Human Resource Management in Public Administration: Study on the Performance Measurement and Emotional Intelligence in the Workplace in Albanian Public Institutions

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Abstract: This paper explores two important concepts to illustrate the potential of managers "emotional and performance measurement capital" within the organization, as well as how to provide them with the means to achieve what we call "emotional leverage". Who could teach you such things? You ccould only experiment on them. I truly believe that it is appropriate in this scientific paper to get back to the initial question arises often in our work relationships: Can Leadership be taught? I am pretty sure that I am not the only one who has such curiosity; I believe we all at some point in life have wondered if we can feel as a born Leader or become a Leader. Through years, researchers have been trying to find answers. Learning is the process of knowledge transfer from one person to another, and quite often while lecturing and sharing it in leadership courses. It is commonly said that at the end students have to find out for themselves whether or not they are Leaders! Leadership begins with self-confidence, courage and perspective. Later in this paper a discussion of a very important emotional variable takes place called emotional intelligence, or how to understand and manage our own and others' emotions. The goal of this paper is to describe the distinguishing skills of a leader, despite the thousands of traits that characterize each leadership style; as well as, bring into readers' focus the successful leadership experiences and profiles of well-known people. However, the main aim is to measure how important the Leader's emotional intelligence in Albania is. In addition, how to understand and manage our own and others' emotions, is broken down.

Key words: Public administration, responsibility, leadership styles, self confidence, emotional intelligence.

1. INTRODUCTION

Each of us has heard, and perhaps has witnessed, stories where highly intelligent and highly trained people have miserably failed in leadership positions. We are amazed by the stories where the average intelligent person has surprisingly excelled in in leadership positions. It can hardly be said that there is only one leadership style for all sorts of situations. There are certain situations where a diplomatic style seems quite appropriate, at meantime everything needs to start from the beginning, where the strong figure is more than liked.

Despite several leadership styles that emerge in the endless dynamics of situations, it seems that emotional intelligence is the intersection between the different things. Intelligence, preparation, analytical skills matter, matter a lot. However you can have the best education in the world, have a high IQ and still not be a leader. (A. E. Coons, 1995)

The study aims to identify the negative factors that have affected these four groups of managers that in some cases we will identify as employees, in the covid situation 19 and what can be done to correct these defects. The study model is the analysis of three variables x (effect of cuts) and y (effect of sensitivity on new admissions) z (effect of dropout)

The study is based on a questionnaire, which is addressed to the two groups of samples in the study:

1. "The performance in work" group or spectrum

2. Group or spectrum "Manager and students/new incomes assistants"

Through these variables will be identified the interdependent factors or indicators that will be analyzed in this paper using a multiple analysis and correlation. The function of the three variables will help us identify the expected results in this study, based on the hypothesis raised the beginning of this paper.

In addition, the results acquired from the analysis showed that 80% of the respondents accepted that continuous training to improve the workplace emotional management has a positive effect on job performance and there is a strong correlation between motivational and organizational factors, this a conclusion that will be analyzed within this scientific paper research. In the analysis of our study, the purpose of all training activities is to point towards the organization and consolidation of performance. This so as to improve the perception of emotional intelligence in Albanian public institutions while looking at how it is measured, how it improves and how its quality indicators increase.

2. LITERATURE REVIEW OF EMOTIONAL MANAGEMENT AND EMOTIONAL INTELLIGENCE

The Emotional intelligence is defined as the factor, which has the potential to contribute in creating positive behaviors, attitudes and outcomes. *However emotional intelligence can*

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be conceived as a skill or personality features. Many explanations for this concept can be found given by many well-known researchers, however in my opinion, the most complete definition is given by Carmeli (2014) according to which emotional intelligence can be seen as one's ability to add positive behaviors to work and to channel positive behaviors toward achieving good results.

The emotional intelligence concept dates back to the early 80s, in Bar-On studies (Goleman, Daniel, 1995). He saw IE as a non-cognitive form of intelligence, which was determined by certain emotional, personal and social skills, which influenced the individual's ability to cope effectively with the demands and pressures of the environment in which he lives.

