

EMOTIONAL INTELLIGENCE OF LEADERS AND ITS IMPACT ON KNOWLEDGE MANAGEMENT IN PUBLIC ORGANIZATIONS

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ABSTRACT: The concept of knowledge management is useful for any public organization, helping to expand its knowledge horizon and to learn from the experience of experts in this field who have studied coordination methods related to organizational standards. The role of knowledge management must be viewed over a longer period when analysing the achievement of organizational objectives, because the formation of a dynamic culture and the intellectual processes that develop knowledge management are long-term processes. Those who hold leadership positions in organizations, especially in public organizations, have the ability to influence the employees they supervise in a variety of ways, such as through rewards, political affiliation, experience, and level of professional training. For successful leaders, the most important aspect is emotional intelligence, rather than rational intelligence, a fact that has been demonstrated by several researchers.

KEYWORDS: public organizations, successful leaders, emotional intelligence, the leadership process.

DOI [10.56082/annalsarscieco.2026.4.4](https://doi.org/10.56082/annalsarscieco.2026.4.4)

1. INTRODUCTION

Messages, in order to be persuasive and to be decoded by the recipient's consciousness, must use human terms rather than technical ones to establish a connection with the message's recipient.

To create such messages, the communicator has the task of managing their own emotions and possessing certain personal and interpersonal (social) emotional characteristics.

It is known that in situations where the leader displays a positive, optimistic state, and the behaviour of team members is also positive, their performance increases. [2]

If the leader is depressed or pessimistic, the emotional state will be felt by team members, and work performance will decrease.

An individual's happiness and optimism have a decisive impact not only on the person themselves but also on the functioning and performance of the units in which they work. [5]

Another aspect of the strength of the relationship is the exchange of information related to emotions and sensations.

This bond represents more than just sharing information about facts, data, figures, names of people, etc. [2]

Interaction also involves the disclosure of personal information that affects the relationship and the purpose of communication, through the process of self-disclosure, listening, and interactive speaking, as well as giving and receiving feedback.

Especially under the influence of technological developments, two types of relationships will emerge in organizations and their management activities:

- between people and intelligent machines;
- between people whose sensibilities have been reshaped.

In my opinion, anticipatory managerial approaches are also necessary, taking into account current realities and referring to strategies aimed at preparing the future functionalities of this information system.

Leadership experience begins with professional experience.

A very important aspect of leadership experience is job security.

Psych pedagogical knowledge is determined by the fact that managers achieve organizational objectives not directly, but through people.

This activity is closely linked to scientific research, meaning that the intellectual level associated with the profession is generally an advanced level of knowledge that allows expressing ideas in a way understandable to others who have a simpler view of organizations.

Simple, honest, and human language is related to the relationship with the interlocutor, affects their ability to respond, and in turn influences the response capacity of the person initiating the communication. [3]

2. THE POSSIBILITY OF IMPLEMENTING KNOWLEDGE MANAGEMENT TO ENSURE PERFORMANCE

There are organizations that promote people to leadership positions based solely on technical knowledge, which is often a mistake.

Understanding trends represents the managers' ability to adapt to major changes in society.

The growing interest of society in management responsibility and ethics is another aspect that managers need to understand.

Additionally, the leadership process involves possessing multiple skills.

Conceptual skills: the manager's ability to see the organization as a whole, to know the position of each department within the organization, the organization within the community, the ability to think strategically, and to make long-term decisions. [8]

Human skills: a manager's ability to work with and through people, to be an effective team member, to motivate others, and to engage in conflict resolution.

Technical skills: understanding specific tasks, knowledge of methods, techniques, and equipment related to production, financial, or marketing activities. [6]

The manager who oversees the National Reporting Information System should possess all these skills in order to ensure the performance of this strategic information system.

Leadership requires an attitude that, in difficult and uncertain situations, such as the COVID-19 pandemic, acts through controlled vulnerability (relevant to the purpose) and truthfulness.

Knowledge management refers to the intellectuals who accumulate, transfer, and share knowledge.

Therefore, management applies directly to them as holders and creators of knowledge.

In this sense, the main goal is to motivate people by creating a favourable environment for knowledge transfer and change.

If this goal, which stimulates trust and truth, as well as emotional stability, is not achieved, knowledge sharing cannot be realized, especially since it is based on the emotional state of each member interacting with this information system.

In short, the group's emotional state aligns with the emotional state of the leader, a phenomenon known as 'emotional contagion,' and thus affects motivation, absenteeism, performance, stress, and burnout. [4]

Emotional, personal, and interpersonal intelligence is fundamental in developing leaders who are more self-aware and empathetic, aware of all the interconnections that ensure everyone's well-being, as they are better communicators.

One of the components of the management process is knowledge management, which represents the link between operational and strategic management in an organization.

The implementation of knowledge management within the National Reporting Information System is characterized by knowledge representing the dominant resources, and managing them must create a new, specific, fluid area with new responsibilities.

One of the distinctive criteria for the personnel operating the National Reporting Information System refers to the quality of the knowledge they use to create something of value in the market to ensure performance.

