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EMOTIONAL INTELLIGENCE OF SUPERVISORS AND EMPLOYEE ENGAGEMENT IN TIRUPUR GARMENT INDUSTRY

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1.1 INTRODUCTION

In any organization, keeping employees satisfied and happy is very important as employees are the vital assets of business. The level of commitment, involvement and satisfaction an employee has towards his organization and its value is called employee engagement. Focusing on employee and their work engagement is important for business because only an engaged employee is aware of business context and work with colleagues to improve performance within the job for the benefit of the organization.

Employee engagement is the degree to which an individual is attentive and absorbed in the performance of their roles. It is individual's involvement and satisfaction with as well as enthusiasm for work.

In Tirupur garment industry the floor level employees and their supervisors are directly involve in production process. The relationship among the supervisors and employee are directly influence the level of productivity of organization. Moreover, they are the linked. The emotional intelligence of supervisors is a huge part of leadership qualities. An emotionally intelligent supervisor have the potential to influence their employee in positive way through good personal communication, motivation and inspiration.

Emotional intelligence is the ability to understand and mange own emotions and those of people around. People with high degree of emotional intelligence know what they are feeling, what emotions mean and how these emotions can affect other people.

Hence, there exist a meaningful relationship between emotional intelligence of supervisors and level of engagement among their employees. The present study analysis the relationship between the emotional intelligence of supervisors and their employee engagement in the Tirupur garment industry and following sessions have presents the result of the study.

1.2 MEANING OF EMOTIONAL INTELLIGENCE

Emotion is the most significant and influential component of personality, plays an extremely important role in individuals wellbeing. An effective management of emotions is an important aspect of human adjustments and life satisfaction. Effective management of emotions is depends on person's emotional intelligence which has been proposed as important addition in landscape of human fields of life.

Emotional intelligence is defined as the ability to adaptively perceive, understand and regulate emotions in oneself and another person. People having high emotional intelligence get more success, make better interpersonal relations, work more effectively and spend healthy life than those people having low emotional intelligence.

Emotional intelligence is also very important aspect of mental health. The development of emotional intelligence plays a significant role in exploring oneself in different life situation. When emotional intelligence increase, self-confidence and self-regard also increase and it makes person fully healthy, happy and successful.

Emotional intelligence include 3 skills.

1. Emotional awareness. This is the ability to identify your own and those of other's feelings.

2. The ability to harness emotions and apply them to tasks like thinking and problem solving.

3. The ability to manage emotions, include the ability to regulate your own emotions and the ability to cheer up or calm down another person.

1.3 IMPORTANCE OF EMOTIONAL INTELLIGENCE

The emotional intelligence quotient (EQ) of an individual is more important than IQ. Intelligence quotient is certainly a better predictor of success, quality of relationships, and overall happiness. Emotional intelligence is having great impact on the following factors.

PHYSICAL HEALTH

Physical health is the ability to take care of bodies and specially to manage stress, which has an incredible impact on overall wellness, is heavily tied to our emotional intelligence of an individual. Aware of our emotional state and reactions to stress in lives are essential to manage stress and maintain good health.

MENTAL WELL-BEING

Emotional intelligence affects our attitude and outlook on life. It can also help to alleviate anxiety and avoid depression and mood swings. A high level of emotional intelligence directly correlates to a positive attitude and happier outlook on life.

RELATIONSHIPS

Individuals are better able to communicate our feelings in a more constructive way by better understanding and managing emotions. Understanding the needs, feelings, and responses of those we care about leads to stronger and more fulfilling relationships.

CONFLICT RESOLUTION

When individuals can discern people’s emotions and empathize with their perspective, it is much easier to resolve conflicts or possibly avoid them before they start and also better at negotiation due to the very nature of our ability to understand the needs and desires of others.

SUCCESS

Higher emotional intelligence helps us to be stronger internal motivators, which can reduce procrastination, increase self-confidence, and improve our ability to focus on a goal. It also allows us to create better networks of support, overcome setbacks, and

persevere with a more resilient outlook. The ability to delay gratification and see the long-term directly affects ability to succeed.

LEADERSHIP

People with higher emotional intelligence have the ability to understand what motivates others, relate in a positive manner, and to build stronger bonds with others in the workplace. An effective leader can recognize what the needs of his people are, so that those needs can be met in a way that encourages higher performance and workplace satisfaction. An emotionally savvy and intelligent leader is also able to build stronger teams by strategically utilizing the emotional diversity of their team members to benefit the team as a whole.

1.4 EMOTIONAL INTELLIGENCE MODELS FOR MEASURING EI

There are three types of models available to measure an individual's level of emotional intelligence.

1.4.1 THE ABILITY – BASED MODEL

This model describes four separate but interrelated abilities that together determine level of emotional intelligence. They are the ability to perceive emotions, responding with emotions, understand emotions and manage emotions. By assessing the ability of an individual in each category, each of the factor is identified, measured and enhanced.

