

ORIGINAL ARTICLE

Emotional Intelligence and Conflict Resolution as a Predictor of Resilience in Rescue WorkersAqsa Malik¹, Hina Rana², Rabbia Ashraf^{3*}**ABSTRACT**

Objective: This research aimed to examine the relationship among emotional intelligence, conflict resolution, and resilience in rescue workers.

Study Design: Cross-sectional study.

Place and Duration of Study: The study was conducted in the Lahore head office of rescue 1122. Data was collected for the period of 5 months from 2nd August to 2nd December 2022.

Materials and Methods: The study comprised 210 rescue workers, age range between 22 to 40 years (M=30.74, SD=5.00), and data was collected from Lahore (n=89) and Bhakkar (n=121) cities of Punjab Province, Pakistan, by employing purposive sampling.

Results: The results of the current study showed that there was a significant positive correlation between Emotional Intelligence, Conflict Resolution, and Resilience, whereas the subscales of Emotional Intelligence (Perception of Emotions and Managing Own Emotions) were strong predictors of Resilience. Significant differences in Emotional Intelligence and Conflict Resolution were found in rescue workers of Lahore and Bhakkar city, but the same level of Resilience was found in employees of both cities.

Conclusion: The present research concluded that there is a positive and strong relationship between emotional intelligence, conflict resolution, and resilience which describes that higher emotional intelligence and conflict resolution become the reason to have an increase in resilience.

Keywords: *Conflict Resolution, Emotional Intelligence, Resilience.*

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Introduction

Various emergency scenarios involving human pain, danger, death, etc., need the use of rescue workers. Providing emergency medical help to injured

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individuals and rescuing persons from accidents, fires, floods, and other natural or man-made catastrophes, are examples of their vocational activities. As a result, rescue personnel are sequent exposed to distressing situations.¹ That is, they are presented with real or threatened death, significant injury, sexual assault, and/or serious unpleasant aspects of such occurrences (either directly or indirectly). Physical, psychological, and emotional stress are all present in these settings. As a result, rescue workers are more likely to experience significant negative emotions (e.g., anxiety, concern) and sleep or concentration issues², which can lead to adverse health outcomes.³ Given the work-related pressures and continual exposure to potentially traumatic situations while on duty, the capacity to deal with unpleasant emotions appears to be an essential component of rescue workers' everyday

activities to stay healthy and do their jobs correctly. Emotional Intelligence (EI) is considered as the knowledge of own emotions and others' emotions. Every individual has the ability to utilize emotions, manage other emotions, manage self-relevant emotions, and emotional perception.⁴ Capability to enhance one's motivation and face every challenge, to manipulate sudden and withholding recompense, to monitor one's behaviour and attitude are key elements of emotional intelligence.⁵

Conflict is increasingly being seen as a two-edged sword.⁶ Conflict management is crucial in every workplace since disputes are inescapable, and if they are ignored or treated, the results are negative to workers' performance and well-being, as well as the workplace. Successful conflict management, on the other hand, allows employees to better their decision-making process, increase their creativity and performance, and develop trust within and among themselves. As a result, appropriately resolving disputes would offer tremendous value in the workplace.⁷

Researchers have presented preliminary evidence that EI plays a key role in effectively resolving disputes.⁸ Emotions and conflicts are so intertwined that some experts say that no one can know they're in a conflict until they feel it and become emotionally involved.⁹ Because they involve stresses, anxieties, and fears in people or organizations, conflicts are intrinsically emotional. As a result of their capacity to manage their own and others' emotions, persons with high EI are thought to be capable of adopting the most appropriate strategies for handling interpersonal conflicts, such as cooperation and compromise.¹⁰ High EI is linked to approaches to conflict resolution that are productive.¹¹

Resilience is further described as the capacity of a person to overcome challenges, persevere through challenging circumstances, and eventually return to a condition of internal balance or a state of well-being.¹² People who have faced significant hardship or trauma frequently experience emotional pain and sadness. Significant emotional distress is likely to be encountered along the way to resilience. The capacity for resilience is the capacity to demonstrate constructive adaptability despite severe life adversity and adapt to challenging life situations. It

transforms victims into survivors and enables them to flourish. Although resilient people may experience anguish, they may casually handle unfavorable outcomes in the face of risk without becoming incapacitated. Resilience has been defined as the interaction of risk and protective variables, more precisely as a process that arises from personal response to environmental risk factors or vulnerabilities.¹²

It can be said that resilient members are better at facing and excelling from failure than others.¹³ According to some researchers, EI has been connected directly to resilience and it is good for human's such adapting is related with emotional intelligence. Mayer.⁵ theorizes that less stress is related to high EI because they can express themselves effectively. Moreover, Armstrong et al.¹⁴ suggests that Emotional Intelligence is preliminary to resilience rather than including resilience.

