EMOTIONAL INTELLIGENCE IN PUBLIC ADMINISTRATION
: A case study of Bangladesh.

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ABSTRACT
This research investigates the nexus between emotional intelligence (EI) and employee performance within Bangladesh's civil service field administration. By employing theoretical models of EI which includes ability and mixed approaches, and conducting survey within district administration officials, the study finds significant positive impact of self-awareness, emotional regulation, and empathy on professional effectiveness. Also, through Pearson correlation and regression analysis, the findings highlight that EI is strongly correlated with employee performance, with implications of upgrading civil service which can align with citizens' expectations and the country's development goals like SDGs 2030 and Vision 2041. This research contributes to the existing literature of emotional intelligence and public administration, stressing the indispensable role of emotionally intelligent leadership in attaining organizational effectiveness.

Keywords: Emotional Intelligence, Leadership, Efficiency, Public Administration, Civil Service, Field Administration.

1.1 Introduction
Emotional intelligence (EI) has always been a dominant part of Intellect, though it was first explained by Professor Thorndike (1920) in his "social intelligence" theory (Srivastava, 2013). It has been further confirmed that, EI helps to accelerate organizational performance in terms of satisfaction, effectiveness and commitment (Salovey & Mayer, 1990). On the other hand, a strong bureaucratic system has been prevalent for decades in public sectors which might have prohibited the employees of this sector to being explicit about their emotions and feelings (Vigoda-Gadot and Meisler, 2010). Employees of public institutions are trained to follow system and order and directed for rational thinking. For centuries, public sector has not evaluated the possibility that, emotions and feelings can be applied as a management instrument to form connects with the citizens and other stakeholders of the state (Vigoda-Gadot and Meisler, 2010: 72). However, the perceptions of the citizens are different; they always look forward to having generous services. From the citizens perspective, government employees are required to possess profound emotive consciousness of other's emotions. Today's government policy, program and performance are no longer ruled by a heightened level of rationality. The modernized bureaucratic arena demands its employees to apply their emotional intelligence to have effective communication with the service recipients. Also, officials who have the competence to understand and manage his emotion along with perceiving others' emotion have immense prospects of improving institution's performance as well as promoting service recipient's' contentment.

In Bangladesh, Civil service shoulders the duty to secure, support and advance the state it serves. In this era of New Public management, enhancement of performance of civil service to materialize SDGs 2030 and Vision 2041 of the government is a pre-requisite. At this backdrop, this paper evaluates the correlation between emotional intelligence and performance of the officials of Civil service.

1.2 Problem Statement/Motivation
According to Lee (2019), Civil service officials are expected to behave in a rational way under specific rules and regulations. However, Lee (2019) further elaborated that, in a modernized world, expectation from government officials has now been changed as citizens apprehend them to have emotional intelligence along with having knowledge about relevant rules and regulations and expect them to possess effective communication skill with citizens. However, public sector is not adequately addressing the issue of emotional intelligence. The reason behind public sectors under performance regarding emotional intelligence is the lack of knowledge regarding the effect of emotional intelligence to the performance of officials. Hence, this correlation research is based on investigating how and at what extend emotional intelligence affect the performance of civil service officials.

1.3 Research Objective
The objectives or targets for accomplishing this assignment are as follows:
- To critically investigate the literatures related to the Emotional intelligence and employee performance and organizational effectiveness
- To critically analyse the current measures used for assessing EI and performance of public service officials;
- To explore application of EI in field administration.
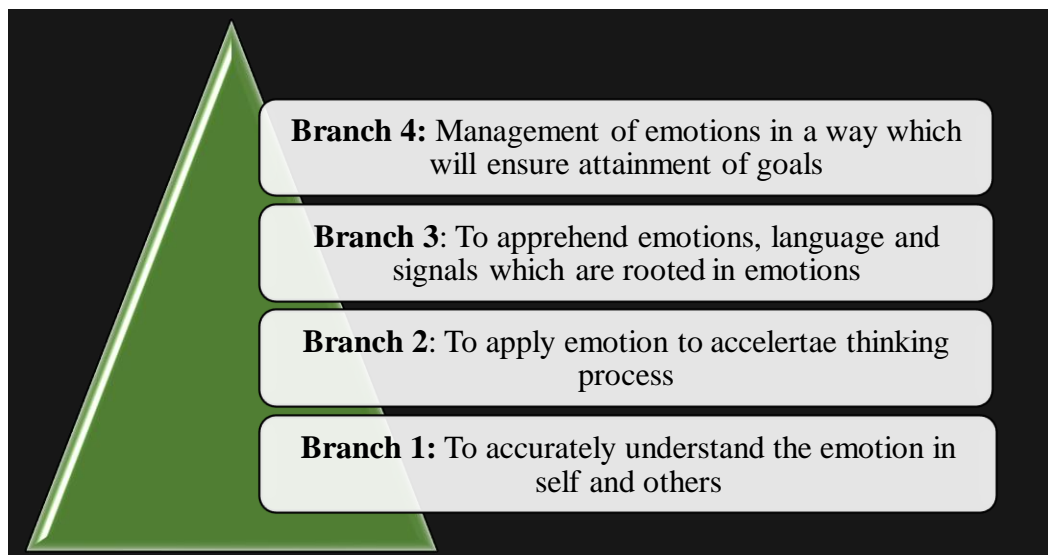
1.4 Research Question