PERCEIVING EMOTIONS

This involves understanding non-verbal signals such as body language and facial expressions. This is the basic skill involved in EI because unless perceive emotions, individuals cannot manage them.

REASONING WITH EMOTIONS

This step involves using emotions to promote thinking and cognitive activity. People with high EI can use their emotions in order to help them to think through a situation and solve them.

UNDERSTANDING EMOTIONS

The emotions perceived can carry a wide variety of meanings help us to understand the emotional state of another person and why it has occurred. Each emotions convey its own patterns of possible messages and actions associated with these messages.

MANAGING EMOTIONS

The ability to manage emotions effectively is a key part of emotional intelligence. The important aspect of emotional intelligence includes regulating emotions, responding appropriately and responding to the emotions of others.

1.4.2 TRAIT MODEL

Trait model proposes that people have a number of emotional self-perceptions and emotional traits as part of their personalities. These traits are not measured in scientific sense, but are instead measured by respondent's self-report. This assumes that the respondent is able to accurately describe his or her own traits.

According to this model, emotional social intelligence is a cross section of interrelated emotional and social competencies, skills and facilities. Trait model measures how individuals understand and express themselves, understand others and relate with them and cope with daily demands.

1.4.3 MIXED MODEL

Mixed model includes 25 characteristics of emotional intelligence. Mixed models of emotional intelligence is the model that mix together emotional intelligence qualities with other personality traits to understand either emotions or intelligence. The term mixed

model steams from the fact that the model mix together the core idea of emotional intelligence with a variety of other personality traits.

1.5 MEASUREMENT OF EMOTIONAL INTELLIGENCE OF SUPERVISORS IN TIRUPUR GARMENT INDUSTRY: EMOTIONAL INTELLIGENCE COMPETENCE MODEL

The present study analyze the emotional intelligence of supervisors in Tirupur garment industry by the competency model. Emotional intelligence currently consists of twenty emotional competencies distributed in four clusters. It is also known as Goleman's revised model or frame work. Selecting for all twenty competencies would be an extremely challenging and costly task. David McClelland demonstrated competencies operate on a category, or cluster, level and not just individually. McClelland referred to this phenomenon as a formula, or algorithm, for success.

TABLE 1.1

EMOTIONAL INTELLIGENCE COMPETENCE MODEL

Self-Awareness • Emotional Self-Awareness or Accurate Self-Assessment • Self-Confidence	**Social Awareness** • Empathy • Organizational Awareness or Service Orientation
Self-Management • Self-Control • Trustworthiness or • Conscientiousness or Adaptability • Achievement Orientation or Initiative	**Social Skills** • Influence • Leading Others or Developing others • Building Bonds or Teamwork and Collaboration or Conflict Management • Communication or Change Catalyst

SELF-AWARENESS

The self-awareness cluster consists of one mandatory competence (self-confidence) and two compensatory competencies (emotional self- awareness and accurate self-assessment). In order to meet the algorithm for the self-awareness cluster or in order to be

likely to be an outstanding performer, a person must demonstrate self-confidence and either emotional self- awareness or accurate self-assessment.

SELF-MANAGEMENT

The self-management cluster consists of a mandatory competence and two groups of additional competencies. Self-control must be demonstrated, as it is the core of managing oneself and one's motives. A person also needs to demonstrate trustworthiness or conscientiousness or adaptability. Trustworthiness and conscientiousness may be considered compensatory, or alternate, manifestations of each other. Trustworthiness tends to be associated with executive

And management jobs, whereas conscientiousness tends to be associated with individual Contributor and administrative support jobs. Both these competencies are somewhat antagonistic to adaptability. Adaptability is about flexibility and openness to change. Finally, a person must demonstrate either achievement orientation or initiative.

SOCIAL AWARENESS

The core of the social awareness cluster is the mandatory competence empathy, which is an awareness of others' feelings, needs, and concerns. Empathy are derived the other two competencies: organizational awareness and service orientation. Organizational awareness and service orientation are alternate manifestations of each other. Organizational awareness tends to be used in higher-level management and executive positions where understanding and navigating the organization is critical for success. Service orientation tends to be important in positions relating directly to customers.

SOCIAL SKILLS

The social skills cluster contains competencies that tend to be more situation specific than competencies in other clusters, that is, more appropriate to certain jobs or roles. The influence competence is the core of the social skills cluster and is therefore considered mandatory. The remainder of the social skills cluster is divided into two primary groups. The first group contains leading others and developing others and demonstrates the ability to lead and manage others. The second group contains building bonds, teamwork and collaboration, and conflict management and demonstrates the ability to work well with others. This cluster contains additional competencies which are

communication and change catalyst which may or may not be critical and therefore are considered optional.