Social intelligence that includes the ability to monitor our own and others' feelings, the ability to discriminate them, and the ability to use this information to orient one's thoughts and actions (being here us, or others (Kamariotou, et al., 2022; Salovey & Mayer, 1993). In later studies, they further refined the definition of IE as the ability to perceive emotions, to achieve and generate them in such a way so as to support thinking, the ability to understand emotions and emotional knowledge as well as to regulate them in the most effective way possible, in order to promote emotional and intellectual growth.

Based on the economics textbooks and studies IE involves 3 processes:

1. Appreciate and express your own and others' emotions

2. Regulate your own and others' emotions

3. Use emotions to adapt — including emotional information

To be able to describe these three processes listed above, it has been proceed as follows:

(1) Appreciate and express your own and others' emotions. We are not the same human being when it comes to awareness of the emotions, we perceive and express them differently. (Fleishman, 1953; Fleishman &Peters, 1962).

(2) To regulate your own and others' emotions. People are different in the way they manage (monitor, evaluate and adapt to mood swings) their emotions; also in how they regulate and influence the affective emotions they have upon others.

People also differ in the way they use their emotions. Emotions can: 1. Help generate multiple plans in the future (flexible planning) 2. Improve the decision-making process as a result of better understanding of people's emotional response. 3. Facilitate cognitive processes such as creativity and punctuality. 4. Increase determination to emotions.

3. METHODOLOGY

In some studies, based on the methods used, the information obtained is of qualitative and quantitative nature. In this study, the information is collected through questionnaires, constructed with closed-ended questions. The data gained is of quantitative and qualitative in nature; therefore, statistical techniques have been used to process the data based on the objectives of this study.

Quantitative research is pervasive in nature and is used by researchers that to be able to understand the effects of various promotional inputs on the consumer, enabling marketers to "predict" consumer behavior etc (Bhandari, 2022).

Research can be considered exploratory or confirmatory. Confirmatory research tests hypotheses. The results of these tests aim in decision making, suggesting a specific course of action. Exploratory research takes different approaches. They may be needed to develop ideas, leading first to the development of research hypotheses.

Some researchers often discover the reactions and activities of respondents using marketing research methods. Marketing research is a systematic process of planning, collecting, analyzing and interpreting data and information related to marketing problems. There are various methods that enable researchers to "enter into the mind of the consumer", through primary data.

In this paper, the basic methods of conducting research are the combination of quantitative method and qualitative method. Qualitative research generally includes data in the form of words, descriptions, while quantitative research uses numbers and measures things. The decision to choose between quantitative research, qualitative research, or both depends on a number of factors, but the most important are: the field of research, the problem of research, and the perspective of the researcher (Leonard, 2019).

In the case of this paper, this combination has been done. The analysis of the literature and the evaluation of the measures by the Albanian government towards university education requires the qualitative method. On the other hand, quantitative methods are needed to measure the effectiveness of these measures.

The quantitative methodology was used to conduct this study while analyzing the data to derive the results and conclusions of the study. The resources used are primary and secondary. Primary data were collected through questionnaires, while secondary data were obtained from the Institute of Statistics Albania (INSTAT), Institute (INIMA), World Bank, Municipalities etc.; for the literature review, books and other materials were used by foreign and Albanian authors.

## 4. DATA ANALYSIS AND THE WORK RESULTS.

This study, by its very nature, is focused on descriptive analysis. The most basic statistical analysis is descriptive analysis. Through this analysis analyze the data, in order to describe the basic characteristics such as: central tendency, distribution and densities. One of the most effective ways of presenting information, especially numerical ones, is to construct and present the data obtained through graphs. This, because many people are confused by the appearance of numbers.

Descriptive analyzes focus on measuring, estimating values, quantities, and distributing the characteristics of the variables taken into the study. Descriptive analysis is advisable to be used for processing data of measurements and observations performed in order to assess the manner and / or extent of reaction and / or dependence of an economic indicator, economic phenomenon, consumer behavior (Leonard, 2019).

