CHAPTER 1

INTRODUCTION AND DESIGN OF THE STUDY

1.1 INTRODUCTION

Emotional Intelligence (EI) is a vital component of any successful workplace in textile industry. Studies report that, people who operate with a high level of EI have more successful work relationships with colleagues and superiors. They have greater work success and higher work satisfaction. In the past, when hiring new employees, Human Resource managers have focused on the work output skill of prospective hires or years of training and experience related to the position available. While those qualifications are important for performing work-related tasks, it is equally necessary that the person joining the workplace is emotionally intelligent and mature as self-manager.

Emotional Intelligence in the workplace promotes an environment in which employees exhibit an equal amount of concern for their interpersonal relationships. Those persons who are self aware examine their thoughts, motives and behaviors to discover how others they work with, will be affected by them. They approach their employment as more than simply completing projects and assignments, and consider more deeply how to assist in the achievement of group and task success. As emotionally intelligent individual operates from a relational point-of-view, stronger bonds are built between themselves and their colleagues.
Emotionally intelligent people are efficient self-managers and also have greater success in the workplace. They are able to effectively gauge their possible work output, and complete tasks accordingly. They realize when assistance is needed from sources outside of themselves and are confident enough to secure those resources. They have also built sufficient relationships with others who may need to provide the resources or assist in completing a project.

A peaceful work environment is based on the extent of emotionally matured employees who are working to help each other succeed while simultaneously meeting production goals. When positive work relationships exist and there is project success, overall work satisfaction is naturally higher.

Emotional Intelligence is a crucial skill that companies desire their employees to have, but ‘have not’ always articulated this fact. As the relevance of EI becomes more apparent, acquiring employees with high level of emotional maturity will grow as important as academic qualifications. Emotionally intelligent organisations maximize potential for business success and increase productivity. Because, people in these organisations share more powerful connections.

Various aspects of employees such as task or goal attainment, communicating skills, interpersonal process, cohesion and conflict management contribute to team performance. Emotional Intelligence is central to many of these components and can aid in attaining successful performance. Emotional Intelligence has been shown to benefit interpersonal processes and raise self-efficacy. The higher one’s Emotional Intelligence, the higher will be one’s ability to enhance life satisfaction. The quality of interaction also affects communication effectiveness, perceptions of equity, and competitive behaviour. By developing Emotional Intelligence skills, team members will be able to communicate more effectively due to their ability to
recognize and regulate their own and other’s emotions. Lastly, Emotional Intelligence could potentially reduce aggression in the work place.

Emotional Intelligence is increasingly becoming relevant to organisational development and developing people, because the EI principles provide a new way to understand and assess people’s behaviours, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment, interviewing and selection, management development, customer relations and customer service, and more. The process and outcomes of Emotional Intelligence development contains many elements that known to reduce stress for individuals and organisations there by decreasing conflicts and improving relationships and harmony.

Textile industry being predominantly labour intensive in Coimbatore District of Tamil Nadu, India, the employees in textile industry are expected to develop and improve the skill of Emotional Intelligence. EI is considered to increase the productivity of the employees in work. It ensures the interest of employees and involvement in the work that shows the organisational commitment of the employees in textile industry.

Emotional Intelligence also serves as a self motivator. It gives self motivation for the employees to reduce the occupational stress. The relationship between the employees and management of the textile industry is considered to have an impact on the industrial relations. Thus, EI has been proven to be an important tool for every textile employees in both work and life.
Based on a number of studies, EI at work was found to have many benefits including the ability to:

- Manage stress better at work
- Improve relationships with co-workers
- Deal more effectively with supervisor
- Improve employee productivity
- Exhibit better leadership and,
- Bring better team performance

1.2 NEED OF THE STUDY

This study is an attempt to identify the key factor which can be used by the Management of an organisation, so that the organisational performance can be increased in textile industry. In textile industry, employees have to work in group with different opinions and ideas. At this juncture, Emotional Intelligence plays a vital role to increase the employees productivity and industrial relations. The textile industry employees have to manage their emotions and overcome the occupational stress and increase the organisational commitment. In this context, arises the need to study the importance of EI at workplace. Therefore with the stated reasons, led to the need for this study.