1.6 MEANING OF EMPLOYEE ENGAGEMENT

An employee's emotional connection feels towards his or her employment organization which leads to influence his or her behavior and level of effort in work related activities. The more engagement an employee has with his or her company, the more effort they put forth. Employee engagement involves the nature of the job itself, if the employee feels mentally stimulated. Employee engagement deals with the trust and communication between employee and management, ability of an employee to see how their work contributes to the overall company performance, the opportunity of growth within the organization and the level of pride an employee has about work or being associated with the company.

Employee engagement is a property of the relationship between an organization and its employee. An engaged employee is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. Employee engagement is the extent to which employee feel passionate about their job, committed to the organization and put discretionary effort into their work.

1.7 IMPORTANCE OF EMPLOYEE ENGAGEMENT

BETTER PRODUCTIVITY

When employee are engaged at work, they feel a connection with the company. They believe that the work they are doing is important and therefore work harder.

LESS EMPLOYEE TURNOVER

If the members of the team are engaged and feel appreciated, they are less inclined to look for another opportunity. Forecasting a culture of employee engagement is the key to reducing turnover rates and boosting employee retention.

If employees feel needed and wanted when they go work each day, the connection they form with the company and their co-workers are not easily enclosed. By cultivating and maintaining these relationships, management can reduce the risk that employees will quit.

MORE POSITIVE EMPLOYEES

Workers who feel disconnected and disengaged are more likely to have negative things to say about the company. If a disengaged employee leaves of fired, they are able to spread their frustration on any no of social forms and sites. Negative feed backs towards tend to be magnified more than positive. Company's reputation and credibility could be damaged due to single disengaged, disgruntled employee.

Conversely, engaged employees are positive and have enthusiastic things to say about where they work. Whether they are bragging about their job to customers or simply telling friends and family how they enjoy.

EMPLOYEE SATISFACTION

Employee who are engaged at work feel satisfied with their career and are generally happier individuals than employees who aren't engaged. Boosting employee engagement is not simply about creating more productive, robotic employees and increasing profit. Employee engagement is advantages for both parties and should be treated as a two-way street. Engaged employees are cheerful employees.

CREATE BETTER COMMUNICATION

Employee who care about their job are more effective communicators with their co-workers, leaders and customers. Disengages employees may mindlessly go through their job with remembering any of the conversations they had.

Engaged employee will engage each other in stimulating discussions that could turn into productive brain storming sessions. It can also help to create new innovations and ideas.

MORE CREATIVE EMPLOYEES

Disengaged employee rarely produce new solutions or being innovative ideas to the table. They have little interest in contributing to the bigger picture or being creative with their job.

Engaged employee find creativity to be essential. They thrive on knowing that they can find new way to completing task and projects and always look for fresh tasks on old ideas.

1.8 MEASURE OF EMPLOYEE ENGAGEMENT

Employee engagement index (EEI) is the international tool used to measure employee engagement. EEI contains set of traits of employees and EE is measured by measuring and analyzing these traits separately.

ALIGNMENT

Alignment is the liking of organizational goals with the employee's personal goals. It requires common understanding of purpose and goals of the organization, and constancy between every objective and the plan right down to the incentive offers. Employee alignment is a strategic process that requires the senior management to develop a detailed plan that explains a general mechanism and specific action items for establishing linkage between corporate goals and individual incentives.

ACHIEVEMENT

Achievement deals with reaching a goal or completing a project, using skills, effort and persistence. The need for achievement is a psychological motivator that employees can develop wise manager help foster a need for achievement in their employees, because it can mean performance improvement, increased productivity and employee retention.

PRIDE

The pride in work gives employee a sense of purpose and meaning. It is also expected to motivate. It is also expected to motivate and energize. The best way to unstill pride in a work force is to set high standards and challenge people to meet them. The employee with pride will be happy to say where the work designation and also about his/her working environment.

ADVOCACY

It includes developing, implementing, administrating the process of analyzing the employer-employee relationship, performing ongoing evaluation of employee satisfaction

and engagement. It also includes matters that focus an employee communication, motivation and engagement enhancement practices.

COMMITMENT

Organizational commitment is the psychological attachment and resulting loyalty of employee to an organization, based on the pride of being part of the organization. They belief that their organization has values. A highly committed employee will identify with the goals and values of the organization, has a stronger desire belongs to the organization and is willing to display greater organizational citizenship behavior. Advantages of gaining employee commitment have been perceived to be better employee retention, extra role behavior, better product quality, better work safety and increased employee flexibility contributing to the firm's competitive advantages.

1.9 RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE OF SUPERVIORS AND EMPLOYEE ENGAGEMENT

Supervisors can promote a positive work place environment to help increase employee engagement. The emotional intelligence of superiors could have an effect as his or her workers job involvement, satisfaction and engagement. Emotional intelligent leaders generally accept at managing conflict and understanding their employee needs. The emotional balance of superiors helps their subordinates to perform quality work. Superiors should promote a positive workplace environment to help increase employee engagement.

