

# **Assessment and Applications of Emotional Intelligence: Dublin Retail Managers Case Study**

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## ABSTRACT

This study investigates the Emotional Intelligence of Dublin retail managers, by quantitatively assessing it using a psychological research instrument and illuminating its applications day-to-day in the workplace, and suggestions regarding it to the teams working under them. Building upon the original works by Weschler, Caruso, Salovey, Bradberry, and others, the research delves into the manager's Emotional intelligence assessment. It also encompasses manager's perspectives regarding their use and advice concerning Emotional Intelligence.

Acting as a case study, the retail sector of Dublin showing growth and the retail environment demanding Emotional Intelligence, the significance of Emotional Intelligence in managers cannot be understated. This has universal applications.

Drawing on a mixed-model approach, the Quantitative and Qualitative approach is appropriate for this study as it provides a comprehensive approach to the Dublin retail manager's point of view. Using Trait Meta-Mood Scale 24 and in-depth interview, a sample of 8 managers is gathered to assess managers' Emotional Intelligence and its applications and recommendations to the teams working with them.

Findings suggest Dublin retail managers are 'Fairly' emotionally aware, 'Fairly to Very' emotionally clear, and 'Very to Extremely' good at emotional repair. The applications range from stress management to nurturing relationships and many more.

The findings of this study are useful to the field of emotional intelligence, especially in the retail industry. It helps bridge the gap between the existing knowledge and the real application of knowledge coming from the people in question. It brings out their lived experiences, their on-ground knowledge, and practical know-how to simplify uses of Emotional intelligence. This ensures the fostering of applications in day-to-day work in retail and gives others a point of view of the real experiences and knowledge of retail managers.

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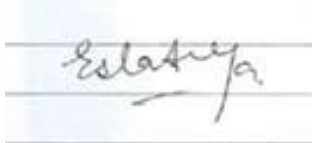
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## CHAPTER 1: INTRODUCTION

This research paper assesses the emotional intelligence of Dublin retail managers, also discovering applications of it and suggestions to the team under those managers regarding it.

The introduction chapter will provide an overview of the background, scope, significance, research statement, research objectives, research methodology, and research structure.

### BACKGROUND

Introducing the existence of multiple intelligences Gardner and Hatch (1989), interpret that the intelligence quotient is not the only intelligence, emotional intelligence being another.

Wechsler defines emotional intelligence as “the global capacity of the individual to deal effectively with his environment.”

Emotional intelligence refers to an ability to recognize the meaning of emotion and its relationship, and to reason and problem-solve based on them. Emotional intelligence is involved in the capacity to perceive emotions and manage them. (Mayer, Caruso & Salovey, 1999, p. 267)

Some terms to understand here are personality, emotions, and thoughts.

A four-step hierarchical structure for a manager (Carusco and Salovey, 2004) was developed to identify emotions, use emotions to facilitate thinking, understand emotions, and manage emotions. Many feel that the emotional center of our brain is secondary in use, as it is crucial to act and feel those emotions, especially managers.

It is imperative before structuring the research to study the foundations of emotional intelligence.

### SCOPE

#### Dublin Retail

Dublin, the capital city of Ireland, is brimming with business opportunities. Pre-pandemic retail was Ireland’s largest employer, making a significant contribution, estimated at €7 billion, to the Irish exchequer.<sup>23</sup> It is often seen as a barometer for the national economy, an indicator of not just consumer confidence, but also of international business as it continues to attract flagship global stores to high streets (Department of Enterprise, 2022). Post Covid-19, the sector has continued to grow. With the retail sector growing and spending still going strong, the need for one of the determinants of success, Emotional Intelligence must be studied.

Retail is stressful, studies show that everyone expects the manager to be emotionally intelligent, so that they can manage the stress around them. The retail environment compels managers to be on high emotional intelligence, more than every other person in the store. To manage and bring positive changes in the environment, the person responsible has to regulate themselves well (Luncheon, 2021).

Emotional intelligence is needed in job performance in retail stores. Seen as a requirement to function well, all retail store employees must have high emotional intelligence for satisfaction and good work performance, given the challenges that demand high levels of regulating and self-awareness of emotions. (Alheet and Hamdan, 2021)

## SIGNIFICANCE

As per the evidence, emotional intelligence is important and in the growing sector of Dublin, it is crucial to make Dublin retail managers perform a self-assessment and state applications of it. This research paper enhances the knowledge of Dublin retail managers about themselves and gives an academic space to delineate the expectations they harbor of what they feel others should have in terms of emotional intelligence; helping themselves, the retail industry, and the teams working under those managers.

This paper is helpful in the field of emotional intelligence in general as well, giving insights to other industries in Ireland, to make use of such an indispensable skill, not treat it as a likable but a needed trait as well as ability.

Given the significance of emotional intelligence, it is important to know the perspective of Dublin managers as these are their lived experiences and hold great value to the research.

## RESEARCH STATEMENT

### **Assessment and Applications of Emotional Intelligence: Dublin Retail Managers Case Study**

This research paper aims to study the assessment of Dublin retail managers on their emotional intelligence, its uses, and their suggestions to the team under them.

This is a mixed model study, bringing both qualitative and quantitative methods together to create a comprehensive model.

It is necessary to fill the gap between the knowledge of the importance of emotional intelligence and its use and awareness through the point of view of a manager in a growing sector in the capital city of Ireland, Dublin as a growing sector demands profits that heavily relies on the hands of the emotional intelligence of the managers.

## RESEARCH METHODOLOGY

The research data set is 8 managers. Questionnaires are built according to the literature and the Trait Meta-Model Scale 24 followed by a short interview. A mixed-method model is used. Rather than restricting or doubling the work, the quantitative and qualitative method, Mixed method model means giving more flexibility to add numbers and qualitative data (Sale, Lohfeld and Brazil, 2002). Mixed Model Research or MMR gives a robust understanding of the data and gives an easy approach to the researcher to present data as they want. Numbers, graphs, instruments, and qualitative data can synthesize the problem correctly (Regnault, Willgoss and Barbic, 2018).

It is necessary to achieve the objectives to have a mixed-model as well as the other choices here. As for the qualitative data, the Constructivism paradigm is chosen which has its Kantian roots and necessarily means that parts are constructed to assimilate a whole to understand the subjective realities. This paradigm is used for qualitative data (Wright, 2015).

As research philosophy, Pragmatism is used as it deals with both Quantitative and Qualitative data.

Quantitative data is analyzed with the help of the instructions of the Trait Meta-Mood Scale 24.

As for the qualitative data, it would be analyzed using thematic analysis. Data will be collected, coded, and then analyzed using thematic analysis. Recurring themes will be identified which are important as per the literature and such questions will be asked. Codes will be developed and then themes will be drawn.

Findings can help managers think deeply about their emotional intelligence and contribute valuable knowledge to the retail field. This is useful research and promotes traits and abilities that must be treated as highly important.

## RESEARCH OBJECTIVES

Research objectives are built by reading about the importance and effects of Emotional Intelligence in literature. The assessment of the emotional intelligence of Dublin retail managers will be through the Trait Meta-Mood Scale 24 as discussed in the literature review and methodology.

- To assess the emotional intelligence of Dublin retail managers
- To gather where Dublin retail managers use their emotional intelligence in their workplace day-to-day.
- To assimilate suggestions from Dublin retail managers about what capabilities of emotional intelligence the teams working under should have.

## DISSERTATION OUTLINE

Introduction: This chapter gives an overview of the research and introduces the background, scope, significance, research statement, research methodology, and objectives.

Literature Review: Literature that is derived to construct a theoretical framework, used for bringing the importance of a manager's emotional intelligence, assessment, and application of emotional intelligence. It identifies a literature gap and puts forward arguments.

Research Questions And Aims: This chapter states the research questions and aims.

Research Methodology: This research chapter gives the research onion approach, peeling it layer-by-layer to get to the research philosophy, research design, research strategy, research choice, time horizon, data collection, and data analysis.

Findings & Analysis: Here is an overview of all the findings of qualitative and quantitative data and its analysis.

Discussions: The granular data being discussed in the previous chapter; the broader view of the study comes with discussions. Here, the significance and limitations are also discussed.

Conclusion: This chapter wraps up the thesis by bringing sense to all the research, also giving further study recommendations and personal reflection.

## CONCLUSION

This chapter brings the overview of the study, the reason, and rationale for the study, hence leading to the literature review that will bring forward the already done research, leading to arguments that will bring grounds to the research.

## CHAPTER 2: LITERATURE REVIEW

This literature review investigates the theoretical framework, context, and need to use theories in the workplace, retail issues, managers' emotional intelligence, the importance of emotional intelligence, the application of emotional intelligence, and the literature gap.

### THEORETICAL FRAMEWORK

The term 'Emotional intelligence' was first introduced in 1990. (Salovey and Mayer, 1990) gave the first expression, appraisal, and regulation of emotions. Intelligence such as social intelligence is studied in place of the traditional use of intelligence. Emotions are felt, given a name, rationalized, and then regulated or managed.

Another theory of Emotional Intelligence was brought in as 'Emotional Intelligence 2.0' (Bradberry and Greaves, 2009). This iteration is based on foundational works of emotional intelligence. Emotional Intelligence 2.0 states that there are four key Emotional Quotient skills which are self-awareness, self-management, social awareness, and relationship management. This is imperative not just in life but for success in the workplace. This conceptualization highlights the indispensable role of emotional acumen not only in personal progress but also in professional situations, particularly within the milieu of present-day workplaces.

The emotional intelligence assessment tool Trait Meta Mood Scale 48 (Salovey et al., 2002) was brought to self-assess one's emotional intelligence Trait Meta-Mood Scale is an instrument that facilitates self-appraisal of emotional intelligence by searching into individuals' inclinations across dimensions including attentiveness to emotional states, clarity in sharp affective nuances, and efficacy in regulating emotional responses.

This is the theoretical framework for the study.

To make emotional intelligence study research in the workplace, theories are required.

### CONTEXT AND THE NEED TO USE THEORIES

Contextually, this research is done on the retail sector of Dublin. Irish retail is growing despite the slowdown of other sectors. (Dublin City, 2023) Growth means increasing numbers and differentiating factors between retail stores would be better empathy, better customer

experience, and personalization, all of which come from higher human skills. (Trends, Opportunities, Challenges, and Drivers of Change FUTURE OF THE IRISH RETAIL SECTOR, 2022) Higher quality human skills come from high emotional intelligence, making it important to be studied in the workplace. The context seems appealing as well.

## RETAIL

Managing a retail store is not easy. As a manager, working with part-timers with little experience, managing people of all kinds all the time as it is filled with customers, running around physically, work in retail stores never stops. Being a manager of a retail store cannot be a cakewalk. They need to always be in a good mood, motivate everyone around them, and get so much done. Retail may always seem very shiny but is low on margins.

The importance of emotional intelligence in retail stores is too important.

Workers in retail stores, especially part-timers may bring in stress due to low working hours, less training, lack of motivation, and insufficient promotional opportunities. This leads to absenteeism, staff turnover, and a lack of motivation at work. (Zeytinoglu et al., 2005)

Managing customers can be very difficult, at times. This is a feature that is not just for the retail sector, as discussed in the discussions chapter of this research. But for retail, in particular, it is more difficult as all kinds of customers come in for all daily chores all the time. Customers may be rude or abusive. When customers or clients have an intent to show incivility to employees of the organization, it is a serious harm to the well-being of employees. (Yoon, 2020) To protect and motivate the employees as well as to serve the customer, the emotional intelligence of the manager has to be high.

The engagement of personnel is expensive yet essential. The minimum wage in Ireland has gone up to 12.70 euros per hour for workers 20 years old and above (Chartered Accountants Ireland, 2023) accentuating the need to maximize productivity, even to the extent of unruly behavior. The businesses are managed and balanced between profits and costs, costs being employee's salaries. Intricate balancing between the two needs emotional intelligence. This is discussed more in the discussion chapter.

Retail hence, is important to be studied concerning Emotional Intelligence. Dublin also seems like the right place due to the growth of retail.



## MANAGER'S EMOTIONAL INTELLIGENCE

A manager has to have good Emotional Intelligence. They are responsible for everyone. The employees need to be good at Emotional Intelligence, too yet the leader has to express some values that work in the workplace.

The manager's emotional intelligence is studied as:

MIQ or Manager's Emotional Quotient is calculated by adding the manager's Emotional Intelligence and Intelligence Quotient. (Dulewicz and Higgs, 2000) For example, empowering employees is one of the scales and regular intelligence quotient and emotional intelligence scales like resilience are studied together. This would give a metric explaining intelligence and managerial and emotional capabilities. Emotional Intelligence hence is an integral part of the Managerial Quotient along with Intelligence Quotient.

If one is a manager in an organization, it is expected that they would have higher Emotional Intelligence. (Dulewicz and Higgs, 2003) This was the outcome after studies done in the UK across the Board of Directors and higher managerial staff. The higher one is at the managerial level, higher emotional intelligence is expected. It is expected the same for Dublin retail managers as well, they are expected to have higher levels of emotional intelligence than the team.

A manager uses their Emotional Intelligence verbally as well as non-verbally as a socio-managerial skill, to use people managing skills to read emotions, and body language, and the ability to build relationship managing skills. It is even non-verbal and not only what is verbalized. (Morand, 2001) Psychological cross-analysis between psychological theories and managerial theories is done for the same.

