

Chapter VII

FINDINGS

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7.1 Introduction

The present study aimed at studying the relationship between workplace outcomes and emotional intelligence of managers and supervisors in select public sector firms in Kerala.

The analytical tools used in the study were factor analysis, structural equation modelling, ANOVA, correlation and Regression. The first two tools used as a method for scale construction. The remaining tools used to test the study hypotheses.

Workplace outcomes is the dependent variable and emotional intelligence is the independent variable.

7.2 Exploratory Factor analysis

Exploratory factor analysis helped to identify the factors of the study variables. Firstly exploratory factor analysis was applied in the variable emotional intelligence. Then the analysis was performed in the variable workplace outcomes. The findings are detailed below:

a) Emotional intelligence

- A four-factor structure for 34 items was evident, based on principal axis factoring with promax rotation.
- The first factor was named as understanding emotions and it had eleven items with loading of .760 to .616.
- The second factor was named as perceiving emotions and it had nine items with a loading of .802 to .647.
- The third factor was managing emotions and it had eight items with a loading of .824 to .803.
- The fourth factor was named as using emotions and it had six items with a loading of .799 to .718.

- Correlation matrix provided positive correlation between the factors perceiving, understanding, using and managing emotions.

b) Work Attitude

- A five factor structure from seventeen items was identified
- First factor named as the attitude about the superiors and it had four items with a loading from .852 to .695.
- Second factor named as the attitude about the work and it had four items with a loading from .687 to .813.
- Third factor was attitude about management and it had four items with loading of .691 to .702.
- Fourth factor was attitude about working conditions and it had three items with a loading of .722 to .783.
- Fifth factor was attitude about co-workers and it had two items with a loading of .737 and .751.
- Correlation matrix revealed positive correlation of the factors between about superiors, about work, about management, working conditions and about co-workers.

c) Interpersonal facilitation

- A five factor structure was identified from fifteen items for interpersonal facilitation.
- The first factor named as expressive behaviours and it had four items with a loading of .798 to .792.
- Second factor was considerate behaviour and it had three items with a loading of .786 to .674.
- Third factor named as beneficent behaviour and it had three items with a loading of .655 to .917.
- Fourth factor was directive behaviours and it had three items with a loading of .750 to .726.

- Fifth factor was helpful behaviours and it had two items with a loading of .894 to .620.
- Correlation matrix revealed positive correlation of the factors between expressive, considerate, beneficent, directive and helpful behaviours.

d) Job performance

- A six factor structure was identified from twenty eight items for job performance.
- The first factor named as dedication and it had seven items with a loading of .811 to .757.
- The second factor was job related and it had five items with a loading of .866 to .661.
- The third factor was coordination and it had four items with a loading of .823 to .761.
- The fourth factor was task related aspects and it had four items with a loading of .787 to .649.
- The fifth factor was cooperation and it had four items with a loading of .751 to .690.
- The sixth factor was commitment and it had four items with a loading of .787 to .628.
- Correlation matrix revealed positive correlation of the factors of between dedication, job related, coordination, task related, cooperation and commitment.

7.3 Confirmatory factor analysis

Confirmatory factor analysis strengthened the factor structure of the study variables through factor confirmation.

a) Emotional Intelligence

The variable Emotional Intelligence was subjected to confirmatory factor analysis using R software. The 34 items of emotional intelligence were examined

using confirmatory factor analysis (CFA) on the basis of EFA results (Gerbing and Hamilton, 1996)¹. This approach was applied to examine the dimensionality of each variable or factor and also to test the model fit of the four dimensions or factor of emotional intelligence step by step.

The results of the study indicated that the identified factor structure of emotional intelligence (through EFA) provided a good fit for data in the study population, as evidenced by all relative fit indices meeting fit criteria.

b) Work attitude

The seventeen items of work attitude was subjected to confirmatory factor analysis. The results of the study indicated that the identified factor structure of work attitude through EFA provided a good fit for data in the study population, as evidenced by all relative fit indices meeting fit criteria.

c) Interpersonal Facilitation

The fifteen items of interpersonal facilitation was subjected to confirmatory factor analysis. The results of the study indicated that the identified factor structure of interpersonal facilitation through EFA provided a good fit for data in the study population, as evidenced by all relative fit indices meeting fit criteria.

d) Job performance

The twenty eight items of job performance was subjected to confirmatory factor analysis. The results of the study indicated that the identified factor structure of job performance through EFA provided a good fit for data in the study population, as evidenced by all relative fit indices meeting fit criteria.

