

## A STRATEGIC APPROACH TOWARDS EMOTIONAL INTELLIGENCE IN EXAMINING THE TEAM EFFECTIVENESS OF ARTISANS IN THE HANDILOOM INDUSTRY

\* Ms Ruchi Kashyap Mehra

\*\* Dr. Sanjeev Gupta

### ABSTRACT

The handicraft and handloom sector primarily belongs to economically and socially weaker sections of the society in the rural part of the country. Artisans who belong to one community, are not identified by the caste or creed they belong to, rather their identity stands by their unique traits and authentic features. The village communities of artisans have always been the centre of the traditional crafts of India. For the improvement of a their competencies, it is necessary to educate people and to train them in various skills in handling their emotional intelligence and able to work in teams so that they can improve their living conditions by flourishing in the sector. In this study the researcher has tried to explore the emotional intelligence through its components of artisans working in the handloom industry. For the purpose of study, the researcher has used self structures questionnaire for survey technique under qualitative and quantitative research tool. The study reveals that the artisans undergo various facets of emotional situations while at work and they do impact their level of performance. The results have revealed that artisans are high on social skills, empathy, self awareness and self regulation.

**Keywords:** Emotional Intelligence, Team Effectiveness, Empathy, Self-Awareness, Self-Regulation.

---

\*Ms Ruchi Kashyap Mehra, Research scholar at Jiwaji University, Gwalior (MP), ruchikashyap2005@gmail.com

\*\* Dr. Sanjeev Gupta, Professor, S.L.P Govt. P.G College, Gwalior, (MP), sanjeevgupta67@gmail.com

---

### INTRODUCTION:

The present day organizations take for granted that their employees have enough intellectual abilities and technical know-how to do their jobs. They are alongside laying emphasis on personal qualities, such as initiative, empathy, adaptability, persuasiveness, openness to change and willingness to diversify. Hence the overriding purpose of the study is to examine the impact of

emotional intelligence of the artisans on team effectiveness. Every person whether they are educated or uneducated, they have an emotion and they know how to play with the emotions. Every person has a rational faculty of emotional intelligence in making decisions about the betterment of their organizations.

Emotions play a vital role in ordering human experiences. Without them life would be flat and devoid of excitement. Emotions often provide the stimulus or motivation to act in a certain way. They provide the inner force that attracts one person to another, or that repels one person from another. Emotions provide a sense of feeling with and for others. They provide a sense of security, help person cope with frustration, alert them to dangers and force them into action. At the same time, emotions are also the cause of certain problems. Sometimes, for example, people say or do things, they might later regret-primarily because they were acting on the basis of emotions rather than a responded response. Emotions are the effective aspects of the instinct. The development of the emotions should therefore, be given as much attention as is given to the development of the instincts. So it is very necessary to train the emotions. Emotions shall run riot and imbalance the whole personality of the individual. Emotions are prime movers of the thought and conduct and their education and control is very important.

The most distant roots of emotional intelligence can be traced to Charles Darwin's (1872) early work on the importance of emotional expression for survival and second adaptation. For instance, as early as 1920, E.L. Thorndike used the term social intelligence. Psychologist have been uncovering other intelligences for some time now, and grouping them mainly into three clusters: abstract intelligence (the ability to understand and manipulate with verbal and mathematics symbols), concrete intelligence (the ability to understand and manipulate with objectives), and social intelligence ( the ability to understand and relate to people).

**Emotional Intelligence (EI)**, measured in terms of **Emotional Quotient (EQ)**. Emotional intelligence works upon the philosophy that knowledge and skill may help someone get into the position, but it takes an emotional understanding of oneself and those around to emerge triumphant. Emotional intelligence influences the overall ability to cope with the environmental demands and uncertainties. When one understands the circuit of feelings, thoughts and reactions they can blossom into mature individuals. This helps in handling irrational fears, stressful situations, understanding strengths and overcoming weaknesses to cope up with challenges. Then the individuals can transcend self imposed limitations and actualize their potentials. They become adaptable, constructive, creative, productive and effective in their tasks. Goleman's model outlines four main EI construct:

### **SELF-AWARENESS**

Self-awareness is the ability to understand and interpret one's own feelings through internal reflection. The ability to be critical about thoughts and make changes to behaviour can lead to an in-depth understanding about one's self, which leads to a better understanding of others.

