

Emotional Intelligence and Locus of Control as Predictors of Resilience and Conflict Resolution Skills amongst Paramilitary Personnel

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Abstract

This study investigated emotional intelligence and locus of control as predictors of resilience and conflict resolution skills amongst paramilitary personnel. Thus an ex-post-facto research design was adopted with two hundred and fifty-five personnel (109 males, 146 female) sampled from four different paramilitary organizations within the Akure metropolis, Ondo state. Their ages ranged from 20-60 years. Two hypotheses were formulated and tested using the Multiple Regression Analysis. Results indicated that only emotional intelligence predicted resilience skills ($\beta = .14, t = 2.20, p < .05$). However, emotional intelligence and locus of control had no joint prediction on resilience skills amongst paramilitary personnel [$F(2,252) = 2.91, p > .05$]. Emotional intelligence ($\beta = .19, t = 3.14, p < .01$) and locus of control ($\beta = -.22, t = -3.59, p < .01$) predicted conflict resolution skills among paramilitary personnel independently and jointly [$F(2,252) = 13, p < .01$]. Based on the findings derived from this study, ability to show resilience and conflict resolution skills are necessary for personnel to work efficiently and effectively at work. It was also found that locus of control enhances conflict resolution skills amongst the paramilitary sample. We conclude that the hiring process of personnel to the paramilitary organizations should highlight the importance of manifesting resilience and conflict resolution skills to ensure enhanced efficiency and productivity at work.

Keywords: *conflict management, resilience, emotional intelligence, locus of control, conflict resolution skills*

Introduction

The ability to manage internal and external dissensions are essential part of the paramilitary service due to their

everyday combat of disorderliness and daily exposure to high level of stress resulting from work overload, understaffing and inadequate infrastructure

(Ojedokun & Idemudia, 2014). The paramilitary profession is considered people oriented profession within the Nigerian system (Ojedokun & Idemudia, 2014), and although they are similar to the military profession, the noticeable differences is that they are slightly armed and are particularly in daily contact with large number of people (both locals and foreigners) who move in, out and around the country. Negative emotional experience characterizes people oriented profession (Azeem, 2010) and if unchecked may result to depressive symptoms (Chika & Prisca, 2017). It is therefore expected that they possess psychological traits (e.g. resilience and conflict resolution skills) that will help them to combat these challenges for effective and efficient service output. Various studies that have considered paramilitary service have either focus on their risk for negative psychological experiences. For example, Ojedokun and Idemudia (2014) focused on their risk for burnout using an approach from conservation of resources theory. Other people oriented profession studies like Azeem (2010) and Ogunbamila (2013) have considered the impact of face to face interaction and its contributive effect to

negative psychological experiences. Drawing from paucity of research on the integration of psychological resources to heighten resilience and conflict resolution skills among paramilitary personnel, this study investigates the linkage between emotional intelligence, locus of control, resilience and conflict resolution skills.

Resilience is considered as an internal resource that helps individuals cope when faced with adverse conditions (Ye, Chen, Harrison, Guo, Li & Lin, 2016; Chika & Obierufu, 2017). The importance of resilience during an adverse situation that overwhelms an individual relational condition is that, it helps in bouncing back to a normal psychological functioning. Thus, instead of remaining in a situation that would have resulted in a negative psychological exposures or condition which may be unbearable to the bearer, the individual who has been exposed to adverse situation is able to move on with their life (Ye et al, 2016). Researches (e.g. Mastoras, Saklofske, Schwean & Climie, 2015) have pointed out that the overwhelming condition an individual faces can lower their resilience, and thus it is important to have other plausible

resources that will heighten internal psychological resources. Resilience is the ability to bounce back or recover from stress or stressful events. Although resilience is a familiar word in everyday English language, the term resilience carries different meanings across different contexts. Richardson and his colleagues (1990) contended that resiliency is “the process of coping with disruptive, stressful, or challenging life events in a way that provides the individual with additional protective and coping skills than prior to the disruption that results from the event”. Similarly, Higgins (1994) described resiliency as the “process of self-righting or growth”, while Wolins (1993) defined resiliency as the “capacity to bounce back, to withstand hardship, and to repair yourself”. The American Psychological Association (2014) defines resilience as “the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress. Resilience may change over time as a function of development and one’s interaction with the environment (e.g., Kim-Cohen & Turkewitz, 2012). Goleman (1995) in his book on emotional intelligence mentioned that resilience can