7.4. Structural equation modelling

Structural equation modelling is used to analyze the structural relationship between measured variables and latent constructs. In this study the structural relationships of each study variable was developed and draw the model.

a) Emotional Intelligence

All the four factors (Perceiving emotions, Using emotions, Understanding emotions and managing emotions were significant on predicting the latent variable

emotional intelligence. Using emotions had the greatest and managing emotions the smallest loadings in predicting the variable emotional intelligence. Here all the estimates in the model were strongly significant with p values smaller than 0.001.

b) Work Attitude

Five factors significantly predicting the latent variable work attitude and the parameter estimates for each factor is about work (1.000), working conditions (1.341), about co-workers (0.803), about superiors (1.283) and about management (0.337). Here all the estimates in the model were strongly significant with p values smaller than 0.001.

c) Interpersonal Facilitation

Five latent variables are significant on predicting the variable interpersonal facilitation and the parameter estimates for each factor is expressive (1.000), helpful (0.994), beneficent (0.904), directive (0.782) and considerate (0.363). Here all the estimates in the model were strongly significant with p values smaller than 0.001.

d) Job Performance

All the six factors were significant on predicting the latent variable job performance. Job related factor was assigned as the first indicator variable of job performance and its loading was fixed at 1. Coordination factor had the greatest and task related had the smallest loadings in predicting the variable job performance. Here all the estimates in the model were strongly significant with p values smaller than 0.001.

7.5. Hypothesis testing based on the study objectives

7.5.1 Workplace Outcomes of Supervisors and Managers

In this section the hypothesis formulated to find out the difference among the job performance, interpersonal facilitation and work attitude of supervisors and managers were tested using ANOVA.

a) Job performance

Six job performance factors were tested using ANOVA. Only job related factors has significance (.0875.) difference on supervisors and managers at 10%

level of significance. The p value is greater than .05 significance level, hence the present study has brought out no significant difference among the job performance of supervisors and managers of Public Sector Firms in Kerala.

b) Interpersonal Facilitation

The present study has brought out significant difference among the interpersonal facilitation factor; helpful behaviour of supervisors and managers (at 5% level of significance). Also the factor directive is significantly (0.0792) different between the managers and supervisors at 10% of level of significance. The p value is greater than .05 significance level, for all the remaining factors that is expressive, beneficent and considerate behaviours. Hence the present study has no significant difference among the interpersonal facilitation of supervisors and managers.

c) Work attitude

The study proved that there is no significant difference among the work attitude factors such as working conditions, about co-workers and about management of supervisors and managers. The remaining two factors that is about work and about superiors have significant difference (at 10% significant level).

7.5.2 Emotional Intelligence of supervisors and managers

In this section the difference among emotional intelligence of supervisors and managers were tested using ANOVA.

The results show that there is no significant difference among emotional intelligence of supervisors and managers.

7.5.3 Relationship between Workplace Outcomes and Emotional Intelligence of Supervisors and Managers

In order to study the relationship between workplace outcomes and emotional intelligence correlation and regression analysis were applied.

a) Relationship between Work attitude of Supervisors and Managers and Emotional intelligence

From the study it is revealed that the emotional intelligence of supervisors and managers positively affect their work attitude. 46.49% variation in work attitude

is explained by the changes in the emotional intelligence of supervisors and managers.

b) Relationship between Emotional Intelligence and Interpersonal facilitation of supervisors and managers

The analysis proved that there is relationship between emotional intelligence and interpersonal facilitation of supervisors and managers of select public sector firms. Emotional intelligence of supervisors and managers has a significant effect on their interpersonal facilitation. Emotional intelligence of supervisors and managers cause 47.49 % of the variance in their interpersonal facilitation.

c) Relationship between Emotional intelligence and Job performance of supervisors and Managers

Emotional intelligence of supervisors and managers has a positive impact on their performance. Emotional intelligence of supervisors and managers cause 41.1 % of the variance in their job performance.

7.5.4 Demographical differences on EI and Workplace outcomes

Here firstly find out the difference between demographical factors of respondents and emotional intelligence factors by using ANOVA. Secondly find out the difference between demographical features of respondents and workplace outcomes (job performance, interpersonal facilitation and work attitude).

a) Demographical characteristic of respondents and Emotional Intelligence

Results of the study shows that the age factor of respondents has significant difference on four emotional intelligence factors. Demographical factors of years of service and qualification have significant difference on the factor of managing emotions.

b) Demographical characteristic of respondents and Workplace outcomes

Here ANOVA was used to find out the difference between demographical features of respondents and sub variables of workplace outcomes.

i) Demographical characteristic of respondents and Work attitude

Age group of respondents have significant difference on work attitude factors. Demographical factor of qualification has significant difference on the factors of working condition and about co-workers

ii) Demographical characteristic of respondents and Interpersonal facilitation

The age factor of respondents has significant difference on the factors of interpersonal facilitation. Demographical factor of qualification has significant difference on the expressive, beneficent and directive factors of interpersonal facilitation

iii) Demographical characteristic of respondents and Job performance

The age factor of respondents has significant difference on job performance factors.

7.6. Conclusion

This chapter described the findings of the study. It contains four sections. First section of the chapter contained the findings from exploratory factor analysis. Second section dealt with the findings of confirmatory factor analysis. Third section covers the findings from structural equation modelling of each study variable. Fourth section dealt with the findings from hypotheses testing based on the study objectives.

Reference

1. Gerbing, D. W., and Hamilton, J. G., The Viability of Exploratory Factor Analysis as a Precursor to Confirmatory Factor Analysis. *Structural Equation Modeling*, 3(1), 62-72, 1996.