



## RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE OF SUPERVISORS AND EMPLOYEE ENGAGEMENT IN TIRUPUR GARMENT INDUSTRY

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### **Abstract**

*The purpose of this study is to analyze the relationship between emotional intelligence of supervisors and employee engagement in Tirupur Garment Industry. The research objectives are a) to study the Emotional Intelligence level of Supervisors, b) to Study the level of employee engagement among the employees and c) To Study the relationship between Emotional Intelligence of Supervisors and the Employee Engagement of their direct reports. The study has used primary data which has been collected directly from supervisors and employees on Tirupur Garment Industry using survey method. Inter-correlation matrix is used to study relationship between set of independent variables, Self-awareness, Self-management, Social awareness and Relationship Management of Supervisors with dependent variable Employee Engagement. Path Co-efficient analysis is used to analysis the direct and indirect effect of each variables of Emotional Intelligence on dependent variable Employee Engagement. Factor analysis is used to identify the underlying factors of employee engagement which determine the relationship with emotional intelligence. Discriminate analysis is used to present the relationship between lower engagement group and higher engagement group of employees with the variables of emotional intelligence. In Tirupur Garment Industry, supervisors and employees are directly involved in production process and their efficiency directly influence on productivity. The employee engagement is highly related to the working environment and relationship with their supervisors. The study found that the 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.*

**Key words:** *Emotional Intelligence, Employee Engagement, Garment Industry, Emotional Intelligence of Supervisors.*

### **1. Introduction**

Tirupur Garment Export industry is a dynamic sector of the Indian economy. Tirupur is known as the knitwear capital of India. Popularity of Tirupur referred it as 'Dollar City' and 'Knit City'. Human resource is an imperative aspect in industries of all kinds, were it forms the base for everything in an organization. Some companies in Tirupur spend huge time and money to train their employees but unfortunately there is no assurance or binding on the part of trained labour to continue on the work in one place. Labour is a very sensitive area to handle in Tirupur. Lack of skill, lack of commitment and satisfaction of employees are the major problems faces by the management of Tirupur Garment Industry. Contributions by employees in terms of their physical strength, time and commitment are essential for the growth of industry. So employees should get satisfied not only in their economic needs, but also their social and psychological ones. Employee engagement is a property of the relationship between an organization and its employees. An engaged employee is one who fully absorbed his or her work by enthusiasm and so takes positive action to further the organizational reputation and interests. Previous Studies shows that employee engagement is directly proportional to the productivity of employees. More productive employees are the most valuable assets for a developing organization. A good leader can increase the likeness or satisfaction of the employees towards his work and working environment, through good communication, motivation and his emotional balance. In Tirupur Garment Industries supervisors are take part of that role and lead the employees in all the production process. The present study made an attempt to analysis the relationship between emotional intelligence of supervisors and employee engagement in Tirupur Garment Industry.

### **2. Review of Literature**

Only few studies have been tried to find the relationship between Emotional Intelligence of the superiors and the level of job satisfaction of the subordinates. The following are the important studies which give the conceptual support for the present research.

Giller and Benjamin [1] attempt to frame the relationship between emotional intelligence of managers and level of engagement. The study discussed in terms of business case for emotional intelligence development as a strategy to improve employment brand talent retention and productivity. The study has shown a meaningful relationship between the EI of managers and level of engagement among their staff. Praveen [2] studied on managers and supervisor's EI and their ability to perform effectively on the job is identified. As they are not able to manage their EI, it has a direct impact on their job. He found that low EI of managers and supervisors had an impact on the level of performance on their job. Badri [3] explains statistically significant relationship exist between EI and leadership style among software supervisors. Supervisors with high



EI scores and transformational leadership skills would be expected to positively influence individuals, teams and organizations that are experiencing significant organizational change. Peter and Marcus [4] claimed that emotional intelligence is significantly related to transformational and other leadership behaviors. The result of the study provides the first meta-analysis estimate of the relationship between EI and transformational leadership behaviors. They found that trait based assessments of EI demonstrated higher level of validity than ability based measures. Ann [5] attempts a qualitative study of the relationship between engagement of employees and the emotional intelligence of their respective leaders. The result of the study provides valuable insight into how workers assess leader behavior of their respective managers. The research suggests that one could attempt to increase his or her level of emotional intelligence either with formal education or by adopting new practices. Razi and Atif [6] studied the impact of emotional intelligence on turnover rate of first line managers of FMCG organizations in Karachi. The result shows strong relation of low emotional intelligence with increased employee job turnover rates. Descriptive statistics is applied to study sample characteristics and linear regression analysis and Karl Pearson's coefficient analysis is used for analysis. This analysis shows strong relation of low emotional intelligence with increased employee job turnover rate. Kushbu [7] explains that EI is a type intelligent that helps the individuals to perceive, understand and manage emotions. She studied that the impact of EI on organizational commitment employee retention. She claimed that EI, employee commitment and employee retention are very much connected to each other.