Meaningful conversations, practicing active listening, and preparing employee for change were critical for employee-manager relationships. Practicing compassion and kindness led to clearer thinking and a more productive way of working.

Manager who are emotionally intelligent intrinsically seen to better understand how to motivate and engage their workers and it leads to better productivity.

1.10 RESULT AND DISCUSSION

In the section, the analysis and interpretation of relationship between emotional intelligence of supervisors and employee engagement in Tirupur garment industry has been presented. Percentage analysis is used to describe the demographic profit of employee and supervisors. Inter-correlation matrix is presented to study relationship

between set of independent variables, self-awareness and relationship management with dependent variable of employee engagement. Path co-efficient analysis is used to analyses the direct and indirect effect of variable of emotional intelligence on dependent variables employee engagement. Factor analysis is used to identify the understanding factors of employee engagement which determine the relationship with the emotional intelligence. Discriminate analysis is used to present the relationship between lower engagement group and higher engagement group of employees with variables of emotional intelligence.

1.10.1 PERCENTAGE ANALYSIS OF DEMOGRAPHIC PROFILE OF SUPERVISORS AND EMPLOYEES.

TABLE 1.2 PROFILE OF SUPERVISORS

Sl. No	Description		No. of Respondents	Percentage
1	Age	Up to 25 years	10	20.0
		25-35 years	19	38.0
		35-45 years	18	36.0
		Above 45 years	3	6.0
2	Gender	Male	39	78.0
		Female	11	22.0
3	Marital status	Single	18	36.0
		Married	32	64.0
4	Education qualification	Graduate	33	66.0
		Post Graduate	13	26.0
		Diploma	4	8.0

5	Working experience	<5 years	19	38.0
		5-10 years	19	38.0
		10-15 years	12	24.0
6	Monthly income	<Rs.10,000	15	30.0
		Rs.10,000-15,000	19	38.0
		Rs.15,000-20,000	11	22.0
		>Rs.20,000	5	10.0
7	Working hours per day	<8 hrs.	17	34.0
		8-10 hrs.	21	42.0
		10-12 hrs.	8	16.0
		>12 hrs.	4	8.0
8	Overtime of working	<2 hrs.	13	26.0
		2	16	32.0
		3	9	18.0
		4	10	20.0
		>4 hrs.	2	4.0
9	Distance from residence	<5 kms.	15	30.0
		5-10 kms.	20	40.0

		10-15 kms.	14	28.0
		>15 kms.	1	2.0
10	Mode of transport	Walk	7	14.0
		Two-wheeler	32	64.0
		Car	2	4.0
		Bus	9	18.0

It is inferred from the above Table 3.2 that (38%) of the respondents are belongs to the 25-35 years of age group and (78%) respondents are male. Among the respondents, (64%) the respondents are married. It is founded from the Table that the (66%) respondents are graduated. (38%) of the respondents have less than 10 years of working experience and (38%) have 10,000-15,000 Rs monthly income. (42%) of respondents working 8-10 hours per day. It is inferred from Table that (32%) respondents are doing 2 hrs. overtime work. It is concluded that (40%) of the respondents have 5-10 kms distance from residence the respondents (64%) are using two-wheeler as mode of transportation.

TABLE 1.3 PROFILE OF EMPLOYEES

Sl.No	Description		No of Respondents	Percentage
1	Position	machine operator	45	30
		Q.C	31	20.67
		Q.A	23	15.33
		Ironing	32	21.33
		Fusing	19	12.67

2	Department	Production	68	45.33
		Inspection	46	30.67
		Packing	36	24
3	Years of working	<2000	16	10.67
		2000-2005	22	14.67
		2005-2010	36	24
		2010-2015	48	32
		>2015	28	18.67
4	Age	20-30	53	35.33
		30-40	47	31.33
		40-50	29	19.33
		Above 50	21	14

It is inferred from the Table 3.3 that (30%) the respondents are working as machine operators and (45.33%) of the respondents are working in production department. It is observed from Table that (32%) the respondents started working between the years 2010-2015. And it is concluded that (35.33%) respondents are belongs to the age group of 20-30 years.

1.10.2 INTER-CORRELATION MATRIX

In order to study the relation between a set of independent variables namely Self-awareness-X1, Self-management-X2, Social awareness-X3 and Relationship management-X4 with the dependent variable Employee engagement-Y, inter-correlation matrix was worked out and furnished on table 3.4.

