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## ABSTRACT

Various theoretical studies carried out in the past have linked the use of non-verbal communication with effective leadership. Respectively effective leadership has been studied in the past and has been partly linked to employee performance and employee wellbeing. However, in the context of the Armed Forces, no empirical research activity has emerged in this direction. The primary and basic aim of this research is to investigate the relationship between non-verbal communication and Kinesics, the commander of a military unit, with Leadership effectiveness. An additional objective is to investigate the impact of effective leadership of the commander of the military unit on the employee performance and well being of his existing. A mediating role will be played by the emotional intelligence of the staff of the military unit. In conclusion, the findings of this master's thesis highlight the positive effect of the use of body language by the commander of the military unit on the effective leadership it exercises. Similarly, there was a moderate impact of effective leadership on the employee well being of executives with increased emotional intelligence, and no effect of effective leadership on employee performance was observed.

Key – words: Kinesics, leadership effectiveness, emotional intelligence, employee performance, employee well being

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μ (J.de Jonge et al,2000).

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« », μ μ . (Maslach, Schaufeli & Leiter, 2001).

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(Schaufeli et al, 2008). μ , Schaufeli, Salanova, González-Romá Bakker (2002) μ μ ,

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( Buelens & Poelmans, 2004). μ μ  
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(Beckers, Vander Linden, Smulders, Kompier, Van Veldhoven, & Van Yperen, 2004).

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μ μ « μ », « μ » « »  
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« », μ μ Schaufeli et al (2008) .

### 5.3

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μ (Liu et al, 2010). μ μ  
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μ μ



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μ (Liu et al , 2010).

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(Butler, Cantrell & Flick,1999). μ μ ,

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(Liu et al , 2010). Bono & Ilies

(2006) μ μ

μ Van Dierendonck, μ

μ Druskat (1994) μ μ

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(Nielsen et al,

2008).

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(Day & Carroll, 2004). μ μ

, (Carmeli, 2003)

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(Daus, 2005).

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μ μ , μ (Rice, 1999).

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(Brackett, Rives, Shiffman, Lerner & Salovey, 2006)

(Austin, Saklofske &Egan, 2005). μ μ

, μ .

3:  $\mu$

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 5 :  $\mu$   $\mu$  .  
 6 :  $\mu$  .  
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 7 :  $\mu$   $\mu$  .  
 8 :  $\mu$  .  
 $\mu$  .  
 9 : .  
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 10 :  $\mu$   $\mu$  .  
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 11 :  $\mu$   $\mu$   $\mu$  .  
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Manager.

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2:

1.

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μ  
μ , μ μ μ .



## 2.1

## 2.2 $\mu\mu$

μ

(Kinesics)

(Leadership effectiveness)

μ . μ μ

μ μ

μ . μ

, η συναισθηματική μ ,

μ μ .

μ μ

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μ ,

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μ case study μ μ  
μ . μ , μ 140 μ  
μ . μ  
μ μ μ  
μ . μ  
μ , μ μ  
90, μ μ μ 64%.  
50 μ μ  
μ μ μ . ,  
μ 90 μ ,  
μ μ 18 56  
μ  
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μ μ , μ  
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μ μ , μ μ  
μ μ ( μ ( , μ ),  
μ ). μ . μ  
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μ μ μ , μ ,  
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μ μ μ , μ  
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μ , μ μ μ  
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❖ μ  
« » μ ,  
« μ » «Body Language» μ  
μ 5 , H.S. Jung &  
Yoon (2011). μ « μ μ ,



μ » μ μ Likert '1-7'.

❖ μ

« μ » μ μ 3

, Van Knippenberg & Van Knippenberg (2005).

μ « μ μ » μ μ

μ Likert '1-7'.

❖ μ μ

« μ μ » μ

μ 33 , μ EQ BAR ON (1997).

μ «

» » μ μ μ Likert '1-7'.

❖ – μ

« » μ

Maslach Burnout Inventory Scarpello & Campell. 8

μ

. μ « μ μ »

μ μ μ Likert '1-7'.

❖

« » μ μ μ 4

, Van Dyne & Le Pine (1998).

μ 4 . μ «

μ » μ μ μ Likert '1-7'.

## 2.4 μ

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$\mu$

$\mu$ .

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$\mu$   $\mu$   $\mu$

$\mu\mu$ ,

$\mu$   $\mu$   $\mu$   $\mu$ .