The emergency services are the only setting more appropriate for studying EI, resolving conflict, and resilience. this is due to the numerous workplace stressors and traumatic occurrences that rescue workers must deal with daily that could cause emotional dysregulation, resolving tough conflict and bad coping, further leading to poor performance and mental health. Punjab Emergency Service has served as the first and the most organized humanitarian service to deal with the disasters and calamities. About 80 million people had been among the beneficiaries of the Rescue 1122, they cover more than 36 districts in Punjab and provide technical assistance to the other provinces. The teams had to deal with the natural hazards like floods, storms and the Earthquakes, human suffering like accidents, injuries or death and the devastation due to the violence and terrorism which include the bomb blasts and the gunfire's. The vulnerability of the psychological symptoms then increases beyond the certain limit and so does the distress. Present research aims to find out the relationship between protective factors such as emotional intelligence, conflict resolution and resilience that could act as a buffer against psychological distress in rescue employees.

Hypotheses

H1. There is likely to be positive relationship among

emotional intelligence, conflict resolution, and resilience in rescue workers.

H2. Emotional intelligence is likely to predict conflict resolution and resilience in rescue workers.

H3. There is likely to be a difference in Lahore and Bhakkar rescue workers on emotional intelligence, conflict resolution and resilience.

Materials and Methods

A cross-sectional study was conducted in the Lahore head-office of rescue 1122. Data were collected for 5 months from 2nd August to 2nd December 2022. In the current study, data were collected from 210 participants of Punjab Emergency Service (Rescue 1122). Data were collected from fire fighters and field workers from Punjab Emergency Service (Rescue 1122) Lahore and Bhakkar, cities of Punjab Province, Pakistan. Participants fall in age range of 22 to 40 years; experience of at-least one year in Rescue Service and only men employees were included, study due do not include any employees who undertake any psychological treatment in past month of data collection or have any chronic physical illness.

Current study all participants were Muslims, undergraduate, and mostly lived in joint family system. Most participants had a salary ranging from 30,000 to 40,000, were married, firefighters working in a single shift from Bhakkar city.

Measures

The following measures were used to measure study variables:

Demographic Information Sheet

The sheet of participant had been developed by the researchers to have some data related to information of demographic. The information sheet included qualification, gender, age, years of job, family system, residence, and job status, important information related to study variables, . Information sheet and consent form were also included.

Schutte Self-Report Emotional Intelligence.¹⁵

Emotional Intelligence was assessed by utilizing Schutte emotional intelligence scale. Urdu translated version was used in the study by taking permission from the original author of scale. There are four dimensions in the scale which are known as managing others emotions, utilizing emotions, emotion perception and managing own emotions. It

is a 5-points Likert scale from strongly disagree to strongly agree for SSEIT model and the scores are calculated with the reverse coding items which are 5, 28 and 33. Scores range can be from 30 to 165, which means that higher scores show more characteristics of emotional intelligence. There is $\alpha=0.90$ reliability rating for the emotional intelligence but this research sample has rating of $\alpha=0.84$.

Conflict Resolution Questionnaire.¹⁶

McClellan's scale of 40-item had been used to analyze the conflict procedure at place of work. Original permission was granted for its using and translating it in native language Urdu. This scale also demands respondents to think about the conflict of work-based or quantity of task she or he experiences with others at work. There is formal ranging of five-point scale from "almost always" to "almost never". There were 10 factors proposed by CRQ including atmosphere, view of conflict, needs, clarification of perception, future, doable, power, extra considerations and mutual benefit agreements. CRQ high score item indicates that respondent has been successful to have some resolution that becomes the reason to satisfy the needs of everyone and causes to increase the relationships among the conflict participants. If anyone gets low score that shows the respondents need to increase their effectiveness to solve their conflicts. Marcus Henning reported a reliability $\alpha=0.75$ for their Conflict Resolution Questionnaire. The reliability of scale on current study sample was $\alpha=0.83$.

