

**Transformational leadership, emotional  
intelligence and job satisfaction: An overview of  
secondary banking system in Tirana**

**by**

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## Approval Page

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## **Abstract**

The purpose of this study is to analyze the relation between transformational leadership, emotional intelligence and job satisfaction within banking system. Research is subjected to some employees of secondary banking sector in Tirana, who work in different levels of the organization. The aim of the research is to understand the relationship between transformational leadership, emotional intelligence and job satisfaction and to examine whether emotional intelligence affects transformational leadership of leaders and job satisfaction and whether transformational leadership style affects job satisfaction of employees. Are they positively or negatively related to each other or have no significant effect.

This research will help to understand more about these factors, the effect they have on each other and if the secondary banking sector is now using the old traditional leadership or the new leadership, transformational leadership. Sample of this survey were selected 183 employees in 11 banks out of 16 that operate in the Albanian market. Research is conducted in Tirana region, due to the fact that this is a country that has a huge number of banks operating in it. By rising hypothesis for this research, are tested correlations that exist through the three variables. Quantitative methodology is used in order for the research to be more effective and SPSS statistical analysis is conducted for data analysis.

Based on the results of this paper, was concluded that : transformational leadership style and emotional intelligence are significantly positive related to each other; emotional intelligence is significantly positive related to job satisfaction; and transformational leadership style of leaders is significant positive related to the job satisfaction of employees. Conclusion and recommendations for this research are based on the results of this empirical and theoretical analysis and tend to have a contribution in the increase of the secondary banking sector effectiveness.

**Keywords:** Transformational leadership, Emotional Intelligence, Job Satisfaction

## **Abstrakt**

Qëllimi i këtij studimi është të analizojë lidhjen midis stilit transformues të lidhshpimit, inteligjencës emocionale dhe kënaqësisë në punë në sektorin bankar. Kërkimi i referohet disa punonjësve të sektorit bankar sekondar në Tiranë, të cilët punojnë në nivele të ndryshme të organizatës. Si qëllim kryesor i këtij kërkimi është të kuptojë lidhjen midis stilit transformues të lidhshpimit, inteligjencës emocionale dhe kënaqësisë në punë dhe të ekzaminojë nëse inteligjenca emocionale ndikon në stilin transformues të një lideri dhe në kënaqësinë e punës të punonjësve dhe nëse stili transformues i lidhshpimit ndikon në kënaqësinë e punës së punonjësve. A janë ato të lidhura pozitivisht apo negativisht me njëra tjetrën apo nuk kanë asnjë lidhje domethënëse.

Ky kërkim do të ndihmojë të kuptohet më shumë mbi keto variabla, efektin që ato kanë tek njëri tjetri dhe në qoftë se sektori bankar sekondar po përdor tanimë stilin e vjetër tradicional të lidhshpimit apo stilin e ri, atë transformues. Mostra e këtij studimi janë zgjedhur 183 punonjës në 11 banka nga 16 banka të cilat operojnë total në tregun shqiptar. Kërkimi është bërë në zonën e Tiranës për faktin që Tirana është një qytet që ka një numër të madh bankash që operojnë në të. Duke ngritur hipoteza mbi këtë kërkim, janë testuar lidhjet që ekzistojnë nëpërmjet këtyre 3 variablave. Metoda sasiore është përdorur në mënyrë që studimi të jetë më efektiv dhe analiza statistikore SPSS është përdorur për analizimin e të dhënave.

Bazuar në rezultatet e këtij punimi, është arritur në konkluzionin se: stili transformues dhe inteligjenca emocionale janë të lidhura pozitivisht me njëra tjetrën; inteligjenca emocionale është e lidhur pozitivisht me kënaqësinë në punë; dhe së fundmi stili transformues i lidhshpimit të një lideri është e lidhur pozitivisht me kënaqësinë në punë të punonjësve. Përfundimet dhe rekomandimet për këtë punim janë bazuar në rezultate të analizave empirike dhe teorike dhe kanë si qëllim të kenë një kontribut në rritjen efektive të sektorit bankar sekondar.

**Fjalë Kyçe:** Stili transformues, inteligjenca emocionale, kënaqësia në punë

## **Dedication**

Although finishing this thesis will put me on a step higher in my life, I recognize that I couldn't have been here without the love, encouragement and support of my family. With all my gratitude, this thesis is dedicated to my family.

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Being here and finishing this thesis would not become possible without guidance and support of many people.

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Lastly, special thanks go to my parents, who have been with me in every step and have understand and encouraged me and thanks to them I arrived till here. Their sacrifices to give me a better opportunity for my education and their patience have given me the force to continue toward and to not give up. I am and I will be thankful to them all my life, because they have been that contributed everything to the realization of this itinerary. Special thank are owed also to my husband Remasej, who motivated and encouraged me in every single step and has been with me in every difficult moment that I passed for the realization of this thesis.

## **Declaration Statement**

1. The material included in this thesis has not been submitted for any academic award or qualification other than that for which it is now submitted.
2. The program of advanced study of which this thesis is part has consisted of:
  - i) Research Methods course during the postgraduate study
  - ii) Examination of several thesis guides of particular universities both in Albania and abroad as well as a professional book on this subject.

Melina Meça

June 2015



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## **Chapter 1: Introduction**

### **Background**

Banking sector in Albania is one of the most efficient and well organized sectors of the economy, despite financial crises has resulted to be successful by showing stability through years in their path. Developments in the world of economy have indicated that human capital is very important in the banking sector and not only, but in every organization. Is the human capital that directs an organization toward being successful or not. And for this reason, human capital has a special attention for this research.

For an organization to be efficient and effective, the most important factor that influences is the personnel, in other words employees. Employee's management depends on the quality and the way they are leaded. Leadership<sup>1</sup> is defined as a process that involves influence on a group in order to achieve common goals and transformational leadership<sup>2</sup> is one of the modern approaches that can be described as a process where a person engages with others, increases motivation and morality of both leader and follower. A transformational leader helps his followers and tries to fulfill their needs.

Modern leaders should communicate in a friendly manner, give a vision, be encouraging, be helpful, and be innovative and ready to cooperate in all levels of the organization all these qualities of a transformational leader that increase the quality of the company or organization and can lead to a high job satisfaction for employees. Job satisfaction makes possible that employees create a positive behavior, increase their performance and create a positive environment with their co-workers. But all these, are related to emotional intelligence. Emotional intelligence is seen as an important and a necessary element in the leadership effectiveness.

For an organization to be effective there are factors affecting on it. Normally, the factors affecting are large in number but in this case, for this research are being analyzed some components like transformational leadership, job satisfaction and emotional intelligence, which are strongly linked to leadership style. Employees in managerial levels are faced with many decisions. The way how they choose to lead is effecting or not in the job satisfaction of the

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<sup>1</sup> Leadership Book Sixth Edition – Peter G. Nourthouse (2013)

<sup>2</sup> Leadership – MacGregor Burns (1978)

employees in non-managerial levels, are leaders of secondary banking system in Tirana region applying the new leadership style, that of transformational leadership, or are still using the old one, that of transactional leadership? These and many other questions raised will be explained in this research.

Many authors that have analyzed the relationship between these variables, have concluded that emotional intelligence is significantly related to transformational leadership and job satisfaction, also these last two variables have shown a significant relationship to each other respectively. Being that in Albania, as far as I have done researches, for this topic researches are absent, this study is done to analyze the relationship between transformational leadership, emotional intelligence and job satisfaction.

### **Purpose**

Main purpose of this study is to investigate the relationship between three variables which are: transformational leadership, job satisfaction and emotional intelligence. Purpose of this study firstly is to give a broader framework for these three variables. Secondly, to identify and give an analysis on the influence that emotional intelligence has on transformational leadership, transformational leadership on job satisfaction and emotional intelligence on job satisfaction. Finally, to have a model concerning the impact that transformational leadership, job satisfaction and emotional intelligence have on each other. The model is build considering case of Albanian banking sector, for Tirana region secondary banks.

### **Significance of the study**

This study has its importance due to the fact that is innovative because it is the first study done by aiming to provide evidences in the banking sector of Tirana region for finding the relationship of transformational leadership with emotional intelligence and job satisfaction and the relationship of job satisfaction with emotional intelligence. It is an important research because it explores whether the banking system use the new and modern leadership paradigm such as

transformational leadership or still are using the traditional and old leadership such as transactional leadership<sup>3</sup>.

The study is important because it explains the effect of the modern leadership, known as transformational leadership, in the job satisfaction and how emotional intelligence affects the transformational leadership. It also explains the effect that emotional intelligence has on job satisfaction.

This research provides a framework for Albanian banking system that will give details about factors like transformational leadership, emotional intelligence and job satisfaction and the effect they have on each other and help employees in managerial levels to achieve the best way of leading, that of transformational leadership, in order to reach the objectives and goals of the banking sector.

## **Objectives**

Objectives of this research will provide an accurate description in order to reach the aim of the research.

- Analyze of literature review related to this field research and the purpose of this study.
- Identifying whether transformational leadership exists in secondary banking system of Albania, considering Tirana region.
- Exploring the influence of transformational leadership of leaders on job satisfaction of followers.
- Investigating the effect of emotional intelligence on transformational leadership
- Investigate the relationship of emotional intelligence and job satisfaction.

## **Research Questions**

In different researches is treated the relationship between emotional intelligence with transformational leadership or job satisfaction and the relation of job satisfaction with transformational leadership, and results have shown that they have an impact on each other. By

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<sup>3</sup> Transactional leadership is based on the exchanges that occur between a leader and follower. Employees are motivated by getting a reward or a punishment. While transformational leadership is the opposite, it motivates employees in order to reach the same objectives and goals. It creates a connection leader-follower.

taking in consideration all factors mentioned above, the following questions arise. All these following questions will be answered in the view that this research is done to secondary banking sector of Tirana region.