also be referred to as emotional flexibility; which is the ability to recover from stress, loss, and shocking events that have damaged your emotional equilibrium. Werner (1984, cited in Rhoads, 1994) identified a number of characteristics of resiliency in individuals which are, possessing an active approach to problem-solving, perceiving experiences constructively, gaining others positive attention and having faith to maintain a positive outlook on life. Self-understanding also has been linked to the process of resiliency since it adds to the positive adaptation of the individuals (Beardslee, 1989). In other words, to be resilient includes the notion that an individual is not only returning to homeostasis, but being able to move beyond that situation and grow or move forward (Barbarin, 1993; Henderson & Milstein, 1996; Linquanti, 1992; Patterson, 1995).

Conflict is a natural and common part of our daily life and likewise a common and natural part of an organization i.e paramilitary, and is a reality that humans have been familiar with it throughout the history, but unfortunately due to lack of proper management it has turned more to enmity

and aggression; hence, today people have an Unpleasant background and know conflict as a negative phenomenon (Aland, 2002). The growth and development of an organization or a community depends on the way it deals with and faces conflicts. Necessarily, lack of conflicts cannot provide the best conditions for survival situation (Thakore, 2013). Decision making manner in conflicts can be constructive or destructive. The constructive manner in conflict helps us to see the situation from different and various angles, while the destructive one can be the destruction navigation (Antonioni, 1998). The positive view of conflict is that it helps the individuals to know themselves, enhances their awareness of others, encourages change, increases energy, and they are motivated to be better problem solvers (Stevahn, 2004). Also Hallenbeck, (2010) mentioned that Conflict can cause stress, mental damages and can decrease job satisfaction”, which can in turn also increase voluntarily job quit, reduce productivity and cause ethical Issues. Conflict resolution involves the aspect of approach to conflict, behavior carried out to resolve the conflict, the propensity to

handle conflict, and the relationship between individuals involved in the conflict (Janeja, 2011). Canary, et al., (1995) noted many strategies, tactics, and styles in handling conflicts. Strategies are the approaches used to handle conflicts and can be integrative when parties work together, distributive when parties works against each other, and avoidant when a group works in opposition to another party. Conflict styles are, “individual tendencies to manage conflict episodes in a particular way” (Canary, et al., 1995). Thus, in this study conflict resolution skill, is operationally defined as the ability to peacefully and without fights, resolve disputes and disagreement between two or more persons.

Recognizing one’s emotions and the emotions of others is a crucial internal resource that aids one’s ability to develop significant psychological trait of resilience. Emotional intelligence (EI) is considered an emotional factor that contributes to the overall emotional adjustment when faced with situations that lowers ones’ tendency to cope with an unpleasant situation. EI is considered as the ability to recognize, reason, perceive and understand emotional information as well as specific emotion-

related competencies such as empathy (Montgomery, Stoesz & McCrimmon, 2013), and it has been found to be an antecedent to resilience (Mathews, Zeidner & Roberts, 2002). EI as a psychological construct reflects an individual's ability to understand their own emotion and the emotion of significant others (co-workers and law breakers). Emotional intelligence is defined as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth (Mayer & Salovey, 2003) and it's also could be seen as a special abilities that are helpful in sensing, feeling, knowing and judging emotions in mutual aid with one's thinking process for behaving in the most desirable and appropriate fashion (Salovey & Mayer, 1990). Over the years there has been growing increase in the study of emotional intelligence and its effects on various realms of our life, as we work in an environment which is highly dynamic and ever changing, and the reason behind this change is the increasing identification with the role that Emotional Intelligence (EI) of people plays in building effective teams and

leading to successful team outcomes (Pandey et al, 2015).