The organization encourages the process of presenting and acquiring knowledge, based on both personal experience and that of others.

In most companies, determining a specific knowledge management model is considered through the formation of management structures to ensure the accuracy of decisions related to the acquisition, presentation, and effective use of knowledge.

This management model is coordinated by the knowledge manager and is placed at the top of the knowledge management pyramid, as shown in the figure.

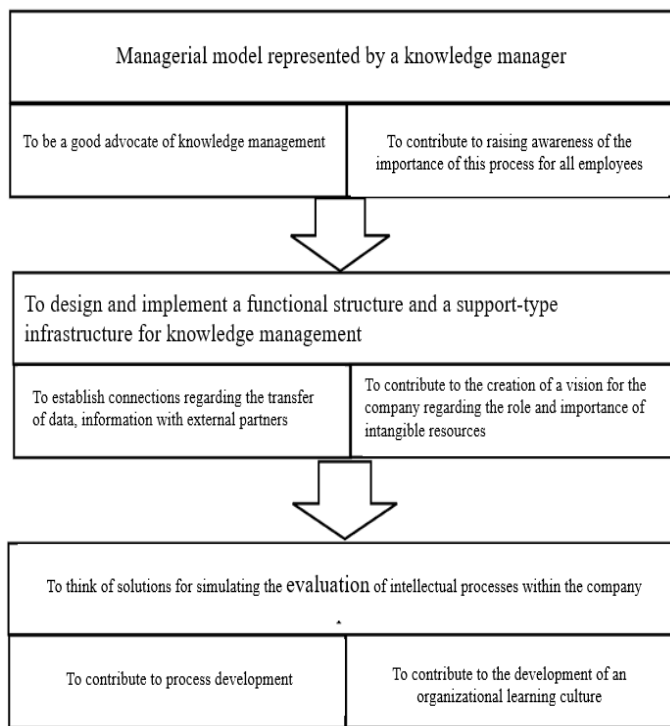


Figure 1. Managerial model

The requirements for obtaining the position of knowledge manager are complex, as such a position involves meeting several conditions, as shown in Figure 2.

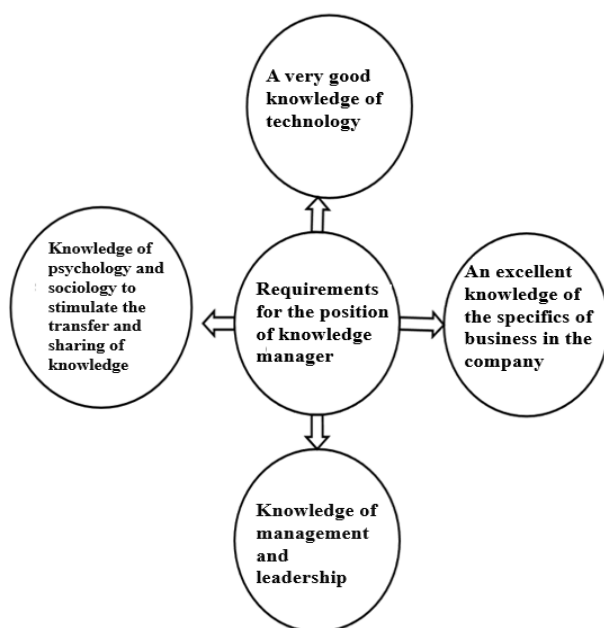


Figure 2. Requirements for the position of Knowledge Manager

The position of knowledge manager is important for companies where knowledge plays the main role in the operation, such as consulting firms or those specializing in information management services.

The main qualities of a manager in an organization would be: entrepreneurial, trustworthy, focused, transparent, integrity, innovative, analytical, generous, and a coordinator.

3. THE PLACE AND ROLE OF PROCESSES WITHIN THE KNOWLEDGE-BASED ORGANIZATION

The operation of an organization can be defined as a process whose role is to achieve the organization's objectives, regardless of its affiliation, whether public or private.

Any process that is complete and flawless within a certain period of time can be developed further as a result of technological and societal dynamics.

It is understood that in order to improve a process, the first step is to evaluate it within the organization.

In this way, it is assessed whether the decisions made by the management team have achieved the organizational development goals or have had unfavourable effects.

Within an organization, there are departments, services, offices, and divisions that operate according to a hierarchical organizational structure.

The coordination of these departments is vertical, so the achievement of the proposed objectives is divided among the functional units.

It has been concluded that a process-based approach that implements horizontal management of activities is necessary to eliminate barriers between different services/departments and to accomplish work tasks in order to achieve the organization's main objective.

A process-based approach involves identifying an organization's processes that can operate as an integrated, complete system.

This approach refers to the fact that managers coordinate the organization's processes, the interactions between them, as well as the input and output factors that connect them, thereby forming a process system characterized by a network of processes within the organization. [3]

It was concluded that in situations where a process-based approach is relevant for quality management, a process-based quality management system emerges.

The role of a process-based approach is to increase an organization's efficiency in achieving established objectives.

We know that the processes within an organization can be grouped and mapped into process maps to see how the processes interact within the organization.

In an organization, processes are interconnected because the output of one process becomes the input of another process.

