
EXAMINING EMOTIONAL INTELLIGENCE AMONGST MID-LEVEL MANAGERS OF THE READY MADE GARMENTS SECTOR OF BANGLADESH

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ABSTRACT

It is a pilot study, part of a thesis, where we attempted to find out emotional intelligence's four construct's, Self-emotional awareness, recognizing others' emotions and use of it, Identifying, Managing and Use of Emotions, Regulation of Emotion. Relationship with the leadership behaviours amongst the mid-level managers of readymade garments Bangladesh. The research used quantitative methodology, adopted survey method for collecting data. Four hundred and seventy (470) managers and same numbers (470) of workers who worked under those managers had been surveyed through structured questionnaires in fifty RMG factories at Dhaka. Ten managers and ten workers were selected at random from each factory making it a total 940. We used SPSS to analyse the data. The result showed Use of Emotions had no significant role in determining the type of leadership behaviours likely to be practiced by mid-level managers of the RMG Bangladesh. The managers were also not well acquainted with the term emotional intelligence therefore, their use of it as a tool for leadership had been negligible. Keywords: Emotional Intelligence, Leadership behaviour, RMG, Bangladesh

Key words: Garments, Bangladesh, Ready Made, Self-emotional, leadership

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1. INTRODUCTION

Emotional Intelligence (EI) has four constructs [Self-Awareness of Emotions or Self Emotional Awareness (SEA), Recognising Others' Emotions and use of it (OEA), Identifying,

Managing and Use of Emotions (UEA), Regulation of Emotion (ROE)]. In 1990, Psychologists Peter Salovey and John Mayer published their landmark article “Emotional Intelligence” (EI) in the journal (*Imagination, Cognition, and Personality*) (Kong, 2014; Kaur and Mehta, 2017). But had it not been already identified since Abraham Maslow described the Hierarchy of Needs in 1950?

The Ready Made Garments (RMG) factories are one of the fast-paced manufacturing plants in Bangladesh (BD) (Berg *et al.*, 2011). RMG BD is described as workplaces with long hours of work, holiday works, and having continuous pressure to meet deadlines (Habibur Rahman and Siddiqui, 2014; Dey and Basak, 2017). We visualize these are perfect environment to test how and in what way EI plays the role in the leadership behaviours of the mid-level managers (of RMG BD).

Leadership is influenced by culture of the nation and workplace environment. Bangladesh whose RMG is having a past image of employing child labour, Rana Plaza Tragedy, and sweat-shop like work environment, off course do not speak of good leadership with EI. The workers being less educated whose 70% (of the workforce) being female, the leadership scenario is opposite of multinational banks, firms or other Multi National Company (MNC) or technological organisations. To some extent the corporate culture is missing in the RMG BD (Ullah, Sunny and Rahman, 2013).

Moreover, Bangladesh (BD) being a developing country, the research will be able to take a stand for the aptness of EI in a 3rd world (developing) country whose middle managers are not educated, who lacks leadership and managerial competency and being influenced by Asian culture of opportunistic leadership which is sometimes unethical, too (Habibur Rahman and Siddiqui, 2014).

Having understood the debate on EI and selecting the standard environment where EI is easier to measure by quantifying, this research will explore how RMG BD’s midlevel managers use EI or how much are they aware of EI, and what is the feedback on the leaders by the led. In the first part, we will measure the mid-level managers Self Emotional Awareness (SEA), Recognising Others’ Emotions, others Emotional Awareness and use of it (OEA), Identifying, Managing, Regulating and Use of Emotions (UEA and ROE). In the second part, we will measure the feedback of the operators on their supervisors and then correlate these two parts.

2. RESEARCH QUESTIONS

What are the relationships between EI’s four constructs (SEA, OEA, ROE, UOE) and the LB of the mid –level managers of the RMG BD?

What are the feedbacks of the operators (led/under commands) on their supervisors?

What are the relationship between 1 and 2?

3. LITERATURE REVIEW

Mayer & Salovey (1990) addressed emotion as a competency and developed the seminal emotional quotient (EQ) model. They defined EQ as the ability to understand, control and utilize the emotions of the self and others. Goleman (1995) applied his model of EQ to the business world in his first book *Emotional Intelligence, Why it can matter more than IQ*. He further consolidated these issues with the follow-up books “*Working with Emotional Intelligence*” (1998). The ensuing research formulated the centrality of EQ in workplace performance, and particularly in leadership excellence (Cherniss, 2000; Goleman, 2002).