TABLE 1.4

INTER-CORRELATION MATRIX FOR EMPLOYEE ENGAGEMENT AND EMOTIONAL INTELLIGENCE ATTRIBUTES

	Self-awareness	Self-management	Social awareness	Relationship management	Employee Engagement-Y
Self-awareness-X1	1.00				
Self-management-X2	0.07	1.00			
Social awareness-X3	0.34	0.52	1.00		
Relationship management-X4	0.14	0.58	0.49	1.00	
Engagement-Y	0.26	0.34*	0.38*	0.18	1.00

*-Significant at 5 % level

It is seen from the above Table that the inter-correlation of the independent variables namely Self- awareness-X1, Self -management-X2, Social awareness-X3 and Relationship management-X4. It is also seen that the two independent variables namely Self- management-X2, and social awareness-X3, are significantly correlated with the dependent variable Employee engagement-Y.

1.10.3 PATH COEFFICIENT ANALYSIS

The Path coefficient analysis segregates the total response of each independent variable with the dependent variable Employee engagement-Y into direct response and indirect response via other independent variables. The direct effect of each of the explanatory variables on the dependent variable and the indirect effect of each explanatory variables on the dependent variable through other explanatory variables are furnished in the Table 3.5. The diagonal elements in each row represent the direct response of the independent variable and the rest in each rows represent the indirect response and the sum of these in each rows represent the total response of each independent variables.

TABLE NO: 1.5

DIRECT & INDIRECT EFFECT OF EXPLANATORY VARIABLES ON Y- EMPLOYEES' ENGAGEMENT

	Self-awareness	Self-management	Social awareness	Relationship management	Employee Engagement-Y
Self-awareness-X1	0.18	0.02	0.08	-0.02	0.26
Self-management-X2	0.01	**0.28**	**0.12**	-0.07	0.34*
Social awareness-X3	0.06	**0.15**	**0.23**	-0.06	0.38*
Relationship management-X4	0.03	0.16	0.11	-0.12	0.18

*- Significant at 5 % level.

It is seen from the above Table 3.5 that among the explanatory variables, the variable Self-management-X2 showed higher positive direct effect on the dependent variable employee engagement-Y. The variable Self-management-X2 also had higher positive indirect effect on Employee engagement-Y through Social awareness-X3. The variable social awareness-X3 showed higher positive direct on Employee engagement-Y. This variable social awareness-X3 also had higher positive indirect effect on Employee engagement-Y through Self-awareness X1. Hence the two variables Self-management-X2 and Social-awareness-X3 are substantially important contributing variable for the dependent variable employee engagement-Y.

1.10.4 FACTOR ANALYSIS

Factor analysis is a multivariate statistical technique used to condense and simplify the set of large number of variables to smaller number of variables called factors. This technique is helpful to identify the underlying factors that determine the relationship between the observed variables and provides an empirical classification scheme of clustering of statements into groups called factors.

TEST OF KMO AND BARTLETT'S TEST OF SPHERICITY

The use of KMO and Bartlett's test of Sphericity is primarily essential to measure sample adequacy for using Factor Analysis. The small value of KMO statistics indicate that the correlations between pair of variables cannot be explained by other variables and the Factor analysis may not be appropriate.

TABLE 1.6

KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin	Measure of sample adequacy	0.77
Bartlett's test of Sphericity	Approx. Chi-square	1575.55
	DF	435.00
	Sig	0.00

TABLE 1.7

RELIABILITY STATISTICS

Cronbach's Alpha	No. of items	No. of variables
.864	150	30

The reliability of scales used in this study was calculated by Cronbach's coefficient alpha and normally it ranges between 0 and 1. All constructs obtained an acceptable level of a coefficient alpha above 0.7, indicating the scales used in this study were reliable.

Using 30 statements on Employee engagement namely S1, S2, S3……., S30, Factor analysis is performed in order to group these statements on priority basis based on the strength of inter-correlation between them and cluster these statements in to the Factors extracted and the results are presented in the following Table 3.8.

