# The Perception of Entrepreneurship Managers and Impact on the Leadership Style in the United States With the Modern Natural Language Processing Analysis

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*The perception of entrepreneurship managers plays crucial roles in the leadership style all managers. However, the managers may confront challenges when attempting to provide sufficient support for all their employees. The current study implemented a case study approach involving the modern natural language processing analysis to investigate the perception of entrepreneurship managers and impact on the leadership style in the United States. The result that texts mining improves model performance in predicting the best perceptions leadership strategies targeted at increasing understanding of the emotional intelligence to influence employee's engagement. In the current study, essential keywords were identified from the unstructured text data, which were revealed as strong predictors in the data mining process, and also supported meaningful analysis. The study contributes to the literature through its successful use of a modern natural language processing model to derive important perspectives and opinions related to the improvement of managers performance, thus constituting a new and innovative approach to business leadership research.*

*Keywords: leadership, financial markets, innovation, financial strategies*

## INTRODUCTION

The latter discovery was supported by the in-depth machine learning approach. In general, the viewpoints and opinions of online managers should be shared with their leadership, as the insights provided therein are crucial for ensuring excellence in organization's success performance. The current study contributes to the literature through its successful use of a modern natural language processing model to derive important perspectives and opinions related to the improvement of managers performance, thus constituting a new and innovative approach to business leadership research. Finally, the collected data provide relevant information on how empowerment managers strategies can increase the overall sense of employee's engagement and contribute to the organization's success.

Akhtar et al. (2015) highlighted the rise in studies conducted about employee engagement and the factors that can influence behavior. Akhtar et al. showed that personality factors are predictors of work engagement at varying levels. High extraversion, agreeableness, openness, and conscientiousness, as well as low neuroticism, according to Xanthopoulou et al. (2009), are related to high levels of work engagement.

Possessing emotional intelligence alone cannot help in achieving higher performance; effective use is necessary (Baksh Baloch et al., 2014). Baksh Baloch et al. (2014) sought to find the relationship between emotional intelligence and employees' productivity by exploring a method that could connect emotional intelligence with employee performance accurately. The research was based on the concept that the effective handling of emotional intelligence in the workplace would affect productivity positively. Baksh Baloch et al. showed that emotional intelligence significantly affects employee performance, productivity, and satisfaction in one university over another.

Bande et al. (2015) discussed emotions in the workplace as an underdeveloped area of study, with specific focus on emotional intelligence and resilience with respect to employees' intention to leave. Resilience is critical as it allows a person with coping skills to emerge from stressful situations stronger. (Bande et al., 2015). According to Bande et al., psychologically, emotions are strong and can influence a salesperson's behavior. It is generally accepted that emotions exist in the workplace, specifically in relation to sales, but the area is understudied (Bande et al., 2015). Li et al. (2019) noted that internal service quality has a significant indirect effect on sales performance through the mediator of work engagement. A salesperson could be satisfied with the organization but unhappy with their supervisor, which is enough to trigger turnover intention. (Shanahan & Hopkins, 2019). Bande et al. (2015) analyzed work-family conflict and salesperson emotional exhaustion as mediating variables that affect emotional intelligence and resilience and eventually propensity to leave. Bande et al. highlighted that developing emotional skills helps cope with work-related stress and diminish the intention to leave. Like Akhtar et al. (2015), Bande et al. highlighted the possibility of hiring employees with high emotional intelligence is perhaps something that organizations can consider because it is known to help stem turnover and allow for better organizational performance.

In the Caribbean, Devonish (2016) suggested the importance of emotional intelligence be emphasized in hiring decisions, training and development planning efforts, and activities if there is a need to optimize employee performance. Gupta and Bajaj (2018) explored emotional intelligence as an independent construct and sought to bring coherence to the literature on emotional intelligence by arguing how emotional intelligence differs from personality and cognitive intelligence. Gupta and Bajaj (2018) established the construct of emotional intelligence as a robust predictor of important outcomes. When Salimath and Kavitha (2015) examined the drivers of employee engagement beyond the superficial relationship with a supervisor, the focus of the study was on the organizational effectiveness and its impact on employee behavior. Salimath and Kavitha provided a platform to build on for more in-depth research into the role of the store manager as it relates to employee engagement.