### **SELF-REGULATION**

Self-awareness of emotions enables team members to then practice self-regulation, which is the ability to use emotions to facilitate the progress of the task or the project (Goleman, 1998b; Lanser 2000). Being able to regulate emotions especially during conflict, pressure, stress and deadlines facilitates the smooth progress of the project and promotes positive, effective working relationships with other team members and clients. Goleman (1998b) explains that handling emotions and putting the task first rather than emotions aids in the attainment of the required goal. Social awareness –The ability to sense, understand and react to other's emotions while comprehending social networks. Relationship management –The ability to inspire, influence and develop others while managing conflict.

### **IMPORTANCE OF EMOTIONAL INTELLIGENCE FOR ARTISANS**

The role of an artisans at the workplace can be vital. Emotional intelligence is an ability to express, manage and control emotions of self and others. It is an emotional practice which involves emotional relationships, emotional understanding and emotional labour. Artisans have to value emotional bonds with management and consumers as emotional and social beings. It requires high level of emotional intelligence. Yate, (1997), discussed the role of EQ among artisans and rates the level of EQ needed for different jobs. Low emotional intelligence brings a host of negative emotions; these consume a great deal of energy, lower self esteem, leads to absenteeism indifference and are effective block to team work. But artisans with high emotional intelligence use more positive, well adapted coping strategies when dealing with different sources of stress at school, and feel greater satisfaction with their work. Abraham,(2000) found that more emotionally intelligent employee had higher level of job satisfaction and greater commitment to their organization. According to Sutton and Wheathy, (2003) emotional competence of artisans is necessary, both in general for their own well-being and for effectiveness and quality in creating out best for the firms , and in particular for the socio-economic development of society.

## TEAM EFFECTIVENESS

Meanwhile, the team effectiveness is also the best measured in terms of their action taken with the objectives of promoting improvement and directions among the artisans by which they undergo subsequent evaluation initiated by their superiors; mechanisms to strategically run the organizations for efficiency and productivity to meet customer's expectation; an initiative to establish good camaraderie among themselves in the organization, and an act which facilitates the implementation of the program of the handicrafts Udhog. Team effectiveness is recognized as one of the most important determinants of organizational success in a fast changing business environment. The extent to which any organization is able to achieve its goals or objectives depends upon how effectively its artisans adapt themselves to dynamic market forces and achieve results.

## REVIEW OF LITERATURE

**Khattak, M., Shah, T., & Said, B. (2014).** The researchers and practitioners have recognized the importance of trust by considering it as an important factor for determining organizational success and employees' well-being. The trust is a complex and multidimensional construct, a long debate is prevailing in literature regarding how trusting relationships can be created. The aim of this research is to add something to the trust literature, by finding out the significant predictors and outcomes. Similarly, **Khamaria et al. (2014)** examined the utility of emotional intelligence for predicting individual performance, team performance, and conflict resolution styles. 350 respondents working in 108 teams in the rural areas of U.P (various units of Chindi Durries) were administered a measure of team members' emotional intelligence. **Yoon Jik, C., & Poister, T. H. (2014).** This research explored the relationships among managerial practices, trust in leadership, teamwork, and organizational performance. It seeks to contribute to the existing knowledge of trust research by exploring several antecedents and outcomes. Based on the social exchange theory, the research examined whether managerial practices are associated with trust in leadership. **Krystyna Golonka & Justyna Mojsa-Kaja (2013)** in their study 'Emotional Intelligence and Team Roles-Analysis of Interdependence with regard to Teamwork effectiveness analyzed the factors determining the teamwork effectiveness which is an important area in the science of Management. The aim of this study is to describe the relationship between the concept of team roles and psychological factors, such as the ability to recognize and regulate emotions, which constitute important aspects of emotional intelligence.

