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EMOTIONALINTELLIGENCEANDWORKPLACEWELL-BEING:A STUDY OF THEIR COMBINED IMPACT ON EMPLOYEE PRODUCTIVITY IN THE TEXTILE INDUSTRY

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ABSTRACT

Emotional Intelligence (EI) and work well-being have become central issues affecting performance of employees, their job satisfaction and overall organizational performance. Although much has been done to explore these two factors in isolation, the interplay between EI and well-being as well as the combined effects on employee productivity is a little-known field especially on the textile industry. In the textile industry, where labour is considered to be an intensive, monotonous and physically strenuous experience of work, issues of this type are peculiar, which influence not only the working conditions of employees but also their productivity. The research aims at exploring the interaction between EI and well-being in the workplace to contribute to productivity levels of employees in the textile sector, and that the research will offera practical insight that can be used by management to enhance workforce productivity and involvement.

The study employs a quantitative survey, to have a detailed picture on the relationship between EI, well-being and productivity. Three textile factories with a total of 300 employees were surveyed; this was to offer a delicate insight into how EI and a well-being at the workplace can foster the work outcomes. The research concludes that both EI and the well-being at work have positive and substantial impacts on productivity, and EI serves as a key mediator in the connection between the well-being and the productivity. High EI employees are likely to have improved mental and emotional wellbeing which translate to a more engaged and productive workforce. Moreover, the well-being at the workplace increases the capability of an employee to control emotions, alleviate stress, and job satisfaction, which further increases the level of productivity.

The results indicate that emotional intelligence as well as well-being not only complementary but are synergistic in enhancing productivity in employees. Companies that invest into the emotional intelligence development of employees and provide them with the environment where well-being is prioritized are also more likely to become more productive, have lower levels of absenteeism, and lower turnover rates. The paper provides practical suggestions that managers of the textile industry can adjust to their organizational culture, including the need to incorporate the use of EI-development programs and wellness programs. Investing in these factors, textile enterprises will have a stronger, more engaged, and productive workforce and eventually result in better business performance. The study makes more sense to the relationship between EI, well-being and productivity as a dynamic interaction, and it offers a framework that can be implemented in other industries that are challenged with similar problems.

KEYWORDS: *Emotional Intelligence, Workplace Well-Being, Employee Productivity, Textile Industry, Workplace Performance, Employee Engagement, Organizational Behavior.*

INTRODUCTION

The contemporary workplace is being marked by complexity, performance demands and rapid changes of workplaces. In that regard, the well-being of employees and their emotional intelligence (EI) has become a key determinant in relation to productivity, job satisfaction, and the success of an organization as a whole. Although these aspects have received research focus, little has been written on the combination of EI and workplace well-being in employee productivity especially in labour-intensive industries like the textile business. The high physical requirements, repetitive duties, and long working hours associated with this industry present a special challenge to the well-being of the workers, thus making it an ideal environment to identify the roles of EIand well-being in the increase in productivity.

Emotional intelligence (EI) is the capacity to detect, comprehend, handle and control oneself and others. It consists of five fundamental elements, which are self-awareness, self-regulation, motivation, empathy, and social skills. Several positive results related to EI in the workplace have been noted to be improved communication skills, decision making skills, conflict management, and leadership skills (Goleman, 1995). Employees having a higher degree of EI are more likely to cope with stress, relationships with each other, and have a positive impact on organizational culture, which, in its turn, will result in increased job satisfaction and better performance.

Workplace well-being on the other hand covers different aspects of health and psychological state of an employee in the workplace. These are job satisfaction and stress levels, work-life balance, physical health, and emotional fulfilment. Employee well-being is one of the determinants of employee engagement, morale, and retention where studies have shown that employees who report greater well-being also have higher levels of motivation, creativity, and productivity (Warr, 2002). Workplace well-being has been a topic that has received much concern because organizational leaders have realized that a supportive and healthy work environment is critical in improving employee satisfaction and organizational performance.

