

## **AN EVALUATION OF THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND PERFORMANCE OF RETAIL STORES IN SOUTH EAST, NIGERIA**

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**Abstract:** The study evaluated the relationship between emotional intelligence and performance of retail stores in South East Nigeria. The specific objectives include to: evaluate the degree of relationship between self-management and efficiency and assess the degree of relationship between social awareness and sales turnover of retail stores in South East Nigeria. A survey design was adopted for the study. The population of study was 1,460 staff. The sample size of 314 was determined and used in the study. Instrument used for data collection was the questionnaire. Out of the three hundred and fourteen (314) copies of the questionnaire distributed, two hundred and seventy-eight (278) copies were returned while thirty-six (36) copies of the questionnaire were not returned. Pearson correlation coefficient, ( $r$ ) was used to test the hypotheses, determine the nature, and strength of the research variables. The findings revealed that: there is significant positive relationship between self-management and efficiency of retail stores in South East Nigeria,  $r(95, n = 278) = .406 < .820, p < .05$ . and that there is significant positive relationship between social awareness and sales turnover of retail stores in South East Nigeria,  $r(95, n = 278) = .402 < .879, p < .05$ . The study concluded that self-management and social awareness has significant positive relationship with efficiency and sales turnover of retail stores in South East Nigeria. The study recommended among others that there is need for staff and management of retail stores to regulate their emotions and ensure that the emotions of others do not affect the performance of the organization.

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**Keywords:** Relationship, Emotional, Intelligence, Performance, Retail, Stores.

### **Introduction**

#### **1.1 Background of the study**

Emotional intelligence (EI) is a critical factor in the success of individuals and organizations across various industries, including the retail sector. In the context of retail stores, the relationship between emotional intelligence and performance is a topic of significant interest and research. Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions as well as those of others. It encompasses skills such as empathy, self-awareness, self-regulation, and social skills, all of which are essential in customer interactions and team dynamics within a retail environment (Goleman, 2005).

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The term was later popularized by Dan Goleman in his influential 1995 book, "Emotional Intelligence," wherein emotional intelligence was delineated as a crucial facet of social intelligence. This multifaceted construct involves the capacity to monitor, discriminate, and utilize emotional cues to inform one's thoughts and actions, thereby facilitating effective communication, decision-making, and relationship management within organizational settings (Salovey & Mayer, 1990).

In the contemporary landscape characterized by rapid economic evolution and escalating competition, organizational success hinges on the ability to harness the diverse talents and competencies of employees. Companies, cognizant of this reality, increasingly prioritize not only academic aptitude but also emotional intelligence in their recruitment and training endeavors. The recognition of emotional intelligence as a key determinant of performance underscores its significance as a strategic asset for navigating the complexities of the modern business environment (Goleman, 1998).

The retail sector, in particular, stands as a microcosm of these organizational imperatives. As frontline ambassadors of brands, retail store employees are tasked with interfacing directly with customers, resolving queries, and fostering positive interactions. In this context, the ability to effectively manage emotions, both one's own and those of customers, assumes paramount importance in driving customer satisfaction, loyalty, and ultimately, organizational success.

A comprehensive evaluation of the relationship between emotional intelligence and the performance of retail stores is thus imperative to elucidate the mechanisms through which emotional intelligence impacts key performance indicators within this sector. This study seeks to delve into the nuanced interplay between emotional intelligence and various facets of retail store performance, ranging from customer satisfaction and sales figures to employee engagement and turnover rates.

At its core, emotional intelligence encompasses several interrelated components, each bearing relevance to the retail context. Self-awareness, the foundational pillar of emotional intelligence, enables individuals to recognize and understand their own emotions, thereby enhancing their ability to navigate interpersonal interactions and customer service scenarios (Spector & Goh, 2018). Similarly, self-motivation fuels the drive for excellence and achievement, propelling employees to deliver exceptional service and drive sales through their intrinsic motivation (Mind Tools Ltd, 2019).

Moreover, self-management equips retail store employees with the requisite self-control and adaptability to effectively manage time, workflow, and communication channels amidst the fast-paced and dynamic retail environment (Zhu, Bonk, & Doo, 2020). Lastly, social awareness fosters empathy and cultural competence, enabling employees to better understand and cater to the diverse needs and preferences of customers from varying backgrounds (Borman & Motowidlo, 2019).