One of the future practical implications of Akhtar et al. (2015) is that by understanding the predictors of work engagement, organizations can select employees based on personality traits such as emotional intelligence. Understanding the predictors of work engagement is important to my research because it contains tenets that can be used as examples and guides. Giving an organization an opportunity to find strong candidates by changing their selection process from the beginning could be effective. Akhtar et al. noted that work engagement is as critical an antecedent of organizational outcome, including productivity. The role that emotional intelligence plays in the workplace has been studied by several researchers and continues to form the basis for training programs where there are deficiencies or improvements in emotional connections can be made. When employees are engaged, their productivity has been known to increase along with organizational performance. Bande et al. (2015) noted that emotional intelligence has been studied in organizations, but there is a need to study it from the management of salespeople perspective. That gap in the literature is where I will contribute with this research.

Individuals with high emotional intelligence possess the ability to adapt their internal feelings and emotional responses and are more likely to experience more job satisfaction (Urquijo et al., 2019). Understanding the effects of the influence of sales management control, support, and satisfaction on salespeople's job satisfaction will make sales managers aware of the importance of their roles. This understanding will allow the sales managers to adjust their control mechanisms, provide adequate support, and work on key issues that contribute to salespeople's job satisfaction. (Ružić et al., 2018). A positive motivational construct, such as work engagement, may underlie the association between emotional

intelligence and job satisfaction (Extremera et al., 2018). An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results (Salimath & Kavitha, 2015). Employee engagement reflects a two-way relationship and, in this regard, leaders who show transformational leadership behavior of emotional, inspirational, and motivation, are more suitable for engaging employees (Marwan et al., 2019). Although Jameson et al. (2016) noted that emotional intelligence is a competency that employers prefer graduates to possess, it is still not widely taught at university, leaving room in the workplace for leaders to nurture that ability.

Dechawatanapaisal (2018) noted that organizations invest in recruiting and selecting employees, then invest more in training and developing them with time. To achieve a return on investment, organizations need to retain well-trained employees so that they contribute to the organization's success. There are several consequences that result from employee turnover: there is loss of productivity, reduced quality of work, morale is affected, and management loses time and incurs costs in having to hire and train new employees (Dechawatanapaisal, 2018; Narayanan et al., 2019). Al Ghazo et al. (2019) noted that traits of emotional intelligence among employees should be the focus of more concern, and emotional intelligence should be considered as the main prerequisite, when recruiting, selecting, and promoting employees. Narayanan et al. (2019) highlighted those discussions on productivity and effectiveness are being researched and turnover, which is critical to organizational effectiveness, remains unresolved. Edmondson et al. (2019) noted that managerial support encompasses a variety of ways in which supervisors interact with individual employees. Support can be provided on technical aspects such as training on selling skills, and from a social-emotional perspective such as through encouragement, empathy, and recognition (Edmondson et al., 2019). Kumar et al. (2018) discussed the importance of both organizational and managerial support for employee development by examining different sources of support: supervisors and organization, and in the specific context of support for development opportunities as compared with general support.

The general business management problem that I addressed in this study is that there is an issue identifying, acquiring, and retaining top sales talent in sales organizations. (Rodriguez et al., 2019). A moderate level of support from the manager increased performance and generated positive results. Too much support, or an overreliance on managerial input, can leave salespeople unsure of how to handle tough situations such as a needy client or an aggressive competitor (Vieira et al., 2019). Emotional disturbance caused by customer incivility could negatively affect frontline employees and could filter into the organizational culture. This potential for altered employee emotions gives rise to a call for further investigation to scrutinize the influence of managerial interventions and coworker climates on customer-induced burnout. (Yang, & Meng-Chan Lau, 2019). Bani-Melhem et al. (2020) noted that the presence of situational factors determines the strength of employees' response to uncivil behaviors. If an employee has a strong turnover intention, this intention can significantly influence their reactions to customer incivility. If the threat of termination does not exist as a deterrent, then revenge intention is a possibility. Dimitrov (2015) noted that effective leaders should exhibit humane features (affect, emotion, social intelligence, and personable disposition) and actions (care, empathy, encouragement, flexibility, and cooperation), concurring with the maxim that organizations are only profitable when their employees are. Human resources practitioners should emphasize the traits of a good coach, friend, and facilitator in organizational trainings; and, organizations should support this image by the maintenance of an appropriate organizational culture (a humane organizational culture) (Dimitrov, 2015). The specific business management problem that I addressed in this study is that the manager's direct role in employee engagement through an organizational culture of caring may be lacking (Yang, & Meng-Chan Lau, 2019). Yang and Meng-Chan Lau (2019) highlighted that although a manager's emotional intelligence would allow them to temper their employee's mood swings, their customer orientation values may not align with those of their subordinates and could place the subordinates in a less than ideal emotional state. There must be recognition that managers can exhibit both supportive and unsupportive behaviors, meaning there likely is scope for improvement among even the most supportive managers (Teoh et al., 2016). Akhtar et al. (2015), and Bande et al. (2015) noted that emotional intelligence has been shown to play a role in employee engagement. Without emotional intelligence, the manager may lack the capacity to lead effectively, which may lead to turnover in the salesforce. Opportunities exist to integrate empirical evidence to highlight the role of