- Are the leaders of secondary banking system for Tirana region applying transformational leadership style?
- Which of the variables has a greater impact on job satisfaction, emotional intelligence or transformational leadership?
- How is the transformational leadership related to emotional intelligence?
- High emotional leaders are more or less transformational leaders?
- Is job satisfaction related positively or negatively to transformational leadership?
- Emotional intelligence is more related to job satisfaction or transformational leadership?
- How is emotional intelligence related to job satisfaction?
- Are people with high emotional intelligence more job satisfied?

## **Hypothesis**

Related to literature, emotional intelligence is positively related to transformational leadership and job satisfaction and these last two are positively related to each other. Is the same thing for case of Albania? Is transformational leadership being present nowadays and is there a relation between it, emotional intelligence and job satisfaction? Therefore, the following hypotheses are done for the research in the banking sector of Tirana region. By using the hypothesis, the relationship of the variables used in this research and their impact will be tested.

H1: There is a significant relationship between transformational leadership and emotional intelligence

H2: There is a significant relationship between job satisfaction and emotional intelligence

H3: There is a significant relationship between transformational leadership and job satisfaction.



## **Chapter 2: Literature Review**

This chapter provides a framework of the literature and researches done related to this study purposes. Literature review of this paper is based on different researches that different authors have done related to transformational leadership, emotional intelligence, job satisfaction and relation between these variables. Literature review focuses on the broaden literature for transformational leadership, job satisfaction and emotional intelligence. Literature review of this research consists of several parts: transformational leadership, emotional intelligence and job satisfaction, transformational leadership and emotional intelligence, transformational leadership and job satisfaction, and lastly emotional intelligence and job satisfaction. All these are considered according to different views of authors.

### **Leadership**

Leadership is very important to human activity. Leadership makes an organization to be successful, but always if leadership is in an effective way. Without leadership, a ship in the sea can go deeper and deeper without knowing where to go and can miss into sea depth. Same thing may happen to an organization without having a good and effective leadership; it can lose the way toward being successful. Leadership and being great leaders makes the difference.

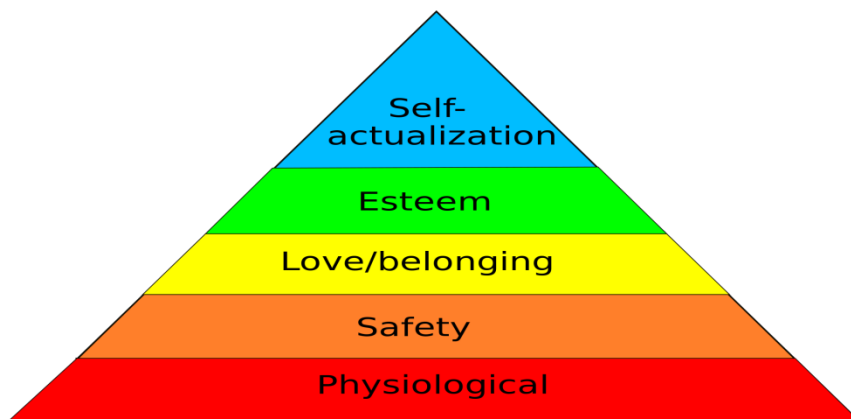
Different authors have different views regarding leadership, but the most common components is that leadership is a process which has influence on a group of individuals attaining mutual goal achievement.

### **Transformational Leadership**

Transformational leadership is a term firstly coined by Downton (1973) and then mentioned as an approach by James MacGregor Burns (1978) in his book Titled “Leadership”, where he spotted two types of leadership: transactional and transformational. Burns described transactional leadership as an exchange that occurs between leader and follower and transformational leadership as a process where people interact with each other and create a high level of motivation and morality in the relation leader-follower.

In his book, Burns (1978) also mentioned that, transformational leadership is not a set of specific behaviors but it is a process that leaders and followers raise to higher moral and motivation levels. For this Burn, was inspired by Maslow's Hierarchy of Needs, in which Maslow constructed a model in which basic needs should be satisfied before high level needs. According to his theory, if these needs are not satisfied the motivation will be higher in order to reach that needs. Not all persons have the same needs, and in order to motivate a follower the leader should understand the need level in which the follower operates and to use this level as a motivation. Transformational leadership occurs in higher levels of Maslow's model which are a process of making people grow and develop in order to be successful. Transformational leadership starts with awareness that everyone has on his own thoughts and emotions and how these effects on making an act. When the awareness of a person increases, also his motivation increases, because when a person becomes more aware about his thoughts and emotions, this leads to an increase in perception and by having all this the person is able to choose the right decision in order to meet the needs.

**Figure 1: Maslow Pyramid**



Transformational leadership as name itself means that is a process that transforms things and makes change. It is a leadership style that influences motivation on followers and makes them to be more inspired and to leak more toward the success. It is considered as “New Leadership” paradigm Bryman (1992), which is incorporated more with charismatic and visionary leadership. In transformational leadership, leader behavior is characterized by four factors: Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration.

*Idealized Influence* is otherwise called charisma and is concerned with emotions. Idealized influence characterizes the image of leader as able to implant the vision and emotions to followers. Charismatic leaders communicate in such a way that gain followers trust and convince them to follow. Followers see them as a role model.

*Inspirational Motivation* is the second factor that characterizes transformational leadership and describes leaders as communicative with followers and inspires and motivate them in order to reach the goal. Transformational leaders create an atmosphere where employees can feel secure and motivated.

*Intellectual Stimulation* presents the leaders who stimulate followers to creativity, innovation and reaching the goal. Transformational leaders encourage followers and give them the opportunity to try new ways to find the solution of something.

*Individualized Consideration* includes leaders that help followers and listen to their needs and understanding followers perspectives. It also helps followers to cooperate with complicated situations. Transformational leaders share ideas and opinions with followers making the environment feeling like being home.

Another perspective of transformational leadership is given by Bennis & Nanus (1985). Based on a research they identified four strategies that leaders used to transform their organizations. Firstly, being a transformer leader, the vision for the future must have a clear vision for the future, which makes the path for the followers easier, in order to be adapted in the organizations direction. This vision was easy to understand, profitable and created energy. It makes the follower to feel that they are an important part of the organization. Secondly, treating transforming leaders as social architects, where they create a shape within the people in the organization. Thirdly, these types of leaders with a transformational leadership style create trust by being reliable and predictable in many different situations covered with uncertainty. And lastly the fourth one is that transforming leaders are aware of their strong and weak points and they emphasize their strengths rather than focusing on the weaknesses.

The transformational approach to leadership is a broad-based perspective, which describes how leaders can initiate, develop and carry out significant changes in the organization (Northouse, Leadership, 2013, p. 199).

## **Emotional intelligence**

There are two types of emotional intelligence, one in the left brain (IQ- intellectual intelligence) and the other in the right brain (EQ- emotional intelligence). Intellectual intelligence includes academic learning, thoughts, language, analysis and emotional intelligence includes interpersonal, intrapersonal and social competences.

Emotional intelligence is an interaction between emotions and thinking. Intelligence can be explained as ability to learn the information and to apply it to life task and emotional intelligence can be explained as ability to understand emotions and to apply it to life tasks (Northouse, Leadership, 2013, p. 27).

Bradberry & Greave (2009) in their book about emotional intelligence recognized four emotional skills and then paired them into two kinds of competencies, personal competencies and social competencies. In the personal competencies are grouped self-awareness and self-management, which have to do more with the person individually rather than the person in collaboration with others and social competencies that have social awareness and relationship management, which have to do more with the ability to understand others, the way they behave, their mood and motive, in order to get a better quality of relationships.

*Self-awareness* is the clear perception that you have about your personality that includes your strengths, your weaknesses, your beliefs, your thoughts and your emotions. Self-awareness is one of the four essential skills of emotional intelligence and it is very important factor for achieving success. Persons who have self-awareness are capable to see their emotions, behavior, personality and thoughts and control them.

*Self-management* is the ability of using the awareness of emotions to stay elastic and positively control your behavior. Self-management has to do with the fact of how good is a person in managing his behavior under his emotion triggers by creating so positive interactions with others and motivating yourself in different situations. No one wants to have in a working environment someone who cannot control themselves and whose behaviors depend on their mood. This does not mean that, to become never angry, but to have the anger over control and to be emotionally reasonable. Self-management has not to do with the hiring of your emotions, but the way you recognize and manage them.

*Social-awareness* is the ability to recognize other people emotions and feelings and understand what is going on. As other emotional skills, social awareness has its importance. Social-awareness has to do with trying to comprehend others and see things from their viewpoint, recognize and meet customer needs and expectations and using power relationships in order to achieve desired goal and results. Employees that have social-awareness skill understand customer needs and match their needs with services or products and examine powerful relationships and politics within the organization and then use them effectively for desired results.

*Relationship management* is the ability to use the awareness for both yourself and other people's emotions to manage the relationships in a successful way. Relationship management has to do more with interpersonal communication skills. It's about ability of employee to build a strong bridge and communicate with the customer. It's about the ability to influence and inspire customers. For a relationship to be successful, it should be created and kept it growing, so emotional intelligence helps to develop good relationships.

Bradberry (2014) qualifies emotional intelligence as something that is intangible, but affects in the management of our behavior, complexities and how we make decisions. He states that emotional intelligence is different from IQ and there is no connection between them. Emotional intelligence is not predictable based on the smartness of a person. Bradberry refers to intelligence as person's ability to learn and it is flexible and can be gained and improved during the time with practice. Even though some people are born with emotional intelligence, even you have not born with emotional intelligence; you can gain and develop it.

Goleman (1995) gives an extensive approach to emotional intelligence, by dividing into two groups. The first group consists of personal competencies including confidence, self-awareness, self-regulation and motivation and second consists of social competencies including communication, empathy and conflict management. According to Goleman, emotional intelligence has a vital role in case of being successful in every field, every position. Brain consists of two hemispheres left and right one. The left hemisphere is logical, intellectual and analytical and right hemisphere is more holistic, integrating and emotional. The emotional part perceives the things in a different way from logical part.

