

Emotional Intelligence, Job Satisfaction and Mentoring Support as Facilitators of Correctional Officers' Career Resilience in Ibadan, Oyo State, Nigeria

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Citation: Solomon Adekunle Odedokun (2022) Emotional Intelligence, Job Satisfaction and Mentoring Support as Facilitators of Correctional Officers' Career Resilience in Ibadan, Oyo State, Nigeria, Global Journal of Human Resource Management, Vol.10, No.3, pp.59-73

ABSTRACT: *Career resilience entails developing and utilizing positive responses when one faces with challenges in one's place of work. Nigeria prison officers are faced with several challenges which include, few number of prison officers compare with a larger population of inmates in congested prisons across the country, inadequate funding, flaw on the extant prison laws, lack of rehabilitative and correctional facilities, ever-increasing problems of prison administration, corruption among few high ranking officers, the prison system which was designed for correction of prison inmates through counselling, rehabilitations and reform of inmates, has turned out to be a breeding ground for hardened criminals who become worse than they were when they got into prison. In today's world it has become very important in any organisation prison inclusive to have innovative ideas and be creative on how to overcome the challenges so as to be efficient and productive in one's day to day activities. This study, therefore, investigated the influence of emotional intelligence, job satisfaction and mentoring support on the career resilience of Correctional officers in Ibadan, Oyo state, Nigeria. The study adopted a descriptive survey research design and purposive sampling in the selection of two hundred prison officers. Three research questions were raised and answered in the study. The variables were measured with relevant standardized instruments. These include: Emotional Intelligence Scale (EIS), Job Satisfaction Scale (JSS), Mentoring Support Scale (MSS) and Career Resilience Scale (CRS). Data from the study were analyzed using the Pearson Product Moment Correlation (PPMC) and multiple regression analysis (ANOVA). The finding showed that there was a significant relationship between the dependent and independents variables. Emotional intelligence is the most potent contributor to career resilience followed by job satisfaction and mentoring support. Based on the findings of this study, recommendations and suggestions were offered to various stakeholders.*

KEYWORDS: emotional intelligence, job satisfaction, mentoring support, career resilience, prison officers

INTRODUCTION

Resilience in psychology is the positive capacity of people to cope with stress and adversity. It is the ability to adapt well to new situations as well as adversity and encompasses both strength and flexibility. In terms of careers, resilience is the capacity to continue making progress toward one's career goals with the resources and strategies that one has developed; to keep

calm and carry on, as it were. The fact that one is resilient does not mean that one has allowed one's emotions to build up but rather one is able to express him/herself freely in a healthy manner. It does not mean an individual cannot express distress, pain or sadness; in fact the road to resilience is likely to involve considerable emotional distress. It has been suggested that a crucial factor in an individual's response to challenging events is one's level of resilience. (Waug, Fredrickson & Taylor 2008).

Career resilience, specifically, is the ability to maintain equilibrium in the face of workplace adversity. Workplace adversity can be viewed as any negative, stressful, challenging, difficult or even traumatic event or period of hardship that is encountered in the practice setting (Jackso, Firtko, & Edenborough, 2007). It may also be applied to the need to cope with rejection in an increasingly competitive job market where competition for positions, is extremely high (Grote, Raouf, and Elton).

Gould, Watson, Price, and Valliant (2013), suggested that prison officers, because of their increased face to face encounters with inmates, are among those most susceptible to psychological problems. Previous findings have also made it clear that research effort should be focused on investigating the psychological wellbeing of prison officers' career resilience as they serve an important human service role in maintaining society's safety and assisting in the rehabilitation of inmates [Andrews & Bonta (2010), Constantini, Finestone, Hod, Shub, Heinemann, Foldes and Mann (2010) and Xanthakis (2009)]. Resilience is not a trait that people either have or do not have. It involves behaviours, thoughts and actions that can be learned and developed in anyone. Resilience is a dynamic process wherein individuals display positive adaptation despite experiences of significant adversity or trauma. This term does not represent a personality trait or an attribute of the individual Luthar, Cicchetti, & Becker (2000), Masten, (2011) Rutter, (1999) and Rutter (2000.) Rather, it is a two-dimensional construct that implies exposure to adversity and the manifestation of positive adjustment outcomes.