emotional intelligence in the workplace, beyond what personality or IQ measure (Gupta & Bajaj, 2018). Future research could be conducted on how emotional intelligence of a direct leader affects the engagement of his/her subordinates rather than the emotional intelligence behaviors that describe only the leader's behaviors (Akhtar et al., 2015; Milhem et al., 2019). The fact that there is a paucity of research on this topic in the Caribbean and a specifically in a retail setting could allow for a contribution to positive social change for organizations. The implications for positive social change include the potential benefit to human resource managers, leaders, managers, and employees of organizations as the findings may provide insight into both emotional intelligence and employee engagement in the retail environment. The information in the findings may help improve managers' emotional intelligence skills, which could in turn improve employee engagement and improve organizational success when employee turnover declines.

## CONCEPTUAL FRAMEWORK

Within the domain of business administration, emotions are considered negative (Baksh Baloch et al., 2014). Cartwright and Holmes (2006) noted that the changing nature of work and organizations, which has led to longer working hours, ineffective leadership and management, work intensification, and delayering of organizations has caused an increase in employee cynicism. Employee cynicism associated with workplace burnout and chronic interpersonal stressors lead to poor job performance, which is in direct contradiction with employee engagement. The concepts guided this exploratory case study were emotional intelligence and employee engagement. Salovey and Mayer (1990) introduced *emotional intelligence* and defined it as the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. Emotional intelligence predicts the productivity of an employee by understanding and guiding emotions in the desired manner (Baksh Baloch et al., 2014). A lack of managers' and employees' understanding of why and how emotional intelligence could influence the overall success and productivity of organizations could be detrimental. Wisker and Poulis (2015) researched emotional intelligence and sales performance, and they found that consistent with prior research, the effects of emotional intelligence on job performance is not always linear in effect. Wisker and Poulis supported the concept of emotional intelligence and the sales associate's ability to manage their own emotions and those of others, and they suggested that researchers and practitioners not discount the concept of emotional intelligence as one of the potential factors that contribute to sales performance. Wisker and Poulis conducted research in the Malaysian financial sector and the findings supported prior research that salespeople adapt their presentation when there are multiple, complex units involved in the sale, and the customer could provide significant profit potential.

Sasaki and Royal (2019) noted that employees are held accountable for their actions in environments where they control their own engagement. They are motivated to understand the why and coached and supported in the how. That type of culture creates engages followers.

Ravitch and Carl (2016) noted that a conceptual framework is a process rather than a product. It includes guiding theories or assumptions of the researcher, the goals or expectations of the study, and the formal or informal theories that contribute to contextualizing the study. Kumar and Antonenko (2014) described it as assembled piece by piece by the researcher rather than identified as a ready-to-use model from the literature. Ivey (2015) highlighted that overlooking the importance of the theoretical and conceptual frameworks could see the acceptance of answers that omit key parts of the whole or misinterpret findings. Scientific research is based on comparing what we think is known to what the data repeatedly demonstrates. Going straight to the findings without the theory is not rigorous. Researching with human subjects sometimes involves variables that behave differently with different participants. Using a conceptual framework allows the researcher a chance to identify the linkages and ideas they want to understand.

### Interpreting the Findings
The purpose of this qualitative exploratory case study was to explore how retail store managers in St. Lucia perceived their emotional intelligence influences on employee engagement and contributions to the organization's success. To address the gap in the literature on emotional intelligence, employee

engagement, organizational success, and the retail environment, interviews were conducted with between fifteen to twenty Store Managers from retail organizations in St. Lucia. Reviewing archival data was also used as a method of data collection. The data contained information that shows retention and attrition as well as the company's profit or loss information for the last three years. This information was assessed in relation to employee engagement. The study findings also support the current literature regarding important motivational components for online adjunct faculty. For example, Delanoy and Kasztelnik (2020) implement the same deep machine learning concept used in this study to demonstrate the usefulness of innovative leadership and management decisions, while Benton and Li (2015) find that professional development is important for retaining online part-time employees.

