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Management skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State

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Abstract

The current study investigated the management skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State. Specifically, the study sought to determine the: conceptual skills required by managers of departmental stores, communication skills required by managers of departmental stores, the technical skills required by managers in departmental stores and the motivation skills required by managers in departmental stores. Four research questions guided the study. The study adopted descriptive survey research design. The population for the study was 406 made up of 388 Executive Staff from the University of Nigeria, Nsukka and 18 lecturers from the department of Business Education University of Nigeria Nsukka. A sample size of 202 respondents was drawn using Taro Yamane sampling formula. A structured questionnaire made of 38-items was developed for the study to elicit information for the study. The structured questionnaire was face validated by three experts. The structured questionnaire was administered on 202 respondents by the researcher with the help of two research assistants. All the copies of the questionnaire were retrieved and analyzed using mean and standard deviation, while real limit of Highly Required (3.50-4.00), Required (2.50-3.49), Slightly Not Required (1.50-2.49), Not Required (0.50-1.49) was used to test interpret the result. The findings of the study revealed that the conceptual skills, communication skills, technical skills and motivation skills are the management skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State. It was therefore recommended that the departmental store managers should take courses in management in order to enhance their management skills for the sustainability of their businesses.

Keywords: *Departmental stores, effective performance, management skills, managers*

Introduction

Departmental store is a retail establishment offering a wide range of consumer goods in different areas of the store, each area (department) specializing in a product category. Departmental store according to Chand (2018), is a large local and international retailing organizations which handles extensive variety of shopping and specialty goods from different departments in same building that are centrally controlled by the one purpose, promotion, service, and ordering. Some departmental stores as observed by Okoro (2016) are one of many within a larger retail chain, while others are independent retailers. Departmental stores are categorized into the following types: Mainland departmental store or simply the traditional departmental stores, offering mid to high-end goods, most or at least some of the time at the full retail price. Examples are shoprite, spars and belk. among others. While junior departmental stores, a term used principally in the second part of the 20th century for a smaller version of a mainland departmental store. These were usually either independent stores or chain stores that specialized in cosmetics and wearing apparel and accessories, with few home goods.

It is worth to note that without effective management skills, managers will not be able to make success in the business as desired.

Departmental store managers like any other manager require skills in the organization and running of business enterprise. Commenting on the important of skills of managers, Likert (2001) stated that one important source of increased productivity is the full development and skillful application of the form of social organization which the highest producing managers are using increasingly. Departmental store managers make decisions including such matters as the quantity and the extent of the line of goods, the size, form and appearance of that product to be sold, labeling, branding and packaging of the products, the quantities to be produced or purchased and the inventory controls established over them, the timing of production or purchase and the addition, elimination or modification of products, along existing lines (Osuala, 2004).

A manager is opinionated by John (2015) as a person responsible for planning, organizing, directing and controlling the work of a group of individuals, monitoring their work and taking corrective actions when necessary. Managers must be familiar with the work of all the groups he supervises, but does not need to be the best in any or all of the areas. A manager according to the author may have the power to hire or fire employees or to promote them. John further stated that a manager is any executive who has overall responsibility for managing both the revenue and cost elements of a company's income statement, known as profit and loss. According to Kramer (2010) the manager usually oversees most or all of the firm's marketing and sales functions as well as the day-to-day operations of the business. According to Lacono (2001) an ideal manager is one who is equipped to cope effectively with any problem in any business organization. Managers of departmental stores need a solid background and skills in other functional areas that will enable him to acquire certain skills which will be of help in any other business organization.

Management of different activities in an enterprise is an important function of the manager. It is an aspect that only human beings handle in an enterprise and for any productive activity. That is why Ogbudinkpa (2002) stressed that entrepreneurship as a factor of production is the most important because it is the only factor that manages the other factors for productive activities. In the same vein, managers of departmental stores need the management skills to coordinate the different activities in their establishments. Until these skills are developed on departmental store managers, they will continue to face series of problems resulting in great losses. It is this importance of skills that made Allen (2000) to maintain that the endless time and effort are devoted to training people in management skills. The manager of departmental store must have the ability and the requisite skills to intelligently manage the available resources for the successful accomplishment of the organizational objectives (Akpan, 2012).

