



## The Influence of Proactive Personality and Emotional Intelligence on Career Adaptability Through Self-Efficacy as a Mediator

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### Abstract

**Purpose:** his study examines how proactive personality and emotional intelligence influence career adaptability, with self-efficacy as a mediating variable among employees of Bank Bengkulu. The research offers novelty by integrating both personal traits and emotional competencies within a single framework to explain adaptive career behavior in a highly dynamic banking environment.

**Method:** A quantitative explanatory design was employed using a survey of 440 employees from 10 Bank Bengkulu branches. Data were analyzed through Partial Least Squares Structural Equation Modeling (SEM-PLS) to test direct and mediating relationships among proactive personality, emotional intelligence, self-efficacy, and career adaptability.

**Result:** The findings reveal that proactive personality and emotional intelligence positively affect career adaptability, both directly and indirectly through self-efficacy. Self-efficacy serves as a significant psychological bridge linking personal traits to adaptive career outcomes. Future research should explore this model across different organizational contexts and include additional mediating factors such as resilience or organizational support.

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## INTRODUCTION

The modern world of work is characterized by rapid change, digital transformation, and continuous uncertainty. Technological innovation, globalization, and shifting customer expectations have disrupted traditional career paths, forcing employees to adapt quickly and continuously. In this context, success is no longer determined solely by technical expertise but by psychological readiness and the ability to adjust—known as career adaptability (Savickas, 2021). Employees who demonstrate adaptability can manage transitions, overcome challenges, and sustain performance even when their roles or environments shift.

Within Indonesia's banking sector, adaptability has become a crucial competency. Regional banks such as Bank Bengkulu face intense competition from larger national institutions and ongoing digital transformation. Employees must not only master new technologies and comply with regulatory demands but also maintain emotional stability and motivation amid constant

change. However, internal observations at Bank Bengkulu show that some employees still struggle to adapt effectively. Higher-than-target turnover, low training program participation, and signs of stress suggest a need to strengthen the psychological resources that support adaptive functioning.

Career adaptability is shaped by multiple psychological factors, among which proactive personality and emotional intelligence play central roles. A proactive personality reflects an individual's tendency to take initiative, anticipate challenges, and actively influence their environment rather than merely responding to situations as they arise (Li et al., 2022). Individuals with strong proactive tendencies generally plan, seek opportunities for advancement, and perceive change as a pathway for growth (Wang et al., 2021). In dynamic organizational settings such as banking, these characteristics are crucial for navigating uncertainty and sustaining long-term performance. Evidence from the Indonesian organizational context also reinforces this view, showing that proactive behavioral dispositions significantly contribute to employees' adaptability and overall performance. This suggests that personal initiative is a key psychological resource that enables employees to respond effectively to rapid workplace changes.

However, previous studies have generally examined proactive personality in isolation, rather than exploring how this trait interacts with other psychological variables to predict career adaptability. Although recent research by Li et al. (2024) and Fang et al. (2024) demonstrates that proactive personality is positively associated with career adaptability, these studies focus on specific mechanisms—such as strengths use or college experiences—and do not assess its combined influence with other adaptive resources. This leaves an important gap in understanding how proactive personality, together with other psychological constructs such as emotional intelligence, shapes employees' career adaptability, particularly within dynamic organizational environments like regional banks in Indonesia.

Meanwhile, emotional intelligence (EI)—the ability to recognize, understand, and regulate emotions in oneself and others—has emerged as a key factor in workplace effectiveness (Nasution et al, 2023). Employees with high EI can manage stress, communicate effectively, and maintain positive relationships, even in high-pressure environments. Studies have shown that emotional intelligence promotes psychological well-being and adaptability by enhancing self-awareness, empathy, and emotional control (Coetzee & Harry, 2021; Akomolafe & Olatomide, 2020). In customer-facing industries such as banking, where interpersonal interaction and service quality are central, emotional intelligence plays a vital role in sustaining adaptability and performance.

Nevertheless, research on emotional intelligence (EI) and career adaptability remains fragmented. Many studies, such as those by Peng et al. (2023), Arti & Kurniawati (2022), and Iqbal (2025), have focused on academic or counseling contexts, leaving limited evidence on the role of EI as an adaptive readiness factor in high-risk, customer-facing environments, such as the banking sector. This gap constitutes the primary focus of the present study.

While both proactive personality and emotional intelligence have been linked to adaptability, few studies have examined how these two constructs interact. Moreover, the mechanisms by which they influence career adaptability remain underexplored. Drawing on Wang et al (2022) Social Cognitive Theory, this study proposes self-efficacy—an individual's belief in their ability to execute tasks successfully—as a critical mediating variable. Self-efficacy enables individuals to transform potential into performance by fostering confidence, persistence, and motivation in the face of challenges. Previous research supports the role of self-efficacy as a mediator between personality traits and adaptive career behavior (Haenggli & Hirschi, 2020; Cheung & Jin, 2022), yet integrative models that include both proactive personality and emotional intelligence as predictors remain scarce.

This limitation is particularly evident in developing economies like Indonesia, where contextual and cultural factors may shape psychological processes differently. The existing literature has primarily focused on students or professionals in Western settings, offering little insight into employees in regional organizations undergoing rapid modernization. The present study fills this research gap by investigating the combined effects of proactive personality and emotional intelligence on career adaptability through self-efficacy in employees of Bank Bengkulu.

Theoretically, this research integrates Career Construction Theory (Savickas, 2021) and Social Cognitive Theory (Wang et al., 2022) to develop a more comprehensive model for understanding adaptive career behavior. Proactive personality and emotional intelligence represent forms of adaptive readiness, while self-efficacy functions as an internal psychological resource that activates adaptive responses. This integrative approach explains not only which variables predict adaptability but also how personal dispositions and beliefs interact to shape adaptive outcomes.