By empirically examining the relationship between these dimensions of emotional intelligence and key performance metrics, this study aims to furnish actionable insights for retail store managers and practitioners. Insights garnered from this research endeavor hold the potential to inform targeted interventions and training

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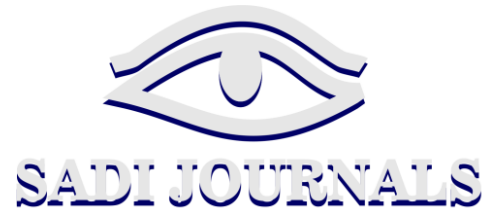
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programs aimed at bolstering emotional intelligence competencies among retail store employees, thereby enhancing overall organizational performance and competitiveness.

## 1.2 Statement of the Problem

Every profit-driven organization prioritizes enhancing its performance. Consequently, companies invest significant effort into recruiting and retaining employees who demonstrate a willingness to exceed their job descriptions, thus fostering effective organizational growth. Emotional intelligence stands out as a pivotal factor determining an organization's capacity to achieve its objectives, as contemporary job demands necessitate emotional adeptness for operational success.

Within the realm of retail chain stores, the work environment is characterized by high levels of stress and tedium. Employees frequently encounter stressors that lead to physical, mental, and emotional exhaustion, ultimately impacting their performance. Prolonged hours and interactions with difficult customers can quickly escalate into frustrating experiences. Therefore, the manner in which employees manage their emotions while engaging with customers or colleagues significantly influences organizational performance, surpassing the mere provision of resources or comfort.

Historically, studies have examined the relationship between emotional intelligence and organizational performance. While some assert that emotional intelligence positively influences organizational performance, others argue that its impact is negligible. Hence, the need to evaluate the relationship between emotional intelligence and performance of retail stores in South East Nigeria.

## 1.3 Objectives of the Study

The broad objective of the study is to evaluate the relationship between emotional intelligence and performance of retail stores in South East Nigeria. The specific objectives include to:

- i. Evaluate the degree of relationship between self-management and efficiency of retail stores in South East Nigeria.
- ii. Assess the degree of relationship between social awareness and sales turnover of retail stores in South East Nigeria

## 1.4 Research Questions

In line with the specific objectives of the study, the following research questions are put forward.

- i. What is the degree of relationship between self-management and efficiency of retail stores in South East Nigeria?
- ii. What is the degree of relationship between social awareness and sales turnover of retail stores in South East Nigeria?

## 1.5 Statement of Hypotheses

Based on the objectives of the study and research questions, the following null hypotheses are formulated to guide the study.

**Ho1:** There is no significant relationship between self-management and efficiency of retail stores in South East Nigeria.

**Ho2:** There is no significant relationship between social awareness and sales turnover of retail stores in South East Nigeria.

## 1.6 Scope of the Study

This study focused on the evaluation of the relationship between emotional intelligence and performance of retail stores in South East Nigeria. The content scope included the proxies of both the independent and dependent variables. The proxies of the independent variables were self-management and social awareness, while the dependent variables were efficiency and sales turnover. The geographic scope of the study was Roban stores Enugu, Shoprite Onitsha, Price-less Stores Owerri, Everyday supermarket, Abakaliki and Abia Shopping Mall Umuahia. The study made use of cross-sectional data from 2018-2023. The time scope was chosen because empirical data reviewed fell within the time frame. The study analyzed the staff of the selected retail stores and how their emotional intelligence affected the performance of their organisations.

## Review of Related Literature

### 2.1 Conceptual Review

#### 2.1.1 Emotional Intelligence (EI)

Emotional intelligence (EI) encompasses the capacity to recognize, understand, and regulate one's own emotions while also perceiving, interpreting, and responding effectively to the emotions of others. It involves a repertoire of skills facilitating adept navigation of social interactions, relationship-building, decision-making, and resilience in facing challenges.

According to Dhani and Sharma (2016), EI entails the ability to discern and manage emotions within oneself and others to facilitate sound decision-making. Fernández-Abascal and Martín-Díaz (2015) characterize it as the aptitude to perceive, control, and evaluate emotions. Nourizade and Mohseni (2014) define emotional intelligence as the capability to perceive, utilize, comprehend, and regulate emotions, highlighting its association with cognitive processes like attention, decision-making, and memory.

Lynn and Lynn (2019) note the acknowledgment of various types of intelligence since Howard Gardner's publication of "Frames of Mind: The Theory of Multiple Intelligences" in 1983, with emotional intelligence being one of them. They describe it as the cognitive ability to manage interactions with others and oneself, emphasizing its role in enhancing effectiveness. McKenna and Webb (2018) elaborate further, defining EI as the capacity to recognize, discern, and understand both personal and others' emotions, employing them to foster an optimal organizational climate conducive to problem-solving, understanding diverse perspectives, and prioritizing needs for effectiveness.