Goleman (1995) outlined four main emotional intelligence construct, that is: self-awareness, the ability to read one's emotions and recognize their impact while using gut feelings to guide decisions; Self-management which involves controlling one's emotions and impulses and adapting to changing circumstances; social awareness which includes the ability to sense, understand, and react to other's emotions while comprehending social networks; and relationship management which entails the ability to inspire, influence, and develop others while managing conflict. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance. Goleman believes that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies, and also that emotional Intelligence is not always widely accepted in the research community (Golman, 1998). Afolabi (2017) defined emotional intelligence as the ability of an individual to adapt and provide feedback

effectively and constructively in managing novel situations and understanding the emotions of self and significant others in the face of frustration. It is therefore expected that individuals who show high levels of emotional intelligence exhibit behaviours that tend to delay gratification, by exercising self-control in the face of immediate gratification in an attempt to maximize gratification over an extended period of time. Several researchers (Afolabi, 2004; Mayer, Salovey, & Caruso, 2000), are of the opinion that emotional intelligence could not be a single trait or ability but a composite of specialized reasoning abilities, therefore, it is a process that can be learnt, and an individual perceives emotions as consisting of recognizing and interpreting the importance of emotional states including their relations to other sensory experiences, Which in turn stresses the fact that understanding one's emotions and that of others is an important aspect of understanding emotional development and management. Luthans, Avilio, Walumbwa and Li (2005) found a significant relationship between emotional and resilience of Chinese workers.

Another factor that enhances resilience of individuals is their locus of control. Locus of control is referred to as the belief that one's behavior determines consequences (Ryon & Gleason, 2014). Locus of control is a multidimensional construct dichotomized into internal and external control and this has been found to change depending in the situation the individual find themselves (Huntley, Palmer & Wakeling, 2012).The concept locus of control is the degree to which people believe that they have control over the outcome of events in their lives, as opposed to external forces beyond their control (Rotter, 1966). The term locus of control was developed by Julian Rotter in 1954 and has since become a part of personality psychology and studies. A person's "loci" (plural of "locus", Latin for "place" or "location") are conceptualized as internal (a belief that one's life can be controlled) or external (a belief that life is controlled by outside factors which one cannot influence, or that chance or fate controls their life).Locus of control can be internal, external or bi-focal (Jacobs-Lawson, Waddell and Webb; 2001). People who have internal locus of control believe that they have control over the events in their

lives. When a person believes that his rewards or punishments depend on his own efforts (internal control), it is most likely that he will strive to do those things that bring about rewards and minimize punishment (Messer, 1971). On the other hand, people who have external locus of control believe that they have no control over the events in their lives and that there are other individuals or external forces that control events in their lives. People with external locus of control tend to be more stressed and prone to clinical depression (Jacobs-Lawson, Waddell and Webb; 2001). People that have the combination of the two types of locus of control are referred as bi-focals. Those that have bi-focal characteristics are known to handle stress and cope with their diseases more efficiently by having the mixture of internal and external loci of control (Jacobs-Lawson, Waddell, Webb, 2001). Ryon and Gleason (2014) reported that individual with internal locus of control believe that their circumstances or situation is determined by the behavior, while those with external locus of control believe that significant factors around them causes their situation. These external may range but not limited to fate, powerful others, luck,

or and events. This study generally consider locus of control as a whole construct and therefore did not consider the distinctive influence of its dimensions. Those with internal locus of control are reported to have high coping skills, are less prone to stress and are ready to seek help when compared with those with external locus of control (Ryon & Gleason, 2012). Studies among military personnel indicated that external locus of control was associated with post-traumatic stress disorder (PTSD) symptoms (Al-Turkait & Ohaeri, 2008). This study therefore hope that locus of control will significantly enhance resilience when the individual believe that they are in charge of the circumstances that happens to them.

Conservation of resources (COR) theory (Hobfoll, 1989) suggests that individuals strive to preserve and protect their resources and to acquire additional resources in order to adapt successfully in the environment. The model identifies four different kinds of resources: objects (e.g., shelter, food, transportation), conditions (e.g. marriage, employment), personal characteristics (e.g. self-esteem, optimism, sense of mastery), and energies (e.g. time, money, knowledge). All of

these resources are important, not only for their instrumental value, but also for their value in aiding stress resistance. According to COR theory, individuals experience impairments in well-being, when their resources are lost or threatened, and when they invest resources but fail to enrich their resource reservoir. In line with COR theory, the researchers looked at perceived emotional intelligence and locus of control which are resources of personal characteristics, as predictors of resilience and conflict resolution skills among paramilitary personnel

Hypotheses

1. Emotional intelligence and locus of control will independently and jointly predict resilience skills amongst paramilitary personnel.
2. Emotional intelligence and locus of control will independently and jointly predict conflict resolution skills amongst paramilitary personnel.

