

# Emotional Intelligence and Human Resources Outcomes of Private Security Firms in Rivers State

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**Abstract:** *This study examined the relationship between emotional intelligence and human resources outcomes of private security firms in Rivers State, a. The cross-sectional survey was adopted and population of 3415 employees of 20 private security firms in Rivers State were covered. The sample size of 346 employees were drawn from the population. The primary data were based on the use of copies of questionnaires which were personally administered to respondents. The data were analysed using Structural Equation Modelling so as to ascertain the relationship between emotional intelligence with the measures of human resource outcomes (employee commitment, employee engagement and turnover intention). The result revealed a significant positive relationship between emotional intelligence with commitment and engagement of employees, but emotional intelligence was negatively related with turnover intention. The study concluded that emotional is a key factor in enhancing the engagement and commitment of employees and in reducing turnover intention among private security firms in Rivers State. It was recommended that The management of the private security firms should take time to reflect on their own emotions before taking action as such will help them make necessary decisions that will help enhance employee commitment.*

**Keywords:** *Emotional Intelligence, Employee Commitment, Work Engagement, Turnover Intentions.*

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## Introduction

The attitudinal outcomes of employees in the workplace is very essential in ensuring that the effective operation and wellbeing of the organization are met. There is an increasing congruence among scholars and practitioners that the employees in the organization are the key asset of any organization which help drive their business success and overall fortune. As such, more effort are directed by organizations towards ensuring that the employees display positive outcome as such will help enhance both the performance of the organization and that of the employees. Human resource outcomes is an upshot in the attitude and behaviour of employees as a result of their interaction and connection with the organization. In alignment with the assertion above, Ali, Kakakhel, Rahman and Ahsan (2014) remarked that human resource outcome is vital to corporate entities because of its remarkable bearings on organizational operations irrespective of industry

or size. Employees with positive human resource outcomes in terms of commitment and engagement, tend to invest their effort in ensuring that organization attain its goals and that a favourable competitive edge is achieved and maintained by the organization in the industry.

Furthermore, Onikoyi, Olagunju, Babatunde, Ajayi and Odumeru (2022) contended that the degree to which a firm achieves their goals, achieves and maintains competitive advantage is highly dependent on the employee's attitudinal outcome. Human resource outcomes are essential in boosting the efficiency of the employees which will subsequently impact on the success of the organization. The human resource outcomes of private security firms are essential in ensuring that the private security firms achieve their goals and deliver superior services to relevant clients. The private security firms as service-rendering organizations, need highly engaged employees who are willing to carry out various tasks in order to enhance performance and success of the firm. Sagwa, Obongo and Ogutu (2015) sees human resource outcomes as work attitudes and behaviours like competence, empowerment and employee commitment which results from the policies of the management and practices of an organization. The technological and material endowment of an organization may yield very little positive outcome if the employees display negative outcomes in the workplace.

The intelligence level displayed by leaders in the organization helps such leaders to get the support of followers and as such enhance the goal congruence between the leaders and members of the organization (Issa & Akhigbe, 2022).

### **Statement of the Problem**

The problem of negative employee outcomes has become very worrisome in organizations and particularly in the private security firms. Many employees in the private security firms display high nonchalant attitudes towards their work and organization as a result of low engagement. Organizations with negative human resource outcomes are bound to encounter several challenges in terms of high turnover which is capable of truncating the success of the organization. Ikemefune and Akhigbe (2020) observed that there is a problem of human resource outcomes in private security firms as many employees are characterized with high rates of turnover which has negatively affected the efficiency and effectiveness of most of the firms. The authors noted that the negative human resource outcomes displayed by employees in the private security firms has negatively affected the way the employees carry out their tasks in the organization. It is worthy to note that the money spent in training employees in the private security firms becomes a waste when they leave the organization (Ikemefune & Akhigbe, 2020). This study is geared towards addressing the issue of poor human resource outcomes.

