

Impact of Interpersonal Skills of Textile Sectors Employees on the Performance of Organizations

Abdul Saboor^{1,*}, Husnain Butt², Muhammad Touseef³

^{1,2}Department of Faisalabad Business School, National Textile University Faisalabad, Faisalabad, Pakistan.

³Department of Sociology, Government College University Faisalabad, Faisalabad, Pakistan.
abdulsaboor.research@gmail.com¹, husnainbutt075@gmail.com², mtouseef.2020000164@gcuf.edu.pk³

Abstract: Our research is unique as no one has ever worked on the impact of the interpersonal skills of textile sector employees on their organization's performance in Pakistan. This study examined the impact of interpersonal skills on an organization's performance in the textile sector, emphasizing the textile's crucial role in the global economy and the need to boost organizational success through better employee skills. The primary objective of this study is to investigate how the interpersonal skills of textile sector employees influence organizational performance by addressing a gap in existing literature. Applying some quantitative research approach & structured questionnaires were executed to collect data from textile sector employees in Pakistan, with statistical analyses with Smart PLS4 implemented to assess the relationships between interpersonal skills and organizational performance. This research highlighted the importance of interpersonal skills in the textile sector. It advocated for proposed training and development programs to improve these skills, achieving greater efficiency and enhancing competitiveness and sustainability.

Keywords: Interpersonal Skills; Maintenance Management; Risk Analyses; Textile and Productivity; Communication and Organizational Performance; Cross-Functional Teams; Deep Learning.

Received on: 05/09/2023, **Revised on:** 12/11/2023, **Accepted on:** 24/12/2023, **Published on:** 01/03/2024

Journal Homepage: <https://www.fmdbpub.com/user/journals/details/FTSTPL>

DOI: <https://doi.org/10.69888/FTSTPL.2024.000226>

Cite as: A. Saboor, H. Butt, and M. Touseef, "Impact of Interpersonal Skills of Textile Sectors Employees on the Performance of Organizations," *FMDB Transactions on Sustainable Technoprise Letters*., vol. 2, no. 1, pp. 10–22, 2024.

Copyright © 2024 A. Saboor *et al.*, licensed to Fernando Martins De Bulhão (FMDB) Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/), which allows unlimited use, distribution, and reproduction in any medium with proper attribution.

1. Introduction

The textile sector is crucial in the global economy, contributing significantly to employment and export revenues. Organizations in this highly competitive industry constantly seek ways to improve their performance and gain a competitive edge. One area that has gained increasing attention is the role of interpersonal skills among textile sector employees and their impact on organizational performance. Interpersonal skills encompass a range of abilities that enable individuals to effectively interact and communicate with others in various social and professional contexts within textile organizations; good collaboration and coordination depend on effective communication. It allows staff members to collaborate, share ideas, and direct their efforts towards shared objectives. Strong interpersonal abilities can improve communication effectiveness, resulting in better comprehension, fewer misunderstandings, and increased productivity. Additionally, good relationships with clients and meeting consumer needs are essential for organizational success in the textile industry and depend on excellent communication.

*Corresponding author.

In the textile industry, cooperation is equally important to organizational effectiveness as communication. Textile companies frequently use cross-functional teams to manage difficult projects and satisfy client requests. Collaboration among teammates is necessary for effective teamwork. Cooperation, conflict resolution, and trust-building are interpersonal abilities that help teams become cohesive and high-performing. Employees who are good at interacting with others can better manage team dynamics, settle disputes, and promote a collaborative workplace. Organizational life inevitably involves conflict, and the textile industry is no exception. Conflicts can develop due to disagreements over ideas, working methods, or the distribution of resources, among other things. Maintaining a happy workplace and avoiding the negative impact of unresolved conflicts on organizational performance depends on effective conflict resolution. Employees in the textile industry can manage and resolve problems positively by using interpersonal skills, including empathy, active listening, and bargaining. Organizations can reduce interruptions, improve employee happiness, and sustain productivity levels by handling issues promptly and effectively [16].

Employee satisfaction is a major factor in how well an organization performs. Satisfied employees are more likely to be motivated, engaged, and dedicated to their jobs and the company's objectives. Interpersonal skills support employee satisfaction by developing productive interactions with subordinates and superiors. Employees are more likely to report feeling satisfied with their jobs when they see value, respect, and support from others [18]. Positive interpersonal interactions can boost employee morale and foster a sense of belonging, which raises job satisfaction and organizational commitment levels. Even though the significance of interpersonal skills in the textile industry is acknowledged, empirical research is still required to grasp how these abilities affect organizational effectiveness fully. Textile companies may pinpoint areas for development and put focused interventions in place by looking at the connection between interpersonal skills and performance outcomes [19]. By examining how the interpersonal skills of employees in the textile sector affect the performance of their organizations, this research tries to close this knowledge gap. Organizations can create strategies to improve interpersonal skills and maximize their success in the cutthroat textile industry by comprehending how these abilities influence performance. [20]

Regarding export earnings and employment, the textile industry substantially contributes to the world economy. Organizations in the textile business are continuously looking for methods to improve their performance and acquire a competitive edge in today's extremely competitive industry. The importance of interpersonal skills among workers in the textile industry and their impact on organizational success are areas that have drawn more attention in recent years. A variety of talents, known as interpersonal skills, enable people to engage and communicate with others effectively in a variety of social and professional circumstances.

