CHAPTER 3

AN OVERVIEW OF EMOTIONAL INTELLIGENCE AND TEXTILE INDUSTRY

3.1 EMOTIONAL INTELLIGENCE - AN INTRODUCTION

Emotions represent the way one feel and the way one react to the inner instincts and the outer surroundings. Throughout the history of mankind, intelligence has been mainly associated with the cognitive abilities of human beings. It has always been the intellectual capacity of a person which catches the eyes of humanity. It was only in the last few decades that a new form of intelligence came into existence called Emotional Intelligence (EI). Emotion refers to a feeling state that conveys information about relationships. Emotions are intense feelings that are directed towards someone or something, and are considered to be critical factors in employee behavior. Traditionally, it was believed that emotions and feelings of individual at work have lesser role in work contribution and effective work place management. Since one cannot smell emotions, touch emotions, taste emotions and measure or quantify emotions, this non-tangible phenomenon got only limited attention from management, at work place. Management considers emotions as too subjective and as a social phenomenon, which contributes less to productivity and profit. However, it has been reported by many researchers and authors that effective judgment of the work situation depends on the exploration of emotional information.
Emotional Intelligence is also defined as the ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information connection and influence. EI links strongly with concepts of love, spirituality, bringing compassion and humanity to work. It can be considered as a mental ability to reason validly with emotional information, and the action of emotions to enhance thought. Emotional Intelligence represents the ability to reason with emotions and to use emotions to enhance thought. Emotional Intelligence is the innate potential to feel, use, communicate, recognize, learn from, manage and understand emotions.

Emotion is shown to be positively related to job performance at all levels. But, it appears especially relevant in jobs that demand a higher degree of social interaction. Emotional Intelligence allows people to sense the emotional tone in groups, events and communication. Emotional Intelligence (EI), an essential factor responsible for determining success in life and psychological wellbeing, seems to play an important role in shaping the interaction between individuals and their work environment. EI is a set of competencies demonstrating the ability to recognize employees behaviors, moods, impulses, and to manage them according to the situation. People who operate with a high level of EI have more successful work relationships with colleagues and superiors, possess greater work success and higher work satisfaction. EI in the workplace promotes an environment in which employees exhibit an equal amount of concern for their interpersonal relationships as for their work duties. These skills are important at workplace as emotions are an inherent part of its activities at all levels.

3.1.1 Psychological dimensions of Emotional Intelligence

An emotionally balanced worker is required for modern industrial organisations to be competitive and target oriented. Emotionally balanced
workers have the attributes of Emotional Intelligence that includes self-awareness, self-confidence, transparency, adaptability, optimism, empathy, inspirational leadership and conflict management. This indicates that the Emotional Intelligence rest on the pillars of competency Maturity and Sensitivity.

**Emotional Competency** - This indicates one’s ability and capacity to effectively respond to emotional stimuli elicited by various situations, having high self-esteem and optimism.

**Emotional Maturity** - This indicates one’s ability and capacity to effectively evaluate emotions of one self and others, balancing state of mind, adaptability and flexibility.

**Emotional Sensitivity** - This indicates one’s ability and capacity to effectively understand the intensity of emotional arousal and managing the immediate environment.

3.1.2 Nature of Emotions

Emotions always have an object. Something or someone triggers emotions. There are six major categories of emotions, as given below:

- Anger
- Fear
- Joy
- Love
- Sadness
- Surprise
Expression of major emotions is universal. People throughout the world generally portray the same emotions by using the same facial expressions. In fact, even people living in remote parts of the world tend to express the same emotions in the same manner. Researchers have concluded that people who manage their own feelings and deal effectively with others are more likely to live content lives. In corporations the inclusion of Emotional Intelligence in training programs has helped employees cooperate better and motivate more, thereby increasing productivity and profits.

### 3.1.3 Meaning and definition of Emotional Intelligence

David Wechsler (1939) defined Intelligence as the aggregate or global capacity of an individual to act purposefully, to think rationally, and to deal effectively with his environment. Intelligence refers to the capacity to reason validly about information.

Daniel Goleman (1988) stated that, Emotional Intelligence is a part of human personality, and personality provides the context in which Emotional Intelligence operates. Generally speaking, Emotional Intelligence improves an individual's psychosocial adjustment with effective group living. Higher Emotional Intelligence indicates the better social and group living. Emotional Intelligence is a master aptitude, a capacity that profoundly affects all other abilities, either facilitating or interfering with them.

According to Salovey & Mayer (1990), Emotional Intelligence is a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action.

Goleman (1998) defined “Emotional Competence” as a “learned capability based on Emotional Intelligence which results in outstanding
performance at work”. Emotional Intelligence is observed when a person demonstrates the competencies that constitute self awareness, self management, social awareness and mental skills at appropriate times and ways in sufficient frequency to be effective in the situation. In the last decade or so, researchers have discovered to a large extent, the role emotions play in lives of people. It indicates “from the perspective of work, feelings matter to the extent that they facilitate or interfere with the shared goal”.