In a workplace context, emotional intelligence is crucial for effective communication, empathy, and decision-making. Lynn and Lynn (2019) propose a model comprising five areas: self-awareness and control, empathy,

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social expertise, personal influence, and mastery of purpose and vision. These areas encompass competencies related to internal self-awareness and external social interactions.

Empathy, as described by Belzung (2014), involves the ability to mentally simulate another's subjectivity and empathize with their experiences. This trait is vital in situations where colleagues require support due to personal challenges, illustrating the practical application of emotional intelligence in fostering a supportive workplace culture.

In essence, emotional intelligence enables individuals to manage their emotions effectively, understand the emotions of others, and employ this understanding to enhance interactions and decision-making. It plays a pivotal role in fostering positive workplace dynamics and facilitating productivity and innovation.

## 2.1.2 Components of Emotional Intelligence

### a. Self-Management

Self-management entails acquiring the self-discipline and mastery necessary to take charge of one's work responsibilities, encompassing tasks such as time management, workflow organization, and effective communication. These skills are integral for enhancing productivity and overall workplace performance. Examples of key self-management skills include problem-solving, stress management, clear communication, time management, memory enhancement, and regular exercise.

Self-management involves employees autonomously overseeing and regulating their behavior and decision-making processes. It entails making decisions that may not be immediately gratifying but contribute to long-term success (Farouk, Mohamed, & Saeed, 2023). Self-management strategies aid in workplace organization, foster self-motivation, and promote behaviors conducive to task accomplishment (Manz & Sims, 1980). These strategies typically encompass self-awareness, goal-setting, self-cueing, self-reward, and self-discipline (Neck & Houghton, 2006).

Self-awareness involves individuals recognizing the reasons behind their behaviors, which may prompt adjustments to improve task performance. Goal-setting entails establishing challenging yet attainable objectives, contributing to enhanced performance (Locke and Latham, 1991). Self-cueing involves using reminders to maintain focus on task priorities, enabling employees to modify their behavior to enhance productivity. Subsequently, self-reward and self-discipline serve as motivational tools to facilitate behavioral change and ensure task completion.

### b. Social Awareness

Social awareness refers to the ability to empathize with and understand individuals from diverse backgrounds and cultures, while comprehending social and ethical norms for behavior and acknowledging available community resources and support systems. This capacity includes feeling compassion for others and identifying ways to help. Enhanced social awareness enables employees to navigate relationships more effectively by adopting different perspectives, valuing diversity, recognizing others' emotions, demonstrating empathy and respect, and interpreting common body language and facial expressions (Garner, 2013).

Utilizing techniques like role-playing or "walking a mile in someone else's shoes" aids in understanding varying perspectives and life experiences, involving actions such as seeking alternative viewpoints, identifying strengths in others, practicing empathy and compassion, showing concern for others' feelings, expressing gratitude, understanding diverse social norms, recognizing situational demands, and acknowledging the influence of organizational systems on behavior.

Social awareness encompasses a range of skills and competencies, including empathy, respect, kindness, cooperation, motivation, self-regulation, emotional and social-emotional awareness, active listening, and the ability to read verbal and nonverbal cues, particularly for negative emotions like anger and fear. It also involves assessing the trustworthiness of others and leveraging these skills to achieve set objectives.

As described by Goleman (1998), social awareness involves sensing, understanding, and responding to others' emotions while navigating social networks. Garner (2013) emphasizes the importance of understanding others' feelings without experiencing them personally, highlighting individuals' ability to perceive and respond to others' emotions within social contexts.

Social awareness extends to understanding and being compassionate towards others' feelings, views, opinions, and challenges, as well as comprehending social circumstances that influence behavior and performance. A socially aware leader can anticipate office dynamics and their organizational implications, drawing on components such as primal empathy, service orientation, and organizational awareness (Goleman, 2001). Additionally, Goleman (2006) introduces social cognition and attunement as further components enhancing organizational performance, underscoring the significance of these factors in fostering a supportive and empathetic workplace culture.

### **2.1.3 Organizational Performance**

An organization is a consciously coordinated social entity comprising individuals working together towards common objectives over a sustained period. Examples of such entities include schools, hospitals, churches, manufacturing and service firms, retail stores, police departments, military units, volunteer organizations, start-ups, as well as local, provincial, and federal government agencies (Robbins, 2015). Understanding organizational theories and concepts of organizational performance is crucial to gaining insight into the nature of an organization. The concept of organizational performance is subject to various definitions due to its inherently subjective nature. Consequently, there is a lack of consensus in the literature regarding the criteria for measuring organizational performance (Bolman & Deal, 2003; DeClerk, 2008; Scott & Davis, 2015).