Brief Resilience Scale.¹⁷

BRS is a brief self-rating questionnaire was used. Formal permission was taken from original for using and doing its translation in Urdu (native language) for better understanding. This instrument consists of six items, three negative items and three positive items. This is five-point rating scale in which 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree) and the low, medium, and high resilience groups for a sample of adults can be easily classified by just knowing the initial number of the BRS score. That is, any score that begins with a 3 would be "medium resilience," any score that begins with 1 or 2 would be "low resilience," and any score that beginning with a 4 or 5 would be "high resilience. The BRS demonstrated good internal

consistency with the value of Cronbach's alpha was $\alpha=.80$. The reliability of scale on current study was $\alpha=0.5$.

Firstly, institutional approval from Riphah Institute of Clinical & Professional Psychology (RICPP) for conducting the research was taken IRB no. FSS & H/ERC/RICPP/20/0264 Formal permission given by the authors to have their tools in the current research was sought. Formal permission was also taken from The Punjab Emergency Service (Rescue 1122) institution to collect data. Demographic sheet, information sheet and consent form were devised. The pilot study was conducted with 10 participants in order to assess research logistics and no major changes were suggested after piloting.

After that further research was proceeded, participants were approached and were briefed about the purpose of the research. The study

comprised of participants who met the inclusion criteria and were open to participating. Each participant was asked to sign a written informed consent. All of the assessment tools were given to each participant and given in one sitting. Data was gathered from 210 individuals over the course of a month; 121 participants came from Bhakkar and 89 from Lahore, and it took each person 15 to 20 minutes to complete the evaluation tasks.

Results

Pearson Product Moment Analysis of correlation was carried out to assess the relationship among Emotional Intelligence, Conflict Resolution and Resilience. Correlation analysis was used to test a hypothesis which is there is likely to be a positive relationship between emotional intelligence, conflict resolution, and resilience in rescue employee.

Table 1: Correlation analysis between emotional intelligence, conflict resolution and resilience in rescue employees (n=210)

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1.Age	-	.78**	-.02	-	-.20**	-.18**	-.07	-.21**	-.16**	-.03	-	-.00	-.10	-.15	.05	-.11*	.02
				.33**							.14*						
2.Job duration	-	-	-.00	-.15*	-.02	-.14*	.02	-.04	-.06	-.00	-.04	.04	-.05	-.13*	.05	-.04	-.00
3. SSEIT-PE	-	-	-	.37**	.38**	.26**	-.04	.21**	.36**	.16**	.08	.06	.10	.16*	.29*	.03	.23**
4. SSEIT-MOE	-	-	-	-	.67**	.49**	.07	.30**	.26**	.22**	.14*	-.10	.04	.16*	.15*	.08	.26**
5. SSEIT-MOTE	-	-	-	-	-	.50**	.09	.29**	.28**	.18**	.14*	.04	.03	.13*	.13*	.05	.14*
6. SSEIT-UE	-	-	-	-	-	-	.32*	.21**	.31**	.26**	.25*	.17*	.22*	.17*	.32*	.23*	-.10
								*			*	*	*	*	*	*	
7. CRQ-VC	-	-	-	-	-	-	-	.28**	.20**	.15**	.40*	.29*	.13*	.25*	.39*	.44*	-.15*
											*	*	*	*	*	*	
8. CRQ-AT	-	-	-	-	-	-	-	-	.55**	.37**	.42*	.19*	.14*	.29*	.22*	.22*	-.08
											*	*	*	*	*	*	
9. CRQ-CP	-	-	-	-	-	-	-	-	-	.54**	.40*	.23*	.44*	.36*	.47*	.33*	-.02
											*	*	*	*	*	*	
10. CRQ-N	-	-	-	-	-	-	-	-	-	-	.34*	.22*	.33*	.32*	.30*	.32*	-.04
											*	*	*	*	*	*	
11. CRQ-P	-	-	-	-	-	-	-	-	-	-	-	.39*	.30*	.33*	.38*	.42*	-.14*
												*	*	*	*	*	
12. CRQ-F	-	-	-	-	-	-	-	-	-	-	-	-	.26*	.22*	.37*	.36*	-.20**
													*	*	*	*	
13. CRQ-OP	-	-	-	-	-	-	-	-	-	-	-	-	-	.32*	.34*	.41*	-.21**
														*	*	*	
14. CRQ-DO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.35*	.31*	.02
															*	*	
15. CRQ-MBA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.42*	.06
																*	

