CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

The pressure of performance in textile employees has lead to emotional disturbances affecting the productivity of the employees. In the concept of Emotional Intelligence, relationship management has emerged as an important aspect in textile industry. EI is a major criterion when it comes to promotion, performance and hiring of individuals. Thus, EI is given high priority in hiring and development of employees in textile industry. The primary objective of the study was to determine the Emotional Intelligence of the employees in textile industry. Further it explored the relationship between impact of Emotional Intelligence on employees productivity and organisational commitment of the employees and also its influence on industrial relations in the study area. The researcher also investigated the stress among the employees on different dimensions like physiological, personal and work related. For this the researcher undertook a descriptive study among 1058 employees from a population of 1,25,000 employees based on disproportionate stratified sampling method.

The EI of the employees was measured under 18 variables namely: Self esteem, Self assessment, Emotional resilience, Self motivation, Self control, Inter relationship, Work efficiency, Emotional self knowledge, Emotional Expression, Conflict resolution, Personal inadequacy
Resource adequacy, Work to family spill over, Empathy, Supervisor relationship, Peers relationship, Patterns of organisation and Grievance handling procedures. They were grouped under four heads viz.

Self Awareness, Self Management, Social Awareness and Relationship Management. The collected data were systematically analyzed with the help of simple statistical techniques such as Percentage, Mean Score, Standard Deviation, Chi-square test, ANOVA and Multiple Regression Analysis. Factor Analysis, Structural Equation Modeling and Henry Garrett Ranking Technique were also used appropriately.

The previous chapter has analysed these aspects and also presented the relevant discussion of the study results. This chapter is devoted to enlightening the major findings of the study which is related to research objectives. Based on the research findings, the researcher has given suitable suggestions to improve the employee productivity and conclusion is also drawn in this chapter.

The first section of the analysis described the level of Emotional Intelligence of the selected respondents in Textile industry in Coimbatore district. It is observed that, participation of women is comparatively less and transgenders are recognized at their work place. The respondents were at the shop floor level and the Supervisor level. Hence, their level of education is moderate. The Income level shows that, most of them earn minimum guaranteed rate of wages. Majority of the respondents are from weaving, dyeing and finishing organisation, as they employ the maximum number due to the Nature of work. Majority of the employees have considerable experience of five to ten years. Most of them work in the day shift as night shifts come on rotation basis. The Working hours are found to be within the norms and employees are paid overtime wages when they have put in
additional hours of work, which does not exceed once in a week. Most of the employees have attended the trainings offered.

57 percent of respondents travel five to fifteen kilometers a day to work. 87.7 percent are living with their family and 39.6 percent of the respondents are using company bus as their Mode of transport, thereby reducing the strain of plying by other modes of transport as most of them travel over 10 kilometers a day. Most of the employees are in the age group of 31-45 with an average family size of four to six members which includes their parents and children. Most of the respondents are from rural background followed by semi-urban and urban settlement. The employees have favourable opinion about the Self esteem, and felt that, they were seen as ideal people and took a positive attitude. Majority of them opined that, they were able to express their emotions appropriately, there by exhibiting good EI at workplace.

Majority of the respondents agreed with their ability to act decisively when faced with a tough decision including staff issues, press case in the face of opposition and regulate work life balance in order to be resilient. The overall opinion about self-motivation of the employees was good. They had favourable opinion towards Self control, inter relationship, and work efficiency, while they were equally concerned with work place safety and self knowledge. They had strong emotions that, were hard to control at work place. Further, the respondents have favourable opinion towards Personal adequacy, Resource adequacy, Work to family spill over, Empathy, Supervisor relationship, Relationship with peers, Patterns of organisation and Grievance handling procedure.