**Research Questions**

The overarching research questions that guided this study were:

***RQ1.*** *What are the perceptions of retail store managers in St. Lucia regarding how they use emotional intelligence to influence employee engagement?*

***RQ2.*** *How do retail store managers see themselves as contributing to the organization's success?*

**Research Results From the Deep Machine Learning Model Approach**

We used deep machine learning model approach to assist in identifying common themes by analyzing each interview and highlighting the themes. Multiple themes emerged during the analysis, and for several of the interview questions, the same theme was recurrent for many of the participants. Attride-Stirling (2001) noted that organizing themes group main ideas proposed by several basic themes, then come together to form a global theme. In this section we explored how the organizing themes helped to answer the research question and sub-question. RQ1.What are the perceptions of retail store managers in St. Lucia regarding how they use emotional intelligence to influence employee engagement? SQ 1. How do retail store managers see themselves as contributing to the organization's success?

Previous research (Kasztelnik & Delanoy, 2020) reveals the effectiveness of Natural Language Processing Modeling for supporting business decisions. The significant findings from the current descriptive qualitative study are listed below. Data elements were analyzed using the deep machine learning model approach, thus providing greater accuracy (Figure 1).

**FIGURE 1**
**RESULTS OF THE TEXT DATA ANALYSIS**



*Source.* Data Compiled by the Authors

In the word cloud above, additional words that occur frequently and which could be of interest in the context of this study are illustrated. For example, terms such as "see," "person," "people," and "employee" advance an understanding of the main research themes.

Syuzhet Vector Function Calculation: Syuzhet_vector <- get_sentiment (text, method=" syuzhet") # see the first row of the vector Head (syuzhet_vector) [1] 0 0 0 0 0 0 #see summary statistics of the vector Summary (syuzhet_vector) Min= –2.400 1st Qu. = 0.00 Median =0.00 Mean 1.062 3$^{rd}$ Qu=0.900 Max=11.950 (Mhatre, 2020).

The summary statistics of the syuzhet vector show a median value of 0, which can be easily interpreted because the overall average sentiment was positive across all responses. This finding indicates that the overall average sentiment across all responses is positive but weak (Mhatre, 2020).

Bing/Afinn Vector Function Calculation: # bing bing_vector <- get_sentiment(text, methods="bing" head(bing_vector) [1] 0 0 0 0 0 0 summary (bing_vector) Min= –6 1$^{st}$ Qu= 0.0000 Median=0.0000 Mean=0.7146 3$^{rd}$ Qu.=1 Max= 10.0000 #affin >afinn_vector <- get_sentiment(text, method="afinn") head(afinn_vector) [1] 0 0 0 0 0 0 summary(afinn_vector) Min=–6.000 1$^{st}$ Qu=0.000 Median=0.000 Mean=1.5 3$^{rd}$ Qu.=0.000 Max=26.000

The summary statistics of the bing and afinn vector show a median value of 0, which is equal to zero because the overall average sentiment across all responses was positive but weak. This finding indicates that the overall average sentiment across all responses is positive but weak (Mhatre, 2020). Figure 2 shows the five most frequently occurring words.