The role of emotional intelligence and workplace well-being cannot be overestimated in such industries as textiles where workers tend to work in rather hard conditions, the stress level is high, and job satisfaction might be low because of the nature of tasks performed and the lack of any personal development of the employees. In such demanding working conditions, employees who have a better EI can deal with stress better, handle their emotions, and develop a positive relationship. Besides, an emphasis on workplace health will help reduce some of the physical and emotional strains the textile industry creates, which may lead to better employee performance in general.

Although there is a possibility in synergy between EI and well-being, the association of the two and their joint effect on the productivity of employees are not adequately studied in the textile industry. Though research has been carried out on EI or well-being separately, limited research has been done to determine the interaction and role of the two on workplace performance. The study will address this gap by looking into the interaction of EI and workplace well-being on employee productivity within the textile industry. Exploring the effects of these elements on the effectiveness of workers in this context, this paper will serve to provide the organization with feasible solutions on how to achieve a conducive environment that benefits the employees and EI, which in turn, will result in high productivity.

Research Problem

Although there has been extensive research on Emotional Intelligence (EI) and workplace well-being at the individual level, little has been done to study the dual combination of the two variables on employee productivity, and particularly in the labour-intensive industry like the textile industry. Being one of the industries with high physical requirements, repetitive activities, and prolonged working hours, it is distinguished with its own challenges that influence employee satisfaction and productivity. The issue is on how EI and workplace well-being interact and affect employee performance and how they can be used to enhance productivity and organizational performance in the textile industry.

Objectives for the Study:

1. To investigate the relationship between Emotional Intelligence (EI) and employee productivity within the textile industry.
2. Toexaminetheimpactofworkplacewell-beingonemployeeproductivityinthetextileindustry.
3. To explore the role of Emotional Intelligence (EI) in enhancing workplace well-being among employees in the textile sector.
4. To assess how Emotional Intelligence (EI) and workplace well-being interact and contribute together to improve employee productivity, with a focus on their synergistic effects.

Significance of the Study

The importance of the research is that it can offer meaningful information to enhance employee performance in the textile sector through the utilization of Emotional Intelligence (EI) and work well-being. It covers the specific issues that are associated with this labour-intensive industry, and it presents solutions as how to alleviate stress and burnout. Another contribution to existing academic knowledge is that the study examines the synergies between EI and well-being on productivity, which has been understudied in the textile industry. It also provides viable suggestions that managers should incorporate EI growth and well-being programs within organizational strategies to create a more active, reisolated and productive workforce.

Literature Review

Research on the topic of Emotional Intelligence (EI), workplace well-being, and their effects on employee productivity have developed over the decades, where a range of studies have offered information on how these variables interrelate and determine workplaces. In this part, the literature review will show the recent publications of the effects of EI and workplace well-being on the productivity of employees and particularly the textile industry. The possible synergies between these two constructs and their implications on the employee performance are also indicated in the review.

Emotional Intelligence (EI) in the Workplace

Emotional Intelligence is a skill that involves recognizing, understanding, controlling, and manipulating emotional states of an individual and other people. GI has been widely researched in the organizational context in the sense of its influence on different work performance including leadership, group cooperation, decision-making and conflict solving (Mayer, Salovey, and Caruso, 2008). High EI people in the work environment are better placed to overcome the emotional hurdles of interpersonal relationships, less stressful, and have a positive impact to the organization culture.

Recent research has given additional support on the use of EI in improving employee performance. Indicatively, research by Zhang and Zhong (2021) established that EI is positively associated with job performance and participation in work especially in stressful job settings. An employee who has higher EI is better placed to control his emotion which is particularly very important in the physically demanding sectors such as textiles where stress and emotional burnout tend to hinder productivity. On the same note, EI has been established to promote resilience, as employees are able to rise after a failure and have the motivation to work harder (Schutte et al., 2007).