$\mu$   $\mu$   $\mu$

$\mu$   $\mu$ ,

$\mu$ .

3.

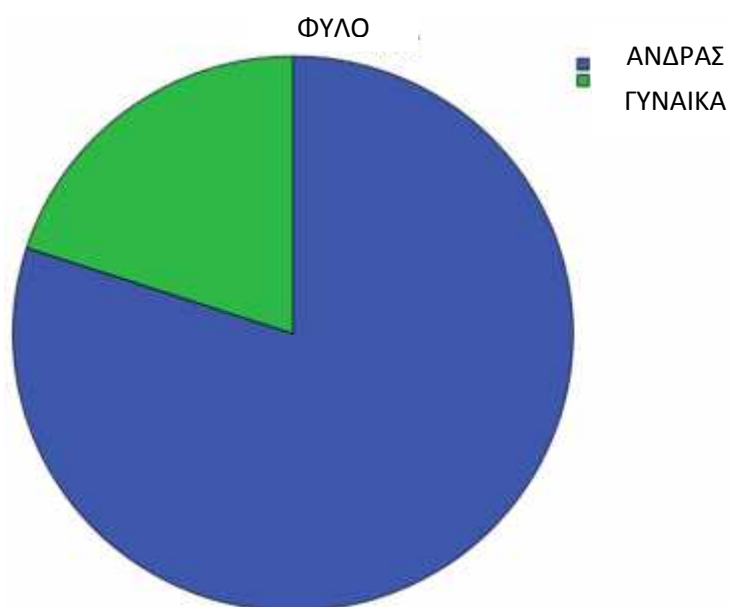
1.

μ  
❖

90 μμ , 72 , 80%  
18 μ 20%, 1  
μ 1 . μ , μ μμ  
μ . μ μ 15 μ  
μ μ ,  
μ μ

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		72	80,0	80,0	80,0
		18	20,0	20,0	100,0
	Total	90	100,0	100,0	

3: μμ .