Conducting a manager's emotional assessment will serve as a linchpin in achieving application information.

## IMPORTANCE OF EMOTIONAL INTELLIGENCE OF MANAGERS

The efficacy of workplace managerial performance lies about 70 to 80 percent in the hands of managerial Emotional Intelligence. (Mersino, 2013) Managers in technical fields have clarity in many facets of the work but need a boost in their Emotional Intelligence skills. They need Emotional Intelligence to direct, communicate, learn, and work together. Managing breakdowns and self-awareness was seen in the study as an important trait that had to be learned that was possible through working with the Emotional Intelligence of the managers of the teams.

Emotional Intelligence contributes meaningfully to enhancing employee retention and job satisfaction within organizations (Hejase et al., 2017). Managers having positive Emotional Intelligence and Social Intelligence have considerable influence in motivating employees and determining their behaviors. Thus, Emotional Intelligence assumes a pivotal role deserving serious consideration.

Managers change so many organizational facets. Change in a workplace may not be accepted. (Rexhepi and Berisha, 2017) It is the manager who uses their emotional intelligence to succeed with any changes. Along with the general environment, a manager's emotional intelligence plays an important role in accepting and embracing changes by employees.

Conflict management in a workplace is solved by Emotional Intelligence. (Hopkins and Yonker, 2015) Workplace conflicts are easily solvable as a managerial practice using Emotional Intelligence to solve problems, take social responsibility, and control impulses. Conflict management skills and Emotional Management skills are correlated.

Understanding and managing emotions are seen as essentials to team performance. (Feyerherm and Rice, 2002) Teams perform well when managers understand and manage their emotions. Such is the way to set the tone for the team by a manager's conduct.

The importance of the Emotional Intelligence of a manager is seen in this section. Managerial success, motivating oneself, directing orders, motivating employees, change facilitation, workplace conflict management, and team performance are the main important features of Emotional Intelligence for a manager.

The importance is now known, moving to the assessment and application of emotional intelligence in the workplace.

## ASSESSMENT OF EMOTIONAL INTELLIGENCE

Emotional Intelligence has to be assessed properly as one cannot give judgments without having a proper tool developed by psychologists. Emotional Intelligence can be assessed and there are measures available. Emotional Intelligence assessment means a quantifiable approach to the topic. There are ways or models developed by researchers and psychological associations.

The appropriate model selected for the research of Dublin retail managers is a reduced version of the Trait Meta Mood Scale. (Salovey et al., 2002)

Trait Meta-Mood Scale is a measure of finding psychophysiological coping techniques that the interviewee has.

It is a Likert scale-based test that achieves answers of 48 points related to traits and individual responses to each. It was designed to make individual differences in each situation stand out. It was created and tested on 200 individuals. Three categories of answers and emotional intelligence tests were brought out: Attention to Feelings, Clarity in discrimination of feelings, and mood repair.

This test was reduced and adapted to Spanish. The Spanish version is reduced yet the three categories, namely attention to feelings, clarity in discrimination of feelings, and mood repair are kept. (Fernández-Berrocal and Extremera, 2008) This is the test used to assess Dublin retail managers, further explained in the research methodology section.

## APPLICATION OF EMOTIONAL INTELLIGENCE BY MANAGERS

As Emotional Intelligence is seen to be very important by managers, its application should be discussed after the assessment is seen.

This is one of the research aims and questions.

### Manager's relationship with the employees

An employee trusts a manager when the manager shows high emotional intelligence. The culture of the organization is determined by the manager and employees. While many emotions like fear in the employee may be due to any factor, mostly the psychological makeup of the employee, positive emotions that enhance the work culture like trust are due to the high emotional intelligence of the managers. (Kutani, 2014) For any employee, manager, or subordinate, a high emotional intelligence is needed to feel valued and have good work relationships. Hence, having great emotional intelligence makes the relationship with everyone in the workplace good. (Salovey and Grewal, 2005) Dublin teams also may feel better socially in the workplace and emotionally controlled in a highly emotionally intelligent environment by a manager. The manager must create positive social relationship behaviors in the workplace. (Pastor, 2014) Social relationships determined by high responsiveness to good emotional intelligence are considered good for the work environment. Most believe that generational differences are the cause of distance in employees but if the manager is emotionally intelligent, then the distance between employees is reduced. (Ngonyo et al., 2014)

Hence, a manager's emotional intelligence makes the relationship with the employees themselves and each other positive, as would be the case with Dublin retail. It enhances social intelligence and the work environment by creating an emotionally healthy environment by

increasing trust in the manager and giving better importance to good interpersonal relationships between employees and teams. Dublin retail being high on stress and workload, would need good relationships between the manager and employees to get the work done.

### Transformative Leadership

A manager with good emotional intelligence is seen to be transforming the workplace. A manager must bring out the best in everyone. A transformative leader is a leader who transforms their followers. Transformational leadership can only exist if the manager is capable enough to manage and regulate their own emotions. Transformational leadership style is highly correlated with emotional intelligence and employee motivation. (Lam and O'Higgins, 2012). Such studies have been done by using emotional intelligence metrics and correlation analysis. (Sayeed and Shanker, 2009) This study was done using the Wong Emotional Intelligence Scale (WEIS)

Transformational leaders are able, through emotional contagion mechanisms, to transmit their emotions and boost positive feelings among their followers. (Mindeguia et al., 2021) If a manager is to be a leader rather than a post, we must expect them to be positive and boost their teams as well. A transformational manager can be described as a great manager as they not only bring positivity inside the workplace but also give so much to all the team members.

Dublin retail managers need to be assessed if they have the emotional intelligence to be transformative.

### Improving the Quality of Work

The quality of work and workplace is highly dependent on the manager and their Emotional Intelligence.

Stress, distress, general health, and quality of life, all are affected by emotional intelligence. Dublin retail managers have been studied to show emotional intelligence is the utter necessity to handle stress and be good at work, rather than advisable (Slaski and Cartwright, 2002) There is also a negative correlation between emotional intelligence and stress. In senior, middle, and lower management levels, stress is studied and it is all negatively related to emotional intelligence. (Chhabra and Mohanty, 2013) Even a pre- and post-study measure of stress, health, and emotional intelligence improvement also shows a great impact of emotional intelligence on stress. (Slaski and Cartwright, 2003) Stress can be predicted and reduced as studied on management students using Emotional Intelligence. (Sunil and Rooprai, 2009). Retail employees need support from supervisors and managers to handle stress. (Wolken and Good, 1995) Retail environments are stressful and require support. Emotional intelligence, hence, is extremely effective in reducing stress.

Emotional intelligence helps recruiters to successfully recruit by showing assertiveness, empathy, happiness, and emotional self-awareness. The Air Force was studied and the results were successful recruitment threefold, by applying Emotional Intelligence. (EI Consortium, n.d.)

The emotional intelligence of a manager helps quality standards like ISO be met (Ayiro and Sang, 2012) and encourages innovation in the workplace. (Shojaei and Emadi Siuki, 2014) The Components of Emotional Intelligence make the manager innovative and encourage innovative behavior by employees.

Innovation can be dealt with by an emotionally intelligent manager, making a question of assessment for Dublin retail managers.

Dublin retail managers create a healthy quality of work by reducing stress and increasing the good response mechanisms to stress. A manager can reduce anxiety and ensure better standards of work. Managers can make better decisions by showing assertiveness, empathy, happiness, and self-awareness. Quality standards can be met and innovation can be brought to work. A manager is such that can even turn differences into positives.

As seen, emotional intelligence has great applications in organizations for all. Dublin retail managers applying emotional intelligence are seen as a great reality yet managers are a part of the whole. Managers are responsible for great change yet no change is possible without the entire synergy of the workplace. Hence, by using the literature and the manager's experiences, suggestions for the team about emotional intelligence are asked as a part of the research.

Arguments arise after the discussion of the literature. Is the study of the assessment of the emotional intelligence of Dublin retail managers doable?

Emotional intelligence is measurable on very unstable grounds and question whether something like training corporates looks like academic consultants. Emotional intelligence training and assessment could be shabby and fake-done. (Daus and Ashkanasy, 2005) Discussion on Emotional Intelligence and training also suggests that emotional intelligence is cognitive and not a social skill. (Cherniss et al., 1998)

The argument is valid to a degree however tests and research have meticulously proved that Emotional Intelligence is assessable. As discussed above, emotional intelligence is studied quantitatively using Trait Meta-Mood Model Scale 24. With its benefits and shortcomings, it is essential to know that the results are valid and consistent.

This is such an excellent tool for testing pre- and post-physical exercises in schools. (Canabate et al., 2020). An increase in many emotional abilities is seen post-physical training and is tested using the same Trait Meta Mood Scale 24.

Another argument says that emotional intelligence does not always lead to success. Emotional intelligence is based on shaky grounds as a quantitative measure. (Cherniss and Extein, 2006)

Emotional intelligence, by reading the literature, seems like a great contributor to success. The importance of emotional intelligence is seen very clearly and the application is also seen as very wide.

## LITERATURE GAP

Although the importance of Dublin's retail increase is seen and the profitability makes a strong call for a strong indicator i.e. Emotional intelligence, not much is spoken about from the perspective of a manager. The manager's emotional intelligence has been assessed before but not met with the thematic applications, especially in the Dublin retail industry.

The literature has its limitations like being heavily reliant on the importance of emotional intelligence and not so much about the use of that knowledge in practical applications, combined with the assessment of the subject.

The research is an interesting and useful means to speak from the perspective of people who make such huge changes.

## CONCLUSION

The literature does a good job of explaining the developments of the term emotional intelligence by Salovey and Mayer, later by many like Bradberry and Greaves. Emotional intelligence has gathered attention for the role of determining professional and individual

success, it is not only the traditional means of intelligence that is relevant. The discussion has crossed various aspects of emotional intelligence, spanning theoretical frameworks, assessment methodologies, practical applications, and inferences for managerial effectiveness.

Theoretical constructs such as the four-step hierarchical model proposed by Caruso and Salovey have explained the important aspects of emotional intelligence, defining its importance in managerial decision-making and interpersonal dynamics. Moreover, experiential evidence suggests a strong correlation between emotional intelligence and managerial success, with studies representing that up to 80% of managerial efficiency can be credited to emotional intelligence.

The application of emotional intelligence by managers has been explored extensively, highlighting its role in nurturing positive work environments, bettering employee engagement, and driving organizational change. Transformational leadership, enabled by high emotional intelligence, arises as a crucial instrument for inspiring and motivating teams, thereby enriching overall performance and productivity.

Assessment of emotional intelligence, with challenges regarding measurement and validity, remains a critical attempt at understanding and developing managerial competencies. Tools like the Trait Meta-Mood Scale offer quantitative understandings of emotional abilities, studies are talking of its reliability.

Despite the wealth of literature stressing the importance of emotional intelligence in managerial contexts, prominent gaps remain, mostly about the nuanced application of emotional intelligence within Dublin's retail landscape. The research aims to bridge this gap by investigating the experiences and perspectives of Dublin retail managers, showing the practical implications of emotional intelligence within this sector.

In essence, the literature underlines the crucial role of emotional intelligence in managerial effectiveness, encouraging further research and practical interventions to nurture emotional intelligence competencies among retail managers. As Dublin's retail sector continues to grow amidst changing consumer trends and economic changes, the highlighting of emotional intelligence is a transformative tool for success.

This would lead to the research aims and questions arising from the literature.

## CHAPTER 3: RESEARCH QUESTIONS AND AIMS

This chapter will describe the research title, problem statement, research questions, and research aims.

### RESEARCH TITLE

#### **Assessment and Applications of Emotional Intelligence: Dublin Retail Managers Case Study**

This research sets out to assess the emotional intelligence of Dublin retail managers and know where they use it day-to-day in the workplace and also what suggestions they give to their team about it.

### RESEARCH PROBLEM STATEMENT

A problem statement is such that it has clarity and precision, identification of what would be studied, identification of overarching question, key concepts, and terms with no jargon. (Miles, 2019)

The research problem in this study shows that Dublin retail managers need emotional intelligence, like any other industry's managers. Emotional intelligence is necessary for any manager to introduce changes, manage conflict, handle staff, and handle glitches as seen in the literature. Emotional intelligence brings in profitability as well. Retail brings in pressure of daily tasks, customer dealing, dealing with low-experience workers, and low margins.

Combining the two main problem statements, the need for emotional intelligence and the growth of retail brings the research topic along with the research gap.

Assessing the emotional Intelligence of Dublin Retail managers and findings its applications and suggestions to the teams regarding it is the focus of this research.

The course of research is from the research statement.

### RESEARCH QUESTION

**What is the Emotional Intelligence of Dublin retail managers, how do they use it and how do they suggest their team over it?**



A research question comes after a detailed study of the literature and identifying problems and gaps. (Springer, n.d.) In this case, Emotional Intelligence importance and Dublin retail requirement posed a question.

It is essential to answer this question. Dublin retail managers must be assessed for their Emotional Intelligence using a scientific tool as well as educate everyone about its applications and how they view their team must use it.

The research question can be put in smaller questions.

## RESEARCH SUB-QUESTIONS

- What is the Emotional Intelligence of Dublin retail managers?
- How do Dublin retail managers use their Emotional Intelligence?
- What suggestions do Dublin retail managers give to their team about Emotional Intelligence?