METHOD

Design/Statistics

This study adopted an ex-post facto research design. This is because there was no direct manipulation by the

researcher on the independent variables. Multiple Regression and Pearson Product Moment Correlation statistics were used to analyze the results

Participants

Using convenience non-probabilistic sampling technique, 265 questionnaires were administered, but only a total of 255 participant's questionnaires were used, owing to the fact that some participant did not completely fill the questionnaire. Their ages ranged from 20 and 60, 109 (42.7%) of the participants were male while 146 (57.3%) were female. The participants also vary in terms of marital status: 67 were single, 134 were married, 25 were divorced, 17 were widowed, while 12 were separated. In terms of religious status, 116 participants were Muslims, while 139 were Christians. In paramilitary type, 76 participants were Civil Defense personnel, 68 were Customs personnel, 60 were Federal Road Safety corps personnel while 51 participants were Immigration service personnel.

Measures

Emotional intelligence was assessed using the Indigenous Emotional

Intelligence (IEI) Scale developed by Afolabi (2017). The IEI scale contains 40-items and item scale was constructed on a 5-point Likert type scale ranging from strongly disagree (1) to strongly agree (5). The IEI scale is sub divided into 7 dimensions These 7 factors included interpersonal skill (P1-6); empathetic response (E7-11); stress tolerance (S12-17); optimism (T18-21); assertiveness (A22-26); problem solving (B27-33) and flexibility (F34-40). The 40-item scale had an alpha reliability of .89 and a split-half reliability using the Spearman–Brown formula yielded .78 coefficients. Reliability for the overall measure was .77. This showed that the overall measure and its dimensions are reliable. A test re-test reliability of .79 was also established for the scale. For this study the Cronbach’s alpha is .642

Locus of control was assessed using the Locus of control scale of behaviour (LCB) developed by Craig, Franklin and Gavins in 2008. The scale was developed to measure locus of personal control over a behavioural problem i.e the extent to which subjects perceive responsibility for their personal problems this reason prompted the development of the LCB scale. The scale

contains 17- items Likert scale; from 0-strongly disagree, 5-strongly agree. The 17-item test is scored in the same direction as the Rotter I-E scale , that is high scores indicate externality, while low score indicate internality.

The LCB was correlated substantially with Rotter’s I-E general expectancy scale, and it was shown to possess construct validity ($r = 0.67$). The LCB scale is also shown to possess a very high predictive validity ($r = 0.69$, 95 per cent confidence interval $0.5 < r < 0.82$) when correlated with the Rotter scale ($r = 0.03$) and the Mirels factor 1-10 item scale, in predicting relapse. In this study, the Cronbach’s alpha is .656.

Resilience skill was assessed using the Brief Resilience Scale (BRS) by Bruce, Jeanne, Wiggins, Erin, Paulette, and Bernard (2008), and it was developed to assess the ability to bounce back or recover from stress, whether it is related to resilience resources and whether it is related to important health outcome, and to use few items to reliably assess resilience. The BRS contains 6-items, and each items measured responses on a five point response format ranging from ‘1-strongly disagree – 5-strongly agree’. The items 1, 3 and 5 are positively worded and

items 2, 4 and 6 are negatively worded, and the BRS is scored by reverse coding items 2, 4 and 6 and then finding the mean of the six items. The internal consistency was examined using Cronbach's alpha (.80- .91), and the test-retest reliability was examined using the inter-class correlation (.69) for absolute agreement. In this study, the derived Cronbach's alpha is .488.

Conflict resolution skill was assessed using the conflict resolution questionnaire (CRQ) developed as a of the conflict resolution ideas by, Fisher &Ury (1991). The CRQ has 41 items incorporating ten factors, the 41st item not being part of the ten-factor configuration. The factors include; view of conflict, atmosphere, clarifying perception, needs, power, future, options, doables, mutual-benefits, extra. Each CRQ item measures responses on a five-point response format ranging from 'Almost Never' to 'Almost Always'. The CRQ has been used to measure a person's ability to create mutually beneficial resolution to conflict for all participants, also it is designed to measures respondents' perception regarding how often they engage in certain conflict-related behaviours, and their level of

awareness regarding conflict issues and the tendency to deal effectively with such issues. CRQ is also designed to promote understanding of conflict, and has been used as an educational tool. CRQ validity was examined by evaluating the CRQ in terms of content, construct and concurrent validity. Decisions regarding CRQ's concurrent validity were based on correlation measures between the CRQ and the ROC-II, which was used as an established standard measure of conflict. The results confirmed that two of the McClellan's (1997c) factors (mediation and negotiation) were reliable and that the CRQ had content validity. The study reported 0.78 as its Cronbach alpha reliability coefficient. (McClellan's 1997c), while in this study the Cronbach alpha was .59