In the U.S., approximately half a million prison officers are responsible for supervising more than two million inmates. Prison officers are exposed to unique workplace hazards within a controlled prison environment. Of all U.S. workers, prison officers have one of the highest rates of nonfatal, work-related injuries. In 2011, prison officers experienced 544 work-related injuries or illnesses per 10,000 full-time employees (FTEs), which were serious enough to require that they missed a day of work. This was more than four times greater than the rate for all workers who missed a day of work (117 cases per 10,000 FTEs). Also in 2011; prison officers experienced 254 work-related injuries per 10,000 FTEs due to assaults and violent acts. This is considerably higher than the rate of injuries from assault and violent acts for all workers (seven per 10,000 FTEs). (US Bureau of Labour Statistics).

In Nigeria, the story is almost the same as the nation has few number of prison officers compare with a larger population of inmates in congested prisons across the country. Recurring research findings have shown that working within the prison environment, as a prison officer, has effects in terms of attitudes, emotions and behaviour (Arnold, 2005). It has also been indicated that these effects can impact upon the home and personal life of prison officers and can have a detrimental effect on staff wellbeing (Boudoukha, Przygodzki-Lionetb & Hautekeeteb, (2011). Conversely, it has been suggested that not all individuals experiencing challenging events experience negative outcomes and, in fact, some can utilise these challenges to yield positive

outcomes (Bonanno, 2004). It, therefore, remains of utmost relevance to continue to explore workplace effects on prison staff and the ways to equip staff to remain resilient in their work environment in order to mitigate personal effects and maintain the best working performance. No matter how much people analyse their aspirations and opportunities in the service of planning their career, unexpected developments often bring unforeseen changes. It's wise to expect the unexpected to occur at some point in one's career. This is why it is important to build resilience and adaptability into one's career before the unforeseen happens.

People with resilience understand that no matter how prepared they are, no matter how much knowledge they attain or skills they develop, even the work most ideally suited to them will bring setbacks from time to time. These people inherently know that such challenges will foster innovation, so they greet the challenge with enthusiasm. The world is changing and people need to be prepared to change along with it. Just a generation ago, a career was viewed as a commitment to a lifelong occupation. Now, old occupations are disappearing, new ones are being invented, and many jobs have evolved to be considerably different than they were a few years ago. Couple with this heightened competition and an increasingly demanding labour market the need for career resilience becomes inevitable, especially among prison officers where jail break and lack of both human and materials resources is rampant.

The benefits of career resilience can be far-reaching, with evidence suggesting that people who show resilience during tumultuous times often develop a heightened spiritedness to future setbacks. There's something empowering about knowing that one can survive a crisis because ones has done so before. There's no doubt that resilience is emerging as a necessary ability, not only in the context of a person's career, but also as an invaluable tool throughout an individual's life. It is, however, important to note that various research have been conducted in the past to give a better understanding of career resilience among teachers, nurses and bankers and its effect in the workplace but most studies have not been able to look at the combined effect of emotional intelligence, job satisfaction and mentoring support on career resilience. Hence, this study, therefore, seeks to investigate emotional intelligence, job satisfaction and mentoring support as facilitative factors of career resilience among correctional officers in Ibadan, Oyo state, Nigeria.

Emotional Intelligence has a place in this study; this is because over time, scientists have begun to study why standard intelligence alone is not enough to predict performance in an individual. They have realised that there is another type of intelligence that is not related to the standard cognitive intelligence-its emotional intelligence. Emotional intelligence is the ability to be aware of one's emotions and manage the emotions of others and then to use that knowledge to help manage the expression of emotions in other to foster success and not roadblocks. Those who have high levels of emotional intelligence, are able to understand the physical, mental, and social impact that negative emotions have on their bodies, minds and relationships, and ability to pursue and achieve goals. People with highly developed emotional intelligence are proven to be more successful in the workplace because they can understand their emotions and why they behave the way that they do.