For successful collaboration, coordination, and achieving shared objectives within textile organizations, efficient communication is crucial. Strong interpersonal abilities can improve communication effectiveness, resulting in better comprehension, fewer misunderstandings, and increased productivity. Additionally, good relationships with clients and meeting consumer needs are essential for organizational success in the textile industry and depend on excellent communication. Employee satisfaction is a major factor in how well an organization performs. Satisfied employees are more likely to be motivated, engaged, and dedicated to their jobs and the company's objectives. Interpersonal skills support employee satisfaction by developing productive interactions with subordinates and superiors.

Employees are more likely to report feeling satisfied with their jobs when they see value, respect, and support from others. Positive interpersonal interactions can boost employee morale and foster a sense of belonging, which raises job satisfaction and organizational commitment levels. Even though the significance of interpersonal skills in the textile industry is acknowledged, empirical research is still required to grasp how these abilities affect organizational effectiveness fully. Textile companies may pinpoint areas for development and put focused interventions in place by looking at the connection between interpersonal skills and performance outcomes. By examining how the interpersonal skills of employees in the textile sector affect the performance of their organizations, this research tries to close this knowledge gap. Organizations can create strategies to improve interpersonal skills and maximize their success in the cutthroat textile industry by comprehending how these abilities influence performance.

1.1. Problem statement

The textile sector is a dynamic industry that requires employees to possess strong interpersonal skills for effective communication and collaboration with colleagues and clients. However, the impact of interpersonal skills of employees in the textile sector on organizational performance is understudied. At the same time, previous research has explored the relationship between interpersonal skills and customer satisfaction. Efficiency, but little attention has been paid to how the interpersonal skills of textile employees influence organizational performance. Therefore, the problem addressed in this study is investigating the impact of the interpersonal skills of employees on organizational performance in the textile sector. By exploring this relationship, this study aims to contribute to a better understanding of how the interpersonal skills of employees affect the improvement of overall organizational performance and employee satisfaction.

1.2. Research gap

Despite the importance of interpersonal skills for the success of the textile industry, there is a lack of research on the impact of interpersonal skills of textile employees on their organizational performance in Pakistan. Existing studies have primarily focused on the impact of interpersonal skills and leadership styles on various aspects, including employee satisfaction and productivity. Still, little attention has been given to how interpersonal skills influence organizational performance in the textile sector. Therefore, there is a gap in the literature regarding the relationship between the interpersonal skills of textile employees and organizational performance in Pakistan, which can hinder the development of effective communication and collaboration in the workplace. To address this gap, this study explores the relationship between the interpersonal skills of employees in the textile sector and organizational performance. By filling this research gap, the study can contribute to developing effective management strategies that can enhance the development and application of interpersonal skills among textile employees in Pakistan and ultimately improve the overall performance of the textile industry.

1.3. Research question

To what extent do the interpersonal skills of textile sector employees affect organizational performance?

1.3.1. Research objective

To testify to the impact of interpersonal skills of textile sector employees on the performance of their organizations in Pakistan.

1.3.2. Significance

The importance of this study rests in its ability to offer insightful knowledge to the academic community and the textile sector. This study fills a significant vacuum in the literature by investigating the effect of employees' interpersonal skills on the performance of their organizations. It also gives useful recommendations for managers and practitioners. Firstly, from an academic standpoint, this research expands our understanding of the role of interpersonal skills in organizational performance within the specific context of the textile sector. While there is existing research on the importance of interpersonal skills in various industries, there is a lack of focused studies specifically examining the textile sector. This research will provide empirical evidence to support the significance of interpersonal skills in the textile industry and contribute to the broader organizational behaviour and management field. Second, the results of this study have applications for managers in textile organizations. Managers can create tailored interventions to improve interpersonal skills among their staff by analyzing the precise impact of these skills on organizational performance. This could entail initiatives, workshops, or training programmes focused on enhancing interpersonal skills like teamwork, conflict resolution, and communication. Textile companies may boost collaboration, employee satisfaction, and general performance by spending money on interpersonal skill development.

The results of this study can also be used to guide textile industry hiring and selection procedures. Textile companies should prioritize identifying and evaluating interpersonal abilities when employing new staff. Organizations may create a workforce that can interact, collaborate, and contribute to attaining organizational goals by choosing applicants with excellent interpersonal skills. This study project's importance affects society as a whole as well. Particularly in emerging nations, the textile industry employs a sizable portion of the global workforce. It is possible to pinpoint solutions for enhancing employee well-being, work happiness, and career development prospects by analyzing the impact of interpersonal skills on organizational success in this industry. This can have favorable social and economic repercussions for the people involved, their families, and their neighborhoods. This study project has great significance since it helps us better understand how the interpersonal skills of workers in the textile industry affect organizational effectiveness. The research will advance academic understanding, offer useful information to textile businesses, and broadly affect society. The textile industry may boost its competitiveness, productivity, and overall success by realizing the value of interpersonal skills and investing in their development.

2. Literature Review

Millions of people are employed in Pakistan's textile sector, which also considerably boosts the nation's GDP. Strong interpersonal skills are needed among textile business personnel to communicate and collaborate successfully. However, in the case of the Pakistani textile sector, little emphasis has been paid to the effect of interpersonal skills on organizational success. This review of the literature attempts to look at the research that has been done on how the interpersonal skills of workers in the textile industry and organizational performance are related [6]. A collection of talents called interpersonal skills enables people to engage and communicate with others successfully in a variety of social and professional circumstances. These abilities are essential for fostering collaboration, teamwork, conflict resolution, and organizational performance. This literature survey provides a broad overview of the current research on interpersonal skills and their importance in various fields [3].