According to Nnadi (2019), citing Jones and George (2006), organizational performance can be defined as the evaluation of how effectively and efficiently managers utilize resources to meet customer needs and achieve organizational objectives. Organizational theory has yielded numerous models exploring organizational performance, reflecting the diversity of perspectives on the subject. However, due to the subjective nature of its definition, there remains a lack of consensus regarding the standards for measuring organizational performance

(Bolman & Deal, 2003; DeClerk, 2008; Scott & Davis, 2015). Three main approaches to defining organizational performance include the goal approach, system resource approach, and social system approach:

**Goal Approach:** This perspective posits that organizations are formed with specific purposes determined by shareholders. Organizational performance is measured by the extent to which the organization fulfills these objectives and sustains itself in the market (Griffin, 2003). Goal achievement is a central criterion for assessing organizational performance, with effectiveness determined by the organization's ability to achieve its goals (Chung & Lo, 2007; Ho, 2008). Researchers such as Etzioni (1960), Chandler (1962), Thompson (1967), and Cherrington (1989) emphasize the importance of organizational effectiveness in achieving long-term growth and survival.

**System Resource Approach:** This approach focuses on the relationship between the organization and its environment. It emphasizes the organization's ability to leverage environmental resources to acquire valuable and scarce resources that enhance its operations (Cutler et al., 2003). Scholars like Lorsch (1970) argue that organizational performance is contingent upon efficient alignment between the organization and its environment, as well as its stakeholders. Adam (1994) highlights the significance of employee performance in achieving high-quality organizational performance, emphasizing the importance of continuous learning and adaptation to meet customer demands.

**Social System Approach:** This approach defines organizational performance as the organization's ability to achieve its goals without depleting its resources or exerting undue strain on its employees (Georgopoulos, 1957). Lupton (1977) emphasizes productivity, satisfaction, and motivation levels among organizational members as key indicators of organizational performance, while minimizing turnover rates, costs, and labor unrest. This perspective underscores the importance of organizational effectiveness, relevance, and efficiency as key dimensions of organizational performance.

#### **2.1.4 Components of Performance**

##### **a. Efficiency**

Ile (2010), drawing from Ejiofor (1987), notes that the term "efficiency" can encompass various contexts, including the relationship between input and output, efforts and results, expenditure and income, actual performance and standard performance, as well as between actual and maximum possible results. Cansiz et al. (2019), citing Goetz (1968), define efficiency as the maximization of the ratio of output to input.

However, Anderson (2018), drawing from Farmer and Richman (1965), asserts that measuring management efficiency presents significant challenges. These challenges include:

The problem of uncertainty: Management decisions and practices inherently involve future-oriented considerations, making it challenging to predict outcomes accurately.

The problem of defining goals: Without clearly defined objectives, it becomes difficult to measure outputs accurately, as there is no clear benchmark for comparison.

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The problem of subsystem optimization: Evaluating the enterprise as a whole over time requires conceptual abilities and measuring techniques that are often lacking. This makes it challenging to assess the efficiency of the organization as a system.

The problem of resource mobility: Inputs such as labor and capital cannot always be easily reallocated from less profitable opportunities to more lucrative ones, posing a challenge to optimizing resource allocation.

In summary, while efficiency is conceptually clear as the maximization of output relative to input, measuring management efficiency poses various practical challenges, including uncertainty, goal definition, subsystem optimization, and resource mobility. These challenges underscore the complexity of assessing and improving organizational efficiency.

## **b. Sales Turnover**

Sales turnover refers to the total amount of revenue generated by a company from the sale of its products or services within a specific period. This metric provides insight into the financial performance of a business, representing the income generated from its core operational activities, excluding non-operating revenue sources such as investments (Cambridge Business Dictionary, 2019).

Typically measured on a monthly, quarterly, or annual basis, sales turnover reflects the value of goods and services delivered to customers during the specified period. It encompasses both invoice and cash payments, as well as other revenues, constituting the company's total revenue stream (Cambridge Business Dictionary, 2019). Often referred to as sales or net sales, sales turnover excludes value-added tax (VAT) and may be expressed in monetary terms or total units of stock or products sold, usually converted into the company's accounting currency. Sales turnover, when deducted from direct costs, yields gross profit, which must cover all operating expenses before any net profit can be realized. It's important to note that the figure reported for sales turnover in the profit and loss account may not represent the actual cash received by the company, as some revenue may still be outstanding from debtors (Cambridge Business Dictionary, 2019).