Zeidner & Mathews (2001) found the construct of Emotional Intelligence to be relatively new. It has enjoyed unprecedented attention from scholars and corporate experts. The credit for its increasing importance in the organizational behavior theories goes to Goleman through his work on Emotional Intelligence, though with time, the definition of Emotional Intelligence changed, and now there is a better understanding about Emotional Intelligence.

Mathews et al (2002) reported that, it requires competency to identify and express emotions, understand emotions, assimilate emotions into thought and regulate both positive and negative emotions in self and others.

Robert (2002) conceptualized that Emotional Intelligence is an array of emotional and social knowledge and, abilities that influence all the capabilities to effectively cope with the environmental demand.

Mayer & Salovey (2004) defined Emotional Intelligence as “The ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence”.

EI = Clear Thinking + Healthy Emotions + Appropriate Actions
3.1.4 **Branch model of Emotional Intelligence**

The four branch model defines Emotional Intelligence as involving the abilities to accurately perceive emotions in oneself and others, use emotions to facilitate thinking, understand emotional meanings and manage emotions. It is depicted below:

![Figure 3.1 Four models of Emotional Intelligence](image)

**Figure 3.1 Four models of Emotional Intelligence**

The four areas of the above model is discussed in detail in the following paragraphs:

(i) **Perceiving Emotion**

The most basic area has to do with the nonverbal reception and expression of emotion. Evolutionary biologists and psychologists have pointed out the emotional expression evolved in animal species, as a form of crucial social communication. Facial expression such as happiness, sadness, anger, and fear are universally recognizable in human beings. Emotion researchers, evolutionary biologists, specialists in nonverbal behavior and others, have made tremendous inroads into understanding how human beings recognize and express emotions. The capacity to accurately perceive emotions
in the face or voice of other provides a crucial starting point for more advanced understanding of emotions.

(ii) Using Emotions to Facilitate Thought

The capacity of emotions can promote thinking and grabs attention to perform well by understanding emotions. Having a good system of emotional input therefore should help direct thinking towards matters that are truly important.

(iii) Understanding Emotions

Emotion conveys information. Happiness usually indicates desire to join other people, anger indicates desire to attack or harm others, fear indicates desire to escape. Each emotions convey its own pattern of possible messages, and actions associated with those messages.

(iv) Managing Emotions

Emotions of men can be managed. A person needs to understand that, it is under voluntary control. A person may want to remain open to emotional signals so long as they are not too painful, and block out those that are overwhelming. Within the person’s emotional comfort zone, it becomes possible to regulate and manage one’s own and other personal and social goals. The means and methods for emotional self recreation has become a topic of increasing research in this decade.

In this context, it is imperative to study the importance of Emotional Intelligence in employees of textile industry. An overview of textile industry is given in the following section:
3.2 TEXTILE INDUSTRY AN - OVERVIEW

The Textile Industry occupies a vital place in the Indian economy and contributes substantially to its exports earnings. Textiles exports represent nearly 30 percent of the country's total exports. It has a weight age of over 20 percent in the National production. It provides direct employment to over 15 million persons in the mill, powerloom and handloom sectors. India is the world’s second largest producer of textiles after China. It is the world’s third largest producer of cotton-after China and the USA-and the second largest cotton consumer after China. The textile industry in India is one of the oldest manufacturing sectors in the country and is currently the largest.

The Textile industry occupies an important place in the economy of the country because of its contribution to the industrial output, employment generation and foreign exchange earnings. The textile industry encompasses a range of industrial units, which use a wide variety of natural and synthetic fibers to produce fabrics. The textile industry can be broadly classified into two categories: the organized mill sector and the unorganized mill sector. Considering the significance and contribution of textile sector in national economy, efforts are being made to take and adequate steps to attract investment and encourage wide spread development and growth in this sector.
3.2.1 History of Textiles

The history of textile is almost as old as that of human civilization and as time moves on the history of textile has further enriched itself. In the 6th and 7th century BC, the oldest recorded indication of using fiber comes with the invention of flax and wool fabric at the excavation of Swiss lake inhabitants. In India the culture of silk was introduced in 400AD, while spinning of cotton traces back to 3000BC. In China, the discovery and consequent development of sericulture and spin silk methods got initiated at 2640 BC while in Egypt the art of spinning linen and weaving developed in 3400 BC. The discovery of machines and their widespread application in processing natural fibers was a direct outcome of the industrial revolution of the 18th and 19th centuries. The discoveries of various synthetic fibers like...
nylon created a wider market for textile products and gradually led to the invention of new and improved sources of natural fiber. The development of transportation and communication facilities facilitated the path of transaction of localized skills and textile art among various countries.