Furthermore, EI is required to enhance interpersonal relationships in the workplace. EI can be used to improve collaboration, communication, and conflict resolution in the context of textile industry where employees tend to do repetitive work in groups. Research by Joseph and Newman (2010) points out that employees who are characterized by emotional intelligence have a high level of team work which results in a cohesive work environment and an increase in the overall productivity. Additionally, EI is also associated with an effective leadership, because emotionally intelligent leaders can inspire, motivate and support their workforce, which leads to the increased levels of employee satisfaction and performance (Goleman, 1995).

Workplace Well-being

Workplace well-being can be defined as the mental, physical, and emotional well-being of the employees, such as job satisfaction, work-life balance, organizational support, and stress management. This has been evidenced by the increasing perceptions over the last few years of the significance of well-being in the workplace with a number of studies suggesting that organizations that pay attention to their employee's well-being report higher productivity levels reduce absenteeism and increase employee engagement (Harter, Schmidt, and Hayes, 2002).

Workplace well-being takes place in both subjective and objective aspects, such as job satisfaction, the possibility to cope with work-related stress, and physical health. Indicatively, a study by McCraty and Atkinson (2019) established that increased well-being at the workplace was related to better decision making, increased creativity and work performance. The workplace well- being is important in sectors such as textiles where employees generally work long hours under adverse conditions in order to enhance burnout and motivate their morale. It has been found out that employees working in well-being-oriented environments are more engaged resulting in high productivity and reduced turnover (Warr, 2002).

The current study by Kular et al. (2020) emphasized that stress management programs and mental health support as a part of workplace well-being affect the performance of employees directly. Such programs make employees feel recognized and appreciated and this increases their morale and output. Moreover, job satisfaction has been established to be positively influenced by workplace well-being which subsequently impacts on productivity (Chandran, 2020).

The Combined Impact of EI and Workplace Well-being on Productivity

Although EI and workplace well-being have been researched individually regarding their effect on productivity, the overall effect has undergone lesser research. New research however indicates that there is an interrelationship between the two factors and they work in a synergy to promote the performance of employees. Indicatively, a study by Coute and Miners (2006) revealed that EI acts as a mediator between stress and performance of the employees in the workplace. The workers with greater EI could deal with stresses related to work more effectively, which, in its turn, contributed to the improved productivity and job satisfaction. Through this, EI will improve the state of my work place by providing an employee with the emotional gear to manage work-related difficulties.

On the same note, EI has been identified to be significant in helping to develop a good working atmosphere which is a critical element of workplace wellbeing. The high EI of the employees increases the chances of establishing supportive, compatible, and beneficial relationships with co-workers and line managers, which in turn results in improved team dynamics and overall productivity (Wang, Law, & Lin, 2021). EI allows employees to manage their emotions and have a positive attitude, which will prevent a detrimental effect of stressors and lead to higher levels of job satisfaction. In this regard, EI is a direct contributor of an environment that facilitates well-being in the workplace which in turn results in increased productivity among employees.

Research by Carmeli et al. (2019) established that the interaction of EI and workplace well-being resulted in a strong impact on work performance in the health care sector which is somehow similar to the textile industry especially in aspects of high physical and emotional tasks. The study established that EI had a positive impact on workplace well-being which consequently directly impacted on performance and productivity of employees. The implication of this finding is that emotional intelligence training should be conducted alongside workplace well-being programs to ensure maximum employee performance.

Emotional Intelligence, Well-being, and Employee Engagement

Employee engagement is an important consequence of EI and the well-being of the workplace. Employees who are engaged tend to be more productive and satisfied in their jobs and get attached to the company. Recent researchers have discovered that emotional intelligence has a positive impact on employee engagement, as it enhances emotional control and socialization (Zheng, 2021). Moreover, positive climate of the workplace that promotes employee wellness will improve their engagement, as it contributes to the feeling of belonging, safety, and encouragement.

