

EMOTIONAL INTELLIGENCE AND SUPPORTIVE LEADERSHIP STYLE AS PREDICTORS OF SECURITY JOB COMMITMENT AND THE MODERATION ROLE OF AGE AMONG NSCDC AGRO-RANGERS SECURITY OPERATION OFFICERS

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ABSTRACT

Security job commitment is a degree and amount of response, sincerity and energy binding in performing security work by agro ranger unit of Nigeria Security and Civil Defence Corps (NSCDC) operation officers. This study examined emotional intelligence and supportive leadership style as predictors of security job commitment and the moderation role of age among agro-ranger NSCDC officers. Work Commitment theory guided this study and survey research design was utilized to achieve the objectives. Two hundred and ten NSCDC agro-rangers operation officers were recruited. They were randomly selected from six zones of agro-rangers units in Oyo state using a multistage sampling

*technique. Ages ranged from 26-47 years with a mean score of (\bar{x} 31.21; SD 7.96). Instruments for data collection were a security attitude survey ($\alpha=0.93$), EI scale ($\alpha=0.92$) and supportive leadership scale ($\alpha=0.75$). Hypotheses were analyzed through PPMC, independent t-test and multiple and hierarchical regressions at $p\leq 0.05$. A positive relationship was observed between EI and security job commitment ($r = .33^{***}$), while supportive leadership style was inversely related to security job commitment ($r = -.20^{***}$). EI and supportive leadership independently and jointly predict security job commitment [$R=0.50$; $R^2=.25$; $F_{(6,193)}=10.95$]. EI ($\beta = 0.50^{***}$), supportive leadership style ($\beta = -0.41^{***}$). Officers with high EI were more committed to security jobs compared to those with low EI. Age was found not to have ameliorated the relationship between EI and security job commitment attitude. Therefore, the Ministry of the Interior should embark on EI training for agro-ranger (NSCDC) officers. Maximum consideration for high EI in the future recruitment of NSCDC officers. Future researchers can explore more factors related to security job commitment.*

Keywords: *Security Job Commitment, Emotion Intelligence, Supportive Leadership Style, Agro-ranger (NSCDC) officer.*

INTRODUCTION

Nigeria Security and Civil Defence Corps (NSCDC) as it is known today started in May 1967 during the Nigeria civil war. It was then known as Lagos Civil Defence Committee and its statutory roles were to sensitize and protect the civil populace. In 1970, NSCDC late metamorphose to the present status known as "NSCDC". Their statutory roles in the then Federal Capital Territory, Lagos were to engage in educational and enlightenment campaigns and to orientate civil society on the danger of the war (NSCDC, 2022). Nigeria Security and Civil Defence Corps is one of the public security institutions in Nigeria saddled with certain constitutional roles. The Act of Parliament passed on 28th of June 2003 and signed into Law by the then President of Nigeria (President Olusegun Obasanjo) gave constitutional backing and functions to NSCDC. The NSCDC Amendment Act of 2007 enhanced the constitutional capacity roles of the organization in the security protection of citizens, crisis resolution, and security of public infrastructure such as pipelines.

The agro-ranger operation unit of the Nigeria Security and Civil Defence Corps is a trained special squared which came as a result of consistent clashes between farmers and herdsmen (Audi, 2021). The statutory functions of the Agro-ranger operation unit of NSCDC include curtailing an increase in cattle stealing, communal clashes, and farmers/herders conflicts across the states of the federation.

The necessity for the security of life and property among farmers is essential for the promotion of food security in a country like Nigeria and for human survival and sustainable



development of agriculture. A short time ago and to date, Nigerian farmers experienced different forms of security threats; they could no longer determine what will happen to them on their farmland. The security of farmers in their farmland has become an episode of concern for the nation and a loom for food scarcity in the country. Pieces of evidence from various daily news reported several cases of clashes between the farmers and herdsmen (Nwaokolo, 2022). In the modern global world, the safety of a country's citizens is a hallmark for any country that wishes to progress and develop along sides of other countries of the world.

Agro Rangers operative unit of the Nigerian Security and Civil Defence Corps (NSCDC) is saddled with duties to help curtail conflict rise between farmers and herdsmen, communal clashes and farmers/herders disputes in various states of the federation, and cattle rustling (Anumihe, 2022). A specialized unit of Nigeria's Security and Civil Defence Corps called Agro Rangers was established in 2016. It was a bilateral agreement initiative of the Federal Ministry of Agriculture and Interior to provide security and protection for farmers, their farmlands, Agro-allied investments and other Investments in agricultural sectors in Nigeria (Abaenogbe, 2021).

Commitment involves personal identification with the job requirements and accepting every needed belief in acceptably doing the job. In (Allen & Meyer 1990), commitment is discharged genuineness of an individual personality, who aimed to work and cooperate with others and give better results even when conditions are not all favourable. Mowday, Porter, & Steers, (1982) in their effort to classify commitment, opined that commitment can be subjected to three basic characteristics of employees, firstly, the degree to which the employees exhibit potent affection as member of the organization, secondly, the proportion of keenness to exercise high grade of endeavour for organization benefits, and thirdly, confidence acceptance of the standards, ideals and treasurer of the organization.