Procedure

Letters were sent out and addressed to the Comptrollers in charge of the state region of each of the paramilitary organizations within Ondo state, seeking permission to carry out the questionnaire administration to the personnel. The permission to conduct the research was granted by the Comptroller, most of whom responded back informally (i.e calls). Through the help of some

assigned personnel, copies of the questionnaire were distributed to the participants in their work places. The purpose of the study was explained to the participants. Informed consent was obtained from the participants as they were assured of confidentiality and at such they were asked not to write their names and their departments. The

questionnaires were completed anonymously by the participants in their offices, units / departments within the space of two week and were collected by the assigned personnel for subsequent analysis by the researcher. Data were collected from 264 respondents; however, 255 questionnaires were correctly filled and analyzed.

RESULTS

Table 1: Correlation Matrix Showing the Mean, SD, and Inter-variable Correlations of the Study Variables N=255

Note: ** $p < 0.01$ level (2-tailed); * $p < 0.05$ level (2-tailed).

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Age	-	-	1									
2. Gender	-	-	-.03	1								
3. Religion	-	-	.06	.05	1							
4. Marital status	-	-	.50**	.11	.08	1						
5. Paramilitary type	-	-	.18**	-.01	-.01	.15*	1					
6. Years of service	-	-	.84**	-.02	.11	.49**	.17**	1				
7. Emotional Intelligence	135.27	10.71	-.07	-.06	.06	-.09	.00	-.05	1			
8. Locus of control	38.75	9.06	-.01	-.05	-.15*	.13*	.05	.01	-.19**	1		
9. Resilience Skills	17.37	3.38	-.12	-.02	.13*	-.10	-.04	-.08	.15*	-.06	1	
10. Conflict Resolution skills	137.43	20.17	.01	.04	.02	-.04	.03	.03	.23**	-.25**	-.11	1

Table 1 shows that religion has a significant relationship on resilience skills amongst paramilitary personnel [$r(253) = .13, p < .05$]. However, Age [$r(253) = -.12, p > .05$], gender [$r(253) = -.02, p > .05$], marital status [$r(253) = -.10, p > .05$], paramilitary type [$r(253) = -.04, p > .05$] and years of service [$r(253) = -.08, p > .05$] were not significantly related with resilience. Concerning the second dependent variable, Table.1 shows that no relationship existed between conflict resolution skills and age [$r(253) = .01, p > .05$], gender [$r(253) = .04, p > .05$], Religion [$r(253) = .02, p > .05$], Marital status [$r(253) = -.04, p > .05$], Paramilitary type [$r(253) = .03, p > .05$] and Years of service [$r(253) = .03, p > .05$].

From the above table, there is a positive significant relationship between emotional intelligence and resilience skills [$r(253) = .15, p < .05$], such that high score in emotional intelligence leads to high score in resilience skills, and this implies that participants who possess high emotional intelligence would possess high resilience skills towards life. Also there is a positive significant relationship between emotional intelligence and conflict resolution skills [$r(253) = .23, p < .01$], such that high score in emotional intelligence correlate with high score in conflict resolution skill. Therefore participant with high emotional intelligence would approach and resolve conflict more peacefully. Lastly, the table also shows that there is an inverse significant relationship between locus of control and conflict resolution skill [$r(253) = -.25, p < .01$], such that participants with high scores on conflict resolution scale tend to have low score (which signifies internality) on the locus of control scale. However, according to Craig et al (2008), high scores on the locus of control scale indicate externality, thus, this implies that participant who score low on this scale possess internal locus of control, therefore, participant with internal locus of control, would approach and resolve conflict more peacefully.

Table 2: Summary of Multiple Regression on Emotional Intelligence and Locus of Control on resilience skills.

Variables	β	t	R	R ²	F	df
Emotional Intelligence	.14*	2.20*	.15	.02	2.91	2,252
Locus of Control	-.04	-.55				

* $p < .05, N=253$.