## **RESEARCH METHODOLOGY**

The study was conducted on 500 respondents in the M.P region. All the respondents were artisans (including men and women) engaged in the handicraft sector. Since the sample size was reflective of the total size of the population, the method of convenience sampling was used. Keeping in mind the purpose of study and nature of work of the respondents, the technique employed for study was interview method under qualitative research tool.

All the responses were collected on actual work locations of artisans so that emotions those expressed by them remain actual and authentic. Responses, thus generated were analyzed using coding method. Analyzed responses were analyzed by the factor analysis and correlation & regression.

The study was carried out on artisans engaged in the handloom industry maximum number of artisans were occupied in the craft of hand stitches followed by those engaged in the art of terracotta (mostly men). Some of them were involved in wood craft, art of artificial jewellery.

The hand stitches were usually done on suits, sarees, lenghas, cushion covers and bed sheets. Terracotta craftsmen were making pots of different types and sizes, and decorative hangings. Those engaged in artificial jewelry made necklaces, earrings and bangles usually from pearls and beads. The wood craftsmen engraved decorative items and those occupied in art of crochet prepared table covers, coaster sets and shawls. Total 500 artisans were chosen for this study from M.P region. They have different demographic profile such as; income, education, age, gender, occupation etc.

## **OBJECTIVE OF THE STUDY**

1. To identify the components of emotional intelligence
2. To determine the impact of emotional intelligence on team effectiveness.

## **RESULT & DISCUSSION**

### **FACTOR ANALYSIS**

The data was collected from 500 artisans. The factor analysis is being used to certify an employee's perception extracted from a focus group of participants. The respondents were asked to group these attributes across the artisan group. This helped to fix the attributes under each function on the basis of the perspectives of the respondents. The evaluation grid was further used to conduct a factor analysis using Principal Components Analysis with Varimax rotation to

regroup these attributes under their functional roles with respect to determine the impact of emotional intelligence on team effectiveness among artisans in M.P. This was done by using the highest loading as a determinant of the factor a variable belonged to. This helped in the extraction of the diverse variables.

**Table 1.1 : Total Variance Explained on Emotional Intelligence**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.420	59.145	59.145	5.489	26.138	26.138
2	1.498	7.135	66.280	4.968	23.656	49.794
3	1.208	5.752	72.032	4.670	22.239	72.032
4	.848	4.038	76.071			
5	.665	3.169	79.240			
6	.557	2.650	81.890			
7	.475	2.262	84.152			
8	.409	1.950	86.101			
9	.367	1.746	87.848			
10	.357	1.700	89.548			
11	.319	1.520	91.067			
12	.305	1.453	92.520			
13	.241	1.147	93.667			
14	.229	1.091	94.759			
15	.224	1.068	95.827			
16	.198	.944	96.771			
17	.158	.751	97.522			
18	.149	.708	98.230			
19	.138	.657	98.887			
20	.129	.616	99.503			
21	.104	.497	100.000			

Extraction Method: Principal Component Analysis.

## **FACTORS DISCUSSION (EMOTIONAL INTELLIGENCE)**

**MANAGING EMOTIONS:** This factor is considered as the most important determinant of study with a total variance of **26.138%**. Major components of this factor include Understanding organizational politics to make decision (.700), Keep disruptive positions and Impulses under control (.747), Adjusting to the changing situation and overcoming obstacles (.714), Sensing Artisans' emotions and understanding their perspective (.767), Meeting internal standard of Excellence (.769), Readiness to seize opportunities (.743) and Consistent display of honesty and Integrity (.598). The study found that artisans are able to manage their emotions to meet the target of excellence in their works. They opined that according to the situations they are capable to control their emotions.