### 3. Significance of the Study

Labour productivity is the measure of economic growth of a country, which is measures the amount of goods and services produced by one hour of labour. As the long-term average annual increase of labour force in India is 1.7 percent, India will have to raise its labour productivity growth to 7.8 percent, to attain the GDP growth of 9 percent[8]. Growth in labour productivity depends on three main factors; involvement, technology and human capital. The problems arises with human capital is one of the reasons for lower productivity rate in Indian garment industry, comparing to other countries. The main problems deals with human capital management are Job satisfaction, employee engagement, job involvement, job related stress and homework interface. The employee engagement is related to the working environment and relationship with their supervisors. Supervisors with high emotional intelligent can positively influence on employee's performance. In Tirupur garment industry, supervisors and employees are directly involved in production process and their efficiency directly influence on productivity. Emotionally intelligent supervisors have the potential to influence their employee in positive way through good personal communication, motivation and inspiration. Hence, there exist a meaningful relationship between emotional intelligence of supervisors and level of engagement among their employees. The present study analyses the relationship between the emotional intelligence of supervisors and their employee engagement in the Tirupur Garment Industry.

### 4. Scope of the Study

- The investigation focus on the emotional intelligence level of supervisors using EI competency model.
- The scope is concerned with analysis the measures of employee engagement of low level employees in Tirupur garment industry.
- The study is restricted to the limited respondents from employees and supervisors in Tirupur.
- The study will be useful for supervisors to understand the mindset of their employees and hence they can balance their stress and other emotions.

### 5. Objectives of the Study

- To Study the Emotional Intelligence Level of Supervisors.
- To Study the level of Employee Engagement among the Employees
- To Study the Impact of Emotional Intelligence of Supervisors on Employee Engagement of their direct report.

### 6. Sources of Data and Methodology of the Study

In this study, descriptive and analytical research design has been adopted. Convenience sampling technique has been used to collect the data. 50 supervisors in Tirupur garment industry and 150 employees under them are taken as the sample for this study, which is taken in ratio of 1:3. The study has used primary data which has been collected directly from supervisors and employees on Tirupur garment industry using survey method.

The research tool used in the study is questionnaire. The questionnaire contain three sections, first two sections analyze the demographic profile and emotional intelligence of the supervisors. The third section has to analyze the engagement among employees. Emotional intelligence currently consists of twenty emotional competencies distributed in four clusters. It is also known as Goleman's revised model or frame work. [9]. For measuring the employee engagement the international tool of Employee engagement index (EEI) is used. Factor analysis is used to identify the underlying factors of employee engagement



which determine the relationship with emotional intelligence. Inter-correlation matrix is used to study relationship between set of independent variables, self-awareness, self-management, social awareness and relationship management of Supervisors with dependent variable employee engagement. Path co-efficient analysis is used to analysis the direct and indirect effect of each variables of emotional intelligence on dependent variable employee engagement. Discriminate analysis is used to present the relationship between lower engagement group and higher engagement group of employees with the variables of emotional intelligence.

## 7. Results and Discussion

In this section, the analysis and interpretation of relationship between emotional intelligence of supervisors and employee engagement in Tirupur Garment Industry has been presented.

### 7.1. Factor Analysis

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. Out of the 30 statement on Employee engagement, 9 factors have been extracted and these 9 factors put together explain the total variance of this 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

**Table.1, Clustering Of Various Statements into Factors**

Factor	Awareness about various statements	Rotated factor loadings
I (11.83%)	S26	<b>0.63</b>
	S27	<b>0.58</b>
	S28	<b>0.71</b>
	S29	<b>0.72</b>
	S30	<b>0.75</b>
II (8.52%)	S18	<b>0.56</b>
	S19	<b>0.73</b>
	S20	<b>0.75</b>
	S22	<b>0.78</b>
III (8.34%)	S8	<b>0.63</b>
	S11	<b>0.72</b>
	S12	<b>0.63</b>
	S14	<b>0.58</b>
IV (8.01%)	S3	<b>0.47</b>
	S4	<b>0.71</b>
	S5	<b>0.68</b>
	S6	<b>0.63</b>
	S7	<b>0.52</b>
V (7.03%)	S13	<b>0.49</b>
	S15	<b>0.65</b>
	S17	<b>0.71</b>
VI (6.19%)	S23	<b>0.78</b>
	S24	<b>0.74</b>
	S25	<b>0.48</b>
VII (5.65%)	S1	<b>0.82</b>
	S2	<b>0.69</b>
	S21	<b>0.82</b>
VIII (4.91%)	S9	<b>0.55</b>
	S10	<b>0.70</b>
IX (4.61%)	S16	<b>0.84</b>



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

### 7.1.1test 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. 2, 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. 3, 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.

### 7.2. 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.4

**Table. 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.13 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.



### 7.3. 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.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.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	<b>0.28</b>	<b>0.12</b>	-0.07	0.34*
Social awareness-X3	0.06	<b>0.15</b>	<b>0.23</b>	-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.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 effect 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.

### 7.4. 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:

$$D = L1.X1 + L2.X2 + \dots + LK.XK$$

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  $D^* = (D1 \text{ bar} + D2 \text{ BAR})/2$ , 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.6, 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. 7, 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



### Discriminant Function Fitted

$$D = -9.537 - 1.04 X_1 + .98 X_2 + 1.17 X_3 - .69 X_4$$

### 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.8

**table.8, 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.8, 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.9

**Table.9, The Relative Importance of Variables In Discriminating From the Groups**

Explanatory Variables	Importance value of the variable (I <sub>j</sub> )	Relative Importance (R <sub>j</sub> ) %	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.9 that 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.

### 8. 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. Supervisors 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 supervisors influence on work engagement, it will lead to more productivity and higher achievement and will create a quality work environment for employees.



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