TABLE 1.8

ROTATED FACTOR LOADINGS

	Statements	I	II	III	IV	V	VI	VII	VIII	IX	communality
1	S1	0.07	0.02	0.01	0.10	-0.06	0.15	**0.82**	0.02	0.20	0.75
2	S2	0.00	0.13	0.13	0.22	-0.07	-0.08	**0.69**	-0.05	-0.40	0.73
3	S3	0.04	0.24	0.21	**0.47**	-0.03	-0.04	0.28	-0.40	-0.12	0.58
4	S4	0.05	-0.03	-0.14	**0.71**	0.34	0.00	0.16	0.14	-0.13	0.71
5	S5	0.18	0.03	0.10	**0.68**	0.00	0.10	0.12	-0.10	0.14	0.56
6	S6	0.43	0.12	0.16	**0.63**	0.14	0.05	-0.16	-0.01	-0.12	0.68
7	S7	0.25	0.24	0.19	**0.52**	-0.16	0.23	0.10	0.27	0.10	0.61
8	S8	0.20	0.11	**0.63**	0.26	-0.20	0.22	-0.12	0.08	-0.06	0.63
9	S9	0.08	-0.05	0.33	0.30	0.19	-0.02	0.02	**0.55**	-0.09	0.56
10	S10	0.08	0.03	0.23	-0.09	0.06	0.04	-0.01	**0.70**	0.02	0.56
11	S11	0.05	0.06	**0.72**	0.08	0.10	-0.07	0.11	0.32	0.01	0.66
12	S12	0.21	0.23	**0.63**	-0.15	0.25	-0.02	0.21	0.11	-0.17	0.67
13	S13	0.05	0.21	0.37	0.10	**0.49**	0.24	0.02	0.17	0.15	0.55
14	S14	0.27	0.11	**0.58**	0.08	0.36	-0.09	0.02	0.05	0.21	0.61
15	S15	0.03	0.10	0.32	0.16	**0.65**	0.11	-0.16	0.09	0.08	0.62
16	S16	-0.02	0.06	0.01	0.00	0.07	-0.10	0.00	-0.01	**0.84**	0.73
17	S17	0.02	0.36	-0.04	0.04	**0.71**	-0.02	-0.04	0.06	-0.06	0.64
18	S18	0.16	**0.56**	0.00	-0.10	0.43	-0.10	0.29	-0.10	0.19	0.67
19	S19	-0.01	**0.73**	0.00	0.15	0.25	0.19	0.14	0.01	0.18	0.71
20	S20	0.10	**0.75**	0.15	0.06	0.24	0.11	-0.04	0.00	-0.11	0.69
21	S21	0.07	0.02	0.01	0.10	-0.06	0.15	**0.82**	0.02	0.20	0.75
22	S22	0.17	**0.78**	0.18	0.07	-0.03	-0.08	-0.01	0.02	-0.03	0.68
23	S23	-0.12	0.05	0.00	0.14	0.04	**0.78**	-0.06	-0.01	0.01	0.65
24	S24	0.21	0.01	-0.01	0.02	0.02	**0.74**	0.10	0.03	-0.08	0.61
25	S25	0.33	0.12	0.14	0.00	0.27	**0.48**	0.34	0.07	-0.28	0.64
26	S26	**0.63**	-0.02	0.06	-0.16	0.04	0.36	0.23	-0.13	0.05	0.63

27	S27	**0.58**	-0.04	0.35	0.19	0.32	0.18	-0.03	-0.22	0.08	0.67
28	S28	**0.71**	0.02	0.10	0.19	0.00	-0.03	0.08	0.11	0.24	0.63
29	S29	**0.72**	0.05	0.28	0.11	0.02	0.09	-0.07	-0.15	-0.20	0.69
30	S30	**0.75**	0.17	0.03	0.24	-0.02	-0.03	-0.02	0.28	-0.08	0.74
Eigen value		3.55	2.56	2.50	2.40	2.11	1.86	1.70	1.47	1.38	19.53
% Of variance explained		11.83	8.52	8.34	8.01	7.03	6.19	5.65	4.91	4.61	65.08
Cum. % of variance explained		11.83	20.35	28.69	36.70	43.73	49.92	55.57	60.48	65.08	

Table 3.8 gives the rotated factor loadings, communalities, Eigen values and the percentage of variance explained by the factors. Out of the 30 statements on Employee engagement, 9 factors have been extracted and these 9 factors put together explain the total variance of these Employee Engagement to the extent of 65.08 %. In order to reduce the number of factors and enhance the interpretability, the factors are rotated. The rotation increases the quality of interpretation of the factors. There are several methods of the initial factor matrix to attain simple structure of the data. The varimax rotation is one such method to obtain better result for interpretation is employed and the results are given in Table 1.9.

TABLE 1.9
CLUSTERING OF VARIOUS STATEMENTS INTO FACTORS

Factor	Awareness about various statements	Rotated factor loadings
I (11.83%)	S26	**0.63**
	S27	**0.58**
	S28	**0.71**
	S29	**0.72**
	S30	**0.75**
II (8.52%)	S18	**0.56**

	S19	**0.73**
	S20	**0.75**
	S22	**0.78**
III (8.34%)	S8	**0.63**
	S11	**0.72**
	S12	**0.63**
	S14	**0.58**
IV (8.01%)	S3	**0.47**
	S4	**0.71**
	S5	**0.68**
	S6	**0.63**
	S7	**0.52**
V (7.03%)	S13	**0.49**
	S15	**0.65**
	S17	**0.71**
VI (6.19%)	S23	**0.78**
	S24	**0.74**
	S25	**0.48**
VII (5.65%)	S1	**0.82**
	S2	**0.69**
	S21	**0.82**
VIII (4.91%)	S9	**0.55**
	S10	**0.70**
IX (4.61%)	S16	**0.84**

Nine factors were identified as being maximum percentage variance accounted. The 5 statements trust in information's, 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 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.