Emotional Intelligence has three main models. The first model (John Mayer Peter Salovey and, Caruso) thinks EI as a form of pure Intelligence, which is a cognitive ability. A second model (Reuven Bar-On) consisting of cognitive ability and personality aspects regards EI as a mixed intelligence. This model emphasize how cognitive and personality factors influence general well-being. The third model (Daniel Goleman) also perceives EI as a combined intelligence but focuses on workplace success. Salovey and Mayer's model of EI is measured using the Mayer- Salovey-Caruso Emotional Intelligence Test (MSCEIT), a performance measure that requires the participant to complete tasks associated with emotional Intelligence.

Both Bar-On and Goleman's models utilize self-report measures of EI. Bar-On's model is measured using the Emotion Quotient Inventory (EQ-i), and Goleman's model is measured using the Emotional Competency Inventory (ECI), the Emotional Intelligence Appraisal (EIA), and the Work Profile Questionnaire, Emotional Intelligence Version (WPQei). Another is Trait Emotional Intelligence Questionnaire – (TEIQue-SF) which is developed by Petrides, K. V. (2009) using Psychometric properties of the Trait Emotional Intelligence. Goleman's five elements of EI are Self-awareness, Self-regulation, Motivation, Empathy, and Social skills. This research used these as theoretical framework and to prepare questionnaires.

The ability to work well with people has always been universally understood as a gift for some, and a competency that others do not possess. These 'soft' skills have been identified as important contributors to workplace efficiency for both leaders and employees as market pressures create the need for more competitive organisational cultures skills. However, soft skills have been identified as lacking in Australia (Connell 1998; Karpin 1995), the United Kingdom (Green et al. 1998), the United States (Broscow & Kleiner 1991; Moss & Tilly 1996; Stasz 1996) and Canada (McKague 1991).

This may be, as Richardson (1998) reports, because the acquisition of soft skills is problematic. For example, some social scientists believe that interpersonal skills are personality traits that are deeply entrenched and not amenable to change (Fiedler 1967). Our point is further strengthened; do we really need a separate discipline of EI?

HBR published a boxed set on EI describing Empathy, Happiness, Mindfulness, and Resilience as a positive indicator to EI. Primal Leadership, Drive, Driven Leadership, all concentrated on EI. Emotional Agility is also being researched and recommended for effective leaders to manage their negative thoughts and feelings (Susan David and Christina Congleton, 2013) though there are criticism about the significance of EI leadership. Researches have shown that “neither total transformational nor total transactional leadership ratings demonstrated significant correlations with either the emotional monitoring or emotional management scales. However, there were significant correlations between some components of transformational leadership and the EI subscales. (Petrides, 2010)”

To date, the leadership literature has been dominated by trait and cognitive theory, while emotions have been previously documented as blocking and interfering with the cognitive processes of leadership (George 2000). Although there has been an impressive increase in the research on emotions as a stand-alone subject, the role they play in the success of leadership remains somewhat of an enigma (Azlina and Lee, 2012).

Though some have theorised that EI contributes to people's leadership capacity to lead teams effectively, manage stress, “steer through the hard times and keep calm when everyone else is losing theirs (Ashkanasy & Trevor-Roberts, 2000; Mayer, Salovey, & Caruso, 2004; George, 2000; Goleman, 1998; Goleman, Boyatzis, & Mckee, 2002; Prati, Douglas, Ferris, Ammeter, & Buckley, 2003)”.It was John Antonakis who kept on questioning the claim (Antonakis, 2004, 2012; Antonakis, Cianciolo and Sternberg, 2010; Antonakis and Antonakis, 2014).

That is why, we are not discarding Antonakis and would like to see in the context of Bangladesh RMG (Berg *et al.*, 2011; Rahman and Amin, 2016; Monir Hossen, 2017), Goleman or Antonakis prevails! Apart from the conflicting stands, the literatures show hardly we measured EI and its relationship in a third world developing country's setting whose workplaces are on fire (harsh, stressful, and not civic).