### **Objectives of the Study**

The specific objectives are to:

- i. Examine the relationship between emotional intelligence and employee commitment of private security firms in Rivers State, Nigeria.
- ii. Investigate the relationship between emotional intelligence and work engagement of private security firms in Rivers State, Nigeria.

- iii. Determine the relationship between emotional intelligence and turnover intentions of private security firms in Rivers State, Nigeria.

### **Research Hypotheses**

The following null hypotheses were stated;

Ho<sub>1</sub>: There is no significant relationship between emotional intelligence and employee commitment of private security firms in Rivers State, Nigeria.

Ho<sub>2</sub>: There is no significant relationship between emotional intelligence and work engagement of private security firms in Rivers State, Nigeria.

Ho<sub>3</sub>: There is no significant relationship between emotional intelligence and turnover intentions of private security firms in Rivers State, Nigeria.

### **Literature Review**

This work is based on contingency theory. According to Fiedler's (1964) contingency theory is a leader's capacity to lead depends on a variety of situational conditions, including their desired leadership style and the skills and behaviours of subordinates, who largely depend on those factors. Fiedler found that each leader has a preferred leadership style, which may be task- or people-oriented, according to Certo (2000). Situational theory, also known as contingency theory, posits that effective leadership is contingent upon various situational factors. It suggests that there is no one-size-fits-all approach to leadership; instead, leaders must adapt their style based on the circumstances they face. Emotional intelligence (EI) is the ability to recognize, understand, and manage both one's own emotions and those of others. It plays a significant role in leadership effectiveness, particularly in situations where interpersonal interactions and emotional regulation are crucial. Situational theory and emotional intelligence are closely intertwined concepts that have significant implications for leadership and organizational outcomes in private security firms in Rivers State. Leaders who understand the importance of adapting their approach to different situations and who possess high emotional intelligence are better equipped to navigate the challenges inherent in this industry and drive positive outcomes for their organizations.

### **Emotional Intelligence**

The ability to comprehend and control both your own emotions and those around you is referred to as emotional intelligence. According to Imanzadeh, Esmailzadeh, Elyasi, and Sedaghati (2012), Persons with high levels of emotional intelligence typically understand what they are feeling, what this implies, and how their feelings can affect other people. Four fundamental emotional intelligence skills that may be learned were discovered by Bradberry and Greaves (2009), who divided them into two categories of competencies to handle them: personal and social competencies. These include relational management, social awareness, self-awareness, and self-management. The capacity to recognise one's own emotions and how they influence one's ideas and behaviours is known as self-awareness. The term "self-management" refers to the capacity to control your emotions, act appropriately in various situations. On the other hand, social awareness is the capacity to comprehend the feelings, requirements, and worries of others.

Relationship management is the skill of successfully managing interactions via the use of awareness of both your own and other people's emotions.

According to Bar-On (2004), emotional intelligence effectively boosts a person's personality blend qualities, enabling them to perform the work properly. Since he works with both the brain and the heart of the job demand, a person who is able to gauge his personality's emotional intelligence level may be better able to carry out the task than others. Daniel Goleman, a well-known researcher and psychologist, defines emotional intelligence (EI) in a broader sense in his 1995 book of the same name. According to him, emotional intelligence is a subset of intelligence that addresses the emotional side of life and provides a framework for understanding other people's circumstances. In order to provide solutions to problems that need to be resolved as professionally as possible, leaders must demonstrate emotional intelligence and empathy in terms of team activities (Conțu, 2020). According to four distinct characteristics and talents, emotional intelligence can be classified (Law, Wong, and Song, 2004; Wong & Law, 2002). The following is a description of these dimensions, which are known as ability-based emotional intelligence dimensions: The ability of people to effectively perceive, comprehend, and clearly articulate their feelings is included in the first dimension, evaluation and expression of emotion in the self (Law et al., 2004).

