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The influence of emotional intelligence on employee's performance: a case from Romania's public sector

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Abstract: *The research aim was to analyse the relationship between emotional intelligence and performance of public sector employees, but we also looked at correlations between two dimensions of emotional intelligence and two particular dimensions which impact organizational performance. This study was conducted on employees from Romanian public sector organizations and in order to achieve the purpose of the research we developed a quantitative methodology based on questionnaire. All the measures we used in this study were drawn from established previous research and specially adapted and tailored for employees from public sector. The study was conducted through a quantitative methodology, using a conceptual deductive research approach based on conceptual framework in order to test the hypotheses. For the statistical analysis, we used the package SPSS Statistics 22.0, through which we generated descriptive analyses and several parametric tests aimed at achieving the main purpose of our research. The results of our research are relevant for leaders and human resources managers of public sector organizations, but they can also be useful for practitioners and scientific community from around the world. The conclusions of our research demonstrate that emotional intelligence is important for any organization and does have a statistically significant impact on how performance is measured and encouraged in Romanian public organizations. Although the correlation is not the strongest, the 0,321 Pearson Correlation coefficient is enough to warrant public organizations investing in recruiting and retaining emotionally intelligent workforce if they care about performance.*

***Keywords*:** emotional intelligence, employee performance, public sector, strategic decision process, relationship management, self-management.

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Introduction

Social intelligence can be considered as a precursor of emotional intelligence (EI), speaking of theoretical terms first mentioned by Mayer & Salovey (1993), as a subset of social intelligence. Goleman (1998, 2002) is one of the authors that brought large visibility to EI concept, discussing about one's personal emotions, the way we recognize other's emotions and how we connect with it. As research areas describes self-management and relationship management, inter-personal context, self-awareness and emotional traits. EI roots came from the beginning of '19 century, when E. L. Thorndike (1920) analysed different types of intelligence, with specific focus on social intelligence. The research was delivered on boys and girls studying their 'ability to act wisely in human relations' and was continued (Thorndike & Stein, 1937), by dividing social intelligence in three contemplative dimensions: individual's attitude toward society, social knowledge and individual's degree of social adjustments. More recently, Bar-On (2000), Mayer (2004), Goleman (1995) brought the concept of EI to new practices and revitalized its importance from different life perspectives.

1. Literature review and conceptual framework

1.1 Emotional intelligence

At present, performance has become an important parameter that determines the success of an organization. In the public sector, organizational performance is influenced by the relationship between the organization and its employees. Thus, the role of emotional intelligence is to consolidate, develop and intensify this relationship, which justifies the tendency in the scientific literature to research emotional intelligence from the standpoint of its link to organizational behavior (Zehir et al, 2017). The concept of emotional intelligence is defined as the capacity to reflect and distinguish one's own feelings and emotions as well as those of the ones around you, and to use those distinctions in the substantiation of your own thoughts and actions (Salovey & Mayer, 1990).

Goleman (1995) also argues for the importance of emotional intelligence, implying it is an essential ability for both social and professional life, for the management of interpersonal relationships, and for social activities in general. The common denominator for all the theories and attempts to conceptualize emotional intelligence is the fact that this set of emotional competences has to be well understood, because it constitutes the major factor which supports the adaptation

and development of the individual in the various situations one might be confronted with (Durlak et al., 2011).

Researchers have developed different models in order to measure abilities, competencies, behaviors that could define EI. Most of them have been defined to be applied in managerial practice, but there are also other directed to family life, having a individual perspective. The most used and influential models related to EI measurement, were the ones of Bar-On (1997), Salovey and Mayer (1990), Goleman (2002), Mayer, Caruso &Salovey (2000), Boyatzis, Goleman & Rhee (2000), Petrides, Pita & Kokkinaki (2007). And is time here to mention the two ways of modelling EI- mixed models and EI- ability models. Ability model analysis of emotional intelligence as one type of intelligence was researched by Mayer and Salovey (1993), Schutte et al. (1998). On the other hand, mixed models involve different aspects of personality as skills, competencies, behaviors and the examples of theoretical and practical approach can be found in Bar-On model (1997), Caruso, Mayer & Salovey (2002), Boyatzis, Goleman and Rhee (2000) papers. Clarke (2010) bring into attention other models that derivate from the previous ones: Petrides and Furnham (2001), Dulewicz, Higgs and Slaski (2003) mixed model and competence-based models of Goleman et al. (2002) composed by four analysis directions: self-awareness, self-management, social awareness and relationship management.