Practically, this study contributes to human resource management by identifying the psychological competencies needed to build an adaptable workforce. By understanding how personality, emotion, and self-belief interact, organizations can design more effective training programs that enhance employee confidence and adaptability. Initiatives such as emotional intelligence workshops, proactive leadership programs, and self-efficacy development can help employees face uncertainty with resilience and optimism.

In conclusion, adaptability is not just an organizational expectation but a personal capacity grounded in psychological strength. Proactive employees see opportunities in change; those with high emotional intelligence navigate change with composure; and those with strong self-efficacy convert potential into achievement. Therefore, the objective of this research is to analyze the effects of proactive personality and emotional intelligence on career adaptability, with self-efficacy as a mediating variable, among employees of Bank Bengkulu. By bridging theoretical and practical perspectives, this study offers new insight into how psychological capital can enhance employee adaptability in Indonesia's rapidly transforming banking sector.

#### **Relationship between Proactive Personality and Career Adaptability**

Proactive personality refers to an individual's stable tendency to identify opportunities, take initiative, and act to bring about change (Li et al., 2022). Employees with a high proactive disposition are more likely to anticipate organizational changes and prepare adaptive responses to future challenges. Previous studies have demonstrated that proactive individuals exhibit greater adaptability because they are motivated to control their environment rather than react passively to external forces (Kumasey, 2024; Wang et al., 2021). Within the framework of Career Construction Theory (Savickas, 2021), proactive personality embodies the adaptability resources of concern and control, enabling individuals to take ownership of their career development. Therefore, employees with strong proactive tendencies are expected to display higher adaptability in managing career transitions.

#### **Relationship between Emotional Intelligence and Career Adaptability**

Emotional intelligence (EI) is the ability to perceive, understand, and manage one's own emotions as well as those of others (Nasution et al, 2023). Emotionally intelligent employees tend to remain calm under pressure, communicate effectively, and build constructive interpersonal relationships—all of which contribute to adaptive functioning at work (Coetzee & Harry, 2021). Empirical evidence from Abqari (2023) and Kanten & Ulker (2021) shows that EI promotes flexibility, resilience, and readiness for career transitions. From the perspective of CCT, emotional intelligence supports the confidence and control dimensions of adaptability, enabling employees to manage uncertainty with composure. Therefore, emotional intelligence is expected to enhance employees' career adaptability in dynamic banking environments.

#### **Relationship between Self-Efficacy and Career Adaptability**

Self-efficacy represents a person's belief in their capacity to perform effectively and handle challenging situations (Wang et al., 2022). Individuals with strong self-efficacy exhibit persistence, motivation, and optimism—qualities that facilitate adaptive career behavior (Cheung & Jin, 2022). According to Social Cognitive Career Theory (Dziak, 2024), self-efficacy is a fundamental mechanism that determines how individuals approach career challenges. Within self-efficacy, the confidence component of adaptability empowers employees to take control of their career paths and respond positively to change.

**Relationship between Personality and Self-Efficacy Proactive**

Proactive individuals actively seek new experiences, pursue opportunities, and persist in overcoming barriers, thereby enhancing their belief in personal competence (Li et al., 2022). Research by Schuler et al. (2025) and Cai et al. (2023) revealed that proactive personality significantly predicts self-efficacy through continuous engagement and mastery experiences. Within the framework of SCCT, proactive behavior leads to performance accomplishments that reinforce self-confidence. Therefore, proactive employees are more likely to develop strong self-efficacy because they frequently test and refine their abilities through self-initiated actions.

**Relationship between Intelligence and Self-Efficacy Emotional**

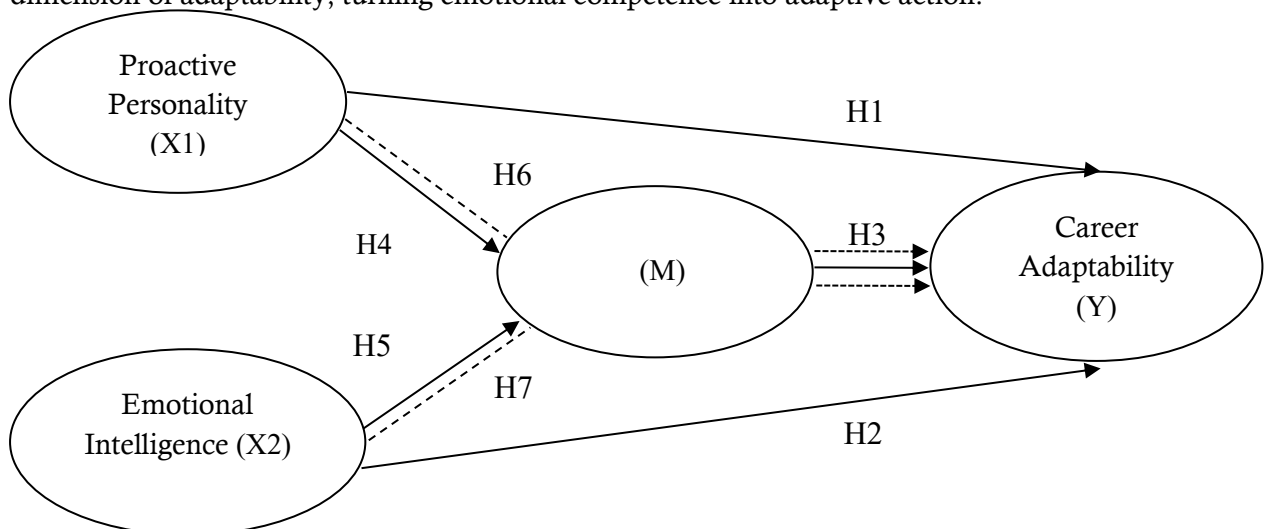
Emotional intelligence enables individuals to regulate negative emotions, sustain motivation, and maintain optimism when facing obstacles (Nasution et al, 2023). These emotional competencies nurture a sense of confidence and efficacy in performing tasks effectively. Sholiha and Sawitri (2021) found that emotional intelligence enhances self-efficacy by strengthening emotional control and interpersonal competence. Similarly, Kanten and Ulker (2021) confirmed that emotionally intelligent employees demonstrate higher confidence in their ability to achieve performance goals. Consequently, emotional intelligence provides a psychological foundation for developing self-efficacy in demanding professional environments, such as banking.