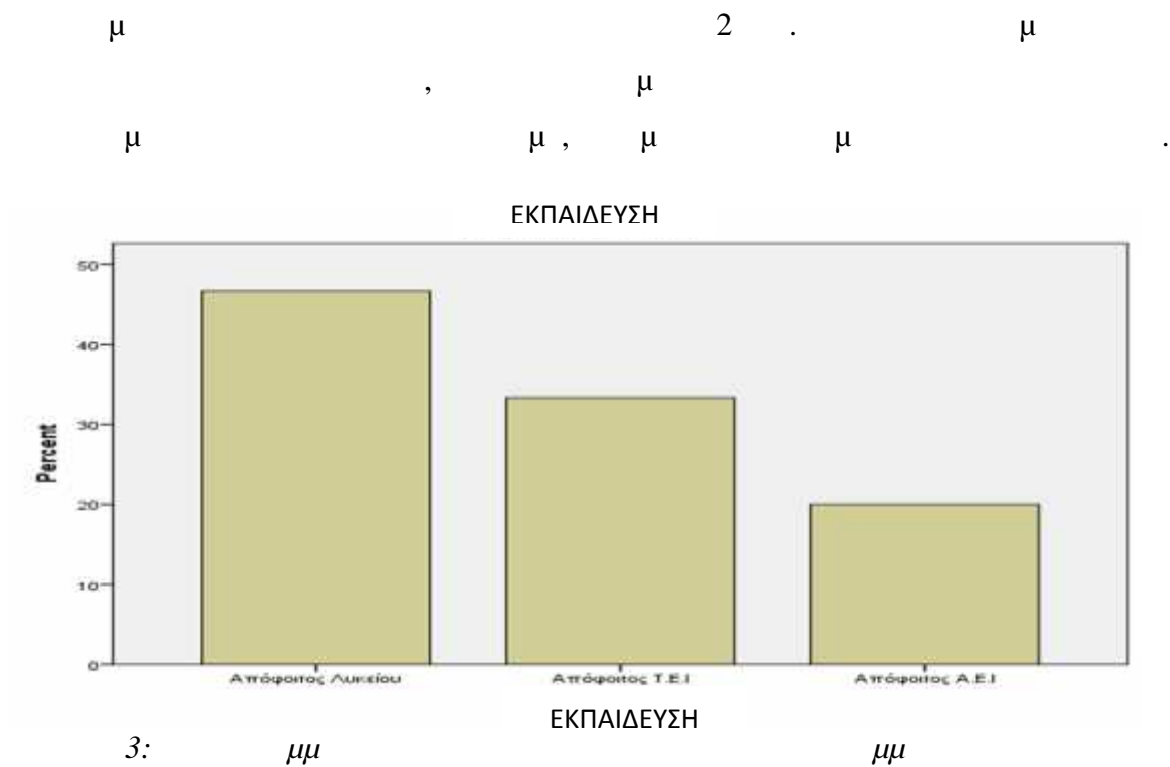


1: μ μμ

ΗΛΙΚΙΑ	Percent
18-32	60
33-44	27
45-56	13

		Minimum	Maximum	Mean	Std. Deviation
	90	1,00	3,00	1,53	,73
Valid N (listwise)	90				

52



	N	Minimum	Maximum	Mean	Std. Deviation
	90	1,00	3,00	1,7333	,78
Valid N (listwise)	128				

5: μ — μ

μμ

❖

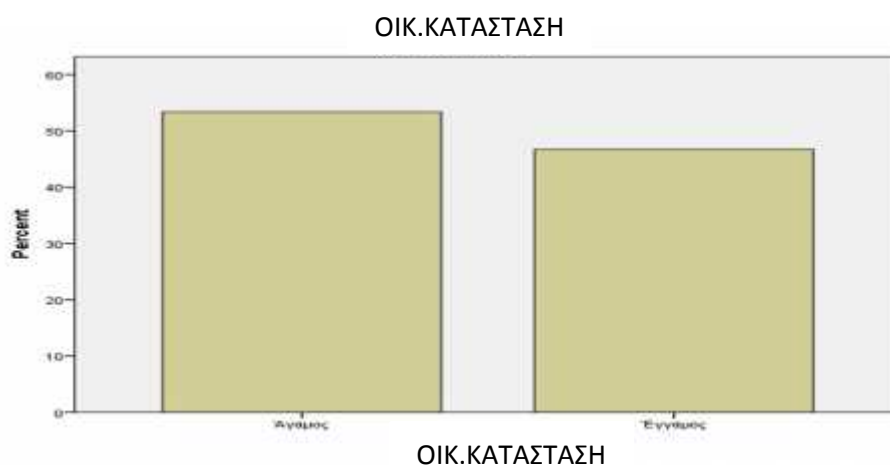
μ μ 4

, μ μ 4 48

μ μ μ 42 μ μ 53,3% 46,7% .

, μ μ μ

, μ 6.



4: μμ μμ



	N	Minimum	Maximum	Mean	Std. Deviation
	90	1,00	4,00	2,5333	,96221
Valid N (listwise)	90				

7:  $\mu$   $-$   $\mu\mu$

$\mu$   $\mu$   $\mu$   $\mu$   $\mu$

$\mu$   $\mu$   $\mu$   $\mu$   $\mu$

10 20  $\mu$   $\mu$  .

2.

μ «μ μ » .

μ μ , μ μ

μ μ

μ Likert (7 point).

μ μ μ μ Cronbach Alpha. μ

μ μ , μ μ

[0,1]. 0 μ , 1 μ .

μ μ 0.6. μ

μ μ 0.629 «

» 0.907 μ «

» (kinescis).

μ μ 8.

	<u>μ Cronbach's Alpha</u>
	0.907
μ	0.857
μ μ	0.897
- μ	0.833
	0.629

8:  $\mu$

## 2.1



(Kinescis)

μ μ «

» , μ μ μ

, μ « μ » Kinescis.

μ 6 μ μ , 40% μ

μ 40%

μ μ μ « μ »

. , 7% μ μ

μ , μ μ

μ 13,3% μ μ

.