Other studied that positively correlates EI and job performance could be mentioned: Lam & Kirby (2002), Sy et. al (2006), O'Boyle et. al. (2011). There also have been studies like Becker (2003), Locke (2005), Day and Carroll (2004), Petrides et al. (2007) that suggested that there is no relation or there is an inconsistent relation between emotional intelligence and job performance. Cherniss (2000), on the other hand mentions that EI itself is not a good predictor of job performance. But, attitudes like optimism, the ability to handle stress can influence success at workplace.

1.2 Performance of public sector employee

The causes for the often-lacking performance of public organizations can be found on many levels. Studies in the scientific literature suggest that there is a necessity for tackling this problem on an individual level. For example, Lee et al. (2006) considers that employees are the backbone of providing quality public service, such that improving performance on an individual level will result in an increase in organizational performance. Performance represents the capacity to produce results in a clearly determined measure with regards to a clearly determined objective (Ciobanu, Androniceanu, 2018; Javier, 2002).

Researchers show little attention to the individual dimension of employee performance in the public sector (Johari et al., 2019), even though the most studied consequences of emotional intelligence in mainstream publications are works regarding workplace performance and employee satisfaction (Joseph el al., 2015;

Miao et al., 2017). For example, Carmeli (2003) proves that employees with a high EI quotient are better able to manage their emotions in order to develop positive thinking which helps them improve workplace performance. Wu (2011) analyses the influence of EI on professional stress and employee performance and concludes that high EI levels lead to high levels of employee workplace performance. Similarly, Yozgat et al. (2013) mention that public sector employees with high EI levels register high performance in the workplace under stressful conditions.

In the eventuality of substantial public sector reforms, Johari et al. (2019) considers that the starting point should be the evaluation of public sector positions with regard to their attractiveness. Bryson et al. (2014) argue that the political factor as well as the way in which public policy is written and implemented has a large effect on public sector workplace attractiveness. Recent studies have underlined the importance of emotional intelligence and have analysed the relationships between its dimensions and other aspects which pertain to organizational management (Bozionelos & Singh, 2017). Thus, the current study focuses on aspects regarding workplace performance and the way and measure to which it is determined by a certain level of emotional intelligence of the public sector employees.

1.3 Relationship management

Relationship management is the most important point of strong interpersonal relationship. When relationship is managed very well, then the employee's performance is being reached. Some managers cannot handle relationship among employees. A manager with high EI will always handle relationship in optimum way. For leaders, to manage and build successful relationships is a must, since they need these skills in order to relate to the others employees and to engage in a meaningful way. Managers have to be capable to develop relationships with the members of their teams, in order to motivate them, to reduce the stress related to work environment, to get them on bord for the entire projects, to create and transmit their vision, to achieve objectives and drive the entire organization to the top (Moldoveanu & Sabie, 2009; Popescu et al., 2016). According to George (2000) emotionally intelligent managers and leaders are capable of better interpersonal relations, of improving their decision making by instilling a sense of trust, enthusiasm and cooperation in their subordinates and collaborators.

1.4 Strategic decision process

The function of the strategic decision-making process is to assist organizations and their employees in choosing the best strategic decisions out of many available alternatives which allow for the implementation of plans regarding the allocation of resources, the strategic direction of the organization, efficient

functioning and organizational development. Nooraie (2014) affirms that decision-making is a process which involves the decision-making authority which, in the process of making a decision identifies and compares alternatives which allow for the fulfilment of the objectives set, picks from among the identified alternatives and estimates the alternative considered optimal with regards to the desired outcomes. Thus, at the organizational level, decisions have to be made so that through them, various functions of management may be fulfilled and in order to facilitate the focusing of activities toward the organization's mission and objective.