4. THEORETICAL FRAMEWORK

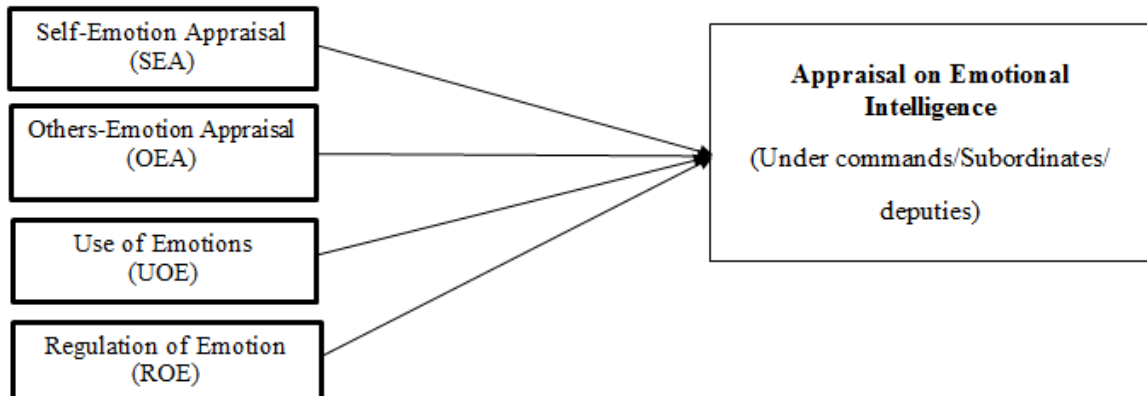


Figure 1

5. METHODOLOGY

4 million is the total population working in the RMG sector. .3% of organisations are top managers (General Managers and above), 2% are in the mid-level (Assistant Production Mangers and above mangers are considered as mid-level), and 5 % are at the line management – Line Chiefs, Supervisors etc. Approximately 35,000 are working in managerial position in the RMG Bangladesh. Total 470 mid-level managers had been surveyed through the questionnaires to find out the role of Emotional Intelligence (EI)'s four constructs in their leadership, 470 workers who worked under the mangers had also been surveyed to find out what is their assessment of supervisors and managers (total sample 940). We calculated the population is 35,000 and with a confidence interval of 4.5, a confidence level of 95% we required a sample size of 468 therefore our sample had been adequate. (<https://www.surveysystem.com/sscalc.htm>)

Field	Value
Confidence Level	95%
Confidence Interval	4.5
Population	35000
Sample size needed	468

Field	Value
Confidence Level	95%
Sample Size	468
Population	35000
Percentage	50
Confidence Interval	4.5

Figure 2

We surveyed managers from Human Resources (HR), Administration, and Production Departments (Production Managers (PM), Industrial Engineers (IE), Quality Assurance (QA)). The profile of the managers and workers surveyed:

Table 1

Gender Percentage	Education Years	Experience Years
Male 98.5%	Minimum 12-maximum 20	Minimum 5 – Max 20
Female 1.5%	Minimum 12-maximum 20	Minimum 5 – Max 20

**Only One supervisor and one line chief found despite 70% of workers are female*

Employment Category of People Surveyed

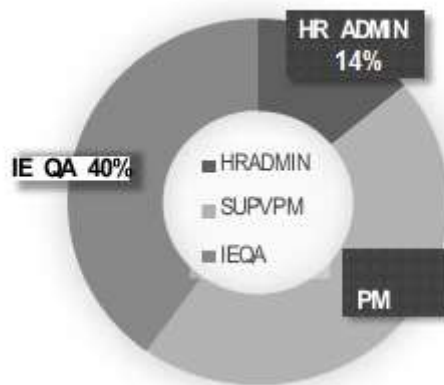


Figure 3

Maintaining Relationships
 Social Skills
 Resilience

6. RESULTS

6.1. Explanation of the Rationale for Statistical Analysis used in the Study

The conceptual framework for the statistical analysis of relationship between Emotional Intelligence and Leadership Behaviours.

