



"Examining the impact of emotional intelligence on career adaptability: A two-wave cross-lagged study"

Parmentier, Michaël ; Pirsoul, Thomas ; Nils, Frédéric

ABSTRACT

Developing career meta-competencies has become crucial to cope with the unpredictability of today's global work context, both at the emotional and cognitive levels. It is often argued that individuals rely on both emotional intelligence (Di Fabio & Kenny, 2014) and career adapt-abilities (Savickas, 2005) to respond to career changes. Though the link between emotional intelligence and career adaptability has been previously demonstrated, no longitudinal evidence has been provided yet. The present study investigates the impact of emotional intelligence on career adaptability in a two-wave longitudinal study among a sample of adult learners (N=#282 for Time 1; N=#208 for Time 2). Using cross-lagged panel analysis, our results supported the causal relationship from emotional intelligence to career adaptability. Emotional intelligence at Time 1 predicted career adaptability at Time 2 while controlling for prior levels of career adaptability and socio-demographic variables. Neither a reversed causality model nor a reciprocal causality model provided a better fit to the data. While this study brings additional evidence for the career construction model and emphasizes the role of two career meta-competencies in crafting sustainable careers, it also raises the importance to consider career development in the context of adult learning.

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Examining the impact of emotional intelligence on career adaptability: a
two-wave cross-lagged study

Authors: Michaël Parmentier, Thomas Pirsoul, Frédéric Nils

Institution: Université catholique de Louvain

Corresponding author : Michaël Parmentier

Address : 10 Place Cardinal Mercier 1348 Louvain-la-Neuve

E-mail : michael.parmentier@uclouvain.be

Telephone : +3210472680

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3 **Abstract**

4 Developing career meta-competencies has become crucial to cope with the unpredictability of
5 today's global work context, both at the emotional and cognitive levels. It is often argued that
6 individuals rely on both emotional intelligence (Di Fabio & Kenny, 2014) and career adapt-
7 abilities (Savickas, 2005) to respond to career changes. Though the link between emotional
8 intelligence and career adaptability has been previously demonstrated, no longitudinal
9 evidence has been provided yet. The present study investigates the impact of emotional
10 intelligence on career adaptability in a two-wave longitudinal study among a sample of adult
11 learners (N = 282 for Time 1; N = 208 for Time 2). Using cross-lagged panel analysis, our
12 results supported the causal relationship from emotional intelligence to career adaptability.
13 Emotional intelligence at Time 1 predicted career adaptability at Time 2 while controlling for
14 prior levels of career adaptability and socio-demographic variables. Neither a reversed
15 causality model nor a reciprocal causality model provided a better fit to the data. While this
16 study brings additional evidence for the career construction model and emphasizes the role of
17 two career meta-competencies in crafting sustainable careers, it also raises the importance to
18 consider career development in the context of adult learning.

19 Keywords: emotional intelligence, career adaptability, longitudinal study, adult learning

20 **1. Introduction**

21 Individuals now navigate in a more demanding context of work as they face unfamiliar and
22 unpredictable situations and constraints, as well as numerous career transitions and job
23 uncertainty during their careers (Biemann, Zacher, & Feldman, 2012). Therefore, sustaining

24 individuals' abilities to deal with such constraints, as well as to cope with ongoing career
25 changes and transitions has become crucial. These abilities have been referred to as career
26 meta-competencies (Coetzee, 2014). Among them, two have particularly grasped researchers'
27 attention in recent years. On the one hand, understanding how individuals develop and make
28 use of self-regulatory resources to prepare for and cope with career and job transitions have
29 been at the heart of career construction theory (see, Johnston, 2018, for a review; Savickas,
30 2005). On the other hand, several researchers have highlighted how emotional intelligence
31 can help individuals in making career decisions, deal with major career events and make
32 emotional adjustments (Di Fabio & Kenny, 2014). This led scholars to stress the importance
33 of both emotional intelligence and career adaptability as important meta-competencies
34 helping individuals to effectively respond to career changes and craft sustainable careers
35 (Buyken, Klehe, Zikic, & van Vianen, 2015; Potgieter, 2014).

36 Building upon the career construction model (Savickas, 2005), some empirical studies have
37 documented the positive role of emotional intelligence on career adaptability. However, no
38 longitudinal evidence has been provided yet. This is unfortunate as the causal relationship
39 between these two meta-competencies has implications for the design of effective career
40 guidance practices. To approach this shortcoming, the objective of the present study was to
41 bring additional evidence for the causal hypothesis of emotional intelligence on career
42 adaptability in a two-wave longitudinal study among a sample of adult learners.