Kompaso and Sridevi (2010) affirm that if employees were more involved in the decision-making process and would receive more decision-making autonomy, they would become more devoted to their work, would become more productive and thus would register higher performance in the workplace. Also, Tensay and Singh (2020) conclude that the autonomy and freedom of action offered to public service employees contributes to the raising of the degree of their involvement and results in increased organizational performance.

1.5 Self-management

Self-management, as indicated by Goleman (2001), is that expertise that permits an individual to manage upsetting components, for example, nervousness and outrage or smother enthusiastic motivations. An individual with this capacity will have the option to remember the positive feelings that show up when he/she accomplishes objectives or stifles negative feelings, which will help increase motivation (Sabie et al., 2020). The ability of self-management are emotional self-control, uplifting standpoint; genuineness and reliability, conscientiousness, versatility, accomplishment direction/ drivers and initiative.

1.6 Performance monitoring

The axiom, "If you can't measure performance, you can't manage performance", supports the reasoning for becoming tied up with a widely inclusive performance measurement estimation framework, for example, the Balanced Scorecard. This methodology falls measures all through an organization to make an interpretation of high-level targets into lower level exercises. Measures are then forced on singular representatives to monitor their performance of these exercises (Platts & Sobotka, 2010). Employee performance measurement is defined by Platts and Sobotka (2010) as the process that underpins the authoritative control framework by connecting the work of every individual worker or leader/ manager to the general mission of the organization. Armstrong (1991) introduced the need for a formal monitoring using a proper checking and incentive components, while Furnham (1997) identified other ways of determining employees' commitment to achieve performance in an organization (positive workplace environment, visionary leadership, empowering individuals, etc.).

2. Research methodology

2.1 Aim and research objectives/ hypotheses

The purpose of the research is to identify if and how emotional intelligence affects the actual performance of employees in the Romanian public sector. For this particular article, apart from the general consideration of whether the emotional intelligence taken as a whole affects the performance of the public sector employees in Romania, we also wanted to look at correlations between two dimensions of emotional intelligence and two particular dimensions which impact organizational performance.

We looked toward self-management and relationship management as components of emotional intelligence and toward the inclination toward strategic decision making and performance monitoring when it comes to factors that influence organizational performance in the public sector.

The three main research hypotheses were:

H1: The level of Emotional Intelligence of employees affects the performance of the public sector organizations in Romania.

H2: There is a significant relationship between relationship management and the strategic decision process in public sector organizations.

H3: There is a significant relationship between self-management and performance monitoring in public sector organizations.

2.2 Research design and data collection

Starting from empirical data and previous research, the current study propose is an extensive analysis of the dimension of emotional intelligence in relation to performance in public sector organization. To achieve the purpose of the research we developed a quantitative methodology based on questionnaire the main reason being to investigate a large population. The questions in the survey ranged from measuring the dimensions of emotional intelligence using a wide array of questions, to questions about the organizational reality in the public sector, and of course demographic data that was of interest to the research. All measures used in this study were drawn from established previous research and specially adapted and tailored for employees from public sector.

The Emotional Intelligence of employees was measured through a 54-item composite index each indicating either the presence of emotional intelligence (for which the item received 1 point for a positive answer and 0 for a negative answer), or the absence of emotional intelligence which was scored in the opposite way, with the negative answer scoring 1 point and the positive answer 0 points.

Thus, the maximum possible score for the Emotional Intelligence Score was 54, in the eventuality that the respondents answer positively at all the questions describing the presence of emotional intelligence, and negatively at all the questions describing the absence of EI.

In order to test the hypotheses, we followed a conceptual, deductive approach to design, based upon the frame-work and model derived from the review of the literature. A non-probabilistic sampling was used, the data being collected through the convenience sampling method (Acharya et al., 2013), following two criteria: respondent to be employed in public sector and having at least one year experience. For the statistical analysis, we used the package SPSS Statistics 22.0, through which we generated descriptive analyses and several parametric tests aimed at achieving the main purpose of our research.