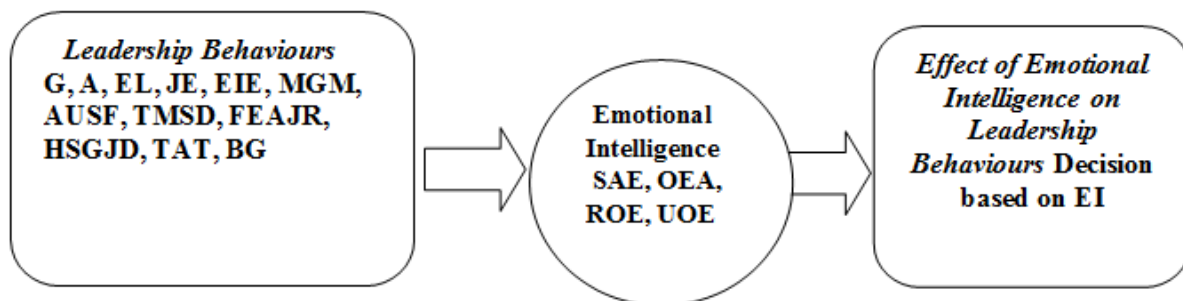


Figure 4

Table 2

<p>Leadership Behaviours</p> <ul style="list-style-type: none"> • G-Gender • A-Age • EL-Educational Level • JE-Job Experiences • EIE – Emotional intelligence expression. • MGM – Maintain good mood. • AUSF – Able to understand somebody’s feelings. 	<p>Effects of Emotional Intelligence on Leadership Behaviours</p> <ul style="list-style-type: none"> • EI Decision– Decision based on emotional intelligence.
<ul style="list-style-type: none"> • TMSD – Able to identify if Team members are sad or disappointed. • FEAJR –Feelings and emotions affect job relation • HSGJD – It is Okay to be Harsh sometimes to get the job done. • TAT – Team MUST achieve the target • BG – NOT Bothered of any grievances. 	

The statistical process involved in the study is multiple regression analysis using all the twelve leadership behaviours factors of mid-level manager of ready made garments factories, as considered in the study, as the predictor variables and one effects of emotional intelligence as response variable individually. Thus, the regression equation has been attempted to be constructed as under:

Individual leadership behaviours factors of mid-level manager of ready made garments factories

$$= f(G, A, EL, JE, EIE, MGM, AUSF, TMSD, FEAJR, HSGJD, TAT, BG)$$

Individual leadership behaviours factors of mid-level manager of ready made garments factories = $\alpha + \beta_1 * G + \beta_2 * A + \beta_3 * EL + \beta_4 * JE + \beta_5 * EIE + \beta_6 * MGM + \beta_7 * AUSF + \beta_8 * TMSD$

$$+ \beta_9 * FEAJR + \beta_{10} * HSGJD + \beta_{11} * TAT + \beta_{12} * BG$$

The values of the predictor and respondent variables were on ordinal scale. For constructing the regression equation we have used ordinal data.

The efficiency of the regression equation has been tested on the basis of the following parameters:

- AdjustedR²
- Statistical significance of the F-statistic of ANOVA tested at 5% Level of Significance
- Statistical significance of the t-statistic of the regression coefficients of each of the predictor variables tested at 5% Level of Significance
- Durbin-Watson statistic for checking the problem of autocorrelation, if any

- Variance Inflation factor (VIF) of each of the predictor variables to test any probable problem of multicollinearity

The dependent variable i.e. EI Decision has been regressed using all the 12 predictor variables i.e.

G, A, EL, JE, EIE, MGM, AUSF, TMSD, FEAJR, HSGJD, TAT and BG simultaneously.

While constructing the regression equation, the coefficients of the predictor variables have been tested for their statistical significance by framing the following hypotheses:

H₀: The coefficient of the predictor variable is not statistically significant H₁: The coefficient of the predictor variable is statistically significant

The predictor variables having statistically insignificant coefficients i.e. the absolute value of t- statistic for which is less than 2 and the p-value is less than or equal to 0.05, have been rejected and the regression equation has again been constructed with the statistically significant predictor variables only.

The robustness of the final regression equation thus formed for the dependent variable, has been tested by framing the following hypotheses:

H₀: The regression equation is not statistically robust H₁: The regression equation is statistically robust

The null hypotheses is rejected at all p-values of less than 0.05.

The regression equation has considered free from the problem of autocorrelation if the Durbin-Watson statistic has been found to lie between 1.80 to 2.10.

The regression equation has been considered to be free from the effects of multicollinearity if the values of the VIF (Variance Inflation Factor) statistic of the predictor variables in the final regression equation have been found to be below 2.50.

Ultimately, the distribution of the residuals of the regression equation has been tested whether they follow a normal distribution. The greater degree of conformity of the distribution of residuals bear to a normal distribution, the more robust the regression equation is deemed to be.

7. FINDINGS AND DISCUSSION

Model Summary^b

Table 3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.667 ^a	.445	.379	1.364	1.988

a. Predictors: (Constant), I'm not bothered of any grievances against me as long as my company gets the target and happy on me., Team sad or not, EI Expression, Age, Gender, Maintain good mood, My feelings and emotions affect my job relation, I want my team to achieve target and for that I'll do anything, Able to understand feelings, It's OKAY to be harsh sometimes to get the job done, Educational Level (years), Experience

b. Dependent Variable: Decision to EI

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ANOVA^b

Table 4

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.290	12	4.024	4.112	.000 ^a
	Residual	427.710	437	.979		
	Total	476.000	449			

a. Predictors: (Constant), I'm not bothered of any grievances against me as long as my company gets the target and happy on me., Team sad or not, EI Expression, Age, Gender, Maintain good mood, My feelings and emotions affect my job relation, I want my team to achieve target and for that I'll do anything, Able to understand Feelings, It's OKAY to be harsh sometimes to get the job done, Educational Level (years), Experience