According to Mayer, Salovey, Caruso (2000) emotional intelligence is ability to recognize and express emotions, to apply them in order to make easier thinking process, to figure out and judge with emotions and to capably manage them with ourselves and others. Emotional intelligence deals with the impact that traits have on leadership.

Shankman & Allen (2008) expanded a practice oriented model of emotional intelligence leadership, which recommended that leaders must be aware of 3 important facts: self, others and context. Emotional intelligent leaders, in this model are characterized by 21 capacities that they should be careful to pay attention.

Grant (2014) in his article mentioned that “emotional intelligence is important but unbridled enthusiasm has obscured a dark side”. Results have shown that when people work on their emotional skills; people become better at manipulating others. When you are good at controlling your own emotions, you can distinguish your true feelings. Leaders who master emotions can rob us of our capacities to reason.

Macleod (2014) indicated a difference between bad and good leader, which according to him was due to emotional intelligence or lack of it. Macleod described emotional intelligence as a set of abilities and skills that can be referred as reasoning and leading working together with emotions. Being aware of emotions and understanding what they communicate in a certain situation and managing thinking in an effective way demonstrate a neutral leadership and gives positive outcomes. Leaders with high emotional intelligence have been described as more productive, with a great integrity and with a profitable goal achievement.

“The act of knowing, understanding and responding emotions, overcoming stress in the moment and being aware of how your words and actions affect others” is expressed as emotional intelligence (Glueson & Crace, 2014). Emotional intelligence is recognized as an important part of effective leadership. Perceiving the emotional reaction and understanding the way the brain functions is an aspect where the followers are placed within the organization.

High emotional intelligence has some benefits, where can be mentioned a high self awareness which help individuals to have a better response in every situation that are confronted. Same thing can be attained by having a high empathy level. Emotional intelligence is interpreted to optimal outcomes as a leader in the organization (Chadha, 2013).

Zimmerman (2013) argued that emotional intelligence is more stronger than intellect. Often emotional intelligence can lead individuals toward dangerous situations. Leaders with high emotional intelligence understand people when they are depressed, angry or other negative emotions that leads their organization to negative performance. When negative emotions are present, individuals can not think in a transparent way, cannot take and understand the appropriate information and respond in an effective way. The opposite occurs when positive emotions appear, the motivation is higher for both leader and follower, trust and confidence increase and the analysis of the information is easier.

### **Job satisfaction**

Job satisfaction is considered as an attitude response of the employee to the organization and it is one of the most used variables used for the behavior of the organization. Schimdt summarized it as an evaluative factor and made of behavior, affective and cognitive components. The author concluded that relationship between behavior and job satisfaction was very complex and sometimes it combines motivation in order to persuade some behavior patterns. Affective component show the emotion evoked by the organization like stress, security, joy, etc. and cognitive show the perceptions, beliefs, opinions and expectations of individuals related to the organization (Schmidt, 2003).

Parvin and Kabir (2006) focused on the job satisfaction factors and what was their importance on some pharmaceutical companies. They summarized that people management was very important in the organization process of a company because a well managed company considers employees as a source of productivity gains, which can be considered as primary source. They concluded that job satisfaction of the employees consist at the main points like: salary, fringe, and supervision, efficiency in work and co-worker employees and that job satisfaction is very important to the improvement of service quality and to the satisfaction of the employees.

Spector (1997) describes job satisfaction as feeling of the people about their job and diverse aspects of their work. Maslow (1954) recommended that individual need a hierarchy made of five levels, with the basic level of personal needs and ranging then with safety, love and belonging, esteem and with the top level of self-actualization.

Based on this theory, some researchers have approached job satisfaction as a fulfillment of need. In a research done by Friedlander and Marguiles (1969), was found that a friendly relationship with the staff and management have a positive contribution to the job satisfaction level.

Sowmya and Panchanatham (2011) in a research regarding the factors that affect job satisfaction concluded that commercial banks consider the pay and promotion as an indispensable issue in order to decide the satisfaction level of the employees. Other factors that authors summarized in their research to determine satisfaction level, were considered also how the individual is suited to the job, working conditions and the relationship between employees.

Herzberg (1959) formulated a theory of job satisfaction called two-factor theory and mentioned that dissatisfaction and satisfaction were separated and unrelated from each other. Two-factor theory is made up of intrinsic factors (job satisfiers) and extrinsic factors (job dissatisfies)<sup>4</sup>.

A survey done on employees of public and private sector banks, where the target were officers, managers and clerks was indicated that exists significant differences between the employees on public and that of private banking sector related to job satisfaction aspects, where can be mentioned pay and fringe benefits, training, supervision, development, job nature and performance evaluation (Devi & Suneja, 2013).

### **Transformational leadership and emotional intelligence**

Relationship of transformational leadership with emotional intelligence was done as a meta-analysis from Harms and Crede (2010) and the results showed that there was a difference in the correlation size of studies they used, but as a conclusion was that emotional intelligence and transformational leadership have a moderate strong relationship.

A significant positive correlation was found between emotional intelligence and transformational leadership style in a survey done to sport managers. Findings in this research conclude that, if emotional intelligence increases, transformational leadership behavior also increases Alam (2014). Another significant positive relationship among emotional intelligence and transformational leadership variables was indicated by Ellis (2007) in his book about bilateral

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<sup>4</sup> Intrinsic and extrinsic are named according to the nature and experience of the doing work. Intrinsic includes achievement, recognition, work itself and responsibility, while extrinsic includes company policy, administration, supervision and salary.



dimensions of transformational leadership. Positive impacts of emotional intelligence among transformational leadership were also found in the research done by Fatima, Imran and Awan (2011) in a hotel industry composed of 238 managers. Results showed that there was a significant relationship between emotional intelligence and transformational leadership. No significant difference was found in emotional intelligence between females and males, but in transformational leadership style, female were found to be more transformational than males.

An examination in a retailing company was done in order to examine the relation of emotional intelligence and transformational leadership and to examine whether a relation between EQ profile and managers performance exists or not. A strong connection for this relation was showed (Ducket & Macfarlame, 2009).

A research done by Mandell and Pherwani (2003) to analyze transformational leadership style in a relationship with job satisfaction as a gender comparison found that relationship between transformational leadership and job satisfaction was significant, but no significant relationship was found between gender and emotional intelligence.

Many other studies with the relation of transformational leadership style and job satisfaction, showed a positive relationship between them. A research made in 24 managers found that the manager's transformational leadership style was related positively to emotional intelligence, as emotional intelligence contributes positively to the transformational leadership style of the manager, and this had a positive impact to the performance (Zulauf & Lekan, 2004). Same result was concluded by Gardner and Stough (2002) that explained that leaders which have a high level of emotional intelligence are able to comprehend and to control their emotions, acting as a model role for followers, by gaining their respect and faith. Their study found that emotional intelligence components were linked with transformational leadership components. They summarized a strong relationship between emotional intelligence and transformational leadership style as understanding and managing the emotions is the best forecaster of this leadership style. The study of Batool (2013) included a survey of 50 people composed of both male and female managers in public and private sector and concluded that emotional intelligence was positively related to transformational leadership style and it was significant.

An empirical and conceptual relation of transformational leadership and emotional intelligence was found in an analysis by Sivanathan and Fekken (2002). They showed that leaders with high emotional intelligence were perceived by followers as more efficient and transformational and they concluded that leaders with high emotional intelligence increase transformational leadership performance. Barling et al. (2000) mentioned that emotional intelligence is related with three aspects of transformational leadership (II, IM & IC)<sup>5</sup>. Individuals with high emotional intelligence are seen by subordinates as displaying more transformational leadership behavior.

Raina and Sharma (2013) conducted a research in Rajasthan, made on 47 entrepreneurs and they concluded that a correlation between emotional intelligence and transformational leadership was positive. And it was explored that if the entrepreneurs know more their strengths and weaknesses related to emotional intelligence, they could extend better and effective leadership skills and they can improve their transformational leadership style or behavior. A transformational leader in order to obtain success has to have emotional intelligence Naznin (2013). Author examined that transformational leadership is positively related to emotional intelligence and by rising emotional intelligence components, the leader ought to be capable to develop his control in emotions.

### **Transformational leadership and job satisfaction**

Many authors have done researches to investigate the relationship between transformational leadership and job satisfaction and their results have concluded that transformational leadership is positively related to job satisfaction.

Research done by Braun, Peus and Frey (2013) on a sample composed of 360 employees, results showed a positive relation between transformational leadership and job satisfaction at team and individual performance. Omar and Malaysia (2013) investigated empirically the relationship between transformational leadership style and job satisfaction and the result concluded that transformational leadership style was positively related to job satisfaction. Empirical study on transformational leadership and job satisfaction has shown that these two variables are significantly related to each other. One of this empirical study is that of Olcer (2015) done on bank employees.

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<sup>5</sup> II- Idealized Influence  
IM- Inspirational Motivation  
IC- Individualized Consideration

Hanaysha, Khalid, Sarassima, Mat, Rahman and Zakaria (2013) explored the effect that characteristics of transformational leadership have on job satisfaction of followers. The research found that individualized consideration and intellectual stimulation have effect on job satisfaction. Individualized consideration is found to be negatively related to job satisfaction and intellectual stimulation is positively related. Inspirational motivation on job satisfaction had no effect.

Awamleh, Evans and Mahate (2005) tested theory of transformational leadership among managers in the United Arab Emirates Banks and concluded that among the employees in order to have a high level of satisfaction and performance supervisors should demonstrate attributes of transformational leadership. In banking sector of Pakistan, three banks were chosen to be investigated for the relation between transformational leadership and job satisfaction and resulted that transformational leadership has a positive outcome on job satisfaction and this is all because of the nature of transformational leadership, which is considered to be innovative, supportive and productive (Bushra, Usman, & Naveed, 2011). Another study with the purpose to give a review of transformational leadership and job satisfaction relationship relation by bank employees experience was done by Belias and Koustelios (2014). Results of this study showed that the relation between transformational leadership and job satisfaction was reciprocal.