43 1.1. *Emotional Intelligence*

44 Emotional intelligence refers to the individuals' ability to identify, understand, express,
45 manage, and use emotions (Mayer & Salovey, 1997; Petrides & Furnham, 2003). Above
46 strong evidence of its positive impact in health (Martins, Ramalho, & Morin, 2010), social
47 (Lopes et al., 2004), and work domains (Ashkanasy & Daus, 2005), emotional intelligence
48 has gained increasing popularity and is now considered as a key career resource (Di Fabio,

49 2012). The beneficial role of emotional intelligence in the realm of careers has been
50 empirically well documented with regard to career decision-making (Di Fabio, Palazzeschi,
51 Asulin-Peretz, & Gati, 2013; Di Fabio & Saklofske, 2014), career commitment (Brown,
52 George-Curran, & Smith, 2003), career success (de Haro García & Castejón Costa, 2014), and
53 employability (Hodzic, Ripoll, Lira, & Zenasni, 2015). These findings stem from the
54 hypothesis that high emotional intelligence is considered as self-regulatory resources related
55 to a better awareness, regulation and use of emotions in career-related thinking and actions
56 (Emmerling & Cherniss, 2003) and an important factor of adaptive emotional functioning. In
57 building their careers, individuals with high emotional intelligence might be better in planning
58 their professional goals and objectives, fitting in into different organizational cultures,
59 establishing and maintaining social relationships as well as anticipating the emotional
60 consequences of career tasks, changes, and transitions (Potgieter, 2014).

61 1.2. *Career Adaptability*

62 Career adaptability refers to a set of psychosocial self-regulatory, transactional, and malleable
63 resources that enable individuals to prepare for, cope with, and manage career or job
64 transitions as well as career- or work-related issues (Savickas & Porfeli, 2012). A recent
65 meta-analysis (Rudolph, Lavigne, & Zacher, 2017) showed the positive effect of career
66 adaptability on a wide range of career-related outcomes such as job and career satisfaction
67 (Zacher, 2014; Zacher & Griffin, 2015), career identity (Negru-Subtirica, Pop, & Crocetti,
68 2015), job stress (Fiori, Bollmann, & Rossier, 2015), and employability (Udayar, Fiori,
69 Thalmayer, & Rossier, 2018), to cite a few. Career adaptability is considered as a set of
70 resources individuals may rely upon in times of uncertainty and career changes to proactively
71 plan their career, develop needed skills, engage in career exploration behaviors or mobilize
72 social capital when needed. For these reasons, career adaptability has been coined as a key

73 resource for sustainable careers as it helps individuals to proactively cope with career-related
74 tasks and foster their career development (Buyken et al., 2015).

75 Very few studies have investigated the impact of emotional intelligence on career adaptability
76 (Celik & Storme, 2017; Coetzee & Harry, 2014; Merino-Tejedor, Hontangas, & Petrides,
77 2018; Udayar et al., 2018). Building upon the career construction model (Savickas, 2005),
78 they argue that emotional intelligence provides individuals with a higher adaptive functioning
79 in a various number of situations and to major life events, fosters the development and use of
80 career adaptability and thus leads to a greater adaptive functioning in career-related issues and
81 challenges. However, these studies relied on cross-sectional designs and on samples of
82 university students (see, Coetzee & Harry, 2014, for an exception), limiting the ability to draw
83 causal conclusions. Longitudinal evidence is therefore necessary to further establish the
84 causal inferences of the career construction model.

85 1.3. *The Present Study*

86 The objective of this study was to examine the causal relationship between emotional
87 intelligence and career adaptability using a two-wave cross-lagged panel design among a
88 sample of adult learners. We chose this sample for two main reasons. First, entering an
89 education program as an adult is, per se, a vocational transition, additionally involving the
90 management of the dual roles of worker and student (Fairchild, 2003). Second, beyond
91 learning outcomes, engaging in such programs is generally associated with career
92 development issues such as career change, professional development, and career advancement
93 (Vertongen, Bourgeois, Nils, De Viron, & Traversa, 2009). Focusing on adult learners raises
94 the importance of addressing career development issues in adult education, as they need to
95 rely on career meta-competencies in order to undertake the career and job objectives they
96 pursue.