Interpersonal skills include relationship-building, active listening, empathy, conflict resolution, and communication. Effective information and idea exchange through verbal and non-verbal channels requires good communication skills. On the other hand, active listening is the capacity to comprehend and interpret the messages of others carefully. Understanding and embracing the thoughts and viewpoints of others are essential components of empathy [25]. The capacity to handle and settle disputes amicably is necessary for conflict resolution abilities. Effective teamwork involves working together to accomplish shared objectives. Last but not least, relationship-building abilities include the capacity to develop and keep strong bonds with coworkers, clients, and other stakeholders.

In order to succeed in the workplace across a variety of industries, interpersonal skills are essential. Barrick et al. [10] show that interpersonal abilities and job success are positively correlated. Research by Aguinis et al. [2] demonstrates how having excellent interpersonal skills makes it easier to form relationships and raises commitment and employee satisfaction. A helpful workplace is facilitated by productive relationships, better understanding, trust, and cooperation among team members, and all of these are facilitated by active listening abilities. Empathy aids in building strong bonds with others, settling disputes, and promoting a supportive work atmosphere. Employees with conflict resolution abilities are better equipped to address disputes and find amicable solutions. Teamwork skills enhance team collaboration, creativity, and productivity. Relationship-building skills are crucial for networking, customer service, and long-term business partnerships.

Effective leadership requires strong interpersonal abilities. Strong interpersonal abilities enable leaders to inspire and encourage their people, establish trust, and foster a productive workplace. Leaders may explain their vision, set goals, and give feedback to their workforce by using effective communication techniques. Developing a sense of inclusion and empowerment among team members requires active listening skills on the part of leaders [6]. Empathy enables leaders to establish emotional connections with their workforce, exhibiting support and understanding. Conflict resolution skills are essential for leaders to handle conflicts and maintain a positive work environment. Teamwork abilities allow leaders to organize task delegation to accomplish team goals efficiently. Relationship-building skills help leaders establish rapport with their employees and stakeholders, facilitating collaboration and organizational success.

Customer service positions require a high level of interpersonal skills. Strong interpersonal skills enable employees to connect with clients, comprehend their requirements, and deliver great service [14]. Service providers with effective communication skills can deliver information, pay close attention to customer concerns, and offer precise answers. Greater customer satisfaction results from service providers being able to comprehend and respond to the emotions and worries of their clients. Service providers can better manage client complaints and concerns by having conflict resolution abilities. Relationship-building abilities influence long-term client loyalty and favorable word-of-mouth recommendations [13].

In healthcare settings, interpersonal abilities are crucial. Effective communication between healthcare practitioners and patients improves patient satisfaction, compliance, and health outcomes. Healthcare practitioners can hear patient problems, offer emotional support, and give individualized care using active listening skills. According to Bakker and Demerouti [9], empathy in healthcare interactions fosters patient-centered care, trust, and better patient outcomes. In order to ensure coordinated patient care and manage conflicts among healthcare team members, conflict resolution skills are important [15]. Collaboration between healthcare workers is facilitated by teamwork skills, which improve patient safety and treatment quality and reduce medical errors. Relationship-building skills contribute to patient satisfaction, trust in healthcare providers, and continuity of care.

Both teachers and students need interpersonal skills to succeed in educational settings. Teachers with great interpersonal skills foster positive classroom environments, active student participation, and successful learning channels. Teachers can create relationships with students and provide feedback using their communication abilities [17]. Teachers can better grasp student needs, address problems, and adapt instruction with active listening skills. According to Antony and Banuelas [4], empathy in teaching fosters healthy teacher-student interactions, emotional support, and student well-being. Teachers can manage student disagreements and preserve a peaceful learning environment by developing conflict-resolution abilities [21]. Students with good teamwork collaborate more, promoting peer learning, creativity, and increased academic performance. Relationship-building skills between teachers and students create a supportive and trusting learning environment, enhancing student engagement and achievement.

Even though the value of interpersonal skills is acknowledged in many other fields, there is a need for specific research in the textile industry. Complex supply chains, stakeholder cooperation, and customer interactions are all part of the textile industry. Effective communication within and between textile organizations depends on interpersonal skills, which improve supply chain performance [12]. Employees in the textile industry can collaborate on projects, meet consumer requests, and increase organizational effectiveness with the help of teamwork skills. In the textile industry, conflict resolution abilities are crucial for handling disagreements between employees, clients, and suppliers. In textile organizations, interpersonal skills help employees feel valued, motivated, and committed, which improves performance [22].

Financial performance is a vital sign of an organization's success and sustainability. It considers indicators, including escalating sales, profitability, return on investment, and shareholder value. Strong financial performance is a hallmark of high-performing businesses, enabling them to spend money on expansion plans, R&D, and resources [1]. Additionally, an organization's financial performance affects its standing, creditworthiness, and capacity to draw in investors and obtain finance for future expansion. Another crucial component of organizational performance is customer satisfaction. Satisfied clients aid in customer acquisition and retention since they will likely become devoted repeat customers and frequently refer the business to others [3]. Positive word-of-mouth, brand loyalty, and increased market share correlate with high levels of consumer satisfaction. Businesses that put a high priority on customer satisfaction often outperform their rivals and succeed in the long run [23].

Market share is a crucial measure of organizational performance, especially in sectors with intense competition. According to Boateng [7], companies with a larger market share frequently have a stronger presence, more negotiating strength, and higher economies of scale. They can use their market position to lower costs, entice customers, and negotiate advantageous supplier contracts. A high market share shows that a company outperforms rivals and successfully grabs a substantial chunk of the market. According to Avolio et al. [5], effective leadership establishes direction, motivates workers, and fosters an environment of support and empowerment at work. Employee motivation, satisfaction, and commitment are boosted by an effective organizational culture characterized by shared ideals, teamwork, and). Employee engagement—a measure of how enthusiastic and committed individuals are to their jobs and the company—has frequently been connected to improved organizational performance (Figure 1).



