

Resilience and Emotional Intelligence as a Predictor of Job Performance among Security Personnel

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Abstract - This study examined resilience and emotional intelligence as a predictor of job performance among security personnel with the aim to find the relationship between resilience and job performance among security personnel, the relationship emotional intelligence and job performance among security personnel, the joint influence of resilience and emotional intelligence on job performance among security personnel. A total of 163 (M=124 & F=39) participants were selected using google survey from participants. A battery of psychological test consisting of job performance scale, resilience scale and emotional intelligent scale were used to collect data. The data collected were analysed using Pearson Product Moment correlation and regression analysis to test the stated hypotheses. The findings revealed that employee assistance resilience have a significant correlation with the measurement of employee performance. Also, emotional intelligence has a significant correlation with the measurement of employee performance. Similarly, resilience and emotional intelligence accounted for 27.7% of the observed variance in job performance. It was concluded that resilience and emotional intelligence jointly predicted job performance among security personnel. The result was discussed based on the result and literature review.

Keywords: Resilience, Emotional Intelligence, Predictor, Performance, Security Personnel, Job performance.

I. Background of the Study

The performance of the security personnel is sine quoina to security of life and properties, peace, progress and development in the society. Any nation that the security personnel are not up and doing are always enmeshed with violent and anarchy. Such nation is always stunt in growth and backward development. Thus, the job performance of the nation security personnel cannot be ignored or toiled with. The employees are regarded as key resources of every organization because of their brilliant performance to the organization (Ahmed, Ahmad & Joarder, 2016). The security personnel protect and, secure and defend the country from any foreign invasion. They work round the clock, under the sun and rain so as to ensure that the general publics are safe.

However, the performance of the security personnel is more demanding and tasking these days because of the various insecurity issues confronting the nation, ranging from terrorism carried out by the Boko-harams, banditry, armed-robbery and the likes. These aforementioned crimes have posed more challenges to the security personnel due to the sophisticated weapons with which they operate. Thus, the security personnel's ae being demoralized if not properly encouraged both morally and financially.

Therefore, to ensure that the security personnel deliver their job diligently; many scholars have listed some variables which has been empirically proven to enhance job performance of the employees (security personnel) like motivation factors (achievement, recognition, the work itself, responsibility, advancement and growth). The aforementioned variables which were part of the things listed by Herzbeck has been empirically proven to enhance the job performance of the employee. For instance, Herzbeck cited by Golshan, Kaswuri, Agashahi and Ismail (2011) argued that are five basic things, achievement, recognition, responsibility, the job itself and advancement spurs the employees. Other variable that demoralizes the employees to include, management approach, pay, supervision, management approach.

However, aside the afore-stated variables, there are still some psychological factors like resilience and emotional intelligence that contribute to employee performance. Hence, resilience refers to the "process of self-defending or self-protecting, ability to bounce back, and stand in hard times (Higgins, 1994). In other words, it refers to the capacity to forge-on after a stressful event/situation, not giving-up easily amidst every challenges. Resilience is one of the psychological factors that defines, differentiate and shapes security personnel personality. It is the resilience of the security personnel that makes them to sleep under the sun and rain while the general public is relaxing at homes.

Resilience has been implicated on coping with adversity and improving career development (Kodma, 2015). Thus, resilience alone cannot enhance the security personnel performance, one other variable that is vital to the performance of the security personnel is emotional intelligence. Emotional intelligence according to Salovey *et al.*

(1990) “is a competency to possess emotional knowledge, to perceive and control emotions well, and to stimulate intellectual and emotional growth”. Therefore, it refers to the ability to be aware, express one’s emotion and handle interpersonal relationship religiously. In other words, it refers to ability of understanding one’s feelings and that of the other and to manage human’s interpersonal relationship. Emotional intelligence assists the security personnel to discharge their job by detecting some crimes and averting impending crimes. Also, emotional intelligence has shown to identifying, controlling tackling issues (Khan, Masrek, & Nadzar, 2017).

Though, many variables like personality factors, and the likes been research on performance of the security personnel, but resilience and emotional intelligence have not been research-on among the security personnel in Nigeria, thereby necessitating the need of this study.

II. Statement of the Problem

The greatest challenge confronting Nigeria is insecurity. Different criminal elements like bandits, Boko-haram, kidnapers and the likes are ravaging the peace and security of life of the people. There is hardly a day that will pass-by without different people being killed or kidnapped by these hoodlums. Thus, the people no-longer feel secured in their respective homes and it is the duty of the security personnel to protect them. These cases of insecurity have increase the task of the security personnel since most of them work round the clock protect life and properties. Though, the security personnel are equipped with arms to discharge their duties, arms alone cannot enhance security of lives and properties. There are some of psychological/personality attributes of the security personnel that usually spur them into action. Thus, this study intends to examine the contribution of resilience and emotional intelligence on the job performance of the security personnel.