However, sales turnover is strictly limited to revenue generated from operational activities and does not include income from financial or other non-operational activities, such as interest income or gains from asset sales. The amount of sales turnover recognized by a business can vary depending on whether it adopts the accrual basis or cash basis of accounting. Under the accrual basis, revenue is recognized when goods are shipped or services are provided, whereas under the cash basis, revenue is recognized only when cash is received from customers, potentially delaying revenue recognition (Cambridge Business Dictionary, 2019).

While businesses may be tempted to forecast sales turnover based on historical sales data, it's important to exercise caution as revenue projections may be subject to unforeseen factors such as competitive pressures or changes in economic conditions. Consequently, relying solely on historical sales data for revenue projections may not accurately reflect future revenue potential (Cambridge Business Dictionary, 2019).



## **2.2 Theoretical Framework**

### **Goleman's Emotional Intelligence Performance Theory**

This model was proposed by Daniel Goleman in 1995 when he wrote the landmark book 'Emotional Intelligence' Goldman (1995) defined emotional intelligence as "abilities of being able to motivate oneself and survive in the face of frustrations; to control impulse and delay gratification; to manage one's moods and keep distress from swamping the ability to think; to empathize and to hope" (Goleman, 1995). Based on this, Goleman then categorized emotional intelligence into four different capabilities that include: social skills, self – awareness, social awareness and self – management.

Self-awareness is the capacity to understand and recognize one's emotions by using instinctual feelings to direct choices. Self-management includes regulating one's thoughts and desires and helps people to respond to changing conditions. Social skill involves managing relationships with customers to move them in the desired direction of patronage and retention and social awareness deals with considering customers' feelings, especially when making decisions about product/service packaging and customer-focused strategy implementation.

The impact of emotional intelligence on the performance of business has been directly and indirectly explained in the context of this theory. Business performance in the retail store sector is driven by emotional intelligence. In this regard, marketing creativity is said to be impacted by managers' emotional intelligence. Invariably, emotional intelligence equips managers with sufficient marketing creativity that forms one of the basic drivers of customers' service quality perceptions.

### **2.3 Empirical Review**

Anifowose, Oparanma, and Nwaeke, (2020), conducted a study on Self-Management and Organizational Effectiveness of Deposit Money Banks in Port Harcourt, Rivers State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population comprised of 62 staff of 10 selected banks in Port Harcourt. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study found that there is a significant relationship between self-management and organizational effectiveness of Deposit Money Banks in Port Harcourt.

Olusegun, Asikhia, and Akpa, (2022), conducted a study on Self-Management and Employee Research Output in Selected Private Universities in Ogun State, Nigeria. The population was 1464 full-time academic staff of selected six private Universities in Ogun State, Nigeria. Multi-stage sampling, stratified sampling and simple random sampling techniques were adapted to obtain a response from all the cadres of the academic staff. The sample size of 308 was determined using Raosoft calculator. A structured and adapted questionnaire went through validity and reliability tests with Cronbach Alpha ranges between 0.728 and 0.954. The inferential statistics employed Pearson Moment Correlation Coefficient to test the hypothesis of the study. The study revealed that self-

management had significant relationship with employee research output ( $r(296) = 0.803, p < 0.05$ ). This study concluded that self-management affects employee research output in selected private universities in Ogun State, Nigeria.

Adoyi, Odinakachukwu, Ikechukwu and patience, (2022), conducted a study on The Influence of Social Media on Market Performance of SMES In Nigeria. The survey method was utilized. The survey involved four hundred (400) samples from a population of 6,327,963 registered SMEs in South East Nigeria. A five-point Likert scale questionnaire ranging from strongly agreed (5) to strongly disagreed (1) was used as a data collection instrument. The Cronbach Alpha method, provided by Statistical Packages for Social Sciences (SPSS), was used to test the reliability of the instrument. The reliability was found to be high, (0.76) showing that there is consistency in the items of the survey. The data was analyzed using descriptive statistics (tables, percentages, and means) and inferential statistics (Spearman rank order correlation). The study found that there was a significant and positive relationship between the use of Facebook and brand awareness, Instagram and brand loyalty, YouTube and sales performance, LinkedIn and customer satisfaction, and Google+ and brand awareness of SMEs in South East Nigeria.