These research questions and sub-questions are answered by research instruments Trait Meta-Mood Scale 24 and qualitative data collected by the interviewees as discussed in the methodology section.

This research puts forward these aims

## RESEARCH AIMS & OBJECTIVES

These research aims arise after the initial research,

- To assess the Emotional Intelligence of Dublin retail managers
- To examine where Dublin retail managers use their Emotional Intelligence day-to-day
- To assimilate suggestions from Dublin retail managers about what emotional intelligence capabilities the teams working under should have.

These research aims are fulfilled by the assessment using Trait Meta-Mood Scale 24, discussed in the methodology as well as qualitative data about applications of Emotional Intelligence.

## RESEARCH SIGNIFICANCE

This research is important for all industries in general as emotional intelligence is needed. It adds to the value of academics as well as retail industries. This research is important for managers as well as subordinates.

## CONCLUSION

This chapter brought forward the overarching question and sub-questions that talk about Dublin retail managers, their assessment, and applications of emotional intelligence. This would be done by using quantitative a research instrument and qualitative interviews.

It is now important to discuss the research methodology to know how to achieve the mentioned tasks.

## CHAPTER 4: RESEARCH METHODOLOGY

### INTRODUCTION

This chapter outlines the research methodology of the research undertaken. This is done by using the Research onion approach (Saunders, Lewis and Thornhill, 2012). Research Onion is a peel-by-peel approach that is outermost to the innermost layer of method choices

Outermost to innermost peels are research philosophy, research design, research strategy, research choice, time horizon, data collection, and data analysis.

According to the Onion, first is the research Philosophy or Research Paradigm

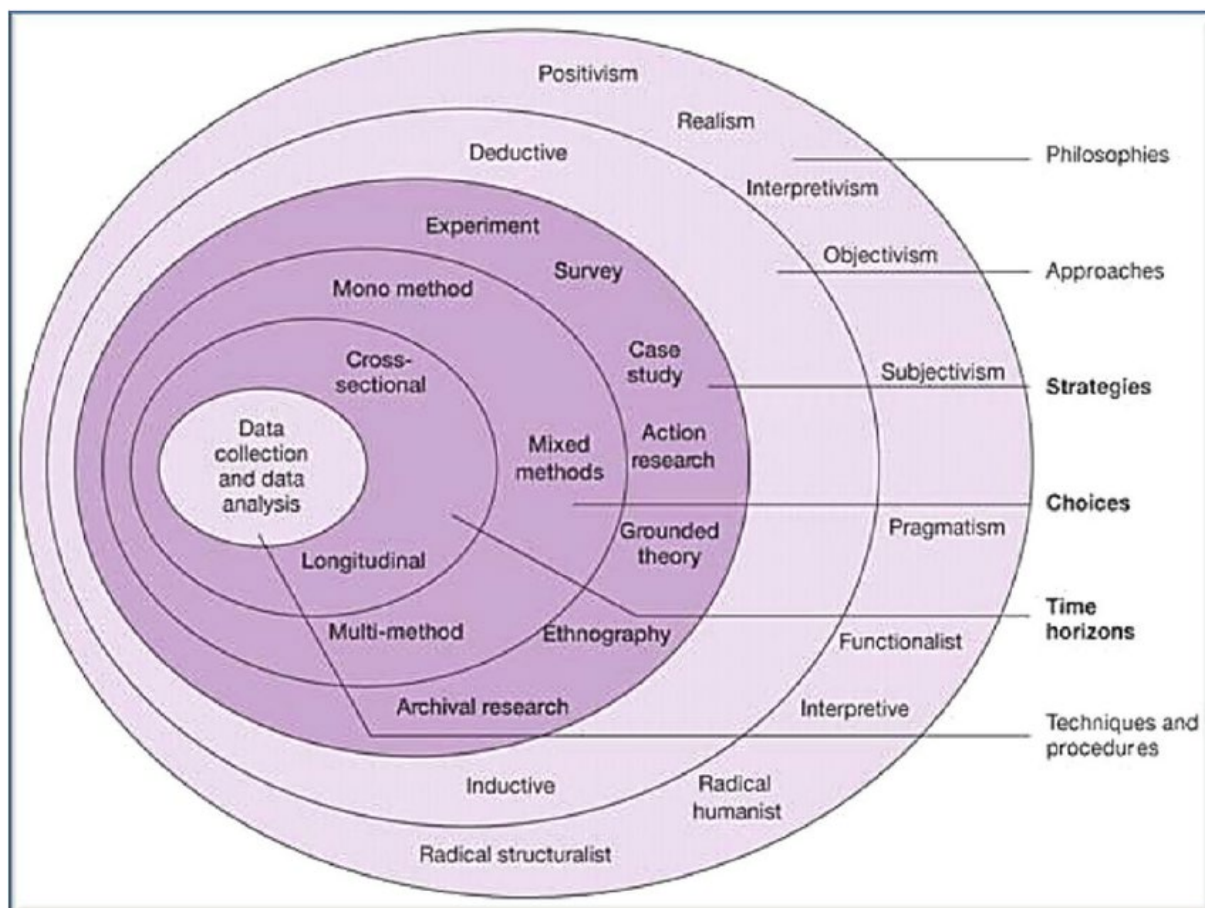


Figure 1: Research Onion (Scott, 2014)

According to the Onion, first is the research Philosophy or Research Paradigm

## **PHILOSOPHY**

Research Philosophy is how the researcher views the world. It is the belief and how they want to research. The research philosophy that is correct for this research is Pragmatism.

Pragmatism is the research philosophy that deals with “what will work best” rather than the hard and fast rule of only going by one theory. Pragmatism means innovation and flexibility, not sticking to a science like Positivism or completely interpretative like Interpretivism. Mixed methods are used in this study, hence the use of a mathematical rule in Quantitative methods and in-depth user-dependent Qualitative methods for Dublin retail managers are both important here. (University of Nottingham, 2022)

The reason for not using Interpretivism or Positivism is that the research questions have both Qualitative and Quantitative aspects. Interpretivism or Positivism are built for Qualitative and Quantitative approaches respectively. For using a balanced approach, a Pragmatic approach should be followed.

The research philosophy of Pragmatism shows social scientists to incorporate social sciences into academic sciences, here, Dublin retail managers assessment using Quantitative and applications using Qualitative data. The research philosophy is built on the transformational theory of research i.e., transforming by making new questions and newer research objectives. (Frega and Silva, 2011)

According to the Gantt Chart prepared for this research, available in the Appendix section, the philosophy started being built before February 2024.

## **RESEARCH DESIGN**

A research design is the essence that has the potential to create analysis from research, making sure the research questions are answered. (Hennie Boeije, 2010)

It entails what methods can be used to respect the data collection, analysis, and presentation of it all. The selection of what data to use used, what techniques to be used to gather is very important in choosing what research design to use. (Saunders, Lewis and Thornhill, 2012)

A research design may be Mono method or Mixed Method. Mono method refers to a method wherein only one method or design is used, whether Quantitative or qualitative.

Quantitative research is usually deductive, relying on hypotheses-based questions. Dealing with numbers and strict rules, it has flexibility issues but gives accuracy where some clear picture is needed.

Qualitative research is usually inductive, relying on experiences and differences in measure. It has flexibility but may be broad or vague if some measured unit is needed. (Verhoef and Casebeer, 1997)

A mixed methods approach is followed in this research. Mixed methods design means combining qualitative and quantitative methods.

The mixed methods approach is appropriate for this research because there is a need for the two types of design to come together. Research questions ask for an assessment and thematic answers for Dublin retail managers. Both of which cannot be answered using only one method.

It is possible that using different designs, the validity of the answers is set again. It is easier to double-check the answers obtained from quantitative methods with the kind of qualitative answers that the research will show.

When a mono-method was considered, the findings that would come out would not do justice to the study, as per the observations seen. To complete the results of the observation and literature gap, the research questions that came up required mixed-model research.

Quantitative methods are showing numbers, which shows a kind of rigidity in the research. To add more depth, when qualitative answers are given, it adds perspective to the research.

Mixed methods are very appropriate for the address of real issues. This allows the researcher to be effective in numbers while seeking factors for those results.

The research question which asks about the assessment of Emotional Intelligence of the managers can only be done through quantitative methods.

Hence, combining the two is imperative.

This was developed, as per the Gantt chart, while preparing the literature and Interview questions. It was a difficult choice because it ran the risk of overdoing and underperforming.

## RESEARCH STRATEGY

Research Strategy is the bottom-up or top-down approach, meaning whether the broad theories are used to get specific answers or specific questions make broad theories.

In this research, both are used to create theories and use them. This is called the abductive strategy. Abduction or abductive design means reasoning that does investigate-learn-update research. It has the benefits of both deductive and inductive strategies. (Janiszewski and van Osselaer, 2021)

For Dublin retail managers, Quantitative assessment is used as use of theory and Qualitative theories are being created.

Theories that already exist are used to narrow topics like the use of self-assessment tools whereas new qualitative features have built some upward as well, which may help with theory creation and not just theory use, like broader use of applications of emotional intelligence. (Beng Kok Ong, 2023)

Here, not only Inductive, i.e., Bottom-up approach, or Deductive, i.e., Top-down approach is used, rather a mix of the two, Abductive is used.

## RESEARCH CHOICE

A research choice is the structure of the context in which the study is formed. Amongst the options like Survey, Experiment, etc., Case Study is the research choice. Case study research is where the study is based in a real-life place and context. (Crowe, 2011)

Dublin or retail managers are just contexts that are being viewed by the researcher, the assessment and applications of Emotional Intelligence, being valid in any place and for any person.

While researching topics and contexts, retail and managers worked well because of the Dublin retail and managerial importance, yet, it is a known fact that this works well anywhere, this case study will just add to the importance.

## TIME HORIZON

Time horizon refers to the time-based research under the scope of length or a point of time. Research may be done longitudinally, which means, it may be done for a comparison of something with time, or cross-sectionally, which means, may be done at a point in time.

Dublin retail managers are studied at a point in time, hence cross-sectionally.

As per the Gantt chart, this study was done between February 2024 to April 2024, with respect to no comparisons with time.

## **DATA COLLECTION**

### **Sampling Technique**

As per the Gantt chart, the samples were to be selected before mid-March 2024. Data sample selection is required as it is not possible to study the population. The sampling technique of Snowballing was considered. It refers to finding pathways from reach-outs of already available and contacted samples in the study. (Kirchherr and Charles, 2018)

This was, however, not feasible as the research reach-outs could not be brought onto the study timely.

After the change of thought, the Random sampling technique was brought. It is important to not let any bias in the way of research sampling. The samples should also not be restricted by a kind of preference, for example, that of nearness to the researcher.

Random sampling is good for this research as it saves time and money to reach the sample, and ensures feasibility.

(Jawale, 2012)

### **Sample Size**

The sample size should be such that it is effective in generalizing the outcome. The sample size in this research is 8 Dublin retail managers because of the in-depth Qualitative interviews. Although quantitative answers needed more strength, yet, they serve a purpose and do the job of assessing those managers.

### **Data Collection Method**

After the samples were reached out, data was collected in two parts. The first is a quantitative assessment of Emotional Intelligence and the second is a Qualitative interview.

The quantitative measuring scale was the Trait Meta-Mood Scale 24. Various tests or tools were considered for the study. Some of those are the Mayer-Caruso-Salovey Emotional Intelligence Test MCSEIT (Mayer, Salovey and Caruso, 2002), and the Situational Test of Emotional Managers

(Schutte et al., 2002). However, these tests although had internal consistency and reliability, were not open or free to use. These are now copyright-used only.

Trait Meta Mood Scale 48 is a scale that helps individuals identify, evaluate, and modify their emotions. A mood can be reflected directly. This is what the scale helps. (Salovey et al., 1995)

Trait Meta-Mood Model 24 (Fernández-Berrocal and Natalio Extremera, 2006) brought about a reduced and Spanish-adapted scale. 48 items were reduced to 24.

Internal consistency and reliability are tested for this test, same as Trait Meta-Mood Scale 48.

#### TRAIT META MOOD SCALE 24

Table 1: Trait Meta-Mood Scale 24

		1 RARELY	2 SOMETIMES	3 FAIRLY FREQUENTLY	4 VERY FREQUENTLY	5 FOR EACH OF THE COMPONENT SCALES
1	I pay a lot of attention to my feelings.					
2	I am usually very conscious of what I feel.					
3	I usually spend time thinking about my emotions.					
4	I think my emotions and state of mind deserve to be paid attention to					
5	I allow my feelings to affect my thoughts					
6	I constantly think about my state of mind					
7	I often think about my feelings					
8	I pay a lot of attention to the way I feel					
9	My feelings are clear to me					



10	I can usually define my feelings					
11	I nearly always know how I feel					
12	I usually know how I feel about people					
13	I often become aware of my feelings in different situations					
14	I can always say how I feel					
15	I can sometimes say which emotions am I experiencing					
16	I can manage to understand my feelings					
17	I usually have an optimistic outlook, although sometimes I feel sad					
18	Even when I feel sad, I try to think about pleasant things					
19	When I am sad, I think of all life's pleasures					
20	I try to have positive thoughts even when I feel bad					
21	If I think about things too much and end up complicating them, I try to calm myself down					
22	I am concerned about having a good state of mind					
23	I have a lot of energy when I feel happy					
24	When I am angry, I try to change my state of mind					

Emotional attention (Questions 1-8): This understands how attention is paid to emotions. A person is capable of feeling and expressing their emotions to themselves freely.