III. Objective of the Study

The main purpose of this study is to examine resilience and emotional intelligence as a predictor of job performance among security personal. Other specific purpose of the study includes:

1. To examine the relationship between resilience and job performance among security personal.
2. To investigate the relationship between emotional intelligence and job performance among security personal.
3. To ascertain the joint influence of resilience and emotional intelligence on job performance among security personal.

IV. Literature Review

This literature review examines the meaning of job performance, theories that explain job performance and empirical reviews.

Job Performance

Job performance comprises all activities that aid in attainment of organizational goals which can be measured on the bases of job consistency, sales and production target (LePine, Zhang, Crawford & Rich, 2016). Job performance is predicated on the effective utilization of human resources which play significant role towards the organizational growth, as the organizational success can be achieved through employees work performance. Some organization have adopted various means to stimulate the high performance of their employees as it is the only way to meet the set target of the organization and in most cases a motivated employees have the propensity to show resilience in accomplishment of task .(Greenidge, Devonish, & Alleyne, 2014).

Theoretical Review

Abraham Maslow’s hierarchy of need theory was adopted to explain job performance. The theory is premised on the hierarchical structure of human need. According to Maslow (1943) some needs are necessary to human beings the absence of such needs alters other higher needs as non-satisfaction of this basic needs affects the higher other needs. The satisfaction of this basic need stimulates the quest for the satisfaction of higher other needs but failure to satisfy the basic need impairs the quest for higher other needs and once the basic need is met it ceases to be a motivator (Norwood. 1999). This theory systematically streamlines various need employees have to grapple with in the course of carrying out fiduciary duty and vividly captures the employee’s response threshold (Sony & Nandakumar, 2016). An employee grappling with esteem need may feel satisfied when supervisor eulogizes his or her input towards the growth of the organization while the employee grappling with social needs may rejects the eulogy of supervisor when such eulogy isolate him or her from the rest of the group thereby suffering acceptance deficiency syndrome (Levitats, Vigoda & Gadot, 2017). Organisation now satisfies various employee needs through planning, leading and controlling. The physiological need of the employees is gratified through payment of salary as at when due, there is need for other cafeteria incentive like health insurance scheme for employees as it guaranty job security and enhance job performance. Conducive and friendly environment facilitates the gratification of social needs. Career progression, promotion and recognition satisfy the esteem need of the employees (Meisler, 2013)

In the above view, one can conclude that job performance of the employee is predicated on the resilient threshold of the employees and their emotional sobriety.

Equity Theory of Reward System

The theory states that performance of an employee is predicated on the expected reward and recognition from the organization. The relationship between this theory and the topic understudied that is the impact of organizational reward system on employee's job performance is based on the fact that when an organization moderate emotional intelligence of the employees, individual talents, strengths, capabilities and competencies by rewarding them, it enhances the employee performance at work (O'Boyle, Humphrey, Pollack, Hawver, & Story, 2011). Equitable rewards among people of different professions have great impact on job performance. The financial rewards in term of salary are not the only yard stick to ensure performance improvement and satisfaction among employees except if it is lacked, but other non-financial rewards do enhance employees' performance if it is given recognition (Rich, Lepine & Crawford, 2010). Therefore, as far as intrinsic and extrinsic rewards are concerned, manager in Nigerian environment would be well advised to reflect on the concept of equity and ethics. Akuoko and Donkor (2012) suggest at least seven practical implications of equity theory. It provides managers with another explanation as to how beliefs and attitudes affect performance. It emphasizes the need for managers to pay attention to employee's perceptions of what is fair and equitable. Managers benefit by allowing employees to participate in making decision about important work outcomes. Employees should be given the opportunity to appeal against decisions that affects their welfare. Employees are more likely to accept and support organizational change when they believe it is implemented fairly which increases their resilience threshold. Managers can promote co-operation and team work among group members by treating them equally (Salajeghe & Farahmand, 2014). However, this theory is not without its draw backs such as inequity among staff can lead to tension and uneven staff inputs. The other major drawback of this theory is that it is only useful after managers have got to know their subordinates and their emotional sobriety of employees' personalities, and this takes some time and effort.

Empirical Review

Studies showed that individuals with high levels of emotional intelligent are able to regulate themselves and engage in behavior which may affect their organization positively). (Huggins, White, & Stahl, 2016). Studies carried out have showed that higher scores of EI are associated with higher quality interpersonal relationships (Janssen, Lam,

&Huang, 2010) academic performance and social competence (Janssen, Lam & Huang, 2010); and important workplace outcomes such as stress tolerance and peer and supervisor ratings of interpersonal facilitation (Joseph, Jin, Newman, & O'Boyle, 2015). On the other hand, a low level of emotional intelligent may be a key factor in a differences job performance Rich, Lepine and Crawford, (2010) for example, found that lower emotional intelligent is linked to poor job performance among the employees (LePine, Zhang, Crawford, & Rich, 2016).