Even though the questionnaire was designed to be applied in both variants, face-to-face and online, because the data collection period coincided with the national lockdown due to the pandemic COVID19, the questionnaire was applied exclusively online. E-mails and newsletter databases were sent to key contacts who work in the public sector and they were asked to distribute the link to the survey we conducted to their co-workers. The questionnaires were administered during April-July 2020.

The online survey has some advantage, the main being the relatively low costs and in a small amount of time reach and gather answers from a greater number of employees in the public sector than using research operators in the field. Not only that, but to an extent using a self-administered survey also eliminates some degree of observer effect which would have caused respondents to answer with socially acceptable answers instead of what they actually thought or felt.

2.3 The main characteristics of the sample

The sample was compiled through the convenience sampling method, which led us to the following main characteristics of the public servants who participated in the study. The sample size for this research was 394 employees in the Public Sector in Romania, 79.1% from urban area and 20.9% from rural area. The distribution of employees from public sector included in the study: 189 (48%) were female, 175 (44.4%) were male, and 30 (7.6%) didn't declare their sex; ages ranging between 19 years and 64 years, with the average age of participants of 37 years (SD 11.88). The educational level of public sector employees indicates a distribution close to the distribution of education at the national level: 34.8% employees have the level of high school and professional school; 32.6% have higher education level, 22.4% they have completed a master's program and 10.2% have finished postgraduate studies.

Table 1. The main characteristics of the sample

Item	Categories	Percent	Mean	SD
Gender	Feminine	48.0 %		
	Masculine	44.4 %		
	Not reported	7.6 %		

Item	Categories	Percent	Mean	SD
Age	*Minimum 19 years – Maximum 64 years*		36.99	11.88
Education (*range 1-10)*	High school and professional	34.8 %		
	Bachelor degree	32.6 %		
	Master degree	22.4 %		
	PhD and post-university	10.2 %		
Organization size	Between 1-49 employees	27.6 %		
	Between 50-250 employees	29.7 %		
	More than 250 employees	42.7 %		
Tenure in organization *(years)*	*Minimum 1 year – Maximum 41 years*		9.87	9.04
Position in organization	Management level	29.4 %		
	Non-management level	70.6 %		
Experience years in position of	Management level		8.03	7.46
	Non-management level		9.72	9.63

(*Source:* Authors results, 2020)

In additional we measured the principal aspects of the public organizations that employees belong as size, position in organization, tenure, experience in position of management level and executive. Selected items are shown in Table 1, size of public organization indicates us that our survey was available to employees from all types of public sector from the small ones to the big ones, such as the city hall to the ministries, 42.7% of participants are employees in big public organization with more than 250 employees, 29.7% of participants are employees in middle pubic organization with 50-250 employees, and 27.6% of respondents are from small pubic organization with less than 50 employees.

Data on the profile of respondents also show us an average of 10 years of experience in public organization with standard deviation of 9.04, and a distribution between management position (29.4%) and executive level (70.6%).

2.4 Data analysis and research findings

As we've outlined previously, we posed 3 hypotheses which we wanted to verify:

H1: The level of Emotional Intelligence of employees affects the performance of the public sector organizations in Romania.

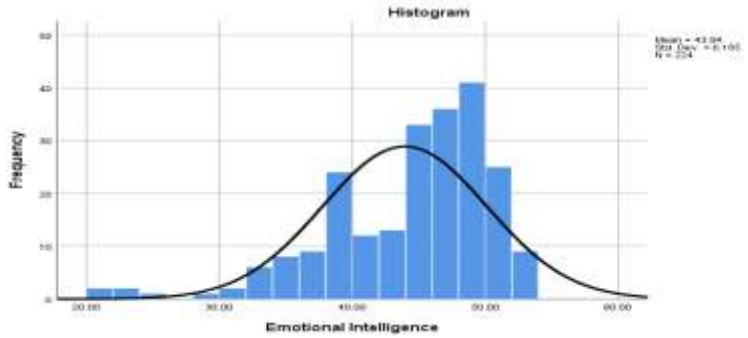
H2: There is a significant relationship between relationship management and the strategic decision process in public sector organizations.