Emotional intelligence and leadership support are key factors in employees' dedication to their jobs Ali, Garner & Magadley, 2012; Yodani & Rimadias, 2022 added. Earlier Studies (Nnadi; Nnodum; Chima; Eberechukwu; Uzoekwe, 2022; Ramachandran, & Harshini, 2019) investigated the relationship between emotional intelligence organizational commitment and job commitment. But there are insufficient or no studies on security job commitment among NSCDC security officers, perhaps, this study will be the first to investigate security job commitment among NSCDC. Studies have not examined the moderating role of age on the relationship between emotional intelligence and security job commitment as well. Therefore, this study will add quantitative value to this area of a gap in knowledge about the linkage between emotional intelligence, supportive leadership style and security job commitment and the moderation role of age in ameliorating the relationship.

LITERATURE REVIEW

Theoretical Background

Morrow's Circle-base theory of work commitment

This study is anchored by the Circles-based work commitment theory propounded by (Morrow, 1993). The theory postulated distinguishable commitment constructs. The constructs were said to represent different domains of job attachment arranged from definite characteristics to manipulated traits. This theory explained further that inner circles represent definite characteristics, while outer circles represent manipulative traits. Protestant Work Ethic (PWE) is in the inner circle because it is a fixed characteristic throughout an employee's lifetime, while job involvement is in the outer circle subjected to manipulation through job design and organizational actions. In conclusion, Morrow (1993) suggested that inner circles influence the outer circle.

Conceptual Study Model

Figure 1 below adorns variables involved in this study and the direction of relationships interested by the current researcher.

Study Model

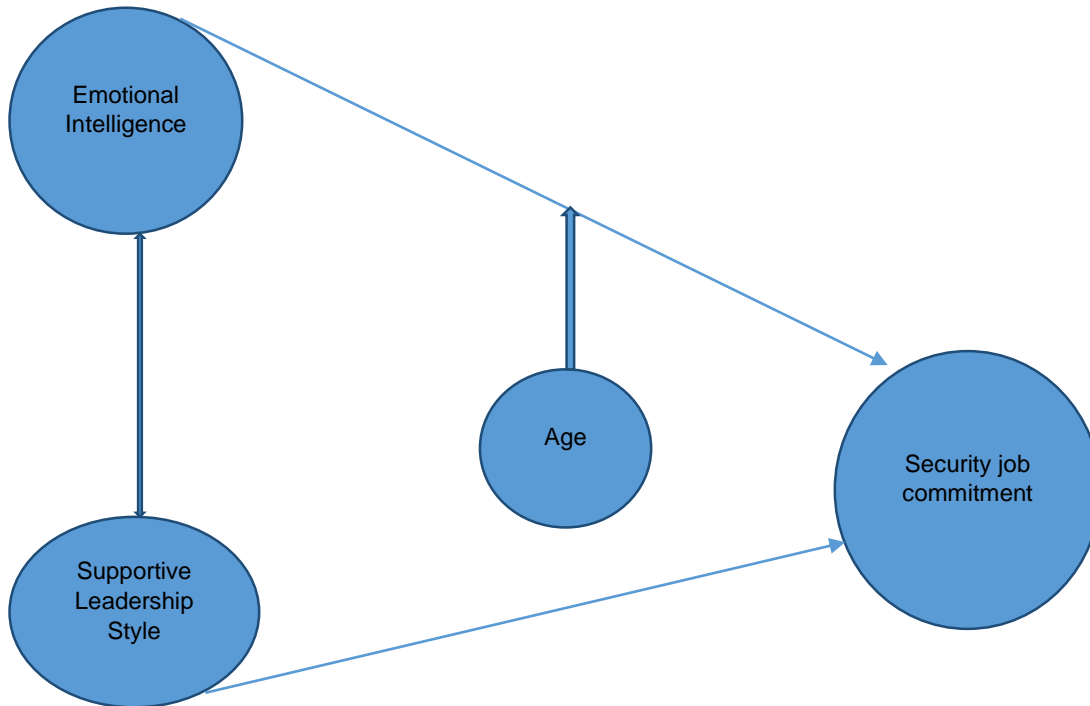


Figure 1: Conceptual model of Emotional Intelligence, Supportive leadership style and Security Job Commitment attitude.

Sources: Adegbite O.S. (2023)

Empirical Review of Literature

Emotional Intelligence and Job Commitment

Emotional intelligence is conceived as the ability to have a full understanding of one feeling, recognize those feelings, control and manage those feelings and moods, and ability to maintain a balance, even when pushing the wall and that of others for a better work atmosphere (Adegbite, 2018). Mayer, Salovey & Caruso's (2004) model postulated emotional intelligence to be sensibility to self-emotional feelings, the capacity to express desirable emotion and relate accurately with others. Emotional intelligence is regarded as the ability of an individual to observe own and others' feelings, distinguish between those emotional feelings and categorized them befittingly and apply them to guide one's thinking and behaviour towards others (Goleman, 1996). Among factors and variables considered in research to influence everyday behaviours across sampled races, ethnicity, and age, emotional intelligence emerged as the potentially relevant variable (Brackett, Mayer & Warner, 2003).

Research studies have yielded substantial evidence on the connection between emotional intelligence and job commitment across the globe, race and ethnicity. Studies mentioned that emotional intelligence attribute is not equally distributed among people; some are low, while others are high. According to Karimi (2014), individuals differ in information processing which is part of emotion. Scholars confirmed that is possible to inherit or acquired emotional competencies which are remarkably different from Intelligent Quotient (Ciarochi, Scott, Deane and Heaven, 2003).

Nnadi, Nnodum, Ify, Eberchukwu, & Uzoekwe, (2022) carried out a study which aimed to investigate the relationship between emotional intelligence and job commitment among sampled sixty-nine servicing public school counsellors. Data from their study yielded a positive relationship between emotional intelligence and the job commitment of secondary school counsellors. Their results postulated that higher emotional intelligence is implicated in an increase in job commitment among public schools serving counsellors. From Ramachandran & Harshini (2019) perspectives, self-awareness, one of the components of emotional intelligence has been liable to have a strong influence on employee performance and reliability to increase job performance.

