directly to the leaders (Bass & Riggio, 2006).

The Macedonian leader in the hospitality industry (at least as it can be indicated from the convenient sample) is more or less transactional in all the sectors. Supposedly it can be good if the leader is transactional in some particular tasks, but to also be able to inspire his/her followers.

All of the general managers have university degrees, and most of the department managers have high school diploma. Fourteen out of the total number of 16 managers have grown up with both of their parents; thirteen of them are the youngest child in the family (with usually one or two siblings); all of the 16 managers speak at least two languages (not taking into consideration Macedonian as their mother tongue); the average age of starting to work is 18; 14 out of 16 have higher education than their parents. That may be due to the fact that after World War II (and most of the manager's parents were children then) the education level of the population of Macedonia was not very high. The ones that had high school were put in leading positions in the country (directors etc) and the rest (primary school) worked "normal" jobs (everyone was equal in communist Yugoslavia). The higher education of the manager can also be a result of the natural parent's ambition to strive for better conditions for their own child. As one of the managers related what his mother used to say to him: "...study my child so you would never have to have a hard life as me..."

Out of six leaders that are rated as transformational, four are female with a bachelor degree and two are male with a high school degree. According to this convenient sample, women are more transformational than men in Macedonia, although it is not a large enough sample to generalize to the whole industry or whole population.

The average emotional intelligence score of the Macedonian leader is 3.47.

5.18 General Manager of hotel N1

Qualitative Analysis

The general manager of hotel N1 is female and born and raised by both parents in the town where she is currently working. She has two sisters. As level of education she has stated master program in BI. She speaks fluently two languages: English (fluently), French (very good). She has very rich professional experience: one year in one of the biggest hotel chains as a kitchen chef, customer consultant in Manpower for one year, trainee in one of the biggest banks in Norway (has finished her career in the bank as bank manager – 8 years working experience in the bank in total), responsible for HR at Viking Football for one and a half years, and general manager (present) for already one and a half years. On the question other factors that have contributed to her leadership development she has stated mentor programs and focus on seeing employees differently in every job-people enjoy being a manager. She got her first job when she was 13 years old. She has done courses in order to develop herself such as commerce and service, marketing and HR management. When asked how much did her parents interfere in her school life, she has answered yes, solidly. Her parent's education is university degree.

Quantitative Analysis

The general's manager dominant style is transactional with a score of 2.58 out of 4 as rated by her subordinates. The transformational leadership score is very close to the transactional one with 2.47 out of 4 as rated by the subordinates. By components of transformational leadership the results are as following: in idealized influence (attributed) the manager rated herself as 2.75 out of 4 and her subordinates rated her as 2.33 out of 4, in idealized influence (behavioral) the manager rated herself as 2.75 out of 4 and her subordinates rated her as 2.5 out of 4, in motivation the manager rated herself as 3.75 out of 4 and her subordinates rated her as 2.75, in

intellectual stimulation the manager and the subordinates rated her as 3 out of 4, in individualized consideration the manager rated herself as 3 out of 4 and subordinates rated her as 2.75 out of 4.

The transactional leadership components' scores are as following: in contingent reward the manager rated herself as 3.5 out of 4 and her subordinates rated her as 2.55 out of 4, in management-by-exception the manager rated herself as 2.5 out of 4 and her subordinates rated her as 2.60 out of 4.

The overall passive avoidant score is 1.04 out of 4 as rated by the manager and 1.82 out of 4 as rated by her subordinates. The passive score is higher compared to the results of the other managers. It is needed to self evaluate manager's behavior. May be the impression that subordinates have that their manager is passive is because the manager monitors their work and acts when (if) mistakes are occur. May be they prefer constant acknowledgment that the manager is present and aware of daily situations.

The overall outcomes of leadership score is 3.19 out of 4 as rated by the manager and 2.75 out of 4 as rated by her subordinates. By components the results are as following: extra effort is 3.33 out of 4 as rated by the manager and 2.67 out of 4 as rated by her subordinates, effectiveness is 3.25 out of 4 as rated by the manager and 2.88 out of 4 as rated by her subordinates, satisfaction is 3 out of 4 as rated by the manager and 2.70 out of 4 as rated by her subordinates.

The emotional intelligence score of the leader is 3.82 out of 4 as rated by the manager and 3.42 out of 4 as rated by her subordinates.

Table 75

-General's Manager Facts (hotel N1)

Gender	Female
Education	Master degree
Leadership style	Transactional (2.58)
EI Score	3.42

5.19 Reception Manager/House economist of hotel N1

Qualitative Analysis

The reception manager of hotel N1 is a female born and raised in the town where she is currently working by both parents. She has two brothers. She has not stated her level of education. She speaks fluently English. She started working when she was 11 years old. She has participated in team sports during her education such as football and swimming. She has decided to not answer the question about her parent's education and how much did they interfere in her school life.

Quantitative Analysis

The dominant leadership style of the reception manager is transformational with 2.46 out of 4 as rated by her subordinates. By components of transformational leadership the results are as following: in idealized influence (attributed) the manager rated herself as 2.25 out of 4 and her subordinates rated her as 3.25 out of 4, in idealized influence (behavioral) the manager rated herself as 3.5 out of 4 and her subordinates rated her as 2.75 out of 4, in motivation the manager rated herself as 3.5 out of 4 and her subordinates rated her as 3.75 out of 4, in intellectual stimulation the manager and subordinates rated her as 3 out of 4 and in individualized consideration the manager rated herself as 3.5 out of 4 and her subordinates rated her as 3.33 out of 4.