Nnaemeka, Mbah, and Ozoko, (2018), conducted a study on Social Environment and Growth of Small and Medium Enterprises in Southeast Nigeria. The study evaluates the social environment and growth of small and medium enterprises in South East, Nigeria. Survey research design was adopted in the study. The population of 7061 owners of registered small and medium enterprises (SMEs) in the five South Eastern States of Nigeria was used for the study. The population was sampled down to 347 using Freund and Williams's statistical formula for determining sample size. The test of hypotheses was done using the Pearson Correlation Coefficient for hypotheses one and students t-test distribution for hypotheses two and three. The result of the study showed that family size has no significant positive relationship on family-owned SMEs in South East, Nigeria  $r(n=347) = .155, p < .05$ , predominant age group has significant positive relationship on the number of employee in SMEs in South East Nigeria  $t(n=347) = 15.320, p < .05$ , and Igbo customer 'igbaodibo' has significant positive relationship on volume of sales in SMEs in South East Nigeria  $t(n=347) = 18.600, p < .05$ .

Okeke, (2018), conducted a study on Determinant of Customers' Choice of Retail Outlet In South- East, Nigeria. The study examined the determinant of customers' choice of retail outlet in South-East, Nigeria. Survey research design was adopted. The population of study was made up of all customers of the entire retail outlet in South-East of Nigeria (Unknown). Purposive sampling technique as a non-probability sampling was used to obtain a sample size five hundred and seven (507) customers of the retail outlet. Questionnaire was employed as the main instrument of data collection. Descriptive statistics and multiple regression analysis were employed in analyzing the data. The study found that Product quality had significant positive influence on customer choice of retail outlet. Ambience had a significant influence on customer choice of retail. Price had significant positive influence on customer choice of retail outlet.

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## Methodology

The study made use of descriptive survey research design. The geographical location of the study is Roban stores Enugu, Shoprite Onitsha, Anambra State, Abia shopping mall, Umuahia, Abia state, Price-less store Owerri, Imo State and Everyday supermarket, Abakaliki, Ebonyi Enugu, all in South-East Nigeria. The South-Eastern Nigeria is one of six geo-political zones in Nigeria. A total of five (5) retail stores with a total number of 1,460 staff strength were selected from the five states in the South East geographical zone in Nigeria. The yardstick for selecting the population is because the organizations selected are among the prominent ones in each of the states. From the total population, a sample of 314 sample size was determine with the use of Yamane Taro's formula. Data for the study were collected by the use of the questionnaire. The researcher distributed copies of questionnaire to the respondents. The instruments were structured using the five-point Likert system.

The researcher used the expert (face) validity, where the questionnaire was presented to the supervisor who is an expert in the field of management and two other experts in retail chain business to confirm that the instrument measures what it is supposed to measure. To ensure reliability of the instrument, a test-retest method of reliability was applied. The test retest was carried out using fifteen (15) copies of the questionnaire prepared and administered to the staff (respondents) of other retail stores outside the study. The instrument was tested using Cronbach Alpha coefficient testing tool.

The method of data analysis consists of descriptive statistics such as percentages, frequency tables and mean were used. The hypothesis was tested by utilizing Pearson Correlation Coefficient model and conclusions were made accordingly. The hypothesis was tested at 0.05 level of significance and statistical package for special science (SPSS) was utilized to aid in data analysis.

## Data Presentation and Analyses

### 4.1 Distribution and Returned Questionnaire

Three hundred and fourteen (314) copies of the questionnaire were distributed to the respondents and two hundred and seventy-eight (278) copies were returned representing eighty-nine (89%) percent, while thirty-six (36) copies of the questionnaire were not returned representing eleven percent (11 %). This shows a high rate of the respondents.

**4.2 Data Presentation**

**4.2.1 The Degree of Relationship between Self-management and Efficiency of Retail Stores in South East Nigeria.**

**4.2.1 Responses on the Degree of Relationship between Self-management and Efficiency of Retail Stores in South East Nigeria.**

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Self- management enables the control of impulse and manage the emotions in healthy ways with increase in efficiency of the organization	455 91 32.7	516 129 46.4	45 15 5.4	42 21 7.6	22 22 7.9	1080 278 100%	3.88	1.178	Agree
2	Staying composed and poised even in stressful situations through self-management in that way, prioritize the task in the organization.	555 111 39.9	468 117 42.1	45 15 5.4	20 10 3.6	25 25 9.0	1113 278 100%	4.00	1.188	Agree
3	The self-management facilitates thorough following on plans and goals in the organization	440 88 31.7	348 87 32.0	141 47 16.9	58 29 10.4	25 25 9.0	1012 278 100%	3.67	1.268	Agree
4	To be proactive and adapt to changing circumstances in the organization is due to self-management	650 130 46.8	188 47 16.9	159 53 19.1	26 13 4.7	35 35 12.6	1058 278 100%	3.81	1.396	Agree
5	Maintaining good mental health was as result of self-management thereby increasing the work energy	695 139 50.0	184 46 16.5	165 55 19.8	24 12 4.3	26 26 9.4	1094 278 100%	3.94	1.309	Agree
<b>Total Grand mean and standard deviation</b>								<b>3.86</b>	<b>1.2678</b>	