**The Mediating Role of Self-Efficacy in the Relationship between Proactive Personality and Career Adaptability**

Proactive individuals who take initiative and persist through challenges tend to build mastery experiences that strengthen their confidence, thereby facilitating career adaptability (Cheung & Jin, 2022). According to CCT, this mechanism reflects the internalization of proactive control into confidence-based adaptability. Therefore, employees with a proactive personality are more adaptable because their self-efficacy transforms initiative into effective adaptive action.

**The Mediating Role of Self-Efficacy in the Relationship between Emotional Intelligence and Career Adaptability**

Emotional intelligence contributes to career adaptability indirectly through self-efficacy. Individuals with strong emotional awareness and regulation are better equipped to manage stress, maintain motivation, and believe in their capability to handle career transitions (Nasution et al, 2023; Coetzee & Harry, 2021). Empirical studies by Kaur and Singh (2023) and Cai et al. (2024) further support the idea that emotional intelligence enhances adaptive behavior by fostering self-efficacy. Within the CCT framework, emotional regulation and resilience reinforce the confidence dimension of adaptability, turning emotional competence into adaptive action.



**Figure 1.**  
**Research Framework**

**RESEARCH METHODS**

This study employed a quantitative explanatory research design to examine the causal relationships among proactive personality, emotional intelligence, self-efficacy, and career adaptability. The design aimed to explain how personal characteristics and psychological resources influence employees’ adaptability within an organizational context.

The population comprised all 880 permanent employees of Bank Bengkulu, including staff at the head office and ten branch offices across Bengkulu Province. Using Slovin’s formula with a 5% margin of error, a sample of 440 respondents was determined. Cluster random sampling was applied to ensure proportional representation from each branch. All respondents were permanent employees with at least 1 year of work experience, spanning various job levels from entry-level to middle management. These criteria were selected to ensure that variables such as career adaptability and self-efficacy, which may vary across hierarchical levels, were adequately represented. The sampling rationale was to obtain data that comprehensively reflect employees’ adaptation experiences within a diverse and dynamic work environment.

Data were collected directly through a structured questionnaire distributed over three months (April–June 2025). All variables were measured using validated instruments adapted from previous studies on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The proactive personality scale assessed initiative and persistence; emotional intelligence measured self-awareness, self-regulation, motivation, empathy, and social skills; self-efficacy captured employees’ confidence in completing tasks; and career adaptability encompassed concern, control, curiosity, and confidence, in accordance with Savickas’ Career Construction Theory (CCT). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test causal relationships and mediating effects simultaneously. Prior to hypothesis testing, validity and reliability assessments were performed to ensure the accuracy and consistency of the measurements.

**RESULTS & DISCUSSION**

This section describes the demographic characteristics of respondents who participated in the study. The data were obtained from 440 employees of Bank Bengkulu, representing the head office and ten branch offices across Bengkulu Province. The characteristics include age, gender, employment status, length of service, education level, and work division. These characteristics help describe the diversity of the respondents and ensure that the sample adequately represents the population.

As shown in Table 1, the majority of respondents in this study were female employees (62%), while male employees accounted for 38%. Most respondents were between 31 and 40 years old (40%), followed by those aged 41–50 years (33%), indicating that the participants were predominantly in their productive working age. In terms of educational background, the majority held an undergraduate degree (67%), followed by those with a master’s degree (18%), and the rest had a diploma or high school qualifications (15%). Regarding length of service, most respondents had worked at Bank Bengkulu for 6–10 years (42%), while 31% had more than 10 years of tenure, indicating a stable, experienced workforce. Based on employment status, 100% of respondents were permanent employees across divisions such as customer service, marketing, finance, and administration. These demographic patterns reflect a well-educated, experienced, and professionally stable group of employees, which provides a reliable basis for analyzing the factors influencing career adaptability at Bank Bengkulu.