Munir, & Azam. (2017) researched an experimentally based intervention study in which emotional intelligence training was offered to thirty-six employees who served as participants in the study. The result derived from their experimental study exhibit a significant increase in the level of their job performance after receiving emotional intelligence training. Armful research evidence (Park & Park, 2020; Edward, Hercelinskyj, & Giandinoto, 2017; as well as Abu-Baker, Abu Shosha, Al-Oweidat, Nashwan, (2023) study from Jordan commensurate the linkage between emotional intelligence and job commitment. The study was geared toward companionship between emotional intelligence and commitment to a job among Nurses serving in public hospitals. Their findings manifested that Nurses with high emotional intelligence were also found high on job commitment.

Jimoh & Owodunni, (2017) examined emotional intelligence with organizational commitment using descriptive analysis method among two hundred public civil servants in purposively selected five ministries. Data collated from their study posited emotional intelligence as a momentous contributor to organizational commitment. Recent research carried out in Norway by Kumari & Priya (2017) aimed at examining the association of variables such as emotional intelligence, commitment and job performance among six hundred bankers in Norway. EI was observed to have a positive affiliation with organizational commitment. Furthermore, public bankers were found to be more committed to their job due to an increase in the level of their emotional intelligence compare to private bankers who were low on emotional intelligence. Webb, (2018) submitted that emotional intelligence greatly influences employees' commitment to duties. Sharfras, Navas & Vijayakuma, (2018) measures emotional intelligence and posited that emotional intelligence is positively associated with three-dimension commitments; namely normative, affective and continuance commitments. The study further opened that employees with high emotional intelligence were more committed to and satisfied with their work.

Leadership support style and job commitment

Leaders' supportive attitude encourages subordinates to have feelings of being emotionally contented and meets their basic needs or preferences. Leaders who are supportive care about their subordinate's welfare (Mustaqim, Sabri & Sumardin, 2021). Supportive Leadership is a behavioural action geared towards guiding other subordinates in achieving the aims of the institution. Supportive leadership involves fundamental interplay between the leader of the team and the subordinates; this interplay is tailored towards achieving the security job aims.

In a study conducted by Tahammul, Naveed, Imrab & Naseeb (2022) in Pakistan among factory employees using Barron and Kenny's mediation procedure. It was found that employees' job commitment rests on a supportive leadership style and is mediated by job satisfaction. Supportive leadership qualities play important roles in employees' commitments and attitudes (Tourigny, Han, Baba, & Pan, 2017). It conceals instrumental, social, economic and instrumental countenance to subordinates. In addition, leadership support assists in lightening varieties of stresses that could result from the zeal of security job commitment (Rana, Aol & Kirubi, 2019).

A supportive leader consistently persuades his men to get a better commitment to work and excellent performance (Bass, 1990). Supportive leaders attain their goals in diverse methods as postulated by Bass. Subordinates are well informed by supportive leaders about their expected roles, tasks and outcomes. He allows subordinates to operate at their discretion to get the job done and is sensitive to subordinate needs which are ingredients to job commitments (Abualrub & Alghamdi, 2012).

In a study conducted by Ballena (2022) in the Philippines, faculty members who served as participants were more committed to their job through the supportive leadership behaviour of Deans. Their result indicates that leadership behaviour was found significantly correlated to job commitment. Another related study from Sumatra province by Kapur, Rivai & Syahrul, (2021), found no empirical positive relationship between transformational leadership and organizational commitment by employees, while transformational leadership style was found positively related to organizational commitment. In the view of Mala, Abdullah & Nento, (2022) research work from seventy-five sampled employees in Indonesia. Supportive leadership style contributed vital value to employees' job commitment, while organizational support adds lesser value as moderating variable to job commitment. In a review of leadership study conducted by Webb, (2018), the study reviewed how leaders' behaviour impacted employees' commitment. It was discovered that employees' commitment to duties was greatly influenced and impacted by leadership behaviour.

In the view of (Ramlawatia, Serang, Arminas, Junaidi, & Wickssono, 2023) ethical leadership was observed to have a directional incremental linkage with employees' engagement and satisfaction. The interpretation of their findings posited that ethical leadership contributed positively to an increase in employees' work engagement and satisfaction. Meanwhile, employees' engagement was postulated to partially mediate ethical leadership and employees' commitment.

Nizam (2022) carried out a study on two hundred and fifty-five employees in a manufacturing company in Karachi. Two hundred and forty-three returned scales were analyzed through PLS-structural equation modelling. Their result demonstrated a significant correlation between supervisor support and career commitment and progressed further to discover that supervisor support and career commitment were negatively related to job stress.

Yang, Wang, Chang, Guo & Huang (2009) operationally classify supportive leadership to include social support coworkers' support and supervisors' support. It was deduced that leadership support had a positive effect on the trust and commitment behaviour of employees. The study proves that supervisor leadership support increases the proportion of trust in supervision which in turn consequentially increases the commitment behavior of employees.

Another recent study by Zhou (2009) maintains that supportive leadership is crucial to employees' commitment. They demonstrated further that employees' commitment is better achieved when taking into account dimensions of social support (informal and formal offer of support) and application of resources at the disposition of the leader. Li, Wang, Sun, Jiang & Cheng's (2018) study was also in line when posited that the resources and support proffer by leaders undoubtedly intensifies employees' commitments and obligations. In addition, Baxter (2013) explores prognosticative alliance amid supportive leadership and safety outcomes among

three thousand, three hundred and twelve employees of a utility company in southeastern Tennessee. The supportive leadership style was found to be inversely related to safety outcomes.