3.2.2 Textile History in India

Indian textile enjoys a rich heritage and the origin of textiles in India traces back to the Indus valley Civilization where people used homespun cotton for weaving their clothes. Rigveda, the earliest of the Veda contains the literary information about textiles and it refers to weaving. Ramayana and Mahabharata, the eminent Indian epics depict the existence of wide variety of fabrics in ancient India. These epics refer both to rich and stylish garment worn by the aristocrats and ordinary simple clothes worn by the common people. The contemporary Indian textile not only reflects the splendid past but also cater to the requirements of the modern times.

The textile industry occupies a unique place in our country. One of the earliest to come into existence in India, it accounts for 14 percent of the total industrial production, contributes to nearly 30 percent of the total exports and is the second largest employment generator after agriculture. The Indian textile industry is one of the largest in the world with a massive raw material and textile-manufacturing base. Indian economy is largely dependent on the textile manufacturing and trade in addition to other major industries. About 27 percent of the exchange earning are on account of export of textiles and clothing alone. The textiles and clothing sector contributes about 14 percent to the industrial production and three percent to the Gross Domestic Product of the country. Around eight percent of the total custom excise revenue collection is contributed by the textile industry. Around 35 million people are directly employed in the textile manufacturing activities. Indirect employment including the manpower engaged in agricultural based raw material
production like cotton and related trade and handling can be estimated at 60 million.

### 3.2.3 Growth of Textile Industry

The textile policy of 1985 and the economic policy of 1991 accelerated the economic growth during 1990s. Textile sector growth has been led by the spinning and the manmade fiber industry. The number of cotton manmade fibre textile mills rose from 1035 in 87-88 to 1741 by December 1997. The number of spinning mills rose to 1461 in December 1997 from 752 in 87-88. Liberalisation led to the installation of open-end rotors and setting up of Export Oriented Units (EOU).

Currently India has the second highest spindleage in the world after China. Aggregate production of cloth during 1996-97 was 34,265 million sq. metres, an increase of nine percent over 1995-96. India’s contribution in world production of cotton textiles was about 12 percent a decade back, while currently it contributes to about 15 percent of world cotton textiles.

India has the second-largest yarn-spinning capacity in the world (after China), accounting for roughly 20 percent of the world’s spindle capacity. India’s spinning segment is fairly modernized; approximately 35 to 40 percent of India’s spindles are less than 10 years old. During 1989-98, India was the leading buyer of spinning machinery, accounting for 28 percent of world shipments. India’s production of spun yarn is accounted for almost entirely by the “organized mill sector”. Man-made fibers, wool and silk segment grew by modest 4.5 percent per annum during the five-year period 2000-01 to 2005-06. During the first year of quota-free global trade, production increased by leaps and bounds. Textiles production increased 10 percent over 2004. The growth was fuelled by a 22 percent rise in
production of other textiles (including apparels). Cotton textile also posted an increase of nine percent.

3.2.4 Textile industry in Tamil Nadu

Textile industry is one of the traditionally well-developed industries in Tamil Nadu. Tamil Nadu has a strong production base and accounts for about one third of Textiles production in the country. The net value addition in Textile industry in Tamil Nadu is about 37.5 percent, the highest in the country. The Textile mills are concentrated in Coimbatore, Tirupur, Salem, Palladam, Karur and Erode. Tamil Nadu has around 3,50,000 powerlooms manufacturing cotton fabrics and accounts for about 30 percent of India's export of textiles products. Erode district in Tamil Nadu is well known for marketing of textile products of handloom, powerloom and readymade garments.

The Textile Industry of Tamil Nadu has a significant contribution presence in the State and National economy. It is the forerunner in Industrial development and in providing massive employment in the State. Handloom, Powerloom, Spinning, Processing, Garment and Hosiery are the various sectors of the Textile Industry in Tamil Nadu. It is the largest economic activity next only to Agriculture in providing direct and indirect employment. Handloom Sector occupies a place of pride in preserving the country's heritage and culture and plays a vital role in the economy of the country. It has a long tradition par excellence in its craftsmanship. The Power loom Sector in Tamil Nadu has also been playing an important role in meeting the clothing needs of the people. The Powerloom Sector in Tamil Nadu is next only to Maharashtra in terms of number of looms. The Textiles Sector in Tamil Nadu is predominantly in the private sector, spinning oriented and labour-intensive because of the preponderance of the decentralized sector in most of the segments of the industry. The Textile Industry has a very
important role to play in the industrial field with regard to employment potential, overall economic and commercial activities. This industry enables the Central and State Governments to earn substantial revenue besides foreign exchange through exports. During the year 2010-11, 3223.52 million kg of yarn was produced in the country, of which, Tamil Nadu contributed 1261.98 million kg of yarn. Successively this State is the number one producer of various varieties of yarn in the country.