Figure 1: Theoretical framework

H0 = interpersonal skills have no impact on organization performance.
H1 ≠ interpersonal skills have an impact on organizational performance.

3. Research Methodology

The textile sector is a dynamic industry that requires employees to possess strong interpersonal skills for effective communication and collaboration with colleagues and clients. However, the impact of interpersonal skills of employees in the textile sector on organizational performance is understudied. While previous research has explored the relationship between interpersonal skills and various aspects of customer satisfaction efficiency, little attention has been paid to how the interpersonal skills of textile employees influence organizational performance [24]. Therefore, the problem addressed in this study is investigating the impact of the interpersonal skills of employees on organizational performance in the textile sector. By exploring this relationship, this study aims to contribute to a better understanding of how the interpersonal skills of employees affect the improvement of overall organizational performance and employee satisfaction [25].

3.1. Research Design

The quantitative research method is used for this project. We collect the data through a structured questionnaire using a 5-point Likert scale. In quantitative research, we have used a deductive approach in which we have focused on our data and tested the effect of the interpersonal skills of employees on the organization's performance.

3.2. Unit of Analysis

Data was collected from HR managers and middle- and top-level management employees performing their duties in Pakistan's textile sectors.

3.3. Population

Our population consists of employees of different textile organizations.

3.4. Sampling Method

A convenient sampling method was used, and the participants were selected from different organizations. The sample size depends on the population, the level of confidence, and the margin of error.

3.5. Data collection

The data is collected through a structured questionnaire, and questions are close-ended. Which measures the effect of interpersonal skills on the performance of the organization? We also did cross-sectional surveys for this study, conducted among employees of different textile organizations.

3.6. Sample size

The data is collected from 100 employees of different textile organizations. The sample size is 100 in this research.

3.7. Data analysis

We have used descriptive and inferential statistics. Descriptive statistics summarize the data, inferential statistics are used for correlation analysis, and regression is used for hypothesis testing. We have used the PLS smart 4.0 for the analysis of the data.

4. Ethical Considerations

Ethical principles and standards conduct this study. The participants are provided with informed consent forms before participation in the study. Confidentiality and anonymity are maintained to ensure the privacy of the participants (Table 1).

Table 1: Questionnaire

	Variable's	Items	Source
1	Interpersonal; Skills	10	Grandey et al., [26]
2	Organizational Performance	10	Lunenburg, [27]

4.1. Questionnaire

Section 1: Demographics					
Please tick the following group that is true for you.					
Age Group	a. 15-2	b. 25-35	c. 35-45	d. 45-55	e. 55-65
Gender	a. MALE			b. FEMALE	
Job Position	a. non-MANAGERIAL b. MANAGERIAL				
Years of Experience	a. 1-5	b. 5-10	c.10-15	d. ABOVE 15	
Section 2: Interpersonal Skills Assessment					
Please rate the following statements based on your perception of interpersonal skills within your organization, using a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree).					
Employees in our organization effectively communicate their ideas and thoughts.	1	2	3	4	5
Our organization has a culture of collaboration and teamwork.	1	2	3	4	5
Conflict resolution is handled efficiently within our organization	1	2	3	4	5
Customer interactions in our organization are characterized by empathy and effective communication.	1	2	3	4	5
Our leaders demonstrate strong interpersonal skills in leading and influencing their teams.	1	2	3	4	5
Employee morale and engagement are high in our organization.	1	2	3	4	5
Employees in our organization actively participate in problem-solving and innovation.	1	2	3	4	5
Negotiation and persuasion skills are valued and encouraged in our organization.	1	2	3	4	5
Our organization provides resources and support for stress management among employees.	1	2	3	4	5

We have a strong employee retention rate due to positive interpersonal relationships.	1	2	3	4	5
Section 3: Organizational Performance Assessment					
Please rate the following statements based on your perception of the overall organizational performance, using a scale of 1 to 5 (1 = strongly disagree, 5 = strongly agree).					
Our organization consistently achieves its goals and objectives.	1	2	3	4	5
Our organization has a high level of customer satisfaction.	1	2	3	4	5
Our organization demonstrates effective leadership in driving performance.	1	2	3	4	5
Employees in our organization are motivated and engaged.	1	2	3	4	5
Our organization effectively adapts to changes and challenges.	1	2	3	4	5
Knowledge sharing and transfer are prevalent in our organization.	1	2	3	4	5
Our organization maintains a positive and inclusive organizational culture.	1	2	3	4	5
Employee creativity and innovation are encouraged and valued.	1	2	3	4	5
The overall employee well-being in our organization is high.	1	2	3	4	5
Our organization outperforms its competitors in the industry.	1	2	3	4	5

5. Result

5.1. Model Assessment

This study created and tested a route model using SMART PLS 4.0. Partial least squares modeling is a structural equation modeling (SEM) used for tangential relationships in domains connected to behavioral study and communication. PLS-SEM was applied to analyze the cross-sectional relationship between variables. PLS-SEM provides comprehensive, flexible, and adjustable capabilities for causal modeling.

PLS-Path model or structural equation modeling based on components evaluates the hierarchical model to achieve better theoretical parsimony and less model complexity. However, as illustrated below (Figure 3), the structural model described the relationships between the construction pieces.

5.2. Measurement model

This study utilized primary data, and survey questions were used to obtain the data. The study investigates and examines how interpersonal ability and organizational performance are related. The hypothesis was put to the test using Smart PLS 4.