Clarity of feelings (Questions 9-16): This shows how a person thinks. Whatever is felt by the person, the person uses their mind to know and name the feeling and understand rationally.

Emotional repair (Questions 17-24): How a person after feeling and rationalizing, uses these to use discretion to repair themselves emotionally is seen in these.

This is such an excellent tool for testing pre- and post-physical exercises in schools. (Canabate et al., 2020). An increase in many emotional abilities is seen post-physical training and is tested using the same Trait Meta-Mood Scale 24.

This was handed to each interviewee.

This scale speaks of the very three points i.e., Emotional attention, Clarity of feelings, and Emotional repair as the original Trait Meta-Model Scale did.

The internal consistency and reliability of the scale is statistically approved.

#### *QUALITATIVE QUESTION DATA COLLECTION*

Two qualitative questions are being taken in this research.

- ❖ Where is Emotional Intelligence being applied by Dublin retail managers day-to-day?
- ❖ What are some suggestions that would be asked from Dublin retail managers about the use of Emotional Intelligence by the team working under them?

Qualitative data is equally important here.

The data is by doing in-depth interviews with the Dublin retail managers, all questions coming from observation and literature.

#### **DATA ANALYSIS**

The quantitative data is collected after the data collection. Although, quantitative data is usually better when collected from more than 30 sample sizes. A sample size of fewer than 30 respondents is said to be small.

The more the data size, the better and more generalizable results come out. (Charlesworth Author Services, 2022)

However, for this research, only 8 were interviewed and assessed because of the depth of the qualitative answers. With time and resource limitations, research is best achieved with the depth needed from less than 10 interviewees.

### **Quantitative data analysis**

Quantitative data i.e., the data from the Trait Meta Mood Scale 24 is taken as Likert scale results and analyzed.

1 coded on the Likert Scale is Rarely

2 coded on the Likert Scale is Sometimes

3 coded on the Likert Scale is Fairly Frequently

4 coded on the Likert Scale is Very Frequently

5 coded on the Likert Scale is For Each Of The Component Scale

This is the coding that is be put on a spreadsheet and statistical software is used.

Cronbach's Alpha is used to test the reliability and internal consistency of the data.

After that, each of the question answerer's data is studied. For example, if the data for one person suggests that the mean range for Questions 1-8 i.e., for Emotional attention is 2.09, that shows us that for them, they have the score of 'Sometimes' in emotional attention.

For each person, three data results were brought forward i.e., how they are at Emotional attention, Clarity of feelings, and emotion repair.

### **Qualitative analysis**

Qualitative data i.e., the data from the qualitative side:

Where do Dublin retail managers apply their Emotional Intelligence day-to-day?

What suggestions do Dublin retail managers have for their team regarding Emotional Intelligence?

Thematic analysis is used. Thematic analysis refers to themes emerging from the data.

(Joffe, 2012) Thematic analysis is used for qualitative data.

Data is transcribed and coded. After the coding, sub-themes emerge. These are studied further to develop thematic answers regarding the questions.

Content analysis was also considered for the study but thematic analysis was more flexible and gave more qualitative depth so thematic analysis was chosen.

## ETHICAL CONCERNS

A few ethical concerns were taken care of in this research:

- ❖ Principle of Beneficence: The principle states that the benefits must outweigh the risks in this research, which they do. This is an important subject.
- ❖ Respect for participants
- ❖ No harm or psychological distress while talking about emotional intelligence
- ❖ All private information kept confidential

Hence, the chapter covered all the peels of the research onion. After putting the methodology in use, the findings came up and analyzed.

## CHAPTER 5: FINDINGS & ANALYSIS

As per literature and research aims, eight Dublin retail managers were interviewed and asked to fill out the Trait Meta-Mood Scale 24, as discussed in the Research Methodology section.

In this chapter, the findings are discussed and analyzed.

*Table 2: Interviewee's Demographic Data*

INTERVIEWEE NAME	RETAIL SECTOR	AGE	GENDER	MANAGERIAL EXPERIENCE (IN YEARS)
INTERVIEWEE 1	CLOTHING BRAND	40	MALE	15
INTERVIEWEE 2	GROCERY STORE	35	FEMALE	2
INTERVIEWEE 3	INTERIORS RETAIL	42	FEMALE	20
INTERVIEWEE 4	CLOTHING BRAND	32	FEMALE	7
INTERVIEWEE 5	CLOTHING BRAND	28	MALE	3
INTERVIEWEE 6	WOMEN'S FASHION	30	FEMALE	4
INTERVIEWEE 7	GROCERY STORE	26	FEMALE	0.5
INTERVIEWEE 8	CLOTHING BRAND	24	FEMALE	1.5

### DESCRIPTIVE ANALYSIS

Although the samples were selected randomly, there are 6 women and 2 men, and a tilt toward women is seen. Women, by research, are known to be more compassionate and emotionally intelligent than men. (Kitsios et al., 2022).

50% of samples are Clothing Retail managers. Fashion itself is having a massive shift toward being inclusive and body-positive, making it even more reliant on emotional intelligence. Hence,

Fashion or Clothing brands are in a position to make more changes by being more emotionally intelligent.

The age of the samples is between 24 and 42. Managers with high emotional intelligence make it easier for everyone to work with generational differences. (Ngunyo et al., 2014)

As seen in the literature, managers with high emotional intelligence bring in more changes in the organization successfully. All the above-mentioned retail sectors require changes in the stores all the time.

Managers from Fashion or Clothing were more inclined toward using emotional intelligence for nurturing relationships with the employees, one of the themes that came up in the qualitative analysis.

It is a point to be noted here that it was difficult to get data, be it quantitative i.e., filling up the Trait Meta-Mood Scale 24, or qualitative i.e., interviews. The managers were too busy and that shows the importance of this study.

Samples were made to fill out Google forms for assessment of their emotional intelligence. There were 5 responses for each question of the Likert Scale, 'Rarely', 'Sometimes', 'Fairly Frequent', 'Very Frequent', and 'For Each of the Component Scales'

To analyze the data, the responses were coded.

'Rarely' = 1

'Sometimes' = 2

'Fairly Frequent' = 3

'Very Frequent' = 4

'For Each of the Component Scales' = 5

The data after being used in SPSS software was analyzed.

Data was checked for reliability by using measures of Cronbach's Alpha. Cronbach's Alpha is an important tool for checking reliability, it is also important for the researcher to see whether this should be applied as a test.

## RELIABILITY

The data must be tested whether it is reliable or not.

## Cronbach's Alpha

Alpha  
0.8451

Cronbach's Alpha is 0.8451 which means that the data is highly reliable.

Alpha values between 0.7 to 0.9 are seen as highly acceptable. This is because the values are repeated for similar questions, showing the data is highly reliable. (Tavakol and Dennick, 2011)

After testing the reliability, it is important to test the normality of the data.

## NORMALITY

Normality or how distributed the data is, is shown using a probability graph. The closer the lines are to the mean, the more the normality. (Ghasemi and Zahediasl, 2012)

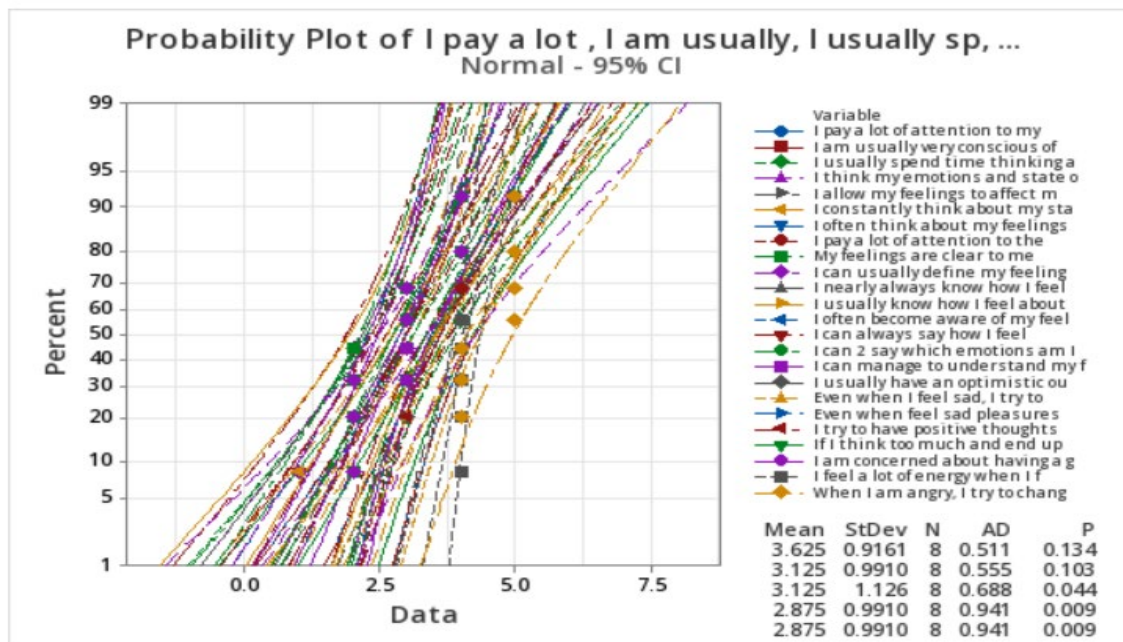


Figure 2: Probability Graph

Above is the chart to show the normality probability of each of the variables of the Trait Meta Mood Scale 24. It is clear how all the data is close to the mean. Each of the variable lines shows that a slight movement away for one or two respondents has taken place, which means data is close to the mean or normal.

Now, that the reliability and normality are tested, the data can be interpreted.

The following are the responses to the questions:

It is important to note that as discussed in the research methodology, the Trait Meta-Mood Scale 24 is designed in a way that

#### TRAIT META-MOOD SCALE 24

Questions 1-8 show 'Emotional Attention'

Questions 9-16 show 'Clarity of Emotions'

Questions 17-24 show 'Emotional Repair'