The results presented in table 2, shows that emotional intelligence was a significant predictor of resilience skills amongst paramilitary personnel. This implies that emotional intelligence is an important predictor of resilience skills amongst paramilitary personnel ($\beta = .14, t = 2.20, p < .05$). This result confirms hypothesis 1. However, Locus of control did not predict resilience skills amongst paramilitary personnel ($\beta = -.04, t = -.55, p > .05$). In addition, emotional intelligence and locus of control did not have a significant joint predictive influence on resilience skills amongst paramilitary personnel [$F(2,252) = 2.91, p > .05$]. Also from the table above it can be seen that emotional intelligence and locus of

control are jointly responsible for only 2% variance in resilience skills score amongst paramilitary personnel.

Table 3: Summary of Multiple Regression on Emotional Intelligence and Locus of Control on Conflict Resolution skills.

Variables	β	t	R	R ²	F	df
Emotional Intelligence	.19**	3.14 **	.32	.10	13.95**	2,254
Locus of Control	-.22**	-3.59**				

**p < .01, N=253.

From Table 3, emotional intelligence was a significant predictor of conflict resolution skills amongst paramilitary personnel ($\beta = .19$, $t = 3.14$ $p < .01$). Locus of Control also was a significant predictor of conflict resolution skills amongst paramilitary personnel ($\beta = -.22$, $t = -3.59$, $p < .01$). From the table also, the negative sign implies that locus of control has a significant inverse prediction of conflict resolution skill, such that low score on locus of control scale (internality) predicts high score on conflict resolution scale, as low score on the locus of control signifies internal locus of control, while high score signifies externality (Craig, et al., 2015), therefore paramilitary personnel with internal LOC would possess high conflict resolution skills. Also, emotional intelligence and locus of control had a joint predictive influence on conflict resolution skills of paramilitary personnel [$F(2,252) = 13$, $p < .01$]. Thus hypotheses the two (2) was confirmed, this implies that emotional intelligence and locus of control jointly predicted conflict resolution skills amongst paramilitary personnel. In addition, from the table above it can be seen that emotional intelligence and locus of control are jointly responsible for only 10% variance in resilience skills score amongst paramilitary personnel.

Discussion

Hypothesis 1 which stated that Emotional intelligence and locus of control will independently and jointly predict resilience skills amongst paramilitary

personnel was confirmed, in Table 2. This findings confirm the significant role played by emotional intelligence on resilient people's lives (Tugade &

Fredrickson, 2004), in terms of intellectual and emotional growth (Mayer & Salovey, 1997). Psychologically resilient people are effectively described as emotionally intelligent (Salovey, et al., 1999) and appear to use positive emotions for their advantage (Tugade & Fredrickson, 2002) to produce beneficial outcomes in the coping process (e.g., Folkman & Moskowitz, 2000; Fredrickson, 2000); which also concurs with the works of Werner and Smith (1992) that identified how resilience describes a person having a good track record of positive adaptation in the face of stress or disruptive change, through their longitudinal studies where they found that a high percentage of children from an “at risk” background needing intervention still became healthy, competent adults (Werner & Smith, 1992). Thus, it is possible that some individuals have a greater tendency to draw on positive emotions in times of stress (e.g., Feldman, Barrett & Gross, 2001; Salovey, Hsee, & Mayer, 1993). Therefore, since this study also confirms that emotional intelligence predicts and relates with resilience skills, encouraging models, materials and other necessary equipment that would help build our

emotional intelligence should be adopted, as it would in-turn train individuals to be resilient, which in turn would lead to the development of a resilient community.

Also, emotional intelligence and locus of control did not have a significant joint predictive influence on resilience skills amongst paramilitary personnel as seen in table 2. This results negates the findings of Olufemi (2014) that indicated in his study that locus of control and emotional intelligence are predictors of academic achievement and it was found that locus of control correlates significantly with emotional intelligence. This means that individuals who believe they control the events in their lives are more likely to have emotional insights and aptitudes. It also negates the findings of other consistent studies that described locus of control as encompassing true ownership of circumstances and future events which also cross over to controlling one's emotional responses and moods to manage their environments, feelings, and affect (Rotter, 1966; Salvoey & Mayer, 1990). It also negates the findings of Brown and swartz (2012) that indicated a statistically and practically significant negative correlation between emotional

intelligence and locus of control, in their study emotional intelligence and locus of control of adult patients with breast cancer receiving treatment, which was also confirmed by the significant association found between higher and lower emotional intelligence groups and internal and external locus of control groups.