A study done on two Turkish public hospitals indicated that transformational leadership and job satisfaction have a strong positive correlation (Tarcan, Tarcan, Tap, & Hikmet, 2011). Same result was obtained by a research done on nurses of a hospital, were nurses have a propensity to be more satisfied when transformational leadership is present. Transformational leadership style was found to be statistically significant with job satisfaction (Negussie, 2013).

Transformational leadership and job satisfaction were found to be significantly correlated and gender was found to be insignificant to the leadership style, as the difference across males and females exist. But what was more important in this research done by Metwally (2014) is that subordinates are more satisfied when the leader gender is opposite from theirs (Manning, 2002). Conducted a research where transformational leadership resulted to be positively related to job satisfaction, while females are permitted to maintain gender and leadership roles. Midley and Larochelle (1995), Riaz and Haider (2010), Thamrin (2012) in their researches have also

concluded that a positive significant relation was showed between transformational leadership style and job satisfaction.

### ***Emotional intelligence and job satisfaction***

A strong positive relation is found between emotional intelligence and job satisfaction in a study done by Elias and George (2012), where it shows that employee designation does not have an effect on emotional intelligence and job satisfaction, but marital status and experience of the employee has a significant effect on both. A research done by Papathahasiou and Siati (2014) in Greek banking sector, to investigate emotional intelligence and job satisfaction correlation showed that job position, marital status and gender age stand for a part of demographic characteristics for the sample examined, have an effect on the emotional intelligence level of the banking sector employees. In addition, seems that emotional intelligence exerts influence in the workers' daily life.

Examination of the variation of emotional levels in genders and the role of it in the job satisfaction done in a petroleum industry revealed that correlation between emotional intelligence and job satisfaction is positive. It was also found that for employees of both male and female, emotional intelligence is correlated to job satisfaction (Surpriya & A.Thiruchelvi, 2009).

A research done on physical education teachers in order to see the correlation between emotional intelligence and job satisfaction, during 2008-2009 periods, indicated a significant positive relationship between these two variables (Mousavi, Yarmohammadi, Nasrat, & Tarasi, 2012).

Sy, Tram, and O'Hara (2006) conducted a research on 187 food service employees from 9 different locations of the same restaurant franchise to examine the correlation between emotional intelligence and job satisfaction. From this study resulted that emotional intelligence of the employees was positively related with job satisfaction. Furthermore, employees with low emotional intelligence have a more positive relation with job satisfaction rather than those with high emotional intelligence and this stays significant after control for personality factors is done.

Considering emotional intelligence as a multidimensional construct, Cekmecelioglu, Günsel, and Ulutas (2012) compared effect of emotional intelligence dimensions on job satisfaction and performance. The research data were taken from 147 employees of call centers in Istanbul and it

was concluded that emotional intelligence and internal satisfaction were significantly positive related. In addition, authors found that high emotional intelligence employees are more probably to have higher levels of job satisfaction. Another view of positive significant relationship between emotional intelligence and job satisfaction was given by Agbor, Ebeh, Nwanko and Agu (2014), where defined that emotional intelligence has a significant positive impact on job satisfaction, finding same thing, that employees with high emotional intelligence show more satisfaction.

Emdady and Bagheri (2013) hypothesized the relation between emotional intelligence and job satisfaction and resulted that there is a relation between them. The relation between emotional intelligence and job satisfaction was found to be positively significant, but no significant difference was found between gender emotional intelligence and job satisfaction.

## **Chapter 3: Overview of banking sector in Albania**

Bank is an institution that lends, borrows and provides many other services to individuals and organizations. Banks, otherwise known as financial intermediaries, are made part of our everyday life and are an important factor in the economy.

Banking system, in the organized economies and that functions according to free market principles, is divided into two levels. For the banking system to operate in two levels is done in order to identify different functions that first level bank and secondary level banks have. In the first level operates the central bank that in case of Albania is Bank of Albania. In the second level banks are commercial banks, which are financial intermediaries and have as the main point to make profit for their owners. As secondary level banks, in Albania can be mentioned a total of 16 commercial banks.

The most developed financial system in Albania, is banking system, it occurs 94.4 % of the total financial services (Bank of Albania, 2015). Banks in Albania have been increasing since 1990's and since it is widely spread nowadays, they are chosen to be part of this survey. Since the Albanian banking sector operates in two levels, secondary banking system in Tirana region is used for this research.

### **Structural changes in Albanian banking sector**

Banking sector in Albania is characterized by different changes made, where can be mentioned the increasing number of banks operating in Albania, restructure and privatization of state banks, entering of foreign banks and the extension of the banking activity with the time passing.

Development of the banking sector in Albania, which is seen an important part for the economic growth, has had changes over the time. Albanian first banking institution was created in 1913 and on 22 April 1992 was created Bank of Albania. Analysis of banking sector in Albania can be classified into four phases:

#### **Monopoly (1992 - 1997)**

During years 1992-1997, banking sector was seen as monopoly and the most important thing in this period was the passage of banking system from one- tier to two-tier system. Bank of Albania was created as first tier bank, while other banks like: Savings Bank, National Agricultural Bank

and National Commercial Bank were second tier banks. Albanian Italian Bank and Albanian Arab Bank, both with venture capital, were licensed in 1992. One year later, in 1993, another bank was created, but this time by Kosovo government. In the market, commercial banks with state capital dominated, despite the fact that in the market entered some foreign banks. In 1996, two other banks were licensed: Tirana Bank and Branch of National Bank of Greece. In this phase number of banks operating increased from two that were in 1992 to 8 in 1996.

### **Entering of new banks (1997 – 2007)**

Although changes occurred, banking sector was dominated by a single bank, Savings Bank owning 55% of banking sector in that time (Bank of Albania, 2002). During that time was seen an increase in the number of banks operating in the market and a wide variety of bank activities. Banking sector during this period is classified into three groups according to the bank capital:

- Banks with state capital (G1)
- Banks with joint venture capital (G2)
- Banks with private capital (G3)

### **Privatization of banks (2002 – 2007)**

During this phase the privatization of banking sector was achieved, which is linked to sold of Saving Bank to Raiffeisen Zentralbank Osterreich Aktiengesellschaft, Austria, part of Raiffesisen International Bank-Holding AG. Even though the privatization of state owned banks finished, participation of state in banking sector still existed, but this participation will end with the selling of stocks of Albanian Italian Bank to Intesa Sanpaolo IMI S.p.A and that of United Bank of Albania to Islamic Banks for development. All structural changes brought not only a variety in the banking products but also a wide number of banks in the territory. Beside the increased number of banks operating that time in the market, which arrived to 17, also the number of branches and agencies operating increased. In 2007, the number of banks with Albanian capital reduced from three to two, Union Bank and Credins Bank.

### **Consolidation of Banking Sector (2007 – 2015)**

This period is characterized by completion of the range of services and product in terms of delivery of e-banking products through internet banking, electronic cards, ATM-s and POS-s, beside the increase of branches and agencies in the market. Consolidation of the market in

Albania brought as a necessity, the increase of the demand for managers and a well specialized and trained staff. For this reason training of the employees is nowadays seen as an important asset in order to achieve the goals, objective and success of the company or organization. The desire to achieve all these, organizations or companies study the behavior of leaders and followers.



## Chapter 4: Data and Methodology

### Introduction

In this chapter will be given the information regarding the steps taken for the research done in secondary banking system related to transformational leadership, emotional intelligence and job satisfaction. This chapter will be followed by several sections like: sample, method, questionnaires,

### Sample

The sample of this study consisted of Albanian secondary banking system, in which is specified only for Tirana region, encountering 11 banks from 16 banks that are in total. Since the total population could not be investigated, secondary banking system was sampled. The population segment that is selected for the research is 183 employees out of which 33 were in managerial positions or as can be said in other words leaders and 150 were employees in non-managerial levels but in different positions.

**Table 1:** Number of employees for each bank

Bank Name	Nr. Employees participated	Nr. Employees for Tirana
Bkt	49	576
Procredit Bank	12	274
Credins Bank	8	297
Societe Generale Albania	24	244
Alpha Bank	10	238
Intesa Sanpaolo Bank	23	420
Raiffeisen Bank	19	960
Tirana Bank	13	302
Veneto Banka	10	97
Union Bank	9	194
NBG Bank	6	225

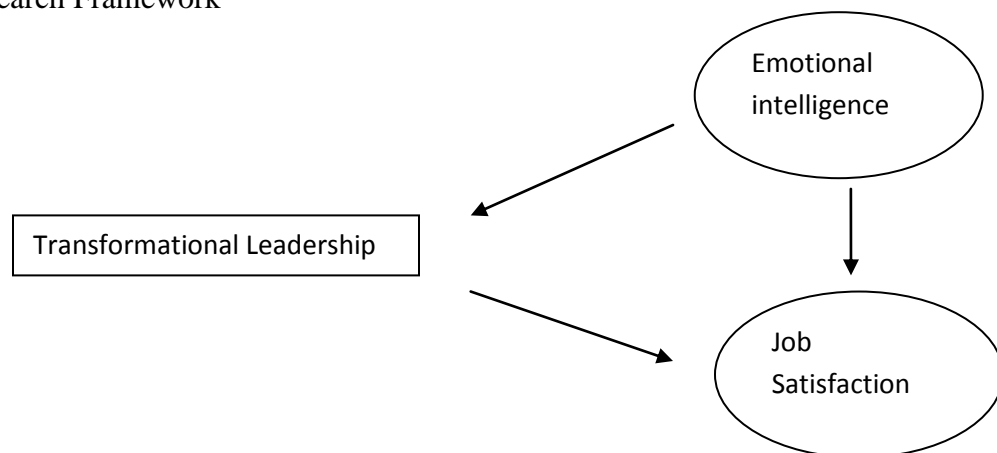
## Method

The method used to apply for this study is self-completion questionnaire conducted into two ways: supervised and by internet using e-mail. Most of the questionnaires were spread by hand and this procedure was done after speaking with the branch manager to explain the reason of this survey and the way for answering the questions. Most of the questionnaires were left to different branches and were collected at a certain date and some others were filled in the moment. With every employee in the bank, the researcher, the objective and purpose of this study were presented. To everyone who fulfilled the questionnaire was guaranteed that the data would remain confidential and the participation in this research was voluntary. It was very difficult to gain some time, firstly to listen and secondly to complete the survey. Many other questionnaires were spread by e-mail but not many of them turned back. However, it was better than it was expected. A quantitative research methodology is used for the investigation of this analysis in order for a more effectiveness in the results.