In an extensive review of the literature on EI, Dulewicz& Higgs (2000), identified the core common elements in the overall construct which were subsequently demonstrated in empirical studies. These are: (1) Self-Awareness. This is the awareness of one's feelings and the ability

to recognise and manage these. (2) Emotional Resilience. It involves the ability to perform well and consistently in a range of situations and when under pressure. (3) Motivation. This has to do with the drive and energy which one has to achieve results, balance short and long-term goals and pursue one's goals in the face of challenge and rejection. (4) Interpersonal Sensitivity. It is related to the ability to be aware of the needs and feelings of others and to use this awareness effectively in interacting with them and arriving at decisions impacting on them. (5) Influence. It connects to the ability to persuade others to change their viewpoint on a problem, issue or decision. (6) Intuitiveness. This is the ability to use insight and interaction to arrive at and implement decisions when faced with ambiguous or incomplete information. (7) Conscientiousness and Integrity. They relate to the ability to display commitment to a course of action in the face of challenge, to act consistently and in line with understood ethical requirements.

Previous findings suggest that emotionally intelligent persons are better performers than their counterparts [Law, Wong & Song and Van Rooy & Viswesvaran (2004). According to Mayer, Salovey, & Caruso (2000), EI may influence work-related outcomes (e.g., job performance) and interpersonal interactions (e.g., job interviews). Numerous authors have theorised that EI contributes to people's capacity to work effectively in teams and manage work stress (Caruso & Salovey (2004) and (Goleman, 1998). EI may also contribute to work performance by enabling people to regulate their emotions so as to cope effectively with stress, perform well under pressure, and adjust to organisational change Lopes, Grewal, Kadis, Gall and Salovey (2006). In a range of research studies, Dulewicz & Higgs (1999a), (Dulewicz & Higgs), (1999b) and Dulewicz, & Higgs (2000) have demonstrated that EI is strongly correlated with individual advancement and success in an organisational setting and with individual performance, and also it may be strongly related to leadership. In the study of Carmeli (2003), the results indicated that emotionally intelligent senior managers developed emotional attachment to their organisations and were also more committed to their career.

According to Armstrong, Galligan, & Critchley, (2011), EI may well be directly connected to resilience, such that emotionally intelligent behaviour in stressful circumstances is adaptive. Salovey, Bedell, Detweiler & Mayer (1999), theorise that persons with higher EI cope better with the emotional demands of stressful encounters because they are able to "accurately perceive and appraise their emotions, know how and when to express their feelings, and can effectively regulate their mood states" EI is thus postulated to buffer the effects of aversive events through emotional self-awareness, expression and management. As cited by Tugade, & Fredericsson (2004), a convergence across several research methodologies indicates that resilient individuals have optimistic, and energetic approaches to life, are curious and open to new experiences, and are characterized by high positive emotionality (Block & Kremen, 1996) and Klohnen (1996). Emotional intelligence is generally considered a key competence for helping professionals such as social workers, Howe (2008) nurses Freshwater and Stickley (2004) and midwives Byrom and Downe (2010). The important role played by emotional intelligence in enhancing the resilience and psychological wellbeing of helping professionals has also been highlighted and it has been found to protect against burnout and compassion fatigue in a range of helping contexts. Kinman, & Grant (2011), McQueen (2004) and Görgens-Ekermans and Brand (2012).

According to Armstrong, Galligan, & Critchley, (2011), EI is antecedent to resilience Matthews, Zeidner & Roberts (2002) rather than encompassing resilience (Bar-On, 1997), such that EI functions through its composite dimensions to facilitate resilience. As cited by Salovey, Bedell, Detweiler & Mayer (1999), a convergence across several research methodologies indicates that resilient individuals have optimistic and energetic approaches to life, are curious and open to new experiences, and are characterised by high positive emotionality (Block & Kremen 1996) and Klohnen (1996). Additional evidence suggests that high-resilient people proactively cultivate their positive emotionality by strategically eliciting positive emotions through the use of humour (Werner & Smith, 1992), relaxation techniques (Demos, 1989), Wolin & Wolin (1993) and optimistic thinking Kumpfer (1999). Individuals low on emotional stability is characterised by instability, depression and also display a lack of personal insecurity. Such people have a tendency to remain hostile and impulsive because of which they often show lack of psychological adjustment Storm and Rothmann (2003), van Vianen, Klehe, Koen and Dries (2012). Moreover, such individuals are more likely to appraise stressful events as threats rather than a challenge Gallagher (1990). Previous research such as Furnham, Crump and Whelan (1997) has also reported about a strong negative association between neuroticism (low emotional stability) and resilience (Friborg, Barlaug, Martinussen, Rosenvinge and Hjemda 2005). On the other hand, individuals who are high on emotional stability display effective coping mechanisms and remain calm and less worried Ang, Van Dyne and (2006). As a result, individuals with high emotional stability are better able to handle novel situations more effectively, and respond to uncertainty with a greater patience. Furthermore, such individuals display flexible verbal and nonverbal behaviours while dealing with others Penley & Tomaka (2002). In view of the review above, it could then be hypothesised that emotional intelligence would predict career resilience of the correctional officers in Ibadan, Oyo state, Nigeria