**Table 1.**  
**Characteristicsof Respondents**

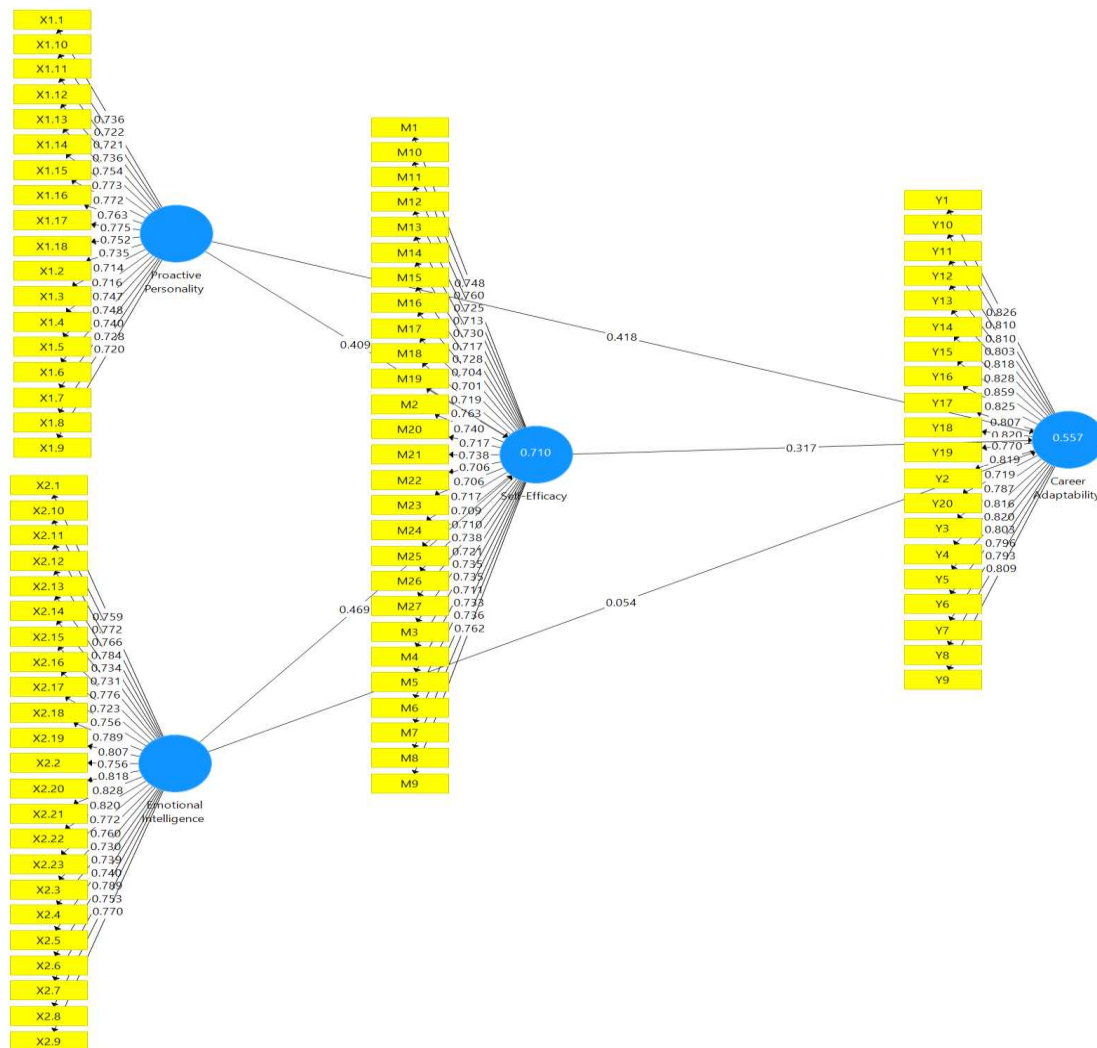
Demographic Characteristics	Description	Frequency (n)	Percentage (%)
Age	18–25 years	162	37
	26–30 years	237	54
	>31 years	41	9
	Total	440	100

Demographic Characteristics	Description	Frequency (n)	Percentage (%)
Gender	Male	230	52
	Female	210	48
	Total	440	100
Employment Status	Contract employee	179	41
	Permanent employee	261	59
	Total	440	100
Length of Service	0–5 years	173	39
	6–10 years	226	51
	11–15 years	25	6
	16–20 years	24	5
	>20 years	0	0
	Total	440	100
Education Level	High School / Vocational (SMA/SMK)	19	4
	Diploma (D3)	103	23
	Bachelor (S1)	275	63
	Postgraduate (S2)	43	10
	Doctoral (S3)	0	0
	Total	440	100
Work Division	Cash Center	68	15
	Domestic Administration and Clearing	56	13
	Marketing	102	23
	Cash Service	69	16
	General Administration	78	18
	Customer Service	67	15
	Total	440	100

The outer model evaluation (Figure 2) aims to test the validity and reliability of the indicators used to measure each latent construct in the research model (Hair et al., 2022). Using a reflective measurement approach through Partial Least Squares Structural Equation Modeling (PLS-SEM), this study assessed four constructs: Proactive Personality (X1), Emotional Intelligence (X2), Self-Efficacy (M), and Career Adaptability (Y). The results showed that all indicators had outer loading values above 0.70, indicating that each item validly represents its respective construct. The Career Adaptability construct, measured by 20 indicators, showed loadings ranging from 0.719 to 0.859; Proactive Personality, with 18 indicators, ranged from 0.714 to 0.775; Emotional Intelligence, with 23 indicators, ranged from 0.723 to 0.828; and Self-Efficacy, with 27 indicators, ranged from 0.701 to 0.763. These findings confirm that all constructs in the measurement model meet the requirements for convergent validity and reliability, indicating that the indicators are consistent and accurately reflect their respective latent variables. Therefore, the outer model in this study is valid and reliable and suitable for proceeding to the next stage, namely, the inner model evaluation to analyze the structural relationships between variables.

The validity assessment in this study aimed to ensure that each indicator accurately represented the construct it was intended to measure. Based on the results of the outer loading analysis, all indicators of the variables—Career Adaptability, Proactive Personality, Emotional Intelligence, and Self-Efficacy—recorded loading values greater than 0.70, as recommended by Hair et al. (2022). This indicates that every indicator has a strong correlation with its corresponding latent variable, confirming that the measurement items are valid and suitable for further analysis.

Furthermore, the results of the Average Variance Extracted (AVE) test indicated that all constructs exceeded 0.50. This finding suggests that each construct explains more than 50% of the variance in its indicators. Therefore, all variables in this study have satisfied the criteria for convergent validity, demonstrating that the indicators within each construct are positively correlated and consistently represent the same theoretical concept.



**Figure 2.**  
**Output of Measurement Model (Outer Model)**

The results of the cross-loading analysis also confirmed adequate discriminant validity, as each indicator exhibited the highest loading value on its respective construct compared to other constructs in the model. This indicates that all items uniquely measure their intended variable, with no significant overlap with other constructs. Additionally, the Heterotrait-Monotrait Ratio (HTMT) test was performed to verify discriminant validity further. The HTMT values for all construct pairs were below the recommended threshold of 0.90, implying that each construct is empirically distinct and measures different conceptual domains.

In summary, the results of the outer loading, AVE, cross-loading, and HTMT analyses collectively demonstrate that all constructs in this research model fulfill the requirements of both convergent and discriminant validity, in accordance with the criteria proposed by Hair et al. (2022). Therefore, all variables are valid and appropriate for subsequent structural model analysis.