Skills are acquired through education and training (Perks and Smith, 2006). Education and training create circumstances in which a person can acquire and apply the skills that will help him/her achieve the objective of the business. Skill is knowledge demonstrated by actions or the ability to perform in a certain way. Skills are abilities and competencies needed to perform job functions (Akpan & Etor, 2015). Skill according to Osinem and Nwoji, (2010) refers to the ability to perform an act expertly. Skill is that expertness, practiced ability or proficiency displayed in the performance of a task. A skill is a well-established habit of doing something. In other words, skill is the ability that one possesses, which is tied to specific tasks and task domain to enhance management.

Management according to Balunywa (2010) is a process of doing things to achieve results. The author stated that management involves a series of actions, activities, changes and operations deliberately undertaken to achieve a desired goal. It is a process of achieving results through people. Management is a challenging job, which requires certain skills to undertake such challenges. UNESCO as cited in Ogunu (2001) defines management as a social process which is designed to ensure the cooperation, participation, intervention and involvement of others in the effective achievement of a given or pre-determined objective. According to Fayol in Akpan (2011) to manage means to forecast and plan, to organize, to command, to coordinate and to control. These definitions suggest that management is a continuous and dynamic process involving the coordination and utilization of organizational resources. Management is goal-achievement oriented and involves interrelated activities of planning, organizing, leading and controlling (Akpan, 2011). Terry (2013) defined management as the art and skill of getting things done through others. According to Olufunke (2000) management is a creative problem-solving technique. The creative problem solving is accomplished through the functions of management which include planning, organizing, leading, staffing and controlling. This involves the manipulation of human resources, financial resources, technical resources and natural resources in order to accomplish the mission and objectives of the organization.

Management, according to Egbo (2007) is a set of activities such as planning, decision-making and organizing resources with the aim of achieving organizational goal in an efficient and effective manner. The author further stated that management involves the process of directing the use of organization resources in a way that efficiently accomplishes the organization goals, which includes managing an organization workforce be it departmental store by a manager in a way that gives the organization a competitive advantage. Management skills according to Lacono (2001) are important skills needed by executives in any business organization which any manager must possess, such as conceptual, human relations, technical and communication skills which are the prerequisite skills towards achieving an organizational goal. The acquisition of management skills by the managers is also a means of increasing the productive power of management.

Katz (2011) in Ezugwu (2014) stated that there are three managerial skills, namely: conceptual skill, human relation skills and technical skills. The author maintained that all managers require these managerial skills. However, the degree of these skills required varies from levels of management and from an organization to organization. The top-level managers require more conceptual skill and less technical skills because top level managers are responsible for defining goals, translating goals into strategies and shaping the organization's value. The top-level managers direct the work of middle manager and envision the organization as a whole. The lower-level managers direct individual's contributors only and also have specialized expertise with focus to their workers within the organization as a result of this technical skill and fewer conceptual skills are required of the lower-level managers. Onadi (2003) defines management skills as the ability to make business decisions and lead subordinates within a company.

Management skills are skills essential for conceiving, starting and managing business enterprises (International Labor Organization (ILO), 2002). These management skills are basic skills required to facilitate appropriate and maximum utilization of people in productive activities that would produce variety of goods and services. Management skills are necessary to plan, lunch and successfully manage business enterprise by any human being regardless of sex or gender (Ezugwu, 2014). According to Lucky and Emechi (2008) in Agu (2015) management skills needed by managers for success in any establishment include: ability to communicate effectively using oral and written communication, knowledge and method of

conducting effective meetings, ability to do long and short term planning, knowledge of factors involved in overhead control, knowledge of inventory control and turnover, acquisition of management and supervisory skills, ability to manage time and meet job schedule, knowledge of employees need for growth and development and the knowledge of human relations. Shafer and Sutton (2004) categorized management skills into communication, organization, team-making, leadership, compatibility and specialization skills. Supervisory operational management requires considerable technical skills. Aminian (2004) examined the relationship between managerial skills and managerial performance in management. Managerial performance was related to managerial skills.