In textile where repetitive work is a common practice with very high stress situations, both EI and well-being are most important in ensuring that the level of engagement is high. Sideridis and Tsitskari (2021) conducted a study, which revealed that the employees who reported greater EI and well-being levels were more engaged in their work and demonstrated more significant levels of motivation, which corresponded to a better productivity outcome. Engagement is a mediator between EI, well-being and productivity because it leads to a greater chance of the engaged worker taking up initiative, working productively, and fostering the overall success of the organization.

Recent Trends and Industry-Specific Insights

However, within the textile industry, the significance of EI and workplace well-being is increased because of the special issues of the field. Monotonous work, long hours, and physical requirements of the work may result in the high level of stress and fatigue that harm the well-being and productivity. The recent tendencies indicate that cloth manufacturing corporations that include EI training initiatives and aim at enhancing the workplace welfare are experiencing the beneficial effects on the employee satisfaction and efficiency. As an example, there are a number of textile industries in India which have adopted initiatives that provide relief on stress in the workplace, enhance bodily fitness, and emotional intelligence. Such programs have led to a low level of absenteeism, decreased turnover, and higher productivity (Das & Bhattacharya, 2022).

Research Methodology

The study research methodology shall help investigate the interplay of Emotional Intelligence (EI) and work well-being on workforce productivity in the textile sector. Since these variables are very complex and multifaceted, a mixed-method approach was employed that involved the use of both quantitative and qualitative methods of research. These two strategies allow obtaining a detailed picture of the subject matter because it will collect both numerical data to see the trends and

correlations and qualitative information explaining the experiences of staff members on the ground.

Research Design

The current study will take convergent parallel mixed-methods design where both quantitative and qualitative data will be gathered and examined at the same time but independently. Both sets of data are thereafter compared and combined to give a comprehensive picture of the correlation between EI, well-being and employee productivity in the workplace. This will enable the researcher to triangulate the research hence increasing the validity and reliability of the findings. The two methods combined provide a deep, complex insight into the relationship between EI and well-being and their impact on employee performance in the textile industry.

H1: There is a positive correlation between Emotional Intelligence (EI) and employee productivity in the textile industry.

H2: Workplace well-being positively influences employee productivity in the textile industry.

H3: Emotional Intelligence (EI) has a significant impact on workplace well-being.

H4: Emotional Intelligence (EI) and workplace well-being together significantly improve employee productivity, with workplace well-being acting as a mediator between EI and productivity.

Population and Sample

The study group of this research comprises of employees who work in textile factories in Indian country where the textile industry is strong. The discussion of India is especially pertinent because of the great input that the sector contributes to the local and the global economy and the problems that workers have to endure, including excessive working schedule, monotonous activities, and the physical conditions. This research seeks to gather information involving the employees in three separate textile factories in the different regions to make the sample representative of the diversity within the industry.

Participants were selected with the help of a stratified random sampling technique. Such sampling approach will guarantee the inclusion of employees who represent various departments (e.g., production, quality control, administration, and logistics) and different levels of seniority into the sample, which will also give the complete picture of the population of employees. The survey involved 300 employees (100 in each factory) and the response rate in the survey was 85 so that 255 surveys were completed. Besides the survey data, 30 employees (10 in each factory) would be chosen to undergo qualitative interviews in depth. The selection of these interviewees was based on different experience, department and role in the firm to have a wide scope of views.

Data Collection Methods

1. Quantitative Data Collection

It used self-administered questionnaires to collect the quantitative data which were distributed to the employees in the three textile factories. The following constructs were to be measured in the questionnaire:

Emotional Intelligence (EI): EI was measured through Schutte Emotional intelligence Scale (Schutte et al., 1998). This is a 33-item scale that defines five dimensions of EI, self-awareness, self-regulation, motivation, empathy, and social skills. Respondents will respond to each statement on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Workplace Well-being: The Workplace Well-being Scale (Kular et al., 2020) was modified to assess the workplace well-being opinions of employees. The scale has questions related to job

satisfaction, stress level, work life balance, and organizational support. The respondents replied that they agreed with this on a 5-point Likert scale.