5.3. PLS-algorithm

Seven of the ten interpersonal skill indicators utilized show reliable outer loading. The final three interpersonal skills elements were eliminated to increase the model's validity and reliability. There are ten items in organizational performance, but only eight are dependable; the other two were eliminated to boost reliability.

Table 2: Evaluation results of the measurement model

Constructs	Items	Loading	Cronbach's Alpha	Composite Reliability	AVE
IS	IS1	0.818	0.906	0.921	0.921
	IS2	0.764			
	IS3	0.794			
	IS4	0.675			
	IS5	0.581			
	IS6	0.659			
	IS7	0.742			
	IS8	0.784			
	IS9	0.718			
	IS10	0.784			
OP	OP1	0.796	0.914	0.922	0.929
	OP2	0.784			

	OP3	0.803			
	OP4	0.749			
	OP5	0.824			
	OP6	0.693			
	OP7	0.772			
	OP8	0.814			
	OP9	0.816			
	OP10	0.446			

According to Bagozzi & Yi [8], reflective measurement models achieve composite reliability values of 0.921 and higher (Table 2), supporting construct measures' internal consistency reliability. The values of AVE-Average variance extracted are all higher than the 0.50 threshold value, as shown in Table 2 below, supporting the validity of the measures as convergent measures (Figure 2).

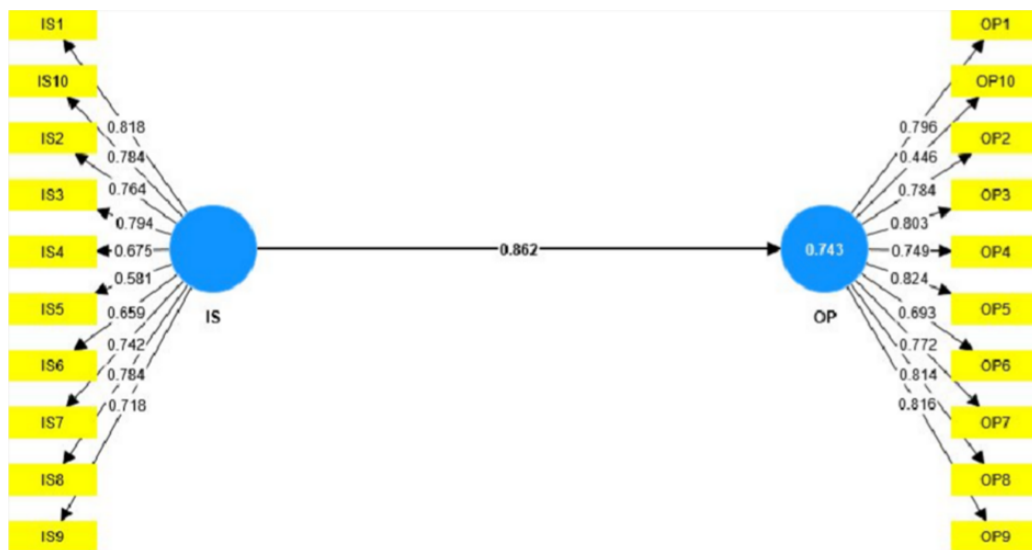


Figure 2: outer loadings

5.4. Reliability and validity analysis

Bell and Bryan [11] claim that reliability analysis is the primary procedure in which researchers are concerned with the internal consistency of all examined constructs. Factor loadings and composite reliability were used to evaluate the measurement model's dependability. All values must exceed the minimum acceptable values of 0.7 for factor loading and composite reliability. The factor loading and CR results supported the measurement model's dependability.

5.5. Structural model estimation

Hair claims that the R² (coefficient of determination) is a gauge of the model's prognostication efficacy. According to "another approach," R² represents the combined impact of exogenous and endogenous variables on the endogenous variable. This impact ranges from "0 to 1," and "1" indicates "complete predictive accuracy because R² is composed of a variety of disciplined researchers and must rely on general guidelines to an acceptable" R² with 0.75, 0.50, and 0.25, "respectively, which describe significant, moderate, and weak levels of predictive accuracy. The standard value of "0.743" for R² of endogenous variables in the current study, "indicates the moderate predictive accuracy of the model, as shown in Table 3.

Table 3: Predictive accuracy and relevance of the model

Goodness of fit Indices	R-Square (R ²)	Adjusted R ²
OP	0.743	0.740

5.6. Testing Hypothesis

Table 4: Path coefficient and t-statistics

Research Model's Path	Path Coefficients	SD	t-values	p-value
IS àOP	0.862	0.027	32.307	0.000

In the current study, all values of the route coefficients imply a strong positive significant association among the constructs rather than only one relationship, as indicated above in (Table 4). We conducted an SEM analysis using Smart-PLS 4.0 and ran a PLS algorithm, PLS- blindfolding, and PLS bootstrapping to evaluate all the hypotheses. Interpersonal skills substantially impact organizational performance as it's (=0.862, S.D= 0.027, & t- value 32.307). Interpersonal skills are an independent variable, and organizational performance is a dependent variable. We entered the latent variables into the model and connected them to a path.