This skill may allow people to express their emotions to others more clearly and respond to their own feelings more appropriately (Salovey & Mayer, 1990). For instance, leaders that possess this skill may be able to communicate their feelings to followers more clearly and successfully (Côté, 2014). The ability to accurately recognise and comprehend the emotions and feelings of others around oneself is referred to as the second dimension, evaluation and recognition of emotion in others (Côté, 2014; Law et al., 2004). Empathic accuracy, defined as "the accurate identification of the emotions that others feel" (Côté et al., 2011), is another name for it. A person with this talent may be able to read other people's emotions through their body language, posture, and vocal tones (Côté, 2014). Therefore, they may exhibit a heightened sensitivity to disturbed or depressed people by comprehending others' emotional states and needs. Additionally, others see them as genuine and pleasant, whereas those without it come out as callous and insensitive (Salovey, & Mayer, 1990). The ability of people to channel their emotions towards positive activities and personal performance as well as using them in a better and productive way is included in the third dimension, the use of emotion to promote performance (Law et al., 2004).

### **Human Resources Outcomes**

Human resource outcomes can be seen as the attitudes and behaviours of employees as a result of their constant interaction with the organization. Soft HRM has been associated with a number of outcomes, such as attitudes towards the workplace (such as job satisfaction and engagement), attitudes towards the organisation (such as organisational commitment), and behavioural intentions (such as intention to leave the company). This study focuses first on turnover intention, which is defined as "a conscious and deliberate willingness to leave the organisation" (Tett and Meyer, 1993). This is a crucial HRM result since it has a negative impact on performance both directly by lowering the willingness to perform well (Hui et al., 2007) and indirectly by increasing turnover, which has a negative impact on performance as a result (Kacmar et al., 2008; Zimmerman and Arnold, 2009). According to Edgar and Geare (2005) and Tett and Meyer (1993),

employee attitudes towards their jobs and/or organisations are also important outcomes of HR practises and predictors of the intention to leave a job. For this reason, this study also focuses on two attitudes: organisational commitment and work engagement. According to Meyer and Allen (1997), affective, continuous, and normative commitment is the three subcomponents of organisational commitment. We focused on affective organisational commitment because it is the best predictor of performance outcomes like turnover, job performance, and OCB (Meyer et al., 2002) and is supported by a large body of HR research (Kuvaas, 2008; Macky and Boxall, 2007; Takeuchi et al., 2009).

### **Employee Commitment**

According to Sopiah (2008), commitment is the quality that allows a person to remain in a company and be willing to put in a lot of effort to help the company reach its objectives. When an employee receives what they want from the company, their enthusiasm to work will rise, but they will also experience discomfort because their work is monotonous and their pay is insufficient to meet their demands (Anelliza Chantica, Cahyani, and Romadhon 2022). According to Kaswara and Santoso (2008), the following are some signs of employee commitment: The effects of discipline, responsibility, loyalty, and employee commitment have been extensively explored by previous researchers, including (Pangkey et al., 2019) and (Iksan, Imaddudin, & Athalarik, 2022). The importance of employee commitment and its role in inspiring employees is understood by commercial organisations. The goal of this study was to determine how employees' commitment to their jobs affected supported efficiency in Kurdistan universities. Individual commitment is defined as the psychological bond and subsequent loyalty that an individual has with a company (Anwar, 2016). In the highly competitive world of today, every organisation has fresh challenges in maintaining efficiency and building a loyal staff (Andavar et al. 2020). Today, no organisation can function at its peak capacity unless every person is committed to achieving the organization's objectives. Therefore, it is crucial to comprehend the concept of commitment and its actual outcome. The concept of organisational commitment has been the subject of a sizable number of researches.

### **.Work Engagement**

According to Schaufeli et al. (2002), the definition of work engagement is most frequently a positive, fulfilling state of mind related to work that is characterised by vigour, dedication, and absorption. High levels of energy, enthusiasm, and total immersion in work activities are characteristics of people who are actively involved in their jobs. According to Bakker et al. (2014), the majority of studies have used a between-person approach, which demonstrates that working environment, individual traits, and behavioural tactics all influence job engagement at different levels on an individual basis. The previous ten years of research, however, have demonstrated that work involvement can vary within individuals over the course of time and in different contexts. According to Knight et al. (2017) and Othman and Mahmood (2019), the concept of work engagement is crucial for improving both individual and organisational performance. Engagement was defined by Schaufeli (2012) as a behavioural reaction that causes workers to become physically, cognitively, emotionally, and mentally bonded to their jobs.