9 μ (mean=5,27)

μ ,

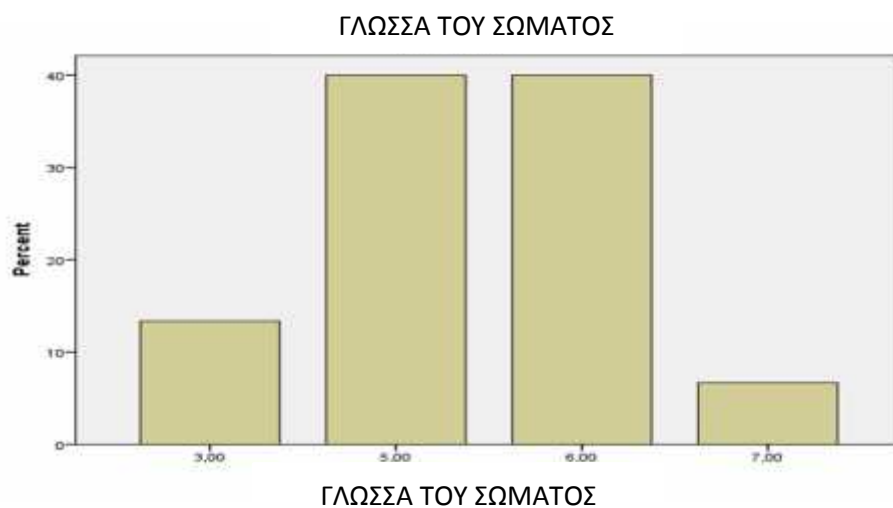
μ ( )

μ μ .

μ (Std.Deviation= 1,07) μ