**Source: Field Survey, 2023**

Table 4.2.1, 220 respondents out of 278 representing 79.1 percent agreed that Self- management enables the control of impulse and manage the emotions in healthy ways with increase in -efficiency of the organization with mean score 3.88 and standard deviation of 1.178. Staying composed and poised even in stressful situations through self-management in that way, prioritize the task in the organization 228 respondents representing 82.0 percent agreed with mean score of 4.00 and standard deviation of 1.188. The self-management facilitates thorough following on plans and goals in the organization 175 respondents representing 63.7 percent agreed with mean score of 3.67 and standard deviation of 1.268. To be proactive and adapt to changing circumstances in the

organization is due to self-management 177 respondents representing 63.7 percent agreed with mean score of 3.81 and 1.396. Maintaining good mental health was as result of self-management thereby increasing the work energy 185 respondents representing 66.5 percent agreed with a mean score of 3.94 and standard deviation 1.309.

**4.2.2 The degree of Relationship between Social Awareness and Sales Turnover of Retail Stores in South East Nigeria**

**Table 4.2.2: Responses on the degree of relationship between social awareness and sales turnover of retail stores in South East Nigeria**

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Looking outward increases volume of sales in the organization	415 83 29.9	180 45 16.2	285 95 34.2	38 19 6.8	36 36 12.9	954 278 100%	3.43	1.328	Agree
2	The level customer loyalty was promoted by social interaction of the organization.	400 80 28.8	372 93 33.5	147 49 17.6	60 30 10.8	26 26 9.4	1005 278 100%	3.62	1.263	Agree
3	Proper managing of conflict increased margin of sales	530 106 38.1	244 61 21.9	174 58 20.9	20 10 3.6	43 43 15.5	1011 278 100%	3.64	1.415	Agree
4	The Social attraction of the organization promoted good relationship with customers	600 120 43.2	232 58 20.9	189 63 22.7	16 8 2.9	29 29 10.4	1066 278 100%	3.83	1.300	Agree
5	Social awareness positively affects the development of social behavior	290 58 20.9	232 58 20.9	321 107 38.5	36 18 6.5	37 37 13.3	916 278 100%	3.29	1.249	Agree
<b>Total Grand mean and standard deviation</b>								<b>3.562</b>	<b>1.311</b>	

**Source: Field Survey, 2023**

Table 4.2.2, 128 respondents out of 278 representing 46.1 percent agreed that looking outward increases volume of sales in the organisation with mean score 3.43 and standard deviation of 1.328. The level customer loyalty was promoted by social interaction of the organization 173 respondents representing 62.3 percent agreed with mean score of 3.62 and standard deviation of 1.263. Proper managing of conflict increased margin of sales 167 respondents representing 60.0 percent agreed with mean score of 3.64 and standard deviation of 1.415. The Social attraction of the organization promoted good relationship with customers 178 respondents representing 64.1 percent agreed with mean score of 3.83 and 1.300. Social awareness positively affects the development of social behavior 116 respondents representing 41.8 percent agreed with a mean score of 3.29 and standard deviation 1.249.

**4.3 Test of Hypotheses**

**4.3.1 Hypothesis Three: There is no significant relationship between self-management and efficiency of retail stores in South East Nigeria**

**Correlations**

		Self- management enables the control of impulse and manage the emotions in healthy ways with increase in efficiency of the organization	Staying composed and poised even in stressful situations through self-management in that way, prioritize the task in the organization.	The self-management facilitates thorough following on plans and goals in the organization	To be proactive and adapt to changing circumstances in the organization is due to self-management	Maintaining good mental health was as result of self-management thereby increasing the work energy
Self-management enables the control of impulse and manage the emotions in healthy ways with increase in efficiency of the organization	Pearson Correlation Sig. (2-tailed) N	1 278	.622** 278	.820** 278	.406** 278	.545** 278
Staying composed and poised even in stressful situations through self-management in that way, prioritize the task in the organization.	Pearson Correlation Sig. (2-tailed) N	.622** 278	1 278	.607** 278	.704** 278	.740** 278
The self-management facilitates thorough	Pearson Correlation Sig. (2-tailed)	.820** .000	.607** .000	1 .000	.506** .000	.681** .000

following on plans and goals in the organization	N	278	278	278	278	278
To be proactive and adapt to changing circumstances in the organization is due to self-management	Pearson Correlation Sig. (2-tailed)	.406**	.704**	.506**	1	.811**
Maintaining good mental health was as result of self-management thereby increasing the work energy	N	278	278	278	278	278
	Pearson Correlation Sig. (2-tailed)	.545**	.740**	.681**	.811**	1
	N	278	278	278	278	278