Different literatures, academic researches, journals, books and different reports have served as secondary data.

The methodology main aim is to explore the relationship between transformational leadership and emotional intelligence, the relationship between job satisfaction and emotional intelligence and lastly the relation of transformational leadership and job satisfaction.

**Figure 2:** Research Framework



## **Questionnaires**

For this research two questionnaires were used. One was directed to employees in managerial levels (leaders) and the other one directed to employees in non managerial levels.

### **Questionnaire of managerial level employees**

Questionnaire was divided into three sections. The section A was about general information and had 7 questions for respondents to respond, where variables included were: name of the bank, position, age, gender, education, place of work and the time period been working in that bank.

The section B was about transformational leadership in managerial level employees and included 25 questions that respondents were asked to select in a likert scale with the following values: 1- Strongly disagree; 2- Disagree; 3- Neutral; 4- Agree and 5- Strongly Agree. Questions for this section are composed by the author based on different literature about transformational leader qualities. Transformational leadership is composed of idealized influence (1, 3, 7, 8, 9, 18 items), individualized consideration (2, 11, 12, 13, 17, 21, 24, 25 items), inspirational motivation (4, 6, 14, 16, 22, 23 items) and intellectual stimulation (10, 15, 19, 20 items).

The section C was about emotional intelligence, where 20 questions were asked in a likert scale of 1- Strongly disagree; 2- Disagree; 3- Neutral; 4- Agree and 5- Strongly Agree. Questions were adapted from “The Maetrix Emotional Intelligence Test” known as MEIT test, which in total contains 158 items and it is based on Emotional Intelligence Competency Model of Goleman (2002) that is composed of four quadrants; self awareness, self management; relationship management and social awareness. Emotional intelligence is composed of self awareness (1-5 items), self management (6-10 items), social awareness (11-15 items) and relationship management (16-20 items).

### **Questionnaire of non managerial level employees**

This questionnaire was divided into four sections, where section A was about general information and had 7 questions for respondents to respond, where variables included were: name of the bank, position, age, gender, education, place of work and the time period been working in that bank. Section B was about job satisfaction, where questions were carrying out a five point scale, where 1- Strongly dissatisfied; 2- Dissatisfied; 3- Neutral; 4- Satisfied and 5- Strongly satisfied. Job satisfaction questions used for this research are based and adapted from

on a survey prepared by State Statistical office of Macedonia about employees' satisfaction and many other questionnaires have served as source information, in order to have a general overview for this survey. Job satisfaction is composed of management (1, 2, 3, 4, 5 items), premises and working conditions (6, 17 items), remuneration (7, 10 items), relationship between employees (8, 9 items), workload (11, 12 item), influence (13 item), responsibility (14 item), trust (15 item) and image of the company (16 item)

Section C was about emotional intelligence, where 20 questions were asked in a likert scale of 1- disagree; 2- Disagree; 3- Neutral; 4- Agree and 5- Strongly Agree. As mentioned above, the same thing as in the survey conducted for managerial level employees, questions were adapted from "The Maetrix Emotional Intelligence Test" known as MEIT test, which in total contains 158 items and it is based on Emotional Intelligence Competency Model of Goleman (2002) that is composed of four quadrants; self awareness, self management; relationship management and social awareness. Emotional intelligence is composed of self awareness (1-5 items), self management (6-10 items), social awareness (11-15 items) and relationship management (16-20 items).

Section D was about transformational leadership of leaders from employees' perspective. Questions used were same as them directed to leaders but this time how employees see their leaders. Likert scale used is 1- Strongly dissatisfied; 2- Dissatisfied; 3- Neutral; 4- Satisfied and 5- Strongly satisfied. A copy of both questionnaires is found in the Appendix part.

## **Data Collection**

Data collected by questionnaires can be used as the most appropriate way to collect the responses. A survey by using questionnaires spread by email and by hand was conducted. A total of 300 questionnaires were subjected to employees in non-managerial and managerial positions. Questionnaires submitted to employees in managerial levels are related to transformational leadership and emotional intelligence; questionnaires submitted to employees in non managerial levels are related to job satisfaction, emotional intelligence and transformational leadership style of leaders. Questionnaires took approximately 15 minutes to complete. Questionnaires returned were 130 by hand from the banks and 53 by email. Rate of respondents were 30.6% female and 61.1% male in managerial positions and 86.7% female with 13.3% male in non-managerial level positions. Data collection took one month.

## **Chapter 5: Data Analysis and Results**

This chapter presents the results of this quantitative research related to the hypothesis raised for this study. Data were obtained using surveys to measure transformational leadership, emotional intelligence and job satisfaction in secondary banking system of Tirana. The final sample of completed questionnaires was  $n = 183$ . Respondents gave their answers fulfilling the questions in the survey and SPSS statistical package version 20 was used for the analysis of the data. The correlation and regression analysis are used to analyze the gathered data in order to see the correlation between transformational leadership, job satisfaction and emotional intelligence variables.

### **The respondents**

In this study participated a total of 183 employees, which were divided into two groups, one composed of employees in the managerial levels and the other one composed of employees in non-managerial levels. Respondents included in survey related to job satisfaction, emotional intelligence and transformational leadership style of leaders includes 86.7% females and 13.3% male and in the survey related to transformational leadership and emotional intelligence participated 33.3% female and 66.7% male. Majority of respondents were MBA levels of education, then with a small difference from this were with MSC degree and a few with bachelor level of education as shown in the table below. Furthermore, majority of age participated in the survey was that of 30-39 years old, followed by 25-29 years old, ages over 40 and lastly age from 20-24 with a small percentage.

The table below will give overall information about demographic data obtained from the two questionnaires directed to employees on non managerial levels and managerial levels.

**Table 2: Demographic Analysis**

		<b>Bank</b>	Leaders	Employees
<b>Age (leaders)</b>	25-29 → 8.3%	Bkt	13.9%	29.3%
	30-39 → 52.8%	Procredit	5.6%	6.7%
	More than 40 → 30.6%			
<b>Age (employees)</b>	20-24 → 16.7%	Credins	11.1%	2.7%
	25-29 → 44%	Societe	11.1%	13.3%
	30-39 → 32.7%	Alpha	5.6%	5.3%
	More than 40 → 6.7%	Intesa	8.3%	13.3%
<b>Gender (leaders)</b>	Female → 30.6%	Raiffesisen	11.1%	10%
	Male → 61.1%	Tirana	8.3%	6.7%
<b>Gender (employees)</b>	Female → 86.7%	Veneto	5.6%	5.3%
	Male → 13.3%	Union	8.3%	4%
		NBG	2.8%	3.3%
<b>Place (leaders)</b>	Central → 11.1%	<b>Years in that organization</b>		
	Branch → 80.6%	Less than 1		3.3%
<b>Place (employees)</b>	Central → 20%	1-2 years	11.1%	26.7%
	Branch → 80%	3-5 years	36.1%	44%
		6-10 years	27.8%	24%
		More than ten years	16.7%	2%
		<b>Education</b>		
		Bachelor		9.3%
		MBA	47.2%	54.7%
		MSC	44.4%	36%

## Descriptive statistics

The main characteristics of quantitative data used for this research are in descriptive statistics. Descriptive statistics are illustrated in the table below summarized as sample, number of items, mean, mode, minimum, maximum and standard deviation. Cronbach's alpha coefficient is also given in order to see if the instruments used in this case questionnaires are reliable to be used or not.

**Table 3:** Descriptive Statistics (N=183)

Variables	Sample	No. items	Mean	Minimum	Maximum	St. deviation	Alpha coefficient
Emotional Intelligence	150	4	4.6133	3	5	0.67343	0.962
Emotional Intelligence	33	4	4.3333	1	5	1.08012	0.962
Job Satisfaction	150	9	4.3467	2	5	0.63443	0.961
Transformational leadership	33	4	4.2424	1	5	0.93643	0.939
Transformational leadership	150	4	4.2667	1	5	0.73882	0.939

Values for reliability interpretation according to Nannally (1978)

- $\alpha \leq 0.9$  Excellent
- $0.7 \leq \alpha < 0.9$  Good
- $0.6 \leq \alpha < 0.7$  Acceptable
- $0.5 \leq \alpha < 0.6$  Poor
- $\alpha < 0.5$  Unacceptable

As it is shown in the table above, alpha coefficient is high for every variable, meaning that reliability of these questionnaires is high. As recommended, reliability with alpha value above 0.70 shows that instruments used is reliable.

## Hypothesis

For the analysis of hypothesis, SPSS statistical package version 20 is used. To measure correlation between variables, the degree of correlation is expressed as Pearson's  $r$  correlation coefficient. An estimation how these variables are related, is provided by the correlation coefficient. If the correlation coefficient is near to 1, relationship is strong and positive, if it is near to 0, relationship is weak and if correlation coefficient is near to  $-1$ , relationship is strong and negative.

Values for the interpretation of Pearson's  $r$  coefficient are as following:



H1: There is a significant relationship between transformational leadership and emotional intelligence.

According to the correlation test, between transformational leadership and emotional intelligence variables resulted to have a positive significant correlation. Moreover, this result, indicated a strong correlation ( $r=0.875$ ;  $p \leq 0.01$ ).