97 Cross-lagged panel analysis is particularly relevant as it allows to test the direction and
98 strength of the link between emotional intelligence and career adaptability while controlling
99 for the prior levels of these two variables (Selig & Little, 2012). The following hypothesis
100 was accordingly formulated:

101 H1: emotional intelligence at Time 1 will predict career adaptability at Time 2 while
102 controlling for prior levels of career adaptability at Time 1.

103 Specifically, we will test this hypothesis and further show that neither a reversed nor a
104 reciprocal causation model would provide a better fit to the data. In addition, we included
105 several demographic control variables in order to test the robustness of the link in terms of
106 magnitude and significance. Those variables were age, gender, educational attainment, job
107 tenure, marital status, and number of children.

108 **2. Methods**

109 *2.1. Participants and Data Collection*

110 The data were collected among adults enrolled in an adult education program in Educational
111 Sciences. The education program is designed for school teachers and principals, adult trainers,
112 civil servants, HR workers willing to advance their skills and knowledge in educational
113 sciences. Four main specialisations are available: school-based learning, teacher education,
114 management of socio-educational organisations, and adult education. Adult learners' goals
115 can be diverse: salary increase, becoming a school principal, operating a major career change
116 in education, and becoming a teacher or adult trainer.

117 Out of 542 adult learners, 282 responded at Time 1 ($M_{age} = 34.22$, $SD = 9.06$; 72.3% female),
118 and 208 responded 6 months later. In order to avoid selection biases due to panel attrition, we
119 performed several dropout analyses. The results indicated there were no differences in terms
120 of age, gender, educational attainment, tenure, marital status and number of children.

121 Moreover, no differences in mean levels were found neither for emotional intelligence ($t(271)$
122 $= -1.364, p = .174$) nor career adaptability ($t(270) = -0.467, p = .641$).

123 2.2. Measures

124 The study variables were measured at both time points. Additionally, we included several
125 demographic characteristics: age, gender, educational attainment, tenure, marital status, and
126 the number of children.

127 2.2.1. Emotional Intelligence

128 Emotional intelligence was assessed with the Profile of Emotional Competence (Brasseur,
129 Grégoire, Bourdu, & Mikolajczak, 2013). This measure consists of 50 items from 1 (strongly
130 disagree) to 7 (strongly agree) and provides separate sub-scores for 5 dimensions (i.e.,
131 identification, understanding, expression, regulation, and use) according to 2 targets: own vs.
132 others' emotions. As other measures of emotional intelligence generally tap into intra-
133 personal emotional intelligence (pertaining to one's own emotions; e.g., TEIQue, Petrides &
134 Furnham, 2003), we only used the intrapersonal dimension (i.e., 25 items). Examples of items
135 for the different dimensions are "*I am aware of my emotions as soon as they arise*"
136 (identification), "*When I am sad, I often don't know why*" (reversed; understanding), "*I am*
137 *good at describing my feelings*" (expression), "*I find it difficult to handle my emotions*"
138 (reversed; regulation) and "*I use my feelings to improve my choices in life*" (use).

139 2.2.2. Career Adaptability

140 Career adaptability was assessed with the Career Adapt-Abilities Scale (Savickas & Porfeli,
141 2012). This measure consists of 24 items from 1 ("Not one of my strengths") to 5 ("My
142 greatest strength"), composed of 4 career adapt-abilities: concern (e.g., "*Preparing for the*
143 *future*"), control (e.g., "*Counting on myself*"), curiosity (e.g., "*Exploring my surroundings*"),
144 and confidence (e.g., "*Taking care to do things well*").

168 systematically compared to a one-factor model with all indicators loading on a single latent
169 factor. According to our results, the two-factor model fitted the data well at both Time 1 ($\chi^2 =$
170 65.47, $df = 26$, CFI = .94, RMSEA = .074, SRMR = .051) and Time 2 ($\chi^2 = 66.53$, $df = 26$,
171 CFI = .91, RMSEA = .087, SRMR = .06). Comparisons based on Chi-square difference tests
172 revealed that the two-factor models fitted the data better than the one-factor models ($\Delta\chi^2 =$
173 1178.29, $p < .001$, for Time 1; $\Delta\chi^2 = 95.62$, $p < .001$, for Time 2).