By components of transactional leadership the scores are as following: in contingent reward the manager rated herself as 3.5 out of 4 and her subordinates rated her as 3 out of 4, in management-by-exception (active) the manager rated herself as 2 out of 4 and her subordinates rated her as 2.66 out of 4.

The overall score of the passive avoidant style is 1 out of 4 as rated by the manager and 1.29 out of 4 as rated by his subordinates.

The overall outcomes of leadership score is 3.11 out of 4 as rated by the manager and 2.47 out of 4 as rated by her subordinates. By components the results are as following: extra effort is 2 out of 4 as rated by the manager and 3 out of 4 as rated by her subordinates, effectiveness is 3.33 out of 4 as rated by the manager and 2.66 out of 4 as rated by her subordinates, satisfaction is 4 out of 4 as rated by the manager and 3 out of 4 as rated by her subordinates.

The emotional intelligence score is 3.36 out of 5 as rated by the manager and 3.24 out of 5 as rated by her subordinates.

Table 76

-Reception's Manager Facts (hotel N1)

Gender	Female
Education	
Leadership style	Transformational (2.46)
EI Score	3.24

5.20 General Manager of hotel N2

Qualitative Analysis

The general manager of hotel N2 was born in a small place in the northern part of Norway. She was raised by both parents; they were divorced when she was 13 years old. She has one brother and two half brothers. As level of education she has listed one year of university education and one year of college. She speaks two languages: English (fluently) and German (basic). She has been trained for managerial positions in one of the biggest hotel chains in Scandinavia. Her first job was as extra help waiter when she was 15 years old. She has worked as bartender, waiter, receptionist, hotel manager, general manager and au pair. During her education she has played football, handball. When asked how much did her parents interfere in her school life she has answered not so much (little). Her mother has primary school and her father has finished for mechanics.

Quantitative Analysis

The dominant leadership style of the general manager is transformational (3.58 out of 4 as rated by her subordinates). By components the scores are as following: in idealized influence (attributed) the manager rated herself as 3 out of 4 and her subordinates rated her as 3.69 out of 4, in idealized influence (behavioral) the manager rated herself as 3.25 out of 4 and her subordinates rated her as 3.50 out of 4, in motivation the manager rated herself as 3.75 out of 4 and her subordinates rated her as 3.94 out of 4, in intellectual stimulation the manager rated herself as 3.5 out of 4 and her subordinates rated her as 3.13 out of 4, in individualized consideration the manager rated herself as 3.5 out of 4 and her subordinates rated her as 3.63 out of 4.

When analyzing transactional leadership components, the scores are as following: in contingent reward the manager rated herself as 3.25 out of 4 and her subordinates rated her as 3.5 out of 4, in management-by-exception (active) the manager rated herself as 2.5 out 4 and her subordinates rated her as 2.06 out of 4.

The overall passive avoidant score is 0.88 out of 4 as rated by the manager and 0.59 out of 4 as rated by her subordinates.

The overall outcomes of leadership score is 3.19 out of 4 as rated by the manager and 3.68 out of 4 as rated by her subordinates. By components the scores are as following: extra effort is 3.33 out of 4 as rated by the manager and 3.67 out of 4 as rated by her subordinates, effectiveness is 2.55 out of 4 as rated by the manager and 3.50 out of 4 as rated by her subordinates, satisfaction is on the highest level from all the previous scores presented and it is 4 out of 4 as rated by the manager and 3.88 out of 4 as rated by her subordinates.

The emotional intelligence score of the general manager is 3.22 out of 5 as rated by the manager and 3.57 out of 5 as rated by her subordinates.

This manager should be an example of how leaders should work with their subordinates.

Table 77

-General's Manager Facts (hotel N2)

Gender	Female
Education	High School
Leadership style	Transformational (2.58)
EI Score	3.57

5.21 Verthuset-Inn Manager of hotel N2

Qualitative Analysis

The verthuset-inn manager is male, born in one of the biggest cities in Norway, and has been raised by both parents until he was 18 years old. He has three brothers and one half brother. He has completed his bachelor degree in tourism. He speaks two languages (not including Norwegian as mother tongue): English (fluently) and German (good). As relevant experiences, he has listed banquet manager and waiter/head waiter. When he was 16 years old he started on his first summer job and on 18 he started on his first part time job. In his spare time he has played football but has not been on a leader position within the team. On the question whether his parents have interfere in his school life he has answered yes. His parents have university education for one year (not completed).

Quantitative Analysis

The dominant leadership style of verthuset-inn manager is transformational with 2.49 out of 4 as rated by his subordinates. By components of transformational leadership style, the results are as following: in idealized influence (attributed) the manager rated himself as 2.5 out of 4 and his subordinates rated him as 2.81 out of 4, in idealized influence (behavioral) the manager rated himself as 2.5 out of 4 and his subordinates rated him as 2.13 out of 4, in motivation the manager rated himself as 2 out of 4 and his subordinates rated him as 2.44 out of 4, in intellectual stimulation the manager rated himself as 2.75 out of 4 and his subordinates rated him as 2.63 out of 4, in individualized consideration the manager rated himself as 2.75 out of 4 and his subordinates rated him as 2.44 out of 4. According to the results, the manager should motivate his subordinates on a greater level. Inspirational leaders articulate shared goals and mutual understanding of what is right and important; they provide visions of what is possible and how to

attain them; they enhance meaning and promote positive expectations about what needs to be done.