μ μ μ μ

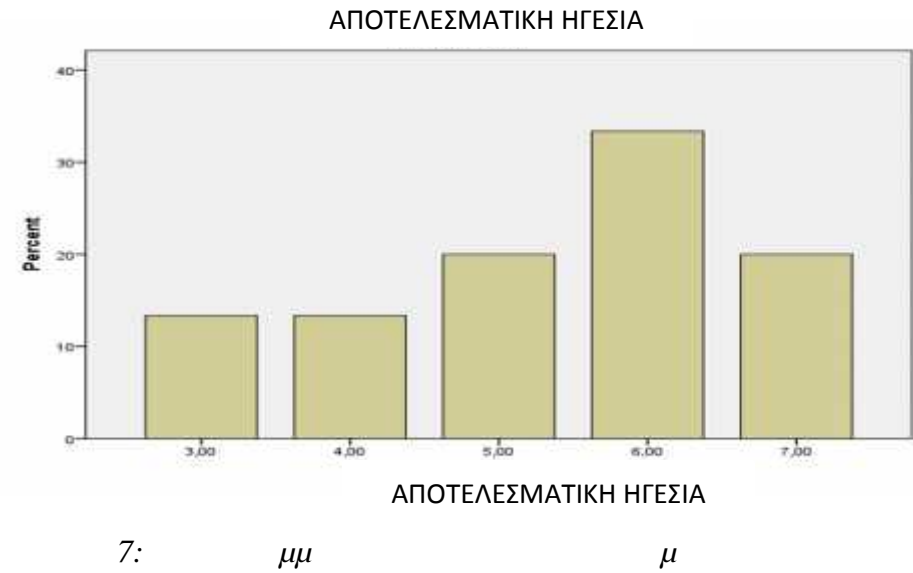
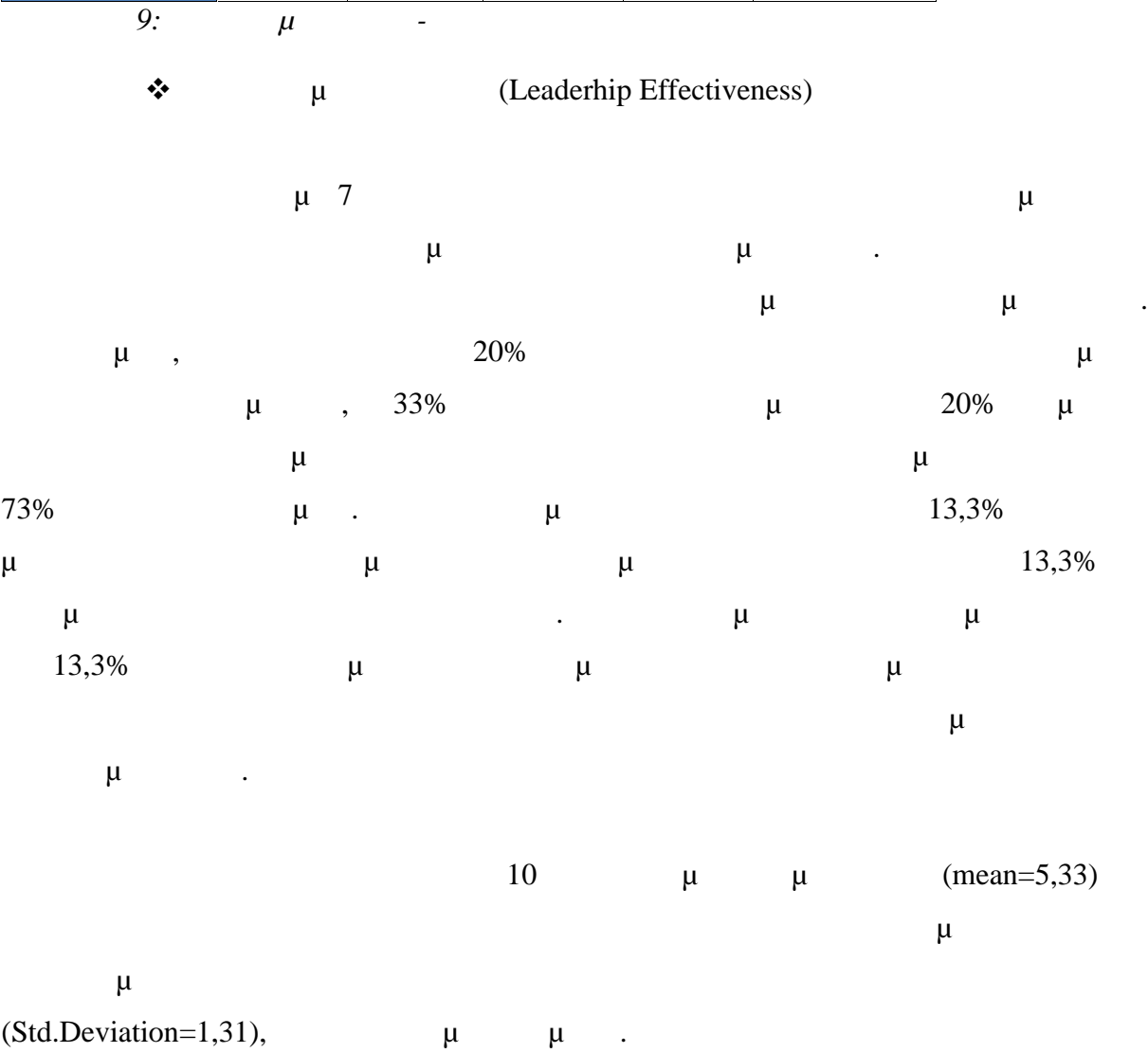
.