174 Measurement invariance analyses showed support for the equivalence of the factor structure
175 across time (see Table 2). We compared increasingly constrained models to the configural
176 invariance, which replicate the factor structure at both measurement times. All model
177 comparisons were based on differences in Chi-square statistics, CFI ($\Delta CFI < .01$) and
178 RMSEA ($\Delta RMSEA < .015$; Chen, 2007). According to our results, the metric invariance was
179 established (i.e., equality constraints on factor loadings), but the factor structure did not hold
180 when trying to reach scalar invariance (i.e., equality constraints on intercepts). A partial scalar
181 invariance was established by relaxing the constraints on the intercept of the *concern*
182 dimension of career adaptability. Reaching partial scalar invariance is common in practice and
183 is considered as sufficient for testing latent mean differences (Putnick & Bornstein, 2016).

184 [insert Table 2 here]

185 3.2. Hypotheses Testing

186 Several competing cross-lagged models were fitted to the data and compared in several steps
187 (see Table 3). First, we modeled a stability model which only contains the autoregressive
188 effects. Several competing nested models were then compared to the stability model: (1) a
189 causality model, which adds a path from T1 emotional intelligence to T2 career adaptability,
190 (2) a reversed causality model, which adds a path from T1 career adaptability to T2 emotional
191 intelligence and (3) a reciprocal causality model, which contains bidirectional relationships
192 between emotional intelligence and career adaptability. Compared to the stability model, our

193 results showed that the causality model best fitted the data ($\Delta\chi^2 = 7.13, p < .01$). The
194 standardized estimates of the causality model are displayed in Figure 1. The inclusion of the
195 path from T1 emotional intelligence to T2 career adaptability provided a significant better fit
196 to the data compared to the stability model. However, an alternative reversed causality model
197 did not significantly improved model fit ($\Delta\chi^2 = 0.40, p = .526$) and the path from T1 career
198 adaptability to T2 emotional intelligence was not significant ($\beta = 0.04, p = .523$). Finally, the
199 reciprocal causality model did not improve the model fit compared to the causality model ($\Delta\chi^2$
200 $= 0.06, p = .805$). The causality model was thereby retained as the best fitting model. As
201 Figure 1 shows, T1 emotional intelligence positively predicted T2 career adaptability levels (β
202 $= .241, p < .05$) while controlling for the prior levels of career adaptability ($\beta = .326, p <$
203 $.001$). The causality model explained a substantial part of the variance of career adaptability
204 ($R^2 = .23$).

205 [Insert Table 3 here]

206 When including the control variables in the analysis, results were identical and did not change
207 the interpretation of the findings. The causality model ($\chi^2 = 368.95, df = 221, CFI = .91, TLI =$
208 $.89, RMSEA = .046$) was still the best fitting model compared to the stability model ($\Delta\chi^2 =$
209 $4.45, p < .05$). T1 emotional intelligence still predicted T2 career adaptability levels ($\beta = .214,$
210 $p < .05$) while controlling for the prior levels of career adaptability ($\beta = .342, p < .001$) and
211 for the effects of control variables. The model without control variables was thereby retained
212 in order to reduce model complexity. In sum and in line with our hypotheses, these findings
213 supported the causal relationship between emotional intelligence and career adaptability.

214 [Insert Figure 1 here]

215 4. Discussion

216 The aim of the present study was to bring additional evidence for the causal relationship
217 between emotional intelligence and career adaptability. Longitudinal empirical evidence was
218 needed as most studies relied on cross-sectional designs (Rudolph et al., 2017). In addition, as
219 most previous studies were undertaken on traditional students, we provided additional
220 evidence with adult learners. Focusing on this sample was important due to the wide range of
221 work, learning, and family demands they have to deal with (Fairchild, 2003). To these ends,
222 we examined the relationship between emotional intelligence and career adaptability using a
223 two-wave cross-lagged design among a sample of adult learners in order to provide an in-
224 depth understanding of how emotional intelligence is associated with career adaptability
225 across time.

226 Our results supported our hypothesis and showed that emotional intelligence predicted
227 career adaptability, which is consistent with the career construction model (Savickas, 2005).
228 This relationship was deemed unidirectional, as neither the reversed causality nor the
229 reciprocal causality model improved model fit. Our findings therefore bring additional
230 support for the causal relationship between emotional intelligence and career adaptability. Our
231 results are consistent with previous cross-sectional studies on call-center workers (Coetzee &
232 Harry, 2014) and university students (Celik & Storme, 2017; Merino-Tejedor et al., 2018;
233 Udayar et al., 2018) and extend previous findings by investigating adult learners' meta-
234 competencies. Within the framework of career construction theory, our findings stress the
235 importance of considering emotional intelligence as a factor of general adaptive readiness that
236 individuals may rely upon to develop and mobilize their career adaptability resources, and
237 lead to a greater adaptive functioning in career-related issues. In that matter, recent findings
238 have successfully shown the mediating role of career adaptability in the link between
239 emotional intelligence and several career-related outcomes such as academic engagement

240 (Merino-Tejedor et al., 2018), academic satisfaction (Celik & Storme, 2017), career
241 indecision and self-perceived employability (Udayar et al., 2018).