Management skills as revealed by Spencer and Spencer (2000), enable the managers of departmental store to create enabling environment where goals of the organization can be achieved. To achieve these goals, there is need for different managerial skills to be acquired by departmental store managers. Such managerial skills include; technical, conceptual, communication and motivation skills.

Technical skills according to Osinem (2008) are those skills acquired through learning. It is ability to apply specialized knowledge or expertise to perform a given job. George (2008) stated that technical skills are abilities in using a specific activity in the form of processes, procedures and techniques; also, technical skills allow the implementation of the mechanisms needed to carry out certain tasks, like the opinion of Handoko (2006) which stated that technical skills are skills in using equipment, procedures and techniques in a particular field, such as accounting, sales, production, etc. technical skills are skills that requires a good understanding and proficiency in a specific activity, particularly one involving methods, procedures or techniques and processes. Technical skills help managers in departmental stores to use the various procedures and techniques in handling of different machines within the organization. Again, the conceptual skills are the ability to visualize the organization as a whole. These conceptual skills include analytical, creative, initiative skills. Stoner and Freeman (2006) revealed that conceptual skills are the skills to coordinate and to integrate all organizational interests and activities. That includes the skills of managers to see an organization as a whole, to understand all interrelated organizational elements and to anticipate all forms of change that can occur in every part relating to the performance of an organization. Conceptual skill helps the manager to solve the problem in order to achieve organizational goals. Robert (2012) sees conceptual skills as the ability to not only see the big picture but knowing how to act and move the entire organization forward especially when the direction is ever-changing.

Furthermore, the need for good communication skills, behaving appropriately in business situations and addressing situations in a professional manner are skills that businesses are looking for. Communication according to Ezeji (2006) involves the passing on/sharing or exchange of ideas, news, information or message. Good communication in an organization is important because clients and business partners need to understand precisely what they are trying to buy and sell (Smith, 2006). According to Wither Spoon (2002) and Von Krogh (2000) urged that effective communication combines with understanding one self and others emotions, being able to express ourselves both verbally and non-verbally in such a way that reflect your own culture and situations and those the receivers' situations.

Finally, motivation according to Pinder (2005) is the force within a person that affects his or her direction, intensity and persistence of voluntary behaviour. The ability to understand why people behave the way they do and the ability to motivate them to behave in a specified desired manner are two inter related qualities which are very important for managerial effectiveness.

Luthans (2001) posits that motivation is the process that arouses, energizes, directs and sustains behaviours and performances. That is, it is the process of stimulating people to action, being committed towards achieving a desired objective, one way of doing this is to employ proper motivational technique which makes workers more satisfied with and committed to their job.

Statement of the problem

Departmental stores just like any other business have been recognized for its role in employment creation and poverty reduction in the developing countries which Nigeria is one of them. Success to any business is a direct function of management activities. However, the rate at which departmental stores are failing in Nsukka Local Government Area is quite alarming. This failure could be attributed to lack of management skills. The issue of poor performance of departmental stores in Nsukka Local Government Area is linked to the lack of utilization of the management skills by managers at the right time and with the right plan. Other challenges faced by departmental store managers in Nigeria especially in Nsukka Local Government Area in Enugu State include: globalization, rapid changes in technologies and intense competition. Employers of labour as a result of these challenges are prone to seeking for graduates with the needed skills to meet up with the modern technological requirements. Despite some impressive improvements in performance in the higher education institutions, many graduates still emerge from the education system ill equipped to these challenges of life and employment. In practice, many establishments like departmental stores in developing countries lack management skills for the sustainability of their businesses.

