Role of Career Adaptability over Emotional Intelligence, Self-Efficacy and Leadership Skills: An overview of Path Analysis

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ABSTRACT
Performance is the level of attainability which measures how well the desired goals can be achieved. Every business needs good leader for their long run success. Today, effective leadership depends upon how well a leader is able to manage others as well as themselves. Career adaptability is the capacity of the individual to adjust to the changes while balancing over their career roles in order to enhance career development. This paper attempts to analyze how well the employees are able to take up the higher levels jobs and how well they use their leadership skills for enhancing their performance level. For solving the research problem, SEM has been employed which is a blend of factor analysis and multiple regression analysis. The analysis has been continued by conducting second order CFA which has been undertaken in order to validate Career Adapt Abilities scale (The CAAS Portugal Form, 2012). It has been reported that Employees working in the private banks possess more administrative skills as compared to other leadership skills. Administrative skills have the positive but insignificant relationship with Career adaptability and Interpersonal skills, Emotional Intelligence and Self Efficacy have the positive and significant relationship with career adaptability. Education has the positive and significant effect on career adaptability. The results also indicated that as the managerial level increases, career adaptability also increases.

Keywords: Conceptual Skills, Confirmatory factor Analysis, Structural Equation Modeling

1.1 Introduction
The concept of performance management is termed as the range of measures which is formulated so that there would be optimum utilization of resources and ultimately leads to the attainment of goals effectively and efficiently (Rostam & Azizi, 2020). Two aspects that show managers' strong interest in the contemporary workplace are emotional intelligence and job happiness. It's often accepted that individuals that possess greater emotional intelligence will also be more satisfied with their jobs. (Saini, R., & Ghai, R. K., 2014) the capacity of any organisation to change its workforce's typical pattern of expectations to one of more responsibility for their own professional development is essential to its effectiveness. (Saini, R., 2015) in the today's competitive environment only, those organization would be able to survive which have the ability to use their resources be it the physical or human resources

1.2 Meaning of Emotional Intelligence
Emotional Intelligence is including emotions. Mayer, Salovey, Caruso, 2004; Zeidnew, Mathews, & Robert, 2004 define emotional intelligence as "a set of abilities underlying the assessment, evaluation, expression, and regulation of emotions." Emotional Intelligence include person's capacity for self-awareness, social skills, motivation, and empathy. It's the capacity to understand and accommodate to other's wants and needs. The concept of EI has been propounded by Peter Salovey and John Mayer in their article in 1990.

1.3 Meaning of Self Efficacy
Self-efficacy is related to the self-confidence a person has to achieve their personal or organizational goals." Self-concept, self-awareness, and self-perception are other names for self-efficacy. It is confidence or faith in one's ability to accomplish the goals. Bandura (1977) defines self-efficacy as the capacity to carry out action plans to deal with particular conditions.

1.4 Meaning of Leadership
The leader is one driven by vision, who plans better, persists when others have faded out and who is immortal in the history of that entity (Srinivasan, 2014). Every person whether he is belonging to operational level or authoritative level needs strong leadership skills There are many leadership skills required in an organization to accomplish the specific goals. They may include interpersonal relations, fiduciary relations, soft skills, active and empathetic listening, strong vision, positive energy, communication skills and persuasive skills.

1.5 Career Adaptability

Career adaptability is the capacity of the individual to adjust to the changes while balancing over their career roles in order to enhance career development.

2.1 Review of Literature

Desti and Shanthi (2015) argued in their article titled "A study on Emotional Intelligence at the Workplace" and described how some people in the organization do well while others perform below the anticipated level. They claimed in their study that strategic leaders may be developed and fostered using the Emotional Intelligence approach.

Nusannas et al. (2020) evaluated the influence of self-efficacy and employee engagement on the employee performance of those at the forefront of banks who are handling digital transactions. The findings of this research revealed that self-efficacy and performance have a favorable and substantial influence on digital competence of employees working as bank front-liners, however engagement had no major impact on digital literacy.

