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CHAPTER 2

SUMMARY, FINDINGS AND CONCLUSION

In this chapter, I have presented a brief summary of analysis of relationship between Emotional intelligence of supervisors and employee engagement in Tirupur Garment Industry and major findings, suggestion and conclusion emerge from the study.

2.1 SUMMARY

DEMOGRAPHIC PROFILE OF SUPERVISORS

Percentage analysis is used to analyze the demographic profile of supervisors. It is observed that 38 % of the respondents are belong to 25-35 years of age group. 36% of the respondents are belongs to 35-45 years of age group, 29% of the respondents are belongs to the above 20 years of age group and 6% of the respondents are belongs to above 45 years age group. It is observed that 78% of the respondents are male and 22% of the respondents are female. It is found from the study that 64% of the respondents are married and 36% of the respondents are single. It is inferred that 66% of the respondents are graduated people. 26% of the respondents have post graduate degree and 8% of the

respondents are diploma. It is observed that 38% of the respondents have less than 5 years of working experience, 38% of the respondents have 5-10 years of working experience and 24% of the respondents have 10-15 years of working experience. It is found that 38% of the respondents have 10,000-15,000 Rs monthly income, 30% of the respondents have <10,000 Rs of monthly income, 22% of the respondents have 15,000-20,000 Rs monthly income and 10% of the respondents have more than 20,000 Rs monthly income. It is inferred that 42% of the respondents are working 8-10 hours per day, 34% of the respondents are working less than 8 hours per day, 16% of the respondents are working 10-12 hours per day and 8% of the respondents are working more than 12 hours per day. It is found that 32% of the respondents are doing 2 hrs. overtime work, 26% of the respondents are doing <2 hrs. overtime work, 20% of the respondents are doing 4 hrs. overtime work, 18% of the respondents are doing 3 hours overtime work and 4% of the respondents are doing >4 hrs. overtime work. It is inferred that 40% of the respondents have 5-10 kms distance from residence, 30% of the respondents have <5 kms distance from residence, 28% of the respondents have 10-15 kms distance from residence and 2% of the respondents have >15 kms distance from residence. It is observed that 64% of the respondents are using two wheelers for transportation, 18% of respondents are using bus for transportation, 14% of the respondents are walking people and 4% of the respondents are using car as mode of transportation.

DEMOGRAPHIC PROFILE OF EMPLOYEES

Percentage analysis is used to analyze demographic profile of employees. It is inferred that 30% of the respondents are working as machine operators, 21.33% of the respondents are working on ironing, 20.67% of the respondents are working as QC, 15.33% of the respondents are working as QA and 12.67% of the respondents are working on fusing. It is observed that 45.33% of the respondents are working in production department, 30.67% of the respondents are working in inspection department and 24% of the respondents are working in packing department. It is found that 32% of the respondents started working in between years 2010-2015, 24% of the respondents started working between 2005-2010, 18.67% of the respondents started working after 2015, 14.67% of the respondents started working between years 2000-2005 and 10.67% of the respondents started working before 2000. It is inferred that 35.33 % of the respondents are belong to 20-30 years of age group. 31.33% of the respondents are belongs to 30-40 years

of age group, 19.33% of the respondents are belongs to 40-50 years of age group and 14% of the respondents are belongs to above 50 years age group.

INTER- CORRELATION MATRIX

Inter-correlation matrix is used to study relationship between set of independent variables, self-awareness, self-management, social awareness and relationship management with dependent variable employee engagement. From the inter-correlation matrix for employee engagement and emotional intelligence attributes, it is found that the two independent variables self-management and social awareness are significantly correlated with dependent variable employee engagement.

PATH COEFFICIENT ANALYSIS

Path co-efficient analysis is used to analysis the direct and indirect effect of each variable of emotional intelligence on dependent variable employee engagement. It is founded from the path analysis that the variable Self-management showed higher positive direct effect on the dependent variable employee engagement. The variable Self-management also had higher positive indirect effect on Employee engagement through social awareness. The variable social awareness showed higher positive direct on Employee engagement. This variable social awareness also had higher positive indirect effect on Employee engagement through Self-awareness. Hence the two variables Self-management and Social-awareness are substantially important contributing variable for the dependent variable employee engagement.