## **Turnover Intention**

Staff retention and turnover are two significant concerns that have a variety of effects on organisations. In this context, it is crucial to remember the words of Andrew Carnegie, a well-known industrialist of the 19th century, who said: "Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, I will have them all again" (Gupta & Srivastava, 2007). The research of Ahlrichs (2000) also shed light on the most underappreciated consequences for employers of important staff turnover. There are visible costs and invisible costs, which are the two different types of turnover costs. Included in the costs associated with turnover that are readily apparent are leave capitalization, hiring fees, reference checks, security clearance fees, temporary worker fees, relocation fees, formal training fees, and induction charges. Increased HR and payroll administration, lost productivity, and informal training are some examples of invisible expenses. Missed deadlines, organisational knowledge loss, low motivation brought on by overwork, client loss, and chain-reaction turnover are examples of additional hidden costs. The effect on employee-customer connections is another negative effect turnover has on the company. Typically, long-term staffs get to know clients on a personal level. These connections serve as the cornerstone for a good feedback loop between workers and clients.

## **Empirical Review**

Görgens-Ekermans, and Roux, (2021) studied revisiting the emotional intelligence and transformational leadership debate. A sample of 267 respondents made up the cross-sectional data, and 85 leader-follower dyads were examined using partial least squares modelling. Ratings of oneself and others were used. Main conclusions: Nine of the structural model's 19 hypothesised links received support. It was demonstrated that different EI components had an impact on three of the four TFL components. The only TFL conduct that was considerably impacted by idealised influence was PSS. The growth of leaders may benefit from a better knowledge of which EI competencies influence TFL behaviours by directing specific EI intervention tactics to boost leadership effectiveness. This study supported the idea that EI competencies appear to be arranged in a hierarchical manner while also shedding light on the varied effects of these competences on TFL behaviours.

Mysirlaki, and Paraskeva, (2020) studied emotional intelligence and transformational leadership in virtual teams. As business is becoming more global, virtual teams are getting increasingly prevalent. This research aims to investigate the effectiveness of virtual teams by investigating the Virtual World Teams (VWTs) of Massively Multiplayer Online Games (MMOGs). The success of virtual teams, including its three sub-factors—team performance, viability, and team member satisfaction—is examined in the study in relation to leaders' emotional intelligence and transformational leadership. Additionally, the impact of transformational leadership on teams' effectiveness through emotional intelligence was looked at. Participants in the study were 500 MMOG gamers who belonged to virtual world teams. Multiple linear regression analyses were employed to evaluate hypotheses, and one-way ANOVA tests were utilised to investigate how



gender affected the crucial elements of team effectiveness. The analysis revealed a significant predictive relationship between perceived leader emotional intelligence and virtual team effectiveness sub-factors, mediated by transformational leadership behavior. Further analysis revealed gender differences in players' perceptions of their leader emotional intelligence, transformational leadership and virtual team effectiveness. This paper adds to the literature by revealing important predictors of virtual team effectiveness. These findings suggest implications for research and practice in the fields of Human Resources (HR), Human Resource Development (HRD) and training programs for e-leaders. The results of the analysis based on gender differences also have theoretical and managerial implications.