6: μμ



	N	Minimum	Maximum	Mean	Std. Deviation
	90	3,00	7	5,2667	1,07
Valid N (listwise)	90				



	N	Minimum	Maximum	Mean	Std. Deviation
$\mu$	90	3,00	7	5,33	1,31
Valid N (listwise)	90				

10:  $\mu$  -  $\mu$

❖  $\mu$   $\mu$  (Emotional Intelligence)

$\mu$   $\mu$   $\mu$   $\mu$   $\mu$   $\mu$   $\mu$

$\mu$   $\mu$  :

➤  $\mu$   $\mu$   $\mu$  8  $\mu$

$\mu$   $\mu$  ,  $\mu$  40%  $\mu$

60%  $\mu$   $\mu$  .

$\mu$   $\mu$   $\mu$   $\mu$  .

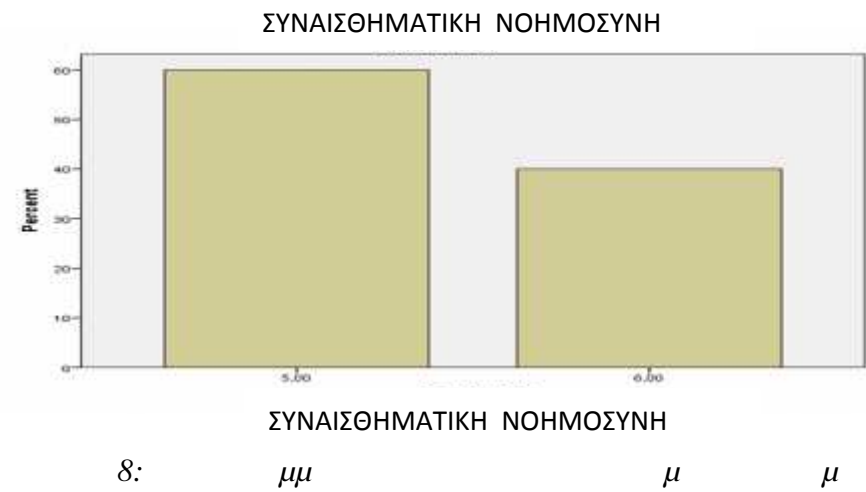
➤ 11  $\mu$

$\mu$   $\mu$   $\mu$   $\mu$

$\mu$   $\mu$  5,4  $\mu$

$\mu$  ,  $\mu$   $\mu$   $\mu$   $\mu$

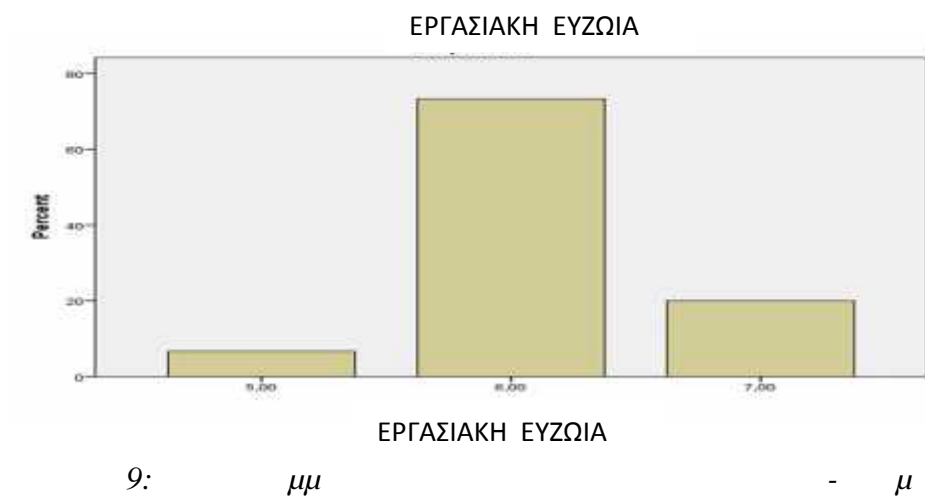
$\mu$   $\mu$   $\mu$   $\mu$   $\mu$  .



	N	Minimum	Maximum	Mean	Std. Deviation
$\mu$ $\mu$	90	5,00	6,00	5,4	,49
Valid N (listwise)	90				

11:  $\mu$  -  $\mu$   $\mu$

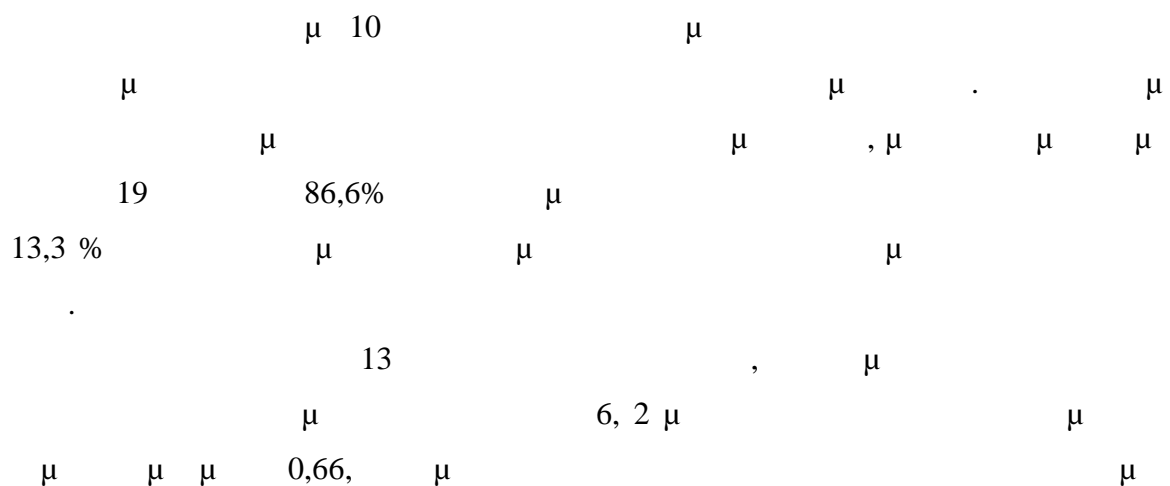
❖ -  $\mu$  (Employee Wellbeing)