The desired inputs and outputs can be tangible, such as (materials, equipment, or components), or

intangible (immaterial, such as energy, software, training). [7]

Organizations usually have an organizational chart where functions, services, and departments are represented through hierarchical relationships and vertical management. [9]

The way any organization operates, regardless of its affiliation, public or private, can be defined as a process that plays a role in achieving the goals of that organization.

Within an organization, there are departments, services, offices, and divisions that operate according to a hierarchical organizational structure.

The coordination of these departments is vertical, so that the achievement of the proposed objectives is divided among the functional units.

As a general rule, direct managers responsible for coordinating activities at the department/unit/service interface level tend to handle difficult situations in a way that benefits their own unit, without taking into account the organization's overall objectives, thus affecting the relationship with the service recipient.

It has been concluded that a process-based approach is necessary to remove barriers between different services/departments and to implement horizontal management of activities to accomplish work tasks in order to achieve the main objectives of the organization.

A process-based approach involves identifying organizational processes that can function as an integrated, complete system.

This approach requires managers to coordinate the processes within an organization, the interactions between them, as well as the input and output elements that connect them, forming a system of processes highlighted, in this context, by the network of processes within the organization.

The specialized literature describes the following types of processes within an organization: management processes, core processes, and support processes.

According to the specialized literature, management functions represent the so-called essence of management, and these functions are necessary and sufficient conditions for the proper conduct of management processes.

The success of organizations is influenced by the management style, by the effectiveness of talented leaders, that is, those who are imaginative, curious, idea-focused, capable of encouraging diversity, and willing to continuously turn vision into reality.

As a rule, hierarchical managers whose responsibilities include coordinating activities at the interfaces of divisions/departments tend to handle difficult situations in the interest of their own departments without taking into account the organization's overall objective, and in this way, they affect the relationship with service beneficiaries.

Quality represents the entirety of the properties and characteristics of a product or a service, which give it the role of satisfying expressed or implied needs.

The quality of products, services, and management, which in fact influences the quality of other products and processes of the company, represents a decisive factor in the activity of any company whose dynamics are continuously developing in the conditions of the current market economy.

The management of the organization must ensure that processes and operations achieve a certain level of quality, meaning they will be effective in relation to the defined requirements.

In this regard, they need to monitor the following aspects:

- establishing goals and objectives related to the quality of processes;
- establishing the documentation and resources necessary for the quality execution of activities and processes;
- the system for monitoring, checking, and validating processes and activities, as well as defining the criteria for their qualitative acceptance;
- the records required to prove that processes and their results comply with specific quality requirements.

The activity of any organization is carried out through a "network" in relation to the requirements of external and internal clients; the organization's management must identify, organize, and manage the network of processes and their interfaces. [11]

The sum of all intangible assets that an organization has turned into knowledge and added value through development and innovation, whether present or future, represents intellectual capital.

In other words, all intangible assets make up intellectual capital.

This will be the currency of the new century. [9]

Using it wisely is a strength in a knowledge-based society.

The favourable conditions for accelerating innovation are to place intellectual capital in the best context and to make it work with the necessary skills.

Employees do not depreciate; their role in the organization is vital if they are valued at their true worth.

Intellectual capital management focuses on the knowledge that has business value for the organization, known as intellectual capital or assets.

The vast majority of managers often respond when asked that their greatest asset is the knowledge held by employees.

Managers usually claim that they have no idea how to manage this knowledge. [10].

Intellectual capital not only represents the existence of values, assets, or resources, but also includes the organization's ingenuity in transforming one resource into another.



Figure 3. Intellectual capital [8]

The mere existence of a resource does not create value.

Within the National SIS Center, there is an intellectual material composed of knowledge, information, intellectual property, and experience. that is not reflected in the annual financial statements, but which can facilitate the accomplishment of work tasks.

4. RESULTS AND CONCLUSIONS

We believe that uncertainty and the freedom to choose for yourself are challenging, but also dangerous.

Rationality makes reasonable decisions, but not necessarily the right ones. It is not enough to be cognitively capable.

You need to be attentive, engaged, and aware of the real opportunities available to you.

Two things matter in an organization: who has the authority to make decisions and what rules or procedures must be followed to achieve the organization's objectives.

A well-positioned manager has the ability to impose their own values or beliefs, possessing the skill to step outside the boundaries of a previously established culture in a much more rigorous, overly traditional way, leading employees to understand that it is in their interest to accept different limits, perspectives, and conditions for adapting to internal or external changes in the organization at the time of our country's accession to the Schengen Area.

I believe that management is a stronger integrator than technology because it processes knowledge, which technology still cannot do.

Technologically, we can process data and information. However, management has begun to focus on rational aspects and to act primarily through rational mechanisms.

It is important to note that within an organization, the implementation of new knowledge in line with new objectives and mission targets involves all categories of personnel, starting with the manager or leader of the organization.

The "golden rule" of organizational change is represented by the change process, which results from the accumulation of knowledge at the managerial level, where managers will adapt their behaviour, working methods, and attitudes to drive the process of change among their subordinates or those in lower echelon.

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