The transactional leadership score is 1.88 out of 4 as rated by the manager and 2.34 out of 4 as rated by his subordinates. By components the results are as following: in contingent reward the manager rated himself as 1.5 out of 4 and his subordinates rated him as 2.38 out of 4, in management-by-exception (active) the manager rated himself as 2.25 out of 4 and his subordinates rated him as 2.31 out of 4.

The passive avoidant overall score is 1.75 out of 4 as rated by the manager and 1.09 out of 4 as rated by his subordinates.

The overall outcome of leadership score is 2.42 out of 4 as rated by the manager and he is almost identically rated by his subordinates 2.45 out of 4. By components the results are as following: in extra effort the manager rated himself as 2 out of 4 and his subordinates rated him as 2.17 out of 4, in effectiveness the manager rated himself as 2.75 out of 4 and his subordinates rated him as 2.69 out of 4, in satisfaction the manager rated himself as 2.50 out of 4 and he was equally rated by his subordinates.

The emotional intelligence score is 3.2 out of 5 as rated by the manager and 2.9 out of 5 as rated by his subordinates.

Table 78

-Verthuset-Inn's Manager Facts (hotel N2)

Gender	Male
Education	Bachelor Degree
Leadership style	Transformational (2.49)
EI Score	2.9

5.22 Reception Manager of hotel N2

Qualitative Analysis

The reception manager of hotel N2 was born in a municipality in northern part of Norway, and raised up by both parents. She has listed service management school and bachelor degree as her education. She speaks three languages: English (fluently), German (fluently), Spanish (poor). Her first job was at a gas station when she was 14 years old. She has been working as a waiter and in a tourist agency. During her education she has participated in various activities but never on a leading position: handball, football, ballet. On the question whether her parents interfere in her school life she has answered yes without any additional comments. And she has stated that she is not aware of her parents' level of education.

Quantitative Analysis

The dominant leadership style of the reception manager is transformational (2.82 out of 4 as rated by her subordinates). By components the results are as following: in idealized influence (attributed) the manager rated herself as 2.75 out of 4 and her subordinates rated her as 3.58 out of 4, in idealized influence (behavioral) the manager rated herself as 3 out of 4 and her subordinates rated her as 2 out of 4, in inspirational motivation the manager rated herself as 3 out of 4 and her subordinates rated her as 2.75 out of 4, in intellectual stimulation the manager rated herself as 2.75 out of 4 and her subordinates rated her as 2.58 out of 4, in individualized consideration the manager rated herself as 3 out of 4 and her subordinates rated her as 3.17 out of 4. The transactional leadership score is 2.25 out of 4 as rated by the manager and 2.17 out of 4 as rated by her subordinates. By components the score is as following: in contingent reward the manager rated herself as 3 out of 4 and her subordinates rated her as 2.58 out of 4, in

management-by-exception (active) the manager rated herself as 1.5 out of 4 and her subordinates rated her as 1.75 out of 4.

The overall passive avoidant score of the reception manager is 0.25 out of 4 as rated by the manager and 1.29 out of 4 as rated by her subordinates. Her subordinates perceive her as more passive than she declares.

The overall outcome of leadership score is 3.17 out of 4 as rated by the manager and 3.31 out of 4 as rated by her subordinates. By components the results are as following: in extra effort the manager rated herself as 3 out of 4 and her subordinates rated her as 2.78 out of 4, in effectiveness the manager rated herself as 3 out of 4 and her subordinates rated her as 3.67 out of 4, in satisfaction the manager and her subordinates rated her identically 3.5 out of 4.

The emotional intelligence score is 3.22 out of 5 as rated by the manager and 3.27 out of 5 as rated by her subordinates.

Table 79

-Reception's Manager Facts

Gender	Female
Education	Bachelor Degree
Leadership style	Transformational (2.82)
EI Score	3.27

5.23 Kitchen Manager of hotel N2

Qualitative Analysis

The kitchen manager of hotel N2 is female born in a town in northern Norway, raised by both parents together with her three sisters. As her education she has listed high school and a course for a cook. She speaks good two languages but she has not stated which. Her first job was in a kiosk when she was 16 years old. She has also worked in a coffee shop and as extra help in kitchen. Her parents have both high school.

Quantitative Analysis

The kitchen manager of hotel N2 has very low grades on her leadership style(s). She has been rated as 1.92 out of 4 both on transactional and on passive avoidant style. This score seems more as the passive avoidant than as transactional leadership style, because of the low rating on the scale from one to four. The scores of transformational leadership components are as following: in idealized influence (attributed) the manager rated herself as 3 out of 4 and her subordinates rated her as 1.50 out of 4, in idealized influence (behavioral) the manager rated herself as 3 out of 4 and her subordinates rated her as 1.67 out of 4, in inspirational motivation the manager rated herself as 3 out of 4 and her subordinates rated her as 1.83 out 4, in intellectual stimulation the manager rated herself as 2.75 out of 4 and her subordinates rated her as 2.33 out of 4, in individualized consideration the manager rated herself as 3.25 out of 4 and her subordinates rated her as 1.75 out of 4.

The transactional leadership components' scores are as following: in contingent reward the manager rated herself as 2.75 out of 4 and her subordinates rated her as 1.83 out of 4, in management-by-exception (active) the manager rated herself as 3 out of 4 and her subordinates rated her as 2 out of 4.