FACTOR ANALYSIS

Factor analysis is used to identify the underlying factors of employee engagement which determine the relationship with emotional intelligence. In factor analysis, nine factors were identified as being maximum percentage variance accounted. The 5 statements trust in information, work value recognition, supervisor's motivation, and confidence in job and satisfaction in job were grouped together as factor I and accounts 11.83% of the total variance. The 4 statements morale expectation, supervisor's consideration after committing mistake, chatting with supervisor and pleasant atmosphere in work place constituted the factor II and accounts 8.52% of the total variance. The 4 statements felting the importance of job, getting opportunities, discussion with supervisor about progress and support and information from supervisor were grouped together as

factor III and accounts 8.34% of the total variance. The 5 statements opportunity to do best work, receiving recognition for best work, supervisor's care, supervisor's encouragement and consideration in opinions constituted the factor IV and accounts 8.01% of the total variance. The 3 statements effect of supervisor's anger on work, pressure made by supervisor and shouting by supervisor in front of others constituted the factor V and accounts 7.03% of the total variance. The 3-statement feedback and guidance by supervisor, inspiration by supervisor and feeling proud on company was grouped together as factor VI and accounts 6.19% of the total variance. The 3 statements expectation from work, getting equipment and material and supervisor advice constituted the factor VII and accounts 5.65% of the total variance. The 2 statements work quality from fellow employees and having best friend at work constituted the factor VIII and accounts 4.91% of the total variance. The one statement force by supervisor to do over time work constituted the factor IX and accounts 4.61% of the total variance. Thus, the factor analysis condensed and simplified the 30 statements and grouped into 9 factors explaining 65.09% of the variability of all the 30 statements.

DISCRIMINANT ANALYSIS

Discriminant analysis is used to present the relationship between lower engagement group and higher engagement group of employees with variables of emotional intelligence. It is founded from discriminant analysis that self-management and social-awareness are substantially important variable of emotional intelligence of supervisors by discriminating employees between two groups namely employees with lower engagement score and employees with higher engagement score.

LEVEL OF EMOTIONAL INTELLIGENCE OF SUPERVISORS

To estimate and compare the mean score on emotional intelligence of supervisors, weighted average analysis is performed using five rating score to test the level of significance of hypothesis on the level of emotional intelligence of supervisors.

Self-awareness statements among the Supervisor is accepted and there is no significant difference in the mean scores on self-awareness statements among Supervisors. It is observed that among the scores on self-awareness statements,

confidence to present thoughts in a group (3.96) and awareness about the mood on other peoples (3.94) scored high among the six statements.

Self-management statements among the Supervisor is accepted and there is no significant difference in the mean scores on self-management statements among Supervisors. It is observed that among the scores on self-management statements, awareness on the force to be applied to employees for work done (4.20) and management of emotions after fired by superior (4.06) scored high among the eight statements.

Social awareness statements among the Supervisor is accepted and there is no significant difference in the mean scores on social awareness statements among Supervisors. It is observed that among the scores on social awareness statements, listening employee's explanation after commit mistake (4.00) and spending time to know the underlying cause of employee's feelings, behavior and concerns (3.94) scored high among the six statements.

Relationship management statements among the Supervisor is accepted and there is no significant difference in the mean scores on relationship management statements among Supervisors. It is observed that among the scores on relationship management statements, supporting employees for career development (4.06) and consideration of personal capabilities of employees while assign work for them (4.04) scored high among the six statements.

2.2 MAJOR FINDINGS

- It is found that more no of supervisors (38%) who work in Tirupur garment industry fall between the age group of 25-35.
- Study shows that majority of supervisors (78%) who work in Tirupur garment industry are male category.
- More no.of supervisors (64%) are married.
- From the study it is disclosed that majority of supervisors (66%) are graduate.
- This study disclosed that (38%) supervisors have less than 10 years of working experience.
- It is concluded that majority of supervisors (38%) monthly income is Rs 10,000-15,000.
- More no. of supervisors (42%) are working 8-10 hours per day in Tirupur garment industry.