16. CRQ-EC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-.29
17. BRS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>M</i>	30.7 4	6.31	34.0 5	34.66	30.92	22.49	12.8 7	14.31	13.69	13.82	12.9 3	12.5 1	12.3 1	14.1 0	13.1 9	12.8 7	20.22	
<i>SD</i>	5.00	4.14	4.29	4.37	3.90	3.01	2.83	3.06	2.81	2.40	2.78	2.40	2.82	3.91	2.92	2.74	2.98	

Note. *M*= Mean, *SD*= Standard Deviation, SSEIT-PE=Schutte Self-Report Emotional Intelligence Test- Perception of Emotions, SSEIT-MOE=Schutte Self-Report Emotional Intelligence Test- Managing Own Emotions, SSEIT-MOTE=Schutte Self-Report Emotional Intelligence Test- Managing Others Emotion, CRQ+-VC=Conflict Resolution Questionnaire- View of Conflict, CRQ-P=Conflict Resolution Questionnaire- Power, CRQ-F=Conflict Resolution Questionnaire- Future, CRQ-OP=Conflict Resolution Questionnaire- Options, CRQ-EC=Conflict Resolution Questionnaire- Ethical Consideration.

p*<.05, *p*<.01, ****p*<.001

The results in Table 1 showed that there was significant positive correlation between age and job experience which means that as the age increases the experience of job also increased. There was significant negative correlation among age, emotional intelligence (managing own emotions, managing others emotions, utilization of emotions) which means as the age and job experience increased the managing own emotions, managing others' emotions and utilization of emotions decreased. There was a significant negative correlation between age and conflict resolution (atmosphere, clarification of perception, power, and extra consideration) which means as age increased, the atmosphere, clarification of perception, power, and extra consideration decreased. There was a significant negative correlation between job experience and conflict resolution (doables), which means as the job experience increased, the doable decreased.

There was a significant positive correlation between perception of emotions, managing own emotions, managing others' emotions, utilization of emotions and conflict resolution (atmosphere, clarification of

perception, need, power, doable and mutual benefit agreements) and resilience, which means as the perception of emotion increased the own managing emotions, managing others emotions, utilization of emotions and conflict resolution (atmosphere, clarification of perception, need, power, doable, and mutual benefit agreements) and resilience also increased. Furthermore, there was a significant positive correlation among all the sub-scales of conflict resolution (view of the conflict, atmosphere, clarification of perception, need, power, future, options, doable, mutual benefit agreements, and extra considerations) which means all these factors increased the capacity of the individual to resolve conflicts also increased. There was a significant negative correlation between conflict resolution (view of conflict, power, future, and options) and resilience which indicates that as the view of conflict, power, future, and options increased, the level of resilience decreased.

Multiple Linear Regression Analysis (Enter Method) of Emotional Intelligence and Conflict Resolution as a Predictor of Resilience.

Table 2 shows variables that have significant

Table 2: Multiple linear regression analysis (enter method) of emotional intelligence and conflict resolution as a predictor of resilience (n=210)

Variable	β	SE	95%CI
Constant	+17.40	2.19	13.08, 21.72
Emotional Intelligence			
SSEIT-PE	.18***	.04	.03, .22
SSEIT-MOE	.28***	.06	.07, .31

SSEIT-MOTE	-.09	.06	-.20, .06
Conflict Resolution			
CRQ-VC	-.01	.07	-.16, .14
CRQ-P	-.01	.08	-.18, .14
CRQ-F	-.05	.09	-.24, .11
CRQ-OP	-.12	.07	-.27, .01
CRQ-EC	-.23***	0.8	-.42, -.08
R ²	.21		
F	6.89***		

Note: $n=210$, R^2 =R square, β =Standardized Co-efficient, SSEIT-PE=Schutte Self-Report Emotional Intelligence Test- Perception of Emotions, SSEIT-MOE=Schutte Self-Report Emotional Intelligence Test- Managing Own Emotions, SSEIT-MOTE=Schutte Self-Report Emotional Intelligence Test- Managing Others Emotion, CRQ+-VC=Conflict Resolution Questionnaire- View of Conflict, CRQ-P=Conflict Resolution Questionnaire- Power, CRQ-F=Conflict Resolution Questionnaire- Future, CRQ-OP=Conflict Resolution Questionnaire- Options, CRQ-EC=Conflict Resolution Questionnaire- Ethical Consideration.