In this study, researcher will examine whether emotional intelligence can explain the performance of officials of field administration through applying self-emotional awareness, self-emotional management and awareness about other emotions as independent variables and performance of officials as result of factors of emotional intelligence as dependent variables. The aim of this seminar paper is to explore the following research question-

"How and at what extend emotional intelligence affect the performance of civil service officials of field administration?"

2.0 Literature Review

2.1 A Critical Review Of Emotional Intelligence:

Thorndike (1920) first explained that emotional intelligence is one of the prominent dimensions of intelligence and he defined it as an ability to be being wise in human relation. According to Gardner (1983), social intelligence includes both interpersonal (the ability to comprehend other persons) and intrapersonal intelligence (the ability to apprehend the self) and applying it practical scenarios. However, Leuner (1966) was the first scholar to explain EI in literature and following this Salovey and Mayer (1990) precisely annotated emotional intelligence and based on the definition, a theory and assessment measure were developed by them. Initial studies of EI presented it as a competence or ability. However, in 1997, Mayer and Salovey modified the definition of EI and developed a four branched model which correlate with emotional ability (Mayer, Salovey, and Caruso, 2004: 199). This development and resulting instrument tools are referred as the ability model in the field of emotional Intelligence.

Branch 4: Management of emotions in a way which will ensure attainment of goals

Branch 3: To apprehend emotions, language and signals which are rooted in emotions

Branch 2: To apply emotion to accelertae thinking process

Branch 1: To accurately understand the emotion in self and others

Figure 01: Ability Model of Emotional Intelligence.