Other studies such as Sørengaard & Langvik (2022) examine the protective effect of a supportive Leadership style on police Burnout in Norway. It was discovered that an increase in the proportion of supportive leadership style related to a lower degree of burnout and insomnia six months later among police. Supportive leadership is said to (Shah, Saif, Shaheen & Ullah 2022) furnish an amicable work environment, and heed the ease and needs of the employees. The physical and psychological needs of the employees are put into consideration by supportive leaders which results in a job commitment. Studies from different angles confirmed that when employers anticipate they are supported by leaders, management and other employers, they are more committed and achieve the organizational goals more exceedingly (Rehman, Rehman, Saif, Khan, Nawaz & Rehman, 2013). Yodani & Rimadias (2022) run an empirical study among two hundred and five employees who assent measures on transformational leadership, employee performance, job satisfaction and organizational commitment. Structural equation modelling with AMOS was employed to analyze their hypotheses. Transformational leadership was found to have a beneficiary effect on organizational commitment and employees' performance. Their studies implied that as transformational leadership increases, employees' commitment and performance increase as well (Jimoh & Owodunni, 2017).

Leaders are encouraged to espouse ideology, principles, and standards that will facilitate supportive leadership work habitat (Talukder, 2019) to pave the way for commitment. In Jackson, Meyer & Wang (2013) perspective, in a situation where there is a cordial supportive atmosphere between leaders and subordinates, job commitment magnifies employees' performance increase. From another perspective from Rana, K'Aol & Kirubi (2019), when leaders committed more time to employees, place them first and be fair to them, these will increase their performance, employees' commitment and competence.

Age and Job Commitment

Age as a moderator of commitment has been investigated in various empirical studies Ozturk, Hancer & Im (2014) in the hotel industry in Turkey, but results obtained so far are varied. For example, Matolo & Ngatuni (2018) found younger employees to be more on organizational commitment compare to older employees. In contradiction, Elkhdr & Aimer (2020) and Gasengayire & Ngatuni (2019) found older employees to be more satisfied with their job and more committed than younger employees. It was reported further that employees' attitudes differ. Older employees tend to react differently to dissatisfaction with their job due to the unavailability of job substitutes for older employees unlike younger employees when dissatisfied with their job. In Filiana (2016) study, a strong relationship was observed between job satisfaction and all dimensions of job commitment in a sample of Generation Y employees in Malaysia.

Khan, Khan & Sahoo, (2019) carried out examined age as a moderator of the relationship between job satisfaction and organizational commitment among three hundred teachers in central University India. They discovered that age was correlated with job satisfaction and a significant interaction effect of age was observed between job satisfaction and organizational commitment. Another related study conducted by Nifadkar & Dongre (2014) showed a significant relationship between age and organizational commitment among sampled teachers, while Khan (2015b) uncovered the interaction effect of age among sampled loco pilots of Indian Railways workers on job satisfaction and organizational commitment.

Ngatuni & Gasengayire (2021) examine the role of age in the relationship between job satisfaction and organizational commitment among one hundred and nineteen special mission organizations in Rwanda. Age was found to significantly and positively affect overall organizational commitment, continuance and normative commitment. It was discovered that age



moderated dimensions of organizational commitments such as continuance and normative commitment. Age was also found to have moderated the relationship between job satisfaction and overall organizational commitment and the relationship was found significantly positive for younger employees but not significant for the older employees. Beatrice, Heijden, Veld & Heres (2022) carried out a study among one hundred and thirty-nine academic staff employees to examine the moderation effect of age on the relationship between career commitment and success. Results reported that age significantly adds to academic subjective career success but the interaction of age was not detected between career success and commitment. In a study conducted by Akinyemi (2014) who aimed to examine the influence of age on the level of commitment among three hundred and three sampled bank employees. The result posited that older employees were not higher than the younger employees on the three levels of affective, continuance and normative commitments.

Gender and commitment

Gender differences in job and organizational commitment have been empirically researched which yielded a variety of results. For example, Sloan (2017) examined gender differences in job commitment among two thousand five hundred state employees in Tennessee. The result reveals that women are more committed to their job compared to men probably due to the higher coworker support they received. In contrary research results were conducted by Matagi, Baguma, Rutanga, & Baluku (2020) in Uganda. The result found that gender differences do not exist between males and females on levels of job performance and job commitment. They found that males and females local government employees in Uganda were not different in job commitment and performance. Another recent research work conducted by Ufi, Wijono, & Setiawan (2020) found a similarity between male and female teachers regarding job commitment and satisfaction. The study posited further that male and female teachers were similar in level of organizational commitment and satisfaction. In the proceeding paper presented by Ranawaka, Abeysekera, Nanayakkara, & Abeysekera, (2023) at the International Conference on Management and Entrepreneurs. The paper identified a significant association of gender with organizational commitment.

Hypotheses

1. There will be a significant positive correlation between emotional intelligence and security job commitment among NSCDC agro-ranger operation officers.
2. There will be a significant difference between male and female NSCDC agro-ranger operation officers on security job commitment.
3. Significant differences will be observed between high and low-emotional intelligence NSCDC agro-ranger operation officers on security job commitment.
4. Emotional intelligence, supportive leadership style age and sex will jointly and independently predict security job commitment among NSCDC agro ranger operation officers.
5. There will be a significant moderation role of age on the relationship between emotional intelligence and security job commitment such that security job commitment will be low for young NSCDC agro ranger operation officers.