With the evidence of Chi-Square test results, the personal factors like Gender, Age, Marital status, Educational status, Number of members in the family, Area of residence, Income level and convenience factors namely
Distance travelled to work, Status of residence, Mode of transport were found to have significant relationship with the level of Emotional Intelligence of the employees. Further, the job related factors like Nature of the work, Years of experience, Working shift, Working hours and Training attended are also having close association with the level of Emotional Intelligence.

The Multiple Regression Analysis shows that, the Emotional Intelligence of the employees in textile industry is positively associated with the Gender, Marital status, Educational status, Income level, Type of family, Nature of work, Working shift and Opinion towards training attended by the respondents.

The increase of Emotional Intelligence is highly predicted by the measured variables namely: Self motivation, Self control, Work efficiency, Emotional self knowledge, Conflict resolution, Personal inadequacy, Supervisor relationship and Patterns of organisation. On the other hand, increase of Emotional Intelligence is less predicted by the measured variables namely: Self asessment, Emotional resilience, Employee inter relationship, Emotional expression, Resource adequacy, Work to family spill over, Empathy, Peers relationship and Grievance handling procedures.

The Factor Analysis shows that, the constructed four factors namely: Self awareness, Self management, Social awareness and Relationship management are having significant impact on the Emotional Intelligence of the textile employees in the study area. Among the four factors, Relationship Management contributes the maximum towards work performance and social awareness contributes the minimum.

The Structural Equation Model suggests that, all the measured variables namely: Self esteem, Self assessment, Emotional resilience, Self motivation, Self control, Employee inter relationship, Work efficiency,
Emotional self knowledge, Emotional expression, Conflict resolution, Personal inadequacy, Resource adequacy, Work to family spill over, Empathy, Supervisor relationship, Peers relationship, Patterns of organisation and Grievance handling procedures are significantly associated with EI of the selected sample employees. Thus, the factors influencing EI of the respondents are identified. These findings are similar to the findings of Radha Sharma (2007), Dilip Singh (2006), Daniel Goleman (2001) and Moshe Zeidner (2004).

In the second section, the researcher has observed increase in employee productivity as the effect of this Emotional Intelligence. The Multiple Regression Analysis shows that, the impact of Emotional Intelligence on employees productivity in textile industry is positively associated with their Marital status, Educational status, Family size, Residential area, Income level, Mode of transport, Nature of work, Working shift and Opinion towards training attended in the study area.

It is found from the Multiple Regression Analysis that, the level of organisational commitment of the employees in textile industry is positively associated with their Gender, Marital status, Educational status, Income level, Travelling distance, Type of family, Mode of transport, Nature of work, Working experience and Working hours. Further, organisational commitment was found to have an impact on the EI of employees.

Further, the employees are found to have favorable opinion regarding trade union activities like: Benefits received, Satisfaction level of Trade Union activities, Impact of Industrial conflict on industrial relations in work place.

It is identified from the Henry Garrett Ranking that, the majority of the respondents joined the Trade union for reasons like “improvement in pay
and conditions” and “support whenever faced with problems in workplace” and because most people at work are members. It is found from the correlation analysis that, EI has a significant impact on the industrial relations at workplace. The findings of this section is similar to the findings of Slaski and Cartwright (2003).

The next section had found the stress among the employees in different dimensions namely: physiological impact, personal and work related. Most of the respondents were frequently suffering from back pain while working and majority of the respondents never faced the behavioural symptoms like increased pulse rate at the time of working in the textile industry. Majority of the respondents are stressed due to ‘change in the Working hours’ and ‘change in the working conditions’ at work.

Majority of the respondents opined that, “health problems” and “family conflict” are the important personal problems related to stress in workplace. Majority of the respondents faced the problems like “work overload” and “performance appraisal” in textile industry. Majority of the respondents opined that, “initiative” and “trustworthiness” are major effects of self management on job effectiveness. This study is in accordance with the findings of Jerrell Cassady (2008), Suzy Fox (2012) and Duleuicz (2000).