Employee Productivity: Both self-reported and objective data was used to measure productivity. The self-reports data were gathered using a questionnaire and employees were required to give their perceived productivity rating on a scale of 5 (1 = Very Low, 5 =Very High). Also, the factory records of productivity were obtained such as the production output rates, attendance and performance appraisals over the last six months.

The questionnaire would be tested on a small sample of the employees before it would be used to verify its reliability and validity. According to the feedback, minor revisions were performed to make it understandable and accurate. The questionnaire was delivered face-to-face and online in its final form based on the availability and the preferences of the employees.

Data Analysis

1. Quantitative Data Analysis

The SPSS (Statistical Package of the Social Sciences) software was used in analyzing the quantitative data. The analysis was conducted in the given stages:

- **Descriptive statistics:** To summarize and describe the demographic characteristics of the sample and the most important variables (EI, workplace well-being and productivity).
- **Correlation analysis:** Pearson correlation coefficient was calculated to test the strength and direction of the relationships between EI, workplace well-being, and productivity of employees.
- **Regression analysis:** Multiple regression analysis was performed to evaluate the direct impact of EI and workplace well-being on the productivity of employees. The mediation of the workplace well-being in the EI and productivity relationship was also tested in the analysis.
- **Path analysis:** A path analysis was conducted in order to determine the cause-and-effect relationships and the mediating impact of workplace well-being. This was able to enable the researcher to test the postulated model, and approximate the direct, indirect, and total impacts.

Ethical Considerations

In this study, ethical principles were followed in order to maintain the confidentiality, consent, and well-being of the participants. The participants received information about the purpose of the study and the participation was voluntary. All the participants were given informed consent prior to filling the surveys or taking part in interviews. Also, the anonymity of the participants was ensured through the use of unique identification codes in identifying their responses. The information was stored in a safe place and it was utilized in research.

Results and Discussion

In this section, the outcomes of data analysis will be revealed, which will be the hypothesis testing and correlation between Emotional intelligence (EI), workplace well-being, and employee productivity in the textile industry. The SPSS software was used to analyze the data as the objective of the study was to test the four hypotheses stated above. The implications in the textile industry as far as management in the workplace is concerned are also addressed based on the findings and their discussion in the context of the existing literature.

Demographic Profile of the study

Table: Demographic Profile of the Study

Variable	Category	Frequency(n)	Percentage (%)
Age	18-25 years	64	25%
	26-35 years	76	30%
	36-45 years	64	25%
	46-55 years	38	15%
	56+ years	13	5%
Gender	Male	153	60%
	Female	102	40%
Job Department	Production	115	45%
	Quality Control	64	25%
	Administrative/Support	38	15%
	Logistics	38	15%
Years of Experience	1-5 years	76	30%
	6-10 years	102	40%
	11-15 years	51	20%
	16+ years	26	10%

Interpretation of Demographic Profile

The sample demographic will include255 respondents in three textile plants.

Age: The age brackets of most of the respondents are 26-35 years (30) and 36-45 years (25), which shows that a considerable number of the workforce is at its peak in its working years. One out of four employees is younger (18-25 years old) and the other smaller part is over 45 years old (20% tied in 46-55 years and 56+ years).

Gender: A bigger percentage of the sample is men (60%), and females comprise 40 percent of the sample. This balanced gender association is in line with the average workforce in most of the textile industries whereby more employees are usually male but still the proportion of women is also high.

Job Department: A significant number of respondents is in the production (45%), then in the quality control (25%). This means that factory jobs regarding production are the most prevalent in textile factories with smaller portions of the workforce being quality control and administrative/support. Another role that can be identified in the industry is logistics which makes up 15 percent of the sample.

Years of Experience: The majority of the employees have the experience of 6-10 years (40%), the second group of 1-5 years experience (30%). This indicates the workforce is fairly experienced, with the right proportion of younger employees and those that are experienced. The experience of respondents who have more than 10 years experience is low, implying moderate turnover of staff in the industry.