H3: There is a significant relationship between self-management and performance monitoring in public sector organizations.

H1 – The relationship between Emotional Intelligence of employees and Performance of the public sector organizations. For the Emotional Intelligence scale, as we said previously, we used a 54-question composite index, with a maximum score of 54 and for the measuring of Performance, the index had 10 items scored on a scale from 1 to 5, so a total maximum score of 50.

Figure 1 illustrates the distribution of Emotional Intelligence among valid answers from the participants. The maximum score was 53, and the minimum was 21, with the average Emotional Intelligence score being 43.94, which is 88% out of the maximum of 54.

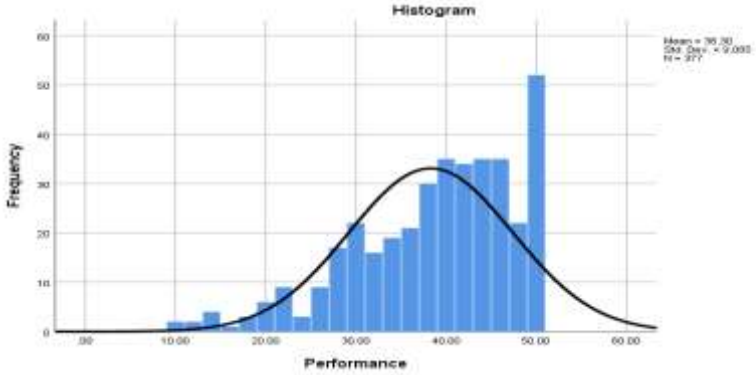
Figure 1. Emotional Intelligence Histogram



(*Source:* Authors results, 2020)

Figure 2 is the histogram of how much the respondents think performance is evaluated and encouraged in their own organizations. With a maximum of 50, the mean was 38,30. There were 2 respondents who gave the minimum score of 10, while 41 respondents gave the maximum 50.

Figure 2. Performance Histogram



(*Source:* Authors results, 2020)

When it comes to correlating Emotional Intelligence and the measurement and encouragement of Performance in the public sector in Romania, we notice in Table 2 a significant and medium correlation, with a Pearson Correlation Coefficient of 0.321, and a Sig. of 0.

Table 2. Correlation between Emotional Intelligence and Performance in the Public Sector

		Emotional Intelligence	Performance
Emotional Intelligence	Pearson Correlation	1	.321**
	Sig. (2-tailed)		.000
	N	224	223
Performance	Pearson Correlation	.321**	1
	Sig. (2-tailed)	.000	
	N	223	377

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

(*Source:* Authors results, 2020)

So, we can say that Emotional Intelligence does have a statistically significant impact on how Performance is measured and encouraged in Romanian public organizations. Although the correlation is not the strongest, the 0,321 coefficient is enough to warrant public organizations investing in recruiting and retaining emotionally intelligent workforce if they care about performance.

H2 – The relationship between Relationship Management and the Strategic Decision Process in public sector organizations. Out of the questions in the survey, 10 total questions were about relationship management. We had to recode some of them to either indicate a positive or negative capacity toward relationship management, so the overall indicator of relationship management has a maximum score of 10 and a minimum score of 0. For the strategic decision process, the score is a minimum of 7 and a maximum of 35, and was calculated by summing the scores on a scale from 7 questions regarding strategic decision-making practices in the organization, all rated on a scale from 1 to 5.

Table 3. Correlation between Relationship Management and Strategic Decision-Making

		Relationship Management	Strategic Decision Making
Relationship Management	Pearson Correlation	1	.208**
	Sig. (2-tailed)		.001
	N	294	253
Strategic Decision Making	Pearson Correlation	.208**	1
	Sig. (2-tailed)	.001	
	N	253	322

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

(*Source:* Authors results, 2020)

With a Sig of 0.001 and a Pearson Correlation intensity of 0.208, presented in Table 3, the hypotheses that relationship management correlates positively with an organization's inclination toward strategic decision making is confirmed at a 99% confidence level. Though statistically significant, the correlation is not very high, indicating that persons with good relationship management skills also tend to see the leadership of their organization as having both a better use of and a greater propensity toward strategic management. However, something interesting happens when we split the groups of respondents into *leaders* and *employees in executive functions* with regards to this correlation (Table 4; Table 5).