b. Dependent Variable: Decision to EI

Coefficients^a

Table 5

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.656	.432		3.832	.000		
Gender	.145	.095	.070	1.524	.128	.969	1.032
Age	.128	.111	.068	1.154	.249	.601	1.664
Educational Level (years)	.034	.072	.025	.465	.642	.712	1.405
Experience	.223	.075	.164	2.960	.003	.672	1.489
EI Expression	-.028	.052	-.025	-.533	.594	.923	1.083
Maintain good mood	.150	.042	.173	3.576	.000	.881	1.134
Able to understand feelings	.043	.031	.066	1.399	.163	.925	1.081
Team sad or not	.022	.036	.029	.619	.536	.922	1.084
My feelings and emotions affect my job relation	.000	.043	.000	-.014	.989	.937	1.067
It's OKAY to be harsh sometimes to get the job done	.081	.048	.082	1.681	.093	.856	1.168
I want my team to achieve target and for that I'll do anything	-.016	.041	-.018	-.386	.699	.925	1.082
I'm not bothered of any grievances against me as long as my company gets the target and happy on me.	-.104	.045	-.113	-	.022	.843	1.186
				2.293			

a. Dependent Variable: Decision to EI

Residuals Statistics^a

Table 6

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.23	4.07	3.07	.328	470
Residual	-2.407	1.982	.000	.976	470
Std. Predicted Value	-2.554	3.052	.000	1.000	470
Std. Residual	-2.433	2.003	.000	.987	470

a. Dependent Variable: Decision to EI

The adjusted R^2 value was at 0.379. This indicated that 37.9% of the variations in EI decision could be explained by the predictor variables of JE, MGM and BG. The adjusted R^2 value is too low because the other factors should not be considered in this study.

Theregression equation was found to be robust with rejection of the null hypotheses. None of the equation was found to suffer from the problems of autocorrelation and multicollinearity as has been evident from the Durbin-Watson statistic lying between 1.80 and 2.10 and the VIF for the predictor variables were around 2.50.

A synopsis of the dependent variable and the concerned statistically significant predictor variables is given below:

Table 7

Dep Variable	Predictor Variables										
	A	EL	JE	EIE	MGM	AUSF	TMSD	FEAJR	HSGJD	TAT	BG
EI Decision			✓		✓						✓

It has been observed that EI Decision influences JE, MGM and BG.

The distribution of the residuals of the regression equation is given below which represents that though the adjusted R^2 are low, still the regression equation is or less robust.