4.1. Intelligence Factors and Performance

Nowadays, it is given a great importance to both forms of intelligence as factors to achieve success. IE significantly determines changes in performance; thus, if you are a scientist you will need a IQ of 120 or higher, or defend a doctorate/PhD and find a job. The studies focused on the connection between IE and leadership. To enable the realization of the purpose of the paper, a combination of qualitative and quantitative research was used. The designed questionnaire were distributed to a population of 100 people and 20 students. Below are the results obtained from the survey responses:

H1: Most of the questions have been of the type: How can IE influence the determination of a good leader by a weak leader?
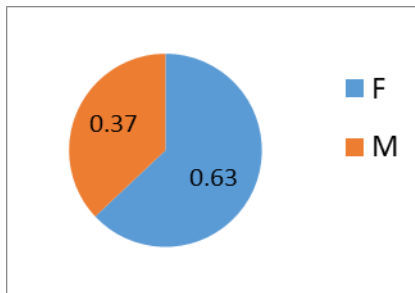

Graph 1. Gender: 63% of respondents are female while 37% are male.

Source: Author.

The need to manage our emotions or the need to present emotions opposite to what we really feel, characterizes more or less every job; however, in the customer service sector, the need to silence negative emotions becomes important, we must always look good and polite.

1. The perception that customers have of the service and the employees is very important: the positive behavior of the employees can bring favorable impressions in the mind of the client, while the negative behaviors will bring negative impressions.

2. When customers perceive employees as rude, it could translate into various losses for the organization. Not only can sales fall, but lost revenue from offended customers can cause losses to other potential customers as well. Moreover, when we know that positive outcomes are related to the expression of positive emotions of employees, the full effect of positive and genuine emotional expressions can bring multiple benefits to the organization.
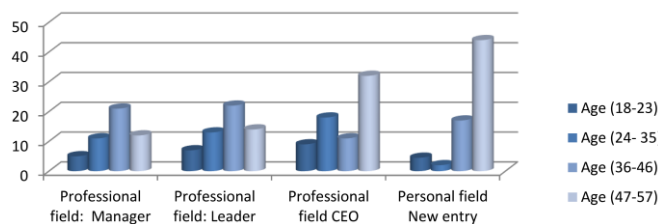
Graph 2: The study model is based on the analysis of three variables x (effect of cuts) and y (effect of sensitivity on new admissions) z (effect of dropout), where X shows the distri-

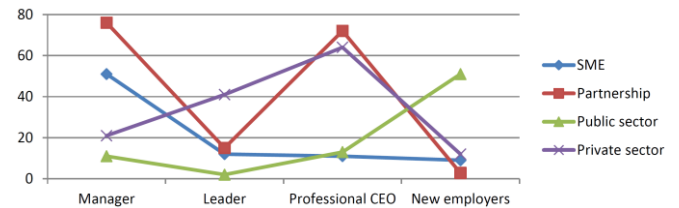bution of respondents by job position, Y shows the distribution of respondents by age interval.

Source: Author

Graph 3: shows the relationship of variables with job positions in the organization, effects X, Y and Z

The organizational context influences the leadership style as does the personality and background on the organization itself. It is precisely this organizational context that affects the legitimacy of the leader.
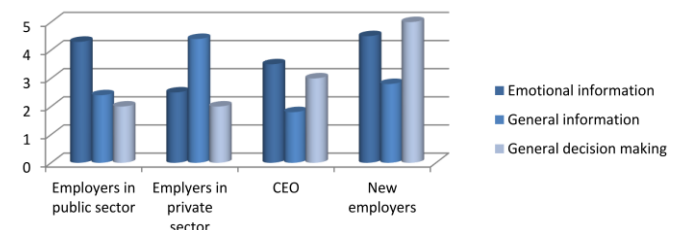

Source: Author

Graph 4: Shows the distribution of respondents by job position.

This shows that leadership style is generally very attentive to employee feedback and tends to intervene to regulate employee-employee relationships. 80 points is partnership role, 60 points private sector, 28 points leadership in public sector.

How well the characteristics and skills of the leader influence and the achievement of organizational goals is shown by the contribution or deviation from the logic of legitimacy to which the manager adapts.

In managing an agency, the functions of a leadership are:

1. Define the goals and mission of the agency.

2. Be seen as the institutional embodiment of the organization's goals.

3. Protect the integrity of the organization

4. Establish order during internal conflicts.

Source: Author

Graph 5: This shows that: When they receive great news, they find it difficult to calm down quickly, about 83 percent

answered I disagree, giving the impression that the leader manages to manage his emotions well.

