



A Study on Emotional Intelligence Among the Middle Level Managers of Textile Industry Tirupur

KEYWORDS

Managers, Emotional Intelligence and Gender

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ABSTRACT *Emotionally intelligent people are aware of their emotions and the emotions of others. This study on 200 middle managers shows that female middle managers have higher emotional intelligence skills when compared to male middle managers, and that those who have more managerial experience have had more time to enhance their emotional intelligence skills. Implications for researchers, managers, and human resource professionals are considered*

Introduction

Management involves identifying the mission, objective, procedures, rules and the manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication: an enterprise environment implies human motivation and implies some sort of successful progress or system outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur in both a legal as well as illegal enterprise, because management is an essential arts to improve one's life and relationships. Management is there everywhere and it has a wider range of application. Based on this, management must have humans. So that manager must balanced their emotions in order to succeed his own life and organization

Emotional Intelligence

Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way you behave and the way you interact with others.

If you have high emotional intelligence you are able to recognize your own emotional state and the emotional states of others, and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

Branches of Emotional Intelligence:

Salovey and Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using emotions, the ability to understand emotion and the ability to manage emotions.

1. Perceiving Emotions
2. Reasoning with Emotions
3. Understanding Emotions
4. Managing Emotions

Review of Literature

1. Dr. Y. Lokeswara Choudary conducted study on "Impact of the Emotional Intelligence on work related outcomes among the Nursing staff at SRM hospitals, Chennai". This study explored all aspects of work and work related issues affecting work efficiency and emotional intelligence of the nursing staff. He found that primary reasons for emotions at work place are heavy work load and working conditions.

2. Mr. Arvind Hans, Dr. Soofi Asra Mubeen and Ms. Ruwaiya Salim Said Al Rabani conducted study on "A Study on Emotional Intelligence Among Teachers: A Case Study of Private Educational Institutions in Muscat". This Study emphasizes the importance of Emotional Intelligence in personal, academic and career success. Demographic factors influencing on Emotional Intelligence were also identified. The Result of the study indicated that the private educational institutions teachers in Sultanate of Oman have fairly high level of Emotional Intelligence.

3. The Term Paper on "Impact of emotional intelligence on employee's performance". This term paper is through light on impact of emotional intelligence on performance of employees and the next objective is to know how to become an EI organization. This study is concluded that emotional intelligence has greater impact on performance of employees and emotionally intelligent organization is based on an organizational strategy to improve business performance.

4. L.C.S. De Miranda (2011) has conducted study on "The relationship between emotional intelligence and leadership effectiveness with an emphasis on corporate culture in a consumer goods organization". The Study finds that most of the managers had moderate EQ score and found that stress management and motivation were the important factors. This study also recommended that the organization develops programs to enhance emotional intelligence of current managers.

5. Kerry S Webb has conducted study on "The Impact of leaders' Emotional Intelligence on Employee Satisfaction and Commitment". Business leaders impact their subordinate performance and attitudes through their leader behaviors and attitudes. This study discusses the potential impact of leader behavior via emotional intelligence attributes on employee satisfaction and commitment to their leader and to the organization. The findings suggest strat-

egies for enhancing leader behaviors to maximize positive individual and organization level outcomes.

Research Methodology:

Questionnaire method has adopted to collect data from the respondents. Descriptive research was adopted for the sample size of 200. The data collected from textile industry managers located in Tirupur. Convenience sampling method was used. Primary data collected from managers and secondary data collected from websites, journals, books etc.

The participants were requested to take the survey as a part of organizational behavior training. The participants were told that the results would be shared with the entire group in a Follow-up meeting. Participants were given 10 minutes to complete the short survey. Each question on the survey was measured using a 5-point Likert scale ranging from "Never" to "Always".

Hypothesis of the study:

The study proposes the following hypotheses:

Hypothesis 1: Females will have higher scores than males for self-awareness.

Hypothesis 2: Females will have higher scores than males for other-awareness.

Hypothesis 3: Those with more management experience (6 or more years) will have higher scores for other-awareness.

Table 1 Demographic factors of the Respondents

Gender	Respondents	> 6 years of Experience	> 6 years of Experience	MBA Degree
Male	100	56	44	63
Female	100	16	84	41
Total	200	72	128	104

The information above illustrates several key points. A total of 100 males and 100 females participated in this survey. A total of 63 or 63% of the males who participated in this study have earned an MBA degree and a total of 41 or 41% of the females who participated in this study have earned an MBA degree. Furthermore, a total of 44 or 44% of the males who participated in this study have at least six years of management experience and a total of 84 or 84% of the females who participated in this study have at least six years of management experience. Additional background information on the organization includes: There are four ranges for age group: 323 employees (56.5%) are 25 and under; 146 employees (25.5%) are between 26 and 34; 74 employees (12.9%) are between 35 and 45; and 29 employees (5.1%) are over age 45. Hypothesis one predicted that females will report higher scores than males when it came to self-awareness, and as presented in Table 2, this study supports the hypothesis because male self-awareness scores were significantly lower than female self-awareness scores.

Table 2

Males will have higher scores than females for self-awareness.

Descriptive Statistics and T-test of Two Means

Gender	Mean	Standard Deviation	Sample Size
Male	1 0 .8 0 0 0	1 .2 2 2 6 8	100
Female	1 5 .4 5 0 0	1 .5 1 3 4 1	100

$t = 2 3 .9 0 ; p = 0 .0 0 1$

The second hypothesis predicted that females will have higher scores than males for other-awareness and, as presented in Table 3, this study shows this hypothesis to be true since female respondents had a higher mean than male respondents at a significant level.

Findings of the Study

The Findings of the study was listed as below:

- Both male and female workers constitute the work force and they are literates.
- Married work force is found in less number than unmarried. Majority of them have nuclear family and no of dependents is low (two)
- They belong to middle income group and it is observed that they have a decent standard of living and happy life. This may be attributed to the regular payment of wages, incentives, bonus and other fringe benefits offered by the sample organization.
- Female manager have higher scores than males for self-awareness.
- Female manger has higher scores than males for EI factors.
- More experience person has more EI score compared to less experience person.
- This study has shown that women have higher levels of emotional intelligence which may make them the better manager of the 21 century.
- Research shows that women in developed nations throughout the world are also facing the same trials and obstacles in management.
- Women also face employers who do not want to take the risk of hiring a top manager who may have to take time off due to a maternity leave.

Suggestions

- The management may celebrate the festivals / important days, programmes, Labour Day etc., in its factory site and get together functions are to be arranged.
- It is suggested that women executives are much more likely than males to be a department head or to fill some other staff position, whereas men are much more likely to be chief executive officer (CEO), chief operating officer (COO), president, or vice president.
- The organization should conduct periodical meeting / seminar / workshop / outbound programmes with a view to explore the employees' skills to solve the problems and to enhance the emotional intelligence skill
- To pay attention to all staff members are key elements of gaining the trust and respect of employees

Conclusion

"The strength of a company lies in good Employees"

In the modern civilized world, every organization would like to utilize 100% human resources. This study was conducted Textile units located in tirupur the collected data was analyzed. On the whole, the Female middle managers have more emotional intelligence skill than the male. Theoretically, it is important to understand how and why emotional intelligence affects people's success in the workplace. Practically, it is important for managers to know whether emotional intelligence affects performance because it proxies self-confidence and persuasiveness. The study presented in this article clearly suggests that emotional intelligence affects people's careers and workplace interactions and therefore is worthy of continued scholarly investigation.

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