**FIGURE 2**
**BAR CHART SHOWING THE FIVE MOST FREQUENT WORDS**
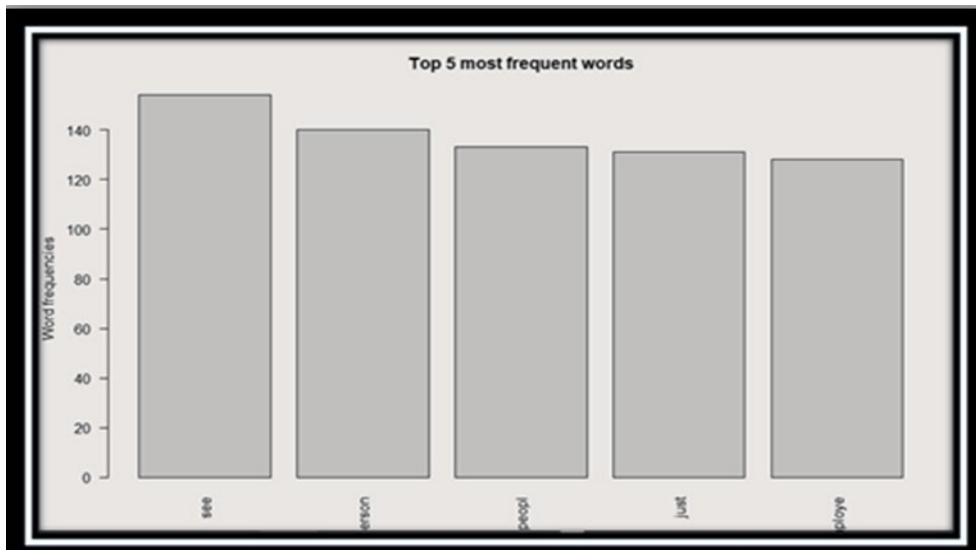


*Source.* Data Compiled by the Authors

The most frequently occurring word was "see" (154). Notably, negative comments such as "not" were not featured in the bar chart, which indicates that no negative prefixes resulting in changes to the context or meaning of the term "people" were present. The term frequency chart shows that most participant responses did not contain negative phrases, such as "not use." Conversely, "person," (140) "people," (133) and "employee" (128) were the next three most frequently occurring words. The deep machine learning model analysis and interpretation thus indicated that most participants felt that people and employee's emotional intelligence significantly influenced the employee engagement. Finally, the retail store managers see that they contribute significantly to the organization's success (Mhatre, 2020).
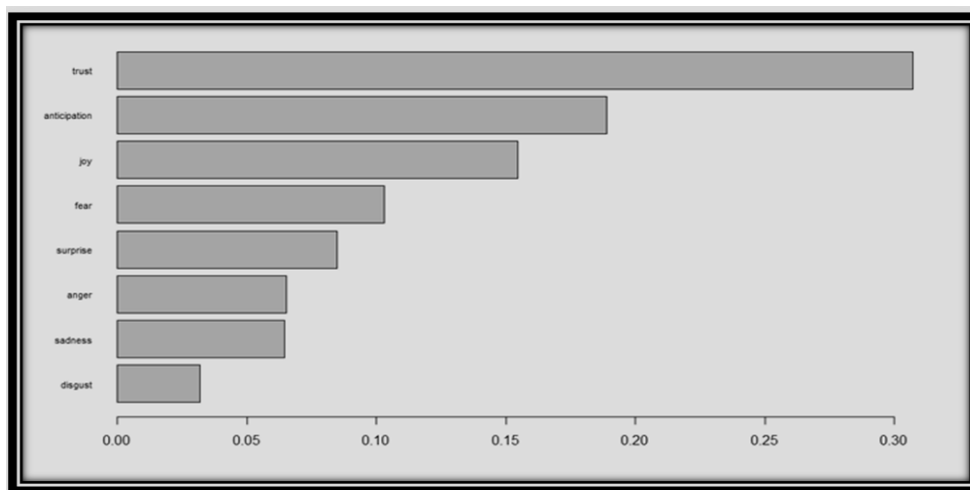
**FIGURE 3**
**DATA FRAME RETURNED VIA NRC EMOTION LEXICON**

| | anger | anticipation | disgust | fear | joy | sadness | surprise | trust | negative | positive |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | 2 | 9 | 0 | 2 | 8 | 3 | 2 | 10 | 5 | 16 |
| 4 | 0 | 2 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 3 |
| 5 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | 2 | 7 | 1 | 2 | 4 | 1 | 1 | 12 | 4 | 17 |
| 7 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | 1 | 2 | 0 | 1 | 2 | 1 | 0 | 4 | 2 | 5 |
| 9 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |

*Source.* Data Compiled by the Authors

The output shows that the first line of text contains zero occurrences of terms associated with anger, disgust, fear, sadness, and surprise. One occurrence was observed for terms associated with anticipation and trust, one occurrence of terms associated with trust, zero occurrences of terms associated with negative emotions, and three occurrences of terms associated with positive emotions. Actually, we can observe the high positive and trust emotional association from data frame returned via NRC emotion lexicon.