METHODS

Research design, Population and Sampling

The current study adopted a cross-sectional pattern to achieve the objectives of this study. Two hundred and fifty (250) agro-ranger operation officers of the Nigeria Security and Civil Defence Corps (NSCDC) in Oyo State Command served as participants in this study. The sampling procedure utilized was multi-stage sampling techniques including, cluster, purposive and simple random sampling techniques. In the first stage of the sampling, the researcher identified six clusters of agro-rangers divisions in Oyo state as follows (Ibarapa, Oyo, Ogbomosho, Iseyin, Saki, and Igboho). Thereafter, the six divisions were purposively selected for this study. Thereafter, a simple random sampling technique ("yes or no" ballot) was applied to select forty-one (41) participants from each division. A total number of two hundred and fifty (250) participated in the current study. Eighty-one of the participants were female 81(32.4%), while one hundred and sixty-nine were male 169 (67.6%). Their age range between 26 and 47 with $N=250$, $\bar{x}=31.15$, $SD=7.96$. Ninety-nine 99 (39.6%) were single, 143(57.2%) were married and 8 (3.2%) claimed widow. Forty-seven 47(18.8%) of the participants claimed to have a Senior Secondary School certificate, while 74(29.6%) claimed Ordinary National Diploma and 111(44.4%) have a Higher National Diploma and 18(7.2%) had a first degree. One hundred and forty-four participant 144(57.6%) have served for 1-10 years, 69(27.6%) have served for 11-15 years, and 37(14.8%) have served for 15 years above. The sample also comprises 25(10.0%) management operation officers, 111(44.4%) senior operation officers and 114 (45.6%) junior operation officers.

Instruments

Data for this research work was collected through a standardized scale structured in sections as follows:

Section A elicits information on the demographic characteristics of participants such as gender, age, highest educational qualification, marital status, length of service and rank.

Section B was adapted police security attitude questionnaire developed by the international institute for restorative practices to measure the security job commitment of the NSCDC agro-ranger operative officers. The scale has 50 items rated on a 5-Likert response format ranging from 1=definitely does not apply to me and 5=strongly applies to me. The scale was revalidated for cultural relativity and a 0.70 coefficient alpha was obtained, while a split-half coefficient of 0.81 was recorded with $N=250$, $\bar{x}=60.82$, $SD=10.74$. A high score indicates high-security job commitment, while a low score on the scale indicates low-security job commitment.

Section C measures the EI of the officers involved through the emotional intelligence scale developed by Sani, Sahid & Nadza, (2013). The scale measures four dimensions of emotional intelligence with 31 items rated on a four-Likert response format ranging from 1=strongly disagree to 5=strongly agree. Cronbach reliability alpha of 0.89 was reported for the overall items of the scale by the authors. The scale was revalidated for cultural relativity and Cronbach alpha of 0.76 was reported with $N=250$, $\bar{x}=67.49$, and $SD=15.91$ established as the norm. Scores above the standard deviation (SD) of the average mean in this study were regarded as high emotional intelligence. While scores below the standard deviation (SD) of the average mean were regarded as low emotional intelligence.

Section D measures supportive leadership styles through an adapted version of the unit manager support scale (UMS) developed by McGilton (2003). The scale has 6 items measuring three



dimensions of support leadership style. The response format was measured on five-point response measures ranging from 1= never, 2=seldom, 3=occasionally, 4=often and 5=always. Content validity and Cronbach alpha of .78 were reported by the author and a revalidated attempt was made by the current researcher for cultural relativity. The 0.76 reliability coefficient alpha was obtained for the scale.

Procedure

The researcher seeks approval from the Oyo state NSCDC command after discussing the aims of this work with the leadership of NSCDC and the officers involved. The questionnaires were administered in sitting arrangement to forty-two (42) participants in each of the zones and this amount to two hundred and fifty-two (252) questionnaires administered. Instruction on the content of the study was emphasised on the front page of the instrument, including the rating response format needed to understand the context. They were asked to fill out the questionnaire as applicable to them. Responses about their data such as identification/service number, names, and birth date were not sorted. Other writing materials were supplied and they were told that all options are right, no wrong answer. Participants were assured that all responses are going to be accorded with desirable confidentiality and for this research work only. They were not allowed to discuss any matter concerning the choice of options on the scale between themselves and the administration of the scale lasted for a week.

Statistics for data analysis

The hypotheses formulated for this study were analyzed through Pearson Moment Correlation Matrix (PPMC) to determine the direction and magnitude of the relationship that exists between the variables. Multiple regression analysis was conducted to determine the joint and relative changes in security job commitment by emotional intelligence, supportive leadership styles, age, sex, highest educational qualification and rank. Lastly, a Hierarchical regression model analysis was run to ascertain the moderating effect of age on the relationship between emotional intelligence and security job commitment.

RESULTS

Hypothesis One

There will be a significant positive correlation between emotional intelligence and security job commitment among NSCDC agro-ranger operation officers.

Table 1. Summary of Pearson Product moment correlation (PPMC) Analysis of the Variables

Variables	Mean	SD	N	1	2	3	4	5	6	7
SJCA	43.33	14.50	250	1						
EI	54.04	16.09	250	.33***	1					
SLS	79.26	16.42	250	-.20***	.43***	1				
Sex	1.29	0.45	250	.08	.03	-.12	1			
Age	1.40	0.49	250	-.07	.03	.11	-.16***	1		
HEQ	3.50	1.04	250	-.03	-.07	-.04	-.33***	.29***	1	
Rank	1.55	.50	250	-.09	-.01	.06	-.35***	.69***	.41***	1

***Correlation is significant at the 0.001 level (2-tailed)

Note: SJCA = Security job commitment, EI = Emotional Intelligence, SLS = Supportive Leadership Style, HEQ = Highest Education Qualification.