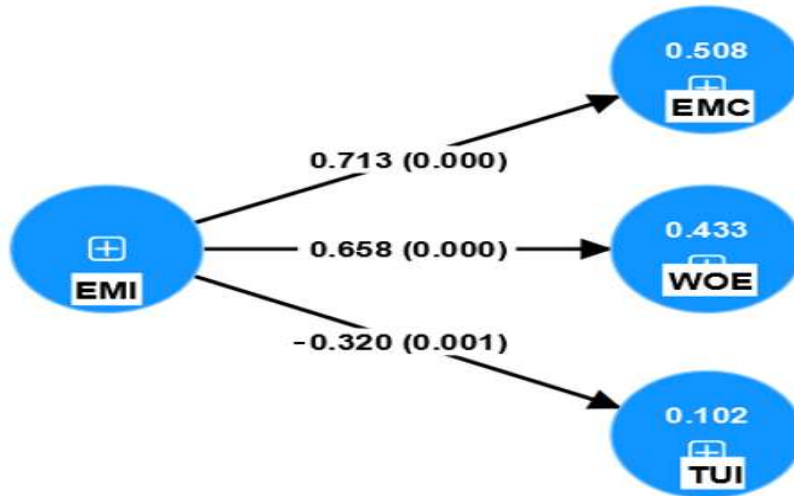
Adigüzel, and Kuloğlu, (2019) observes examination of the effects of emotional intelligence and authentic leadership on the employees in the organizations. The sample of this study consists of 498 white-collar employees working in the private and public sector. The findings were subjected to factor and reliability analyses by using IBM SPSS 23 program. The hypotheses were tested by regression analysis and the results were evaluated and shows that emotional intelligence relates with authentic leadership on the employees in the organizations.

## **Methodology**

This study used a cross-sectional survey and a are 3415 employees of 20 private security firms in Port Harcourt, Rivers State. The sample size of 346 employees were drawn using Krejcie and Morgan's (1970) and the simple random sampling was utilized. Copies of structure questionnaire were used to generate data from the respondents. The questionnaie items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. The Structural Equation Model (SEM) was used to test the hypotheses so as to ascertain the relationship between emotional intelligence and measures of human resource outcomes

## **Result**

The hypotheses 1-3 were tested using the Structural Equation Modelling and the outcomes is shown below;



**Figure 1: Hypotheses 1, 2 and 3**

Source: SmartPLS 4.0 output on Research Data, 2023

The path relationship analysis presented in figure 1 indicate that there are positive and significant paths between Emotional Intelligence and Employee Commitment ( $\beta = 0.713$ ,  $t = 12.159$ ,  $p = 0.000$ ), and Emotional Intelligence and Work Engagement ( $\beta = 0.658$ ,  $t = 11.063$ ,  $p = 0.000$ ). However, a negative and significant path was observed for Emotional Intelligence and Turnover Intentions ( $\beta = -0.320$ ,  $t = 3.372$ ,  $p = 0.001$ ). Therefore,  $H_{01}$ ,  $H_{02}$  and  $H_{03}$  were not supported. Hence,

*There is a significant relationship between Emotional Intelligence and Employee Commitment.*

*There is a significant relationship between Emotional Intelligence and Work Engagement.*

*There is a significant relationship between Emotional Intelligence and Turnover Intentions.*

**Table 1: Results of Hypotheses Testing**

Null Hypothesis	Path Coefficient ( $\beta$ )	P Values ( $p$ )	T Statistics ( $t$ )	Predictive Accuracy $R^2$	Effect size ( $f^2$ )	Decision on Hypothesis
$H_{01}$	0.713 (Strong)	0.000	12.159 (Significant)	0.508 (Substantial)	1.034 (Large)	Not Supported
$H_{02}$	0.658 (Strong)	0.000	11.063 (Significant)	0.433 (Moderate)	0.764 (Large)	Not Supported
$H_{03}$	-0.320 (Moderate)	0.001	3.372 (Significant)	0.102 (Weak)	0.122 (Small)	Not Supported