Emotions affect behaviors at work and individual's belief about the value of a job. Research shows that individuals within your own inner circle are better able to recognize and understand your emotions (Blickle & Schütte, 2017). The connection between emotions, and job performance can be explained using Affective Events Theory (AET). Researchers Howard Weiss and Russell Cropanzano outlined the effect of six major kinds of emotions in the workplace: anger, fear, joy, love, sadness, and surprise (Friedman, Carmeli & Dutton, 2018). Their theory stated that specific activities on the job cause people to nurture various feeling of emotions which stimulates action that can enhance or impairs work activities. Studies have found that the positive feelings resulting from work experience may trigger one to do something one has not planned to do before. For instance, you might volunteer to help a colleague on a project you weren't planning to work on before. Your action would be an affect-driven behavior (Desrumaux, Machado, Przygodzki-Lionet, & Lourel, 2015). Jobs that are inundated with negative emotion are cesspool to frustration, anxiety, burnout and dissatisfaction (Blickle, & Schütte, 2017). Depression, anxiety, anger, physical illness, increased drug and alcohol use, and insomnia can leads to poor job performance.

Research shows that surface acting is related to higher levels of stress and fewer felt positive emotions, while deep acting may lead to less stress (Muafi, 2011). Emotional labor is particularly common in service industries that are also characterized by relatively low pay, which creates the added potentials for stress and feelings of being treated unfairly which impairs high performance (Santos & Eger, 2014).When employer reneges to keep their employees engaged in productive activities and adopts a work approach that frustrates employees' goal, this in turn leads to poor job performance that may harm the organization. (Jensen, Opland & Ryan, 2010).

V. Method

Participants and procedure

The study participant comprised of one hundred and three security personnel/employee sample from the aforementioned

Barracks via google survey. 124 of the participants were male while 39 of them were female.

A non-probability convenience sampling technique was used to select participants for this study. This is because the researcher will give the questionnaire to participants that are available, accessible and always willing to participate in the study.

This study adopted survey method. This is because survey captures wider scope on resilience and emotional intelligence as predictor of job performance of among security personnel. An online survey was conducted on resilience and emotional intelligence as predictor of job performance of among security personnel. Participants were recruited through emails and whatapps. The survey was used to garner free text opinions and perceptions of resilience and emotional intelligence as predictor of job performance of among security personnel. The survey would contain likert scales that present a range of extremes of perceptions.

Measures

All variables that were investigated in this study were assessed; using three instruments; The Endicott Work Productivity Scale (EWPS; Endicott, & Nee, 1997), the emotional intelligence scale developed by Schutte *et al.* (1998)

Descriptive Statistics

Table 1: Mean and Standard Deviation of job performance, resilience and emotional intelligence by gender

Description	Variables	Job performance		resilience		Emotional intelligence	
		Mean	SD	Mean	SD		
Gender	Male	56.08	6.11	58.65	7.21	113.90	11.51
	Female	56.79	6.59	58.76	6.49	114.43	9.27

Table 1 shows the mean and standard deviation of job performance, resilience and emotional intelligence by gender. On job performance, the result revealed that male participants reported a similar mean score (M= 56.08; SD=6.11) compared to their female counterparts (M=56.79; SD= 7.21). On emotional intelligence, male participants recorded slightly low mean score (M= 113.90; SD=11.51) than their female counterparts (M=114.43; SD= 9.27).

Hypothesis 1: There will be a significant positive relationship between resilience and job performance among security personal

In order to determine the relationship between resilience and job performance, Pearson moment correlation analysis was carried out. The result is presented in table 3.

and Resilience Scale (Wagnild and Young, 1993; Wagnild, 2009a).

The instruments were prepared in questionnaire format, then administered to participants through Google survey. Respondents were informed that participation is voluntary after debriefing them on the purpose of the study. Majority of them that the participants that gave the researcher their contact, were sent the questionnaire via WhatsApp and email address. The participants filled the questionnaire at their convenient time and submitted it after filling it.

Data Analysis

The data was analyzed using both descriptive and inferential statistics. Pearson moment correlation was used to test the relationships between variables and regression was used to test the prediction level of the independent variables on the dependent variable. The computation of responses was executed with the aid of the Statistical Package for Social Sciences (SPSS) version 26.

VI. Results

Data collected in this study was subjected to statistical analysis obtaining the mean score and standard deviation of all the variables. The hypotheses were tested using correlation, regression and t-test.

Table 3: Correlation between resilience and job performance

Variable	Mean	SD	R	P
Job performance	56.28	6.20	1	
Resilience	58.69	7.01	.525*	P<0.05

P<0.05*

Table 3 reveals that resilience has significant positive correlation with job performance (r = .525*; p<0.05). The positive correlation is due to higher levels of resilience scores resulting in higher levels of job performance. Thus the hypothesis one which states that there will be a significant positive relationship between resilience and job performance is hereby accepted.