**EMOTIONAL EMPATHY:** This second factor is considered as the most important determinant of study with a total variance of **49.794%**. Major components of this factor included My ability to stay in control of my feelings and emotions when I am under pressure and stress (.758), I always set goals for myself and then try my best to achieve them (.771), I am a good observer of others' emotions (.764), I can always calm down quickly when I am very angry (.732), I am quite capable of controlling my own emotions (.629), Ability to manage oneself and responsibility (.639) and The degree to which you are in touch with your feelings and emotions and notice when your mood changes (.551). The study concluded that this factor is considered an important ability to be a good observer and also able to manage responsibilities.

**PROBLEM SOLVING ATTITUDE:** This last factor is considered as the most important determinant of study with a total variance of **72.032%**. Major components of this factor are Realistic evaluation of your strength and limitation (.555), Have strong and positive sense of self-worth change and inspire with a compelling vision (.782), Initiating new ideas and leading Artisans in a new direction (.731), I always stay open to pleasant and unpleasant feelings to help manage situations and events (.721), I understand complex feelings, emotional blends and contradictory states (.692), The extent to which you use your own and other people's feelings and emotions to help solve problems (.645) and By looking at their facial expressions, I recognize the emotions people are experiencing (.617). The findings discovered that emotional intelligence helps in resolving the problems with creative solutions and also face the pleasant or unpleasant situations.

**CORRELATION & REGRESSION ANALYSIS**

**H<sub>0(1)</sub>**: There is no significant impact of Artisan’s Emotional Intelligence on Team Effectiveness.

**H<sub>1(1)</sub>**: There is a significant impact of Artisan’s Emotional Intelligence on Team Effectiveness.

**Table 1.2 Model Summary<sup>b</sup> On Team Effectiveness & Emotional Intelligence**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.882 <sup>a</sup>	.779	.778	6.84223	.779	1742.171	1	495	.000

a. Predictors: (Constant), Emotional Intelligence

b. Dependent Variable: Team Effectiveness

Above table shows the correlations and it is evident from this table that Pearson’s correlation coefficient between Team Effectiveness & Emotional Intelligence is 0.882 which is significant since the significant value (p- value) 0.000 is less than 0.05. Therefore, it is concluded that there is significant association between Team Effectiveness & Emotional Intelligence.

Over all model summary shows the value of multiple correlation coefficient  $R=0.882$ , it is the linear correlation coefficient between observed and model predicted values of the dependent variable, Its large value indicates a strong relationship.  $R^2$ , the coefficient of determination is the squared value of the multiple correlation coefficients. Adjusted  $R^2=0.779$ ,  $R^2$  change is also 0.778 and these values are significant which shows that overall strength of association is noteworthy. The coefficient of determination  $R^2$  is 0.779; therefore, 77.9% of the variation in Team Effectiveness is explained by Emotional Intelligence.

ANOVA is used to exhibit model’s ability to explain any variation in the dependent variable. ANOVA table exhibits that the hypothesis that all model coefficients are 0 is rejected at 1% as well as 5% level of significance which means that the model coefficients differ significantly from zero. In other words we can say that there exists enough evidence to conclude that slope of population regression line is not zero and hence, emotional intelligence is useful as predictor of team effectiveness. From the table of coefficients, the regression equation can be obtained as

**Team Effectiveness= 8.336 + .650\*Emotional Intelligence**

The findings are statistically significant at the 5% level. The findings concluded that teams “must be mindful of the emotions of its members, its own group emotions or moods, and the emotions of other groups and the individuals outside its boundaries.” They argued that EI does not guarantee team performance but enables teams to establish norms for group maintenance behaviours, which involve building trust, group identity, and group efficacy. “Group emotion results from both the combinations of individual-level affective factors that group possess as well as from group or contextual-level factors that define or shape the affective experience of the group” (Kelly and Barsade, 2001). A study on emotions and team processes by Peslak (2005) is beneficial in understanding the impact and evolution of emotions in teams. He found that team emotions at the beginning of the project were more positive and negative, however, they increased in intensity over the project life with negative emotions grew more than positive emotions. He also found that the initial emotions did not significantly affect overall team processes but the final emotions did. Studies have shown that EI affects team or group performance.