**FIGURE 4**
**RESULTS OF THE SENTIMENT ANALYSIS**



*Source.* Data Compiled by the Authors

As shown in Figure 4, words associated with the term "positive" occurred over 18 times in the text, whereas words associated with the negative terms "disgust," "anger," and "sadness," occurred less than 7 times. A deeper understanding of the overall emotions derived during the interviews can be gained by comparing the same numbers in percentage form concerning the total number of meaningful terms (Mhatre, 2020).

**FIGURE 5**
**SPEARMAN'S CORRELATION RESULTS**
**(SIGNIFICANCE AT 0.05 LEVEL, 2-TAILED; CORRELATION LIMIT 0.30)**



| Sunderstand | | | | | | |
|---|---|---|---|---|---|---|
| thing | can | peopl | tri | possibl | come | beat |
| 0.55 | 0.53 | 0.52 | 0.46 | 0.43 | 0.42 | 0.42 |
| climb | coast | competit | condit | faster | financ | footbal |
| 0.42 | 0.42 | 0.42 | 0.42 | 0.42 | 0.42 | 0.42 |
| gas | gimi | piton | stock | win | creat | work |
| 0.42 | 0.42 | 0.42 | 0.42 | 0.42 | 0.41 | 0.40 |
| clear | critic | subject | much | happen | abl | subordin |
| 0.40 | 0.40 | 0.39 | 0.38 | 0.38 | 0.38 | 0.38 |
| think | particular | one | outsid | object | well | place |
| 0.37 | 0.37 | 0.36 | 0.36 | 0.36 | 0.34 | 0.34 |
| time | way | part | respect | space | element | track |
| 0.34 | 0.34 | 0.34 | 0.34 | 0.34 | 0.34 | 0.34 |
| fit | etcetera | get | comfort | sometim | even | everybodi |
| 0.33 | 0.33 | 0.32 | 0.32 | 0.32 | 0.32 | 0.32 |
| moment | say | level | use | realiz | will | view |
| 0.32 | 0.31 | 0.31 | 0.31 | 0.31 | 0.31 | 0.30 |
| want | put | call | goal | serious | chummi | suffer |
| 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| alter | assess | basi | broken | disagre | discurs | divorc |
| 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| game | highway | imper | methodolog | miscommun | ongo | payoff |
| 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| proceed | scorecard | section | skin | stake | variat | version |
| 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| yer | basic | exact | center | whether | organ | equip |
| 0.30 | 0.29 | 0.29 | 0.29 | 0.29 | 0.29 | 0.29 |
| atmospher | separ | vehicl | give | know | realli | guy |
| 0.29 | 0.29 | 0.29 | 0.28 | 0.28 | 0.28 | 0.28 |
| exampl | life | difficult | quit | aspect | individu | surpris |
| 0.28 | 0.28 | 0.28 | 0.28 | 0.28 | 0.28 | 0.28 |
| joke | mechanist | therefor | pull | take | tell | situat |
| 0.28 | 0.28 | 0.28 | 0.27 | 0.27 | 0.27 | 0.27 |
| taken | affect | easi | other | mile | point | right |
| 0.27 | 0.27 | 0.27 | 0.27 | 0.27 | 0.27 | 0.26 |
| regular | guid | play | sens | channel | line | perhap |
| 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 |
| shoe | just | lot | need | emot | make | someth |
| 0.26 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| seen | term | reason | style | two | issu | mayb |
| 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| tick | tune | care | person | capac | matter | made |
| 0.25 | 0.25 | 0.24 | 0.24 | 0.24 | 0.24 | 0.24 |

*Source.* Data Compiled by the Authors

Spearman's rank correlations ($r_s$) were computed to test for correspondences between the human-rated sentences and the automated ratings of emotions produced via the National Research Council (NRC) lexicon. As shown in Figure 5, the results included in the table indicate that the "understand" ratings were strongly correlated with the term "people" on the comment level ($r_x=0.55$, $p.=0.05$), while the "understand" ratings were strongly correlated with the terms "can," on the comment level ($r_x=0.53$, $p.=0.05$), and the "understand" ratings were strongly correlated with the terms "thing," on the comment level ($r_x=0.52$, $p.=0.05$), Moderate correlations were observed between all emotions (Mhatre, 2020).