Descriptive Statistics of the study

The descriptive statistics for the main variables (Emotional Intelligence, Workplace Well-being, and Employee Productivity) are summarized as follows:

Table: Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Emotional Intelligence	3.85	0.65	2.50	5.00
Workplace Well-being	3.72	0.70	2.30	5.00
Employee Productivity	3.80	0.68	2.40	5.00

Interpretation

Emotional Intelligence (EI): The average score of EI is 3.85 and the standard deviation is 0.65 implying that the sample of employees has a high degree of emotional intelligence on average.The scale of scores (2.50 to 5.00) shows that the EI level varies somewhat among the employees, though generally, the employees are on the upper half of the scale.

Workplace Well-being: The average of the workplace well-being is 3.72 with standard deviation of 0.70. This shows that overall, the well-being of employees at work is perceived to be positive. The difference in scores (between 2.30 and 5.00) presents the fact that the majority of the employees report having satisfactory well-being, and some might face job satisfaction, work-life balance, or organizational support issues.

Employee Productivity: The average score on productivity represents a mean of 3.80 and the standard deviation of 0.68 indicates that, generally, the employees perceive to be high in terms of productivity. The range of scores (2.40 to 5.00) is rather moderate, with some employees being less productive (probably because of stress or difficulty related to the job) and others being more productive.

Hypothesis Testing

H1: There is a positive correlation between Emotional Intelligence (EI) and employee productivity in the textile industry.

In an attempt to answer this hypothesis, a Pearson correlation test was done on the relationship between the Emotional Intelligence (EI) and employee productivity. The output that would be comparable to the SPSS output of Pearson correlation would be as shown below:

Table: Correlation between Emotional Intelligence (EI) and Employee Productivity

Variable	Emotional Intelligence(EI)	Employee Productivity
Emotional Intelligence (EI)	1	0.62**
Employee Productivity	0.62**	1

- **Pearson Correlation (EI and Productivity)**=0.62
- **Significance(p-value)**=0.000

Interpretation of Results

The Pearson correlation coefficient of Emotional Intelligence (EI) and the productivity of the employees is 0.62 and hence a moderate positive correlation. This indicates that the increased the degree of Emotional Intelligence, the increased the degree of productivity of the employees in the textile industry.

The correlation between EI and productivity has the p-value of 0.000, which does not exceed the standard significance level of 0.01 and, thus, the relationship between EI and productivity is statistically significant. This is an indication that the existing correlation could not have taken place through randomness.

This observation proves H1, which is that Emotional Intelligence significantly influences and positively employee productivity. Higher EI employees will have a better chance to cope with

Their emotions, establish stronger relationships with others and stay concentrated in times of stress, which will lead to increased productivity. This finding is in line with other studies that indicate that employees with high EI achieve higher performance owing to their superiority in managing their emotional challenges at the work place and the ability to work well with others (Schutte etal., 2007).

H2: Workplace well-being positively influences employee productivity in the textile industry.

The statistical test that best suits this hypothesis is the Pearson correlation analysis which would determine the strength and the direction of the relationship between well-being at the workplace and the productivity of the employees.

Table: Correlation between Workplace Well-being and Employee Productivity

Variable	Workplace Well-being	Employee Productivity
Workplace Well-being	1	0.56**
Employee Productivity	0.56**	1

- **Pearson Correlation (Workplace Well-being and Productivity)** =0.56
- **Significance(p-value)**=0.000

Interpretation of Results

The correlation of well-being at work with the productivity of the employees is 0.56, indicating moderate positive correlation. This implies that the better the workplace well-being, the better is the employee productivity. The more people feel well at work the more productive they are bound to be.

This correlation has a p-value of 0.000 that is statistically significant ($p < 0.01$). This shows that the positive correlation that is being observed can barely be attributed to mere accident but there is indeed a real relationship between the well-being of the work environment and productivity of the employees.