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.3.1. Showed the Pearson correlation matrix on self-management and efficiency showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows  $.406 < .820$ . This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that There was significant positive relationship between self-management and efficiency of retail stores in South East Nigeria ( $r = .406 < .820$ ). The computed correlations coefficient is greater than the table value of  $r = .000$  with at alpha level for a two-tailed test ( $r = .406 < .820, p < .05$ ).

### Decision Rule

The decision rule is to accept the null hypothesis if the computed  $r$  is less than the tabulated  $r$  otherwise reject the null hypothesis.

### Decision

Since the computed ( $r = .406 < .820$ ) is greater than the table value of  $.000$ , we reject the null hypothesis. Therefore, we concluded that there was significant positive relationship between self-management and efficiency of retail stores in South East Nigeria as reported in the probability value of ( $r = .406 < .820, p < .05$ ).

**4.3.2 Hypothesis One: There is no significant relationship between social awareness and sales turnover of retail stores in South East Nigeria**

**Correlations**

		Looking outward increases volume of sales in the organisation	The level customer loyalty was promoted by social interaction of the organization.	Proper managing of conflict increased margin of sales	The Social attraction of the organization promoted good relationship with customers	Social awareness positively affects the development of social behavior
Looking outward increases volume of sales in the organization	Pearson Correlation Sig. (2-tailed) N	1 278	.698** .000 278	.484** .000 278	.640** .000 278	.879** .000 278
The level customer loyalty was promoted by social interaction of the organization.	Pearson Correlation Sig. (2-tailed) N	.698** .000 278	1 .000 278	.402** .000 278	.632** .000 278	.745** .000 278
Proper managing of conflict increased margin of sales	Pearson Correlation Sig. (2-tailed) N	.484** .000 278	.402** .000 278	1 .000 278	.742** .000 278	.412** .000 278
The Social attraction of the organization promoted good relationship with customers	Pearson Correlation Sig. (2-tailed) N	.640** .000 278	.632** .000 278	.742** .000 278	1 .000 278	.706** .000 278



Social awareness positively affects the development of social behavior	Pearson Correlation Sig. (2-tailed)	.879**	.745**	.412**	.706**	1
	N	278	278	278	278	278

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4.3.2. Showed the Pearson correlation matrix on social awareness and sales turnover showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows  $.402 < .879$ . This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was significant positive relationship between social awareness and sales turnover of retail stores in South East Nigeria, ( $r = .402 < .879$ ). The computed correlations coefficient is greater than the table value of  $r = .000$  with at alpha level for a two-tailed test ( $r = .402 < .879, p < .05$ ).

**Decision Rule**

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

**Decision**

Since the computed ( $r = .402 < .879$ ) is greater than the table value of  $.000$ , we reject the null hypothesis. Therefore, we concluded that **there was significant positive relationship between social awareness and sales turnover of retail stores in South East Nigeria** as reported in the probability value of ( $r = .402 < .879, p < .05$ ).

**5.1 Summary of Findings**

In this study, emotional intelligence and performance of retail stores was examined. The major findings of the study are as follows:

- i. There was significant positive relationship between self-management and efficiency of retail stores in South East Nigeria,  $r(95, n = 278) = .406 < .820, p < .05$
- ii. There was significant positive relationship between social awareness and sales turnover of retail stores in South East Nigeria,  $r(95, n = 278) = .402 < .879, p < .05$

**5.2 Conclusion**

This study evaluated the relationship between emotional intelligence and performance of retail stores in South East, Nigeria. The study made use of 314 respondents selected using random sampling techniques. The conclusion reached in the study is as follows: Firstly, emotional intelligence has significant positive relationship with performance of retail stores in South East, Nigeria. Secondly, the components of emotional intelligence which are self-management and social awareness all have significant positive relationship with the components of organizational performance namely: efficiency and sales turnover of retail stores in South East Nigeria

### **5.3 Recommendations**

From the findings, it was clearly showed that emotional intelligence is very important in the performance of retail stores in South East, Nigeria. Therefore, this study gives the following suggestions;

- i. There is need for staff and management of retail stores to regulate their emotions and ensure that the emotions of others do not affect the performance of the organization.
- ii. Retail stores should encourage socialization to build positive relationship among the staff and with customers to increase patronage.

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