Hypothesis 2: There will be a significant positive relationship between emotional intelligence and job performance among security personal.

In order to determine the relationship between emotional intelligence and job performance, Pearson moment correlation analysis was carried out. The result is presented in table 3.

Table 3: Correlation between emotional intelligence and job performance

Variable	Mean	SD	R	P
Job performance	56.28	6.20	1	
Emotional intelligence	114	10.95	.276*	P<0.05

P<0.05*

Table 4: Summary of multiple regression analysis showing the contributions of resilience and emotional intelligence to the prediction of job performance

Variables	Beta(B)	t-value	P	R	R ²	F-ratio	P
Resilience	.503	5.768	.01	.526	.277	30.663	P<0.05
Emotional intelligence	.048	6.671	.01				

p< 0.05

The result indicated that resilience contributed to the variance in job performance (Beta= .503, t= 5.768 at p<0.05). Emotional intelligence, contributed to the variance in job performance (Beta= .048, t= 6.671at p<0.05). Jointly, all the variables yielded significant coefficient of regression R² = .277 (p<0.05). This shows that resilience and emotional intelligence accounted for 27.7% of the observed variance in job performance.

VII. Discussion

The finding of the first hypothesis revealed that resilience has significant positive relationship with job performance. This finding implies that resilience assists the security personnel (employees) in discharging their duties. This finding agrees with the work of Appanna and Avadhani (2018) whose work on career resilience under three categories viz: career adaptability, career motivation and career build up, have significant relationship with job performance. The finding implies that career adaptability; career motivation and career build up enhances the job performance of the employees. Thus, an employee that has adapted in his/her career, usually give out their best to the job. The implication of this finding, is that resilience makes the employees to adapt in any where they found themselves and strengthen them to adapt in that working environment. Thus, it resilience that make the security men to adapt in every working environment and working condition.

The finding of the second hypothesis also showed that emotional intelligence has significant positive relationship with job performance, therefore, employee with high quotient

Table 3 reveals that emotional intelligence has significant positive correlation with job performance (r = .525*; p<0.05). The positive correlation is due to higher levels of emotional intelligence scores resulting in higher levels of job performance. Thus the hypothesis one which states that there will be a significant positive relationship between emotional intelligence and job performance is hereby accepted.

Hypothesis 3: Resilience and emotional intelligence will jointly predict the job performance among security personal.

of emotional intelligence usually perform well in their job. This finding is in support of the work of Kaur and Sharma, (2019) which posited that “EI acts as a key driver for regulating, directing and controlling emotional, personal and social competencies of people at work” (p.1661). Thus, team leaning, harmony and work culture is effective in an organization due to effective use of emotional intelligent. The finding is also in line with the study of Janssen, Lam, and Huang, (2010), which showed that higher scores of EI are associated with higher quality interpersonal relationship, academic performance and social competence and important workplace outcomes such as stress tolerance and peer and supervisor ratings of interpersonal facilitation (Joseph, Jin, Newman, & O’Boyle, 2015). However, low level of is linked to poor job performance among the employees (LePine, Zhang, Crawford, & Rich, 2016). All these findings by various scholars proved that emotional intelligence is crucial to individual and team performance, because emotional intelligence help one to understand his/her feelings, the feeling of others and also bond the employees to work as a team. And team performance, help an organization to achieve her goals and maximize profit. The implications of this finding is that emotional intelligence help the employee to understand themselves, the working environment, the culture of the people, the preferences of the people, which they utilize to realizes the organizational goals and make profit for the organization. On the side of the security personnel, emotional intelligent, help them in planning, strategizing, relating and forestalling law and orders in the society.

Similarly, the finding of the last hypothesis showed that resilience and emotional intelligence accounted for 27.7% of the observed variance in job performance. The finding is in line with the work of Paul and Garg (2014), which posited that career resilience serves as the entity's capacity to undergo and improve from dangerous situations, delays, shock and other misfortune, signifying a high level of determination during harsh conditions. In other words, 27.7% of the observed variance in job performance of the employees and security personnel are inspired by emotional intelligence and resilience. The implication of this finding is that emotional intelligence and resilience serves as bread and tea for the employee growth, development and performance. That is to say, that an employee that is short sighted with emotional intelligent, might also lack the career resilience to cope with the job.

VIII. Conclusion

The job performance of the employees (security personnel) is vital to peaceful environment and security of life and properties. Though there are many challenges that the employees encounter that hinder their optimum performance. This researched finding proved that resilience and emotional intelligence is significant predictor of employee performance. Thus, every variable within the work environment that could enhance employees' performance should be encouraged.

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