## **Discussion of Findings**

### **Emotional Intelligence and Employee Commitment**

The outcome of the analysis on how Emotional Intelligence relates with Employee Commitment revealed that there is a significant interrelationship between Emotional Intelligence and Employee Commitment, given the p-value of 0.000 which is less than the level of significance of 0.05 ( $p=0.000 < 0.05$ ). The hypothesis which was given in null form was thus rejected and the alternate hypothesis was accepted. The path coefficient ( $\beta$ ) was 0.713. This indicates a strong positive relationship between Emotional Intelligence and Employee Commitment. The positive relationship implies that the Employee Commitment increases when there is an increase in Emotional Intelligence. In essence, when Emotional Intelligence is low, such could hinder Human resources outcomes in the form of Employee Commitment. Furthermore, the predictive accuracy ( $r^2$ ) was 0.508. This denotes that a change in Emotional Intelligence will account for up to 50.8% total variation in Commitment among the employees. This affirms the work of Onuegbu, (2021) that there exists a strong positive and significant relationship between emotional intelligence measures (self-emotion appraisal, others emotion appraisal, regulation of emotion and use of emotion) with employee commitment.

### **Emotional Intelligence and Work Engagement**

The outcome of the second hypothesis on how Emotional Intelligence relates with Work Engagement showed that the p-value was 0.000 which was less than 0.05 level of significance ( $p = 0.000 < 0.05$ ). This connotes that Emotional Intelligence relates significantly with Work Engagement. The null hypothesis was rejected and the alternate hypothesis was accepted. When the Emotional Intelligence is high, such induces the employees to be engaged in their work. The path coefficient ( $\beta$ ) was 0.658. This is to say that Emotional Intelligence has a strong positive relationship with Work Engagement. An increase in Emotional Intelligence will thus result in high increase in Work Engagement. Furthermore, the predictive accuracy between Emotional Intelligence and Work Engagement was 0.433. By implication, a change in Emotional Intelligence will account for 43.3% total variation in Work Engagement. This finding agrees with that of Konye, Solomon, Hamilton and Ogbor, (2017) that emotional intelligence through social awareness skills of leaders significantly affect subordinates' work engagement and work attitude. According to Farndale and Murrer (2015) and Shuck and Wollard (2010), this sense of involvement is regarded as a cognitive, emotional, and behavioural state of people that is primarily focused on achieving organisational goals.

### **Emotional Intelligence and Turnover Intentions**

The path coefficient ( $\beta$ ) was -0.320. This shows a negative moderate correlation between Emotional Intelligence and Turnover Intentions. The negative link implies that the higher Emotional Intelligence, the lower the Turnover Intentions among the employees. In other words, reducing Emotional Intelligence will subsequently increase the Turnover Intentions of the

employees. Similarly, the predictive accuracy ( $r^2$ ) was 0.102. By implication, a change in Emotional Intelligence will result in 10.2% variation in Turnover Intentions. This study is in line with that of Hamdany (2021) that emotional intelligence has affects the turnover intention of the employees.

### **Conclusion**

In alignment with the result of the hypotheses tested for this study, it was shown that emotional intelligence relates significantly with human resource outcomes. The result revealed that emotional intelligence significantly correlates with employee commitment in organizations. The implication of this is that when the leaders has high level of emotional intelligence, it will enable them to influence the employees to get more committed to their task. Hence, when employees get more committed as a result of emotional intelligence, such will result in high level of performance of the employees and then enhance the fortune of the entire organization. Emotional intelligence of leaders in the workplace help to maintain some level of emotional congruence with the employees which is necessary in influencing the attitudinal outcome of the workers. The effect of this is that employee will not perform well when they are not emotionally balance in the workplace. Emotional is a key factor in enhancing the engagement and commitment of employees and in reducing turnover intention among private security firms in Rivers State.

### **Recommendations**

1. The management of the private security firms should take time to reflect on their own emotions before taking action as such will help them make necessary decisions that will help enhance employee commitment.
2. The management of the private security firms should pay attention to the emotions of the employees and should strive towards ensuring wellbeing of the employee as such will help enhance their engagement in the workplace.
3. Private security firms should prioritize creating a positive work environment that fosters employee engagement and well-being as such will help enhance their willingness to stay with the organization.

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