**Table 2.**  
**Reliability**

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Description
Career Adaptability	0.972	0.972	0.974	Reliable
Self-Efficacy	0.966	0.966	0.968	Reliable
Emotional Intelligence	0.969	0.970	0.971	Reliable
Proactive Personality	0.952	0.952	0.957	Reliable

The reliability test in the PLS-SEM model was conducted using two statistical measures, namely Cronbach's Alpha and Composite Reliability, to determine the internal consistency of the indicators in measuring their respective constructs (Hair et al., 2022). A construct is considered reliable if both values exceed 0.70. The results of the analysis show that all variables in this study—Career Adaptability, Self-Efficacy, Emotional Intelligence, and Proactive Personality—meet the reliability criteria, with Cronbach's Alpha values ranging from 0.968 to 0.974 and Composite Reliability values ranging from 0.957 to 0.972. These high values indicate strong consistency among the indicators used to measure each construct, meaning that the measurement items produce stable and dependable results. Therefore, it can be concluded that all constructs in the research model are reliable, and the measurement instruments are consistent and suitable for further analysis in the structural model stage.

**Table 3.**  
**R-Square**

Variable	R-square
Career Adaptability	0.557
Self-Efficacy	0.710

The R-square ( $R^2$ ) value measures the proportion of the dependent variable's variation explained by the independent variables. A higher  $R^2$  value indicates a stronger predictive power of the research model. According to Hair et al. (2022),  $R^2$  values of 0.25, 0.50, and 0.75 represent weak, moderate, and vigorous levels of explanatory power, respectively. The results of this study show that the Career Adaptability variable has an  $R^2$  value of 0.557, meaning that Proactive Personality and Emotional Intelligence together explain 55.7% of the variance in Career Adaptability. This indicates a moderate level of predictive accuracy. Meanwhile, the Self-Efficacy variable has an  $R^2$  of 0.710, indicating that 71.0% of its variance is explained by Proactive Personality and Emotional Intelligence, suggesting strong explanatory power. Therefore, the structural model demonstrates adequate predictive power in explaining the variation in both endogenous constructs.

### Model Evaluation and Predictive Relevance

The evaluation of the structural model in this study was conducted through several statistical tests to ensure its predictive relevance, model fit, and absence of multicollinearity. First, the Q-square ( $Q^2$ ) predictive relevance test was used to assess the extent to which the exogenous variables predict the endogenous constructs. The results indicated that all  $Q^2$  values exceeded the 0.50 threshold, demonstrating high predictive relevance. This finding confirms that the model has strong predictive accuracy and can effectively estimate the observed endogenous variables, in line with the guidelines proposed by Hair et al. (2022).

The model fit was further examined using the Standardized Root Mean Square Residual (SRMR) index. The obtained SRMR value was below the recommended cut-off of 0.08, indicating minimal discrepancy between the observed and model-predicted correlation matrices. Therefore, the structural model in this research is well-fitted, indicating consistency between the theoretical framework and the empirical data.

To further assess the model's predictive performance, the PLS Predict test was performed by comparing the predictive capability of the Partial Least Squares (PLS) model with a benchmark Linear Regression (LM) model. The results showed that the majority of indicators under the PLS model had lower Root Mean Square Error (RMSE) and Mean Absolute Error (MAE) values than those under the LM model. These findings demonstrate that the PLS-SEM model exhibits superior predictive accuracy and reliability, confirming its robustness in predicting the observed data.

Additionally, multicollinearity diagnostics were conducted using the Inner Variance Inflation Factor (VIF) to ensure that the relationships among the constructs were not affected by redundancy. All VIF values were below the threshold of 5.0, indicating that multicollinearity was not a concern in this model. Consequently, the parameter estimates in the PLS-SEM analysis are unbiased and stable, ensuring that each construct contributes unique explanatory power.

Overall, the results of the Q-square, SRMR, PLS Predict, and Inner VIF analyses collectively demonstrate that the structural model has excellent predictive relevance, satisfactory model fit,

strong predictive capability, and no multicollinearity issues. Thus, the PLS-SEM model developed in this study is empirically valid, reliable, and suitable for hypothesis testing in the subsequent analysis.

**Table 4.**  
**Path Coefficient Values**

Variable Relationship	Path Coefficients	Description
H1: Proactive personality → Career adaptability	0.418	Positive
H2: Emotional intelligence → Career adaptability	0.054	Positive
H3: Self-efficacy → Career adaptability	0.317	Positive
H4: Proactive personality → Self-efficacy	0.409	Positive
H5: Emotional intelligence → Self-efficacy	0.469	Positive

The path coefficient analysis in this study indicates that all exogenous variables—proactive personality, emotional intelligence, and self-efficacy—positively affect career adaptability, suggesting that increases in these variables enhance employees' adaptive capacities. Specifically, the proactive personality demonstrates a moderately strong, significant positive influence on career adaptability ( $\beta = 0.418$ ). This finding suggests that employees who exhibit proactive traits, such as initiative, perseverance, and responsibility, are better equipped to respond to environmental changes, organizational transformations, and evolving career demands. This aligns with Career Construction Theory (Savickas, 2021), which posits that career adaptability is a psychosocial resource that enables individuals to manage career-related tasks and transitions. A proactive personality provides the motivational foundation for adaptive responses, as proactive individuals actively shape their environment rather than merely reacting to it. Empirical evidence from Kumasey (2024) and Cai et al. (2023) similarly indicates that proactive individuals exhibit greater adaptability through self-directed career management, long-term planning, and learning-oriented behaviors. Within the context of Bank Bengkulu, employees with proactive dispositions are more likely to anticipate technological shifts, changes in customer preferences, or policy modifications, thereby preparing themselves to realign their skills effectively.