The result from the Pearson moment correlation analysis in Table 1 above indicates significant positive mutuality between emotional intelligence and security job commitment among NSCDC agro-rangers operation officers ($r=.33^{***}$, $N = 250$, $P<.001$). This result implies that emotional intelligence skills and knowledge significantly and positively amplify NSCDC agro rangers' security job commitment. The result shows the lofty the emotional intelligence knowledge is, the better the security job commitment. The result can be further explained as an increase in emotional intelligence undoubtedly akin to an increase in security job commitment. Table 1 further exposes a significant inverse relationship between supportive leadership style and security job commitment among NSCDC agro-ranger operation officers ($r = -.20^{***}$, $N = 250$, $P<.001$). This means that a decline in supportive leadership style from the team leaders of the NSCDC may reduce security job commitment among NSCDC agro-rangers operation officers. A positive relationship was also observed between emotional intelligence and supportive leadership style ($r = .43^{***}$, $N = 250$, $P<.001$). Furthermore, a positive correlation was observed between *educational* qualifications and the age of the participants ($r = .29^{***}$, $N = 250$, $P<.001$).

Hypothesis Two

There will be a significant difference between male and female NSCDC agro-ranger operation officers on security job commitment.

Table 2: Independent t-test indicating gender disparity in security job commitment

Sex	N	Mean	SD	t	df	p
Male	169	41.83	14.60	-1.19	198	.11
Female	81	44.50	13.88			

The result emanated from Table two unveils no significant disparity in security job commitment among the NSCDC agro-rangers operation officers [$t(2, 248) = -1.19$, $P = .11$]. It was found that the mean score for both male and female NSCDC agro-ranger officers on security job commitment was significantly the same and this implies that both male and female officers have a similar dispositional commitment to security job.

Hypothesis Three

Significant differences will be observed between high and low-emotional intelligence NSCDC agro-ranger operation officers on security job commitment.

Table 3: Independent t-test of emotional intelligence disparity on job security commitment.

EI	N	Mean	SD	t	df	p
High	149	46.23	16.57	-4.78	198	.000
Low	101	36.70	11.56			

Results derived from the table above reveal statistically significant inequality between officers with high and low emotional intelligence on security job commitment. High emotional intelligence officers are (\bar{x} =46.23) and low (\bar{x} =36.70) on security job commitment [t (2,249) = -4.78, P=.000]. The resulting output indicates further that NSCSC agro-rangers officers with high emotional intelligence significantly score high on security job commitment compared to officers with low emotional intelligence. This means that NSCDC officers who can understand, recognize, control and manage their feeling and moods, and that of others and relate well with citizens are more committed to security jobs than officers with low emotional intelligence.

Hypothesis four

Emotional intelligence, supportive leadership style, age and sex will jointly and independently predict security job commitment among NSCDC agro ranger operation officers.

Table 4: Multiple Regression Analysis showing autonomous and articulate prediction of security job commitment

Model	unstandardized coefficient B	std error	Standardized coefficient Beta	t	sig
EI	.44	.06	.50***	7.27	.00***
Sup. Led	-.36	.06	-.41***	-5.89	.00***
Sex	.03	2.19	.01	.01	.99
Age	.89	2.53	.03	.36	.72

Note: ***P<001, R = .50, R² = .25, Adjusted R² = .23, Standard Error = 12.636; F(6,243)= 13.20, P<.001. EI = Emotional Intelligence, Sup.Led = Supportive Leadership style.

The result generated from regression table analysis shows that all the independent variables (emotional intelligence, Supportive Leadership style, gender, Age, highest qualification and rank) jointly articulate security job commitment (F_(6,243)=13.20, P<.001, R²=.25). The result indicates that 25% variation on security job commitment was accounted for by the independent variables. The result further shows that emotional intelligence independently predicted security job commitment (t=7.27, β=.50, p<.001) account for 50% variation, and supportive leadership style autonomously predicted (t=-5.89, β=-.41, p<.001) security job commitment and accounted for -41% changes on security job commitment.

Hypothesis five

There will be a significant moderation effect of age on the relationship between emotional intelligence and security job commitment such that security job commitment will be low for young agro ranger operation officers.

Table 5: Hierarchical multiple regression table showing the moderation effect of age on the relationship between emotional intelligence and security job commitment.

Variables	B	95% CI for B		SEB	β	R ²	ΔR ²
		LL	UL				
Model 1							
Constant	53.29***	39.01	67.56	7.23		.24***	.24***
EI	.43	.31	.55	.06		.48***	
SLS	-.38	-.50	-.26	.06		-.43***	
Sex	-.49	-4.74	3.76	2.15		-.02	
HEQ	.05	-1.84	1.95	.96		.01	
Rank	-2.82	-7.97	2.32	2.61		-.09	
Model 2							



Constant	61.58***	40.73	82.42	10.57	.25***	.01
EI	.26***	-.08	.59	.17	.48***	
SLS	-.37***	-.49	-.25	.06	-.43***	
Sex	-.18	-4.46	4.09	2.17	-.02	
HEQ	.05	-1.84	1.95	.96	.01	
Rank	-2.82	-7.97	2.32	2.61	-.09	
Age	-5.48	-18.81	7.84	6.76	-.19	
Model 3						
Constant	61.58***	40.73	82.42	10.57	.26***	.02
EI	.26***	-.08	.59	.17	.35***	
SLS	-.37***	-.49	-.25	.06	-.43***	
Sex	-.18	-4.46	4.09	2.17	-.01	
HEQ	.05	-1.84	1.95	.96	.01	
Age	-5.48	-18.81	7.84	6.76	-.19	
EI x Age	.12	-.10	.35	.11	.31	

*** $P < .001$, ** $P < .01$

Note: CI=Confidence interval; LL=Lower limit; UL=Upper limit, EI=Emotional Intelligence, SLS = Supportive Leadership style.