Job satisfaction is another variable in this study. The study of job satisfaction attempts to explain employees' behaviour in an organization. Some employees like their jobs and others do not. According to Udechukwu (2008), job satisfaction is simply the feeling of an individual in an organisation towards his or her job and the different aspects of his or her jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. It is so unique and different for each person. Research on job satisfaction has focused attention on the cognition process that shape feelings and its effect on people's performance on their job. There are many factors that affect job satisfaction; either intrinsic or extrinsic. Jernigan, Beggs & Kohut (2002), stated that the level of employee job satisfaction will reflect the condition of the extent to which they had been treated well by the organisation. It may also indicate the employees' emotional state and sense of wellbeing. The employee's job satisfaction level also affects the functioning of the organisation. A high productive employee also reflects a positive function of the organisation; and vice versa. Job satisfaction is influenced by several components such as: the nature of the work itself, the income, opportunity for promotion, the benefits, and working conditions Downes, Thomas & Singley (2002). Satisfaction may encompass components, such as work, play, promotions recognition, benefits, working conditions, that are typically described as event or conditions Locke (1976). Other components may include supervisor, co-workers, company and management. Meanwhile, other researchers divide the extrinsic and intrinsic factors based on the idea that job satisfaction is built on the basis of feelings of negative or positive feelings towards one's job. (Farkas, 2011).

Lok & Crawford (2001), stated that there are, at least 6 (six) aspects that would foster job satisfaction. Those aspects are the mentality of workers who like a challenging job; personal interest in the work undertaken; lack of physical load on the job; income received in line with the workers aspirations; dignity of workers engaged in it; and conditions of employment that in line with expectations. However, some contemporary researchers have conceptualised job satisfaction as either intrinsic or extrinsic. Intrinsic job satisfaction reflects that the employee actually performing the work and having the feeling of accomplishment and self-actualisation on the job. (Brislin, 1993). Meanwhile extrinsic job satisfaction refers to the rewards extended to an individual by the organization, which may be any form of compensation and job security (Brislin, 1993). Other researches further added that thus when intrinsic and extrinsic job satisfaction are examined together, it appears that intrinsic job satisfaction has played more significant role in predicting actual turnover behaviour than extrinsic job satisfaction (Downes, Thomas & Singley, 2002). Resilience has been identified as one of the components that is related to intrinsic satisfaction. In the organisation, resilience owned by the employee will impact the level of his or her job satisfaction (Moosavi, 2011). Resilient employees will develop a particular pattern of problem solving that enables them to provide optimal contribution to the company. It can be stated that an employee's job satisfaction level is most likely influenced by his or her level of resilience. Farkas (2011), has suggested that higher job satisfaction may positively impact work performance. Udechukwu (2008), then concluded that organizational and individual factors influence job satisfaction. Sri, (2013) examined the correlation between the tax consultants' resilience on their perceived level of employee's job satisfaction. The result showed that resilience has positive relationship with the officers' job satisfaction. The purpose of this study is therefore to examine career resilience and job satisfaction among the correctional officers in Ibadan, Oyo state, Nigeria