- From this study, it is revealed that (32%) of the supervisors are working 2 hours of overtime.
- It is founded that more no. of supervisors (40%) are having 5-10 kms distance from residence.
- More no. of supervisors (64%) are using two-wheeler as mode of transportation.
- The study shows that (30%) employees are working as machine operators.
- From the study, it is observed that (45.33%) of employees are working in production department.
- This study disclosed that (32%) employees started working in-between the years 2010-2015.
- In this study it is concluded that (35.33%) of employees are belong to the age group of 20-30.
- From the Inter-Correlation matrix for employee engagement and emotional intelligence attributes, it is found that the two independent variables self-management and social awareness are significantly correlated with dependent variable employee engagement.
- Through Path Coefficient analysis, it is found that, the two variables self-management and social-awareness are substantially important contributing variable for the dependent variable employee engagement.
- From Kmo and Bartlett's test of Sphericity, nine factors were identified as being maximum percentage variance accounted. The statements- trust in information, work value recognition, supervisor's motivation, confidence in job, and satisfaction in job were grouped together as factor I and accounts 11.83% of the total variance. The 4 statements- morale expectation, supervisor's consideration after committing mistake, chatting with supervisor and pleasant atmosphere in work place constituted the factor II and accounts 8.52% of the total variance. The factor analysis condensed and simplified the 30 statements and grouped into 9 factors explaining 65.08% of the variability of all the 30 statements.
- It is founded from Discriminant analysis that self-management and social-awareness are substantially important variable of emotional intelligence of supervisors by discriminating employees between two groups namely employees with lower engagement score and employees with higher engagement score.

- To measure the level of emotional intelligence of supervisors, 4 hypotheses were framed on self- awareness, self- management, social awareness and relationship management statements.
- Self-awareness statements among the Supervisor is accepted and there is no significant difference in the mean scores on self-awareness statements among Supervisors
- Self-management statements among the Supervisor is accepted and there is no significant difference in the mean scores on self-management statements among Supervisors.
- Social awareness statements among the Supervisor is accepted and there is no significant difference in the mean scores on social awareness statements among Supervisors.
- Relationship management statements among the Supervisor is accepted and there is no significant difference in the mean scores on relationship management statements among Supervisors.

2.3 SUGGESTIONS

- Supervisors should motivate their employees and should give proper support for their career development
- Supervisors should aware on the situations that trigger their emotions and should manage their anger towards their employees.
- Supervisors should manage their emotions even if they get fired by their superior.
- Supervisors should listen employee's explanations after they commit any mistakes before taking actions.
- Supervisors should spend their time to know about their employees personally and underlying cause of employee's feelings, behavior and concerns.
- Supervisors must take responsibility for resolving conflicts among employees.
- Supervisors should try to maintain a pleasant atmosphere always at work place.

2.4 CONCLUSION

India demands more efficiency and productivity from Tirupur garment sector. Managing workforce is a very critical task in Tirupur. Hence it become very relevant to analyze the engagement of employees and its relationship with respective supervisors.

The employee engagement in Tirupur Garment Industry can be improved by the supervisors through motivating their employees and make them feel confident and

satisfied on the job. Super visors should provide more opportunities and information to their employees regarding their job. Employees expect consideration by their supervisors after they commit mistakes. Employees always love to work in pleasant working environments.

Supervisors should personally relate with employees to know their emotions, behavior and feelings for the purpose of motivating employees and to provide proper guidance to them. Emotional intelligence of supervisors is positively related to the employee engagement in Tirupur garment industry. Self-management and social awareness of supervisors have a significant impact on engagement level of employees.

Hence the emotional intelligence of supervisor's influence on work engagement, it will lead to more productivity and higher achievement and will create a quality work environment for employees.