In the first model of the hierarchical regression table above, predictor variables were regressed against security job commitment. The result indicates that emotional intelligence and leadership support style ($\beta=0.48$, $p<.001$); ($\beta=0.43$, $p<.001$) predicted security job commitment and significantly accounted for 24% changes in security job commitment. To test for the moderation hypothesis, an interaction term (EI x Age) of emotional intelligence and age was computed while sex was controlled. The result shows no significant interaction effect between emotional intelligence and age in predicting security job commitment attitude. Otherwise, age was found to have no moderation effect on the relationship between emotional intelligence and security job commitment. According to the recommendations of Baron and Kenny, (1986) "if R-square changes (ΔR^2) for the interaction term is statistically not significant, it is said to have no moderating effect, and the moderator hypothesis will be rejected.

DISCUSSION

Hypothesis one was a directional hypothesis testing for the significant positive association between emotional intelligence and security job commitment. The result from evidence through the Pearson moment correlation (PPMC) matrix shows that emotional intelligence is significantly and positively associated with security job commitment among NSCDC agro-range operation officers. This result is further explained that an increase in emotional intelligence knowledge and skills among NSCDC agro-ranger operation officers, significantly attributed to an increase in their security job commitment. The higher the trend and proportion of their emotional intelligence, the better their security job commitment. This result uncovers the potentiality of Emotional Intelligence as the key factor to achieving security job commitment. Security success as well as the necessary skills and ability needed by security officers to achieve security job commitment lies on the level of their emotional intelligence and leadership style. The result of the current study was in line with the earlier studies conducted by (Jufrizen, Nadia & Muslih, 2022) who affirmed the importance of emotional intelligence to job commitment. In the same vein, the result corroborated with the study of Seyal & Afzaal (2013) who affirmed the relationship between emotional intelligence and job commitment.

Furthermore, the result indicates an inverse relationship between a supportive leadership style and security job commitment. This is an indication that supportive leadership behaviour is an ingredient to an increase in security job commitment. The high the supportive attitude of the leaders, the better their security and job commitment which they have signed an oath of allegiance



to uphold. This result was in agreement with Mala, Abdullah & Nento, (2022); Yodani & Rimadiaz, (2022).

Hypothesis two tested for sex disparity on security job commitment among the (NSCDC) agro-ranger operation officers. The analysis of the independent t-test reveals no disparity between male and female (NSCDC) agro-ranger operation officers. This result implies that male and female agro-ranger officers are the same in security job commitment. Furthermore, the proportion and degree of security job commitment between male and female (NSCDC) agro-ranger operation officers are unique. This means that both male and female agro-ranger officers are on the same page regarding security job commitment in protecting and defending farmers from assaults, mules, killing and abuse of their rights by the Herdsmen. The outcome of this result could have been influenced by the training received by both male and female agro ranger officers. They receive the same training, in the same environment and within the same duration. Male officers were not separately trained; experiences gained so far from the training could be responsible for the indifference to security job commitment find in this study. The finding was in line with Matagi, Baguma, Rutanga & Baluku (2020) who find no gender disparity between males and females on the components of job commitment. Further posited gender to have no significant influence on job commitment. The result emanated from Sloan, (2017) study negates earlier results when the researcher affirms that female managers are more likely to be more committed and effective compared to men.

Hypothesis Three statistically tested disparities between agro-ranger operation officers with high and low emotional intelligence on security job commitment. Emotional intelligence in this study is conceived as the ability of (NSCDC) agro-rangers officers to understand, recognized, control and manage their impulses and mood. It also involves farmers and herdsman to foster a better dispute management relationship with farmers and herdsman and other members of the public. The result of the independent t-test analysis shows a significant clear disparity between agro-ranger officers with high and low emotional intelligence on security job commitment. The result demonstrated that agro-ranger operation officers with high emotional intelligence (officers who understand, recognized, control, and manage their impulses, mood, and feelings) were significantly more committed to their security job compared to officers with low emotional intelligence. The result of the current study implies that NSCDC agro-ranger operative officers who possess the following high qualities of emotional intelligence (such as the ability to understand, recognize, and control others, sensitive to issues, imaginative, manage their feeling and mood, and others and relate well with farmers and herdsman) do better on the security of farmers and dedicated to their statutory security job. This result was in line with (Angelita, Syaifuddin & Faris, (2021) study which found emotional intelligence correlated to organizational commitment and job satisfaction.

Hypothesis four tested for the joint and independent prediction of security job commitment by emotional intelligence, supportive leadership style, sex and age. The result from the regression analysis table shows that emotional intelligence, supportive leadership style, sex and age jointly accounted for significant variation influence on security job commitment. Furthermore, emotional intelligence and a supportive leadership style single-handedly accounted for significant changes in security job commitment. This means, to achieve effective security job commitment, desirable consideration must be accorded to emotional intelligence and supportive leadership style due to their vital influencing on security job commitment. However, this finding was in agreement with (Saliu, Gbadeyan, & Olujide, 2016) who revealed a significant prediction of job commitment by job satisfaction among selected tertiary institution security operatives.