Kehinde et al. (2012) tried to investigate the impact of skills and tactics of leaders over the bank's performance in Nigeria. This study has been conducted due to failure of banks which posed a challenge in front of challenging leader's skills in the banking sector. The findings of the study revealed that leadership skills had a great impact over performance of bank employees.

Jayakrishna (2020) conducted a study over emotional intelligence and self-efficacy. This study has been done in order to probe out the relationship between emotional intelligence and self-efficacy and its significance among students of secondary school. The study revealed high correlation between two variables. The findings of the study revealed that there existed a significant difference between emotional intelligence and self-efficacy among the students.

Singh (2007) studied the relationship between emotional intelligence and leadership effectiveness among 340 software professionals who were serving in India. Both males and females were shown to have a favorable relationship between emotional intelligence and organizational leadership. The results revealed insignificant differences between male and female software professionals in terms of emotional intelligence and overall leadership effectiveness.

3. Research Methodology

Research Methodology is well planned and scientific in nature which encompasses various theoretical and empirical processes. These techniques assist the researchers to gather or collect the data, analyze it and solve the problem. Research methodology is the framework of setting the rules for the research. Whenever the researcher decides to propose any work related to research, he has to frame the methodology.

3.1 Objectives of the Study

1. To determine the self-efficacy level of bank employees across the managerial levels working in private sector banks
2. To determine how well the employees are able to take the higher-level jobs in terms of their career prospects

3.2 Hypotheses of the Study

H_{01}: There is no significant difference of self-efficacy among the managerial level.
H_{a1}: There is significant difference of self-efficacy among the managerial level.
H_{02}: There is no significant difference of career adaptability over Emotional Intelligence, Self- Efficacy and Leadership skills.
H_{a2}: There is significant difference of career adaptability over Emotional Intelligence, Self- Efficacy and Leadership skills.

3.3 Research Design

The present study has been done over the private sector banks of Haryana in the district of Ambala Cantt, Gurgaon, Karnal and Yamunanagar. The research has been done through questionnaire to be filled by the employees personally as well through google forms.

3.4 Instruments for Data Collection

This research has used four instruments for validating the research. Tools employed for data collection includes Wong and Law Emotional Intelligence Scale (2002), The General Perceived Self-Efficacy Scale by Schwarzer and Jerusalem (1995), Leadership Skills Questionnaire by Northouse (Sage Publication) and Career Adapt- Abilities Scale (The CAAS Portugal Form, 2012).

4. Data Analysis and Interpretation

This chapter seeks to reach at the conclusion as well as introducing some new concepts through data analysis and interpretation.

4.1 Results and Findings

4.1.1 For analyzing the self-efficacy level of the employees, Generalized Self- Efficacy scale has been employed so that it can be determine the self-efficacy score of the employees This scale has been developed by Schwarzer and Jerusalem in 1995 for measuring the self-efficacy among the adolescent who can be negligent in completing his task. It has been termed as self-reported measure and hence researcher need not have to do any modification for their study. It is a 10-item psychometric instrument which is relatively being used to analyze optimistic self-belief in one's ability. Higher score indicates the high self-efficacy in an individual.

Table 4.1 Analysis of Self-Efficacy with respect to Levels

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Senior level	180	3.0172	.44330	.03304	2.9520	3.0824	2.30	4.00
Middle level	370	3.2000	.44430	.02310	3.1546	3.2454	2.20	3.90
Junior level	90	3.5433	.16079	.01695	3.5097	3.5770	3.40	3.90
Total	640	3.1969	.44570	.01762	3.1623	3.2315	2.20	4.00

It may be noted from the Table 4.1 that with the change in managerial level there will be noticeable change in their Self - efficacy. Employees at the Junior level were having high Self Efficacy whereas employees operating at the Senior position have the low Self Efficacy. Junior level has the mean score of 3.5433 with Standard deviation 0.16079 and Senior level has the mean score of 3.0179 with Standard deviation 0.44330.

Inferential Analysis

To test the significant difference between Self Efficacy scores and different managerial level, one-way ANOVA test will be applied. The technique of ANOVA has been applied in order to determine the variations among various sample means. Table 4.2 illustrates the analysis of variance by taking managerial levels as an independent variable whereas Self Efficacy has been taken as dependent variable.