Hypothesis 2, which stated that emotional intelligence and locus of control will independently and jointly predict conflict resolution skills amongst paramilitary personnel was confirmed, as locus of control was seen to be an important predictor of conflict resolution skills in table 3, such that low score in locus of control which implies internality, predicted high conflict resolutions skills amongst paramilitary. This confirmed the study of Burger (2004) which noted that people with an internal locus of control behave in a more self-determined fashion and thus a prerequisite for conflict resolution. Locus of control is positively related to self – esteem and feelings of personal effectiveness and internals tend to cope with stress in a more active and problem focused manner. Jeniffer (2015), in her study found that a significant relationship existed between locus of

control and conflict resolution. From her study on locus of control and conflict resolution strategies on students, identified that students with internal locus of control engage in activities that will improve their situation, emphasize striving for achievement, work hard to develop this knowledge, skills and abilities, as individuals with a high internal locus of control believe that events result primarily from their own behavior and resources. This locus of control is healthier, characterized by a better overall psychological adjustment and greater success. Since internals consider themselves responsible for their outcomes, they are more active in seeking information concerning their situation. It was also identified from the findings in table 3 that there was a significant independent contribution of emotional Intelligence on conflict resolution skills amongst paramilitary personnel, and this confirmed the study of Zohre and Hossein (2015) which showed a positive and significant correlation between emotional intelligence and conflict management and components of self-awareness, social awareness and relationship management could predict conflict management. One explanation is

that, because emotional intelligence refers to the use of emotions and feelings of one's own and others in individual and group behaviour in order to achieve maximum satisfaction (Mokhtaripour & Siadat, 2004). Thus, an individual with high emotional intelligence cannot passively deal with other's emotions and feelings as well as events that occur in work environment. Thus, he/she does not choose the strategy of avoidance, control and force for resolution of conflicts but seeks an integrated solution for conflict management. According to Fahim, et al., (2017), A desired resolution is obtained when individuals are in a straight contact with each other and have learned basic skills of emotional intelligence including listening and confirmation (Fahim, et al., 2017).

Such individuals do not like to put pressure on others or impose their views, but they try to use their solution-oriented and cooperative methods to resolve conflicts. Thus emotional intelligence could be used as a strategy for controlling conflict and stress, this is also confirmed by the study of Keshtkaran et al.(2012) whose study indicated a positive significant correlation between emotional

intelligence and conflict coping strategies.

In addition, emotional intelligence and locus of control was seen to have a significant joint predictive influence on conflict resolution skills amongst paramilitary personnel as confirmed in Table 3. This supports the findings Olufemi (2014) that indicated in his study that locus of control and emotional intelligence are predictors of academic achievement and it was found that locus of control correlates significantly with emotional intelligence. This means that individuals who believe they control the events in their lives are more likely to have emotional insights and aptitudes.

Conclusion

Resilience and conflict resolution skills amongst paramilitary personnel are very necessary in ensuring their excellence in executing their duties. This study has shown the relevance of emotional intelligence and locus of control in achieving this. The paramilitary body, being a body/ unit established to work more directly with people and carry out services like regulation and movement of people and goods in and out of the

country, border and immigrant control, etcetera. These tasks which are enormous can be stressful and demands a careful process of recruiting new personnel into the body, these characteristics and qualities (emotional intelligence (high) and locus of control (internal)) should be looked out for, as their presence can predict certain skills (e.g resilience and conflict resolution skills), which are skills that would increase effectiveness in work, job satisfaction, reduction in job burn-out, and efficiency in work. In cases where the presence of the above mentioned qualities were lacking amongst the already recruited personnel, provisions should be made for their training, as these skills can be learned. This would help the paramilitary body to be more effective at their work, and redeem their image to public.

In spite of the contribution of this study, it is not without a limitation. As it seen, only four (4) types of paramilitary were used, which is not a very representative figure of the paramilitary body available in the country, which could limit the generalization of the study. Thus future study should be carried out in this aspect, in ensuring that other types of the paramilitary were included

and extended in other states in the country. Also in the analysis of the result, the influence of various dimensions of emotional intelligence on other variables were not analyzed, further studies on this should take into cognizance specific impact of the various dimensions of EI on the main variables.

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