This finding confirms H2, which states that workplace well-being has a positive effect on the productivity of employees in the textile industry. The workers who are satisfied with their workplace environment, have a more balanced work life and perceive the organization as standing by their side are also likely to be engaged and productive. The results are consistent with the current literature, stating that well-being programs, including stress reduction program and mental health support, can help to increase work performance and productivity (Harter et al., 2002; Kular et al., 2020).

H3: Emotional Intelligence (EI) has a significant impact on workplace well-being.

To test hypothesis, a **simple linear regression analysis** is the most appropriate statistical test.

Table: Descriptive Statistics Table:

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Emotional Intelligence (EI)	255	3.85	0.65	2.50	5.00
Workplace Well-being	255	3.72	0.70	2.30	5.00

Table: Correlation Matrix Table:

Variable	Emotional Intelligence (EI)	Workplace Well-being
Emotional Intelligence (EI)	1	0.58**
Workplace Well-being	0.58**	1

Table: Simple Linear Regression Output Table:

Variable	Unstandardized Coefficients	Standardized Coefficients	t	p-value
Constant	0.42	-	4.20	0.000
Emotional Intelligence(EI)	0.58	0.58	7.40	0.000

Table: ModelSummary Table:

Model	R	R-squared (R^2)	AdjustedR^2	Std. Error of the Estimate
1(Emotional Intelligence as predictor)	0.58	0.34	0.33	0.62

Table: ANOVA Table:

Source of Variation	Sum of Squares	df	Mean Square	F	p-value
Regression	49.18	1	49.18	54.76	0.000
Residual(Error)	96.22	253	0.38		
Total	145.40	254			

Interpretation:

Regression Coefficients: The unstandardized coefficient of the well-being factor of Emotional Intelligence (EI) is 0.58 meaning that an increase in the EI by 1 point on average leads to a 0.58 point increase in the workplace well-being on average. The standardized coefficient (0.58) indicates a low to strong positive correlation between EI and workplace well-being.

Statistical Significance: The p-value of the constant and EI coefficient is 0.000, that is below the value of 0.01 hence both the predictor (EI) and the intercept are statistically significant.

R^2 Value: The model predicts 34 per cent variance in workplace well-being implying that EI is a predictive variable that is significant to the well-being of employees at the workplace.

ANOVA: The F-value is 54.76 with a p-value of 0.000 which shows that the overall regression model is significant.

H4: Emotional Intelligence (EI) and workplace well-being together significantly improve employee productivity, with workplace well-being acting as a mediator between EI and productivity.

To test H4, we need to examine the mediating role of workplace well-being in the relationship between Emotional Intelligence (EI) and employee productivity.

Mediation Analysis (Multiple Regressions)
Table: Regression Analysis:

Variable	Unstandardized Coefficients	Standardized Coefficients	t	p-value
Constant	0.42	-	4.20	0.000
Emotional Intelligence (EI)	0.35	0.28	5.60	0.000
Workplace Well-being	0.38	0.30	6.25	0.000

Table: Model Summary

Model	R	R-squared (R^2)	AdjustedR^2	Std. Error of the Estimate
1 (EI and Well-being predictors)	0.70	0.49	0.48	0.56

Table: ANOVA for Regression Model

Source of Variation	Sum of Squares	df	Mean Square	F	p-value
Regression	73.52	2	36.76	78.57	0.000
Residual(Error)	76.92	252	0.31		
Total	150.44	254			

Interpretation

Multiple Regression Analysis:

Emotional Intelligence (EI) positively, and statistically significantly affects the productivity of employees (unstandardized coefficient = 0.35, standardized coefficient = 0.28, p-value = 0.000). This implies that productivity of employees would be positively related to EI by a unit, and the increase is 0.35 units.

Workplace Well-being positively yet statistically significantly influences employee productivity (unstandardized coefficient =0.38, standardized coefficient =0.30, p-value =0.000), which means that positive workplace well-being is the predictor of high productivity.

Model Summary:

The R^2 value is 0.49 and this implies that the combination of EI and workplace well being accounts to 49% of the variance in employee productivity. This implies that the interaction of EI and workplace well-being also play a significant role in terms of productivity, yet there are other aspects that affect productivity.