On the Other hand, a trait Model of EI was introduced by Petrodes and Furnham (2010) which implies that, emotional intelligence roots from behavioral tendency related with emotions, such as, exhilaration, self-consciousness, empathy, impulsion, optimism. Nevertheless, some variables of trait models cross cut with those of Ability model, like-self-consciousness, empathy, impulsion and motivation (Lee, 2012) and the variables of trait model represents more of a person's personality than his intelligence. Furthermore, two most prominent models of mixed theory of emotional intelligence are the Bar-on Model (2000) and emotional competence model by Goleman (1995). Bar-on model (2000) illustrates that, there are multi-dimensional and interconnected emotional, social and personal skills that impacts a person's overall competence for dealing the daily challenges effectively. Besides, according to Goleman (1998), a person having emotional intelligence can learn and refine his competence through a process and this skill facilitates to form a consciousness of his own and others. Also, the mixed model theory revolves around a wide number of social skills, for instance, leadership, team building, conversion and influence along with personal traits. Nevertheless, mixed theorists did not explain the logics behind their conclusion of including these variables as a dimension of EI and this model brought forward an overly broad scope of EI. Many theorists proposed that, emotional intelligence has a positive correlation with work performance (Goleman, 1995; Cooper, 1996; Bar-On, 1997; Weisinger, 1998; Cherniss and Adler, 2000; Cherniss and Goleman, 2001). This paper will focus on correlation between emotional intelligence and work performance of government officials of field administration in Bangladesh where self-emotional awareness, others' emotional awareness, and self-emotional management will be applied as variables of emotional intelligence.
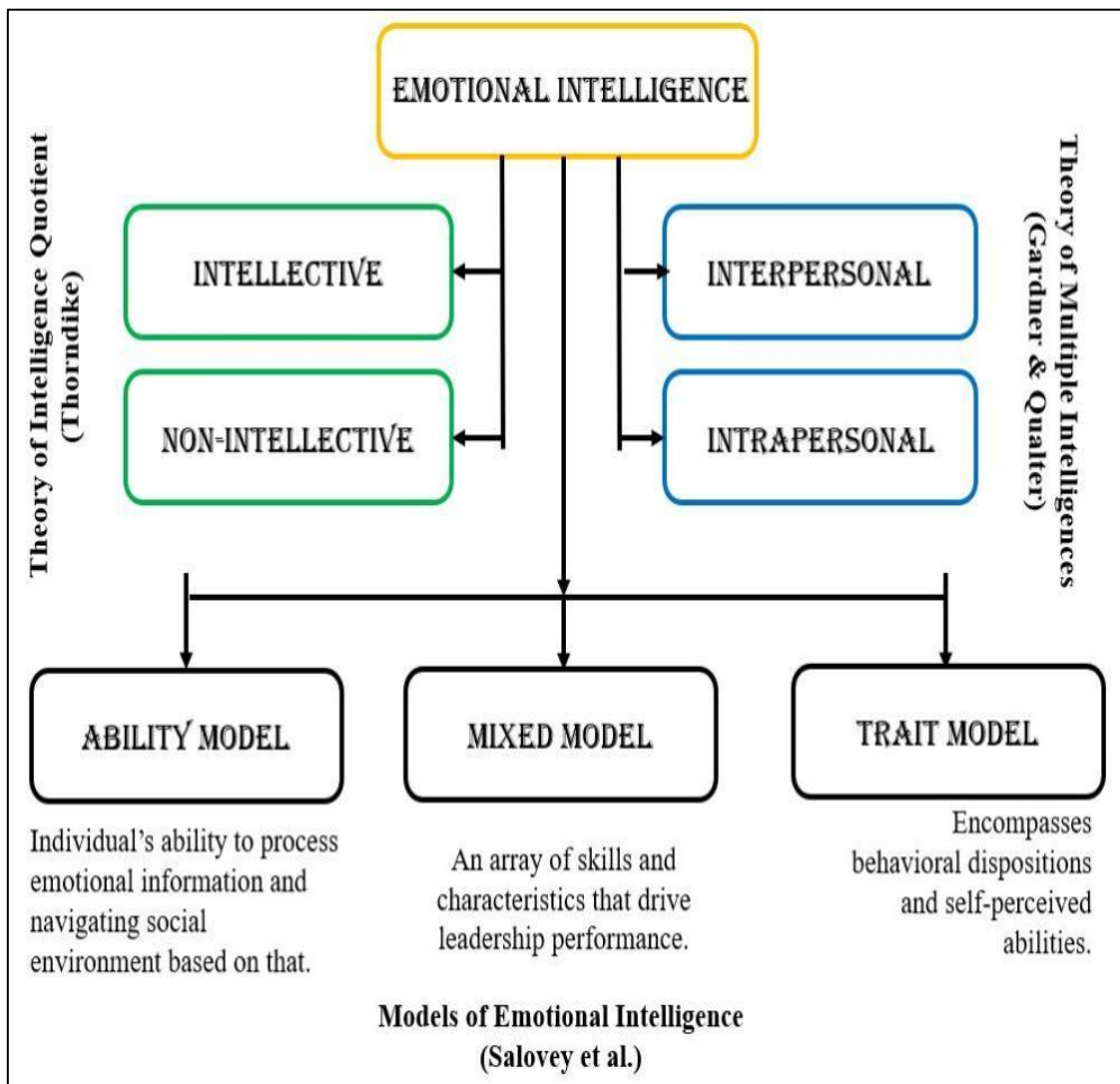
Figure 02: Different types of Theories and Models in the field of Emotional Intelligence.

2.2 Emotional Intelligence and Organizational Effectiveness

To facilitates government policies effectively in the field administration and to ensure time-bound citizen's service, it is mandatory for an organization to be efficient and effective. The application of EI play a significant role regarding this, as it changes organizational behavior and inspires the team members to work efficiently for achieving organizational goal (Srivastava, 2013). Researchers have noted specific work-based measures of EI. Wong and Law conceptualized EI as containing four distinct dimensions: Self-emotional appraisal (SEO), others' emotional appraisal (OEA), regulation of emotion (ROE), and use of emotion (UOE) (Srivastava, 2013). The SEO is necessitated in conducting public administration as public sector is going through high amount of interaction with public in delivering multiple services. The OEA have direct influence on social interaction with colleagues and citizens. On the other hand, the quality of social relationships and task performance depend on the ROE. Finally, UOE assists to utilize emotions for creating an effective and positive work environment that contributes to customer satisfaction and future loyalty, which is the ultimate goal of pro-people public administration.