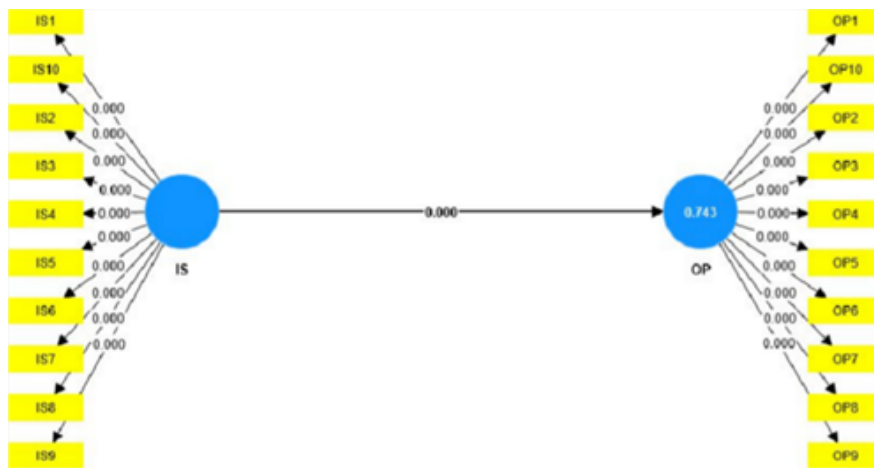


Figure 3: PLS-bootstrapping

The association between interpersonal skills and organizational performance is predicted by Hypothesis 1, which states that interpersonal skills impact organizational performance. According to our data, it significantly impacts an organization's performance, supporting hypothesis (1) ($r=0.862$, $SD=0.027$, $t=32.307$). The findings show that interpersonal skills significantly impacted organizational performance ($=0.862$, $S.D. = 0.027$ & t -value 32.307). Thus, the results supported hypothesis (1). It is hypothesized that interpersonal skills have effects on organizational performance. Shown in (Table 5).

Table 5: Hypothesis relationships

Hypothesis	Path coefficients	t-value	p-value	Expected impact	Decision
H1	0.862	3.670	0.000	+	Supported

Notes: Path coefficients: ***p, 0.001 level, **p, 0.01 level, *p, 0.05, Non-significant. To simplify the illustration, control variables are not shown in the model.

6. Discussion

This paper builds on the research study's introduction, literature review, and methodological portions to offer a thorough analysis and interpretation of the data gathered. The discussion combines the research results with pertinent literature and provides an insightful analysis of the importance of interpersonal abilities in the textile industry. The study results show that interpersonal skills clearly and considerably impact how well organizations operate in the textile industry. According to the study findings, there is a direct link between an employee's interpersonal abilities and several organizational performance metrics, such as teamwork, productivity, and employee satisfaction. These results are consistent with other research from various fields, highlighting the universal value of interpersonal abilities in fostering productive communication and teamwork across organizations.

Successful organizations depend heavily on effective communication, a crucial aspect of interpersonal skills. The study results show that those with good interpersonal skills are more likely to communicate openly and clearly. This results in improved coordination, better knowledge of roles and duties, and increased output within textile organizations. These results align with previous research that emphasizes the beneficial effects of communication on organizational success. The research also shows that teamwork is more likely to succeed when personnel have strong interpersonal skills. Textile companies can use their employees' combined skills to accomplish shared goals and objectives by creating an environment that encourages collaboration, information exchange, and mutual support. It has often been demonstrated that effective teamwork, supported by interpersonal skills, contributes to improved performance and organizational success.

Workplace settings, particularly those in the textile industry, will inevitably conflict. However, the research's findings imply that people interacting with others are also good at handling and resolving disagreements, which promotes organizational cohesion. According to the findings of the qualitative interviews with managers and supervisors, people who have strong interpersonal skills also have higher emotional quotients, which help them resolve conflicts healthily. Textile companies can reduce interruptions, foster teamwork, and foster a pleasant working environment by properly addressing and resolving conflicts. The effectiveness and performance of an organization are closely related to employee satisfaction. The study results show a link between employees' job satisfaction and their interpersonal abilities. This results from the productive workplace atmosphere promoted by effective communication, collaboration, and conflict resolution. Employee job satisfaction is more likely to be higher when they feel valued, heard, and supported. This increases motivation, engagement, and dedication to organizational goals. Conversely, contented workers support enhanced performance and successful business operations.

The research's conclusions have important ramifications for textile companies looking to improve performance. These businesses must value interpersonal skills and provide resources for training and development initiatives that will help employees develop these abilities. Textile companies can foster a productive workplace culture that fosters cooperation, employee satisfaction, and overall organizational performance by allowing employees to develop communication, teamwork, and conflict-resolution skills. The research findings are thorough and in-depth, and the effect of interpersonal abilities on the effectiveness of textile organizations. The findings highlight effective communication, teamwork, conflict resolution, and emotional intelligence in creating a positive work environment. Textile companies may build a solid basis for success and obtain a competitive edge in the market by prioritizing developing interpersonal skills. Even though this study offers insightful information about how the interpersonal abilities of textile industry workers affect organizational success, it is crucial to recognize the constraints that might have affected the results and interpretations.

The sample size used in the study may have limited how broadly the results may be applied to a larger population. It is difficult to draw general conclusions about the entire textile industry because the study was restricted to a single area or textile company. Future studies would benefit from a bigger and more varied sample to improve the generalizability of the results. Other contextual elements, such as organizational culture, leadership styles, and industry-specific issues, were not thoroughly investigated because the research was primarily concerned with interpersonal skills and how they affect organizational success. These variables may interact and affect how well an organization performs. To develop a more thorough understanding of the relationship between interpersonal skills and performance outcomes in the textile industry, future studies might consider a wider range of contextual factors. Employee involvement in the research study was entirely voluntary, which raises the issue of bias due to self-selection. It's possible that a biased sample was produced because people with better interpersonal skills or those more dedicated to their jobs were more inclined to participate. Random sampling techniques could be used in future studies to reduce self-selection bias and improve sample representativeness.