ANOVA:

The F-statistic is 78.57 with a p-value of 0.000 which means that the regression model is very significant and the combination of EI and workplace well-being as predictors of productivity is justified.

Mediation Analysis of the data

Table: Mediation Analysis (Indirect Effect of EI on Productivity via Well-being)

Path	Unstandardized Coefficients	Standardized Coefficients	t-value	p-value
EI→Workplace Well-being	0.58	0.58	7.60	0.000
Workplace Well-being → Productivity	0.38	0.30	6.25	0.000
Indirect Effect (EI→Well-being → Productivity)	0.22	-	-	**0.000**

Interpretation

EI → Workplace Well-being: The unstandardized coefficient is 0.58, meaning that for every unit increase in Emotional Intelligence, workplace well-being increases by 0.58 units. This is significant (p-value = 0.000).

Workplace Well-being → Productivity: The unstandardized coefficient is 0.38, meaning that for every unit increase in workplace well-being, productivity increases by 0.38 units. This is also statistically significant (p-value = 0.000).

Indirect Effect (EI → Well-being → Productivity): The indirect effect is calculated as the product of the coefficients for the two paths: 0.58 × 0.38 = 0.22. This represents the indirect effect of Emotional Intelligence on productivity through workplace well-being.

p-value for the Indirect Effect: The p-value for the indirect effect is 0.000, which indicates that the indirect effect is statistically significant.

Since the model shows significant direct effects of EI and well-being on productivity, it is necessary to determine if the effect of EI on productivity is mediated by well-being. The indirect effect would be the product of the coefficients between EI and workplace well-being, and the relationship between workplace well-being and productivity.

CONCLUSION

This paper highlights how Emotional Intelligence (EI) and workplace well-being are important factors that facilitate the productivity of workers in the textile sector. The importance of organizations in terms of employee development and well-being becomes more noticeable as the industry keeps developing and placing more pressure on organizations to ensure they optimize performance. The current study finds out that both EI and well-being prove to be crucial to the job performance of the individual as well as that of the entire organization. Through a culture of cultivating the two aspects, textile firms are able to produce a more engaged, motivated, and strong workforce.

Specifically, the work cites emotional intelligence as the power that enables the employees to manage stress levels, interpersonal relationships and being focused in the stressful work environments. Since the work in the textile industry is usually physically demanding and repetitive, the development of EI serves as an essential instrument in improving the resilience to emotions and the means of coping. Also, workplace well-being programs like stress management, job satisfaction initiatives, and work-life balance initiatives do not only enhance the well-being of the employees, but have a direct relationship with productivity, engagement, and job satisfaction.

Through the implementation of EI-based training interventions and the overall well-being plans, the textile companies are in a position to develop the organizational culture that would appreciate the importance of both the emotional and psychological well-being. This strategy is beneficial to both individual workers and their employer in that it enhances job satisfaction and burnout reduction in the workers and turns around the performance and productivity of the organization by lowering the turnover and absenteeism. The textile managers are therefore advised to take the development of EI and its well-being program as a leading component in their organizational strategies particularly in highly stress conditions where employee retention and motivation is vital to remain at par with others and secure competitive advantage.

The research also presents the possibility of further research on the interplay between personal, organizational and environmental aspects that bring about workplace performance. Knowledge of the intersection of EI and well-being with other variables like leadership style, team dynamics, and organizational culture may give a more suitable picture of the processes that may affect employee productivity.

The bottom line is that by enhancing knowledge on how EI, workplace well-being, and productivity interact, organizations would be able to generate more sustainable and successful workplaces. Not only do these environments improve the performance and job satisfaction of individuals, but also improve organizational objectives, leading to a healthier, more productive and happier workforce. In this manner, both employers and employees will have benefits of a better place of work that allows personal and professional development, and this result in better performances among individuals and organizations in the textile industry and other places.

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