

The Role of Group Emotional Intelligence In Shaping Industrial Relations Climate

(Survey at the unionized workplace in Garment Company of Bandung Raya)

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Abstract— This study aimed to determine the effect of group emotional intelligence (GEI) on industrial relations climate (IRC). The analysis unit entire unit population is 58 unionized workers groups that affiliated with SPSI, SPN, SBSI, and SBSI 92 on garment companies in Bandung Raya. The observation unit involved 58 union leaders. The method used is descriptive verification. Descriptive analysis using cross-sectional tabulation, whereas verification analysis with Partial Least Square approach used SMARTPLS 2.0 M3 software. Descriptive research results demonstrated that group emotional intelligence and industrial relations climate are not good optimal. While verificative research results demonstrated that The GEI of the unionized workers has a positive and significant influence in shaping the IRC at the unionized workplace on the garment companies in Bandung Raya. This research can contribute as a material consideration for employers, unions, and government in the unionized worker's management.

Keywords— *group emotional intelligence, industrial relations climate, unionized workers*

I. INTRODUCTION

The turbulence of labor activity became one of the domestic problems that often occur in labor-intensive companies, that respect to the Industrial Relations (hereinafter referred to IR), in particular, the level of the workplace. IR at the workplace level influence failure and success in the IR industry and national levels ([1], [2]). IR includes everything relating to employment that involves employers, workers/unions and government [3]. Concurrently with the development of IR in Indonesia, the government through Act No.13 of 2003 concerning Manpower, has given freedom for workers to organize in unions. This encourages workers especially workers in the labor-intensive companies to join together in the union. Therefore, at the workplace level, IR just involves relationship employers and workers together with their unions, as one of the IR climate (hereinafter referred to IRC) characteristics in the company.

However, can not be denied that the partnership in any employment relationship often arises disputes between them. Unresolved disputes could lead to strike even layoffs. The strike involves many workers can stop or inhibit the production so that

the company suffered losses. This make worsens the financial condition, then one solution to save the company to continue running is a layoff. During the strike, there are a number of events anarchist by the unionized workforce. Anarchist action such as blockaded the factory and hinder vehicles in and out of the factory, damaging a number of factory facilities, to break down the fences and throwing factory building.

IRC understood as a specific form and a part of the organizational climate [4] which is conceptualized at the organizational level [1]. Snape and Redman [1] state that IRC is the perceived state of employee-management relationships in a particular workplace. They understand IRC as unidimensional namely labor-management relations. Akhaukwa et al [6] state that IRC depicts the state and quality of union-management relations in an organization. They understand IRC as unidimensional namely union-management relations. Pyman et al [4] state that IRC is the workplace environment and contextual factors used to explain behavior and attitudes in the workplace, and interactions between unions, employees, and employers. They understand IRC as multidimensional namely a). union-management relations, b). the workers-management relations. Dastmalchian [7] states that IRC is the workplace norms and attitudes perceived by management and employees (and their representatives) about industrial relations and union-management relationships nature in the organization. He understands IRC as multidimensional namely a). industrial relations practices, b). union-management relations nature.

Considering this research based on the phenomenon occurred in Indonesia, the IRC directed at Hubungan Industrial Pancasila (HIP) as multidimensional. The HIP dimension consists of the employment relationship practice, workers-management relations, and management-union relations. HIP aims to realize the management-union relations are harmonious, workers-management relations is dynamic and employment relationship practice based on justice in accordance with the Pancasila values.

In working relationships with employers, workers not only requires physical aspects but also the emotional aspects. Having the ability to feel emotions important for rational reasoning, because emotions provide important information about how to

understand the surrounding environment [8], including for the unionized workforce in understanding their employment relationship. Aware of the emotions in self and other, understand the cause, the ability to control or display it, can play an important role in decision-making [9], including for unionized workforce in making decisions for the strike to respond unresolved disputes with the employer. How individuals can understand and manage their emotions, commonly known as Emotional Intelligence (hereinafter referred to EI) ability ([10]–[12]).