Table 4.2 Analysis of Variance for "Self-Efficacy" across managerial levels

"Self-Efficacy"	"Sum of Squares"	"Df"	"Mean Square"	"F"	"Sig."
Between Groups	16.616	2	8.308		
Within Groups	110.318	637	.173	47.973	.000
Total	126.934	639			

It may be evident from the Table 4.2 that the ANOVA results depicts that the scores of Self Efficacy differ significantly ($F_{2,637}=47.973$, p <0.05). So, it can be concluded that there is significant difference in Self efficacy across the different managerial level. So, the null hypothesis is rejected.

4.1.2 Career Adaptability scale has been tested for its validity by taking the help of Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) so that interrelatedness among the constructs can be established. Observed variables

are termed as endogenous variables and unobserved variables are considered as exogenous variables. Latent constructs have to be depicted with the shape of circles or ovals.

Unstandardized Model: AMOS Output

Unstandardized model portrays the regression coefficient which is linking the exogenous constructs in the study. In the particular model, the co-variance between exogenous variable, the regression coefficients, the error terms and the p-value for each association are provided. Regression coefficient in the figure gas been fixed as 1 linking the error terms with the measured variables termed as endogenous variable. In this model, the path analysis has been illustrated in the figure 4.1
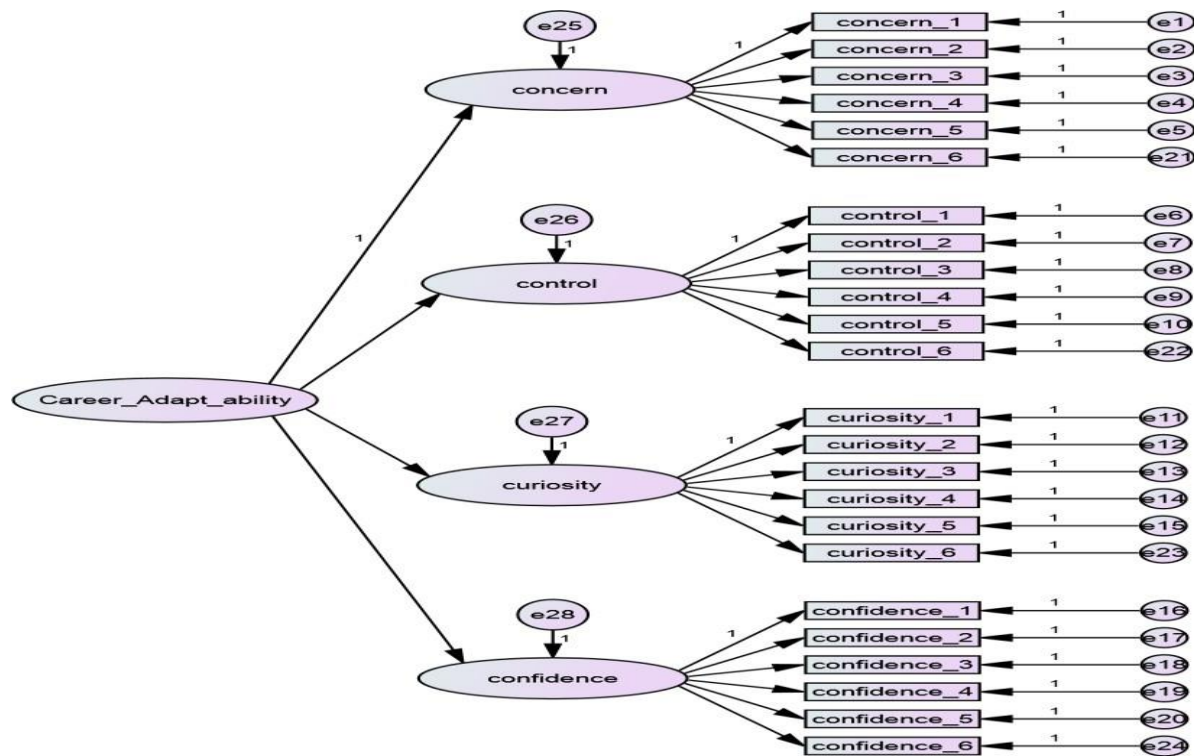