Technical skills are necessary for the monitoring of business activities through the information revealed on daily basis. Osuala (2006) noted that managers of a company must guide and direct resources in such a manner that the goals of the organization are achieved. The author elucidates that there is a positive correlation between adequate technical skills by the manager and business failure.

Effective communication skill is also another indispensable tool for business growth. It is the key to any business success. Ayozie (2001) submitted that most executives in an establishment do not have the communication skills which are very essential for successful operation of business. Research findings have also shown that workers in the departmental stores are not adequately motivated to put in their best towards the achievement of organizational goals. An inference from these implies that management skills could lead to the success of departmental stores. Hence, in an attempt to solve the above problem this study management skills required by managers for effective performance in departmental stores in Nsukka Local Government Area of Enugu State.

Purpose of the study

The general purpose of the study was to determine the management skills required by managers for effective performance in departmental stores in Nsukka Local Government Area of Enugu State. Specifically, this study seeks to identify the: technical skills required by managers for effective performance in departmental stores, conceptual skills required by managers for effective performance in departmental stores, communication skills required by managers for effective performance in departmental stores and motivation skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State.

Research questions

The following research questions guided the study:

1. What are the technical skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State?
2. What are the conceptual skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State?
3. What are the communication skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State?
4. What are the motivation skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu State?

Design of the study

The study adopted a descriptive survey research design. Agada (2017) states that descriptive survey research design is one in which a group of people or item is studied by collecting and analyzing data from only a few people or items considered to be a representative of the entire group. Ihedigbo (2017) also states that descriptive survey research design is understood as comprising of district characteristics which relate to the way in which information about the object of the study is gathered. Descriptive survey research design is therefore considered most appropriate and suitable for this study because the study will solicit for the opinions of the competent professionals on management skills required by managers for effective performance in departmental stores in Nsukka Local Government Area in Enugu state by using questionnaire.

Area of the study

This study was carried out in Nsukka Local Government Area of Enugu State. Enugu state is located in the southeastern area of Nigeria. It is largely populated by the Igbo, one of the major ethnic groups in Nigeria. The city has a population of 722,664 according to the 2006 Nigerian census. The study selected the departmental stores in Nsukka Local Government Area of Enugu State. Hence, only the registered departmental stores were considered in this study.

Population of the study

The population for this study was 413 made up of 388 Executive Staff from the University of Nigeria Nsukka (Personnel Services, University of Nigeria Nsukka Campus, 2023) and 24 lecturers from the department of business education university of Nigeria Nsukka.

Sample and Sampling Techniques

The sample space that was used in this study was determined using Taro Yamane

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = Population of interest

e = Error Estimate, which is normally 5%

1 = Constant

Since the population of interest is 412, our sample size will be:

$$n = 412$$

$$\begin{aligned}
& \frac{1 + 412 (0.5)^2}{412} \\
= & \frac{1 + 412(0.0025)}{412} \\
= & \frac{1 + 412 * 0.0025}{412} \\
= & \frac{1 + 1.03}{412} \\
n = & \frac{2.03}{412} \\
n = & 202.9
\end{aligned}$$

Therefore, the sample size for the study was 203 respondents of both the lecturers and the Executive staff of the University of Nigeria, Nsukka campus.

Instrument for Data Collection

The instrument used for data collection was 38 item structured questionnaires titled, “Management Skills Questionnaire”, (MSQ). The 38-item questionnaire were developed by the researcher from the review of related literature to address each research question. The questionnaire was divided into two parts (I and II). Part I seek information on the personal data of the respondents while two II was further divided into four sections (A-D) and contained items that were used in answering the research questions.

Section A contains 11 items (1-11) that sought information from the managers of departmental stores to determine the conceptual skills required by them for effective performance in Nsukka and Enugu metropolis. Section B contains 11 items (12-22) which were designed to determine communication skills required by managers of departmental store for effective performance in Nsukka Local Government Area of Enugu State. Section C contains 7 items (23-29) that will seek information from the managers of departmental stores designed to determine the technical skills required by them for effective performance in Nsukka Local Government Area of Enugu State. Section D contains 9 items (30-38) designed to elicit information on the motivation skills required by managers of departmental stores for effective performance in Nsukka Local Government Area of Enugu State. Section A-D of the questionnaire is structured on a four-point rating scale of “Highly Required” (HR), “Required” (R), “Slightly Not Required” (SNR) and “Not Required” (NR). The items were assigned weights of 4,3,2 and 1 respectively.