Hypothesis five of the current study investigated age as a moderator of the relationship between emotional intelligence and security job commitment. It is expected that relationship between emotional intelligence and security job commitment will alter when age is introduced into the model in such a way that security job commitment will be weak or low among older agro-ranger operation officers when supportive leadership, gender, rank and education qualifications are controlled for. The examination of the result of this study showed that age does not significantly moderate the relationship between emotional intelligence and security job commitment. That is age does not buffer the magnitude and the direction of the connectivity between emotional intelligence and security job commitment. There was no interaction effect of age altering the contribution of emotional intelligence in predicting security job commitment attitude. Therefore, age is found not to contribute valuable changes to the influence of emotional intelligence on security job commitment.

This result provides answers to the research question which asked whether age moderate relationship between emotional intelligence and security job commitment of agro-ranger operation officers. The assumption here is that security job commitment will be low and significantly reduce among the older category of agro ranger operation officer when age is introduced. The current result contradicts a study conducted by Ngatuni & Gasengayir (2021) in Rwanda among one hundred and nineteen employees of a special mission organization. Age was significantly found to moderate the relationship between job satisfaction and overall components of job commitments such as continuance and normative commitment. This result also does not corroborate with the findings of Khan, Khan & Sahoo (2018) who pointed out the moderation effect of age on the relationship between job satisfaction and organizational commitment in a study conducted among three hundred employees of Central University, India.

The implication of the findings

A series of implications emerged from this present empirical study. In the first instance, this study uncovers the security job commitment of NSCDC agro-ranger operation officers. Moreover, findings from this study draw public attention to the potentiality of emotional intelligence and supportive leadership style as influencers of security job commitment. In addition, this study will also serve as a potential source of literature for researchers on security job commitment. Results emanated from this study provide indispensable information for stakeholders in NSCDC and non-governmental agencies that advocate for the safety of society and food security in society. Moreover, findings will draw the attention of researchers to the need for consideration of some psychosocial factors such as emotional intelligence and supportive leadership constructs that will influence security job commitment geared towards achieving security job aims and objectives.

Another possible inference of this study is the utilization of emotional intelligence measures during official enrollment or recruitment of NSCDC officers. This study recommends that the application of emotional intelligence measures in NSCDC selection will yield low-security job commitment. Since high emotional intelligence produces an increase in security job commitment, therefore, NSCDC officials are encouraged to focus more on developing, promoting and enhancing better levels of emotional intelligence among personnel, doing this will help in promoting security job commitment.

Moreover, the finding is relevant for other security agencies, management and the authority of NSCDC. Considering the impact of supportive leadership styles on security job commitment, this study will expose operation unit leaders of agro-ranger to the importance of leadership style in enhancing security job commitment.

Conclusion and Limitations

Conclusively, this study explores the moderation role of age on the relationship between emotional intelligence and security job commitment among agro-rangers unit of NSCDC. The influence of emotional intelligence, supportive leadership style, age and sex were also examined. A positive relationship was observed between emotional intelligence and security job commitment. This indicates that as the emotional intelligence of the participants increases, the better their security job commitment. It is also discovered that agro-ranger officers with high emotional intelligence were more committed to security jobs. Therefore, emotional intelligence skills, knowledge and training should be encouraged by NSCDC policy formulators to enhance security job commitment. This study also observed an inverse association between supportive leadership behaviour and security job commitment. This implies that a better supportive leadership style increases better security and job commitment. Therefore, supportive leadership should be emphasised among team leaders to encourage security job commitment. Training programmes, seminars and workshops on both emotional intelligence and leadership should be engaged by stakeholders of NSCDC to encourage security job commitment. Furthermore, it was asserted in this study that age does not moderate the direction and magnitude of the relationship between emotional intelligence and security job commitment. This means age does not ameliorate the influence of emotional intelligence on security job commitment attitude. Whether young or old officer does not change the influence of emotional intelligence on job commitment.

This study is limited to several factors:

1. This study is limited to the use of self-reported responses which may bias the result.
2. Secondly, this study is limited in the area of its coverage that is, six units of agro-rangers in Oyo state which could have implications for the generated results.
3. This study is also limited to agro-ranger operation officers only, whereas the findings may also apply to entire NSCDC personnel.
4. It wasn't easy to get responses from agro-ranger NSCDC personnel which pose a limitation in extending the scope of this study.

Above all, these limitations were threatened for this study but this study added more knowledge to the understanding of security job commitment.

Recommendations

The following recommendations are suggested based on the outcomes of this research work:

1. It was found that agro-ranger officers with high emotional intelligence are more committed to security jobs. Therefore, to checkmate the menaces of herdsmen and looming scarcity of food and make agro-ranger officers more committed to security jobs. Stakeholders and NSCDC policymakers must periodically engage agro-ranger operation officers on emotional intelligence training, skills and knowledge.
2. This finding also suggests that to achieve full control of security job commitment among agro ranger operation officers, a team leader should engage in a supportive leadership style and utilize all tactics of supportive leadership skills and knowledge to ensure a security job commitment attitude among subordinates.
3. It is recommended that pre-assessment on emotional intelligence should be conducted during selection and officers with high qualities of emotional intelligence should be considered for NSCDC agro-ranger enrolment.
4. It is also recommended that female officers should be more enrolled on agro-ranger since it was discovered that both genders were the same on the level of security job commitment.



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