1.3 RESEARCH MOTIVATION

The pressure of performance in textile industry 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. Still, it is relatively understudied
element of employee’s work performance. Because, organisations require interpersonal interactions to accomplish their goals and most of the jobs require the ability to manage emotions. Thus, it is not surprising that, empirical research has established a relationship between Emotional Intelligence and work performance of the employees. Simply possessing Emotional Intelligence cannot lead to higher performance unless it affects how people use their emotions at work setting. Apparently, employees can handle their emotions accurately and use certain behavior in the workplace which allows them to gather better information. So, EI operates mainly on social, perceptual, practical, personal and also emotional information.

EI is a major criterion when it comes to promotion, performance and hiring of individuals. Therefore, EI should be given high priority when it comes to hiring and development of employees productivity in textile industry. In this context, the researcher tries to probe into the following queries:

- What are the factors influencing the Emotional Intelligence of the employees in the study area?
- What is the impact of Emotional Intelligence on employees productivity?
- To what extent does Emotional Intelligence increase the organisational commitment of the employees?
- What is the effect of Emotional Intelligence on the industrial relations in textile industry?, and
- What are the stressors that affect the Emotional Intelligence of the employees?

With these queries, the following research objectives were framed:
1.4 RESEARCH OBJECTIVES

The main aim of the study is to examine the impact of Emotional Intelligence of employees in textile industry at Coimbatore district of Tamil Nadu State, India.

- 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.

1.5 HYPOTHESES OF THE STUDY

The following are the null hypotheses:

1. There is no significant relationship between selected independent variables and level of Emotional Intelligence.

2. There is no impact of Emotional Intelligence on the various elements of Emotional Intelligence.

3. Some categories of selected sample respondents are having the same impact of Emotional Intelligence.

4. Some categories of selected sample respondents are having equal organisational commitment.
1.6 RESEARCH METHODOLOGY

The validity of any research depends upon accurate and adequate data. Hence, due care was taken for collecting the required data for this study. The present study is based on descriptive study linking various variables of Emotional Intelligence like Self esteem, Self awareness, Emotional resilience, Self motivation, Self control, Employee inter-relationship, Impact of Emotional Intelligence, Organisational commitment and stress level of textile employees in Coimbatore district of Tamilnadu. Employees demographic variables like Gender, Age, Marital status, Educational qualification, Number of members in the family, Residential area, Income level, Distance travelled to work, Type of family, Mode of transport, Nature of work, Working experience, Working shift, Working hours and opinion towards training attended are also examined.

1.6.1 Data Collection

The study is based on primary data. For the collection of the primary data, field survey technique was used. First-hand information pertaining to factors determining Emotional Intelligence, impact of Emotional Intelligence on organisational commitment, productivity and industrial relations, and stress level were collected from the employees in textile companies of Coimbatore district.

1.6.2 Sample Size

The total population of the textile employees in Coimbatore district is 1,25,000 as per the record of Textile Employees Association (Singanallur), Coimbatore. Among the six taluks in Coimbatore district, Valparai taluk was not included in the study due to the non availability of textile units. The population was stratified into five heads namely: Mettupalayam, Coimbatore North, Coimbatore South, Sulur and Pollachi. The respondents were selected on a disproportionate stratified sampling method.
Figure 1.1 Study Area

Source: http://coimbatore.nic.in/maps.htm
In this research, the population is known and hence the following formula has been used to find the sample size.

**Formula:**

\[
\text{Sample Size (n)} = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N - 1) + z^2 \cdot p \cdot q}
\]

where,

\[
\begin{align*}
z & = \text{confidence level at 95\% (standard value of 1.96)} \\
p & = \text{Sample Defective Population} \\
q & = 1 - p \\
N & = \text{Final Sample (125000)} \\
e & = \text{margin of error}
\end{align*}
\]

The required Sample Size (n) is

\[
= \frac{(1.96)^2 \cdot (0.5) \cdot (0.5) \cdot 125000}{(0.03)^2 \cdot (125000 - 1) + (1.96)^2 \cdot (0.5) \cdot (0.5)}
\]

\[
= 1058
\]