If we discuss Leadership in the context of a government agency, it involves three distinct levels of responsibility and control:

1. Technical.
2. Managerial.
3. Institutional.

The effective leaders agencies unite all the members of the organization and orient them in a new sustainable and coherent direction to achieve the organization goals and objectives.
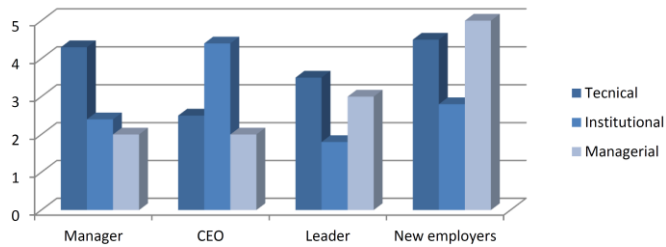
Source: Author

Graph 6: In general, they do not take into account the feelings of other people, about 50 percent answered disagree, and about 50 percent agree, but with a low degree of trust. This shows that within the organization there are different attitudes in terms of the emotional perception of the leader. Some think of him as an autocrat while others think of him as a liberal who takes feelings into account.

In general, leaders influence the agency values through their leadership by setting missions, goals and objectives. Responsibility is the degree to which a person must be accountable to certain higher authorities for actions in the company or agency. Elected public officials are accountable to their constituents.
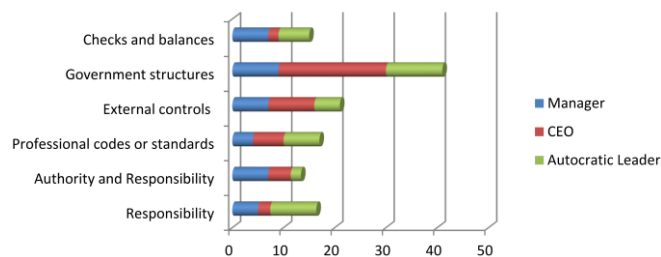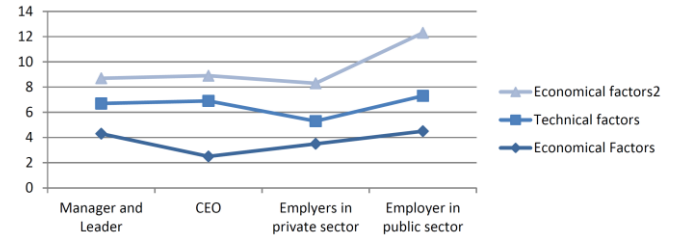

Source: Author

Graph 6: The responsibility in public administration Referring to the analysis we see that: They tend to see difficulties in every opportunity, instead of looking at opportunities in every difficulty, 75 percent answered I agree, thus reflecting the pessimistic nature of the leader, who manages to face challenges but by seen as with great difficulty

The Responsibility is established both externally (through codes of ethics, legal mandates contained in constitutional and authorizing law, professional codes or standards), and internally (by agency laws and regulations, by internal personal norms of conduct and moral ethics). There is a constant and natural tension between internal and external controls to

maintain accountability. Democracy requires a system of accountability: " checks and balances" on government structures, the investigation of regular audits, the watchful eye of the community, and the media "watchdog".

While many values remain consistently unchanged in society, forming the overall framework for government and determining the way how it will behave, some values changes and shift in response to cultural, economic, political and social events. Mostly, value change in administrative agencies often lags behind the orientations change in society value.
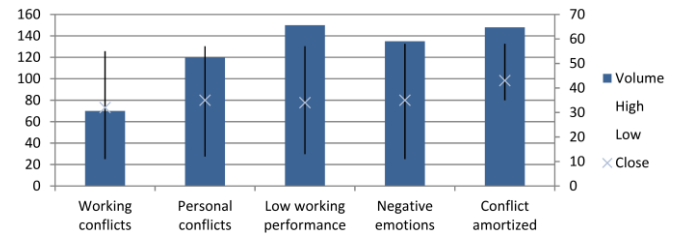

Source: Author

Graph 7: Political values versus organizational goals. They do not have the ability to socialize, 60 percent are present I do not agree, so their leader manages to communicate with the group not to distance himself from him. Others admire them for their calmness, 70 percent I expressed I agree, reinforcing the idea of a reasonable and sociable leader. They rarely think about old friends from the past, 43 percent answered I agree, indicating that the leader has social memory.