Validation of the instrument

The instrument was subjected to face-validation by three experts in the department of Business Education, University of Nigeria Nsukka. The validators were requested to vet, expunge and add items as they feel necessary, to ensure clarity and content coverage in the questionnaire. Their comments, corrections and observation of the validates based on grammatical and structural problems were used to modify the questionnaire items by the researcher.

Reliability of the Instrument

To establish the reliability of the instrument, the questionnaire was trial-tested on 5 lecturers and 15 executive personnel in Federal University of Ndufo-Aliko Ikwo, Ebonyi State. This is because this group share the same features but in different states. Their respondents were used to determine the internal consistency of the instrument and obtain reliability coefficient using Cronbach Alpha method which yielded the Coefficient of 0.75

Method of Data Collection

The structured questionnaire developed by the researcher was administered to the respondents by the researcher with the help of two research assistants. The instrument was retrieved from the respondents by the researcher and the research assistants immediately after the completion for analysis.

Method of Data Analysis

The data collected for this study were analyzed using mean to answer the four research questions at the mean of 3.5 and above. In taking decision, any item with mean of 3.5 and above was considered as required. Conversely, any item with mean below 3.5 was considered as not required. The null hypothesis was rejected if the computed significant value is less than the criterion value of 0.5. On the other hand, if the computed significant value is greater than or equal to the criterion value of 0.5, the hypothesis will be accepted. The Statistically Package for Social Science (SPSS) was employed for the data analysis.

Research Question One:

1. What are the technical skills required by managers for effective performance in departmental stores?

Table 1: Mean and Standard Deviation response of Respondents on the technical skills required for effective performance in Departmental Stores

S/N	Item Statement	\bar{X}	SD	Decision
1.	Report all technical operation when needed, in the format needed and at where needed	3.67	.266	Accepted
2.	Manage technical crew in the organization	2.94	.249	Accepted
3.	Apply specialized knowledge and expertise to perform a given task.	3.75	.268	Accepted
4.	Synergize technical marketing operations and the other business operations.	3.53	.261	Accepted
5.	Perform daily operations in a sequential manner to promote efficiency.	3.14	.253	Accepted
6.	Carry out detailed steps to complete a process.	3.45	.257	Accepted
7.	Use different machines and equipment in departmental store	3.55	.263	Accepted

Cluster \bar{X}	3.43	.260
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Key: X=Mean, SD=Standard Deviation

Results in Table 1 showed that the Technical skills required in required by managers for effective performance in departmental stores in Nsukka local government Area are high. (Cluster $\bar{X} = 3.43$; $SD = .260$).

Table 1: show the mean scores regarding the technical skills by managers for effective performance in departmental stores. Although all the features of technical skills that determine required in required by managers for effective performance in departmental stores had a mean score above the criterion mean score of 2.50. Based on the cluster mean score of 3.43 it was concluded that the respondents generally believe that technical skills is required by managers for effective performance in departmental stores.

Research Question Two:

What are the conceptual skills required by managers for effective performance of departmental store in Nsukka local government Area?