**Table 4:** Correlation between transformational leadership and emotional intelligence

		TL	EI
Pearson Correlation	TL	1.000	.875
	EI	.875	1.000
Sig. (1-tailed)	TL		.000
	EI	.000	
N	TL	33	33
	EI	33	33



**Table 5:** Correlation matrix

		II	IC	IM	IS
SAWARENESS	Pearson Correlation	.730**	.852**	.860**	.904**
	Sig. (2-tailed)	0	0	0	0
	N	33	33	33	33
SMANAGEMENT	Pearson Correlation	.794**	.852**	.892**	.954**
	Sig. (2-tailed)	0	0	0	0
	N	33	33	33	33
SOCAWARENESS	Pearson Correlation	.692**	.701**	.873**	.838**
	Sig. (2-tailed)	0	0	0	0
	N	33	33	33	33
RELMANAGEMENT	Pearson Correlation	.816**	.801**	.839**	.963**
	Sig. (2-tailed)	0	0	0	0
	N	33	33	33	33

\*\*Correlation is significant at 0.01level (2-tailed)

In the figure above is explained the correlation between emotional intelligence components and transformational leadership components. Results indicate that self awareness is strongly correlated to idealized influence ( $r=0.730$ ;  $p\leq 0.01$ ), individualized consideration ( $r=0.852$ ;  $p\leq 0.01$ ), inspirational motivation ( $r=0.860$ ;  $p\leq 0.01$ ) and intellectual stimulation ( $r=0.904$ ;  $p\leq 0.01$ ). Self management is also strongly related to the four components of transformational leadership, with idealized influence ( $r=0.794$ ;  $p\leq 0.01$ ), individualized consideration ( $r=0.852$ ;  $p\leq 0.01$ ), inspirational motivation ( $r=0.892$ ;  $p\leq 0.01$ ) and intellectual stimulation ( $r=0.954$ ;  $p\leq 0.01$ ). Social awareness is related positively and its relationship is significant with idealized influence ( $r=0.692$ ;  $p\leq 0.01$ ), individualized consideration ( $r=0.701$ ;  $p\leq 0.01$ ), inspirational motivation ( $r=0.873$ ;  $p\leq 0.01$ ) and intellectual stimulation ( $r=0.838$ ;  $p\leq 0.01$ ). As the other components of emotional intelligence, also relationship management is significantly positively

related to idealized influence ( $r=0.816$ ;  $p\leq 0.01$ ), individualized consideration ( $r=0.801$ ;  $p\leq 0.01$ ), inspirational motivation ( $r=0.839$ ;  $p\leq 0.01$ ) and intellectual stimulation ( $r=0.863$ ;  $p<0.01$ ).

Below is given the regression analysis for transformational leadership and emotional intelligence. Transformational leadership is dependent variable and emotional intelligence the independent variable.

Regression equation:  $Y = \alpha + \beta_1 X_1 + e$

$Y \rightarrow$  is the dependent variable

$\alpha \rightarrow$  is the expected intercept parameter

$\beta_1 \rightarrow$  is the expected slope, how much of  $Y$  changes, with a change in  $X_1$

$X_1 \rightarrow$  is the independent variable

$e \rightarrow$  is the error term

Regression equation:  $Y = 0.954 + 0.759X$

R square = 0.766 (Meaning that 76.6% change in transformational leadership style can be explained by a change in emotional intelligence)

Adjusted R square = 0.759 (Increasing in transformational leadership style leads to increases of emotional intelligence of 75.9%)

Multiple R = 0.875 (Relationship between variables is 87.5% strong)

H2: There is a significant relationship between job satisfaction and emotional intelligence

Job satisfaction and emotional intelligence resulted to be significant strong positive related to each other ( $r=0.693$ ;  $p\leq 0.01$ ). Results from the analysis done concluded that the changes in emotional intelligence give changes in the job satisfaction of the employees.

In the table below is given the correlation of job satisfaction and emotional intelligence.

**Table 6:** Correlation between job satisfaction and emotional intelligence

		JS	EI
Pearson Correlation	JS	1.000	.693
	EI	.693	1.000
Sig. (1-tailed)	JS	.	.000
	EI	.000	.
N	JS	150	150
	EI	150	150

As shown in the table above correlation between job satisfaction and emotional intelligence is significant and positive. In the table below this correlation is shown in a more detailed way. The table below shows how the components of job satisfaction are related to each component of emotional intelligence.

**Table 7:** Correlation matrix

		Sawareness	Smanagement	Socawareness	Relmanagement
Management	Pearson Correlation	.734**	.763**	.758**	.731**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Premises	Pearson Correlation	.882**	.833**	.829**	.902**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Remuneration	Pearson Correlation	.634**	.763**	.550**	.629**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Relbtwemployees	Pearson Correlation	.607**	.697**	.597**	.644**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150

Workload	Pearson Correlation	.788**	.783**	.806**	.800**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Influence	Pearson Correlation	.650**	.798**	.647**	.736**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Responsibility	Pearson Correlation	.713**	.840**	.716**	.776**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Trust	Pearson Correlation	.782**	.807**	.779**	.755**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Image	Pearson Correlation	.872**	.737**	.956**	.846**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150

\*\*Correlation is significant at 0.01 level (2-tailed)

As shown above in the figure, correlation between components of job satisfaction and emotional intelligence is significant and positive. Highest correlation are between management and social awareness ( $r=0.758$ ;  $p\leq 0.01$ ), premises and relationship management ( $r=0.902$ ;  $p\leq 0.01$ ), remuneration and self management ( $r=0.763$ ;  $p\leq 0.01$ ), relationship between employees and self management ( $r=0.697$ ;  $p\leq 0.01$ ), workload and social awareness ( $r=0.806$ ;  $p\leq 0.01$ ), influence and self management ( $r=0.798$ ;  $p\leq 0.01$ ), responsibility and self management ( $r=0.804$ ;  $p\leq 0.01$ ), trust and self management ( $r=0.807$ ;  $p\leq 0.01$ ), and lastly between image of the company and social awareness ( $r=0.956$ ;  $p\leq 0.01$ ).

In the regression analysis of job satisfaction and emotional intelligence of the employees, job satisfaction is considered dependent variable and emotional intelligence is considered the independent variable.

Regression analysis for this model is:  $Y = 1.335 + 0.653X$

According to the regression results, R square = 0.480 (Meaning that 48% change in job satisfaction can be explained by a change in emotional intelligence)

Adjusted R square = 0.477 (Increasing in job satisfaction leads to increases of emotional intelligence of 47.7%)

Multiple R = 0.693 (Relationship between variables is 69.3% strong)

H3: There is a significant relationship between transformational leadership and job satisfaction.

In the research done in secondary banking system of Tirana region, resulted that job satisfaction and transformational leadership have a significant strong positive correlation with each other ( $r=0.933$ ;  $p\leq 0.01$ ). In the figure below this correlation is shown.

**Table 8:** Correlation between job satisfaction and transformational leadership

		JS	TL
Pearson Correlation	JS	1.000	.933
	TL	.933	1.000
Sig. (1-tailed)	JS	.	.000
	TL	.000	.
N	JS	150	150
	TL	150	150

In the table below is shown the correlation between these two variables but in a more detailed way. It is shown according to the factors of each variable. Transformational leadership is shown by idealized influence, individualized consideration, inspirational motivation and intellectual stimulation. Job satisfaction is shown by management, premises and working conditions, remuneration, relationship between employees, workload, influence, responsibility, trust and image of the company. The highest values of correlation are shown between intellectual stimulation with premises ( $r=0.863$ ;  $p\leq 0.01$ ), remuneration ( $r=0.853$ ;  $p\leq 0.01$ ), influence ( $r=0.888$ ;  $p\leq 0.01$ ) and responsibility ( $r=0.949$ ;  $p\leq 0.01$ ); between inspirational motivation and management ( $r=0.881$ ;  $p\leq 0.01$ ), workload ( $r=0.909$ ;  $p\leq 0.01$ ), trust ( $r=0.928$ ;  $p\leq 0.01$ ) and image of the

company ( $r=0.851$ ;  $p\leq 0.01$ ); between idealized influence and relationship between employees ( $r=0.908$ ;  $p\leq 0.01$ ).

**Table 9:** Correlation matrix

		II	IC	IM	IS
Management	Pearson Correlation	.870 <sup>**</sup>	.866 <sup>**</sup>	.881 <sup>**</sup>	.797 <sup>**</sup>
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Premises	Pearson Correlation	.620 <sup>**</sup>	.678 <sup>**</sup>	.843 <sup>**</sup>	.863 <sup>**</sup>
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Remuneration	Pearson Correlation	.795 <sup>**</sup>	.793 <sup>**</sup>	.840 <sup>**</sup>	.853 <sup>**</sup>
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Relbtwemployees	Pearson Correlation	.908 <sup>**</sup>	.857 <sup>**</sup>	.823 <sup>**</sup>	.799 <sup>**</sup>
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Workload	Pearson Correlation	.763 <sup>**</sup>	.723 <sup>**</sup>	.909 <sup>**</sup>	.782 <sup>**</sup>
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Influence	Pearson Correlation	.741 <sup>**</sup>	.712 <sup>**</sup>	.749 <sup>**</sup>	.888 <sup>**</sup>
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Responsibility	Pearson Correlation	.749 <sup>**</sup>	.738 <sup>**</sup>	.802 <sup>**</sup>	.949 <sup>**</sup>
	Sig. (2-tailed)	.000	.000	.000	.000

	N	150	150	150	150
Trust	Pearson Correlation	.840**	.813**	.928**	.757**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150
Image	Pearson Correlation	.547**	.620**	.851**	.729**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	150	150	150	150

\*\* Correlation is significant at 0.01 level (2-tailed)

As showed in the figure, correlation between each facto of job satisfaction and transformational leadership is significant strong and positive. This means that when transformational leadership style of leader increases, job satisfaction of the employee also increases.

In the regression analysis of transformational leadership and job satisfaction, job satisfaction is considered dependent variable and transformational leadership is considered the independent variable.

Regression analysis for this model is:  $Y = 0.196 + 0.958X$

According to the regression results, R square = 0.984 (Meaning that 98.4% change in job satisfaction can be explained by a change in emotional intelligence)

Adjusted R square = 0.969 (Increasing in job satisfaction leads to increases of emotional intelligence of 96.9%)

Multiple R = 0.969 (Relationship between variables is 96.9% strong)

## Chapter 6: Discussion

The purpose of this study was raised in eight research questions provided in the research question section.