Histogram

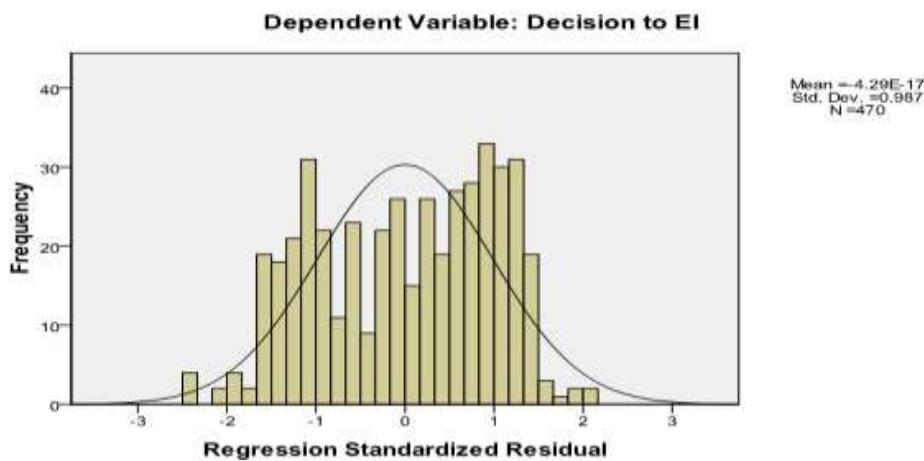


Figure 5

Dependent Variable: Decision to EI

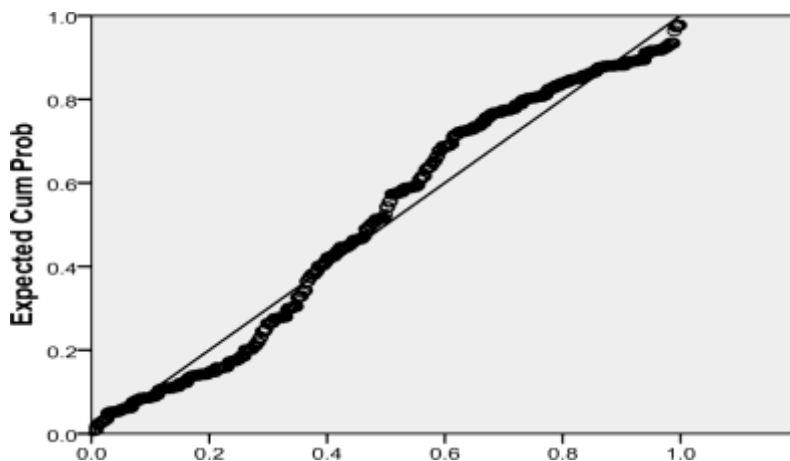


Figure 6

The conceptual framework for the statistical analysis of Worker’s Assessment on Leadership Behaviours

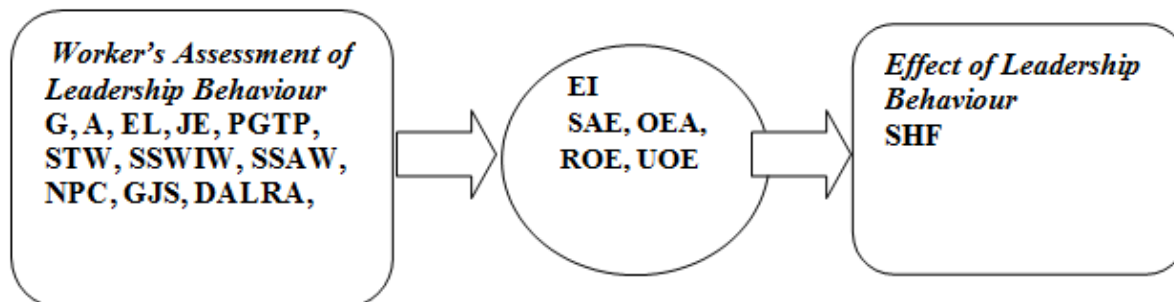


Figure 7

Table 8

Worker’s Assessment of Leadership Behaviours	Leadership Behaviours
<ul style="list-style-type: none"> • G-Gender • A-Age • EL-Educational Level • JE-Job Experiences • PGTP – Pressuring to get the target productivity. • STW – Supervisor treats well. • SSWIW – Supervisor shows the way to improve the work. • SSAW –Supervisor sometimes abuse the worker • NPC – No point Complaining • GJS – Garments job is stressful • DALRA – No pint asking leave so do not ask leave, remain absent. 	<ul style="list-style-type: none"> • SHF– Supervisor’s human feelings/factor.

The statistical process involved in the study is multiple regression analysis using all the eleven worker’s assessment of leadership behaviours factors of ready made garments factories, as considered in the study, as the predictor variables and one effects of leadership behaviour as response variable individually. Thus, the regression equation has been attempted to be constructed asunder:

Individual worker’s assessment of leadership behaviours factors of ready made garments factories

$$= f(G, A, EL, JE, PGTP, STW, SSWIW, SSAW, NPC, GJS, DALRA)$$

i.e. Individual worker’s assessment of leadership behaviours factors of ready made garments factories = $\alpha + \beta_1 * G + \beta_2 * A + \beta_3 * EL + \beta_4 * JE + \beta_5 * PGTP + \beta_6 * STW + \beta_7 * SSWIW + \beta_8 * SSAW + \beta_9 * NPC + \beta_{10} * GJS + \beta_{11} * DALRA$

The values of the predictor and respondent variables were on ordinal scale. For constructing the regression equation we have used ordinal data.

The efficiency of the regression equation has been tested on the basis of the following parameters:

- AdjustedR²
- Statistical significance of the F-statistic of ANOVA tested at 5% Level of Significance
- Statistical significance of the t-statistic of the regression coefficients of each of the predictor variables tested at 5% Level of Significance
- Durbin-Watson statistic for checking the problem of autocorrelation, if any
- Variance Inflation factor (VIF) of each of the predictor variables to test any probable problem of multicollinearity

The dependent variable *i.e.* SHF has been regressed using all the 11 predictor variables *i.e.* G, A, EL, JE, PGTP, STW, SSWIW, SSAW, NPC, GJS and DALRA simultaneously.

While constructing the regression equation, the coefficients of the predictor variables have been tested for their statistical significance by framing the following hypotheses:

H₀: The coefficient of the predictor variable is not statistically significant H₁: The coefficient of the predictor variable is not statistically significant

The predictor variables having statistically insignificant coefficients *i.e.* the absolute value of t- statistic for which is less than 2 and the p-value is less than or equal to 0.05, have been rejected and the regression equation has again been constructed with the statistically significant predictor variables only.