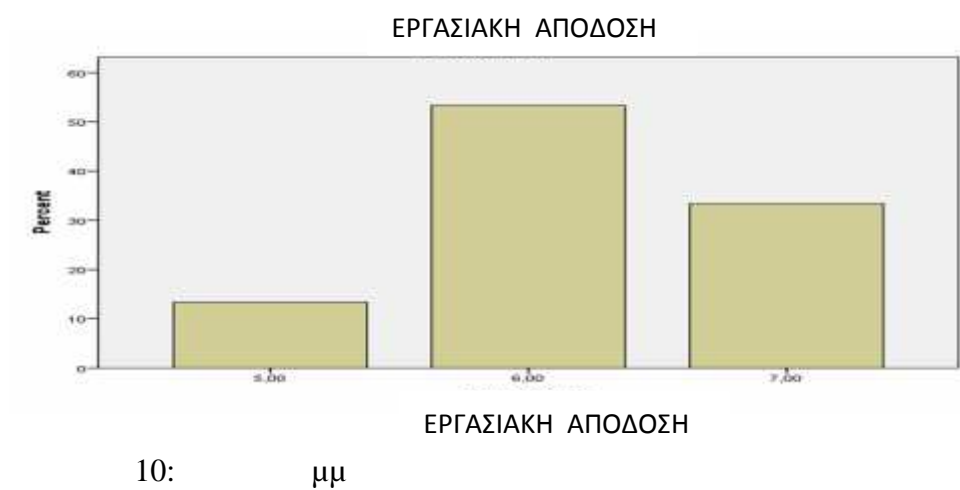
	N	Minimum	Maximum	Mean	Std. Deviation
	90	5,00	7,00	6,13	,50
Valid N (listwise)	90				

12 μ - μ

❖ (Employee Performance)



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	N	Minimum	Maximum	Mean	Std. Deviation
	90	5,00	7,00	6,2	,66
Valid N (listwise)	90				

13:	$\mu$	—
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3.

14

				Education Level			μ	μ	μ μ		
		1									
		-,371**	1								
		-,225*	-,259*	1							
		,794**	-,134	-,369**	1						
		,847**	-,279**	-,349**	,736**	1					
μ		-,024	-,012	,067	,184	-,057	1				
μ		-,105	-,203	-,107	,002	-,117	,828**	1			
μ μ		,336**	,099	,154	,303**	,040	,445**	,173	1		
		,285**	,272**	-,221*	,318**	,088	-,054	-,129	,682**	1	
		-,188	,060	,320**	-,506**	-,484**	,068	,222*	,349**	,163	1

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

**\*. Correlation is significant at the 0.05 level (2-tailed).**

**14:**

14  $\mu$  :

 $\mu \quad \mu$  $\mu$ 
$$\mu_1 \leq \mu_2 \leq \dots \leq \mu_n, \quad \mu_1 \leq \mu_2 \leq \dots \leq \mu_n.$$

.

 $\mu$  $\mu$  $\mu \quad \mu \quad \mu \quad ,$  $\mu$  . $\mu$  $\mu$  $\mu$ 

4



80%

20%

 $\mu$  $\mu$ 

2

 $\mu$  $\mu$

[illegible]

[illegible]

## 4. $\mu$

$\mu$  Adjusted  $R^2$   
 $\mu$   $\mu$   $\mu$  ,  
Coefficients  $\mu$  ,  
F & sig  $\mu$  .

### 4.1

$\mu$   $\mu$   $\mu$   $\mu$

	Adjusted R Square	Standardized Coefficients Beta	F	Sig.
	0,68	0,82	191,68	0,00

Dependent Variable:  $\mu$   
Predictors: (Constant),  $\mu$   
15:  $\mu$   $\mu$   
15  $\mu$   $\mu$  «  $\mu$   
»  $\mu$   $\mu$  (  $\mu$  )  
68%.  $\mu$   $\mu$  «  $\mu$  »  
 $\mu$  «  $\mu$  ».  
 $\mu$   $\mu$  «  $\mu$  » «  
 $\mu$  »,  $\mu$  .  
 $\mu$  «  $\mu$  »  
,  $\mu$   
(  $\mu$  ).  
 $\mu$   $\mu$   
 $\mu$   $\mu$  .