The passive avoidant components' scores are as following: in management-by-exception (passive) the manager rated herself as 2.75 out of 4 and her subordinates rated her as 2 out of 4, in laissez-faire leadership the manager rated herself as 1 out of 4 and her subordinates rated her as 1.83 out of 4.

The overall outcome of leadership score is 3.42 out of 4 as rated by the manager and 1.49 out of 4 as rated by the subordinates. By components of outcome of leadership the results are as following: in extra effort the manager rated herself as 3 out of 4 and her subordinates rated her as 1.56 out of 4, in effectiveness the manager rated herself as 3.75 out of 4 and her subordinates rated her as 1.58, in satisfaction the manager rated herself as 3.5 out of 4 and her subordinates rated her as 1.33 out of 4. It is obvious from the results that there is a serious gap between the manager and her subordinates not only in communication but in perceiving reality as well. The level of satisfaction within this department is almost three times lower than the level of satisfaction in the other departments within this hotel. The results indicate problems in every leadership style, and in every component. The manager should be encouraged to attend courses in management, coaching and mentoring.

The emotional intelligence of the kitchen manager is 3.26 out of 5 as rated by the manager and 2.93 out of 5 as rated by her subordinates.

Table 80

-Kitchen's Manager Facts (hotel N2)

Gender	Female
Education	High School (Education for cook)
Leadership style	Passive Avoidant (1.92)
EI Score	2.93

5.24 Restaurant Manager of hotel N2

Qualitative Analysis

The restaurant manager of hotel N2 is female born and raised by both parents in a small place. She has two older sisters. She has completed her education as a cook and has taken one year in general competency studies. She speaks English fluently. She got her first job when she was 15 years old and since then she has been working as cook apprentice in one of the biggest hotels in Oslo, and the last seven years on diverse positions within hotel N2. During her studies she has played football and has been captain to two clubs in the second Norwegian football league. On the question whether her parents have interfered in her school life she has answered yes without any further comments. She has not stated the education of her parents only their occupation: a teacher and a welder.

Quantitative Analysis

The dominant leadership style of the restaurant manager is transformational (2.53 out of 4 as rated by her subordinates). By components of transformational leadership the results are as following: in idealized influence (attributed) the manager rated herself as 2.5 out of 4 and her subordinates rated her as 2.60 out of 4, in idealized influence (behavioral) the manager rated herself as 3 out of 4 and her subordinates rated her as 1.95 out of 4, in inspirational motivation the manager rated herself as 3.25 out of 4 and her subordinates rated her as 2.65 out of 4, in intellectual stimulation the manager rated her as 2.5 out of 4 and her subordinates rated her as 2.65 out of 4, in individualized consideration the manager rated herself as 3.5 out of 4 and her subordinates rated her as 2.80 out of 4. The manager should work on the idealized influence (behavioral) in order to improve the image that she presents to her subordinates.

In transactional leadership style the manager rated herself as 2.75 out of 4 and her subordinates rated her as 2.23 out of 4. By components the results are as following: in contingent reward the manager rated herself as 3.5 out of 4 and her subordinates rated her as 2.55 out of 4, in management-by-exception (active) the manager rated herself as 2 out of 4 and her subordinates rated her as 1.90 out of 4.

The overall passive avoidant score is 1.38 out of 4 as rated by the manager and 1.53 out of 4 as rated by her subordinates.

The overall outcome of leadership score is 3.61 out of 4 as rated by the manager and 2.85 out of 4 as rated by her subordinates. By components the scores are as following: in extra effort the manager rated herself as 3.33 out of 4 and her subordinates rated her as 2.60 out of 4, in effectiveness the manager rated herself as 3.5 out of 4 and her subordinates rated her as 2.85 out of 4, in satisfaction the manager rated herself as 4 out of 4 and her subordinates rated her as 3.10.

The emotional intelligence of the restaurant manager is 3.29 out of 5 as rated by the manager herself and 2.98 out of 5 as rated by her subordinates.

Table 81

-Restaurant's Manager Facts (N2)

Gender	Female
Education	High School (Education for cook)
Leadership style	Transformational (2.53)
EI Score	2.98

5.25 Profile of the Norwegian leader

It is obvious that the convenient sample is not sufficient for generalized conclusions on a larger population in the hospitality industry in Norway. The writer is fully aware that the situation in these two hotels does not necessarily reflect the situation in the other hotels in Norway. But from these results, the typical Norwegian leader is transformational with the average score of 2.57 (out of seven leaders in both hotels, five are transformational). Six out of seven leaders are female, raised with both parents in families with more than two children. It is a known fact that hospitality sector employees are mostly women (although typically in lower levels), but it was a surprise for the writer of this paper to see that in these hotels five out of six general managers are women. Both general managers in the Norwegian hotels are women as well. It would be interesting to know for future research what is the percentage of female general managers, both in Macedonia and in Norway. The educational level of the managers that were part of the study is high school (three managers have high school, two have bachelor, and one has master degree). The Norwegian managers are fluent in two languages (not counting their mother tongue Norwegian) on average, English and German. All of them have participated in team sports during their education (mostly football, handball and basketball) but only one of them has been on a leader position within the team. Their parents have interfered in their educational life, and unlike managers in Macedonia, they have the same level of education as their parents. The average age for getting their first job is 15. The average emotional intelligence score of the Norwegian manager is 3.18.

5.26 Macedonian VS Norwegian leaders

In order to easily summarize the results of the differences found between Macedonian and Norwegian leaders, the writer decided to present them in table 82.