The robustness of the final regression equation thus formed for the dependent variable, has been tested by framing the following hypotheses:

H₀: The regression equation is not statistically robust H₁: The regression equation is statistically robust

The null hypotheses is rejected at al p-values of less than 0.05.

The regression equation has considered free from the problem of auto correlation if the Durbin-Watson statistic has been found to lie between 1.80 to 2.10.

The regression equation has been considered to be free from the effects of multicollinearity if the values of the VIF (Variance Inflation Factor) statistic of the predictor variables in the final regression equation have been found to be below 2.50.

Ultimately, the distribution of the residuals of the regression equation has been tested whether they follow a normal distribution. The greater degree of conformity of the distribution of residuals bear to a normal distribution, the more robust the regression equation is deemed to be.

8. FINDINGS AND DISCUSSION

Model Summary^b

Table 9

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.615 ^a	.378	.312	1.294	2.006

a.Predictors: (Constant), do not ask leave as it is not granted REMAIN ABSENT so , Gender, Experience, Garments job is naturally STRESSFUL, Some bosses treat us well, Supervisors always pressuring for target - logical or illogical, NO POINT COMPLAINING, Supervisors show us how to

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improve our work, It's OKAY to be harsh sometimes to get the job done, It is OKAY if bosses abuse sometimes, Educational Level (years),Age

b. Dependent Variable: My supervisor has no humane feelings

ANOVA^b

Table 10

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.327	12	2.944	3.009	.001 ^a
	Residual	329.747	337	.978		
	Total	365.074	349			

a. Predictors: (Constant), do not ask leave as it is not granted REMAIN ABSENT so , Gender, Experience, Garments job is naturally STRESSFUL, Some bosses treat us well, Supervisors always pressuring for target - logical or illogical, NO POINT COMPLAINING, Supervisors show us how to improve our work, It's OKAY to be harsh sometimes to get the job done, It is OKAY if bosses abuse sometimes, Educational Level (years),Age

b. Dependent Variable: My supervisor has no humane feelings

Coefficients^a

Table 11

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.999	.444		4.498	.000		
Gender	.077	.112	.037	.688	.492	.930	1.076
Age	.125	.136	.067	.925	.356	.508	1.969
Educational Level (years)	.031	.084	.022	.366	.714	.773	1.294
Experience	.269	.133	.150	2.028	.043	.491	2.035
Supervisors always pressuring for target - logical or illogical	-.115	.059	-.103	-	.053	.959	1.043
Some bosses treat us well	.165	.048	.186	3.476	.001	.932	1.073
Supervisors show us how to improve our work	.038	.035	.060	1.098	.273	.909	1.100
It is OKAY if bosses abuse sometimes	-.015	.042	-.020	-.354	.724	.853	1.173
NO POINT COMPLAINING	.034	.049	.037	.697	.486	.949	1.054
It's OKAY to be harsh sometimes to get the job done	.013	.047	.015	.275	.783	.886	1.129
Garments job is naturally STRESSFUL	-.001	.043	-.002	-.029	.977	.930	1.076
do not ask leave as it is not granted	-.065	.047	-.076	-	.169	.886	1.128
REMAIN ABSENT so				1.377			

a. Dependent Variable: My supervisor has no humane feelings

Residuals Statistics^a

Table 12

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.17	4.07	3.05	.318	470
Residual	-2.547	2.094	.000	.972	470
Std. Predicted Value	-2.784	3.209	.000	1.000	470
Std. Residual	-2.575	2.117	.000	.983	470

a. Dependent Variable: My supervisor has no humane feelings

The adjusted R^2 value was at 0.312. This indicated that 31.2% of the variations in SHF could be explained by the predictor variable of JE and STW. The adjusted R^2 value is too low because the other factors should not be considered in this study.