The global themes of emotion management and personalized interaction were arrived at after organizing themes could fit into their description. In the study results section, I describe the participants' responses that are a part of the organizing themes. Leaders who have a good grasp of emotion management could better control their own emotions and those of others. This ability would encourage more open and honest communication and could allow human resource professionals and retail leadership the latitude they need to function more efficiently. The participants' responses also highlighted that personalized relationships within the retail sector leave room for improvement. Not only would improve relationships help retail leaders to tailor opportunities to suit the sales associates, but those actions could allow for a meaningful and dedicated effort to the specific sales associates based on their interests and needs. Work in these areas could help retail organizations to become more efficient at handling interpersonal relationships and to foster employee engagement; which directly affects retention.

In summary, the results showed that text mining improves model performance in predicting the best perceptions leadership strategies targeted at increasing understanding of the emotional intelligence to influence employee's engagement. In the current study, essential keywords were identified from the unstructured text data, which were revealed as strong predictors in the data mining process, and also supported meaningful analysis. Specifically, a correlation analysis revealed that the strongest terms were "see," "person," "people," "just," and "employee." The practices of responding to the questionnaire proves

that managers can see themselves as a major contributor to the organization's success from the leadership perspective. The latter discovery was supported by the in-depth machine learning approach. In general, the viewpoints and opinions of online managers should be shared with their leadership, as the insights provided therein are crucial for ensuring excellence in organization's success performance.

## RESULTS DISCUSSION

The results of this study have contributed to the existing knowledge of emotional intelligence as a concept. The data analysis demonstrates the importance of emotional intelligence for store managers, especially in their leadership roles within the organization. Recommendations for further research include examining emotional intelligence and its influence on employee engagement from the sales associates' perspective. Themes such as mindfulness, personal development, self-awareness, controlling emotions emerged from the interview data and warrant examination from the sales associates' perspective. Retail store leaders could benefit from a study of that nature.

The purpose of this study was to explore how retail store managers in St. Lucia perceived their emotional intelligence influenced employee engagement and organizational success. While the literature review provided information on emotional intelligence and employee engagement in the workplace, the researcher utilized the study to explore retail in St. Lucia. The retail store managers felt that their ability to control their own emotions was essential to engaging employees and providing a positive environment for the employees. There is an opportunity to undertake a qualitative ethnography study to understand managers' emotional intelligence's cultural interdependence on the organization. Three participants lamented that they had worked in other countries and had employee experiences that were completely different from their present realities.

There are opportunities for training. This study showed more training is necessary for store managers to deal with individual personalities more comprehensively. Participants' responses revealed a significant difference between how managers see themselves any how their employees see them. The larger that gap, the more difficult it may be to have cordial and productive inter-personal relationships that are effortless. The findings showed that leadership styles may impact emotional intelligence and could affect employee engagement. These findings concurred with the literature review that leadership styles are perceived differently by cultures (Carasco-Saul et al., 2015). Three store managers referred to working in first-world countries and having very different experiences from their current position. Participant 1 stated that with their business's growth, they see each employee as just a number. They tried the personalized approach when the company was smaller and had a family-like atmosphere. They were disappointed by the employees. This significant finding indicates that some managers might be apathetic, not realizing the impact of using emotional intelligence skills to manage, retain, and engage their employees.

I utilized a case study for this research. I conducted interviews using a video software application and used archival data for methodological triangulation. I recommend conducting similar research using a phenomenological design to examine sales associates' lived experiences of how their manager's emotional intelligence impacts their work engagement. Undertaking this type of design would facilitate a comprehensive description of the essence of a phenomenon as lived by a person who has had the experience. (Willis et al., 2016).

The final area for further research would be to research the store manager's emotional intelligence influencing employee engagement using a mixed-methods approach. Utilizing quantitative research for surveys may allow for many respondents who could provide data that gives a measured reality of the problem. Statistical analyses could form data reporting. Using a qualitative approach in the same study will allow for the participant's language to be reported.

## CONCLUSION

The implication for positive social change is that the study could provide an opportunity for retail store managers to utilize both emotional intelligence and employee engagement as a means of reducing the rate

of turnover. A focus on the significance of fostering a culture of employee engagement could make the organization more people centered. Devonish (2016) noted that managers should emphasize the importance of emotional intelligence in training and development activities if there is a need to optimize employee performance at work. Pekaar et al. (2017) suggested that employees be encouraged to use their other-focused emotional-intelligence dimensions more during their work because this use could influence job performance outcomes. Companies could implement specialized training programs in which both self- and other-focused emotional intelligence are trained to raise awareness of the direct effects of the appraisal of others' emotions.

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