A qualitative research had been carried out by Srivastava, K. (2013) entitled 'Emotional Intelligence and Organizational Effectiveness', in which the author stated that the interrelated organizational factors (Figure 04) like HR functions, Leadership of the head of the organization and organizational climate & culture have great impact emotional intelligence (Srivastava, 2013). Emotional interactions among the factors individually and collectively leads an organization towards accomplishment of group tasks, implementation of particular course of action as well as better service delivery. He reveals that role of EI in achieving organizational effectiveness is very significant and facets of EI align well within the framework of achieving goals of the organization (Srivastava, 2013).

Source: Emotional Intelligence and Organizational Effectiveness by Kalpana Srivastava
(Industrial Psychiatry Journal of India)
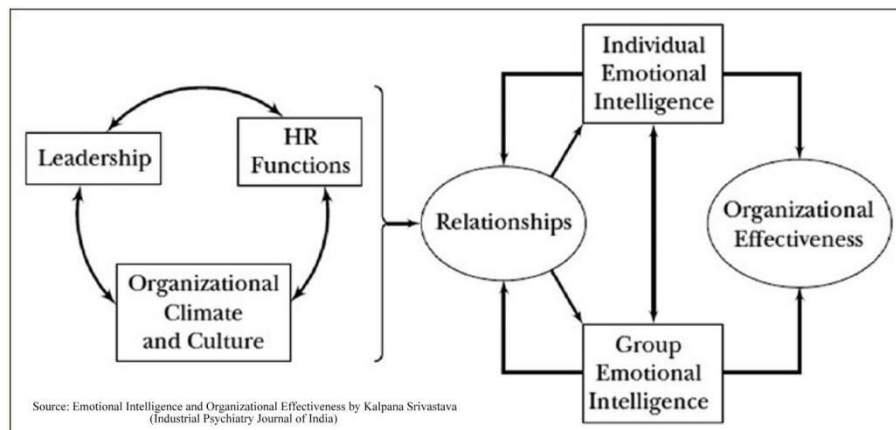
Figure 03: A Model of Emotional Intelligence and Organizational Effectiveness.

3.0 Hypothesis
Hypothesis 1: emotional intelligence is positively related to performance of civil service official of district administration
Hypothesis 2: emotional intelligence is not positively related to performance of civil service official of district administration

4.0 Methodology
This study targets the officials of District Administration of Dhaka Division, in particular, officials of the Office of the Deputy Commissioner, Narayanganj and Office of the Deputy Commissioner, Shariatpur. Participants were requested to participate in a survey on the Co-relation between emotional intelligence and their professional performance. there are two parts in this questionnaire, whereas, one part will be filled by officials working as Assistant Commissioner and other part will be filled by their respective supervisor. Before conducting the survey, participants were informed that their individual response to the questionnaire will be kept confidential and anonymous and the responses will be applied for academic purpose. Questions of this survey were based on emotional intelligence, work engagement and employee performance. Convenient method has been employed and sample size is 25.

Measures used for Emotional Intelligence, Work Engagement and Employee Performance:
Chi-Sum Wong & Keneth S. Law., formulated a scale of emotional intelligence which contains 16 questions like- I really know what I feel. There are four dimensions of emotional intelligence in this questionnaire, which are-self emotion appraisal, regulations of emotion, uses of emotion and others emotion appraisal. Furthermore, Reliability estimates (coefficient alphas) for these four dimensions are 0.713.

Schaufeli & Bakker (2006) formulated the questionnaire on Work Engagement which contains 9 items like-I am enthusiastic about my job. The Alpha reliability of Work Engagement measure is 0.732.

In 1998, by Rodwell, Kienzle, and Shadur developed a scale to measure employee performance though earlier it used to be measured by self-reporting. Reliability of this scale is 0.8444.

In this study, collected data will be analyzed by regression analysis and Pearson correlation.