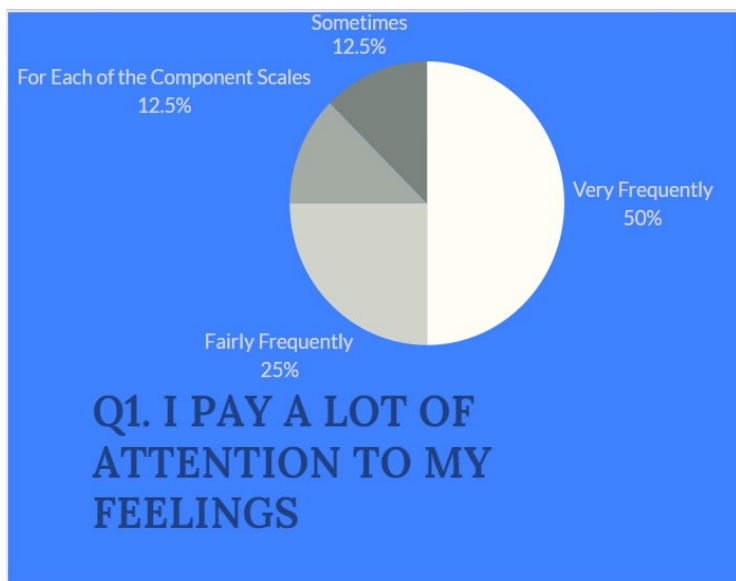


Figure 3



Figure 4

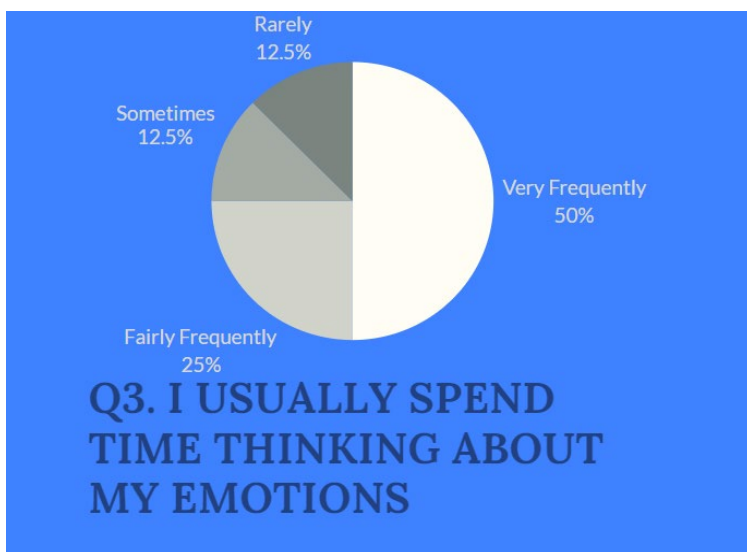


Figure 5

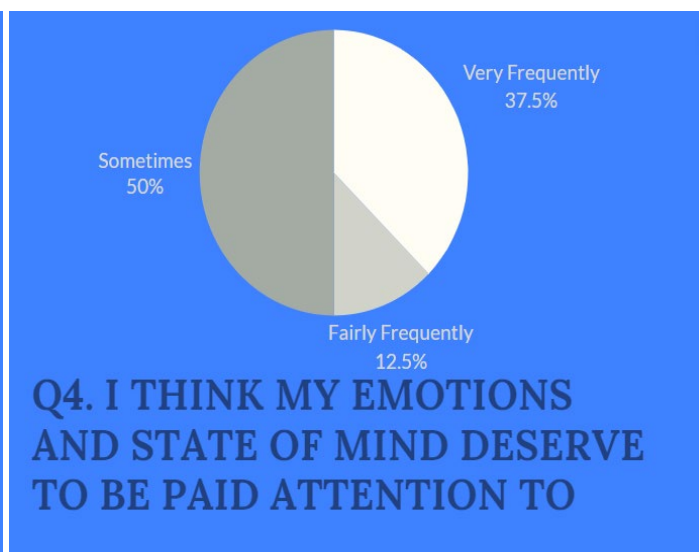


Figure 6

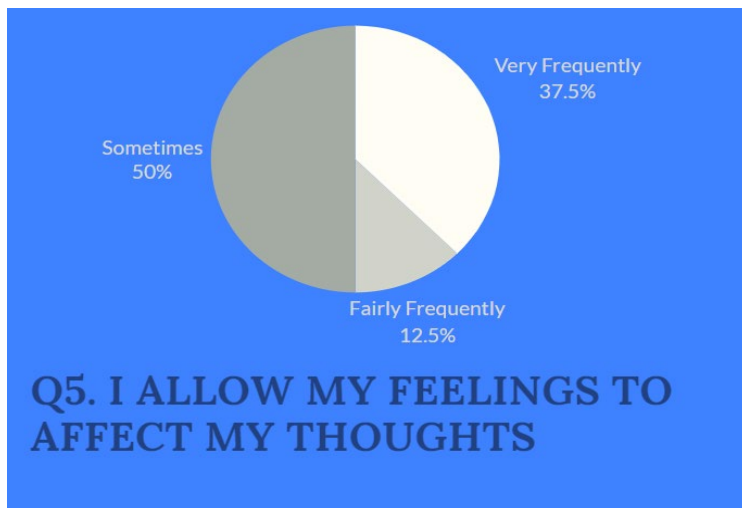


Figure 7

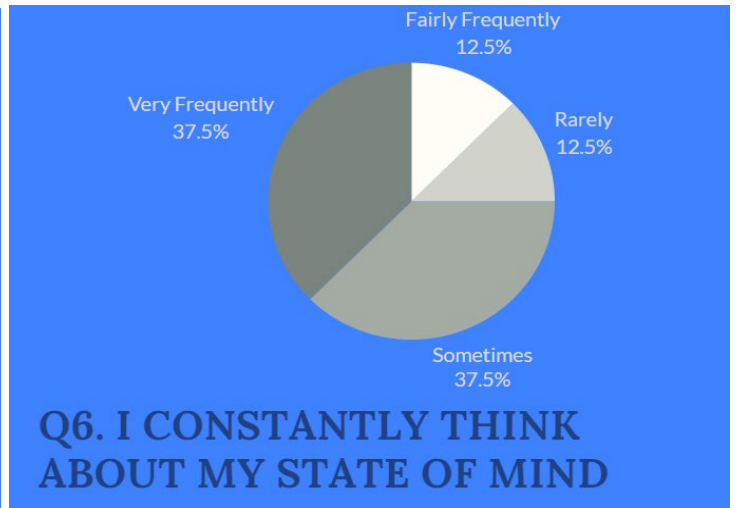


Figure 8

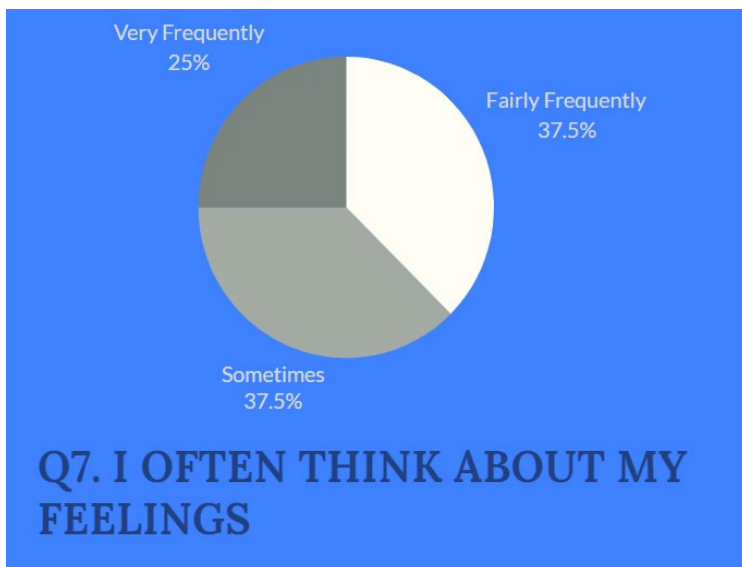


Figure 9

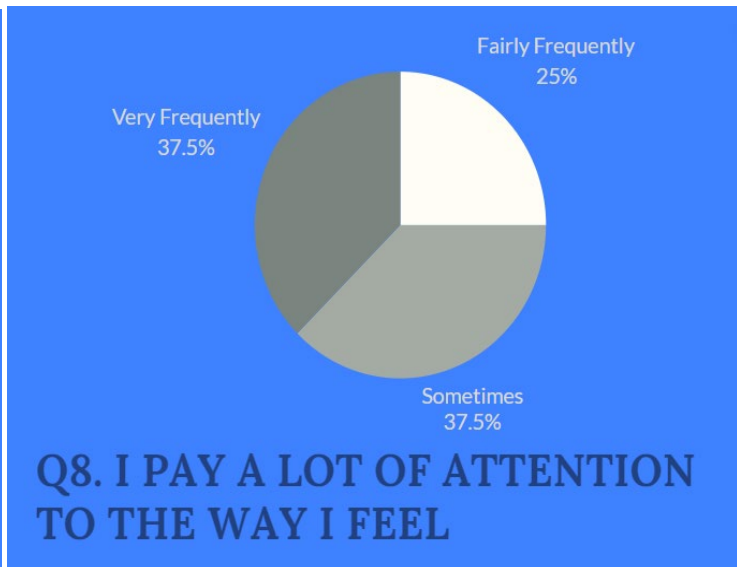


Figure 10

## EMOTIONAL ATTENTION

### QUESTION 1-8

#### 1. Emotional Awareness or Attention

Emotional Awareness is the ability to conceptualize emotions. It is the awareness and is an essential part of human skills. (Lane and Smith, 2021) It is an essential socio-emotional skill that humans must have and it is one of the three parts of Emotional Intelligence calculation by Trait Meta-Mood Scale 24. Dublin Retail Managers are 'Fairly Emotionally aware'. This is because most of the answers to Questions 1-8, 'Fairly Frequently' is the most chosen answer. Dublin Retail Managers believe that they are aware of their emotions, how they feel, when they have a mood, and when they feel upset. They think about their state of mind, pay a lot of attention to their emotions, and think of their mind as an important area that needs attention.

In the questions "I pay a lot of attention to my feelings", "I am usually very conscious of what I feel", "I usually spend a lot of thinking about my emotions" and "I think my emotions and state of mind deserve to be paid attention to", The maximum responses were 'Fairly' and 'Very Frequently' which clearly shows that Dublin retail managers want to be aware of their emotions and feelings. They believe that the attention that they pay deserves to be so. They seemed to be aware and knowledgeable. It was like they just know.

This shows that they know what emotions and feelings they are experiencing. Implying, they know what is making them upset, the new employee, or the low margins.

50% feel that they are conscious of their feelings 'fairly frequently', and 37.5% feel 'Very Frequently' that they pay a lot of attention to the way they feel.

These figures are good and according to the Dublin retail managers, they are 'Fairly' Emotionally aware.

**KEY FINDINGS:** Dublin retail managers are 'Fairly' emotionally aware.

IMPLIED FINDINGS: They know whom they do not like, what ticks them off, think a lot about their state of mind, and give their emotions and feelings due attention.

### Q9. MY FEELINGS ARE CLEAR TO ME.

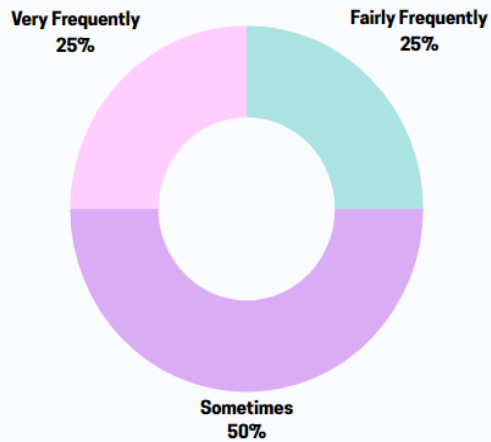


Figure 11

### Q10. I CAN USUALLY DEFINE MY FEELINGS

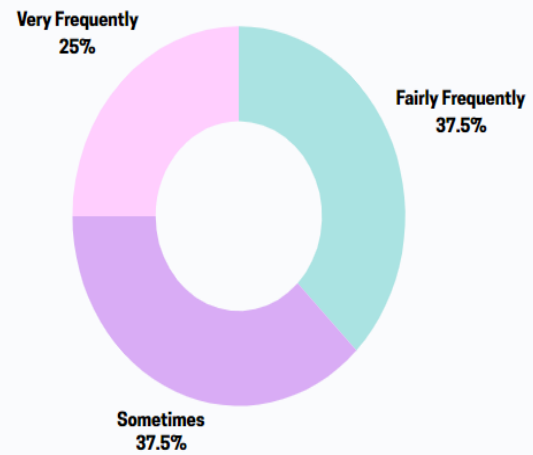


Figure 12

### Q11. I NEARLY ALWAYS KNOW HOW I FEEL

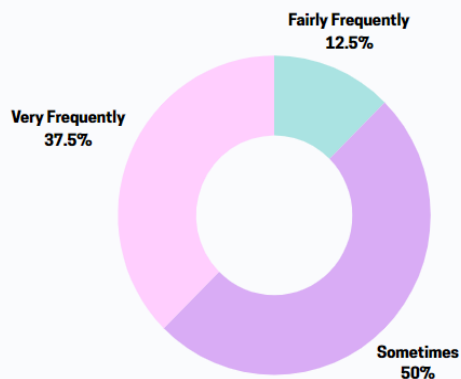


Figure 13

### Q12. I USUALLY KNOW HOW I FEEL ABOUT PEOPLE

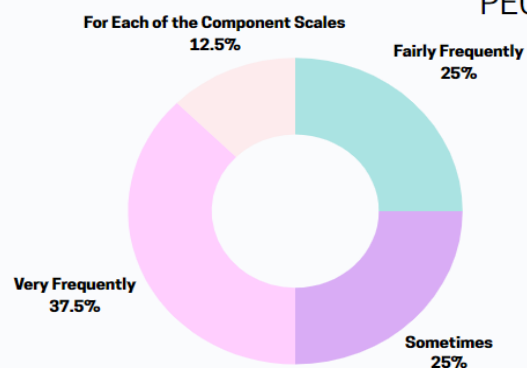


Figure 14

Q13. I OFTEN BECOME AWARE OF MY FEELINGS IN DIFFERENT SITUATIONS

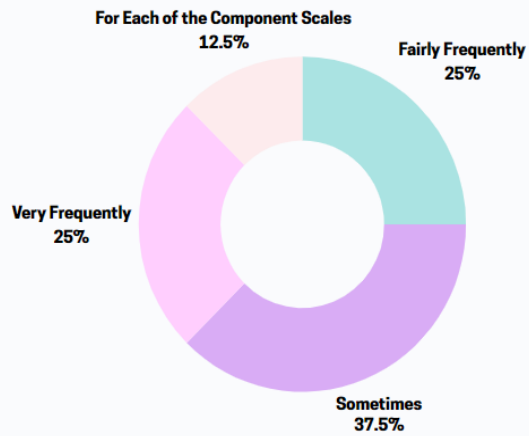


Figure 15

Q14. I CAN ALWAYS SAY HOW I FEEL

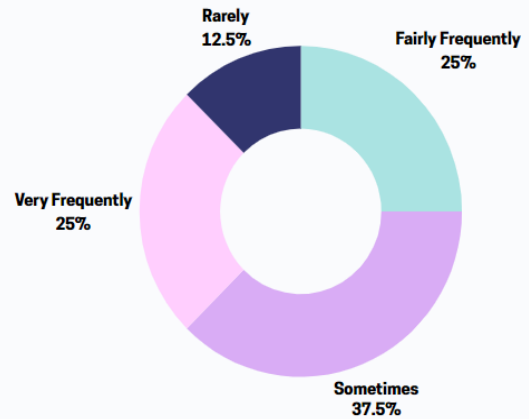


Figure 16

Q15. I CAN SOMETIMES SAY WHICH EMOTIONS I AM EXPERIENCING

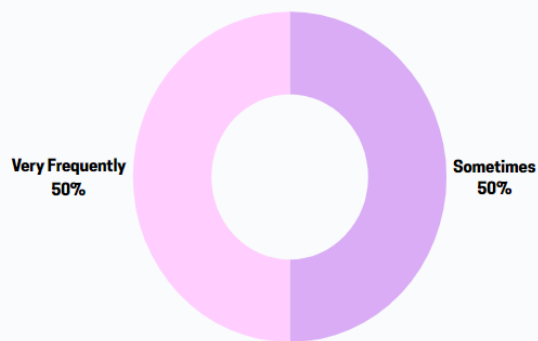


Figure 17

Q16. I CAN MANAGE TO UNDERSTAND MY FEELINGS

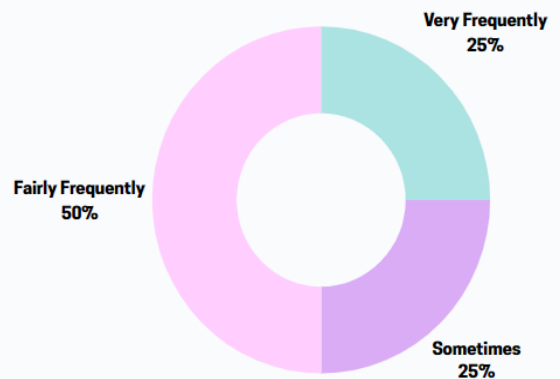


Figure 18

## EMOTIONAL CLARITY

### QUESTIONS 9-16

Clarity of emotions is the second part of the assessment of Emotional Intelligence.