Thus the objectives of the study namely:

- To find out the factors influencing the Emotional Intelligence of the employees.
- To examine the impact of Emotional Intelligence on productivity of the employees.
- To identify the impact of Emotional Intelligence on Organisational Commitment.
To find out the impact of Emotional Intelligence on Industrial Relations and,

To study the stress of the respondents were measured, analysed and proved with relevant statistical evidence. The study revealed the factors contributing to EI, its impact on organisational commitment, productivity and Industrial relations. The study also throws light on the sources of stress at work, there by identifying means to handle the employees stress. The study has highlighted the significance of EI on the overall effectiveness of the industry. Other things remaining constant, the employees capability adds to the performance of an organisation. Thus, EI is found to be vital in handling the emotional resource of the organisation that is the human resource. A model of EI based on the present study is given below:
Figure 5.1 Model of Emotional Intelligence
This model postulates that, organisational factors namely: patterns of organisation, relationship management, training and development, and grievance handling procedures was found to influence the employees Emotional Intelligence in industry.

On the other hand individual factors constituted, Self awareness, Self management, Social awareness and Relationship management. Self awareness includes Self esteem and Emotional resilience. Self management includes Self motivation, Self control, Emotional self knowledge, Emotional expression, Personal adequacy and Work efficiency. Social awareness includes Resource adequacy, Work to family spill over, Empathy and Conflict resolution. Relationship management considered helps in developing employee relationship in the industry. Thus, these factors helps in improving the employees Emotional Intelligence individually.

It can be concluded that, Emotional Intelligence helps to increase the employees productivity in industry. Increased employee productivity results in organisational commitment and also improves industrial relations in industry. Organisational commitment enhances employees productivity and also to maintain industrial relations. Industrial relations boost up employees productivity and helps to overcome the stress.

The study threw light on some weak spots which require attention. The suggestions to address them are discussed in the following section:
5.2 SUGGESTIONS

From the findings it is found that, majority of the employees are having good Emotional Intelligence, those that who belong to the high income group and married, between 31 to 45 years of age, living with family, travelled around 15 kilometers everyday to their work place by company bus, and living in rural area. Even though, they are having good Emotional Intelligence, their productivity is affected by some barriers like: not able to work for more time in their company even if they are interested to do work due to non availability of accommodation. It may affect their working performance day by day. So, the company may offer the residential facility or increased transport facilities for their employees to put in more to utilise additional hours of work. From the research findings, weaving department employees are found to have high Emotional Intelligence than other department employees working in day shift. This shows that there exist imbalance in workload among the employees of various departments. So, the Management should maintain balanced distribution of workload to enhance the employee productivity of their existing workforce.

Employees are the most valuable asset of an organisation. So, the Management should motivate in an optimistic way to boost up their Self esteem and engage in their work to increase employee productivity thereby enhancing the success of their industry. From the study findings, the variables like Self assessment, Emotional resilience, Employee inter relationship, Emotional expression, Resource adequacy, Work to family spill over, Empathy, Peers relationship and Grievance handling procedures are less effective and it should be stimulated for increasing the Emotional Intelligence among the employees in textile industry.

Training in Emotional Intelligence increases managerial skills, team building and employee competence at all levels and it inevitably improves the
bottom line. Hence, the researcher recommends that, textile industry must afford training for the employees to initiate themselves in taking up responsibilities at work. The researcher recommends that, the textile industry should provide effective grievance handling system, balanced workloads, an open communication climate, chance for expressing conflicts with the supervisors and stress reduction programmes like social gathering, organisational focus and celebrations at work place to stabilize Emotional Intelligence at work place.

For better performance of the employees, maintaining good relationship and improvement in Self Awareness, Self Management and Social Awareness are considered to be important. These factors enhance the employees productivity in textile industry. Hence, proper measures for person and job fit is to be ensured so as to increase the involvement of employees. People with poor job fit, tend to be less committed to their work and the organisation. They also tend to dilute the work ethics, job satisfaction and result in poor inter employee relationship. So, the textile industry must identify the reasons for low productivity and establish strategies to improve employees productivity by concentrating on the Emotional Intelligence of the employees.