## CONCLUSION

To become a successful organization, organization must develop artisan’s emotional intelligence skills so that it can help the employee work more efficient in the organization. In the field of employment, when discussing about the appearance of pressure and ability to deal with the pressures of work, surely this directly related to the dimensions of the emotional intelligence. This is because the emotional symptoms caused by stress such as anxiety, agitation, irritability, depression, changing feelings, not feeling safe, simple, sensitive, aggressive behavior or hostility, emotionally exhausted and running out of energy will have an impact on the entire life of individuals and organizations involved (Salim, 2010). Moreover, emotions have an impact on everything that people do. This is because emotions can lead to an increased morale amongst employees, but it also can be otherwise. Bagshaw (2000) in Hayward (2005) said that individual leads to the absenteeism and apathy is caused by negative emotions such as fear, anxiety, anger and hostility, use up much of the individual’s energy, and lower morale. However, as cited in Hayward (2005), a research by Cooper (1997) shows that emotions, if managed properly, can and do have successful outcomes. Besides, if the emotions are managed carefully, it can drive trust, loyalty and commitment and also can increase the productivity, innovation and accomplishment in the individual, team and organizational environment.

The results of the study show that emotional intelligence plays an important role in shaping the interaction between individuals and their work environment and also on team effectiveness. As the job of the artisans is always in team work and for efficiency in their performance emotional intelligence and trust have to play an important role.

## REFERENCES

1. Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal*, 39, 123 - 148.
2. Ashforth, B.E. and Humphrey, R.H. (1995) Emotion in the Workplace: A Reappraisal. *Human Relations*, 48, 97–125.
3. A. Singh & D. Garg (2013) Trust and Efficiency in Performance, Bulletin, 2012.
4. Goleman, (1998 Goleman, D. (1998a). What makes a leader? *Harvard Business Review*, 76, 93-102.
5. Goleman, D. (1998b). *Working with emotional intelligence*. New York: Bantam Books.
6. Khattak, M., Shah, T., & Said, B. (2014). Significant Predictor and Outcome of Interpersonal Trust: Empirical Evidence from Pakistan. *International Journal of Information, Business & Management*, 6(2), 153-168.
7. Koman, E., & Wolff, S. B. (2008). Emotional intelligence competencies in the team and team leader. *Journal of Management Development*, 27(1), 55-75.
8. Kotaiah. P. (2011) Problems of Handloom Industry, *Jagruthi*, 5th July, , pp. 5-15.
9. Krystyna Golonka & Justyna Mojsa-Kaja (2013) Emotional Intelligence and Team Roles – Analysis of Interdependencies with Regard to Teamwork Effectiveness. *Contemporary Management Quarterly. The Journal of Scientific Community and Business Leaders* ;12 (4), 32.44.
10. Lanser, E.G. (2000). Why you should care about your emotional intelligence. *Healthcare Executive*,(Nov/Dec), 6-11.
11. Larson, E.W. and D.H. Gobeli, (1989). Significance of project management structure on development success. *IEEE Transactions on Engineering Management*, 36(2): 119-125.
12. Lewicki, R.J. & Bunker, B.B. (1996) Developing and maintaining trust in work relationships. In: *Trust in organizations: Frontiers of theory and research*. Roderick M. Kramer, Tom R. Tyler, (Eds.), Thousand Oaks, CA, US: *Sage Publications Inc*, p. 114-139.