242 *4.1. Limitations and Future Directions*

243 Several limitations may have affected the generalizability and the quality of our findings.
244 First, our study focused on adult learners in Educational Sciences. The sample was mainly
245 composed of teachers, adult trainers and social workers. Though targeting a specific
246 population was our objective, replication in other adult learning and work contexts is still
247 needed in order to generalize our findings. Second, cross-lagged longitudinal analysis can at
248 best bring support about causal inferences but does not allow one's to infer causality. Future
249 research should focus on experimental studies in order to further examine the causality
250 assumption between emotional intelligence and career adaptability. Third, the constructs of
251 our study were measured using self-reports and may be biased due to common method
252 variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

253 Notwithstanding these limitations, the present findings offer important avenues for future
254 research. By showing the positive relationship between one's ability to manage emotions and
255 the development of career-related self-regulatory resources, this study highlights the
256 importance to consider emotional intelligence, and broader affective mechanisms, in career
257 development processes. Since calls for the inclusion of emotion in career research (Kidd,
258 2004), research has focused more on the role of emotional intelligence (e.g., Di Fabio &
259 Saklofske, 2014) and affect (e.g., Fiori et al., 2015) in career development. Future research
260 should echo these efforts and further investigate the role of emotion in career development.
261 This is especially important as both emotional intelligence and career adaptability are
262 considered as self-regulatory resources whose activation can vary over time according to
263 individuals' regulation needs (Pekaar, Bakker, van der Linden, Born, & Sirén, 2018; Rossier,
264 2015; Zacher, 2015). Accordingly, studying daily emotional manifestations could enhance our

265 understanding of how individuals use their meta-competencies in order to respond to daily
266 career-related tasks. Similarly, qualitative investigations could explain in more detail how
267 individuals make use of these meta-competencies to display adaptive career functioning in
268 relation to local and specific contexts, tasks, and transitions.

269 Emotional intelligence and career adaptability are important meta-competencies fostering
270 adaptive behaviors, and, ultimately facilitating individuals' adaptation to career challenges
271 and individual well-being. Fruitful implications for research and practice also dwell in the
272 malleability of both constructs. It has been demonstrated that emotional intelligence and
273 career adaptability are malleable competencies that can be learned through training (Hodzic,
274 Scharfen, Ripoll, Holling, & Zenasni, 2018; Koen, Klehe, & Van Vianen, 2012). By
275 providing additional support for the causal relationship, this study brings insights for the
276 design and use of empirically driven career and work interventions. Complementary to the use
277 of training than can be expensive and difficult to implement, qualitative investigations could
278 also shed some light on the conditions in learning and work settings likely to sustain the
279 development of these two career meta-competencies. In this regard, constructing internships
280 as critical reflexive practices has been suggested as an effective way to understand the
281 development and use of competencies (Ripamonti, Galuppo, Bruno, Ivaldi, & Scaratti, 2018).
282 This is especially relevant for adult learners as they generally value opportunities to integrate
283 learning with life and work experiences. These implications give both universities and
284 organizations tools for sustaining adults in the construction of their careers.

285 This study also suggests the importance to consider career development issues in adult
286 education contexts. As we argued, entering an education program is a transition per se and
287 adults are particularly likely to make use of their meta-competencies to deal with the new
288 learning tasks and be successful in their training (Vertongen, De Viron, Vignery, & Nils,
289 2018). At the same time, they have to manage the dual roles of worker and student,

290 notwithstanding family demands (Fairchild, 2003). This is in line with a lifespan perspective
291 that posits that the use of self-regulatory resources may vary at different career stages
292 (Rudolph et al., 2017). Helping adults to succeed in their learning, manage the various
293 challenges related to the work, student, and family domains, as well as to prepare for and deal
294 with career changes through the development of meta-competencies is crucial to build
295 positive and sustainable careers.