1.10.5 DISCRIMINANT ANALYSIS

Discriminant analysis is a statistical technique which allows to study the differences from two or more groups with respect to several variables simultaneously and provide a means of classifying any object/individual into the group with which it is most closely associated and to infer the relative importance of each variable used to discriminate from different groups. A linear combination of predictor variables, weighted in such a way that it will best discriminate among groups with the least error is called a linear discriminant function and is given by:

$D = L_1.X_1 + L_2.X_2 + \ldots\ldots\ldots\ldots\ldots + L_K.$ XK, where xi 's are predictor variables, Li's represents the discriminant coefficients, and D is the value of the discriminant function of a particular individuals/element such that if this value is greater than a certain critical value D*= (D1 bar + D2 BAR)/2, the individual would be classified in group I; otherwise, the individual would be classified in Group II.

In the present study there are two groups namely those respondents with Lower engagement score (Group I n1=25) and respondents with Higher engagement score (Group II n2=25). Four Predictor variables considered for the analysis includes the following:

Supervisors' Self-awareness-X1 and Self-management-X2, Social awareness-X3, and Relationship management-X4.

TABLE 1.10

MEAN SCORE

Explanatory Variables	Employee with	
	Lower engagement score (n1=25)	Higher engagement score (n2=25)
Self-awareness-X1	3.66	3.91
Self-management-X2	3.64	4.10
Social awareness-X3	3.65	4.10
Relationship management-X4	3.88	4.05

TABLE 1.11
TESTS OF EQUALITY OF GROUP MEANS
UNIVARIATE ANOVA

Explanatory Variables.	Wilk's Lambda	F (DF=1, 48)	Sig
Self-awareness-X1	0.92	4.22*	0.05
Self-management-X2	0.89	5.89*	0.02
Social awareness-X3	0.84	9.01**	0.00
Relationship management-X4	0.99	0.67 ns	0.42

**-Significant at 1 % level

DISRIMINENT FUNCTION FITTED

D = -9.537 - 1 .04 X1 + .98 X2 + 1.17 X3 -.69 X4

TEST FUNCTIONS

Eigen value: 0.320

Percentage of variation explained: 100

Wilks Lambda =0.757

Chi-square =10.77* DF = 4 p = 0.05

Canonical Correlation: 0.492

CLASSIFICATION OF INDIVIDUAL

Using the Discriminant function fitted and the observed predictor variables of the respondents, the respondents are classified and the correct % of classification is presented on Table 3.12.

TABLE 1.12

PERCENTAGE OF CORRECT CLASSIFICATION BY USING DISCRIMINANT FUNCTION ON THE DATA

Employee with	Lower engagement score	Higher engagement score	Total
Lower engagement score	20	5	25
Higher engagement score	7	18	25

From the above table, table 3.12 it is observed that out of 25 employees with Lower engagement score, 20 (80%) were correctly classified; out of 25 respondents with higher engagement score, 18 (72 %) were correctly classified.

Hence the percentage of correct classification is (38/50) *100 % or 76 % of original grouped cases correctly classified. The percent of correct classification of respondents

using the observed observation clearly indicates adequacy of the model in discriminating between the two groups.

RELATIVE IMPORTANCE OF PREDICTOR VARIABLE

The relative importance of each predictor variables in discriminating from the two groups is obtained and the results are presented on table 1.13.

TABLE 1.13

THE RELATIVE IMPORTANCE OF VARIABLES IN DISCRIMINATING FROM THE GROUPS

Explanatory Variables	Importance value of the variable (Ij)	Relative Importance (Rj) %	Rank
Self-awareness-X1	0.2571	19.0	3
Self-management-X2	0.4508	33.4	2
Social awareness-X3	0.5218	38.6	1
Relationship management-X4	0.1209	9.0	4
Total	1.3506	100.0	

It is seen from the above Table 3.13 those two variables namely Self-management-X2 and Social awareness-X3 are substantially important variable in discriminating between the two groups namely respondents with Lower engagement score and respondents with Higher engagement score among the respondents.

1.10.6 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 by assigning 1 for never; 2 for rarely; 3 for some times; 4 for always and 5 for almost always and the results are presented in the following tables.

NULL HYPOTHESIS:

There is no significant difference in the mean scores on self-awareness statements among the Supervisors.

TABLE NO 1.14

ANOVA TABLE

SOURCE	DF	S S	M S	F
Between groups	5	7.896	1.579	1.64 ns
Within groups	**294**	283.02	.963	

*DF= (6*50-1-5)

ns- Significant at 5 % level

Since the F is non-significant the null hypothesis of no difference in the mean scores on self-awareness statements among the Supervisor is accepted and there is no significant difference in the mean scores on self-awareness statements among Supervisors. The mean scores among the respondents is furnished on Table 1.15.