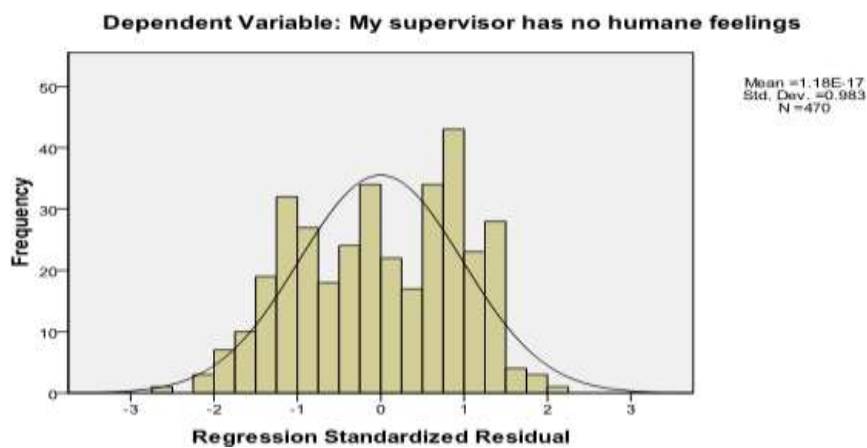
The regression equation was found to be robust with rejection of the null hypotheses. None of the equation was found to suffer from the problems of autocorrelation and multicollinearity as has been evident from the Durbin-Watson statistic lying between 1.80 and 2.10 and the VIF for the predictor variables were around 2.50.

A synopsis of the dependent variable and the concerned statistically significant predictor variables is given below:

Table 13

Dep Variable	Predictor Variables										
	G	A	EL	JE	PGTP	STW	SSWIW	SSAW	NPC	GJS	DALRA
SHF				✓		✓					

Histogram



It has been observed that SHF influences JE and STW.

Figure 8

The distribution of the residuals of the regression equation is given below which represents that though the adjusted R^2 are low, still the regression equation is or less robust.

Normal P-P Plot of Regression Standardized Residual

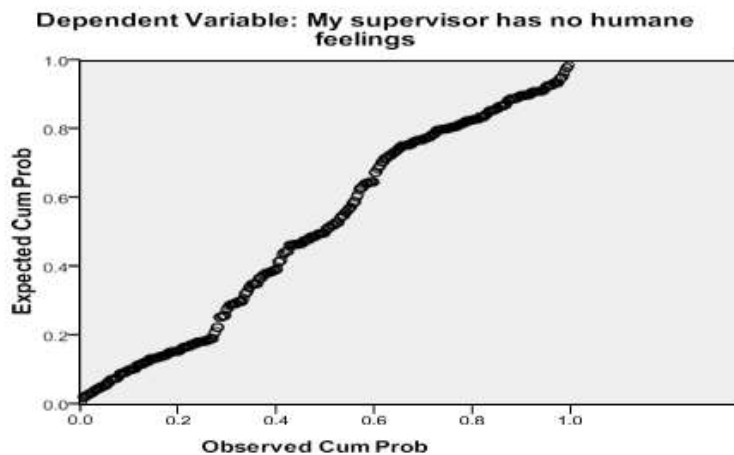


Figure 9

9. CONCLUSION

Table 14

Dep Variable	Predictor Variables											
	G	A	EL	JE	EIE	MGM	AUSF	TMSD	FEAJR	HSGJD	TAT	BG
EI Decision				✓		✓						✓

Dep Variable	Predictor Variables										
	G	A	EL	JE	PGTP	STW	SSWIW	SSAW	NPC	GJS	DALRA
SHF				✓		✓					

Using primary data generated through a structured 5-point Likert scale questionnaire from a stratified randomly selected sample of 940, and analysed using regression on SPSS, it was established that the leadership behaviours of mid-level managers of RMG BD had no significant relationship with EI. One of the reason is lack of proper education and training on EI. Mid-level managers of RMG BD or managers of a developing country do not understand even the term EI. There LB is more patriarchic and “do as I tell” approach. The workers also accepted that RMG is stressful and it is okay for the supervisors to be harsh sometimes. Since all of them are under pressure to achieve production target and meet the shipment deadline therefore the heat of the workplace environment compels leaders to be abusive at times. The leaders becoming experienced shows more humane attitude and shows the under commands the way to achieve production. The more experienced one also trains the workforce in comparison to the ones who has been just promoted to supervise a section or a line chief to run a line. Both way Job Experience is a significant factor that influences maintaining good mood despite the work pressure, and experienced supervisors also show the way to perform better. However, there are 10% of supervisors who are new at supervising role do not bother about the under commands grievances.

10. LIMITATIONS AND REQUIREMENT OF FUTURE RESEARCH

The paper leads to a research question for future researchers – do developing country’s leaders/supervisors become aware on EI while they gain more job experience. In addition, another relevant question comes up, does training on EI make the leaders more capable to lead by using emotions of self and that of others. Both questions need a longitudinal study and an impact study that would answer our query. Also a contrast and compare study on both developing and developed country’s use of EI at supervisor/leaders level will allow us to see the differences they make according to the cultures.

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