The study's conclusions might not be directly transferable to other businesses or sectors because it focused on the textile industry. The relationship between interpersonal skills and performance results may be influenced by various sectors' distinctive dynamics and organizational environments. Replication studies in various industries would help the results be more externally valid and generalizable. It is crucial to be aware of these limitations to guarantee proper interpretation and application of the research findings. Future studies that address these issues will improve our knowledge of how interpersonal abilities affect organizational effectiveness in the textile industry. The study's conclusions have several practical ramifications for textile industry organizations looking to boost employee interpersonal skills to perform better. The research's conclusions have the following useful ramifications: The adoption of training and development initiatives aimed at improving employees' interpersonal skills should be considered by textile companies. Workshops, seminars, and skill-building activities that emphasize effective communication, teamwork, and conflict resolution may be included in these programs. Organizations can foster a more cooperative and peaceful workplace by investing in developing their workers' interpersonal skills.

The study's results emphasize how crucial emotional intelligence and conflict resolution abilities are for productive interpersonal relationships. Prioritizing leadership development programs that give managers and supervisors the knowledge and abilities to foster healthy interpersonal connections and resolve issues amicably should be a top priority for textile

organizations. Employee happiness and organizational success can be strongly impacted by strong leadership that encourages open communication and facilitates teamwork. Organizations should incorporate interpersonal skill evaluation into their hiring and selection procedures for workers in the textile industry. Organizations may create a workforce that can better participate in successful communication, cooperation, and conflict resolution by finding applicants with good interpersonal skills during the hiring process. This may result in improvements in team chemistry and overall organizational effectiveness. Systems for evaluating employee performance ought to consider their social abilities. Organizations can actively encourage employees to build and enhance their communication, teamwork, and conflict-resolution skills by evaluating and offering feedback on interpersonal competencies. This can foster an environment of constant improvement and encourage the growth of excellent interpersonal skills throughout the entire organization.

Organizations in the textile industry should work to create a welcoming workplace environment that values and encourages interpersonal skills. This can be done by rewarding staff members who engage in positive interpersonal interactions and providing teamwork and collaboration opportunities. A supportive and collaborative culture can improve employee engagement, contentment, and organizational performance. These useful ramifications highlight how crucial it is to grow interpersonal abilities and establish a work environment that fosters successful interpersonal interactions. Organizations in the textile business can improve performance, increase employee satisfaction, and acquire a competitive edge by using these tactics.

7. Conclusion

In this study, the effect of employees' interpersonal abilities on the productivity of their companies was examined. The results of this study show how important interpersonal skills are for encouraging effective communication, teamwork, conflict resolution, and employee happiness, all of which are essential for the performance and success of an organization. The research results repeatedly show that people with good interpersonal skills have superior communication skills, which promote coordination, comprehension, and production in textile organizations. Additionally, these workers are more likely to operate in productive teams that use the workforce's combined skills to accomplish organizational goals. Additionally, staff members with strong conflict-resolution abilities can better maintain organizational harmony and reduce disturbances. Last but not least, a worker's interpersonal skills favorably influence their job satisfaction, boosting drive, engagement, and dedication to organizational goals.

The practical ramifications of this study offer several recommendations for textile companies looking to improve performance. These tactics include implementing training and development programmes to improve employees' interpersonal skills, prioritizing leadership development to foster good interpersonal relationships, incorporating interpersonal skill assessments into recruitment and selection procedures, incorporating interpersonal skill evaluation into performance review systems, and cultivating an organizational culture that values and encourages effective interpersonal interactions. Even though this research offers insightful information, it's crucial to recognize any constraints that might have affected the results. Some drawbacks are the narrow sample size and limited generalizability, the reliance on self-report measures, the cross-sectional design, the requirement to take other contextual factors into account, the potential for self-selection bias, and the restricted external validity. Future studies should address these restrictions to understand better how interpersonal skills affect organizational effectiveness in the textile industry.

7.1. Recommendations

The research's conclusions suggest that textile firms prioritize the development of their employees' interpersonal skills. This can be achieved through targeted training programs that promote effective communication, teamwork, conflict resolution, and emotional intelligence. Organizations may increase teamwork, productivity, and overall performance by giving employees the necessary interpersonal skills. Regular praise and feedback are essential for workers to be encouraged and motivated to enhance their interpersonal skills further. Managers and supervisors should give constructive criticism to staff members so they can work more effectively as a team and resolve conflicts. Praise and rewards for staff employees who demonstrate strong interpersonal skills can help to foster further a culture that encourages and supports the development of these skills.

Textile firms should establish a workplace that values and promotes social skills. This can be achieved by encouraging open communication, teamwork, and mutual support. Leadership should set an example by being highly sociable and allowing staff members to participate in team projects and activities. A positive work environment promotes employee satisfaction, engagement, and commitment to organizational goals. Emotional intelligence has a big impact on interpersonal skills. Training in emotional intelligence should be a part of employer development programmed in the textile sector. By aiding staff in comprehending and effectively controlling their emotions, organizations can increase their employees' capacity to settle conflicts amicably, create strong ties with coworkers, and promote a positive work environment. To ensure that programs to increase interpersonal skills are effective, textile companies should set up procedures for ongoing assessment and evaluation. Regularly evaluating how training initiatives and courses impact corporate performance can produce useful data and highlight

potential improvement opportunities. With management and staff feedback, interpersonal skill-improving strategies can be enhanced.

Acknowledgment: We express our gratitude to our colleagues and institutions for their support throughout this research.

Data Availability Statement: The data that support the findings of this study are available from the corresponding author upon reasonable request.