Table 82

-Macedonian VS Norwegian Leaders (facts)

Country	Macedonia	Norway
Gender	Female	Female
Leadership style	Transactional	Transformational
Emotional Intelligence Score	3.47	3.18
Education	Bachelor degree	High School
Number of languages spoken	2	2
Average age for first job	18	15

5.27 Results from hypothesis

5.27.1 Hypothesis No.1: High score on EI means high score on MLQ (effective, transformational leadership style). Or the opposite, scoring low on EI instrument means being low on MLQ.

The researcher found no evidence that this is the case in this current study. Again, this may be the fact that the instrument used for rating the emotional intelligence of hospitality leaders was not reliable and validated, and it is not proven that it measures what it is said to measure. Small variations are noticed in the results of the leaders even though they have different leadership styles. Some transactional leaders have scored higher on the emotional intelligence instrument than some transformational ones, and surprisingly even the only manager with passive avoidant style has scored almost identically as the leaders that have transformational or transactional leadership style.

It is interesting to notice that Macedonian managers have similar scores on the emotional intelligence instrument and have scored higher than the Norwegian managers. In both countries

the emotionally intelligence scores are almost in the same range (in Macedonia from 3.05 as the lowest score to 4.32 as the highest score and in Norway from 2.90 as the lowest score to 3.57 as the highest score). Whether this is only a coincidence (the Norwegian sample was about half the size of the Macedonian one), or it is an indication that emotional intelligence varies in different countries, and this should be a subject for another research study. For the time being, the researcher could not support hypothesis no.1 that emotional intelligence is closely connected to the MLQ. Therefore the hypothesis 0 is confirmed.

5.27.2 Hypothesis No.2: Leaders from Norway will score higher and be more transformational than leaders from Macedonia.

This hypothesis is confirmed from the results that have been presented in table 82. From the convenient sample chosen for the purposes of this study, five out of seven leaders in Norway are transformational (or 71%), and six out of 16 leaders in Macedonia are transformational (or 37%).

5.27.3 Hypothesis No.3: Gender differences: Women will score greater (higher) than men, which leads to the conclusion that women managers are more transformational.

When it comes to gender differences, it is noticeable that male managers are in the minority in this convenient sample. In Macedonia there are eight male and eight female managers (but two out of three general managers are female) and in Norway there are six female and one male manager. According to the results from this convenient sample, Macedonia has four female and two male transformational leaders and Norway has one male and four female transformational leaders; total of 8 female transformational leaders versus three male. Hypothesis No.3 has been confirmed that women are more transformational than men.

6 Conclusion and Recommendations

The present study examined the relationship between emotional intelligence and leadership style(s) among the hospitality managers of Macedonia and Norway. Therefore at the beginning of the conclusion the writer would like to underline that there is no receipt of what is the best leader, and the purpose of this study was not to show that some leaders are better than the others. As it can be seen from the results there are departments within hotels in both countries that are typically transactional (restaurant, housekeeping, kitchen) and departments that are typically transformational (general manager, reception). This can indicate that in some departments the core of the relations between the manager and subordinates imposes certain leadership style (military discipline within the restaurant/kitchen department in order to finish the delivered tasks on time) but that does not mean that the manager is using the full potential of his/her subordinates. The manager can still keep the system of reward and punishment if that “works” with his subordinates, but that does not mean that he/she should not constantly motivate and stimulate their personal with in-contingent rewards as well. Sharing a common vision for future goals within the organization builds and strengthens already built organizational structure.

The differences between the two countries are visible even on a small convenient sample as the one in this study. The biggest difference that caught the eye of the researcher is the gender difference. Whether it is coincidence that the top managers in five out of six hotels are female, the writer is not aware. This is the first study of this kind done in Macedonia, so there are no facts that can support or reject the findings of this particular study. But other studies present different facts. Goleman (1995) has concluded that the new international environment and transformational leadership model favor to a large extent the female approach. In the present study eight out of 11 transformational managers in both countries are female. Mandell and

Pherwani (2003) demonstrated that women scored higher than men in emotional intelligence tests. They underlined that women have always had the aspiration to lead but have been handicapped and restricted not only politically but also economically and socially. The present study has not confirmed these findings, but the writer is aware that emotional intelligence is a rather new concept in the literature therefore measurements still need to be revised and developed. Perhaps, a future research with a different instrument will provide different results that will support the correlation between leadership style and emotional intelligence. Sosik and Megerian (1999) evaluated the relationship between emotional intelligence, transformational leadership and leadership effectiveness and found that managers that were rated higher by their subordinates possessed more aspects of emotional intelligence. Buford in his study has also found a relationship between emotional intelligence and transformational leadership. Little relationship has been found between the self-reported leadership of nurses and their emotional intelligence (as cited in Vitello-Cicciu, 2001).

Helgesen (1990) stresses that the post-industrial economy is more conducive to female leadership styles: women are more effective on human and emotional side; they are ideally suited to the non-bureaucratic employee-involved organizations of the 21st century, at the end women have a greater ability to prioritize than men. The question that rises here is: do researchers conclude from the results and facts or still the conclusions cannot avoid writer's prejudices?

It has to be noted that in general Macedonia (unlike Norway) is not a country where there are women on the top positions, and even when there are, it is considered that they have chosen their career over their family.