EI simply understood as capabilities set relating to the cognitive response series arrangement to events forming the emotions. EI generally involves two core components are emotions awareness and management of self and others [13]. But, EI constructs often understood as the individual level attributes, although within many research placing benefits of individual EI at the organizational level. Within the unionized workplace, collective emotion workers who joined in the union have great influence to the company's success rather than an individual basis. Through workers interaction in the union, workers can form a shared cognition [14] and group affect [15] because of the spread of their thoughts and emotions in the group ([16]; [17]). Integration of their intelligence and emotions formed the Group Emotional Intelligence (hereinafter referred to GEI), which understood as a process group to develop ability to building of relationships within group through establishment and socialization of norms, and develop ability to building of group emotional through collective awareness and emotional management to understand the purpose group and its influence on the wider system ([18]–[20]).

There are a number of writings with regard to GEI, but not many that offer a definition which distinguishes GEI from EI. A number of papers interpret GEI as an extension of an individual EI through the average of individuals EI in the group [21]. But the EI of each individual in a group is very different from the group-level EI and would be insufficient to determine manifestation of GEI [25], [26] because of heterogeneity level of individual EI within the group [27]. In addition, has not been found in a number of studies investigating group-level EI, in particular for unionized workers.

Druskat and Wolff [28] states that GEI is group ability to generate shared norms set that manage the emotional process by builds trust, group identity, and group efficacy. They offered six GEI dimensions, namely a) group member awareness, b) group members management, c) group self-awareness, d) group self-management, e) group social awareness, f) group social skills [18]. They emphasize using norms set development when the group members work together collectively to face the group tasks and challenges through two mechanisms which focus on three interaction areas - interpersonal, group, and cross-border. First, the management mechanism in which the norm manage interpretations and responses to emotional stimuli. Second, awareness mechanism in which the norms influence how far the group becomes aware of the emotional information. These constructs have not been proposed measurement methods for dimensions [25] and tested in the unionized work environment.

Gantt and Agazarian [20] state that GEI is the system's ability to discriminate and integrate information/ energy (cognitive and emotional) in serving context goals. They offered three dimensions, namely a) permeability to system limitations, b) discrimination and integration on cognitive and emotional information, c) serves each system level objective. They seemed to refer to GEI establishment-oriented cross-border level. They stressed GEI based on the centralized system perspective at the group level, department or organization, that need the cognitive and emotional information management related context goals. It requires an introduction to the context position in the organization and context goals relationships in the organizational hierarchy, as well as the relationship between context and organizational goals [20]. These constructs have not been proposed measurement methods for their dimensions and tested in the unionized work environment.

Ghuman [27] states that GEI is the group level ability to develop emotional relationships between its members and the group level capability to utilize its emotional awareness and management to process inputs and provides group outputs. There are two GEI dimensions, namely a) relationships building capacity within the group, and b) group emotional building capacity. He seemed to combine Druskat and Wolff construct with Gantt and Agazarian construct. Ghuman emphasizes relationships building capacity is the ability to build socialization practices, norms, and emotional culture will be used group [27]. This capacity aligned with Druskat and Wolff's GEI. Ghuman also emphasized group emotional capacity is the ability to developing a sense of understanding and managing the emotional. This capacity aligned with Gantt and Agazarian's GEI. However, this construct has not found tested in the unionized work environment.

Based on this review, this paper is intended to investigate the role of GEI in shaping the IRC at the unionized workplace. This investigation was conducted in the garment companies in Bandung Raya, West Java. Garment companies in downstream of the Textiles and Textile Products (TTP) industry are labor-intensive companies which absorb much labor especially West Java that having the large availability of labor force. The geographic distribution for the garment companies, generally concentrated in West Java [29], [30], as one of the main garment producing area in Indonesia [31]. West Java's population is largest in Indonesia at 46 million supporting this situation [32]. In addition, the Bandung potential as a fashion center encourages these companies emergence, especially in the Bandung Raya area became the fashion industry center. They entrusted to product processing for much international trademark clothing because of its good quality and able to meet the European, American, especially Japan standards [33]. In additional, garment companies are more vulnerable toward turbulent of labor activity [34]. While as ASEAN members, Indonesia relies on the garment as a result of the production of TTP industry.