### 3.2.5 Textile industry in Coimbatore

Coimbatore is one of the most industrialized cities in Tamil Nadu and is the hub of textile spinning and weaving mills. The first textile mill was established in 1888. Presently there are now over a hundred mills. The report of the South Indian Textile Research Association (SITRA 2010-12) shows that there is 1065 spinning mills in the Coimbatore district. This does not include the ginning mills and weaving mills, which are other sectors of the textile industry.

The structure of textile industry is very complex with the co-existence of oldest technologies of hand spinning and hand weaving with the most sophisticated automatic spindles and loom. Unlike other major textile-producing States, Tamil Nadu textile industry is comprised mostly of small-scale, non-integrated spinning, weaving, finishing, and apparel-making enterprises. This unique industry structure is primarily a legacy of government policies which promotes labor-intensive, small-scale operations and it is discriminated against large scale firms. Many textile mills have upgraded their textile machineries and increased the capacity to meet the growing needs and demands of the textile market. With all this, the Coimbatore textile sector is expected to pass through a new phase, especially in technical textiles, eco-friendly textiles and green composites.
According to a report from Textile Employees Association, Coimbatore, there are approximately 1,25,000 employees working in Textile industry at Coimbatore. The term industrial relations is concerned with the relationship that exists between management and workers and the roles of regulatory mechanism in resolving any industrial disputes. The term underlines the fact that industrial relations is not confined to the study of trade unions but embraces the broad pattern of employee management, including systems of direct communication and employee involvement that target the individual worker.

Relationship is an important factor in the success of an organization. Some organizations forget to focus on employee retention and appreciation, and then they lose their productivity. Employer-employee relation posses one of the most delicate and complex problem to modern industrial society with growing prosperity and raising wages, higher standard of living, sophistication and greater mobility. Sophisticated class of workers came into being who have their own trade unions and who have gained bargaining power which enables them to give a tough fight to their employers to establish their rights in the growing industrial society. The State has a well-developed labour market that is characterised by cordial industrial relations, a long history of trade unionism, collective bargaining and effective labour administration.

As a result, the government has stepped in and plays an important role in establishing harmonious industrial relations, partly because it has become an employer of millions of industrial workers. There are few factors which plays a vital role in industrial relations such as work atmosphere, schedules of work, benefits provided to the employees, stress in achieving the production targets and, disputes that arises between the employees and management. When the organization concentrates on the well being of the
employees, disputes will be less and this will generate profit for the industry. Successful employer employee relations involve striking balance of interests.

3.2.6 Importance of industrial relations in textile industry

Healthy industrial relations will be useful to Textile Industry in the following ways:

- Uninterrupted production,
- Reduction in Industrial Disputes,
- High Morale,
- Mental Revolution, and
- Reduced Wastage.

The labour relations in the state during 2010-12 were comparatively better than the previous year in terms of number of workers involved and number of man days involved in strikes and lockouts. The state witnessed 86 labour related strikes and lock outs during 2010 against 66 in 2012. The number of workers involved in them was 23296 compared to 34474 for the corresponding period. The absenteeism was in the order of 7.33 lakhs during 2010 as against 10.67 lakhs in the previous year. As usual, the number of strikes and lockouts, number of workers involved and man days lost were in the textile groups.
Table 3.1 Industrial disputes in India

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>No. of Strikes and Lockouts</th>
<th>No. of Workers Involved</th>
<th>No. of Man Days Lost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Textile</td>
<td>23 49</td>
<td>19654 (57.01)</td>
<td>10752 (46.15)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>535794 (50.24)</td>
<td>472639 (64.52)</td>
</tr>
</tbody>
</table>

Source: Department of Labour, Chennai

Note: Figures in brackets indicate percentage to total.

Table 3.2 Industrial disputes in Tamilnadu

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name of the District</th>
<th>Nature of Disputes</th>
<th>Division of Textile Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tirunelveli</td>
<td>Strike</td>
<td>7,000 – Power loom owners</td>
</tr>
<tr>
<td>2</td>
<td>Coimbatore and Tirupur</td>
<td>Strike</td>
<td>1,00,000 – Power loom owners</td>
</tr>
<tr>
<td>3</td>
<td>Tirupur</td>
<td>Wage revision</td>
<td>1,00,000 – Hosiery workers</td>
</tr>
</tbody>
</table>

Source: Labour and Employment Department, Government of Tamil Nadu: 2012-2013

Thus, a spirit of cooperation between Textile Industries and Trade Unions is the minimum prerequisite for harmony and development. Effective collective bargaining machinery strengthens the Trade unions and its movements which plays a vital role in setting and preventing industrial disputes. In this context, EI gains significance in handling people and related procedures, particularly in Textile Industry.