Mentoring is another variable examined in this study. Mentoring is regarded as the most popular form of developmental relationship, which stimulates the career advancement of employees Day & Allen (2004). Mentoring relationship exists between mentor - a senior experienced person and protégé, a junior experienced person in which psychosocial support of the mentor (friendship, unconditional acceptance and confirmation, counselling, role-modeling) is essential in promoting the protégé's competence, self-efficacy and overall development . Kram.(1985) & Shollen, Bland, Center, Finstad and Taylor (2014). Also, such type of mentoring has been demonstrated to be effective in enhancing persistence of the employees during the moments of adversity Day & Allen (2004). While investigating the role of mentoring relationships in predicting career resilience among 205 managers from public and private sector organizations in North India. Ridhi & Santosh (2014), showed that psychosocial mentoring acts as a significant predictor of career resilience; however, career mentoring was not found to have any significant influence on career resilience. The research thus reiterated the significant contribution of mentoring in influencing career outcomes such as career resilience. In another study, Ridhi & Santosh (2016) empirically examined the moderating effects of the Big Five personality trait of conscientiousness on mentoring and career resilience relationship in the Indian context. The data were collected from 254 participants employed in public and private sector organisations in North India. Consistent with expectations, the authors found that the relationship between both categories of mentoring (psychosocial and career mentoring) and career resilience is stronger for the managers who score high on conscientiousness personality in contrast to those with low scores on conscientiousness. While studies has been done on the predictors of career resilience among other populations, only

few studies have examined the role of emotional intelligence, job satisfaction and mentoring as facilitative factors of career resilience among correctional officers in Nigeria. While these studies are themselves not exhaustive, their import on the development of literature on the correctional officer's work cannot be overemphasized. Attempting to investigate the influence of the constructs on the prison officers would not only boost the literature – based on the correctional officers, but also on the career resilience. This, notwithstanding, this study seeks to investigate the influence of emotional intelligence, job satisfaction and mentoring as facilitative factors of career resilience among correctional officers in Ibadan, Oyo state, Nigeria.

Purpose of the study

The main purpose of this study is to investigate emotional intelligence, job satisfaction and mentoring as facilitative factors of career resilience among correctional officers in Ibadan, Oyo state, Nigeria. Specific purpose of the study is to:

Investigate the relationship among emotional intelligence, job satisfaction and mentoring as facilitative factors of career resilience among correctional officers in Ibadan, Oyo state, Nigeria.

Examine the combined contribution of emotional intelligence, job satisfaction and mentoring as facilitative factors of career resilience among correctional officers in Ibadan, Oyo state, Nigeria.

Examine the relative contribution of emotional intelligence, job satisfaction and mentoring as facilitative factors of career resilience among correctional officers in Ibadan, Oyo state, Nigeria.

METHOD

Design

The research used for this study was correlation analysis; it is a statistical process for estimating relationship among variables. It includes many techniques for modeling and analysing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. The research problem is called a multi-variate analysis under the correlation analysis because it involves several independent variables and one dependent variable.

Participants

The participants of the study were male and female prison officers in the Nigerian prison service of Oyo state command. A total number of two hundred (200) officers were selected and used for the study using purposive sampling technique method. The ages of the respondents range from 29 years to 47 years with mean and standard deviation of ages as 34 years and 4.20 respectively. Their rank ranges between Prison Assistant II and the Assistant Superintendent II. The officers have spent minimum of seven years in the service.

Instrumentation

Wong and Law Emotional Intelligence Scale (WLEIS): The scale was designed by Wong & Law, (2002) based on the four dimensions of emotional intelligence. It consists of 16 items in which 4 items were drawn from each dimension. Self-Emotional Appraisal (SEA), Other Emotional Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE).

Emotional intelligence scale yielded coefficient alpha of: Self Emotion, 0.89, Regulation of Emotion 0.89, Use of Emotion 0.80, and Others Emotion 0.89. It was used to assess the emotional intelligence of each correctional officer.

Job satisfaction scale developed by Spector, (1997) was used to measure the job satisfaction of an individual prison officer. It consists of 10 items with a response format ranging from Disagree very much (1), Disagree moderately (2), Disagree slightly(3), Agree slightly(4), Agree moderately (5), Agree very much. Some of the items on the scale are: "I feel I am being paid."

Mentoring support scale developed by Scandura&Ragins (1993) was used in this study. This was used to measure the mentoring support and effectiveness of mentorship that prison officers receives towards a successful career. It consists of 15 items with a response format ranging on a scale of five likert format. Strongly Disagree (SD) =1; Disagree (D) = 2; Undecided (U) =3; Agree (A) =4; Strongly Agree = 5. Some of the items on the scale read as follows: "My supervisor is quite competent in doing his/her job. "When I do a good job, I receive the recognition for it that I should receive a fair amount for the work I do" "My supervisor is quite competent in doing his/her job". Internal consistency reliabilities reported by Spector (1985) for the facets range from .60 (Coworkers) to .82 (Supervision), with a value of .91 for the total score and 18-month test-retest Coefficients, in range of .37 to .71.