A number of previous studies have also connected GEI with IRC. Momeni [35] utilizing EI (self-awareness and empathy) for organizational climate establishment (credibility). Meisler [36] and Di Fabio and Palazzeschi [37] utilizing EI for fairness

perceptions formation within the organization. The third study did not reveal explicitly GEI and IRC. They aggregating emotional intelligence to apply at the organizational level. A group has GEI during emotional intelligence (through the social component of emotional intelligence) used members to interact in groups [19]. Other's emotion appraisal on Meisler et.al; social awareness on Momeni and interpersonal on Di Fabio and Palazzeschi, are the social component of emotional intelligence. IRC is a specific form of organization climate [4] that describe the things happened in the organization [38], namely fairness in the organization [36].

Thus this research formulates the research paradigm as in Figure 1 below.

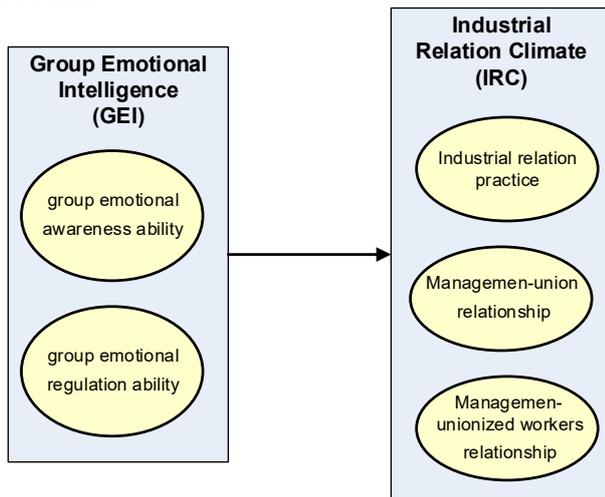


Fig. 1. Research Paradigm

Based on the research paradigm above, the research hypothesis is deduced as follows:

- Group Emotional Intelligence (GEI) is high and Industrial Relation Climate (IRC) is conducive.
- Group Emotional Intelligence (GEI) affects Industrial Relation Climate (IRC)

II. RESEARCH METHOD

These research objects observed are GEI as an independent variable, and IRC as a dependent variable. Understanding the description of both variables and how its association to be this study's aim. Based on these, this study used two research types namely descriptive and verification. Descriptive research intended to obtain behavior picture/description of GEI and IRC, using descriptive survey. While the verification research intended to reveal the effect of GEI on IRC, using explanatory survey. Based on data collection time, this study used a cross-sectional approach in which data take one at a specific time.

A. Operationalization Variables

GEI and IRC variables are translated into indicators that can be measured quantitatively as outlined in Table 1. Each indicator is decomposed into question in the questionnaire for

respondents. Questions structure using a Likert scale where the answer to every question in the form of an interval scale.

TABLE I. OPERATIONALIZATION VARIABLE

| Group Emotional Intelligence (GEI) | |
|---|---|
| the group's ability to develop an emotional connection between unionized workers through their ability to be emotionally aware in groups and manage them into a set of shared norms | |
| Dimension | Indicators |
| group emotional awareness ability | Connected sense |
| | Understand the welfare needs |
| | A responsibility sense |
| | Understand the union's needs |
| | Understand the union movement orientation |
| group emotional regulation ability | Understand the impact of union actions on the company |
| | The constructive opinion of behavioral discrepancies |
| | Openness discusses the feelings |
| | Proactively provide solutions |
| | Solidarity faces difficulties |
| Industrial Relations Climate (IRC) | |
| an overview of the employment relations practices in the workplace and the relationship between management-unionized workers and management-union in the day-to-day workplace employment relationship | |
| Industrial relations practices | Indicators |
| Industrial relations practices | Development of working conditions from legislation |
| | The balance of rights and obligations |
| | Justice mechanism in dispute settlement |
| | Respect the employment terms on the worker dignity |
| Management-union relationship | Socialization of work conditions by management |
| | Smooth communication |
| | Equal importance |
| | Friendly attitude |
| Management-unionized workers relationship | Cooperation resolves disputes |
| | Freedom of complaint submission |
| | Partners in production |
| | Partners in advantages |
| | Partners in responsibility |