296

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Table 1. Means, standard deviations, reliabilities and bivariate correlations for the study variables

	M	SD	1	2	3	4	5	6	7	8	9	10
Time1												
1. Age	34.22	9.06	—									
2. Gender	—	—	-.05	—								
3. Education	—	—	.06	.05	—							
4. Tenure	9.17	7.32	.80***	-.05	-.04	—						
5. Marital status	—	—	.54***	-.01	.02	.43***	—					
6. Nb. children	1.11	1.36	.58***	.01	.01	.47***	.56***	—				
7. EI	4.72	0.73	.24***	-.13*	.07	.16**	.18**	.16**	.85			
8. CA	4.22	0.41	.10	-.12 [†]	.11 [†]	.03	.09	-.02	.36***	.91		
Time 2												
9. EI	4.69	0.79	.22**	-.07	.13 [†]	.12	.13 [†]	.06	.76***	.25**	.88	
10. CA	3.82	0.42	.24**	-.05	.14 [†]	.21**	.04	.14 [†]	.30***	.40***	.38***	.88

Note. $N_{time1} = 282$; $N_{time2} = 208$. EI = emotional intelligence. CA = career adaptability. [†] $p < .10$. * $p < .05$. ** $p < .01$. *** $p < .001$. Cronbach's alphas are reported on the diagonal in bold.

Table 2. Measurement invariance statistics.

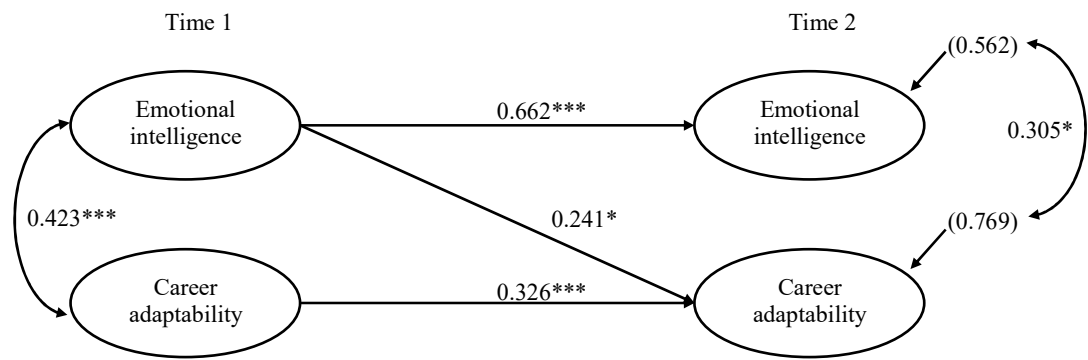
Models	MLR χ^2 (df)	CFI	TLI	RMSEA	RMSEA 90% CI	SRMR	Δ MLR χ^2 (df)	Comparison
M ₁ Configural invariance	325.06 (225)	.948	.937	.037	.028-.046	.066	—	—
M ₂ Metric invariance	337.27 (234)	.947	.937	.037	.028-.046	.074	12.26 (9)	M ₂ -M ₁
M ₃ Scalar invariance	391.14 (243)	.923	.913	.044	.035-.051	.086	55.67 (9)*	M ₃ -M ₂
M ₄ Partial scalar invariance	351.23 (241)	.943	.935	.038	.029-.046	.075	14.04 (7)	M ₄ -M ₂

Note. MLR χ^2 = chi-square test of model fit associated with robust maximum likelihood estimator; df = degrees of freedom; CFI = comparative fit index; TLI = Tucker-Lewis index; RMSEA = root mean square error of approximation; SRMR = standardized root mean square residual. * $p < .001$.

Table 3. Cross-lagged model fit and comparison of alternative models.

Models	MLR χ^2 (df)	CFI	TLI	RMSEA	RMSEA 90% CI	SRMR	Δ MLR χ^2 (df)	Comparison
M ₁ Stability model	244.914(137)	.927	.918	.050	.039-.059	.109	—	—
M ₂ Causality model	238.061(136)	.931	.922	.048	.038-.058	.107	7.1344(1)*	M ₁ -M ₂
M ₃ Reversed causality model	243.785(136)	.927	.918	.050	.039-.060	.109	0.4024(1)	M ₁ -M ₃
M ₄ Reciprocal causality model	237.055(135)	.931	.921	.049	.038-.059	.106	0.0610(1)	M ₂ -M ₄

Note. MLR χ^2 = chi-square test of model fit associated with robust maximum likelihood estimator; df = degrees of freedom; CFI = comparative fit index; TLI = Tucker-Lewis index; RMSEA = root mean square error of approximation; SRMR = standardized root mean square residual. * $p < .01$.



1
2

Figure 1. Cross-lagged relationships between emotional competence and career adaptability of the causality model. * $p < .05$. *** $p < .001$.