First, here is a breakdown of the two groups:

Table 4. What is your position in the organization? - Leaders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management Leadership	22	21.8	21.8	21.8
	Middle Management Leadership	36	35.6	35.6	57.4
	Leadership function with a maximum of 5 persons in the team	43	42.6	42.6	100.0
	Total	101	100.0	100.0	

(*Source:* Authors results, 2020)

Table 5. What is your position in the organization? – Execution Functions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Execution Function	243	100.0	100.0	100.0

(*Source:* Authors results, 2020)

As it can be seen, there are 101 leaders and 243 employees with executive functions. There were 50 persons who did not declare their position, for a total of 394 respondents. When we split the groups and study the same correlation between Relationship Management and strategic decision making, in Table 6 and Table 7 we can observe other results:

Table 6. Correlation between Relationship Management and Strategic Decision-Making for Leaders

		Relationship Management	Strategic Decision Making
Relationship Management	Pearson Correlation	1	.158
	Sig. (2-tailed)		.196
	N	81	69
Strategic Decision Making	Pearson Correlation	.158	1
	Sig. (2-tailed)	.196	
	N	69	82

(*Source:* Authors results, 2020)

Table 7. Correlation between Relationship Management and Strategic Decision-Making for employees with an execution function

		Relationship Management	Strategic Decision Making
Relationship Management	Pearson Correlation	1	.191*
	Sig. (2-tailed)		.016
	N	181	159
Strategic Decision Making	Pearson Correlation	.191*	1
	Sig. (2-tailed)	.016	
	N	159	199

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

(*Source:* Authors results, 2020)

The correlation does hold up in the case of employees with an execution function, but even there it has a lower intensity (0.191 compared to 0.208 in the overall sample), and the sig is 0.016, which still keeps the correlation significant but this time not at a 0.01, but only at a 0.05 level. This indicates not only a weaker, but also a more unreliable correlation when referring only to employees with execution functions.

But where things differ significantly is when Leaders are concerned. As we can see from Table 6, not only is the Pearson Correlation coefficient lower (0.158 compared to 0.191 or 0.208), but the Sig is significantly higher, having a value of 0.196, which indicates only a 80,4% confidence interval. What this indicates is that when it comes to what employees in execution functions think of how strategic the leaders of the organization are, those with higher relationship management skills tend to have somewhat of a better opinion of the strategic prowess of their leaders.

On the other hand, even though the Pearson Coefficient indicates a positive correlation between the relationship management skills and attitudes of leaders and their opinion of how strategic the overall leadership is, that correlation is both lower and not statistically significant.

So, what we can conclude based on these numbers is that Relationship Management skills and attitudes impact the person's opinion of how strategic the leadership of their organization is differently, depending on whether they're a part of the leadership or they are the ones being led. Leaders high in relationship management don't necessarily think themselves and their leadership colleagues are more strategic. This is likely because being on the inside of the group they are judging (the leadership), they tend to differentiate between their own subjective projection of who someone is and what their capacities are on the one hand, and the metrics and results that person gets, which is a much more objective criterion for measuring strategic inclination or not.

Those in positions of execution don't really understand or have any inside view of what it means to actually be in charge of the strategic aspect of the organization, so the only criterion they have to judge the strategic inclinations of their leaders by is what informal opinion they form about those leaders. And since

persons who are high in relationship management tend to have more faith and as such an overall better opinion of others than those with lower relationship management scores, some of that faith and goodwill translates via the halo effect to a better opinion of how strategic their leaders are, which may or may not be the case in objective terms.

H3 – The relationship between Self-Management and the Performance Monitoring in public sector organizations. The index for Self-Management contained 10 items, each adding a score of 1 to the overall index if it indicated positive Self-Management tendencies or 0 if it didn't, so the maximum possible score was 10. To measure the degree to which performance is monitored within the organization, we had 4 questions with scales from 1 to 5, so here the minimum score was 4 and the maximum was 20.