Eagly and Johnson (1990) in their meta-analysis of 162 studies have concluded that leadership studies were highly "gender stereotypical": women demonstrated more interpersonal

and democratic style compared to men who appeared to be more autocratic. They have concluded that women demonstrated a high level of transformational leadership style and men scored higher on the laissez-faire scale tending to interfere with problems when they (problems) were out of hand.

The main findings of Hofstede's study on feminine culture in Scandinavia indicate that countries leaning towards the feminine model have a more balanced and egalitarian attitude to women's role in society and ensure that women have high involvement in all spheres of life (Evans, 2009).

The present study results indicate the following conclusion(s) and recommendations:

- There is no significant correlation found between the emotional intelligence of the hospitality managers and their leadership style. The results of this study would indicate that some more work is needed in developing instruments that will measure emotional intelligence. It would be even interesting for further research to explore the concept of measuring the emotional intelligence from qualitative perspective. The intrigues of individuals' behavior can be explored throughout interviews, contributing additional knowledge to the concept of emotional intelligence. Perhaps the broadness of the definition(s) of emotional intelligence complicates the usage or development of one instrument as well. Designing questions that will cover all the aspect of emotional intelligence and at the same time to be as less time consuming as possible to keep the focus of the sample, is definitely not an easy task.
- The present study confirms the writer's hypothesis for the cultural/social differences between the leaders of the two countries. Macedonian leaders are transactional leaders (as from the results of this study). Is that a consequence of the transition period that the country is passing after the fall of communist Yugoslavia, or it is simply the temper of the Macedonian population that prefers military style of leadership, it remains unanswered. The question is very interesting and it should be a point of interest in a broader study within the country, with the help of the hotel association

of Macedonia. But still, this study is a pioneer step in the field of leadership in Macedonia; the doors for giant steps are yet to be open. On the other hand, Norwegian leaders are transformational leaders. The calmness and the strength of the society produce leaders that their main concern is how to raise the motivation and the image of their employees and corporate culture. It is interesting to see that Macedonian leaders are more educated than Norwegian leaders. Most of the leaders in Macedonia have bachelor degree and most of the leaders in Norway have high school. This was an expected result. With the rate of 30% unemployment in Macedonia, young people tend to educate more in order to have a better job in future, since the competency on the labor market is very high (that is why Macedonians get their first job at the age of 18 or older). On the other hand Norwegians have high standard and their ambitions for higher education are not as high as in Macedonia. They do not need to finish university in order to get a good and well paid job (that is why Norwegians start to work on the age of 15).

- The present study has noticed gender differences between Macedonia and Norway. Even though two out of three general managers in Macedonia are female, there are typically male-female departments. Housekeeping managers (and subordinates) are always female, reception managers (two out of three) are female, and kitchen and restaurant managers are always male. There are noticeable differences in the leadership style in particular departments as well. Typically male departments (restaurant and kitchen) have (almost as a rule) transactional leadership style (even though there are female managers leading them), and typically female departments (reception) are almost as a rule transformational. The only confusing result was the housekeeping department, which is typically female, in all three hotels in Macedonia was transactional. It would be interesting to see what are the scores in other housekeeping departments in a bigger number of hotels, in order to realize whether the nature of the department drives towards transactional leadership style, or this result was only a coincidence.

The subject of this study is very broad and interesting but it strives towards a larger sample that can provide stronger conclusions. The writer of the paper will try to provide future research on the similar subject in order to re-visit the conclusions that have been raised by this study.

It is highly important to underline that the process of mentoring and coaching the management for quality and service is a must for every employee and especially manager in the hospitality industry, no matter if the scores are transformational or not.

In order to underline the importance of the treatment and motivation of the personal the writer of this paper has decided to introduce the concept of service-profit chain (Haskett, Johnes, Loveman, Sasser, & Schlesinger, 1994)

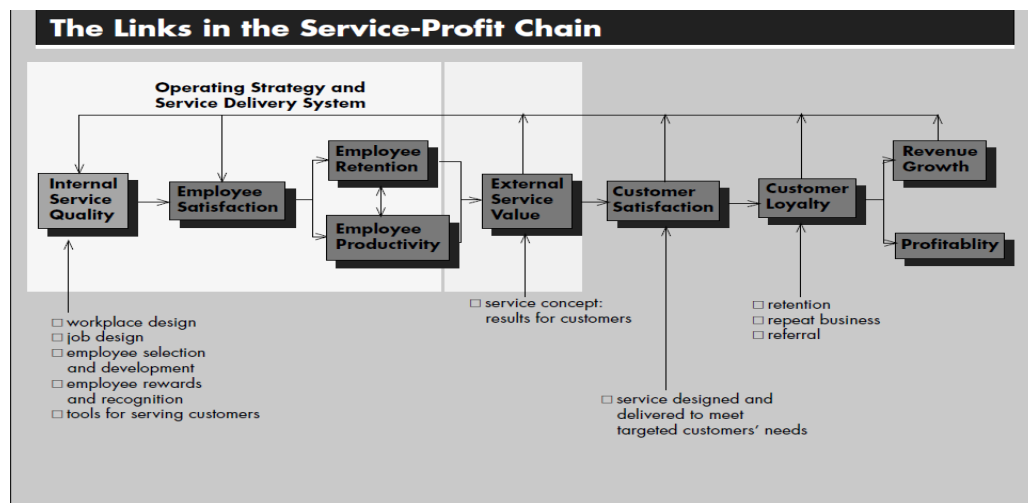


Figure 141-The links in the Service-Profit Chain (Heskett et al., 1994)

The service profit chain establishes relationships between profitability, customer loyalty and employee satisfaction, profitability and loyalty (Heskett et al., 1994, p. 164). It describes the importance of creating satisfied and motivated employees that will be apostles of the company's vision. Leaders who understand the service profit chain develop and maintain a corporate culture that is centered around service to customers and fellow employees (Heskett et al., 1994, p. 168).