Figure 4.1 Structural Model of Career Adaptability Scale

(Source: Song et al. 2023)

AMOS OUTPUT: MODEL FIT INDICES

According to the Hair et al. (2006) proposed criterion, it was discovered that four constructs i.e. concern, control, curiosity and confidence had sufficient goodness-of-fit indices as compared with the threshold. The CFA results shows that model shows the good fit indices which is depicted as follows as per Hu and Bentler (1999).

	CMIN/df)	CFI	NFI	TLI	RFI	RMSEA	RMR
Default Model	2.504	0.947	0.938	0.949	0.91	0.04	0.046
Recommended Values	< 5	> 0.9	> 0.9	> 0.9	> 0.9	Close to 0.06	Close to 0.06

Table 4.3 Goodness of fit indices

The above output table 4.3 depicts that the model is acceptable model fit as all the values are in the range of recommended values or within the threshold (Hu and Bentler, 1999).

For measuring the significance of Emotional Intelligence, Self- Efficacy and Leadership skills as a predictor of career adapt ability, SEM was employed as it describes the relationships among multiple variables and shows multicollinearity. It has been considered as multivariate statistical technique because it aids in testing the structural relationship among variables (Bing et.al 2022). For analyzing how well employees are able to take higher level jobs in terms of career- adapt ability, SEM

– a path model has been employed in this research problem to analyze its effect on other multiple variables i.e. Emotional Intelligence, Self-efficacy and Leadership skills keeping all the demographic characteristics as the control variables.
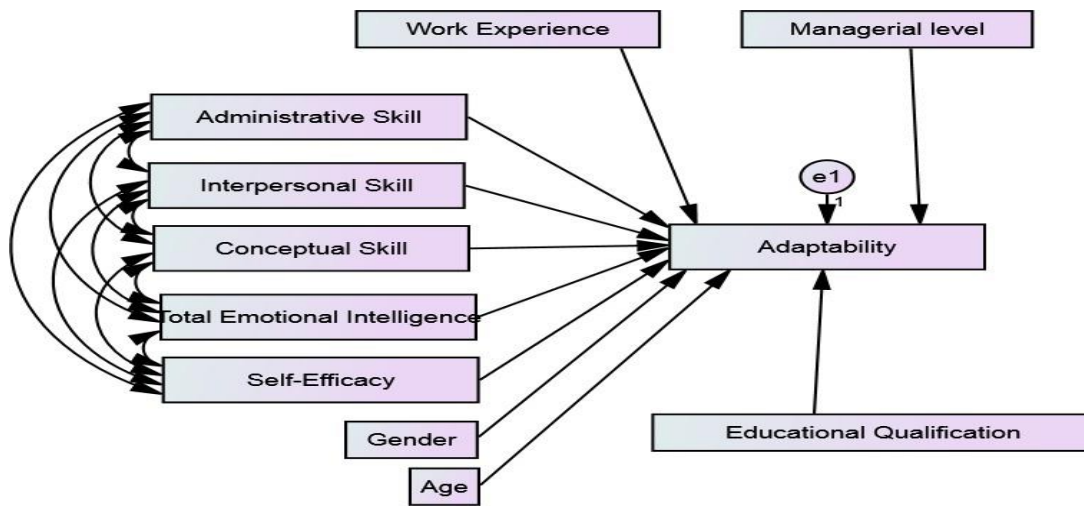
Figure 4.2 Path Diagram showing the relationship between observed and unobserved variables

Structural Model for Career Adaptability as the latent variable.