Career resilience was measured with Ego Resilience Scale developed by Block &Kremen (1996). Items 1-8 are responded to on a 4-point likert scale, ranging from 1 (does not apply at all) to 4 (applies very strongly). Some of the items on the scale read as follows: 1) I am regarded as a very energetic person by my colleagues 2) I usually think carefully about something before acting. The scale has a Cronbach's alpha value between .73 and .81. The scale was used to measure the resilience of individual prison officers in the face of challenges while performing their constitutional roles.

Data Collection/Analysis

Permission was sought from the prison authority as well as the respondents by the researcher before the administration of the questionnaires. The purpose of the research work was explained, copies of the questionnaire were given to the respondents after explaining the instruction on how to fill the questionnaire. Confidential treatment of information was assured. In all, two hundred questionnaires were distributed and were returned with the help of research assistants. The data collected were analysed using Pearson Product Moment Correlation (PPMC) and multiple regression analysis.

RESULTS

Research Question 1: What is the relationship between emotional intelligence, job satisfaction, mentoring support and career resilience among correctional officers in Ibadan, Oyo state, Nigeria ?

Table1: Showing descriptive statistics and Inter-correlations among the variables.

Variables	N	Mean	SD	1	2	3	4
Career resilience	200	22.57	8.10	1.00			
Emotional intelligence	200	29.83	6.83	.528	1.00		
Job satisfaction	200	36.17	9.45	.369	.457	1.00	
Mentoring support	200	35.96	9.75	.252	.297	.590	1.00

N.B: ** Significant at $p < 0.01$ * Significant at $p < 0.05$

The results from Table 1 showed that career resilience among prison officers in Ibadan, Oyo state had significant correlation with emotional intelligence ($r = 0.528$, $p < 0.05$), job satisfaction ($r = 0.369$, $p < 0.05$) and mentoring support ($r = 0.252$, $p < 0.05$) of the correctional officers..

Research Question 2: What is the combined effect of the independent variables (emotional intelligence, job satisfaction, and mentoring support) on career resilience among correctional officers in Ibadan, Oyo state, Nigeria?

Table 2 showing the summary of regression analysis of the combined prediction of career resilience among correctional officers in Ibadan, Oyo state, Nigeria by the independent variables

R	R Square	Adjusted R Square	Std. error of the Estimate
0.548	0.300	0.290	5.42555

Summary of Regression ANOVA

	Sum of square	Df	Mean Square	F	P	Remarks
Regression	2475.392	3	825.131	28.031	0.000	Sig
Residual	5769.563	196	29.437			
Total	8244.955	199				

Table 2 above showed the prediction of all the three independent variables to the dependent variable. Career resilience among correctional officers correlated positively with the three predictor variables. The table also shows a coefficient of multiple correlations (R) of 0.548 and a multiple R square of 0.30. This means that 30% of the variance in the career resilience among prison officers is accounted for by all the three predictor variables, when taken together. The significance of the composite contribution was tested at $p < 0.05$ using the F- ratio at the degree of freedom ($df = 3/196$). The table also showed that the analysis of variance for the regression yielded a F-ratio of 28.031 (significant at 0.05 level). This implies that the joint contribution of the independent variables to the dependent variables was significant and that other variables not included in this model may have accounted for the remaining variance.

Research question 3: What is the relative contribution of each of the independent variables (emotional intelligence, job satisfaction, and mentoring support) to career resilience among correctional officers in Ibadan, Oyo state, Nigeria?

Table 3: showing the relative contribution of each of the independent variables on career resilience among correctional officers in Ibadan, Oyo state, Nigeria.