The researcher found that, employees with less knowledge regard to their work and inadequate or lack of rewards and bonuses leads to less productivity among the employees. So, the company should give more training orientation to enhance their knowledge about their work and promote them by giving more rewards for their betterment of work performance. Promoting equity in reward handling is considered to be essential in this issue.

It is observed that, the school level educated employees are having high level of productivity than the other educational groups. So, the textile
industry should promote the higher educated employees by giving special work related to their education to improve their work balance and encourage them to take up challenging assignments. High level of organisational commitment is found to exist among the selected employees whose are living in rural area, working for above 10 hours in a day, in warehouse department and regularly attending training programmes.

The employees from the urban area are found to have skipped training programmes, due to their paucity of time that, is consumed in reaching their residence. Periodical residential training programmes can be offered to these employee or, special transport facilities shall be offered during the training programme to combat the issue related to travel and time constraints. As training is considered to improve the productivity, such measures to impart compulsory training programs should be ensured, for the betterment of the organisation and the individual worker himself.

Only 45.5 percent felt that, the trade union activities enhanced the employee’s productivity. That, means, the trade union activities has not fully reached the employees. Most of the employees are not interested to involve in trade union activities. But industrial relation is an important part to enhance the employee productivity. Participation of employees in trade union activities shall create more awareness about themselves and organisation which helps to improve their productivity.

Trade unions shall be considered as productive organisations, in the view that, they give emotional security to the worker and sense of belongingness. The training programmes offered through these unions are considered effective in increasing the productivity and Emotional Intelligence as well. Analysis shows that, majority of the respondents report back pain while working and lack of encouragement in their work. The back pain and such other physical inconvenience will lead to poor work. Hence, the textile
industries shall impart yoga training to improve the mental and physical health of the employees.

Majority of the respondents are stressed with the frequent changes of working hours and working conditions. It particularly affects the married employees more than the unmarried employees because of irregular systems of personal life. So, the textile companies shall maintain stable working hours at least for a month, which will help in making arrangements by the employees for family care. It shall reduce their stress and increases their productivity. Most of the employees are stressed with work overload. Dwindling resources and ever-burgeoning workloads drive panics, anxiety and depression high therefore, textile companies should provide adequate resources to make feel their employees in a normal breadth.

Employees in textile industry should have empathy and realize the situation and accept or respect each other feelings. Employee should control all the negative emotions like anger, irritation, excessive anxiety, and maintain a balanced life to think in an optimistic way, even in negative situations. The employees must involve in activities which give confidence and self-control to adopt win-win conflict resolution strategies, showing active interest in other’s interest and concern, nurturing better interpersonal relationship and encourage group tasks in textile industry. The Management of the organisations should develop self-awareness of the employees to increase the organisational commitment to build up employee productivity in the workplace.
5.3 CONCLUSION

This study was done at Coimbatore in textile industry to explore the Emotional Intelligence of the employees. Among the four elements examined viz.a.viz., Self Awareness, Self Management, Social Awareness and Relationship Management, Relationship Management was found to have a significant impact on employees productivity than other factors. When an employee is emotionally strong, it reflects in his productivity. Thus, the administration should give priority in sorting out various problems faced by them and make the employees psychologically stable. The study addresses the behaviour, psychological and health related problems of employees.

It can be concluded that, the textile industry should concentrate more on the work related factors of employees to effectively handle the emotions at work place and thereby improving the level of productivity of the employees. Indeed this will help in enhancing the industrial relations in organisation. The study also highlights that, investing in Emotional Intelligence training program helps to enhance the level of Emotional Intelligence among employees, which not only facilitates the improvement of the individual performance but also increases the organisational performance. Thus, the positive impact of Emotional Intelligence at work place once again proved.