Emotional intelligence also shows a positive, but relatively weak, effect on career adaptability ( $\beta = 0.054$ ). Despite the smaller magnitude, this relationship remains statistically significant, indicating that emotional intelligence contributes, albeit modestly, to enhancing adaptability. Employees with higher emotional intelligence are better able to understand their own emotions, empathize with others, and regulate emotional responses during stressful or uncertain career situations. The relatively weak effect may reflect the banking sector's contextual demands, in which procedural, technical, and cognitive skills are more critical to performance and adaptability than emotional factors. Nevertheless, emotional intelligence remains an essential psychosocial resource, fostering resilience, stress management, and effective teamwork. This finding is consistent with Career Construction Theory (Savickas, 2022) and Di Fabio & Saklofske (2020), who conceptualize emotional intelligence as an “adaptability resource” that helps individuals maintain control and composure during career transitions. Consequently, while its direct effect is small, emotional intelligence contributes to career adaptability primarily through stress regulation and constructive interpersonal relationships, an influence further reinforced by self-efficacy.

Self-efficacy has a substantial, significant positive impact on career adaptability ( $\beta = 0.317$ ), indicating that employees with strong beliefs in their abilities are more confident in handling new tasks, adapting to change, and managing career-related uncertainties. This finding is supported by Social Cognitive Theory (Wang et al., 2022), which posits that self-efficacy is a key determinant of motivation, behavior, and emotional regulation. Individuals with high self-efficacy view challenges as opportunities for growth rather than threats, which enhances their adaptability. Empirical studies by Schuler et al. (2025), Fang et al. (2024), and Kumasey (2024) further confirm that self-efficacy promotes persistence, cognitive flexibility, and effective coping strategies. At Bank Bengkulu, employees who trust in their own competence are more likely to embrace job innovations, adapt to digital banking processes, and maintain career satisfaction. Thus, self-

efficacy serves as an internal psychological resource that operationalizes career adaptability through proactive and emotionally stable behaviors.

Proactive personality also has a significant positive effect on self-efficacy ( $\beta = 0.409$ ), suggesting that individuals who consistently take initiative and exert control over their environment develop more substantial confidence in their capabilities. Proactive employees tend to be goal-oriented and engage in self-directed behaviors, such as problem-solving and personal development, which generate mastery experiences—the most influential source of self-efficacy according to Wang et al. (2022). This finding aligns with Li et al. (2024) and Furnham (2025), who highlight that proactivity fosters self-efficacy by creating opportunities for successful task accomplishment. In the context of Social Cognitive Theory, proactive actions reinforce self-efficacy through positive feedback loops, thereby enhancing career adaptability by strengthening psychological resources.

Emotional intelligence has the most significant direct effect on self-efficacy in the model ( $\beta = 0.469$ ). Employees with high emotional intelligence can regulate anxiety, remain optimistic, and perceive challenges positively, which reinforces their belief in achieving desired outcomes. This finding supports Wang et al. (2022), who assert that affective states play a crucial role in shaping efficacy beliefs. Emotionally stable individuals are less prone to self-doubt and more likely to persist in the face of difficulties. Consistent with Zhang et al. (2022) and Peng & Chen (2023), emotional intelligence enhances self-efficacy through emotional regulation and positive self-perception. In Bank Bengkulu, emotionally intelligent employees are better equipped to maintain motivation and confidence as they navigate customer service challenges and organizational changes. Hence, emotional intelligence serves as both a social and psychological antecedent of self-efficacy, thereby reinforcing its mediating role within the broader framework of career adaptability.

**Table 5.**  
**Hypothesis Testing Results**

Hipotesis	Path coefficient	t statistic	p-value
H1: Proactive personality → Career adaptability	0.418	8.230	0.000
H2: Emotional intelligence → Career adaptability	0.054	3.200	0.001
H3: Self-efficacy → Career adaptability	0.317	5.298	0.000
H4: Proactive personality → Self-efficacy	0.409	9.599	0.000
H5: Emotional intelligence → Self-efficacy	0.469	12.113	0.000

Hypothesis testing was conducted to assess the significance and strength of relationships among the study constructs using path coefficients, t-statistics, p-values, and 95% confidence intervals. According to Hair et al. (2022), a hypothesis is considered statistically significant when the t-statistic exceeds 1.648 (for a one-tailed test) and the p-value is below 0.05. The results indicate that all five direct hypotheses (H1–H5) are statistically significant, providing empirical support for the proposed relationships and reinforcing the theoretical integration of Career Construction Theory and Social Cognitive Theory. Specifically, proactive personality, emotional intelligence, and self-efficacy collectively enhance employees' career adaptability.

The analysis demonstrates that proactive personality has a moderately strong and highly significant positive effect on career adaptability ( $\beta = 0.418$ ,  $t = 8.230$ ,  $p = 0.000$ ). Employees who exhibit higher levels of initiative, persistence, and forward-looking behavior are better able to anticipate, prepare for, and manage career-related changes and challenges. This result aligns with Career Construction Theory (Savickas, 2021), which emphasizes adaptive readiness as a dispositional quality that enables individuals to engage effectively with changing career contexts. A proactive disposition fosters adaptability by motivating individuals to take control of their development rather than relying solely on external circumstances. Empirical studies by Kumasey (2024) and Cai et al. (2023) similarly report that proactive individuals demonstrate greater adaptability through self-directed learning and proactive problem-solving. This finding also supports Wang et al.'s (2022) notion of human agency, indicating that proactive individuals

actively shape their environment, thereby confirming that proactivity functions as a dispositional driver of adaptability.