5.0 Data Analysis
Researchers have analyzed the data using descriptive analysis, Pearson Correlation and linear Regression. Descriptive analysis is a statistical measure to describe basic characteristics of data in a study along with presenting Mean, Standard deviation, maximum and minimum of collected data in an organized form (Anon, 2006). On the Other hand, Pearson Correlation is another statistical tool to explore relationship between two or more number of quantitative variables. Additionally, it provides three types of correlation: Positive, negative and zero. Pearson Correlation is denoted by r and illustrated in the following manner:

$$-1 \leq r \leq 1$$

In research, a value near to 1 indicates a strong positive correlation between the selected variables whereas; value near to -1 represents that variable have a strong negative correlation. In addition, in a linear regression, score of one variable is explained by the score of another. Hence, there are two types of variables in this model: Predictor & dependent, while, value of dependent variable can be explained by the value of Predictor variable.

All the tests of this study will be conducted on Excel in order to fulfil the research objective of this particular study.

5.1 Descriptive statistics:

Emotional Intelligence		Employee Performance		Work Engagement	
Mean	64	Mean	33.24	Mean	35.6
Standard Error	1.276715	Standard Error	0.785875	Standard Error	0.959166
Median	65	Median	35	Median	36
Mode	59	Mode	35	Mode	38
Standard Deviation	6.383573	Standard Deviation	3.929377	Standard Deviation	4.795832
Sample Variance	40.75	Sample Variance	15.44	Sample Variance	23
Kurtosis	-0.23114	Kurtosis	0.697198	Kurtosis	0.299009
Skewness	-0.06268	Skewness	-1.184807	Skewness	-0.51488
Range	26	Range	13	Range	19
Minimum	52	Minimum	24	Minimum	25
Maximum	78	Maximum	37	Maximum	44
Sum	1600	Sum	831	Sum	890
Count	25	Count	25	Count	25

Table 1: Descriptive Analysis

Descriptive Analysis of this particular study has been presented by the above table which illustrates statistical overview of all the variables of this research which are-emotional intelligence, employee performance and work engagement. Descriptive statistics was conducted on the basis of a sample size of 25. Here, mean of emotional intelligence is 64 which imply that emotional intelligence of most of the employees in the field administration is 64. On the other hand, mean of employee performance is 33.24. Furthermore, there is a noticeable difference between maximum score (78) and minimum score (52) of emotional intelligence in comparison to the gap between maximum (37) and minimum (24) of employee performance. Mean of Work engagement (35.6) implies that most of the employees are enthusiastic about their job in the field administration.

5.2 Pearson Correlations Analysis:

	Emotional Intelligence	Employee Performance
Emotional Intelligence	1	
Employee Performance	0.785710297	1

Table: 2

The above table illustrates the Pearson correlation between emotional intelligence and employee performance. It is seen that, correlation between these two variables is 0.786 which denotes a strong positive correlation. Hence, it can be said that, if the government considers the different dimensions of emotional intelligence of the officials, their performance will be highly improved.

5.3 Regression Analysis:

SUMMARY OUTPUT									
Regression Statistics									
Multiple R	0.785710297								
R Square	0.61734067								
Adjusted R Square	0.600703308								
Standard Error	2.482970182								
Observations	25								
ANOVA									
	df	SS	MS	F	Significance F				
Regression	1	228.7617587	228.7618	37.10568	3.26002E-06				
Residual	23	141.7982413	6.165141						
Total	24	370.56							
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%	
Intercept	2.287034765	5.105592341	0.447947	0.658382	-8.274687688	12.8487572	-8.274687688	12.8487572	
Emotional Intelligence	0.483640082	0.079396631	6.091443	3.26E-06	0.319395636	0.64788453	0.319395636	0.64788453	

Table 3: Descriptive Analysis

In order to verify the hypothesis, researcher has conducted regression analysis where emotional intelligence is the independent variable and employee performance is the predictor variable. Here, R value is .786 implies the correlation between predictor and dependent variable. Additionally, R squares shows that 61.73% of the employee performance can be explained by independent variable, emotional intelligence.

In addition, it is seen from the ANOVA table that, F ratio is 37.10 which presents the significance of this regression. On the Other hand, it is seen that, regression coefficient is 0.483 which also indicates a positive relation between the predictor and independent variables of this study.

6.0 Findings & Discussion

In the Data Analysis section, both Pearson correlation and regression analysis illustrated a similar direction which is a positive relationship between emotional intelligence and employee performance on a sample which is based on the employees of district administration. In this context, the formulated hypotheses are given here below again:

Hypothesis 1: emotional intelligence is positively related to performance of civil service official of district administration
Hypothesis 2: emotional intelligence is not positively related to performance of civil service official of district administration

In this research, based on the conducted Pearson correlation and regression analysis, the null hypothesis has been rejected and hypothesis 1 has been accepted.