* $p < .05$, ** $p < .01$, *** $p < .001$

correlation were considered for linear regression to assess causal effect relationship. The analysis showed that emotional intelligence sub-components such as perception of emotions and managing own emotions were strong predictors of resilience. It means that perception of emotions and managing own emotions may have an effect on one's resilience. It was also revealed that the conflict

resolution sub-component extra consideration was also a strong predictor of resilience. It means that extra consideration can affect one's resilience. An Independent sample t-test was used to test the hypothesis of difference that there is likely to be the difference in Bhakkar and Lahore Rescue employees on Emotional Intelligence, Conflict. Resolution and Resilience.

Table 3: Independent sample t-test comparing the effect of emotional intelligence, conflict resolution and resilience in rescue employees (n=210)

	Bhakkar (n=121)		Lahore (n=89)		T	p	95%CI		Cohen's d
	M	SD	M	SD			LL	UL	
Emotional Intelligence									
EI-PE									
EI-MOE	34.3	4.70	33.6	3.65	1.22	.05*	-.44	1.91	0.16
EI-MOTE	34.7	4.14	34.5	4.68	.28	.25	-1.0	1.37	0.03
EI-UE	31.09	4.17	30.7	3.51	.70	.05*	-.69	1.45	0.09
Conflict Resolution	22.9	3.17	21.9	2.69	2.32	.10	.14	1.78	0.32
CR-VC									
CR-AT									
CR-CP	13.2	2.97	12.3	2.57	2.16	.02*	.07	1.62	0.29
CR-N	14.8	2.71	13.5	3.34	3.18	.04*	.50	2.15	0.44
CR-P	14.5	2.40	12.5	2.94	5.24	.02*	1.21	2.66	0.72
CR-F	14.3	2.26	13.1	2.43	3.72	.92	.57	1.85	0.51

CR-OP	13.4	2.67	12.1	2.77	3.39	.75	.54	2.03	0.47
CR-DO	12.8	2.51	12.03	2.18	2.53	.07	.18	1.49	0.35
CR-MBA	12.9	2.82	11.4	2.61	3.89	.31	.73	2.24	0.53
CR-EC	14.6	4.75	13.3	2.13	2.37	.11	.21	2.34	0.32
Resilience	13.6	3.04	12.5	2.63	2.66	.20	.27	1.86	0.36
	13.5	2.75	12.00	2.49	4.09	.16	.78	2.24	0.56
	19.7	2.90	20.8	2.98	-2.71	.18	-1.9	-.30	-0.37

Note: M= Mean, SD= Standard Deviation, M= Mean, SD= Standard Deviation, p= Significant value, LL= Lower Limit, UL= Upper Limit, CI= Confidence Interval, Cohen's d = Effect Size, EI-PE= Emotional Intelligence- Perception of Emotions, EI-MOE= Emotional Intelligence- Managing Own Emotions, EI-MOTE= Emotional Intelligence- Managing Others Emotion, EI-UE= Emotional Intelligence, CR-VC=Conflict Resolution- View of Conflict, CR-AT=Conflict Resolution -Atmosphere, CR-CP=Conflict Resolution -Clarification of Perception, CR-N=Conflict Resolution -Needs, CR-P=Conflict Resolution - Power, CRQ-F=Conflict Resolution- Future, CR-OP=Conflict Resolution- Options, CR-DO=Conflict Resolution- Doable's, CR-MBA=Conflict Resolution-Mutual Benefit, CR-EC=Conflict Resolution- Extra Consideration.

The results in Table 3 showed that there was a significant difference on emotional intelligence-perception of emotions and emotional intelligence-managing others' emotions which indicates that emotional intelligence-perception of emotions and managing others emotion is higher in Bhakkar rescue employees as compared to Lahore rescue employees. There was a significant difference in conflict resolution-view of conflict; conflict resolution-atmosphere and conflict resolution-Clarification of perception, which indicates that conflict resolution-view of conflict, conflict resolution-atmosphere and conflict resolution-Clarification of perception is higher in Bhakkar rescue employees as compared to Lahore employees.

There was no significant difference in resilience, which indicated that Bhakkar and Lahore employees had the same level of resilience.