**Table 1:
Mean and Standard Deviation response of Respondents on the conceptual skills required by managers for effective performance of departmental store**

S/N	Item Statement	\bar{X}	SD	Decision
8.	Formulate and implement strategic plans on how to move the establishment forward.	3.23	.255	Accepted
9.	Conceptualize and set achievable or realistic goals in the organization.	3.18	.254	Accepted
10.	Use initiatives effectively to enhance innovation in organization.	3.33	.258	Accepted
11.	Achieve stated objectives.	2.91	.248	Accepted
12.	Solve problems creatively in any retail store.	3.3	.257	Accepted
13.	Play vital role in the success of any retail store. women function in business	3.47	.258	Accepted
14.	Coordinate and integrates all of an organization's interests and activities.	3.22	.255	Accepted
15.	Recognize significant elements in a situation and to understand the relationships among the elements.	3.34	.257	Accepted

16. Understand how its parts depend on one another and anticipate how a change in any of its parts will affect the whole.	3.12	.252	Accepted
17. See the organization as a whole through the use abstract and reflective thinking.	2.84	.243	Accepted
18. Break down formulated concepts into smaller workable parts.	2.93	.245	Accepted

Cluster \bar{X} 3.17 SD= .253

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Key: High, ≥ 2.50 ; Low, ≤ 2.50

Results in Table 2 showed the conceptual skills required by managers for effective performance of departmental store in Nsukka local government Area are high. (Cluster \bar{X} = **3.17**; SD = **.206**).

Table 2: show the mean scores regarding the conceptual skills required by managers for effective performance of departmental store. All the features of conceptual skills required by managers for effective performance of departmental store had a mean score above the criterion mean score of 2.50. Based on the cluster mean score of 3.17 it was concluded that the respondents generally believe that conceptual skills required by managers for effective performance of departmental store.

Research Question Three:

What are the communication skills required by managers for effective performance of departmental store in Nsukka local government Area.

Table 3:

Mean and Standard Deviation response of Respondents on the Communication skills required by managers for effective performance of departmental store

S/N	Item Statement	X	SD	Decision
19.	Interact with business associates or to have a proper dealing with the outside world.	3.43	.258	Accepted
20.	Communicate effectively to other employees of the organization.	3.39	.256	Accepted
21.	Communicate with customers to also receive feedback from them.	3.52	.261	Accepted
22.	Convey ideas and information to others and receive information and ideas from others effectively.	3.55	.263	Accepted
23.	Use language that is appropriate to others' levels of Understanding.	3.57	.264	Accepted
24.	Develop relationships with others through effective	3.59	.265	Accepted

communication.

25. Talk with others in a way that facilitates openness, honesty and cooperation.	3.51	.260	Accepted
26. Carry out effective communication on subordinates to discover their strength, weakness and avoid charges of favoritism.	3.42	.257	Accepted
27. Negotiate successfully to resolve employees dispute	3.52	.261	Accepted
28. Draft clear and concise training materials	3.46	.259	Accepted
29. Use feedback as a means of controlling information in the organization.	3.58	.264	Accepted

Cluster $\bar{X} = 3.5$ SD= .260

Key: High, ≥ 2.50 ; Low, ≤ 2.50

Results in Table 3 showed that the communication skills required by managers for effective performance of departmental store in Nsukka local government Area are high. (Cluster $\bar{X} = 3.5$; SD = .260)

Table 3: show the mean scores regarding the communication skills required by managers for effective performance of departmental store. All the features of communication skills required by managers for effective performance of departmental store had a mean score above the criterion mean score of 2.50. Based on the cluster mean score of 3.50 it was concluded that the respondents generally believe that leadership skills is required in improving the productivity of women in small scale business.

Research Question Four:

What are the motivation skills required by managers for effective performance of departmental store in Nsukka local government Area.

Table 4:

Mean and Standard Deviation response of Respondents on the motivation skills required by managers for effective performance of departmental store

S/N	Item Statement	\bar{X}	SD	Decision
30.	Create job satisfaction as a source of encouragement rather than threat or dismal	3.52	.261	Accepted
31.	Show good examples and inspire willingness to work with subordinates.	3.42	.257	Accepted
32.	Establish the kind of atmosphere and culture that is needed to excel.	3.51	.259	Accepted
33.	Provide the subordinates with the necessary tools and equipment that is needed for the job.	3.13	.252	Accepted

34. Offer the subordinates an opportunity to learn, grow and advance.	3.08	.250	Accepted
35. Relate with customers to enhance sales volume in establishment.	3.45	.253	Accepted
36. Present incentives and rewards to subordinates	3.39	.231	Accepted
37. Reward efforts equitably.	3.49	.259	Accepted
38. Recognize and appreciate good performance.	3.53	.261	Accepted
Cluster \bar{X}	3.39	.253	

Key: High, ≥ 2.50 ; Low, ≤ 2.50

Results in Table 4 showed that the motivation skills required by managers for effective performance of departmental store in Nsukka local government Area are high. (Cluster \bar{X} = **3.39**; **SD = .253**).