### Findings and interpretation

This chapter will present the information related to these questions.

Q1: Are the leaders of secondary banking system for Tirana region applying transformational leadership style?

Based on the results, leaders in the banking sector, 58.2% of them demonstrate qualities of self awareness and 41.8% do not demonstrate. Self management display in 86.6% of leaders and 13.4% do not display self management competencies. Evidences are given for social awareness for leaders that have this competence 88.4% of them and 11.6% do not have. Relationship management competencies occur in 66% of leaders and the other percentage 34% do not display this competency. So, in this case results are evidential that nowadays leaders in the secondary banking system display transformational leadership style.

**Figure 3:** Transformational Leadership Style





In the figure above are shown the percentages about qualities of leaders. As it is obvious only a small number do not appear some of these qualities, meaning that a large number of the leaders have transformational leadership qualities and can be considered as transformational leaders.

Q2: Which of the variables has a greater impact on job satisfaction, emotional intelligence or transformational leadership?

According to the Pearson's  $r$ , the greatest impact on the job satisfaction is caused due to transformational leadership; this is concluded due to Pearson's  $r$  value of each relation. In the relationship between job satisfaction and emotional intelligence,  $r$  value is 0.693 and in the relationship between job satisfaction and transformational leadership,  $r$  value is 0.933. These results mean that if transformational leadership changes, job satisfaction makes a greater change.

Q3: How is the transformational leadership related to emotional intelligence?

Transformational leadership and emotional intelligence founded to have a positive relationship between them. The relationship between these variables resulted to be significant strong relation ( $r=0.875$ ;  $p\leq 0.01$ ). The correlation between each factor of each variable found to be strong positive related to each other, as Pearson's  $r$  is closer to 1, stronger is the correlation between variables.

Q4: High emotional leaders are more or less transformational leaders?

Since correlation between these two variables resulted to be significant positive, the correlation between these variables shows that when emotional intelligence increases, transformational leadership also increases. When Pearson's  $r$  is positive, means that when one variable increases, also the other one increases and in this case  $r=0.875$ .

Q5: Is job satisfaction related positively or negatively to transformational leadership?

Results of the correlation test done on SPSS statistical package indicated that job satisfaction is positively related to transformational leadership. The relationship between job satisfaction and emotional intelligence founded to be significantly strong ( $r=0.933$ ;  $p\leq 0.01$ ). As Pearson's  $r$  is closer to 1, the change in job satisfaction is strongly related to changes in transformational leadership.

Q6: Emotional intelligence is more related to job satisfaction or transformational leadership?

Result of the analysis indicated that emotional intelligence is more related to transformational leadership, than job satisfaction.

Q7: How is emotional intelligence related to job satisfaction?

Emotional intelligence and job satisfaction found to be significant ( $r=0.693$ ;  $p\leq 0.01$ ). the correlation between these two variables resulted are strong and positive.

Q8: Are people with high emotional intelligence more job satisfied?

As emotional intelligence increases, job satisfaction of employees also increase. As results indicated that relationship between these two variables is positive, the change on one variable will cause change on the other variable, so change on emotional intelligence will shift to a change on job satisfaction.

To sum up, research for the correlation of these variables to each other was based on hypothesis and research questions, which took their explanations in this study and below will be given in a summarized way. Analyses for this research are done by SPSS statistical package version 20 and variables that were analyzed were transformational leadership, job satisfaction and emotional intelligence, which were divided into some components. Transformational leadership was composed of idealized influence, individualized consideration, inspirational motivation and intellectual stimulation factors. Job satisfaction components were management, premises and working conditions, remuneration, relationship between employees, workload, influence, responsibility, trust and image of the company. Emotional intelligence components are self awareness, self management, social awareness and relationship management.

Hypothesis 1 aim was to investigate correlation between transformational leadership and emotional intelligence of leaders. Analysis concluded that between these two variables there is a significant positive correlation. As emotional intelligence increases, also transformational leadership style increases.

Hypothesis 2 aim was to study the relationship between job satisfaction and emotional intelligence of the employees. Results indicated that relationship between them is significant and strongly positive. Emotional play an important role in determining job satisfaction. Being unsatisfied and not in a good emotional state, linking it with the management, this can lead to a weak job performance of the employee.

Hypothesis 3 aim was to investigate the correlation between transformational leadership style of leaders (viewed from employees' perspective) and job satisfaction of employees. How do they affect on each other. Results concluded that transformational leadership and job satisfaction are significant positive related to each other. A leader in a good emotional condition, he/she motivates his followers to perform better, but if his/her emotional condition is bad how can the employees be motivated by a leader who is angry or shouts?

## **Limitations**

Difficulties are obtained in the fulfillment of questionnaires in a sincere way from the employees and many of them hesitated to fulfill it. Leaders sample was limited and small sample size (33) and if leaders firstly hesitated to fulfill the questionnaire, the questionnaire was not spread to the employees of that bank branch. Another limitation has to do with the fact that in case of Albania, no researches are done in this topic and this research can be used as a starting point for other researchers, who can be based on the data obtained from this research.

Testing emotional intelligence, transformational leadership and job satisfaction is another limitation of this research, since questions about these variables are not tested before about their validity and reliability. And another limitation related to the survey about testing these three variables was that the questionnaire was a bit long.

Questionnaires are done only in secondary banks of Tirana region since it is the most populated and for this reason there is the largest percentage of banks operating, and due to this, the research cannot be obtained as a general one, but only for this city.

## Recommendations

Some of the recommendations about this research could be:

- More studies related to transformational leadership, job satisfaction and emotional intelligence should be conducted for Albania, not only in banking sector but also in other sectors, because it may have a great effect on the life span of the company.
- More training programs for transformational leadership, because coaching in this field may help to gain more behaviors that leaders do not have.
- By training, emotional intelligence skills can be improved and this can lead to job assessment, motivation, focusing on clear goals, encouraging employees etc.
- Job satisfaction of employees, in order to be in high levels, is a leader responsibility and they can create it by providing a positive environment, engaging more and more employees and developing more and more employees skills. This need to be more and more implemented in today's organizations in order to have a greater job satisfaction, because as job satisfaction increases it helps more and more on the organization effectiveness.
- From the research done, it was observed that employees were less satisfied with their wage; I would say that someone never can be satisfied with it, as much as we can have, more we tend to have.
- It would be a good thing if the company, in this case central branch bank, conducts time after time a survey for employee's satisfaction and by this they can identify where the employees are less or more satisfied. But not to forget to protect the anonymity of them who participate in the survey, because as more personal information is given about employees, more positive are tended to be the responses.
- As transformational leadership, emotional intelligence and job satisfaction are related together, in order to improve these variables, I believe that training in their specific areas is the best choice for increasing them. Learning is endless.

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## Appendixes

Table 1: Model Summary

Transformational leadership and job satisfaction (follower)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.933 <sup>a</sup>	.870	.869	.22977	.870	988.022	1	148	.000

a. Predictors: (Constant), TL

Transformational leadership and emotional intelligence (leader)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.875 <sup>a</sup>	.766	.759	.45993	.766	101.651	1	31	.000

a. Predictors: (Constant), EI

Emotional intelligence and job satisfaction (follower)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.693 <sup>a</sup>	.480	.477	.45902	.480	136.636	1	148	.000

a. Predictors: (Constant), EI

Table 2: ANOVA

Transformational leadership and job satisfaction (follower)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52.160	1	52.160	988.022	.000 <sup>b</sup>
	Residual	7.813	148	.053		
	Total	59.973	149			

- a. Dependent Variable: JS
- b. Predictors: (Constant), TL

Transformational leadership and emotional intelligence (leader)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.503	1	21.503	101.651	.000 <sup>b</sup>
	Residual	6.558	31	.212		
	Total	28.061	32			

- a. Dependent Variable: TL
- b. Predictors: (Constant), EI

Job satisfaction and emotional intelligence (follower)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.789	1	28.789	136.636	.000 <sup>b</sup>
	Residual	31.184	148	.211		
	Total	59.973	149			

- a. Dependent Variable: JS
- b. Predictors: (Constant), EI

Table 3: Coefficients

Transformational leadership and job satisfaction (follower)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	.930	.110		8.429	.000	.712	1.148			
	TL	.801	.025	.933	31.433	.000	.750	.851	.933	.933	.933

- a. Dependent Variable: JS

Transformational leadership and emotional intelligence (leader)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1 (Constant)	.954	.336		2.840	.008	.269	1.639			
1 EI	.759	.075	.875	10.082	.000	.605	.912	.875	.875	.875

a. Dependent Variable: TL

Job satisfaction and emotional intelligence (follower)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	1.335	.260		5.130	.000			
1 EI	.653	.056	.693	11.689	.000	.693	.693	.693

a. Dependent Variable: JS

## Questionnaires

Dear participant,

I would like to invite you to participate in a survey to obtain about your transformational leadership style, emotional intelligence and job satisfaction in banking sector and to see the affect they have on each other. The results of this survey will be used for graduation thesis in Master of Science. The attached questionnaire will be kept confidential. All questionnaires will remain with the researcher only findings will be submitted to relevant authorities in aggregate form. If you have any question related t o this questionnaire, please contact me at [mmeca10@epoka.edu.al](mailto:mmeca10@epoka.edu.al) .

Thank you in again, your willingness to participation is appreciated.