Emotional intelligence is also positively related to career adaptability, although the effect is relatively weaker ( $\beta = 0.054$ ,  $t = 3.200$ ,  $p = 0.001$ ). Despite the smaller magnitude, the relationship remains statistically significant, suggesting that emotional intelligence plays an important role in enhancing adaptability. Employees with higher emotional intelligence can regulate stress, maintain motivation, and manage interpersonal interactions effectively, which are critical competencies in the face of workplace changes or uncertainty. This finding is consistent with Di Fabio and Saklofske (2020) and Gao and Pang (2025), who highlight the role of emotional intelligence in enabling individuals to manage emotional responses to career transitions and maintain positive self-perception. In the context of Bank Bengkulu, emotionally intelligent employees are better equipped to interpret organizational expectations, collaborate effectively with colleagues, and manage customer demands calmly, thereby contributing to career adaptability. Moreover, this result aligns with Social Cognitive Theory (Wang et al., 2022), which posits that emotional regulation is a determinant of self-efficacy and performance. Although the direct effect is small, its significance suggests that emotional intelligence indirectly enhances adaptability by positively influencing self-efficacy.

Self-efficacy demonstrates a substantial positive effect on career adaptability ( $\beta = 0.317$ ,  $t = 5.298$ ,  $p = 0.000$ ). Employees who have confidence in their ability to perform tasks effectively are better able to handle career transitions, adapt to new challenges, and maintain productivity under changing circumstances. This finding supports Social Cognitive Theory (Wang et al., 2022), which emphasizes self-efficacy as a central determinant of motivation, persistence, and adaptive behavior. Employees with high self-efficacy exhibit cognitive flexibility, emotional regulation, and problem-solving capabilities, all of which underpin adaptability. Empirical evidence from Schuler et al. (2025), Fang et al. (2024), and Kumasey (2024) corroborates that self-efficacy serves as a key psychological mechanism linking personal dispositions to adaptive behaviors. Within Bank Bengkulu, high self-efficacy enables employees to respond effectively to technological advancements, organizational restructuring, and service innovations, thereby reinforcing their adaptability. This result integrates the motivational framework of Social Cognitive Theory with Savickas' (2021) adaptability model, highlighting that self-efficacy operates as a core psychological resource translating belief into adaptive action.

The analysis further indicates that proactive personality significantly influences self-efficacy ( $\beta = 0.409$ ,  $t = 9.599$ ,  $p = 0.000$ ). Individuals who exhibit proactive traits are more confident in their abilities, as they frequently initiate problem-solving, pursue challenging goals, and engage in self-improvement activities. Such behaviors generate mastery experiences, which, according to Wang et al. (2022), are the most influential source of self-efficacy. This finding is supported by Li et al. (2024) and Furnham (2025), who demonstrate that proactivity strengthens self-efficacy through self-regulatory feedback loops. In the organizational context of Bank Bengkulu, proactive employees perceive themselves as capable of mastering new systems or adapting to management directives, enhancing both confidence and performance. This result provides empirical support for the self-regulatory mechanism of Social Cognitive Theory. It complements Career Construction Theory by showing that adaptive readiness promotes psychological resources, such as self-efficacy, which are essential precursors to career adaptability.

Finally, emotional intelligence exhibits the most substantial direct effect on self-efficacy ( $\beta = 0.469$ ,  $t = 12.113$ ,  $p = 0.000$ ). Employees with high emotional intelligence recognize and manage their emotions effectively, maintaining confidence, motivation, and optimism even under stress or uncertainty. This finding aligns with Wang et al. (2022), who argue that emotional states significantly influence efficacy beliefs, and is supported by Zhang et al. (2022) and Peng & Chen (2023), who note that emotionally intelligent individuals demonstrate stronger self-efficacy due to their capacity to handle emotional stressors. In the context of Bank Bengkulu, emotionally intelligent employees are better able to manage customer service challenges, multitask under pressure, and adapt to evolving performance expectations. This path confirms that self-efficacy is shaped not only by mastery experiences but also by emotional regulation and positive affect,

reinforcing Nasution et al. (2023) and Salovey & Mayer's (2020) assertion that emotional intelligence serves as a foundational psychological resource for personal confidence and resilience. Consequently, this result underscores the critical role of emotional intelligence as an antecedent of self-efficacy, which in turn enhances career adaptability.

**Table 6.**  
**Mediation Effect Testing Results**

Hypothesis	Path coefficient	t statistic	p-value
H6: Proactive personality → Self-efficacy → Career adaptability	0,130	4,444	0,000
H7: Emotional intelligence → Self-efficacy → Career adaptability	0,149	4,707	0,000

Mediation testing in PLS-SEM was conducted to examine whether self-efficacy serves as an intermediary mechanism linking proactive personality and emotional intelligence to career adaptability. The analysis employed a bootstrapping procedure to estimate the significance of indirect paths, considering an effect statistically significant if the t-value exceeded 1.96 for a two-tailed test, the p-value was below 0.05, and the 95% confidence interval did not include zero (Hair et al., 2022). The results indicate that both mediation hypotheses (H6 and H7) are statistically significant, as evidenced by p-values below 0.05 and confidence intervals entirely above zero. These findings demonstrate that self-efficacy partially mediates the relationships, elucidating the psychological mechanisms through which proactive personality and emotional intelligence enhance career adaptability among employees at Bank Bengkulu. Collectively, these results provide empirical support for integrating Career Construction Theory and Social Cognitive Theory to explain adaptability in organizational contexts.