Emotional clarity is the ability to identify and understand emotions. Emotions have to be rationalized after feeling those. (Eckland and Thompson, 2023)

Dublin retail managers range between 'Fair' to 'Very' Emotionally clear as per the respondent's answers. Dublin retail managers can say what they feel, put words to how they feel, understand their reactions, and understand their feelings in different situations.

Implying, that they are not giving the name of one emotion to another, For instance, they know when they are being picky about a certain task and why.

In the questions "I am clear about my feelings", "I can manage to understand my feelings" and "I can usually define my feelings", it is seen that most of the Dublin retail managers feel that they 'Sometimes' know how to understand and put a name to that feeling and emotions.

50% of them feel that they know which emotions are they experiencing. The other data also confirms that the Dublin retail managers are 'Fairly to Very' Emotionally clear.

For example, the retail managers know when they are angry and why. They would not be misinterpreting their internal feelings and emotions.

For a manager to be emotionally clear, they need to discriminate between emotions and feelings within themselves and for that Emotional clarity is needed.

**KEY FINDINGS:** Dublin retail managers are 'Fairly to Very' Emotionally clear.

**IMPLIED FINDINGS:** They know what name to give to the emotions, know what they feel in a situation, a time, and know what they go through and give that a name.

**Q17. I USUALLY HAVE AN OPTIMISTIC OUTLOOK, ALTHOUGH SOMETIMES I FEEL SAD**

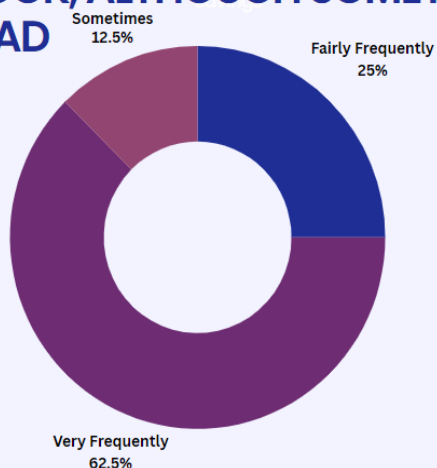


Figure 19

**Q18. EVEN WHEN I FEEL SAD, I TRY TO THINK OF POSITIVE THINGS**

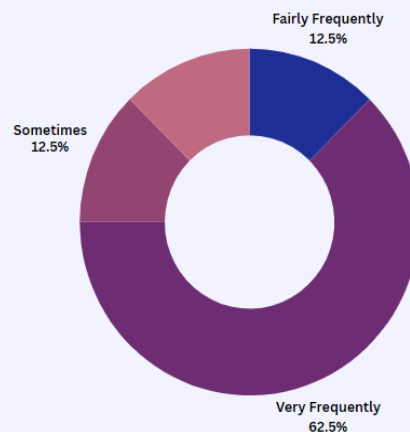


Figure 20

**Q19. WHEN I AM SAD, I THINK OF ALL LIFE'S PLEASURES**

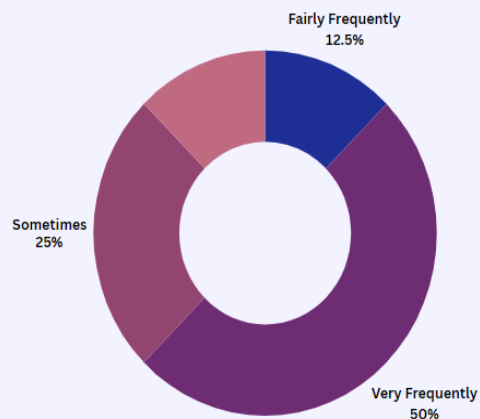


Figure 21

**Q20. I TRY TO HAVE POSITIVE THOUGHTS EVEN WHEN I FEEL BAD**

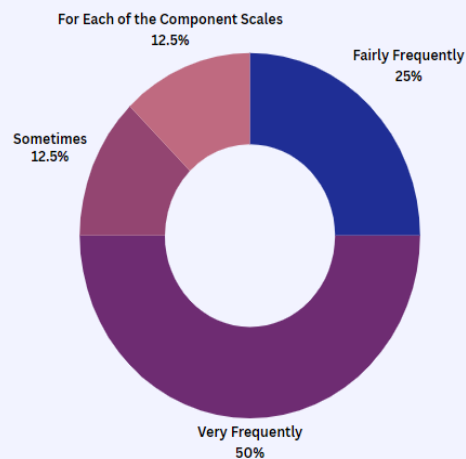


Figure 22

**Q21. IF I THINK ABOUT THINGS TOO MUCH AND END UP COMPLICATING THEM, I TRY TO CALM MYSELF DOWN**

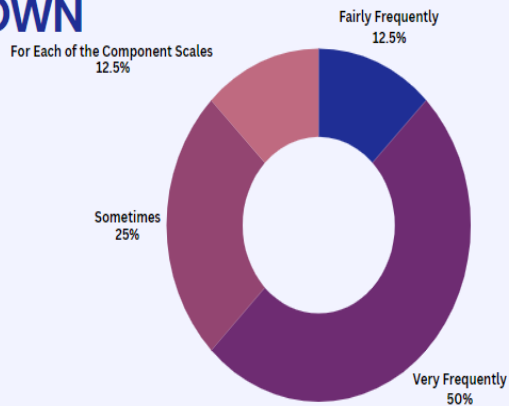


Figure 23

**Q 22. I AM CONCERNED ABOUT HAVING A GOOD STATE OF MIND**

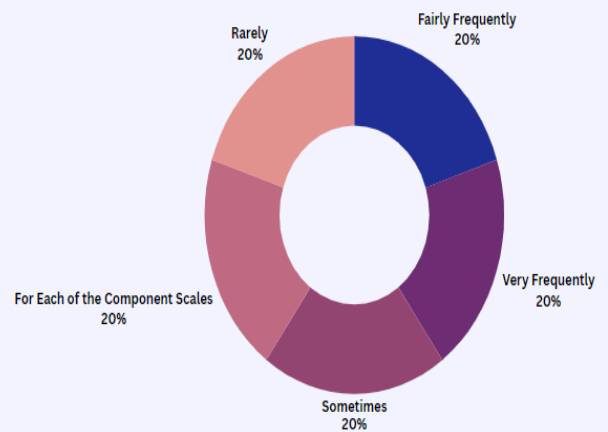


Figure 24

**Q 23. I HAVE A LOT OF ENERGY WHEN I FEEL HAPPY**

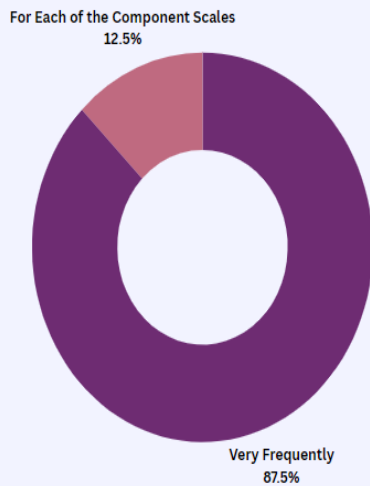


Figure 25

**Q 24. WHEN I AM ANGRY, I TRY TO CHANGE MY STATE OF MIND**

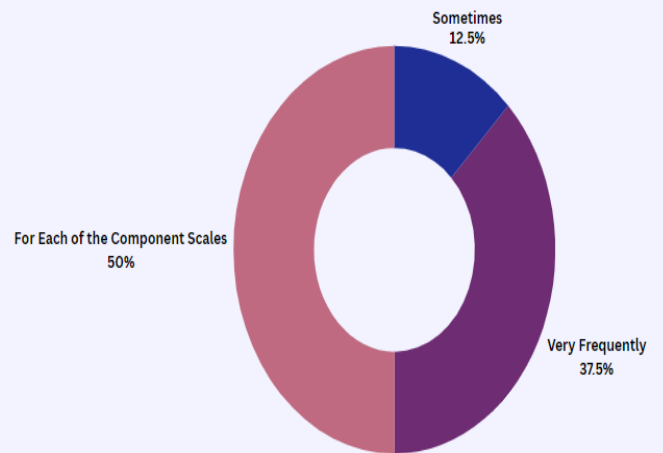


Figure 26

## EMOTIONAL REPAIR

QUESTIONS 17-24



Emotional repair means the ability to change a negative mood or emotion to a positive one. An ability to be self-repairing is seen as a very strong trait. (Hessel et al., 2015)

Dublin retail managers feel they change their mood from bad to good, make amends with themselves, and try to keep a positive attitude. Implying, that they work on repairing themselves. For example, they may have a rough interaction with a shoplifter, but they know how to get back to their calm.

87.5% 'Very Frequently' feel that they have a lot of energy when they feel happy. In each of the answers, the Dublin retail managers are trying to be 'Very to Extremely' focused on emotional repair.

In the questions "When I am sad, I think of all life's pleasures", and "I have a lot of energy when I feel happy"

Dublin retail managers 'Very Frequently', work on themselves and know how to work on themselves.

They know what to do and how to do it. But they also understand the reason why they should because they want to have that positive energy to perform.

**KEY FINDINGS:** Dublin managers are 'Very to Extremely' good at repairing their emotions.

**IMPLIED FINDINGS:** They know how to calm themselves, keep an optimistic outlook, have a happy energy, and be full of positivity. They wish to be energetic and want to constantly repair themselves in terms of emotions and moods.

**The Research Question that is, 'What is the Emotional Intelligence of Dublin retail managers' hence is answered by**

Dublin retail managers are



*Figure 27: Research Answer As Per Components of Emotional Intelligence As Per Trait Meta Mood Scale 24*

#### LIMITATIONS OF QUANTITATIVE DATA

- Difficulty in collecting the data: The data was too difficult to get from the respondents as they were too busy to fill out a form which only strengthens the argument for the importance of emotional intelligence.
- Ethical considerations: The data collected was a self-assessment form, which could be overwhelming for the respondent. The ethical considerations were respected and was made sure if the respondents were okay.

Now that one research question is answered, the next two are answered by qualitative data findings.

## QUALITATIVE DATA FINDINGS

The two Qualitative questions asked as research questions are:

- ✓ Where do Dublin retail managers use their Emotional Intelligence day-to-day?
- ✓ What suggestions do Dublin retail managers give their team regarding Emotional Intelligence?

To answer these questions, interviews with the managers were made and a thematic analysis came.

### FINDINGS

The themes entail the direction and broader picture of the answers under which the answers fit.

This thematic analysis will not include any overreading of messages from the conversations or any researcher bias.

#### Theme 1: Understanding people and situations by using Emotional Intelligence

Emotional intelligence is about understanding and managing emotions after identifying and rationalizing them. (Carusco and Salovey, 2004)

This theme just does justice to this point. Most of the interviewees feel that Emotional Intelligence has helped them in understanding people and situations and then effectively react. By being brash about the emotions, one can get swayed away.

“It is only when I know how to react to a situation or person using my Emotional intelligence, I can keep my emotions in check. This is my confidence as a manager” Interviewee 6

“Managing is so hard when you do not know what to do in a situation, knowing people, it can get anywhere if you do not understand the situation or people” Interviewee 7

“I do not decide on something in my job until I understand. It can only be done if you as a manager have great Emotional Quotient” Interviewee 5

Analysis: Most of the managers feel they will not do well and rather be doing a disservice to the team and brand they work for by not assessing and understanding situations and people. It is doable only by using Emotional Intelligence they understand.

Dublin retail managers need to be emotionally intelligent to carry out the inexhaustible tasks of the store. Each task is a piece of the unending list of to-dos in running a retail shop. It does not matter how the shop is doing in margins, the daily tasks will make the manager do so much that if they are not emotionally intelligent enough, managing people and situations would not be possible. It is about using emotional intelligence to see, understand, rationalize, manage, and react. This is essential to be done by the Dublin retail managers.

## Theme 2: Stress

Stress is a manufacturing of the mind. It is the perceived threat of something. Stress itself may be neutral. The way stress is handled becomes eustress, which is positive, or distress, which is negative. (Selye, 1956)

Stress is an outcome of deregulating emotions. Distress only brings negative results.