Heskett et al. (1994) facts:

1. Customer's loyalty drives profitability and growth
2. Customer satisfaction drives customer loyalty
3. Value drives customer satisfaction
4. Employee productivity drives value
5. Employee loyalty drives productivity
6. Employee satisfaction drives loyalty
7. Internal quality drives employee satisfaction

And at the end, is this not what every successful manager strives for? Appreciating employees means appreciating customers, and appreciating customers means appreciating profit. Providing well furnished capacities today it is not a problem in every country with developed hospitality industry, but providing an exquisite, remarkable quality service, that is what makes the stars in hotel ratings. Providing a better working environment, improving the organizational culture, will make the employees the sellers of the internal quality of the company and will surely increase the value and effectiveness. So leaders' are you willing to make the change?!

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Appendix A.

Due to copyrights, the writer is not able fully to present the Multifactor Leadership Questionnaire. Therefore, only three questions are presented as an example (on English).

Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

1.	I provide others with assistance in exchange for their efforts.....	0	1	2	3	4
2.	I re-examine critical assumptions to question whether they are appropriate	0	1	2	3	4
3.	I fail to interfere until problems become serious	0	1	2	3	4
4.	I focus attention on irregularities, mistakes, exceptions, and deviations from standards	0	1	2	3	4
5.	I avoid getting involved when important issues arise.....	0	1	2	3	4
6.	I talk about my most important values and beliefs	0	1	2	3	4
7.	I am absent when needed.....	0	1	2	3	4

Appendix B

Questionnaire for managers for estimating the leadership skills in emotionally intelligent way

Respected Madam/Sir,

What does it mean today to be emotionally intelligent and how much does the emotional intelligence influence in improving the leader or the manager, is a question that drives a lot of interests and controversies. Can the intelligence, defined as mental speed and ability, or as ability to manage new situations, be emotional?

The emotional intelligence is the ability of understanding our own emotions and the emotions of others. It is a skill that helps us rule with our own emotional impulses, to look into other’s emotions and to develop harmonious relations with others.

With your help, we will conduct a research on the above mentioned subject, so it will be of a tremendous help to answer honestly when answering the questionnaire.

The questionnaire should be fulfilled anonymously with circling one of the five suggested answers.

Department:

Gender:

Level of education:

Completely disagree	Disagree	Not sure	Agree	Completely disagree
1	2	3	4	5

1. It is easy for me to recognize the emotions that I feel at a certain situation.....1 2 3 4 5
2. I visualize a picture of what I want to do in future.....1 2 3 4 5
3. When I submit to some task or plan, I take it to the end.....1 2 3 4 5

4. I can be impulsive.....1 2 3 4 5
5. I spend time thinking of a wider perspective of the working situation.....1 2 3 4 5
6. I decide what to do depending on my vision for the future.....1 2 3 4 5
7. When problems appear, I am here to help solving them.....1 2 3 4 5
8. I create clear goal before acting.....1 2 3 4 5
9. It is hard for me to see my options when I am angry or frustrated.....1 2 3 4 5
10. I strive to get involved in the job, which makes it harder to be objective.....1 2 3 4 5
11. I ask myself:”What is the real job that can be done here?”.....1 2 3 4 5
12. People tell me that it is hard to talk to me.....1 2 3 4 5
13. I refuse to change my way of thinking.....1 2 3 4 5
14. I use all possibilities in a given situation.....1 2 3 4 5
15. It is hard to work independently and responsible.....1 2 3 4 5
16. I share my vision with the people I work with.....1 2 3 4 5
17. I am capable of stating my opinion without disturbing others.....1 2 3 4 5
18. I am capable of seeing possibilities for choices in certain situation.....1 2 3 4 5
19. I am capable to distinguish the reasons that cause different emotions.....1 2 3 4 5
20. I can stay committed to a working project for a longer period of time.....1 2 3 4 5
21. I have the ability to adjust to others.....1 2 3 4 5
22. Even when I am disturbed I can stay calm.....1 2 3 4 5
23. When I talk or work, I do it with positive energy.....1 2 3 4 5
24. It is hard for me to see when different emotions appear.....1 2 3 4 5
25. I focus on how I want things to look like in future.....1 2 3 4 5
26. When I estimate situation, I do it from my own prejudices.....1 2 3 4 5

27. If some obligation is not in my job description I do not do it.....1 2 3 4 5
28. I am very determined when I decide to work on something.....1 2 3 4 5
29. When I think I am right, it is hard for me to hear the solutions of the others.....1 2 3 4 5
30. I spend a lot of time thinking of my emotional reactions.....1 2 3 4 5
31. I am very strict, according to my principles.....1 2 3 4 5
32. I think in detail for the future before doing something at the moment.....1 2 3 4 5
33. When I am solving a problem, I tend to get alternative solutions from others as much as possible.....1 2 3 4 5
34. When I estimate a situation, I do it as I would want it to be.....1 2 3 4 5
35. I do not include feelings when I work.....1 2 3 4 5
36. If I am part of a team that works on a project, I take the risk of team's failure/success.....1 2 3 4 5
37. I state my opinion without thinking whether that will hurt others.....1 2 3 4 5
38. When I feel a strong urge to do something, I usually stop before doing it in order to think whether I really want to do it.....1 2 3 4 5
39. Before making important decisions, I take into consideration my "emotional temper".....1 2 3 4 5
40. When I talk or work, I try to gain a "win-win" position.....1 2 3 4 5

Questionnaire for employees for estimating the usage of the leadership skills in emotionally intelligent way

Respected Madam/Sir,

What does it mean today to be emotionally intelligent and how much does the emotional intelligence influence in improving the leader or the manager, is a question that drives a lot of interests and controversies. Can the intelligence, defined as mental speed and ability, or as ability to manage new situations, be emotional?