From the above calculation, the total sample size of the study is 1058. The selection of respondents was made in active consultation with the Research Guide, Managing director, Supervisors and Employees in Textile industry, so as to represent all categories such as stress level, job involvement, commitment, industrial relations, employees productivity and Emotional Intelligence of the textile employees. The respondents were selected on a
disproportionate stratified sampling method. The classification of the sample is given below:

Table 1.1 Distribution of the Sample

<table>
<thead>
<tr>
<th>S.No</th>
<th>Taluk</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mettupalayam</td>
<td>125</td>
</tr>
<tr>
<td>2</td>
<td>CBE North</td>
<td>350</td>
</tr>
<tr>
<td>3</td>
<td>CBE South</td>
<td>333</td>
</tr>
<tr>
<td>4</td>
<td>Sulur</td>
<td>125</td>
</tr>
<tr>
<td>5</td>
<td>Pollachi</td>
<td>125</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1058</td>
</tr>
</tbody>
</table>

1.6.3 Tools of Data Collection

By virtue of mass data obtained from survey research, as well as data from secondary sources collected, a descriptive research was done, since it is considered as most appropriate for the study. The research problem, questionnaire and interview schedule were all framed accordingly. The suggestions offered in the final chapter of the research report emerged from the inferences drawn by using simple statistical analysis among the data collected from the selected sample respondents.

1.6.4 Construction of Interview Schedule

Interview schedule was the instrument used for collecting primary data from the respondents. The questionnaire based on Goleman’s model was adopted for the study. Interview schedule contained questions regarding the personal data such as Gender, Age, Marital status, Educational status, Family size, Area of residence, Income level, Travelling distance, Type of family,
Mode of transport, Nature of work, Working experience, Working shift, Working hours and opinion towards training attended. Five point scaling technique was used for finding the elements of Emotional Intelligence, impact of Emotional Intelligence, employee productivity and organisational commitment of the employees. Dichotomous type questions and ranking questions were given to assess the stress level and training offered by the textile organization of the selected sample respondents. A pilot study was conducted by the researcher with 100 selected sample respondents and the schedule was finalised.

1.6.5 Framework of Analysis

The EI of the employees was measured using 18 variables namely Self esteem, Self awareness, 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.a.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.

1.7 PERIOD OF STUDY

The period of study covers two years from 2011 to 2013. The data collection from the primary sources took one year preparing the master table,
data analysis and interpretation of data and presentation of the data in the form of the report took another one year.

1.8 SCOPE OF THE STUDY

The study will bring to light the factors influencing the Emotional Intelligence of textile employees regarding Emotional Intelligence and its impact on productivity, organisational commitment and stress level in the study area. It will also identify the physiological and psychological impact of stress and training offered by the textile industry in Coimbatore district. Hence, an attempt has been made to study the impact of Emotional Intelligence on employee productivity in the study area. This project is one platform to identify the EI level of employees in textile industry. This study will be an added resource in the area of EI.

1.9 LIMITATIONS OF THE STUDY

The limitations of the study are as follows:

1. The study is confined to the employees in Textile industry of Coimbatore district and the result of the study may or may not be extrapolated to the other sector or other geographical areas of Tamil Nadu and India.

2. The survey method which was adopted for collecting primary data in this study had its own limitation.

3. The sample of the study is restricted to 1058 respondents.

4. Job satisfaction of the employees is not considered in the study owing to the outcome of impact of Emotional Intelligence can found from the organisational commitment of
the employees. So, it is not necessary to study the job satisfaction of the employees.

1.10 CHAPTER SCHEME

The present empirical study has been divided into five chapters:

1. **The First chapter** deals with the introduction and design of the study which includes the introduction, the need for the study, the statement of the problem, objectives of the study, hypotheses of the study, research methodology, period of the study, the scope and limitations of the study, and the chapter scheme.

2. **The Second chapter** presents the review of literature of previous studies relevant to the present research.

3. **The Third chapter** presents the conceptual framework of the present study which includes the meaning and definition of Emotional Intelligence, an overview of Indian textile industry and industrial relations.

4. **The Fourth chapter** presents the data analysis and interpretation related to Emotional Intelligence of the employees and its impact on productivity, organisational commitment and stress level of the selected employees.

5. **The Fifth chapter** presents the summary of the findings, suggestions and conclusion.