Model	Unstandardized coefficients	Standardized coefficients		T	Sig
	B	Standard error	Beta		
Constant	7.703	2.083		3.697	.000
Emotional intelligence	.480	.071	.454	6.754	.000
Job satisfaction	.041	.023	.141	1.769	.002
Mentoring support	.023	.049	.034	.464	.001

Table 3 above revealed the relative contribution of the three independent variables to the dependent variable, expressed as beta weights. The partial correlation coefficients of emotional intelligence, job satisfaction, and mentoring support have positive relationship with the career resilience among correctional officers. The positive value of the effects of emotional intelligence, job satisfaction, and mentoring support is actually determined by positive reinforcement of these three variables. Using the standardized regression coefficient to determine the relative contributions of the independent variables to the explanation of the dependent variable, emotional intelligence is the most potent contributor to the prediction ($B = 0.480$, $t = 6.754$, $p < 0.05$) followed by job satisfaction ($B = 0.041$, $t = 1.769$, $p > 0.05$) and finally the mentoring support ($B = 0.023$, $t = 0.464$, $p > 0.05$)

DISCUSSION OF FINDINGS

The findings of this study revealed that emotional intelligence is a potent predictor of career resilience among correctional officers in Ibadan, Oyo state, Nigeria. This is in line with previous submission of researchers like Dulewicz & Higgs (2000) who believed that Emotional Intelligence may well be directly connected to resilience, such that emotionally intelligent behaviour in stressful circumstances is adaptive. Again the work of Furnham, et.all (1997) has also reported a strong negative association between neuroticism (low emotional stability) and resilience. On the other hand, individuals who are high on emotional stability display effective coping mechanisms and remain calm and less worried and these are components of career resilience. Friberg, et. al. (2005) and Ang, et al. (2006). The simple explanation of this result could be that the level of career resilience of the officers is a function of how emotionally intelligent the officers are. When an individual prison officer is emotionally intelligent, such an officer would be able to cope better with the emotional demands of stressful encounters because they are able to accurately perceive and appraise their emotions, know how and when to express their feelings, and can effectively regulate their mood states.

The findings further demonstrated a positive influence of job satisfaction on career resilience of the officers. This is in consonance with the findings of previous researchers. Liossis, Shochet, Milliar and Biggs (2009) and Sri, (2013). A logical explanation for this could be that career resilience of any officer is dependent on the job satisfaction of the officer. When an

individual officer is satisfied with his or her job in terms of work itself, the income, opportunity for promotion, the benefits, working conditions, excellent retirement packages, friendly supervisor and conducive environment, there is greater tendency that such an individual officer will have a high career resilience because his needs and expectations are being met. Lastly, Mentoring support for the officers also predicted career resilience of the officers. This assertion agreed with the work of Ridhi & Santosh (2014) and Ridhi & Santosh (2016), when they observed that psychosocial and career mentoring are significant contributors of career resilience among the workers. It can then be deduced that mentoring support is an inevitable tool in promoting career resilience and organisational performance. Mentoring is not only beneficial to mentees but also to the organisation in other to promote efficiency, satisfaction, commitment and productivity.

CONCLUSION

The findings of this study revealed that emotional intelligence, job satisfaction, and mentoring support have positive relationship with the career resilience among correctional officers in Ibadan, Oyo state, Nigeria. Emotional intelligence skills and its competences have been found out to be inevitable tools in promoting career resilience among the officers. Also Job satisfaction positively correlated with the career resilience among the correctional officers in Ibadan, Oyo state, Nigeria. And lastly, mentoring is a great tool in promoting career resilience among the correctional officers in Ibadan, Oyo state, Nigeria,

Recommendations

In view of the above findings, emotional intelligence training should be organised for the correctional officers in other to live up to the task in their day to day activities while performing their constitutional roles. Prison goals of rehabilitation of inmates could only be achieved when the correctional officers are satisfied with their jobs as well as good mentoring programmes for the young officers. This study therefore, recommends emotional intelligence training, career resilience workshop, good mentoring support as well as excellent welfare packages, as this would bring out the best out of the officers and makes them more committed to their jobs, thereby possessing higher career resilience

Suggestions for Further Research

The study is limited to the correctional officers in Ibadan, Oyo state, it is hereby suggested that further researches should be extended to other correctional officers outside Oyo state in other to eliminate cultural influence and enhance its generalization. Also, future researchers should consider other factors that influence career resilience of the officers. A qualitative research which involves the use of open-ended questions and interviews to assess respondents will further provide a comprehensive view of the study.

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