Melina MECA

Epoka University

## Part A

1. Name of the bank \_\_\_\_\_

2. Your position \_\_\_\_\_

### 3. Age group

- Under 20                       20-24  
 25-29                       30-39  
 Above 40

### 4. Gender

- Female                       Male

### 5. Highest level of education you have completed

- Bachelor                       MBA  
 MSC                       Doctorate

### 6. Place of work

- Central office                       Branches

### 7. How long have you been working in this bank?

- Less than one year                       1 - 2 years  
 3-5 years                       6 - 10 years  
 More than 10 years

## Part B

1 – Strongly Disagree                      2 – Disagree                      3 – Neutral                      4 – Agree                      5 – Strongly Agree

1. I have a clear vision, values, goals and objectives

- 1                       2                       3                       4                       5

2. I trust my instinct and as well my team to gather the necessary intelligence

- 1                       2                       3                       4                       5

3. I built trust and confidence on my followers through being reliable and genuine  
 1       2       3       4       5
4. Encouraging my followers is something easy to me  
 1       2       3       4       5
5. I empower followers by persuading them to propose new and controversial ideas without fear of punishment  
 1       2       3       4       5
6. I can describe myself as a person who attract and inspire others  
 1       2       3       4       5
7. I inspire to followers a shared vision by involving all staff  
 1       2       3       4       5
8. I can describe myself as a person who displays optimism and enthusiasm  
 1       2       3       4       5
9. I engender admiration, loyalty and respect amongst my followers  
 1       2       3       4       5
10. I create significant change in both follower and organization (I emerge change)  
 1       2       3       4       5
11. I can be described as a person who acts with integrity  
 1       2       3       4       5
12. I give ethical consideration to actions  
 1       2       3       4       5
13. I promote my followers to share ideas  
 1       2       3       4       5
14. I challenge other to try new ideas  
 1       2       3       4       5
15. I show my appreciation for the team efforts  
 1       2       3       4       5
16. I make followers feel they are engaged in something important  
 1       2       3       4       5
17. I take everyone's view into account  
 1       2       3       4       5
18. I can describe myself as a person who transmits energy to others  
 1       2       3       4       5

19. I ask for advice from group members when things go wrong

1       2       3       4       5

20. I am always seeking new ways to respond to a constantly changing environment

1       2       3       4       5

21. I listen to each followers' needs and concerns

1       2       3       4       5

22. I make private notes of congratulation to boost self confidence

1       2       3       4       5

23. I describe myself as a person who loves the work

1       2       3       4       5

24. I treat people as individuals rather than employees and take time to understand what motivates and inspires them

1       2       3       4       5

25. Even though I could easily do a task myself, I delegate it to expand my followers' skills

1       2       3       4       5

### Part C

**1 – Strongly Disagree      2 – Disagree      3 – Neutral      4 – Agree      5 – Strongly Agree**

**1. My emotions generally have a strong impact on the way I behave**

1     2     3     4     5

**2. When I am under pressure, I generally have changed my behavior from normal**

1     2     3     4     5

**3. When there are uncertainties and pressures, I am always decisive and make sound decision**

1     2     3     4     5

**4. I always like to take on new challenges**

1     2     3     4     5

**5. I generally inspire confidence to others**

1     2     3     4     5



6. I generally keep emotions and impulses under control  
 1  2  3  4  5
7. When I am under pressure, I think clearly and stay focused  
 1  2  3  4  5
8. I always set myself challenging goals  
 1  2  3  4  5
9. When obstacles and setbacks occur in pursuing my goals, I always persist in seeking goals despite what has happened  
 1  2  3  4  5
10. Generally, I pursue goals beyond what is required or expected of me  
 1  2  3  4  5
11. When I see a bias and intolerance, I always challenge the initiating people  
 1  2  3  4  5
12. I always listen well and am attentive to emotional cues  
 1  2  3  4  5
13. I always understand customer needs and match them  
 1  2  3  4  5
14. I always act as a trusted advisor to the customer  
 1  2  3  4  5
15. Increasing customers satisfaction and loyalty is always part of the way I work  
 1  2  3  4  5
16. Winning people over is something that I am very good at  
 1  2  3  4  5
17. I always communicate in a way that seeks mutual understanding and full information sharing  
 1  2  3  4  5
18. I always handle difficult people with diplomacy and tact  
 1  2  3  4  5
19. I always seek out relationships that are mutually beneficial  
 1  2  3  4  5
20. I generally have a balanced focus on tasks and relationships  
 1  2  3  4  5

Dear participant,

I would like to invite you to participate in a survey to obtain about your transformational leadership style, emotional intelligence and job satisfaction in banking sector and to see the affect they have on each other. The results of this survey will be used for graduation thesis in Master of Science. The attached questionnaire will be kept confidential. All questionnaires will remain with the researcher only findings will be submitted to relevant authorities in aggregate form. If you have any question related t o this questionnaire, please contact me at [mmeca10@epoka.edu.al](mailto:mmeca10@epoka.edu.al) .

Thank you in again, your willingness to participation is appreciated.

Melina MECA

Epoka University

**Part A**

1. **Name of the bank** \_\_\_\_\_

2. **Your position** \_\_\_\_\_

3. **Age group**

Under 20                       20-24

25-29                          30-39

Above 40

4. **Gender**

Female                          Male

5. **Highest level of education you have completed**

Bachelor                        MBA

MSC                                Doctorate

6. **Place of work**

Central office                  Branches

**7. How long have you been working in this bank?**

- Less than one year       1 - 2 years  
 3-5 years       6 - 10 years  
 More than 10 years

**Part B**

**1- Very Dissatisfied   2-Dissatisfied   3- Neutral   4- Satisfied   5- Very Satisfied**

**How satisfied are you with:**

Professional skills and management of your supervisor

- 1    2    3    4    5

Communication between supervisor and employees

- 1    2    3    4    5

Transparency in the work

- 1    2    3    4    5

Management and professional skills of other employees

- 1    2    3    4    5

Supervisor cares about your advancement

- 1    2    3    4    5

Usage of necessary equipments in order to perform your tasks

- 1    2    3    4    5

Salary

- 1    2    3    4    5

Respect from other employees

- 1    2    3    4    5

Collaboration in group

1    2    3    4    5

Working hours

1    2    3    4    5

Number of employees to perform a task

1    2    3    4    5

Workload pressure

1    2    3    4    5

Respect of other employees for your opinion

1    2    3    4    5

Responsibility of work

1    2    3    4    5

Trust among employees

1    2    3    4    5

Image of the company

1    2    3    4    5

Work environment

1    2    3    4    5

**Part C**

**1 – Strongly Disagree      2 – Disagree      3 – Neutral      4 – Agree      5 – Strongly Agree**

**1. My emotions generally have a strong impact on the way I behave**

1     2     3     4     5

**2. When I am under pressure, I generally have changed my behavior from normal**

1     2     3     4     5

**3. When there are uncertainties and pressures, I am always decisive and make sound decision**

1     2     3     4     5

**4. I always like to take on new challenges**

1     2     3     4     5

**5. I generally inspire confidence to others**

1     2     3     4     5

**6. I generally keep emotions and impulses under control**

1     2     3     4     5

**7. When I am under pressure, I think clearly and stay focused**

1     2     3     4     5

**8. I always set myself challenging goals**

1     2     3     4     5

**9. When obstacles and setbacks occur in pursuing my goals, I always persist in seeking goals despite what has happened**

1     2     3     4     5

**10. Generally, I pursue goals beyond what is required or expected of me**

1     2     3     4     5

**11. When I see a bias and intolerance, I always challenge the initiating people**

1    2    3    4    5

**12. I always listen well and am attentive to emotional cues**

1    2    3    4    5

**13. I always understand customer needs and match them**

1    2    3    4    5

**14. I always act as a trusted advisor to the customer**

1    2    3    4    5

**15. Increasing customers satisfaction and loyalty is always part of the way I work**

1    2    3    4    5

**16. Winning people over is something that I am very good at**

1    2    3    4    5

**17. I always communicate in a way that seeks mutual understanding and full information sharing**

1    2    3    4    5

**18. I always handle difficult people with diplomacy and tact**

1    2    3    4    5

**19. I always seek out relationships that are mutually beneficial**

1    2    3    4    5

**20. I generally have a balanced focus on tasks and relationships**

1    2    3    4    5

**Part D**

**1 – Strongly Disagree      2 – Disagree      3 – Neutral      4 – Agree      5 – Strongly Agree**

1. He/she has a clear vision, values, goals and objectives  
 1       2       3       4       5
2. He/she trusts his/her instinct and as well his/her team to gather the necessary intelligence  
 1       2       3       4       5
3. He/she builds trust and confidence on the followers through being reliable and genuine  
 1       2       3       4       5
4. Encouraging his/her followers is something easy to him/her  
 1       2       3       4       5
5. He/she empowers followers by persuading them to propose new and controversial ideas without fear of punishment  
 1       2       3       4       5
6. He/she can be described as a person who attract and inspire others  
 1       2       3       4       5
7. He/she inspire to followers a shared vision by involving all staff  
 1       2       3       4       5
8. He/she can be described as a person who displays optimism and enthusiasm  
 1       2       3       4       5
9. He/she engenders admiration, loyalty and respect amongst the followers  
 1       2       3       4       5
10. He/she creates significant change in both follower and organization (He/she emerges change)  
 1       2       3       4       5
11. He/she can be described as a person who acts with integrity  
 1       2       3       4       5
12. He/she gives ethical consideration to actions  
 1       2       3       4       5
13. He/she promotes his followers to share ideas  
 1       2       3       4       5
14. He/she challenges other to try new ideas  
 1       2       3       4       5

15. He/she shows his appreciation for the team efforts  
 1     2     3     4     5
16. He/she makes followers feel they are engaged in something important  
 1     2     3     4     5
17. He/she takes everyone's view into account  
 1     2     3     4     5
18. He/she can be described as a person who transmits energy to others  
 1     2     3     4     5
19. He/she asks for advice from group members when things go wrong  
 1     2     3     4     5
20. He/she is always seeking new ways to respond to a constantly changing environment  
 1     2     3     4     5
21. He/she listens to each followers' needs and concerns  
 1     2     3     4     5
22. He/she makes notes of congratulation to boost self confidence  
 1     2     3     4     5
23. He/she can be described as a person who loves the work  
 1     2     3     4     5
24. He/she treats people as individuals rather than employees and take time to understand what motivates and inspires them  
 1     2     3     4     5
25. Even though he/she could easily do a task myself, he/she delegates it to expand my followers' skills  
 1     2     3     4     5