Model	Adjusted R Square	Standardized Coefficients Beta	F	Sig.
	0,12	0,35	12,21	0,01

Dependent Variable:  
Predictors: (Constant),  $\mu$   $\mu$   
16:  $\mu$   $\mu$



16

12%

Beta

Model	Adjusted R Square	Standardized Coefficients Beta	F	Sig.
	0,52	0,68	11,68	0,00

Dependent Variable:

Predictors: (Constant),

17:

17

52%

Beta

1.  $\mu$   $\mu$

 $\mu$ 
$$\mu \qquad \qquad \mu \qquad \qquad \mu \qquad \qquad \mu$$
$$\mu \quad . \quad \mu$$

$\mu$  .

 $\mu$ 
$$\mu, \mu$$
 $\mu$ ,  $\mu$ ,
$$\mu \quad . \quad \mu$$
$$\mu \qquad \qquad \qquad \mu \quad \mu \quad ,$$
$$\mu \qquad \qquad \mu \qquad \qquad \mu \qquad \qquad \mu$$

$\mu$  . ,

$$\mu \qquad \qquad \qquad \mu$$
$$\mu \qquad \mu \qquad \mu \qquad \mu .$$
$$\mu \qquad \qquad \qquad \mu \qquad \qquad \mu$$
$$\mu \quad \mu \quad . \quad \mu \quad \mu \quad \mu$$
$$\mu \qquad \qquad \qquad \mu$$

• 15

$$\mu \quad \mu \quad , \quad \mu$$
$$\mu \quad , \quad , \quad , \quad .$$
$$\mu \qquad \mu \qquad \mu$$
$$, \quad \mu$$
$$\mu \qquad \qquad \qquad \mu$$
$$\mu \quad \mu \quad .$$
 $\mu$                    $\mu$                   ,  $\mu$ 
$$\mu \qquad \qquad \qquad \mu$$
$$, \quad \mu \quad .$$
 $\mu$ 

,  $\mu$ .



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μ . μ μ μ  
μ , μ μ .  
μ μ μ μ  
μ , μ μ , μ  
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μ .

## 2.

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Adelman, Friedmann & Charon, 1994;). μ μ  
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Feldman, 2005). μ ,  
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μ μ (Nielsen et al, 2008). μ  
μ μ , μ ,  
, μ μ .  
μ μ μ  
μ μ (Liu et al,  
2010).

$\mu$

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., 2001
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6	$\mu \mu$	1	2	3	4	5	6	7
7	$/ \mu / \mu / .$	1	2	3	4	5	6	7
8	$\mu , \dots (1= \mu \mu 7= \mu \mu ) . \mu$	1	2	3	4	5	6	7
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Σας ευχαριστούμε πολύ για τη συνεργασία σας

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-32	54	60,0	60,0	60,0
	33 - 44	24	26,7	26,7	86,7
	45 - 56	12	13,3	13,3	100,0
	Total	90	100,0	100,0	

2:

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		42	46,7	46,7	46,7
	.	30	33,3	33,3	80,0
	.	18	20,0	20,0	100,0
		-	-	-	-
	Total	90	100,0	100,0	

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	$\mu$	48	53,3	53,3	53,3
	$\mu$	42	46,7	46,7	100,0
	Total	90	100,0	100,0	

5:

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3	6	6,7	6,7	6,7
	4-10	54	60,0	60,0	66,7
	11- 19	6	6,7	6,7	73,3
	20	24	26,7	26,7	100,0
	Total	90	100,0	100,0	

8:

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3,00	12	13,3	13,3	13,3
	5,00	36	40,0	40,0	53,3
	6,00	36	40,0	40,0	93,3
	7,00	6	6,7	6,7	100,0
	Total	90	100,0	100,0	

11:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3,00	12	13,3	13,3	13,3
	4,00	12	13,3	13,3	26,7
	5,00	18	20,0	20,0	46,7
	6,00	30	33,3	33,3	80,0
	7,00	18	20,0	20,0	100,0
	Total	90	100,0	100,0	

13:

$\mu$

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5,00	54	60,0	60,0	60,0
	6,00	36	40,0	40,0	100,0
	Total	90	100,0	100,0	

15:

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5,00	6	6,7	6,7	6,7
	6,00	66	73,3	73,3	80,0
	7,00	18	20,0	20,0	100,0
	Total	90	100,0	100,0	

17:

-  $\mu$

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5,00	12	13,3	13,3	13,3
	6,00	48	53,3	53,3	66,7
	7,00	30	33,3	33,3	100,0
	Total	90	100,0	100,0	

19:

