

Sewing Connections: The Role of Emotional Intelligence in Textile Retail Survival

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Abstract: The textile industry in Kerala involves various factors that influence the significance of Emotional Intelligence (EI). This study throws light into the profound involvement of EI on evaluating the performance of employees in this sector, recognizing that an employee's ability to navigate the intricate web of emotions in a customer-oriented environment is pivotal for organizational success. Utilizing ANOVA and multiple regression analyses, this research rigorously assesses the relationship between EI and various demographic, work-related, and motivational factors, providing insights into the nuanced interplay between EI and performance. The following research work focuses the dimensions of EI which affect job satisfaction, self-regulation, self-awareness, empathy, social skills, and motivation. We found the respondents' demographic data, is diversified, consisting of 55% men and 45% women who are mostly between the ages of 31 and 40 (42%). 55.8% of people are married, 39.5% are single, and 4.6% are divorced or separated. 33.60% of those with educational backgrounds have only completed high school, while 31.60% have bachelor's degrees. As the retail textile industry in Kerala continues to evolve, this research underscores the imperative of nurturing emotional intelligence among its workforce, thereby fostering not only employee well-being but also enhancing customer satisfaction and overall organizational prosperity.

Keywords: Textile, Emotional Intelligence, Industry, Customer Satisfaction, Retail

Introduction

In the relentless pursuit of a competitive edge in today's dynamic and cutthroat business environment, organizations continually seek strategies that can distinguish them from their competitors. Central to an organization's prosperity is the performance of its workforce, an especially pivotal factor in industries like retail textiles [1] in Kerala. Here, employee performance plays a crucial role in determining profitability, customer satisfaction, and overall business success [33]. Nonetheless, comprehending the intricate drivers of employee performance in this specific sector has been the focus of extensive research and scrutiny [2]. In this endeavor, one concept has emerged as a potential gamechanger: emotional intelligence (EI) [3]. As the world undergoes rapid and complex transformations, often equated to "permanent white waters" [34], fueled by technological advancements and a shift from manufacturing to service-driven industries [5], evaluating employee skills within this contemporary organizational landscape has led to the ascendancy of EI assessment [4].

The evaluation of EI among the employees of retail textile industry in Kerala has significant relevance in contemporary workplaces. While numerous studies have acknowledged the importance of EI in shaping the productivity of employees, their job satisfaction, and overall welfare, it's essential to note the scarcity of research that concentrates on the distinctive retail textile sector in Kerala. This sector operates within its unique dynamics and grapples with particular workforce challenges. In bridging this research gap, our study endeavors to offer specialized insights that cater to the specific context of Kerala's retail market of textile industry [6]. Additionally, the significance of EI among employees has grown in parallel with the customer expectations, increasing competition, and customer service activities. Understanding how EI impacts performance in this sector can lead to better employee training and management strategies, ultimately benefiting both employees and organizations. However, the potential limitations such as the need for a false safe methodology, a diverse sample, and accounting for other relevant variables, which this study aims to address.

Emotions are an inherent facet of the human experience, shaping our perceptions, interactions, and decision-making processes [35]. Remarkably, they extend their influence into the professional sphere, intertwining with work life in intricate and often unexpected ways [7]. EI is the process of identifying, comprehending, managing, and effectively utilizing the emotions within a professional environment [36]. This paradigm shift in understanding human behavior and its application in the corporate world is gradually garnering recognition and importance [8].

The organized retail sector in south India has been facing a rapid change over a couple of years and the Market competition is being highly reflected in the organized retail Industry [9]. In the context of the retail textile industry [37], employees must navigate a complex web of emotions daily. They interact with a diverse clientele, each with unique needs, preferences, and emotional states [10]. Employees are often faced with challenging situations, such as handling customer complaints, managing stress during peak shopping seasons, and maintaining composure when faced with difficult customers [11]. In these scenarios, EI becomes the linchpin of effective performance.

EI is well acknowledged by eminent psychologists namely Peter Salovey and John Mayer [38] in the 1990s and later brought to public awareness by Daniel Goleman renowned journalist through his ground-breaking book named "Emotional Intelligence: Why It Can Matter More Than IQ." EI is defined as a continuous process to recognize, manage, understand and effectively use their own emotions and the emotions of others [13]. According to Goleman, the EI is a single biggest forecast method of success in a workplace and the domain of cognition that supports interpersonal interaction [39]. Dr. J. Greaves and T. Bradberry are two scientists who describe emotional intelligence (EI) as the positive energy of people to understand and recognize the self and the emotions of other people [12]. They also state that the EI is the ability to apply the self awareness to guide one's conduct and interpersonal communications [14]. Emotional intelligence encircles a wide range of competencies and skills as shown in Figure 1, all of which are essential in interpersonal interactions and decision-making.

Self-awareness involves the understanding and recognizing self emotions, weaknesses, strengths, and values [15]. It is the corner stone upon which subsequent EI skills are formed. Self-regulation holds the ability to manage and master one's impulses and emotions [16]. This skill enables the people to stay patient under stress, adapt to the situations, and make wise decisions. Motivation subcomponent of EI is the process of achieving professional and personal goals [40]. It involves a strong desire to improve, excel, and persist in the context of setbacks. Empathy is the willingness to share and understand one's feelings and perspectives of other people [17]. It enable the people to inter connect with others deeper and formulate strong interpersonal collaborations. Social skills contain conflict resolution, effective communication, teamwork, and the ability to persuade and inspire others positively [18].



Figure 1: Elements of Emotional Intelligence

Kerala has a long-standing tradition of handloom weaving and textile production, deeply rooted in its culture. Over the years, this industry has transformed into a thriving retail sector, serving both local and international markets. The state's textile retailers offer a wide array of products, from traditional sarees to modern western wear, attracting a diverse customer base. One distinctive feature of Kerala's textile industry is its commitment to quality and customer service. Customers in Kerala place a premium on the quality of textiles and expect a personalized shopping experience.

This has resulted in a highly competitive environment where businesses must continuously innovate and adapt to changing consumer preferences. In addition to quality and customer service, the success of textile retail businesses in Kerala depends heavily on the positive mind of working employees. Employees in the retail sectors lead the forefront of customer interactions, making their role pivotal in shaping the reputation and profitability of these businesses. This dynamic environment provides an ideal structure for understanding the role of EI on assessing the employee performance.

Literature Review

Ramya et al. [19] emphasized the influence of EI over IQ in getting success in Indian careers. Their study aimed to explore EI's impact on Organizational Performance, focusing on various dimensions within organizations. Employing a questionnaire-based approach with a 5-point scale, they collected data from 120 employees across different departments. The research highlighted how emotions significantly affect behavior, workforce performance, and organizational success. It stressed the need of managing emotions for developing work relationships and work environment. The study reinforced the idea that EI positively influences job performance and urged organizations to promote and nurture Emotional Intelligence among their employees for enhanced workplace effectiveness.

Yarnal et al. [20] emphasize the critical role of EI in the workplace, outlining its positive effects on various aspects of employee performance and well-being. They highlight that a workforce with higher EI tends to thrive in a stress free environment, leading to increased commitment, productivity, and willingness to work extra hours. The study underscores the significance of understanding and managing emotions, especially during challenging situations, and the role of effective communication in building a healthy work atmosphere. Additionally, it recognizes the value of recognizing and appreciating employees' efforts, fostering a culture of continuous learning and development, and tailoring EI training to individual needs within the organization. Overall, the research underscores the multifaceted impact of EI on employee performance and organizational success.

Harshini et al. [21] focuses on the relationship between EI and job performance among IT employees in Chennai. The study revealed that EI plays a pivotal role in controlling the stress and job performance. The study found a negative correlation between EI and both stress and anxiety, indicating that individuals with extreme EI experience a negligible stress and anxiety. Additionally, the research confirmed that EI can be predicted through levels of stress and anxiety. These findings marks the importance of EI among the workplace, high- lighting its potential to enhance teamwork, relationships, and overall job performance, particularly in high-stress sectors like IT.

Krishna Priya et al. [22] performed a study exploring the relationship between performance and EI among software professionals in Kerala. They found a significant connection between EI and job performance, highlighting its importance in the workplace. The research suggests that organizations benefit from incorporating emotional intelligence into their selection, training, and evaluation processes, ultimately leading to improved employee performance. The study also emphasizes the need for further research in this area, encouraging the investigation of additional psychological variables and intervening factors that impact the network of communications between EI and performance in software professionals.

Shoba et al. [23] performed a study focusing on work-life balance (WLB) and its relationship with EI among primary school teachers. The research, based on responses from both male and female teaching staff, aimed to explore the connection between these two factors. Data collected from 150 respondents underwent scale refinement through percentage analysis. The findings highlighted that a crucial relationship exists between work and life, emotional intelligence, albeit with a limited sample size. The study suggests that efforts should be made to establish a balance between workload distribution, time management, and extra-curricular activities to enhance the efficiency of teaching staff. It also emphasizes the importance of fostering supportive work environments to promote employee loyalty and productivity. In today's highly stressful work environment, understanding how employees manage their jobs with emotional stability is crucial.

The conducted by Jose et al. [24] foccused to assess the impact of emotional intelligence among textile industry employees. The research focused on five key elements: self-awareness, self-regulation, motivation, empathy, and social skills. The findings indicated that the majority of employees in three prominent outlets in Kottayam District, Kerala, possessed high EI. They exhibited self-awareness, motivation, empathy, and strong social skills, self-regulation,, enabling them to navigate the challenges of a global economy. The study also provided valuable insights for the outlets to address areas where improvement is needed, fostering overall employee development.

Murugan et al. [25] explore the significance of EI in the context of IT companies in Chennai. Their study dive into the effect of EI on organizational behavior, highlighting the role of HR managers in fostering skills such as social

awareness, self regulation and self-awareness among employees. Notably, the research suggests that age and experience do not significantly influence emotional intelligence among IT professionals, but these skills are particularly crucial for the younger workforce. The study recommends implementing EI training and coaching programs to influence the employee performance. In conclusion, this work underscores the substantial contribution of emotional intelligence to IT employees' organizational behavior, foccusing on the importance for personal and organizational prosperity.

Shukla et al. [26] conducted a study exploring the connection between EI, demographic variables, and job satisfaction among retail employees. Their research revealed significant socio-demographic differences in trait EI and job stress. The studies identified a trait EI have a substantial role in influencing job stress than age, gender, marital status, income, education, and work experience. Importantly, the research highlighted the effect of EI on the relationship between regional variables and job stress, suggesting that enhancing emotional intelligence could be more effective in reducing job stress than addressing external stressors. This study holds practical implications for HR practitioners, emphasizing the potential of EI training in stress management and recruitment processes to improve organizational environments and reduce attrition rates.

Gomathy et al. [27] conducted a study examining job satisfaction and emotiona intelligence in the context of a textile retail outlet. The research aimed to help organizations assess employee satisfaction levels and identify influential factors. While the study didn't find a direct link between job satisfaction and emotional intelligence among salespeople, it did highlight that these individuals exhibited higher emotional intelligence in terms of social skills and understanding others' emotions [28]. They expressed satisfaction with their jobs, and certain emotional intelligence factors, such as emotion optimization and appraisal of others' emotions, appeared to contribute to their ability to understand and meet customer expectations.

Sinha et al. [29] emphasize the significance of EI in the retail sector, highlighting its influence on employee performance. They note that over 50% of employees in their study possessed moderate or higher levels of EI, with a particular focus on sales associates needing motivation and confidence. The authors stress the importance of employee involvement in decision-making, effective communication of corporate strategies, and fostering traits like optimism, trust, adaptability, and emotional stability for a competitive advantage. Furthermore, they underline the role of empathy and self-awareness in achieving high performance and alignment with organizational goals. This research underscores the critical involvement of EI in sustaining excellence in the dynamic retail industry

Research Objectives

- To identify the elements that influence EI Among Retail Textile Employees.
- To identify the variance in EI based on regional factor among employees.
- To examine the effect of EI on performance of the employees.

Proposed Work and Methodology

The research methodology involves the following elements namely the research design, sampling method, sample size, data analysis and data collection.

Proposed Design

We propose a mixed-method approach, incorporating both qualitative and quantitative research concepts. This design allows for a comprehensive exploration of the factors influencing EI and their impact on employee performance in the retail textile industry in Kerala. This study adopts a regional characteristic research design to collect data at a single point in time from employees working in the retail textile industry in Kerala. A domain based approach is appropriate as it enables the collection of data from a diverse group of participants across various demographics, job roles, and levels of experience within the sector. By obtaining information from employees across multiple companies simultaneously, the study aims to capture a comprehensive understanding of the impact of emotional intelligence on employee performance in Kerala's retail textile industry.

Sample Size

Our proposed study involves the sample size of 782 employees from various retail textile organizations in Kerala.

Sampling Method

This study uses a stratified random sampling method to make sure employees from different job domains such as entry-level, senior management and middle management) and departments (like sales, administration and customer

service) are included. This method helps ensure the sample is varied and significantly represents the people working in a retail textile industry.

Table.1: Regional profile characteristics of the respondents

Variables	Category	Number of Participants	Percentage (%)
Gender	Male	430	55
	Female	352	45
Age	20-30 years	289	37
	31-40 years	326	42
	41-50 years	123	15
	51+ years	44	5.60
Marital Status	Single	309	39.50
	Married	437	55.80
	Divorced/Separated	36	4.60
Educational Status	No formal education	192	24.60
	High school or below	263	33.60
	Bachelor's Degree	247	31.60
	Postgraduate Degree	80	10.20
Area of Residence	Urban	481	61.50
	Suburban	220	28.10
	Rural	81	10.40
Number of Family Members	1-3	256	32.70
	4-6	427	54.60
	7+	99	12.70
Income Level	Below 10,000 INR	162	20.70
	10,001 - 15,000 INR	294	37.60
	15,001 - 25,000 INR	189	24.20
	Above 25,000 INR	137	17.50

Data Collection

A structured questionnaire is developed to measure EI and gather demographic information. It includes Likert-scale questions related to EI factors and their impact on performance. Focus group discussions are organized with employees and managers to encourage open dialogue on emotional intelligence-related issues and their practical implications within the industry.

Data Analysis

Statistical software (such as SPSS) will be used to analyze the collected data. Descriptive statistics, like the standard deviation and mean, will help to understand the data. Inferential methods, including regression analysis, will be used to test the research hypotheses and explore the relationship between emotional intelligence (EI) and employee performance. In addition, ANOVA based multiple regression analysis will support a higher understanding of where the EI is connected to various regional and domain related factors.

Analysis and Findings

Percentage Analysis

The percentage analysis of the respondents' demographic profile offers a concise snapshot of the composition of participants within the study.

Table 1 provides a comprehensive demographic profile of the study participants. Notably, the gender distribution is fairly balanced, with 55% male and 45% female participants, ensuring diverse perspectives. The age composition indicates that the majority (42%) are in the 31-40 age group, suggesting a mid to early-career workforce, pertinent for EI analysis. Marital status data reveal that 55.8% are married, 39.5% are single, and 4.6% are divorced or separated, reflecting personal life circumstances that can impact EI and job performance. A significant portion holds high school or below qualifications (33.60%), followed closely by those with Bachelor's degrees (31.60%).

Table 2: Employee classification among the study of participants based on kind of job, employment history, and hours worked

Factors	Category	Number of Participants	Percentage (%)
Nature of Work	Weaving	98	12.5
	Dying	87	11.1
	Printing	75	9.6
	Transportation	68	8.7
	Sales and Retail	103	13.2
	Design and Styling	54	6.9
	Quality Control	76	9.7
	Management	221	28.3
Working Experience	0-5 years	263	33.7
	6-10 years	279	35.7
	11-15 years	126	16.1
	16+ years	114	14.6
Working Hours	< 40 hours/week	196	25.1
	40-49 hours/week	324	41.4
	50-59 hours/week	183	23.4
	60+ hours/week	79	10.1

This distribution indicates a diverse educational background among employees in the retail textile industry, which may influence their emotional intelligence and job performance. The urban-centric residence of 61.5% may impact factors like commuting and work-life balance, influencing EI. Family size is diverse, with 54.6% having 4-6 members, affecting an individual's stress levels, a crucial facet of EI. Finally, income distribution reveals that 37.6% fall in the 10,001 to 15,000 INR range, highlighting socio-economic diversity within the sample. Table 2 reveals essential insights into the job-related dynamics of employees. Notably, managerial roles constitute the largest portion (28.3%) of job functions, emphasizing their significance in this sector. Sales and retail (13.2%) and weaving (12.5%) also hold substantial positions, showcasing the industry's diverse roles. More- over, categories like transportation (8.7%) and quality control (9.7%) underscore the importance of logistics and quality assurance in the retail textile domain. In terms of experience, the distribution is well-balanced, with 35.7% having 6-10 years and 33.7% having 0-5 years of experience. This balance permits a thorough exploration of how different experience levels might influence emotional intelligence and job performance. Regarding working hours, a majority (41.4%) work 40-49 hours weekly, while 25.1% have a workload of less than 40 hours. This variation in working hours underscores the need to investigate how different schedules relate to emotional intelligence and overall job performance in this industry.

Table 3: Self-awareness analysis of emotional intelligence from the opinion of respondents using standard parameters

S.No	Factors	SA	A	NA/NDA	DA	SDA	Total
1	Self-Reflection	137	284	195	116	50	782
	Percentage (%)	17.5	36.3	24.9	14.8	6.4	100
2	Self-Perception	154	269	186	129	44	782
	Percentage (%)	19.7	34.4	23.8	16.5	5.6	100
3	Self-Esteem	182	248	161	123	68	782
	Percentage (%)	23.2	31.7	20.6	15.7	8.7	100
4	Feedback Receptivity	198	242	177	98	67	782
	Percentage (%)	25.3	30.9	22.6	12.5	8.6	100
5	Self-Confidence	176	267	176	115	48	782
	Percentage (%)	22.5	34.1	22.5	14.7	6.1	100
6	Awareness of Emotional Triggers	142	298	168	118	56	782
	Percentage (%)	18.2	38.1	21.5	15.1	7.2	100

Elements of EI

Self-Awareness

Table 3 offers a comprehensive view of how retail textile industry employees in Kerala perceive various dimensions of self-awareness. The responses are categorized into five levels: Strongly Agree (SA), Agree (A), Neither Agree nor Disagree (NA/NDA), Disagree (DA), and Strongly Disagree (SDA), with accompanying percentage distributions. Firstly, regarding "Self-Reflection," it's evident that a significant portion (36.3%) agrees with this self-awareness factor, indicating a willingness to introspect and assess themselves critically. Similarly, "Self-Perception" and "Self Esteem" receive favorable responses, with 34.4% and 31.7% in agreement, respectively, highlighting positive self-perceptions and self-worth among employees. "Feedback Receptivity" shows that 30.9% of employees are receptive to feedback, indicating an openness to constructive criticism. "Self-Confidence" appears to be a strength, with 34.1% in agreement, while "Awareness of Emotional Triggers" has 38.1% agreeing, suggesting a high degree of self-awareness regarding emotional triggers.

Self Regulation

Table 4 underscores the varying degrees of self-regulation within the retail textile industry, with employees generally perceiving themselves as capable in key areas. In the dimension of "Emotional Balance," a substantial portion (35.6%) agrees, suggesting that a significant segment of employees possesses the ability to maintain emotional equilibrium even in demanding situations. Similarly, "Stress Management" shows positive responses, with 34.1% in agreement, indicating that a notable portion of the workforce is adept at coping with stress effectively. "Adaptability" demonstrates favorable responses, with 34.4% agreeing, highlighting the flexibility and adaptability of employees to navigate the ever-changing demands of the retail industry. Additionally, "Conflict Resolution" exhibits a balanced perception, with 36.4% agreeing, emphasizing the ability to constructively resolve conflicts. In summary, these results suggest that a substantial proportion of employees in the retail textile industry exhibit positive self-regulation attributes, which bode well for their emotional intelligence and overall job performance.

Table 4: Self-Regulation analysis of emotional intelligence from the opinion of respondents using standard parameters

S.No	Self-Regulation Dimensions	SA	A	NA/NDA	DA	SDA	Total
1	Emotional Balance	146	278	156	140	62	782
	Percentage (%)	18.7	35.6	20.0	17.9	7.9	100
2	Stress Management	162	267	168	112	73	782
	Percentage (%)	20.7	34.1	21.5	14.3	9.3	100
3	Adaptability	152	269	163	122	76	782
	Percentage (%)	19.5	34.4	20.8	15.6	9.7	100
4	Conflict Resolution	140	285	159	135	63	782
	Percentage (%)	17.9	36.4	20.3	17.3	8.1	100

Table 5: Social Skill analysis of emotional intelligence from the opinion of respondents using standard parameters

S.No	Social Skills Dimensions	SA	A	NA/NDA	DA	SDA	Total
1	Networking	152	259	168	118	85	782
	Percentage (%)	19.5	33.1	21.5	15.1	10.9	100
2	Active Listening	168	261	157	111	85	782
	Percentage (%)	21.5	33.4	20.1	14.2	10.9	100
3	Effective Communication	158	271	163	119	71	782
	Percentage (%)	20.2	34.7	20.8	15.2	9.1	100

Social Skills

Table 5 offers valuable insights into how employees within the retail textile industry perceive key dimensions of social skills, namely networking, Active Listening, and Effective Communication. These dimensions are essential in a sector where interactions with customers, colleagues, and supervisors play a pivotal role. "Networking," nearly one-third

(33.1%) of employees agree with their networking abilities, suggesting a significant portion values building professional relationships within and outside the organization. "Active Listening" demonstrates positive responses, with 36.4% in agreement, highlighting a workforce proficient in attentive listening and understanding diverse perspectives. "Effective Communication" reveals that 34.7% of employees agree with their communication skills, signifying a majority's confidence in conveying information and ideas clearly and efficiently. The positive trends in Networking, Active Listening, and Effective Communication are indicative of the industry's readiness to engage in empathetic, attentive, and clear communication, which are crucial for enhancing emotional intelligence and overall job performance within the sector.

Table 6: Social Skill analysis of emotional intelligence from the opinion of respondents using standard parameters

S.No	Empathy Dimensions	SA	A	NA/NDA	DA	SDA	Total
1	Compassion	152	263	157	110	100	782
	Percentage (%)	19.5	33.6	20.1	14.1	12.8	100
2	Perspective-Taking	146	267	161	120	88	782
	Percentage (%)	18.7	34.1	20.6	15.3	11.2	100

Table 7: Social Skill analysis of emotional intelligence from the opinion of respondents using standard parameters

S.No	Motivation Dimensions	SA	A	NA/NDA	DA	SDA	Total
1	Goal Orientation	138	272	148	123	101	782
	Percentage (%)	17.6	34.8	18.9	15.7	12.9	100
2	Career Advancement	150	263	160	118	91	782
	Percentage (%)	19.2	33.6	20.5	15.1	11.6	100
3	Job Satisfaction	157	259	162	112	92	782
	Percentage (%)	20.1	33.1	20.7	14.3	11.8	100

Empathy

Table 6 presents a comprehensive view of how employees perceive key dimensions of empathy, namely Compassion, and Perspective-Taking. These dimensions are vital for fostering strong relationships with both customers and colleagues, and consequently, for enhancing emotional intelligence and overall job performance. "Compassion" demonstrates a positive trend, with 33.6% in agreement, suggesting a significant commitment to empathize with the emotions and understand the needs of others. "Perspective-Taking" showcases a positive perception, with 34.1% agreeing, emphasizing the willingness to consider and understand different viewpoints and feelings, promoting effective communication and conflict resolution.

Motivation

Table 7 offers a comprehensive view of how employees perceive crucial dimensions of motivation. These dimensions are the corner stones in shaping employees' drive and commitment within different roles, directly influencing their EI and job satisfaction. In Goal Orientation, nearly one-third (34.8%) of employees agree with their orientation towards achieving specific targets and objectives, reflecting a substantial commitment to setting and striving for meaningful goals in their work. "Career Advancement" reveals a similar trend, with 33.6% in agreement, signifying that many employees are motivated by the growth prospective and advancement in the organization. "Job Satisfaction" stands out with 33.1% of employees in agreement, emphasizing the positive perception of job contentment and fulfillment. This dimension is especially important, as satisfied employees who were ready to be more engaged, productive, and emotionally intelligent in their roles. Overall, the Table underscores positive perceptions among employees regarding these motivation dimensions, suggesting a motivated and goal-oriented workforce within the retail textile industry.

Table 8: Analysis through Multiple Regression in different demographic levels of EI

Variables	Coefficient (Beta)	Standard Error	t-Value	p-Value
Gender	0.312	0.045	6.933	<0.001
Age	-0.078	0.023	-3.391	0.002
Marital Status	0.127	0.056	2.259	0.025
Educational Status	0.214	0.065	3.287	0.004
Area of Residence	-0.052	0.038	-1.369	0.175
Number of Family Members	0.105	0.041	2.561	0.011
Income Level	0.189	0.048	3.937	<0.001
Nature of Work	-0.063	0.036	-1.748	0.084
Working Experience	0.295	0.062	4.762	<0.001
Working Hours	-0.081	0.027	-2.994	0.003

Table 9: Values of Different Parameters adopted for Performing our Analysis Experiments

R (correlation)	R-Squared (R ²)	Degrees of Freedom	F Value	Significance Level
0.945	0.893	781	76.421	<0.01(1%)

The evaluation of 18 dimensions of EI in the retail textile industry reveals a workforce with strong self-awareness, receptivity to feedback, and effective self-regulation. Employees demonstrate proficiency in emotional balance and stress management, crucial in this demanding sector. Social skills namely networking, listening, and communicating effectively are robust, along with high levels of empathy, as evidenced by compassion and perspective-taking. Motivation is marked by goal orientation, a drive for career advancement, and positive job satisfaction. These findings underscore the need to cultivate EI within the industry, enhancing the well-being of employees, overall organizational success and customer satisfaction.

Multiple Regression Analysis

In the subsequent analysis, an exploration was undertaken to examine the correlation between the degree of EI exhibited by employees and ten distinct independent variables.

Multiple Regression Analysis for demographic levels EI

To assess the mutual influence of the independent factors and their impact on employees' EI levels, we conducted a Multiple Regression Analysis on the obtained results and the standard settings are shown in Table 8 and Table 9. Among these factors, Table 9 Values of Different Parameters adopted for Performing our Analysis Experiments gender appears to have a pivotal role in positive association with the dependent variable, indicating that gender results in a substantial role in exploring variations in the outcome. Age shows a negative relationship, suggesting that as individuals age, the dependent variable tends to decrease. Marital status and educational status also exhibit positive relationships, highlighting the importance of these variables in predicting higher values of the dependent variable. Income level demonstrates a strong positive influence, emphasizing the role of income in driving the outcome variable. Working experience positively impacts the dependent variable, signifying that individuals with more experience tend to perform better in this context. Conversely, working hours display a negative association, indicating that longer hours may lead to reduced performance.

The Multiple Linear Regression analysis demonstrates a robust fit, supported by an R² value of 0.893 which indicates the impact of independent variables that collectively account for approximately 89.3% of the observed variation in the level of EI perceived by the selected sample participants. Significantly, this relationship holds at the one percent level of statistical significance.

Multiple Regression Analysis for levels of EI

To assess the efficacy of EI components, we selected eighteen elements of Emotional Intelligence alongside with the global EI. Utilizing Multiple Regression Analysis, we aimed to predict Emotional Intelligence, and the results are presented in Table 10. Several factors appear to have a notably positive impact on EI. For instance, Self-Reflection,

Self-Perception, Self-Confidence, Emotional Balance, and Goal Orientation exhibit positive coefficients, indicating that individuals who score higher in these aspects tend to have higher EI levels. These results align with the idea that self-awareness, self-confidence, emotional stability, and goal-directed behavior contribute positively to one's EI. Conversely, Conflict Resolution and Compassion, though still positively related, display relatively smaller coefficients, suggesting that their impact on EI may be somewhat less pronounced. Nonetheless, they still contribute positively to EI. The R-squared value (0.911) indicates that approximately 91.1% of the variation in the level of EI is explained by the independent variables, which is statistically significant at the 1% level.

Table 10: Analysis through Multiple Regression - Emotional Intelligence Elements

Variables	Coefficient (Beta)	Standard Error	t-Value	p-Value
Self-Reflection	0.312	0.045	6.933	<0.001
Self-Perception	0.245	0.038	6.447	<0.001
Self-Esteem	0.187	0.052	3.602	0.001
Feedback Receptivity	0.129	0.037	3.486	0.002
Self-Confidence	0.298	0.041	7.268	<0.001
Awareness of Emotional Triggers	0.173	0.048	3.604	0.001
Emotional Balance	0.265	0.036	7.389	<0.001
Stress Management	0.194	0.047	4.149	<0.001
Adaptability	0.148	0.034	4.352	<0.001
Conflict Resolution	0.121	0.039	3.089	0.003
Networking	0.212	0.043	4.930	<0.001
Active Listening	0.169	0.035	4.829	<0.001
Effective Communication	0.201	0.046	4.376	<0.001
Compassion	0.157	0.049	3.210	0.002
Perspective-Taking	0.189	0.040	4.725	<0.001
Goal Orientation	0.276	0.042	6.571	<0.001
Career Advancement	0.204	0.048	4.239	<0.001
Job Satisfaction	0.134	0.033	4.052	<0.001

Structural Equation Model (SEM)

SEM is an invaluable approach employed to examine and establish causal relationships within a research study, combining statistical data with predetermined qualitative assumptions. The 18-dimensional model of Emotional Intelligence (EI) among retail textile industry employees has undergone rigorous validation through the utilization of Structural Equation Modeling, specifically employing AMOS 18.0 as the analytical tool. The model's fit assessment adheres to the well-regarded criteria advocated by Schumacker & Lomax [30] and Hu & Bentler. This comprehensive evaluation includes various fit indices as shown in Table 10, aligning the model's estimated values with our study's objectives and ensuring the robustness of our research methodology.

Table 12: Goodness of fit indices

Fit Index	Criteria	18-Dimension Model (Estimated value)
Chi-Square (χ -square)	<5	3.872
Goodness-of-fit index (GFI)	>0.9	0.941
Adjusted goodness-of-fit index (AGFI)	>0.9	0.927
Comparative fit index (CFI)	>0.9	0.969
Normed fit index (NFI)	>0.95	0.971
Tucker-Lewis index (TLI)	>0.95	0.982
Root mean square error of approximation (RMSEA)	<0.06	0.039

A model is considered to meet the goodness of fit criteria when it aligns with specific predetermined values. In our analysis, the estimated model significantly fulfills these criteria. For instance, the required threshold for the model was met with a value of 3.872, indicating its alignment with the necessary conditions. Furthermore, the model's compliance with the RMSEA criteria is noteworthy. The prescribed RMSEA value should be less than 0.06, and the

estimated model impressively falls below this threshold with a value of 0.039, signifying strong validation of the results.

The research hypotheses have been formulated by considering the model fit summary provided above and drawing insights from prior research on EI as follows:

H0: Emotional Intelligence, along with its diverse components, is demonstrating a positive influence on employees within the textile industry. According to the path diagram,

It is evident that the measured variables linked to the latent variable of EI exhibit a strong positive relationship, which is also statistically crucial at one percent level. Analyzing the model in terms of its influence on employees' EI, it becomes apparent that all the measured variables are notably and significantly correlated with the EI of the employees sampled for this study.

Impact of EI on the Performance of an Employee

This section aims to explore the impact of EI on employee performance. To achieve this objective, the study categorized EI into ten distinct dimensions as shown below.

Next page

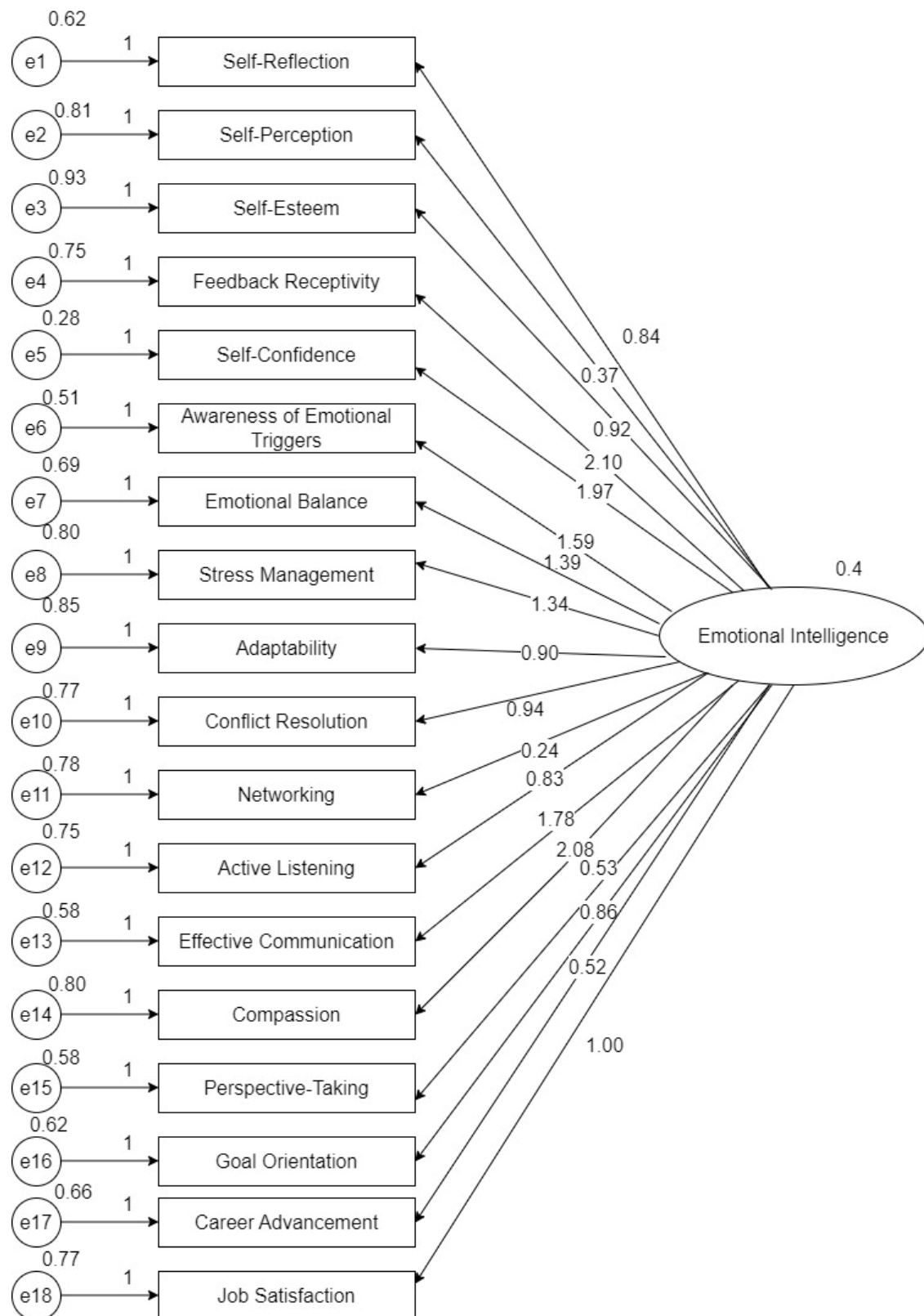


Figure 2: Resulted Hypotheses Model

Table 13: Impact of EI on employee performance

Factors	SA	A	NA/NDA	DA	SDA	Total
Effectively manage customer inquiries and complaints	145 (19%)	285 (36%)	140 (18%)	115 (15%)	97 (12%)	782
Demonstrate adaptability to changes in retail trends and fashion preferences	178 (23%)	250 (32%)	125 (16%)	120 (15%)	109 (14%)	782
Build positive relationships with suppliers and vendors	162 (21%)	275 (35%)	142 (18%)	116 (15%)	87 (11%)	782
Show empathy towards colleagues facing personal challenges	156 (20%)	290 (37%)	134 (17%)	130 (17%)	72 (9%)	782
Handle high-pressure sales situations with composure and professionalism	188 (24%)	265 (34%)	123 (16%)	110 (14%)	86 (11%)	782
Encourage teamwork and collaboration among retail staff	175 (22%)	295 (38%)	128 (16%)	120 (15%)	64 (8%)	782
Maintain a positive attitude during busy shopping seasons	168 (21%)	280 (36%)	137 (17%)	123 (16%)	74 (9%)	782
Respond empathetically to customer feedback and concerns	186 (24%)	275 (35%)	130 (17%)	115 (15%)	76 (10%)	782
Resolve conflicts between team members to maintain a harmonious work environment	165 (21%)	290 (37%)	145 (18%)	125 (16%)	57 (7%)	782
Demonstrate resilience when faced with challenging customer interactions	175 (22%)	280 (36%)	135 (17%)	120 (15%)	72 (9%)	782

The data presented in Table 11 suggests a correlation between respondents' perceptions of EI and improved performance within the industry. A substantial percentage of respondents (55%) acknowledge their ability to effectively manage customer inquiries and complaints, indicating a strength in handling customer interactions, which is pivotal in retail. A significant proportion (55%) of employees recognize their adaptability to changing trends, highlighting their capacity to stay relevant in a dynamic industry. Approximately 56% of respondents affirm their ability to foster positive relationships with suppliers and vendors, essential for the smooth functioning of the supply chain. A notable majority (57%) of employees exhibit empathy towards their colleagues dealing with personal challenges, contributing to a supportive work environment. Over 58% of employees demonstrate their capability to maintain composure and professionalism in high-pressure sales situations, vital for customer satisfaction. A significant percentage (60%) of respondents emphasize the importance of teamwork and collaboration among retail staff, fostering a cooperative work atmosphere. A substantial majority (57%) of employees maintain a positive attitude even during busy shopping seasons, which is critical for customer service excellence. Over 59% of employees respond empathetically to customer feedback and concerns, ensuring customer satisfaction and loyalty [31].