The questionnaire sentence directs the respondent's attention to group experiences by asking them to explain the characteristics of each variable objectively. Thus the individual responses are conceptually meaningful to the group. In other words, each respondent's answer is a description of the group.

B. Units

The population in this study is unionized workers groups which restricted by criteria, i.e. unionized workplace on garment companies in Bandung Raya that affiliated with Serikat Pekerja Seluruh Indonesia (SPSI), Serikat Pekerja Nasional (SPN), Serikat Buruh Sejahtera Indonesia (SBSI) dan Serikat Buruh Sejahtera Indonesia 92 (KSBSI 92). This population numbered 58. These four unions were selected because a) the largest in the Bandung Raya region, which has established confederations with a number of federations including the garment sector to be one of its scopes, b) unionized workplace have the support from the four unions, which facilitate the effort of the unionized workplace to fight for the workers welfare.

The sampling procedure used is the census sampling method in which all members of the population taken as the analysis

unit because the population is relatively small. The observation unit is the unionized workplace leader. The leaders are considered adequate because they are chosen as leaders based on their knowledge of the unionized workplace that they lead.

C. Data Collection

The data source consisted of primary data and secondary data. Primary data were obtained from questionnaires and obtained directly from the informant who has the capacity to provide a description of the GEI and IRC. Secondary data were obtained from the literature, documents, and legislation relevant. The data collection techniques are library and documentation studies and field studies through observation, interviews, and questionnaires. The validity test of the questionnaire performed by using the formula of Karl Pearson Product Moment, while the reliability test of the questionnaire performed by using Cronbach's coefficient alpha. The questionnaire considered valid if r-product moment correlation coefficient > r-table and reliable if reliability coefficient > 0.7.

D. Analysis Design

Data were analyzed using descriptive and inference statistical. Descriptive statistics provide an overall picture of the condition of each variable based on respondents' answers on the questionnaire. Descriptive statistical presented by:

- Mean score and categorization, to describe the respondent's answer in each variable

$$\bar{x} = \frac{\sum_{i=1}^n X_i}{n}$$

\bar{x} = Mean score

x_i = answer for variable i

n = number of respondents

This mean score is categorized into five categories: very high, high, sufficient, low and very low, with:

$$\text{Range (R)} = \text{max score} - \text{min score} = 5 - 1 = 4$$

$$\text{Interval class (P)} = \frac{\text{range}}{\text{number of categories}} = \frac{4}{5} = 0.8$$

Thus the category interval used for each variable with its dimensions as in Table 2.

TABLE II. VARIABLE SCORING CATEGORIZATION

| Variable | Interval | Categorization |
|----------|---------------|--------------------|
| GEI | 1, 00 – 1, 79 | Very low |
| | 1, 80 – 2, 59 | Low |
| | 2, 60 – 3, 39 | Moderate |
| | 3, 40 – 4, 19 | High |
| | 4, 20 – 5, 00 | Very high |
| IRC | 1, 00 – 1, 79 | Very not conducive |
| | 1, 80 – 2, 59 | Not conducive |
| | 2, 60 – 3, 39 | Moderate |
| | 3, 40 – 4, 19 | Conductive |
| | 4, 20 – 5, 00 | Very conducive |

- Frequency and standard deviation. Frequency to analyze the trend of respondents' answers and Standard deviation

to analyze the diversity of respondents' answers in each variable.