Table 4: show the mean scores regarding the motivation skills required by managers for effective performance in departmental store. All the features of motivation skills required by managers for effective performance of departmental store had a mean score above the criterion mean score of 2.50. Based on the cluster mean score of 3.39 it was concluded that the respondents generally believe that motivation skills are required by managers for effective performance in departmental store.

Discussion of Findings

Research question one on the technical skills required by managers for effective performance in departmental stores in Nsukka Local Government Area, most of the findings agree with the fact that technical skills is the bed rock for business to grow efficiently. However, in the context of departmental stores, technical skills include knowledge of inventory management, supply chain management, pricing strategies, and customer service practices. The findings of the study agreed with Ali and Saeed (2017), who asserted that effective inventory management can improve the store's profitability, reduce waste, and enhance customer satisfaction. Therefore, managers must have a strong understanding of inventory control systems, such as just-in-time (JIT) and economic order quantity (EOQ) methods, to optimize the store's inventory management. Customer service practices are another technical skill required by departmental store managers. Managers must be able to train and supervise staff to provide high-quality customer service. This includes ensuring that staff is knowledgeable about products, handling customer complaints effectively, and creating a welcoming atmosphere in the store. The findings of the study further agreed with Liu et al. (2017) who opined that effective customer service practices can improve customer loyalty, increase sales, and enhance the store's reputation.

Research question two emphasizes on conceptual skills required by managers for effective performance in departmental stores. Hence, conceptual skills can understand the interdependencies between various departments, anticipate changes in the market, and respond

proactively to business challenges. They can also develop and implement effective strategies that help the organization achieve its objectives. This is in line with Katz, (1974) who stated that the managers need to have a clear understanding of the store's staffing requirements, employee skill sets, and scheduling needs to ensure adequate coverage and maximize productivity. They should also be able to anticipate changes in staffing needs based on seasonal trends or special events and adjust schedules accordingly.

Research question three focuses on Communication skills required by managers for effective performance in departmental stores which has to do with the ability to transform ideas into words and actions, credibility among colleagues, peers, and subordinates, listening and asking questions, presentation of skills and spoken format, presentation of skills; written and graph format. However, the findings from the research questions show that most of the respondents agree with the fact that communication skills help to improve Managers productivity. This is in line with Smith (2006) who stated that good communication in business is important, because clients and business partners need to understand precisely what they are trying to buy or sell. Possessing great communication skills is crucial for a manager. It can determine how well information is shared throughout a team, ensuring that the group acts as a unified workforce.

Research question four discusses motivational skills required by managers for effective performance in departmental stores; this skill can be seen as very essential for the growth of business and productivity which help Managers to grow their businesses. From the findings of the study, most of the respondents agree that motivational skills is the backbone of every businesses and has the ability to motivate workers, solve work conflicts and work with people. This support the view of Society for Human Resource Management (SHRM), who asserted that employee motivation is directly related to job satisfaction, employee retention, and overall organizational performance" (SHRM, 2021). Also, a study by Forbes stated that motivated employees are more likely to be engaged, productive, and committed to achieving organizational goals (Forbes, 2021). Therefore, motivation skills are essential for managers in a departmental store to effectively lead and manage their teams Managers with motivational skills adapt their own ideas to those of others. Furthermore, they create an atmosphere of trust where employees can feel comfortable and secure and where they can feel encouraged to become involved in the planning of things that will affect them.

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