Table 14: Descriptive Statistics of impact of EI on employee performance

Factors	Mean	Standard Deviation
Effectively manage customer inquiries and complaints	3.18	0.91
Demonstrate adaptability to changes in retail trends and fashion preferences	3.17	0.89
Build positive relationships with suppliers and vendors	3.13	0.89
Show empathy towards colleagues facing personal challenges	3.15	0.89
Handle high-pressure sales situations with composure and professionalism	3.16	0.88
Encourage teamwork and collaboration among retail staff	3.17	0.91
Maintain a positive attitude during busy shopping seasons	3.15	0.90
Respond empathetically to customer feedback and concerns	3.16	0.89
Resolve conflicts between team members to maintain a harmonious work environment	3.16	0.89
Demonstrate resilience when faced with challenging customer interactions	3.16	0.89

Descriptive Statistics that influence the EI on an employee performance

Descriptive statistics gives a concise summary of key features within a dataset. They encompass different measures such as standard deviation, mean and frequency distributions, offering valuable insights into the variability, central tendency and distribution of various variables within the study population. As shown in Table 12, mean scores for each factor cluster around 3.15 to 3.18, indicating that, on average, employees perceive themselves as moderately proficient in these EI aspects. This suggests a baseline level of competence in effectively managing customer inquiries, adapting to retail trends, building relationships with suppliers, showing empathy to colleagues, and handling high-pressure situations with professionalism. Similarly, employees seem to encourage teamwork, maintain a positive attitude during busy seasons, respond empathetically to customer feedback, resolve conflicts, and demonstrate resilience at a moderate level. The relatively low standard deviations, ranging from 0.88 to 0.91, suggest that these perceptions are consistent among employees, indicating a relatively uniform level of EI within the industry.

ANOVA Analysis

The ANOVA analysis provides valuable insights into the formulation of hypotheses regarding the influence of emotional intelligence on the performance of an employee across various demographic parameters.

H0: There is a significant difference in the usage of emotional intelligence on an employee performance across different categories of gender, age, marital status, educational status, area of residence, number of family members, and income level.

Specifically, the analysis revealed significant changes in the impact of EI on employee performance concerning income level ($p = 0.045$), gender ($p = 0.041$) and educational status ($p = 0.049$). This signifies the effect of demographic factors have a notable influence on how emotional intelligence affects employee performance. On the other hand, age, marital status, area of residence, and the number of family members ($p > 0.05$) did not show statistically significant differences in impact. These findings affirm that a one-size-fits-all approach to enhancing emotional intelligence in the work environment may not be effective, and organizations should consider tailoring their strategies to account for the varying influences of gender, education, and income on employee performance. In summary, the results strongly support our hypothesis and underscore the value of understanding the nuanced network between demographic factors and EI in the context of employee performance.

Table 15: ANOVA for impact of EI on demographic factors of employee

Parameters	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-Value	p-Value
Gender	236.82	1	236.82	4.23	0.041
Age	124.56	2	62.28	2.34	0.099
Marital Status	78.32	3	26.11	1.65	0.182
Educational Status	142.48	2	71.24	3.12	0.049
Area of Residence	56.75	2	28.38	1.89	0.152
Num. of Family Mems	96.21	3	32.07	2.14	0.104
Income Level	198.11	3	66.04	2.78	0.045

Concluding Remarks and Future Scope

In Table 1, the demographic profile of respondents reveals a diverse sample with 55% males and 45% females, predominantly aged 31-40 (42%). Marital status varies, with 55.8% married, 39.5% single, and 4.6% divorced or separated individuals. Educational backgrounds include 33.60% with high school or below qualifications and 31.60% with Bachelor's degrees. Most reside in urban areas (61.5%), while family size and income distribution highlight socio-economic diversity. Table 2 provides insights into job-related dynamics. Managerial roles (28.3%) are significant, emphasizing their importance in the sector. Roles like sales and retail (13.2%) and weaving (12.5%) showcase industry diversity. Experience distribution is balanced, permitting exploration of how it influences EI and performance. Working hours vary, underscoring the need to investigate their relation to EI and performance. Then, EI dimensions are analyzed. Self-awareness dimensions show strengths, particularly in self-reflection and awareness of emotional triggers. Self-regulation attributes indicate proficiency in emotional balance and stress management. Social

skills like networking, active listening, and effective communication are robust. Empathy dimensions of compassion and perspective-taking exhibit positive trends. Motivation dimensions reflect goal orientation, a drive for career advancement, and job satisfaction. The Multiple Regression Analysis in Section 6.3.1 identifies significant demographic predictors of EI. This data underscores the importance of demographics in moulding EI levels.

The impact of EI dimensions on overall EI is explored. Positive coefficients for self-regulation, self-awareness, empathy, social skills and motivation dimensions suggest their contribution to higher EI levels. The robust R squared value (0.911) indicates that the independent variables explain approximately 91.1% of EI variance. SEM analysis is used to validate the causal relationships within the EI model. Fit indices meet criteria, confirming the model's validity. SEM supports the hypothesis that EI and its dimensions have a positive impact on employees.

Finally, the impact of EI on employee performances are examined, revealing moderate proficiency across various EI aspects. ANOVA analysis highlights differences based on gender, educational status, and income level, emphasizing the need for well defined strategies to upgrade the employee performance. The research conducted to explore the possibilities of using EI on employee performance within the retail market of textile industry in Kerala has yielded invaluable findings. The research utilized a multifaceted approach, incorporating ANOVA and multiple regression analyses to assess the intricate relationship between EI and various demographic and work-related factors. The results unveiled that EI indeed plays a pivotal role in shaping employee performance across diverse categories, emphasizing its significance in this dynamic industry. Furthermore, specific dimensions of EI, such as empathy, self awareness, social skills, self-regulations, and motivation, emerged as influential factors in determining job performance. These findings highlight the critical establishment of organizations in the retail textile sector to prioritize EI development among their workforce.

As the textile industry evolves by adapting to the varying consumer expectations, the cultivation of EI stands as a strategic imperative. Nurturing EI not only enhances employee well-being but also elevates customer satisfaction and overall organizational success [32]. In an era where customer-centricity is paramount, fostering emotional intelligence empowers employees to navigate complex emotional landscapes, ensuring a harmonious blend of efficiency and empathy. This study paves the way for a more emotionally intelligent workforce, ultimately positioning the retail textile industry in Kerala to thrive in an increasingly competitive market.

Declaration of Interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. The experimental results in our work also influenced by various questionnaires which do not require prior permission for casting the customers response.

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