Looking at results, respondents rated themselves highly in measures that related to self-management, the overall mean of the distribution being 8.56. Values are clearly clustered toward the right of the distribution, with only 36.3% of valid responses scoring under 9 points. When it comes to the Performance Monitoring score, we observed it was also clustered toward the right of the distribution, but does not have the same uniform ascending scaling of the Self-Management distribution. Here we have a mean of 16.17, which considering the maximum score for this indicator was 20 is 0,475 lower than 8.56 out of 10, which is the mean for self-management.

Table 8. Self-Management – Performance Monitoring Correlation

		Self-Management	Performance Monitoring
Self-Management	Pearson Correlation	1	.222**
	Sig. (2-tailed)		.000
	N	300	275
Performance Monitoring	Pearson Correlation	.222**	1
	Sig. (2-tailed)	.000	
	N	275	347

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

(*Source:* Authors results, 2020)

In Table 8, we see that between measures of Self-Management and Performance Monitoring there is a significant correlation, albeit it again, a somewhat weak one, with the Pearson coefficient being only 0.222. If we split the overall group into the same two subgroups as in the last hypotheses, there is again a visible split, with the respondents in leadership positions showing a correlation of 0.268 with a Sig of 0.18, while for the employees in execution positions, the correlation coefficient is only 0.176 with a Sig of 0.22. Still, unlike the correlation between Relationship Management and Strategic Decision Making which broke down in terms of significance when applied to the Leadership subgroup, in the case of Self-Management and Performance Management, the correlation holds

significance at a 0.05 level both for the Leaders and for the employees in execution functions subgroup.

3. Conclusions and limits of the research

The research hypothesis have all been confirmed, but in the case of H2 when we split the total group into two groups, one with only leaders and one with only workers in execution positions, the significance of the relationship between relationship management tendencies and practices regarding strategic decision making for the organizational leaders broke down in the case of Leaders judging themselves and their peers. What is the exact cause for this difference in significance remains to be further researched, but one hypothesis that may warrant some attention is that it has to do with the Halo effect leaders project.

Another possible explanation and a limit of the research, would be that even though the survey was anonymous, employees in non-leadership positions could tend to give a more favourable response for fear of being discovered and punished by their leaders for daring to think less of their leadership. Even though this is not a rational belief to hold given the anonymity of the study, bounded rationality theories have shown that while people tend toward rationality, they are not entirely rational beings, and as such are prone to biases and irrational beliefs.

The most significant correlation out of the 3 proposed hypotheses was for the first hypothesis, with Composite Emotional Intelligence having a 0.321 Pearson Correlation Coefficient with Performance monitoring and encouragement. We all know Emotional Intelligence is important for any organization. While there will always be the problem of devising adequate scales to measure it, and also the problem of subjectivity when answering self-report emotional intelligence surveys, researchers all across the world, present team of authors included will still attempt to construct questions and scales to measure EI and also its effects on organizational life and results.

What is exactly the impact of EI, actually is quite hard to say. It's not a variable that exactly lends itself to easy quantification and there are effects of EI that are far from being obvious, even to the trained eye. But what we know, and what this research has also proved is that it has an effect and it is a positive one.

4. Future research

Far from being an exhaustive research, the study this research team conducted was our attempt to add another page in the already vast thesaurus of research on EI. Our conclusion? When it comes to the public sector in Romania, we could use more emotionally intelligent leaders and employees. The effect of such people on the overall performance not only of individual public organizations, but of the public sector itself is positive. And while it has not been the aim of this study to answer this research question, we can keep an open mind and wonder if

the presence of a Critical Mass of truly and objectively emotionally intelligent leaders and workers in public organizations might not lead to an exponential effect in the quality of service rendered for the general public. Have we already reached that critical mass? That's the topic of a possible future study.

Authors Contributions

The authors listed have made a substantial, direct and intellectual contribution to the work, and approved it for publication.

Conflict of Interest Statement

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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