The emotional intelligence is the ability of understanding our own emotions and the emotions of others. It is a skill that helps us rule with our own emotional impulses, to look into other's emotions and to develop harmonious relations with others.

With your help, we will conduct a research on the above mentioned subject, so it will be of a tremendous help to answer honestly when answering the questionnaire.

The questionnaire should be fulfilled anonymously with circling one of the five suggested answers.

Department:

Gender:

Level of education:

Completely disagree 1	Disagree 2	Not sure 3	Agree 4	Completely disagree 5
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1. It is easy for my manager to recognize the emotions that I feel at a certain

situation.....1 2 3 4 5

2. Your manager visualizes a clear a picture of what he/she wants to do in future.....1 2 3 4 5
3. When your manager submits to some task or plan, he/she takes it till the end.....1 2 3 4 5
4. Your manager can be impulsive.....1 2 3 4 5
5. Your manager spends time thinking of a wider perspective of the working situation.....1 2 3 4 5
6. Your manager decides what to do depending on his/hers vision for the future...1 2 3 4 5
7. When problems appear, your manager is here to help solving them.....1 2 3 4 5
8. Your manager creates clear goal before acting.....1 2 3 4 5
9. It is hard for your manager to see his/hers options when he/she is angry or frustrated.....1 2 3 4 5
10. Your manager strives to get involved in the job, which makes it harder to be objective.....1 2 3 4 5
11. Your manager is the right person for the organization.....1 2 3 4 5
12. It is hard to reach your manager and talk to him.....1 2 3 4 5
13. Your manager refuses to change his/hers way of thinking.....1 2 3 4 5
14. Your manager uses all possibilities in a given situation.....1 2 3 4 5
15. It is hard for your manager to work independently and responsible.....1 2 3 4 5
16. Your manager shares his/hers vision with the people he/she works with.....1 2 3 4 5
17. Your manager is capable of stating his/hers opinion without disturbing others.....1 2 3 4 5
18. Your manager is capable of seeing possibilities for choices in certain situation...1 2 3 4 5
19. Your manager is capable to distinguish the reasons that cause different emotions1 2 3 4 5

20. Do you think that your manager can stay committed to a working project for a longer period of time.....1 2 3 4 5
21. Your manager has the ability to adjust to others.....1 2 3 4 5
22. Your manager even when he/she is disturbed can stay calm.....1 2 3 4 5
23. When your manager talks or works, he/she does it with a lot of positive energy.1 2 3 4 5
24. It is hard for your manager to see when different emotions appear at you.....1 2 3 4 5
25. Your manager focuses on how he/she wants things to look like in future.....1 2 3 4 5
26. When your manager estimates a situation, he/she does it from his/hers own prejudices.....1 2 3 4 5
27. If some obligation is not in your manager's job description he/she does not do it.....1 2 3 4 5
28. Your manager is very determined when he/she decides to work on something....1 2 3 4 5
29. When your manager thinks he/she is right, it is hard for him/her to hear the solutions of the others.....1 2 3 4 5
30. Your manager spends a lot of time thinking of his/hers emotional reactions.....1 2 3 4 5
31. Your manager is very strict, according to his/hers principles.....1 2 3 4 5
32. I think in detail for the future before doing something at the moment.....1 2 3 4 5
33. When your manager is solving a problem, he/she tends to get alternative solutions from others as much as possible.....1 2 3 4 5
34. When your manager estimates a situation, he/she does it as he/she would want it to be.....1 2 3 4 5
35. Your manager does not include feelings when he/she work.....1 2 3 4 5

36. If your manager is part of a team that works on a project, he/she takes the risk of team's failure/success.....1 2 3 4 5
37. Your manager states his/hers opinion without thinking whether that will hurt others.....1 2 3 4 5
38. When your manager feels a strong urge to do something, he/she usually stops before doing it in order to think whether he/she really wants to do it.....1 2 3 4 5
39. Before making important decisions, your manager takes into consideration his/hers "emotional temper".....1 2 3 4 5
40. When your manager talks or works, he/she tries to gain a "win-win" position.....1 2 3 4 5

Appendix C

Life History Interview

Name _____

1. Place of birth and where you grew up?
2. Did you grow up with both parents?
3. How many brothers and sisters?
4. Education – this can include primary, secondary and university
5. Languages spoken? Level of fluency?
6. Work and other relevant experiences?
7. Other factors that have contributed to your leadership abilities?
 - a. First job? Age at this job?
 - b. Other jobs?
 - c. Participated at in team sports at school? What type? Leadership role?
 - d. Military service? Rank?
 - e. Volunteer work?
 - f. Types of courses taken at school?
 - g. Involvement of parents in school life?
 - h. Education of parents?