TABLE 1.15
SELF AWARENESS

Sl.No	Self-awareness	WEIGHTED AVERAGE AGREEABILITY SCORE	RANK
1	I could recognize the situations that trigger my emotions.	3.88	-
2	I get angry even on small mistakes made by	3.50	-

	employees.		
3	I am aware about the impact of my mood on other peoples.	3.94	-
4	I have enough confidence to present my thoughts in a group.	3.96	-
5	I can take immediate decisions without asking for anyone's opinion.	3.74	-
6	I am acknowledge own strength and area of weakness.	3.68	-

Source: Primary data

It is seen from the above Table 3.15 that among the scores on self-awareness statements, the mean score ranges from 3.68 to 3.96 and the mean score is on par among the six statements.

NULL HYPOTHESIS:

There is no significant difference in the mean scores on self-management statements among the Supervisors.

TABLE NO 1.16

ANOVA TABLE

SOURCE	DF	S S	M S	F
Between groups	7	14.999	1.666	1.36 ns
Within groups	**392**	480.241	1.225	

ns- Significant at 5 % level

Since the F is non-significant the null hypothesis of no difference in the mean scores on self-management statements among the Supervisor is accepted and there is no

significant difference in the mean scores on self-management statements among Supervisors. The mean scores among the respondents is furnished on Table 3.17.

TABLE NO 1.17

SELF MANAGEMENT

Sl.No	Self-awareness	WEIGHTED AVERAGE AGREEABILITY SCORE	RANK
1	I am aware about the level of force to be applied to the employees for work done.	4.20	-
2	I can manage my emotions when I get fired by my superior.	4.06	-
3	I never support any unethical actions of employees.	3.62	-
4	I can manage my anger to an employee even he /she commit a major mistake.	3.62	-
5	I perform better than the level of expectation by my superior.	3.94	-
6	I am not afraid to initiate a work.	3.88	-
7	I can manage sudden changes made by management.	3.72	-
8	I behave calmly if an employee make a mistake unknowingly and then give proper guidance to him.	3.72	-

Source: Primary data

It is seen from the above Table 3.17 that among the scores on self-management statements, the mean score ranges from 3.62 to 4.20 and the mean score is on par among the eight statements.

NULL HYPOTHESIS:

There is no significant difference in the mean scores on social awareness statements among the Supervisors.

TABLE NO 1.18

ANOVA TABLE

SOURCE	DF	S S	M S	F
Between groups	5	2.416	.483	.52 ns
Within groups	294	274.02	.932	

ns- Significant at 5 % level

Since the F is non-significant the null hypothesis of no difference in the mean scores on social awareness statements among the Supervisor is accepted and there is no significant difference in the mean scores on social awareness statements among Supervisors. The mean scores among the respondent is furnished on Table 3.19.

TABLE 1.19

SOCIAL AWARENESS

Sl.No	Social awareness	WEIGHTED AVERAGE AGREEABILITY SCORE	RANK
1	I always listen employee's explanation after they commit mistakes.	4.00	-
2	I spend time to know the underlying cause of	3.94	-

	employee's feelings, behavior and concerns.		
3	I am confident that my employee trust in my advice.	3.90	-
4	I am conscious about the quality of work.	3.74	-
5	I try to understand the reasons and history of organizational issues.	3.90	-
6	I never show my stress towards my employees	3.78	-

Source: Primary data

It is seen from the above Table 3.19 that among the scores on social awareness statements, the mean score ranges from 3.74 to 4.00 and the mean score is on par among the six statements.

NULL HYPOTHESIS:

There is no significant difference in the mean scores on relationship management statements among the Supervisors.

TABLE N0 1.20

ANOVA TABLE

SOURCE	DF	S S	M S	F
Between groups	5	1.466	.293	.26 ns
Within groups	294	326.200	1.109	

ns- Significant at 5 % level

Since the F is non-significant the null hypothesis of no difference in the mean scores on relationship management statements among the Supervisor is accepted and there is no significant difference in the mean scores on relationship management

statements among Supervisors. The mean scores among the respondent is furnished on Table 3.21.

TABLE 1.21

RELATIONSHIP MANAGEMENT

Sl.No	Relationship management	WEIGHTED AVERAGE AGREEABILITY SCORE	RANK
1	I personally take responsibility for resolving conflicts among employees.	3.96	-
2	I always support my employees for their career development.	4.06	-
3	I consider personal capabilities of employees while assign works for them	4.04	-
4	I knowingly create pleasant and humorous atmosphere to reduce the stress of employees.	3.98	-
5	I believe that friendly climate, good morale and co-operation is essential for my team and always try to maintain it.	3.88	-
6	I chat with employees as I want to know whether they satisfied in their job.	3.88	-

Source: Primary data

It is seen from the above Table 3.21 that among the scores on social awareness statements, the mean score ranges from 3.88 to 4.06 and the mean score is on par among the six statements.

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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 walking 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 towers 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.