Funding Statement: This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Conflicts of Interest Statement: 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.

Ethics and Consent Statement: The study was conducted in accordance with ethical guidelines. Participants were assured of the confidentiality and anonymity of their responses.

References

1. I. Y. Abu-Jarad, N. A. Yusof, and D. Nikbin, "A review paper on organizational culture and organizational performance," *Int. J. Bus. Soc. Sci.*, vol. 1, no. 3, pp. 26-46, 2010.
2. H. Aguinis, H. Joo, and R. K. Gottfredson, "Why we hate performance management—And why we should love it," *Bus. Horiz.*, vol. 54, no. 6, pp. 503–507, 2011.
3. E. W. Anderson, C. Fornell, and D. R. Lehmann, "Customer satisfaction, market share, and profitability: Findings from Sweden," *J. Mark.*, vol. 58, no. 3, p. 53, 1994.
4. J. Antony and R. Banuelas, "Key ingredients for the effective implementation of SixSigma program," *Measuring Business Excellence*, vol. 6, no. 4, pp. 20–27, 2002.
5. B. J. Avolio, W. L. Gardner, F. O. Walumbwa, F. Luthans, and D. R. May, "Unlocking the mask: a look at the process by which authentic leaders impact follower attitudes and behaviors," *Leadersh. Q.*, vol. 15, no. 6, pp. 801–823, 2004.
6. B. J. Avolio, W. Zhu, W. Koh, and P. Bhatia, "Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance," *J. Organ. Behav.*, vol. 25, no. 8, pp. 951–968, 2004.
7. I. A. Boateng, "Conflict resolution in organizations-an analysis," *European Journal of Business and Innovation Research*, vol. 2, no. 6, pp. 1–8, 2014.
8. R. P. Bagozzi and Y. Yi, "On the evaluation of structural equation models," *J. Acad. Mark. Sci.*, vol. 16, no. 1, pp. 74–94, 1988.
9. A. B. Bakker and E. Demerouti, "Towards a model of work engagement," *Career Dev. Int.*, vol. 13, no. 3, pp. 209–223, 2008.
10. M. R. Barrick, M. K. Mount, and T. A. Judge, "Personality and performance at the beginning of the new millennium: What do we know and where do we go next?" *Int. J. Sel. Assess.*, vol. 9, no. 1–2, pp. 9–30, 2001.
11. E. Bell and A. Bryman, "The ethics of management research: An exploratory content analysis," *Br. J. Manag.*, vol. 18, no. 1, pp. 63–77, 2007.
12. N. T. T. Bich and P. L. Thai, "The effects of leadership skills on firm performance: The case of textile and garment firms in Vietnam," *Manag. Sci. Lett.*, vol. 9, no. 12, pp. 2121–2130, 2019.
13. M. J. Bitner, B. H. Booms, and L. A. Mohr, "Critical service encounters: The employee's viewpoint," *J. Mark.*, vol. 58, no. 4, p. 95, 1994.
14. M. J. Bitner, B. H. Booms, and M. S. Tetreault, "The service encounter: Diagnosing favorable and unfavorable incidents," *J. Mark.*, vol. 54, no. 1, pp. 71–84, 1990.
15. C. Borrill, M. A. West, D. Shapiro, and A. Rees, "Team working and effectiveness in health care," *British Journal of Health Psychology*, vol. 5, no. 3, pp. 345–360, 2000.
16. P. M. Wright, P. Boxall, and J. Purcell, "Strategy and human resource management," *Ind. Labor Relat. Rev.*, vol. 57, no. 1, p. 145, 2003.
17. J. E. Brophy, "Motivating students to learn. Routledge", Psychology Press, New York, United States of America, 2004.
18. E. Brynjolfsson and A. McAfee, *The second machine age: Work, Progress, and prosperity in a time of brilliant technologies*. W. W. Norton & Company, New York, United States of America, 2014.
19. W. H. Form, T. Burns, and G. M. Stalker, "The Management of Innovation," *Adm. Sci. Q.*, vol. 8, no. 2, p. 271, 1963.

20. C. Camisón and A. Villar-López, "Organizational innovation as an enabler of technological innovation capabilities and firm performance," *J. Bus. Res.*, vol. 67, no. 1, pp. 2891–2902, 2014.
21. C. John, "On the Nature of Organizational Effectiveness in New Perspectives on Organizational Effectiveness," Jossey-Bass, San Francisco, Washington, United States of America, vol. 13, pp. 13-56, 1977.
22. R. Chiva and J. Alegre, "Organizational learning capability and job satisfaction: An empirical assessment in the ceramic tile industry," *British Journal of Management*, vol. 20, no. 3, pp. 323–340, 2009.
23. R. L. Daft, "Organization Theory and Design". Cengage Learning, Boston, Massachusetts, United States of America, 2016.
24. F. Damanpour, "Footnotes to research on management innovation," *Organ. Stud.*, vol. 35, no. 9, pp. 1265–1285, 2014.
25. M. H. Davis, "Measuring individual differences in empathy: Evidence for a multidimensional approach," *J. Pers. Soc. Psychol.*, vol. 44, no. 1, pp. 113–126, 1983.
26. A. A. Grandey, S. C. Foo, M. Groth, and R. E. Goodwin, "Free to be you and me: A climate of authenticity alleviates burnout from emotional labor," *J. Occup. Health Psychol.*, vol. 17, no. 1, pp. 1-14, 2012.
27. F. C. Lunenburg, "Employee motivation and retention strategies: Evidence from Saudi higher education sector," *Int. J. Bus. Admin.*, vol. 3, no. 5, pp. 59-67, 2012.