All the managers feel that stress is something that they have to consciously overcome to be a good manager.

“I do not take stress at all now as a manager, that it is a job and I needed to realize that mentally” Interviewee 8

“I use my sense of humor; it is a job. If you use it, you can say so much more to your team and deal with a situation. Be resilient and funny.” Interviewee 1

Most of the managers spoke of work-life balance to deal with stress. Some take their days off work very seriously. No work calls and spend time with dogs or family.

Analysis: Stress being neutral can lead to disastrous reactions as well. Stress from a retail shop in Dublin is too much to handle on some days. Dublin retail managers need to manage their emotions and regulate them well as a daily task to handle the managerial post. As per the quantitative data, Dublin retail managers are extremely good at emotional repair, they do handle stress well, making the data findings strong and verified.

### Theme 3: Transformative manager

The transformative manager is a manager who brings about a change in the overall personality of the subordinates. (Khan et al., 2020)

**6 out of 8** managers had a very strong take on this.

“If a person is working with me, I take 100% responsibility that some positive change comes in.”  
Interviewee 5

“Most of the 18-year-olds working with us are growing into these confident individuals. We would see them being too shy and make them communicate with customers. I have seen them grow in front of me. If you come in as a part-timer, you would leave with so much change”  
Interviewee 3

“If part-timers come in, they’re usually young, we make sure they become employees with knowledge and confidence” Interviewee 2

Most of the managers want to transform their employees.

However, one manager feels that transforming is not their job and not possible.

“I do not try to bring about a change in their personality apart from the required job needs.”  
Interviewee 8

Analysis: A manager is great when transforming those around them. Most of the managers feel that they are responsible for transforming those working under them. A retail shop is an experience for the employees that they can work with, on themselves, they feel. Dublin retail managers want to work on people and they feel that Emotional Intelligence is helpful if they want that.

#### Theme 4: Relationship with the employees

The relationship of the manager with their employees is crucial as it is seen as the responsibility of the manager to guide their employees into relationship building. Manager scorecards and employee performance due to organizational and workplace culture can be studied to unveil the embracing of relationships in the organization. (Shahzad et al., 2012)

**4 out of 8** managers feel that their relationship with the employees is because of their Emotional Intelligence.

“We have staff meetings every week to not only discuss targets but talk openly. We have a praise board that is open to everyone, but I encourage everyone to read it and write on it. I keep my relationship with my staff very strong” Interviewee 6

“You can only talk about issues to someone if you have a relationship with them. Build it. It makes you say things without being rude” Interviewee 4

“Call people in front of you, talk to them, they are important and must be talked to like they’re important and accepted” Interviewee 3

Analysis: Managers keep their relationships very strong with their employees. They feel it is important for them to be positively motivated by their employees as well as to be a good manager. To be clear with orders, the relationship of a leader and follower is needed and not that of a tyrant.

A manager can only achieve that if they are emotionally intelligent to deal with each member as a different person, work with psychology and, make them work according to the needs of the organization as well as working on themselves.

## Theme 5: Positive workplace

A positive workplace is essential to reduce inter-group differences. Strategic decisions may have to be made to build resistance against cultural issues in the organization. (Madsen and Mabokela, 2005)

Managers feel that if there is an effort, then it becomes a positive workplace otherwise work may be hard.

“We expect every member of our team to be respectful and be sure of maintaining a positive workplace environment “Interviewee 4

“I always tell my team to be careful with each other and not take everything personally. Working with each other is easy and doable when it is in your hands “Interviewee 1

Managers want a positive workplace and use their Emotional Intelligence by sometimes using a sense of humor, managing conflicts, and sometimes being firm with the staff about the working standards that everyone has to be treated and dealt with a certain way. All this helps these managers to maintain a positive workplace.

Analysis: A positive workplace is extremely important, takes the Emotional Intelligence of a manager to maintain a happy workplace. No one likes being a part of a negative work environment even if they are led or surrounded by smart and driven people. Employees have complained to managers while leaving about negative relationships with their colleagues, leading to letting go of the job.

## Theme 6: Innovation at Work

Innovation at work is possible with good supervisor support and personal initiative. (Binnewies and Gromer, 2012)

This was a theme that many managers spoke about. Whether they accept innovation at work or not.

“When I get some idea from an employee, I make them talk about it with everyone. They become confident and others ask questions as well. It becomes a real scenario to solve. Then a decision is taken.” Interviewee 3

“I try an innovative approach with that employee to actually see if it works. Makes them involved and we see if it may work” Interviewee 5

One manager also felt that innovation shouldn’t be said yes to always.

“If someone brings up a new way, I show them why the protocol is followed. If they still feel they should try the new way, I make them try it with me so that we both can discuss which works”

In both ways, managers are trying to make the employees more involved, more confident, and better employees to work with.

Analysis: Innovation speaks of the mental engagedness of an employee. This has to be celebrated and kept at the workplace while also adhering to the protocols. motivating the staff while encouraging them to discuss possible solutions is a big yes, which comes from the emotional intelligence of the manager.

#### Theme 7: Expectations from the staff

This is a research question. What are the suggestions they give to their staff regarding their Emotional Intelligence?

**8 out of 8** believe that although their Emotional Intelligence is important, the Emotional Intelligence of the staff and every person is important.



"I do not see the kindness I was used to seeing. If I see an employee being unkind to anyone, a customer, or with another employee, I would bring it up if it gets too bad. Be kind." Interviewee 6

"Be caring. Be giving. Be nice. Stop being serious all the time." Interviewee 1

"Do not be overly anxious. Do more than the bare minimum, it will help you. Be respectful." Interviewee 4

"Try to be encouraging, be interested in learning. You'll not only do the job well, but grow" Interviewee 7

"Show maturity. This is your workplace. The more you grow mentally, the better you are at work. You strike a balance while being a good worker and being a great person who manages emotions." Interviewee 8

Every manager feels that the employee's success is ultimately in their hands. When it comes to managing their emotions, they expect the employees to do the best they can for themselves. They want their employees to show patience, hard work, the ability to regulate emotions and be genuinely a good person. Some even mentioned that they did not enjoy working with a person with a bad attitude or intentions even though they could be smart or good at completing official tasks.

Analysis: All the data as expectations from then employees is seen as a skill as well as an ability. Skill that can be worked on. Ability to be emotionally intelligent. Encouraging, motivated ness, handling anxious thoughts, being funny, being kind, being giving, not gossiping, and

being respectful is a humane skill that must be learned by the staff and not just the manager. This also answers the third research question.

## CONCLUSION

Key findings of the quantitative analysis revealed nuanced information that Dublin retail managers are 'Fairly' emotionally aware, 'Fairly to Very' emotionally clear, and 'Very to Extremely' good at emotional repair. Analysis elucidates that they know what emotions they face, are clear about those emotions, give them a proper name, and are great at emotionally changing themselves for the better. This answers the question 'What is the emotional intelligence of Dublin retail managers?'

Implicitly, it shows how they wish to be emotionally in command. They want to know what they feel, as it deserves that attention, want to be clear with those emotions, and are great at repairing themselves using that emotional intelligence. They are headstrong and pliable both.

The next two research questions 'Where do Dublin retail managers use their emotional intelligence day-to-day in the workplace?' and 'What suggestions do Dublin retail managers give to their teams regarding emotional intelligence?' are answered by qualitative interviewees.

The thematic answers showed that the Dublin retail managers use their emotional intelligence multifacetedly in understanding situations and emotions, handling stress, acting as transformative managers, nurturing and dealing with innovative ideas, managing relationships with the employees, and maintaining a positive work environment.

They too believe that emotional intelligence is lacking generally in the workplace. They need it. They want to be good at their job and while wanting that, they want good results from the team as well, which is possible when they exhibit good emotional intelligence. They were too busy and stressed to give an interview, showing the very need for Emotional Intelligence.

They also spoke of broader themes like how emotional intelligence is needed at all levels, even internationally and because of mental concerns, discussed ahead in the next chapter.

The expectation that they have with their staff is to be emotionally intelligent as theirs matters just as the manager's. They want the staff to maintain a positive environment, be diligent, be kind, be giving, go beyond the bare minimum, maintain a healthy balance of work and life, not be overly anxious, be confident, be fun, be funny, and not gossip.

This is how the next two questions are answered. It shows how the questions are answered how the Dublin retail managers are assessed for emotional intelligence and how their applications are used. These findings are extremely important in terms of how Dublin retail managers are in terms of emotional intelligence. Hence, this leads to discussions about the findings.

## CHAPTER 6: DISCUSSIONS

This discussion chapter will put forward a broad view of the findings, research aims, implications, and practical view of the research. It would also compare arguments that the literature reading had and what the findings were.

The research aims of the study were:

- To assess the Emotional Intelligence of Dublin retail managers.
- To examine where Dublin retail managers use their Emotional Intelligence day-to-day.
- To assimilate suggestions from Dublin retail managers about what emotional intelligence capabilities the teams working under should have.

This research after having found data, has achieved the objectives. The research put forward key findings i.e., Dublin retail managers are 'Fairly' emotionally aware, 'Fairly to Very' Emotionally clear, and 'Very to Extremely' good at repairing emotions. Dublin retail managers use their emotional intelligence to understand people and emotions, handle stress, transform their staff, handle relationships at the workplace, maintain a positive workplace, and nurture innovation.

They expect their staff to show kindness, be giving, be caring, not gossip, handle emotions, and be good at having a work-life sense.

As per the literature, the importance of emotional intelligence for managers is too great (Mersino, 2013). They lead the way. As per the findings, the qualitative data confirms that the managers themselves also felt that they heavily relied on emotional intelligence. Managers feel that emotional intelligence, in general, has to be talked about and worked on seeing so many people around them who do not use it.

The literature gives strength to the assessment (Fernández-Berrocal and Natalio Extremera, 2006) and application part of the research question. The applications are wide for emotional intelligence.

The literature mentioned arguments about whether the assessment is even doable or not (Cherniss et al., 1998) but the Trait Meta-Mood Scale 24 did make the managers think and introspect and then self-assess.

The findings clearly showed how important Emotional Intelligence is, showing that it is needed for understanding, realizing, and working on oneself, which is why it is important to see where does Emotional Intelligence stand!

The research aims and questions might seem to be only related to Dublin, but the significance of this research is much bigger and more global. This research touched on many topics while the initial reading, literature review, framing of research questions, collecting data, and analysis.

This research is just a lens from a Dublin retail manager's perspective. Hence, the applications and assessments are to be discussed in the real world.

Emotional Intelligence is important as a part of the real world.

It is important to link the literature, findings, and further studies by these themes that come up which are broad due to the transferability of this study.

After the literature review and research findings, these broader themes come up after observation and understanding of the real meaning of the research and its applications.

## INTERNATIONAL BUSINESS

The literature review is universal in nature, and applicable everywhere. This poses a question about the need for this topic to be international as well. International need for emotional intelligence is seen. International relations have only grown. International relations and international business key factors like exports, imports, and business handling across borders are done better if emotional intelligence amongst each other is shown. It diminishes distance and builds social bonds. Communication is enhanced and good working relationships are formed. Emotional Intelligence enhances overall growth due to the ability to interact. (Leonidou et al., 2019)

International trade is growing and even retail demands internationalization now. Many brands have gone international and need many resources. Technical advancements have made the distances nearly zero. Technical gaps are covered globally now, but what about behavioral gaps?

Behavioral gaps are only connected by emotional intelligence exhibited by individuals in an international setting. (Sala, Vanessa Urch Druskat and Mount, 2013)

Dublin retail managers who were interviewed felt that the international employees they have come from different ethnicities bring in more change and they have a completely different culture. To deal with Turkish, Indian, Irish, Italian, and many others under the same Irish roof is not easy. Not if the staff or the customers do not display Emotional Intelligence, making it a point of discussion.

Retail managers need emotional intelligence to deal with the international strength as well as the softness of the vulnerabilities.

## NEGATIVE BOSSES

This theme came up with many interviewees. No one needs a bad boss. Negative bosses have a very detrimental effect on an employee's mental health. No one would want a boss that affects them negatively. The mental adversities are huge. (Kuroda and Yamamoto, 2018)

Negative bosses lead to negative interaction and hamper the growth of the employee. (Zheng et al., 2015)

The data related to this study also showed the relationship one has with their manager is very important.

The study is important not only from the point of view of Dublin or retail but for all people who are working above someone to be highly emotionally intelligent.

The interviewees in this study stressed very much the fact that they do not want to be bad bosses because of previous experiences. An interviewee recalled her bad days with the manager when she was the trainee manager. She was emotionally and mentally harassed till she left the job after the humiliation and all the gossip against her.

Employees need a supportive boss, one who backs them up against ruthless and abusive customers and makes the workplace safe.

## TECHNOLOGY

Technology came up with the initial research. This is where further research can take place. The new age of business. All businesses need emotional intelligence now. With the growth of technology, artificial intelligence needs humans to evolve and humans need artificial intelligence to evolve. (Kaur and Sharma, 2021)

The link is emotional intelligence for a human being. The more emotionally intelligent a person is, the better they are at handling the newer possibilities of the businesses.