The Successful leadership balances both conflicting internal values as well as internal and external forces to realize accountability requirements. Finally, responsibility works best when the prevailing norms and values of the company or of a particular agency are consistent and usable by most members of the organization. Leadership is often a single position.

Emotions in the workplace, and especially emotional intelligence, are hot topics in today's management. Many prestigious economic magazines have recently published articles on emotional intelligence. Managers of various organizations have also begun to become aware of the role and power of emotions in the workplace. This is especially true for organizations that have large human resources to manage, in terms of selection, performance management and training; and can be applied to specific sectors for organizations that do not have a lot of human resources but that have at least one department that deals with people, such as customer care.
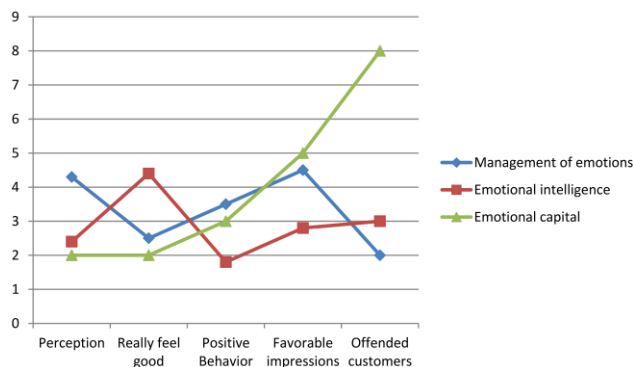

Source: Author

Graph 8: Workplace emotions management and emotional intelligence

The type of conflict that generates negative emotions involves interacting with supervisors, with people, subordi-

nates, and clients; this type of conflict can occur both inside and outside the organization. Most people face almost the same problems during the work day. For the same reason, overlaps and conflicts in the workplace can come from the same sources.

The situation worsens if everything is followed by a series of negative events. In fact, it is the accumulation of positive and negative events that determines how we really feel and consequently, according to AET the way we think and what we feel in the work environment. In short, AET suggests to managers: "Be careful of the emotional climate in your organization." AET can also be used as a diagnostic model to understand how the environment in the organization contributes to the emotional climate and where something like this is leading us.

Source: Author

Graph 9: Emotional work and its effect on the employees of an organization.

Emotional work can be particularly damaging and can have both psychological and physical consequences. Employees can shut down feelings of frustration, annoyance, and resentment that are not appropriate to express in the workplace. These feelings result in part from the need to constantly monitor negative emotions and express only positive ones. If left unchecked, or left unmanaged, they can be left astray and lose the right path.Also, stopping emotions can bring about both psychological and physical opposition. This happens through a very complex process that ultimately weakens the immune system.

CONCLUSIONS

From the analysis of the scientific work we have identified the immediate need that universities should change both in form and content in their work process. *In conclusion, successful management of emotional work plays a very important role in the process of retaining, regaining and customer satisfaction.*

Studies show that there is a complementary effect between employee-client emotions, and underscores the powerful influence that one's emotional suggestions have on another's emotional state. In fact, people get caught or infected by the emotions of others. This phenomenon is known as emotional attachment. Emotional climbing has interesting and intriguing implementation potential in the organization. This is especially noticeable in the case of group dynamics, where the good / bad behavior of one member can infect the behav-

ior of others, as well as in the project that the working group is dealing with. Many of us can bring to mind such cases, where the group atmosphere after it is created is very difficult to change. In the positive case, positive emotions can lead to contagious effects, thus, creating positive results.

Practical implications of emotional attachment include training leaders to display positive emotions, as well as embodying positive affections in the organization's social environment and cultural processes.

Of course, these consequences vary from person to person: some may be better equipped and / or able to perform emotional work effectively and without personal consequences. According to research, the nature of conflicts is cumulative: people in the workplace are able to cope with infrequent events, even when these events are relatively intense especially when they are amortized by support coming from family, colleagues and friends.

In conclusion, although there are still issues to be resolved around IE and its measurement and managers need to be aware of the pitfalls that a concept that is considered as a fabrication. There are some positive aspects of emotional management that can be used to bring benefits to the organization. Mostly, IE brings benefits in leadership and teamwork. Managers who have IE are able to read the emotional climate in the organization and understand the emotional concerns of their employees.

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