Discussion

According to research emotional intelligence aids workers in better managing and controlling their emotions. Employees with high levels of EI are more competent. They can cope with an emotional issue in a good way because they better understand their emotional states and can develop strategies for dealing with their negative emotions. When dealing with emotional difficulties at work, EI may be quite beneficial.¹⁰ Present study assessed the relationship between emotional intelligence, conflict resolution, and resilience in rescue employees. EI has been discovered to directly link conflict resolution and management. Individuals with high EI levels

experience fewer conflicts and are better at managing them.¹⁷ Individuals with greater EI are more inclined to work with others to resolve conflicts.¹⁸

Goleman.¹⁸ suggested that conflicts with organizational members are handled well if the employees have emotional intelligence and flexibility. Researchers have signified that an employee's expertise of emotional intelligence is becoming essential in long or intensely emotional professions like healthcare, social work, the service sector, and managerial positions.¹⁹ Men's physical and mental health is improved, and high EI also boosts academic and professional success.

It was hypothesized that there is likely to be a significant correlation between emotional intelligence, conflict resolution, and resilience in rescue employees. The result (Table 1) found a good relationship between emotional Intelligence and conflict resolution in rescue employees. Previous literature results showed a significant relationship in these two constructs which suggested that emotional Intelligence is playing significant positive role on the life of resilient people in terms of emotional and intellectual growth.¹⁸ In the late 1990s, few studies showed that older subjects possessed higher levels of emotional intelligence than younger subjects, which made the researchers presume that emotional intelligence may increase with age.¹⁷

EI has been considered as a prerequisite to becoming resilient. Resilience is also a special way that helps Emotional Intelligence to get the required

motivation for given work.⁵ In the current study, there was found a significant negative correlation between Conflict Resolution and Resilience which was supported by a previous study in which there was resilience in male prisoners.¹⁶

Research has proposed that people who have strong EI abilities and resilience are typically associated with positive social interactions, an openness to new situations, ease with change, the ability to solve issues efficiently, flexible cognitive thinking, creativity, and a high sense of one's own worth.⁹ According to studies, people with better resilience employ efficient EI skills, and applying these emotional intelligence abilities to build resilience is vital. Rescue workers work in dangerous environments, confront numerous stressful situations, and have a profession that does not accept mistakes. As a result, EI is critical for them because they make difficult judgments quickly, employ adaptable, realistic, and effective problem-solving strategies, and operate in circumstances that demand solidarity and cooperation.^{4,20}

The study also hypothesized that Conflict Resolution and Emotional Intelligence predict Resilience. The result (Table 2) demonstrated conflict resolution and EI as significant predictors of resilience. Study results are consistent with previous findings research showed that individuals with good emotion management and emotional perception skills have a better understanding of situations and reason well in any situation. They can resolve conflict with greater resilience as compared to others.^{18,19}

The current study also describes that there is likely to be a significant difference between Bhakkar and Lahore Rescue employees on Emotional Intelligence, Conflict Resolution, and Resilience. These results (Table 3) were supported by previous research as existing research to find out the difference between rural and urban employees. Urban employees have lower emotional intelligence as compared to rural employees.^{21,22} That is the reason that there is a difference between the scores of mean between rural and urban academic achievers on the topic of Emotional Intelligence.^{23,24} Similarly, another research also reported that poor conflict management styles in urban employees as compared to rural employees. Urban employees are

also less committed to their professions than rural employees.²⁵

The present study has some limitations as well, as the study was quantitative, so in-depth experiences of rescue employees were not taken. Thus, it is suggested to conduct qualitative analyses on these variables in future. Moreover, night shift employees are underrepresented due to non-availability and were compensated by filling out questionnaires in the absence of the researchers. There is a chance of error in completing the form.

The research would also be useful for the employees of rural and urban areas to lessen the reactivity of emotions. Employees would use their bodies to support the refining and recognition of cognitive and emotional reactions. These results would also be useful for rescue employees to get an understanding about conflict management strategies and Emotional Intelligence strategies to apply in their daily lives.

Conclusion

The present research concluded that there is a positive and strong relationship between emotional intelligence, conflict resolution, and resilience that describes that higher emotional intelligence and conflict resolution contribute to an increase in resilience. Research has also described that urban area employees have lower levels of emotional intelligence, and conflict resolution compared to rural areas whereas both rural and urban areas rescue employees had the same level of resilience.

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