- The significance level analysis of each variable by comparing t-test and t-table with the significance level of 5% for a one-tailed test is shown in Table 3 below:

TABLE III. DESCRIPTIVE TEST RESULTS

| Mean | Mean Difference | t-test | df | t-table |
|-------------|--------------------|-----------------|-----|---------|
| \bar{X}_j | $\bar{X}_i - 3,39$ | Value of t-test | n-1 | 2.00 |

The three steps above are used to test the descriptive hypothesis as follows:

$H_0 = \mu_1 \leq 3,39$: GEI not yet high and IRC not yet conducive

$H_1 = \mu_1 \geq 3,39$: GEI high and IRC conducive

While inferences statistical were used as a method to explain the relationship between dependent and independent variables. Data analysis of statistical inference is done through the path analysis technique using Partial Least Square (PLS) method. This is used to test the hypothesis:

$H_0: \gamma = 0$: There is no the effect of GEI on IRC.

$H_1: \gamma \neq 0$: There is the effect of GEI on IRC.

III. RESULT AND DISCUSSION

For GEI variable overview, the dimension of group emotional awareness ability has the mean score of 3.02 can be interpreted moderately. It means, unionized workers enough to understand emotional between them in their union, the purpose of their union and influence their union actions on the company. The standard deviation of this dimension does not show the great diversity of judgments among respondents. The highest diversity is 0.81 which occurred in unionized workers ability to understand the orientation of their union movement. This dimension is represented relatively well by connected sense and understanding the welfare needs among the unionized workers. This is possible because of the union as a social system in which the members' interaction can create the building blocks of their emotional capacity. Emotions can spread in groups directly based on human innate tendencies to mimic the non-verbal behavior of others as well as indirectly through cognitive processes because emotions as social information to understand how a person should feel. Union as an institution where workers can obtain and assess information about their environment and as an instrument to have control or defense against pressure from their environment. Unions can extend the power not to be subject to pressures that threaten the common good.

The mean score of the group emotional regulation ability dimension is 2.87 can be interpreted moderately. It means, unionized workers enough able to manage their emotions through interaction and socialization in their union. The standard deviation of this dimension does not show the great diversity of judgments among respondents. The highest diversity is 0.74 which occurred in openness discusses the

feelings among unionized workers. This dimension is represented relatively well by solidarity faces difficulties. The unionized worker's solidarity is one of the pillars of the union's strength that reflects their ability to respond to each other through communication and discussion at regular meetings. When they can respect each other in response to emotions, it will cultivate a sense of being understood thus opening the thinking process. Open thinking allows the ability to evaluate data, improve alternative considerations and better overall problem solutions. This situation facilitates them to share knowledge, experience and employment problems that can foster a togetherness sense.

An overall mean score of GEI categorized as moderately at 2.94 (under 3.39). By t-test < t-table, it can be concluded that the hypothesis is not significant or the hypothesis receives H0 and reject H1. These results inform that GEI of unionized workers has not been said to be high. It means, in general, unionized workers in unions affiliated with SPSI, SPN, SBSI, and SBSI 92 on the garment companies in Bandung Raya not yet able to aware and regulate emotional groups, begin from understanding to emotional among them, the unions needs and union influence on the company, until manage to emotional through interaction and socialization in their union.

For IRC variable overview, the mean score for employment relationship practices dimension is 2.54 can be interpreted low. It means unionized workers describe employment rules application at the workplace not fair. The standard deviation of this dimension does not show the great diversity of judgments among respondents. The highest diversity is 0.74 which occurred in mechanism justice on dispute settlement and respect the employment terms on the worker dignity. This dimension is represented relatively well by the socialization of work conditions by management. Working conditions are the regulation of rights and obligations for workers and management regarding various aspects of employment relationships that have not been regulated by legislation as the norm. The socialization of work conditions by management reflects the justification and clarity level of adequate information from management to workers regarding their decision in terms of employment.