Hypothesis	Accepted/rejected
Hypothesis H1: emotional intelligence is positively related to performance of civil service official of district administration	Accepted
Hypothesis Ho: emotional intelligence is not positively related to performance of civil service official of district administration	Rejected

Table: 4

6.1 Future Implication:

In this research, data analysis represents that emotional intelligence and work engagement positively affect the professional performance of the employees of district administration.

Hence, it is imperative to comprehend that, to realize the vision of becoming a developed nation by 2041, the role of public administration has to be changed in the upcoming days. A paradigm shift in bureaucracy to transform it to 'Pro-people Administration' is immensely required. Thus, The officials of field administration or Administration Cadre should have the emotional intelligence to perform enormous responsibility and to bring changes in the organizational processes, cultures and working environment so that the behavior of service provider or members of the organization changes in favor of service recipients (Issah, 2018). According to Goleman (2004), Emotional Intelligence is the quality shared by effective leaders and to be a successful leader one's technical skills are less of a significant factor (Issah, 2018), whereas one should possess the elements/components of emotional intelligence (Figure 03). If any leader has such type of quality, then he will successfully build a winning coalition or team, having enthusiasm, commitment and credibility to ensure successful transformation of organization as well as quick implementation of important management decisions (Issah, 2018).

6.2 Contribution of the study to literature:

The outcome of this research contributes to the existing literature on emotional intelligence and employee performance association in different ways. This research implies that, there is a strong correlation between emotional intelligence and employee performance among the officials of field administration in Bangladesh. So far, there has not been taken any noticeable research in the government sector in Bangladesh. Hence, this research will pave the way to understand the association between EI and EP in the government sector. Furthermore, the study outcome will have a significant contribution to the debate that whether employees of government sector exhibit the different dimensions of emotional intelligence in their professional lives.

7.0 Recommendations for Future Study:
There is substantial scope of research on this topic in the government sector. Further research needs to be conducted in this topic using different measures of employee performance and emotional intelligence.

Another area of research can be government initiative on the framework of EI-EP association, like, how district administrators can structure their program based on citizen's expectation and incorporating emotional intelligence of the officials working under them.

Additionally, future study can conduct correlation test on EI-EP framework over a specific time interval to explore whether this association is constant and linear at a time interval. It will render a deeper insight of this association.

8.0 Limitations of the Study:
This research is based on the district administration of Bangladesh. Thus, generalization of study outcome and conclusion cannot be made outside of this sector. As there are 64 district administrations in Bangladesh and among them this particular is based on only 2 districts. Besides, the sample size of this research is too small to generalize the outcome to the whole field administration of the country.

Furthermore, in this study, officials of two tiers of field administration are involved whereas, officials of one tier are respondents to questionnaire on emotional intelligence. On the other hand, officials of upper tier evaluated the performance of the officials working under them by another questionnaire. As field administration is a highly regulated sector of the government, officials of both tiers were not comfortable to answer the questions. Furthermore, evaluation of the performance completely depends on the judgements of the supervisors. Thus, performance evaluation procedure is not objective and cannot be perceived as perfect. Also, adopting a different measure for employee measure could produce a completely different approach.

Furthermore, emotional intelligence score has been applied here from the perspective of to simply the scoring process. As there is no definitional consensus in measuring the emotional intelligence and employee performance, it produces contrast validity. Because of contrast validity, comparison of one study to another study will be meaningless if another study has employed a different scoring method.

9.0 Conclusion:
There have a number of studies which focused on the correlation between emotional intelligence and employee performance; however, there has not been any study on this topic in the government sector of Bangladesh. The research objective of this research is to explore the relationship between emotional intelligence of the officials of the field administration and their professional performance with the following research question:

"How and at what extend emotional intelligence affect the performance of civil service officials of field administration?"

Hypotheses have been formulated to investigate the research question of this particular study. In addition, questionnaires consisting of different dimensions of EI and respective score to measure emotional intelligence and employee performance were collected and by employing different statistical measures like-descriptive statistics, Pearson correlation and linear regression, data were analysed. The outcomes of the statistical instruments dispense evidence that emotional intelligence positively affects the employee performance in the field administration of Bangladesh at a considerable level.

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