The above figure 4.2 depicts the relationship between career adaptability as an endogenous variable and other variables as exogenous variables. The value of career adaptability is reflected through the measured variables such as leadership skills, emotional intelligence, self-efficacy and control variables. Career adaptability has been treated as the dependent variable and other variables are treated as an independent variable. SEM was performed in order to know the correlation among career adaptability and emotional intelligence, self-efficacy and leadership skills. The standardized weights showing correlation among predictor variables were also illustrated below which link the predictors with the dependent variable.

Table 4.4 Weights of Standardized Regression

'Endogenous Variable"		"Exogenous Variable"	Estimate Value
Career adaptability	<---	Administrative Skill	.004
Career adaptability	<---	Interpersonal Skill	.100
Career adaptability	<---	Conceptual Skill	.014
Career adaptability	<---	Emotional Intelligence	.276
Career adaptability	<---	Self-efficacy	.473
Career adaptability	<---	Gender	-.056
Career adaptability	<---	Age	-.025
Career adaptability	<---	Education	.227
Career adaptability	<---	Managerial Level	-.260
Career adaptability	<---	Work experience	-.016

Observation

Standardized regression weight (β) of the model has been depicted in Table 4.4. The output depicts that the standardized regression weight of career adaptability ranges from - 0.0260 to 0.473. It is concluded from the output results that dimensions of leadership skills, Emotional Intelligence and Self- efficacy are significant and positively related with career adaptability.

It has been concluded that Self efficacy is the most important factor which contribute for career adaptability of employees. On the other hand, gender, age, level and work experience are the least contributing factor and negatively related to the overall adaptability. Only education being the measured variable is positive and significant factor of influencing career adaptability.

Dependent Variable	Estimate
Career adaptability	.602

Table 4.5 Squared Multiple Correlation

The (r^2) was 0.602 for Career adaptability which shows that 60.2% variance in career adaptability is accounted by dimensions of Leadership skills, Emotional Intelligence and Self-Efficacy with other measured variables.

5. Findings of the Study
- The overall mean score of Self Efficacy indicates that employees working in private sector banks have the ability to cope up with stressful life situations. It means that the employees taken in the study have the greatest generalized self-efficacy.
- The managerial wise analysis reveals that Employees at the Junior level have high Self Efficacy whereas employees at the Senior level have the low Self Efficacy.
- ANOVA results depicts that the scores of Self Efficacy differ significantly. So, it can be concluded that there is significant difference in Self efficacy with respect to managerial level. terms of career adaptability.
- As per the results of CFA and SEM it has been interpreted that Administrative skills have the positive but insignificant relationship with Career adaptability and hence administrative skills played an insignificant role in enhancing career opportunities.
- Interpersonal skills have the positive and significant relationship with career adaptability.
- The results also indicated that there exists a positive and significant relationship of emotional intelligence and self-efficacy on career adaptability.
- While analyzing the education as the control variable the results revealed that education has the positive and significant effect on career adaptability.
- The results indicated that as the managerial level increases, career adaptability also increases and vice versa.
- While looking into positive regression estimates it has been inferred that Emotional Intelligence, Self – Efficacy and Dimensions of Leadership skills have a positive relationship with Career adaptability. It has been observed that it is having positive but insignificant relationship with Career Adaptability.

6. Suggestions of the study
- The employees should be encouraged to inculcate the self- efficacy skills for maintaining the positive relationships.
- In order to manage the emotional life of the employees it is suggested to organize the workshops and seminars linked with the self- efficacy programs.
- It has been suggested that there should be the regular sessions for enhancing the career prospects of the employees. They should be made versatile by nature so that they would be able to grasp the opportunities whenever it will arise.
- Apart from the training programs there should be the provision of vocational training for the bank employees so that they would be able to get promotions whenever the **8. Limitation of the study**
- This research was restricted to banking industry which is itself challenging and stressful sector.
- Some of the respondents were not willing to give the truthful information about some statements.

7. Scope for future work
- Mediating role of any demographic characteristics can be initiated on the relationship among Emotional intelligence, Self-Efficacy and Leadership skills. This can be done by implementing bootstrapping technique with the help of AMOS for the mediation analysis.
- Additionally, researchers can also look for any moderating relationship and introduce them into SEM model in the presence of any other independent variable.

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