The mediation analysis reveals that self-efficacy significantly mediates the relationship between proactive personality and career adaptability, with an indirect effect of  $\beta = 0.130$  ( $t = 4.444$ ,  $p = 0.000$ ) and a 95% confidence interval. This indicates that proactive employees are not only more adaptable due to their inherent initiative and persistence but also because their proactive behavior enhances confidence in their abilities, which, in turn, facilitates effective adaptation to career challenges. The partial nature of this mediation suggests that proactive personality influences adaptability through both a direct behavioral pathway, in which proactive individuals actively engage in adaptive actions, and an indirect psychological pathway, in which proactive experiences build self-efficacy, reinforcing adaptive performance. This finding aligns with Social Cognitive Theory (Wang et al., 2022), which posits that mastery experiences arising from proactive behaviors strengthen self-efficacy. By setting goals, solving problems, and pursuing self-improvement, individuals accumulate successful experiences that bolster their belief in competence, ultimately enhancing their adaptability. From the perspective of Career Construction Theory (Savickas, 2021), proactive personality represents adaptive readiness—a dispositional quality that motivates engagement with career challenges—while self-efficacy serves as a psychological resource that translates readiness into adaptive behavior. This mediation pathway bridges the two theories, empirically demonstrating that proactive personality exerts its effect on adaptability through the self-regulatory mechanism of self-efficacy, corroborating prior findings by Kumasey (2024) and Cai et al. (2023). In practice, employees at Bank Bengkulu with a proactive orientation are more confident in navigating technological shifts, procedural updates, and customer-related challenges, thereby enhancing their overall adaptability.

Similarly, emotional intelligence significantly influences career adaptability indirectly through self-efficacy, with an indirect effect of  $\beta = 0.149$  ( $t = 4.707$ ,  $p = 0.000$ ) and a 95% confidence interval. This indicates that emotionally intelligent employees—those capable of recognizing, regulating, and utilizing emotions effectively—develop stronger self-efficacy beliefs, which serve as motivational drivers enhancing adaptability in the workplace. The mediation is partial, as emotional intelligence also exerts a direct positive effect on career adaptability. While emotional intelligence directly supports adaptability by fostering composure, empathy, and resilience, its impact is amplified when it enhances self-efficacy. The emotional regulation and self-

awareness components of emotional intelligence enable employees to maintain optimism and confidence during challenging tasks, reinforcing their readiness and capability to manage change. This finding is consistent with Wang et al. (2022), who emphasize the role of emotional states in shaping self-efficacy, noting that effective emotion management reduces adverse affective reactions, thereby strengthening confidence and adaptive responses.

Furthermore, the result aligns with Career Construction Theory, highlighting emotional intelligence as an adaptive resource that enables self-efficacy to translate dispositional and emotional capacities into actionable adaptability. By demonstrating the mediating role of self-efficacy, these findings support Social Cognitive Theory's assertion that efficacy functions as a key motivational and affective mechanism, while simultaneously confirming Savickas' (2021) model, in which career adaptability arises through the transformation of personal and emotional resources into confidence-driven action. These results are consistent with previous research by Di Fabio and Kenny (2023) and Carmeli (2003), who similarly identified self-efficacy as a mediator between emotional intelligence and adaptive performance.

## CONCLUSION

Based on the results and analysis of this study, proactive personality and emotional intelligence have a significant and positive influence on career adaptability among employees of Bank Bengkulu. Both personal characteristics also positively affect self-efficacy, which in turn has a substantial positive impact on career adaptability. These findings confirm that self-efficacy partially mediates the relationships among proactive personality, emotional intelligence, and career adaptability. This means that employees who are proactive and emotionally intelligent tend to have greater confidence in their abilities, enabling them to handle challenges effectively, adapt to organizational changes, and maintain optimal performance in dynamic work environments.

Theoretically, this study enriches the understanding of the relationships among personality traits, emotional competence, and adaptability by integrating Career Construction Theory and Social Cognitive Theory into a unified model. From the perspective of Career Construction Theory, proactive personality and emotional intelligence serve as adaptive readiness and psychosocial resources that equip individuals to manage career transitions and uncertainties. Meanwhile, according to Social Cognitive Theory, self-efficacy serves as a psychological mechanism that translates these individual attributes into adaptive behavior. The results, therefore, demonstrate that career adaptability does not emerge solely from dispositional or emotional traits but rather through their interaction with cognitive self-beliefs, particularly the confidence to act effectively in challenging circumstances.

Practically, the results of this study provide valuable insights for organizational management, especially for Bank Bengkulu, in designing employee development programs. To foster a more adaptive and resilient workforce, organizations should focus on strengthening employees' psychological resources, particularly self-efficacy and emotional intelligence. This can be achieved through proactive behavior training that encourages initiative-taking and innovation, emotional intelligence workshops that enhance self-awareness and empathy, and mentoring programs that provide mastery experiences to build self-confidence. By implementing such initiatives, organizations can nurture employees who are better prepared to face career challenges and sustain their performance amid ongoing digital, structural, and cultural transformations.

Despite its theoretical and practical contributions, this study has several limitations. First, the use of a cross-sectional design restricts the ability to infer causal relationships among the variables. Future research is encouraged to employ longitudinal designs to capture the developmental nature of career adaptability over time. Second, the sample in this study is limited to Bank Bengkulu employees, which may limit the generalizability of the findings to other industries or regional contexts. Subsequent research could conduct comparative studies across different organizational sectors or cultural backgrounds. Third, reliance on self-report questionnaires may introduce common-method bias or social desirability bias; therefore, future studies should consider using multi-source data or qualitative approaches to triangulate.

For future researchers, it is recommended to expand the model by incorporating additional mediating or moderating variables such as psychological capital, career resilience, or job satisfaction to gain a more comprehensive understanding of the mechanisms underlying career adaptability. It would also be beneficial to explore contextual factors, such as leadership style, organizational support, and work climate, that may influence the strength of these relationships. Furthermore, qualitative or mixed-method approaches can be employed to gain deeper insights into how employees construct and experience career adaptability in everyday work settings.

In conclusion, this study contributes to both theory and practice by demonstrating that self-efficacy functions as a psychological bridge linking proactive personality and emotional intelligence to adaptive career behavior. Employees with high self-efficacy are not only more proactive and emotionally balanced but also better able to manage uncertainty and sustain performance in an ever-changing work environment. For organizations such as Bank Bengkulu, investing in employees' self-efficacy and emotional intelligence is essential to building a future-ready, resilient, and high-performing workforce.

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