The mean score for management-union relations dimension is 2.29 can be interpreted low. It means unionized workers describe the relationship management with their union not harmonious. The standard deviation of this dimension does not show the great diversity of judgments among respondents. The highest diversity is 0.80 which occurred in cooperation management and union in resolving disputes. This dimension is represented relatively well by smooth communication and friendly attitude. Both of these indicators reflect the management recognition to the union. The smooth communication reflects two-way communication openly and transparently while friendly attitude reflects mutual respect and provide input in employment relationships in the workplace. But not all of these circumstances are voluntarily committed by management. Some of them are forced because unions are acknowledged its existence and legal rights explicitly by the Law no. 21/2000. In addition, the strikes have left companies

traumatized and misgivings, so management strives to maintain communication with unions.

The mean score for management- unionized workers relations dimension is 2.30 can be interpreted low. It means unionized workers describe the relationship management with them not dynamic. The standard deviation of this dimension does not show the great diversity of judgments among respondents. The highest diversity is 0.72 which occurred in partnership management with unionized workers in responsibility. This dimension is represented relatively well by partners in production. This indicator reflects both parties recognizing and believing that they are mutually ardent comrades to improve their welfare and raise production by joint efforts to maintain the smooth production and sustainability of the company. To that end, the management strives to provide production facilities and infrastructure for the smoothness of production and other resources that are qualified for the workers in performing their duties. While the workers try to exert energy in the production process so that the set targets can be achieved with quality standards.

An overall mean score of IRC categorized as low at 2.16 (under 3.39). By t-test < t-table, it can be concluded that the hypothesis is not significant or the hypothesis receives H0 and reject H1. These results inform that IRC has not been said to be conducive. It means, in general, unionized workers in unions affiliated with SPSI, SPN, SBSI, and SBSI 92 on the garment industry companies in Bandung Raya describes employment relationship practice and the relation between IR actors of every day at the workplace is not conducive.

To answer the effect of GEI on IRC, below in Figure 1 shows the path diagram and its calculation results.

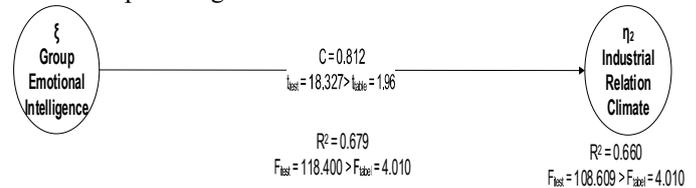


Fig. 2. Path Diagram and Results Calculation

Hypothesis testing - Total Effect

H₀ : γ₁ = 0 : GEI influence IRC.

H₁ : γ₁ ≠ 0 : GEI does not influence IRC.

Based on the path coefficient, the effect of GEI on IRC positively at 0.812, which means that changes one GEI unit able to form change IRC conduciveness amounted to 0.812 units. A positive value indicates a unidirectional relationship, where the higher the GEI, the IRC increasingly conducive, or the lower the GEI, the IRC increasingly unconducive. Based on the t value, the calculation result shows a t-test (16.385) is greater than t-table = 1.96, which means the effect of GEI on IRC is significant. This situation informed hypotheses receive H1 and reject H0. It describes the GEI is one of the important factors in creating IRC conduciveness in the garment companies in Bandung Raya. This result is consistent with the findings of several previous studies such as Momeni [35], Meisler et.al

[36], and Fabio and Palazzeschi [37] which have demonstrated the relevant relationships.

IV. CONCLUSION

GEI and IRC on the garment companies in Bandung Raya are not good optimal. GEI categorized moderately. The unionized workers have not been able to develop the emotional connection between them through emotional awareness ability in their union and have not been able to manage it through emotional regulation ability into a set of shared norms. IRC categorized moderately. The unionized workers perceive the management-union relations is not harmonious, workers-management relations is not dynamic and employment relationship practice is not based on justice in accordance with the Pancasila values. The GEI of the unionized workers has a positive and significant influence in shaping the IRC at the unionized workplace on the garment companies in Bandung Raya.

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