Dublin retail managers want technology to reduce costs but understand that that is not everything. Technology becoming more advanced only means the space for an individual to be more advanced, their capabilities growing as well.

An interviewee pointed out that they have an old man working on the tills. Everyone in the shop, customers, and employees shows attention and care to the man just because he may need a little help with the new scanner or the new machines. Technology is great, one must

work the machine and not the other way around. This theme has to be discussed while talking about Emotional intelligence.

## MENTAL CONCERNS

This theme comes with the setting of research aims. The research aims were built because of the need for humanity. International businesses are built by blocks of people at the end of the day. The people are burdened with depression and other mental concerns. Depressive orders are now hugely impacting businesses and are costing them with absenteeism, turnovers, and a general lack to be present. (Bender and Farvolden, 2008)

How will a person who is crushed by mental concerns interact or work in a business today? Retail is only a sector in the mammoth-sized industries that exist. People need Emotional intelligence today.

An interviewee pointed out that they will not want to work with a serious mental health crisis, which may come soon, given how quickly Dublin has transformed from a fun and witty place to one where drug addicts and ruckus creators are common in the shop. She said that she motivates her employees and builds them up, takes charge every Monday to get everyone together, and recognizes what happened, all good and what can be bettered. But she also said that she has said to her employees that if they're not kind people, not kind to her, each other, and the customers, she will be seriously affected mentally.

Mental concerns are going up and there is a big need for emotional intelligence.

This need is only going to increase.

## 'CUSTOMER IS ALWAYS RIGHT' APPROACH

A customer is always right! Taught the first day in all retail. But it is not true always. Customers bring in their attitude and may be abusive to the staff, which then has to be dealt with by bringing in the manager. The manager, who is always looking to douse the situation, may feel the need to accept abusive, racial, sexist, vulgar, shoplifting, or any unacceptable behavior. Some employees do not have a behavioral response of eye-to-eye with the customers, rather they show moral strength by constructive dealing or repeated doings that may be dealt with by employee turnover. (Greenbaum et al., 2013)

At the time of data collection, observation showed that Dublin retail managers were trying to always keep the customer happy, even when the customer was in the wrong.

As discussed in the literature, managers need to manage people with their emotional intelligence (Feyerherm and Rice, 2002). They need to show high-level emotional intelligence as they need to emotionally be strong for themselves as well as for the customers. They need to be

witty enough to be saying things without being rude but need to look out for themselves as well as their employees.

An interviewee pointed out that one of her subordinates gets abused a lot on tills, even when she over-delivers to the customers. When this was brought to the manager, she was shocked to see that so many supervisors would always tell the employee to stay shut, even when it was sheer abuse. The supervisors would not tell anyone else that as they could see who would be stomped on. This was a case of abuse, coming from inside and outside the store.

Retail managers and all managers need to maintain the balance between being kind and giving and not being stomped on and backing their employees against blatant abuse.

### COST OF EMPLOYING

Cost of employing affects the owners if there are no profits. The literature mentioned about the minimum wage going up in Ireland. That affects the managers as they need to have more emotional intelligence to balance between looking after the employees and doing good business measures.

The previous research has dealt with the point of view of managers but has not delved into their self-assessment and use of emotional intelligence, which makes this research important.

The previous research has built a good base for this research as it linked the gap between the importance of emotional intelligence to the uses and assessment of emotional intelligence, also all coming from the perspective of the manager.

These themes showed the value of the research and its applicability.

### SIGNIFICANCE OF THIS RESEARCH

This research is not only important for Dublin or Ireland or managers of retail. It is important for all the people who would be joining or who are in the global workforce. The need for emotional intelligence is only going to increase with all the concerns.

The managers need to be highly zealous at changing and working on themselves as they are representing a brand, a team and so much.

## LIMITATIONS OF THE STUDY

Limitations of the research were brought forward

- Ethical considerations: Emotional Intelligence was self-assessed and introspected, which had the risk of moral ethics.
- Mixed methods: This study had both Quantitative and Qualitative methods, which doubled the work.
- Research Bias: Thematic analysis and the analysis of the entire data run the risk of bias.
- Limited time: There were only some months allocated to complete the entire project.
- Limited resources: This is a project that is not funded and the resources used belong to the researcher.
- Difficulty in collecting the data: The data was difficult to collect as the managers were too busy, strengthening the importance of emotional intelligence

The validity and reliability of the data were kept in mind while presenting the research.

The limitations being said, the research was done while fulfilling the institution's requirements.



## CHAPTER 7: CONCLUSION

In the realm of Dublin's retail sector, the time has come to introspect! The importance of emotional intelligence cannot be understated as it is and has worldly implications. Using a theoretical framework, this research forayed with a case study approach and had Dublin retail managers as the subjects. A retail store is one where everyone will go. Retail is significant in Dublin due to its growth. The study has a powerful impact by assessing the manager's emotional intelligence and seeing where they apply it and also knowing where they want others to apply it.

Throughout the research, endeavors to get nuances of the emotional intelligence of managers in the retail sector of Dublin, self-assessment filled the gap in the research between the importance of emotional intelligence and assessment and application was filled. Realizing that the perspective of the manager is important, but has to be seen where they want their staff to have emotional intelligence was due to the literature review. The literature review showed a highly well-read study of the background, context, significance of the study, emotional intelligence importance, application of emotional intelligence, and how it is assessed. It also brought forward the literature gap.

The research question 'What is the Emotional Intelligence of Dublin retail managers, how do they use it and how do they suggest their team over it?' had a research methodology that

followed a pragmatic research philosophy as it is a mixed-method study because the research results coming from quantitative and qualitative methods gave more depth. An abductive research strategy is done as it has investigate-learn-update research which is followed for a mixed model. A case study structure is an approach as emotional intelligence is important, this is just an outlook. The study is done cross-sectionally. A sample size of 8 Dublin retail managers was taken, which were collected randomly. The data was collected using a Trait Meta-Mood Scale 24, a reduced scale of Trait Meta-Mood Scale 48, which is a self-assessment tool for emotional intelligence, and the qualitative data was collected using interviews.

The research tools were the right choices as they helped managers understand what was being asked. Even the interviews felt real and real-life examples were given.

The data for Dublin retail managers came from managers of a variety of ages and managerial experience. The types of retail stores were clothing stores, grocery stores, interior retail, and women's fashion. The analysis showed that the Dublin retail managers are 'Fairly' emotionally aware, 'Fairly to Very' emotionally clear, and 'Very to Extremely' good at emotional repair. The Dublin retail managers feel that they apply their emotional intelligence in understanding people and situations, handling stress, transforming staff, maintaining their relationship with the staff, keeping a positive workplace, and nurturing innovative ideas. They feel that the staff working with them should also have emotional intelligence by being fun, bringing dedication, being resilient, being funny, and being able to deal with anxiety.

The research aims were fulfilled beautifully.

The discussions showed the broader picture. This is a study that is important from a Dublin and retail point of view, but it fits well just anywhere. Emotional Intelligence is required in international business for the ease of trade, is required to help with the negative bosses who spoil the mental health and the careers of people, technology needs more emotional intelligence of people and is important for mental health concerns these days. It also helps balance the costs of employing thinking about the business while dealing with the employee.

The implications of this study work profoundly in the real world, even other than academics. The study showed the use of emotional intelligence in a workplace and suggestions for the employees as well. It works in any industry and any workplace. People run the company; people need to have emotional intelligence.

## FURTHER STUDY RECOMMENDATIONS

Emotional intelligence here has been studied as a self-assessment of managers. Further research can be done on managers using others around the manager to rate their experience with the emotional intelligence of the manager.

Studies can also show the assessment of the emotional intelligence of employees and the effect of their emotional intelligence on the positive workplace, whether they use it constructively and show it at the workplace, or gossip and practice favoritism.

Further research in Dublin's context and different industries can be done to prove the importance of emotional intelligence and its application.

There could be a further study to link Emotional Intelligence with International Business, Technology as discussed in the Discussions chapter.

## PERSONAL REFLECTION

The start of this journey seemed too much and too big, only when I started, I saw this as an opportunity to do something rather than seeing this as a chore.

After making a Gantt chart and keeping meetings with my supervisor, my efforts seemed to be working out even if I saw a mild incremental change week after week.

My supervisor, Dr. Maurice FitzGerald had this positive energy that he would always motivate me and tell me that I'm doing good.

He would often say how towards the end of writing, I'll realize what all of this was about. And I'll come back and work more. That is what I did.

After starting the planning and initial research, writing started. From February 2024 to April 2024 was the time writing and research was done.

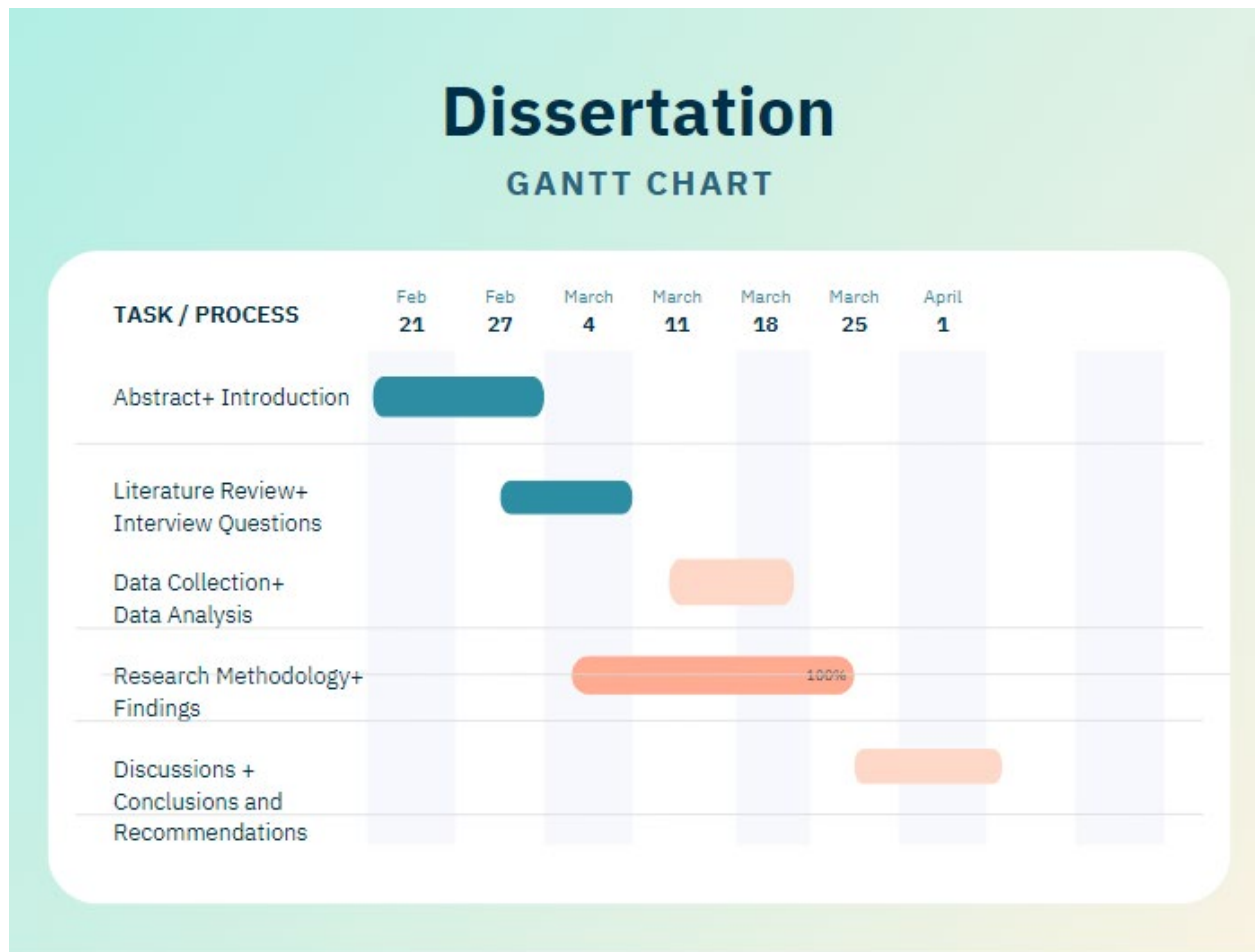
I completed the writing part in about a month, only to realize that it gave me so much time to repeat what I had done. It also made me get into the zone of understanding and doing what was expected.

I think I was the only one I knew who had a first complete draft ready way before time, in the first week of April. After changing routes of many choices, like random sampling to snowballing, getting the data was hard, the fight within me to keep both Quantitative and Qualitative, managing to complete quantitative data analysis with data checks, the process to fight became easier.

I'm happy that I did this with hard work, it made me learn so much about myself as well.

## APPENDIX

### PLAN FOR THE DISSERTATION



### WEEKLY PROGRESS GANTT CHART

- WEEKLY TASKS WILL BE PREPARED AND PRESENTED IN MEETINGS WITH THE SUPERVISOR
- THE PREVIOUS WEEK'S FEEDBACK TO BE INCORPORATED IN CURRENT WEEK'S REPORT
- ALL TASKS COMPLETED MUST BE SHOWN TO THE SUPERVISOR TIMELY
- DOCUMENTS BEFORE COMPILATION AND PRESENTATION TO BE MADE READY BEFORE 1 APRIL, 2024

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