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Assessing the role of personality on Emotional Intelligence and Attitude towards Organizational Change

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ABSTRACT
Changes are an integral part of life. Organizations undergo changes due to the changing political, social, legal, economic and technological environment. In recent times banking sector is witnessing major changes due to the Government's decision to merge smaller and associate banks into the larger banks. The employees are under great emotional turmoil due to fear of job loss, place of posting, changes in work practices and work culture. The proposed study is an attempt to assess whether Emotional Intelligence (EI) has an effect on employees' attitudes towards organizational change (ATOC). An attempt is also made to assess the role of an individual's personality between EI and Attitude towards Organizational Change. The researcher used the Wong & Law Emotional Intelligence Scale (WLEIS, 2002), an ability-based measurement scale of EI, personality scale developed by Yoo & Gretzel (2011) and ATOC scale developed by Duham et al (1989) for collecting the data from banking sector employees in Delhi NCR, India. The statistical analysis applied on a sample of 264 bank employees established that out of the four dimensions of EI- Self Emotional Appraisal (SEA); Use of Emotions (UOE) and Regulation of Emotions (ROE) had a significant impact on Behavioural Reaction to Change (BRC) and Other's Emotional Appraisal (OEA) did not have a significant impact on BRC. OEA & SEA did not have a significant impact on Affective Reaction to Change (ARC) whereas UOE and ROE had a significant effect on ARC. ROE did not have a significant impact on Cognitive Reaction to Change (CRC) whereas UOE, SEA & OEA had a significant impact on CRC. Hayes Approach was used to assess the role of personality between EI & ATC and personality partially mediates the relationship between EI and ATC..
Keywords: *Emotional Intelligence, Attitude Towards Change, Personality, Mediation..*
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1. INTRODUCTION:

The past decade has been tumultuous for the banking sector employees due to the restructuring of banks, merger of public sector banks, rising NPAs, economic slowdown and many more reasons. The Indian government has recently proclaimed the amalgamation of 10 Public Sector Banks into 4 larger as well as stouter Banks which came into effect on April 1, 2020[1]. The OBC (Oriental Bank of Commerce) and UBI (United Bank of India) have been merged into PNB (Punjab National Bank); the Syndicate Bank has been amalgamated into Canara Bank; Indian Bank has been merged into Allahabad Bank, and Union Bank of India has been merged into Andhra and Corporation Bank. In 2019, Dena and Vijaya Bank were amalgamated into the Bank of Baroda which is a state-owned bank. The employees of these banks protested against the amalgamation due to the fear of retrenchment but the government gave the assurance that all employees will be absorbed[2].

The employees are trying to battle the changes in ownership and work practices. Besides the merger, the employees are under tremendous emotional stress due to the arrest of many senior bank professionals who have been convicted for engaging in fraudulently lending money to the leading businessmen of the nation. A few Senior Bank officials of Punjab National Bank were arrested in connection with fraudulently sanctioning loans to Designer Nirav Modi and Mehul Choksi[3]. The officials have denied the allegations levelled against them and the case is sub-judice. These kinds of incidents have made the bank officials wary of giving to Indian companies.

The heightened stress levels are resulting in poor levels of motivation, absenteeism, irritability, poor concentration levels, decreased productivity, degrading work and personal relationships (Kumar & Sundaram, 2014). The onus lies on the leadership in the banks to take the necessary initiatives to keep the employees satisfied and motivated so that they stay productive, engaged and enjoy the work. The position of EI in business organizations is

[1] Merger of 10 public sector banks to come into effect from today:10 points (livemint.com)

[2] How will employees of merged banks be impacted?- Business News (businesstoday.in)

[3] Police arrest 3 people in PNB fraud case: Source - The Hindu BusinessLine

one of the focal points in current literature and is being given a lot of recognition. A good leader should possess the ability to understand and regulate his/her emotions and that of his peers and subordinates. There is a lot of literature to support the fact that emotionally intelligent employees exhibit better performance, have better job satisfaction and are productive at the workplace. If the management fosters emotional intelligence in the organization, there will be possibilities of an increase in cooperation amongst employees, improved motivation, better performance, enhanced productivity, and profits [George JM, 2000].

1.1 Purpose of the Study

Emotional Intelligence caught the public eye after the publication of the research work of Daniel Goleman, 1995 leading to a heightened interest of organizations in Emotional intelligence. Goleman highlighted the fact that "it takes more than traditional cognitive intelligence (IQ) to be successful at work". EI is the ability to suppress negative ideas and focus on positive ones, such as self-esteem, congeniality, optimism, conscientiousness, motivation, empathy, and social competence. Empathy for customers and coworkers is essential for company success. The subsequent researches have further established the importance of emotions in personal as well as professional life. The companies besides checking the IQ levels through aptitude tests are now giving equal weightage to psychometric tests to measure the social intelligence or emotional intelligence skills of their prospective employees.

This study focuses on the employees from the banking sector who are witnessing major changes in the banking domain due to mergers and acquisitions announced by the Government of India and the Reserve Bank of India. The banking sector, a service-driven industry alone contributes about 7.7% to the GDP. It plays a major role in the growth and development of the economy of a country by mobilizing deposits and providing credit to major as well as minor sectors. The focus area of both public and private sector banks during the last decade has shifted from customer acquisition to customer retention due to stiff competition. The customers can be retained through adequate and quality services and personalized customer experience built up through the emotional connection between the employees and the customer. Past researches have established that higher Emotional intelligence exhibited by the service providers can result in higher customer satisfaction (Kernbach and Schutte 2005; Majdalani et al., 2016)

2. THEORETICAL FRAMEWORK AND REVIEW OF LITERATURE

2.1 Emotional Intelligence

A systematic theory of Emotional Intelligence was first proposed by Salovey and Mayer (1990) which was a type of intelligence or ability found in humans. Later, Daniel Goleman, a Science Reporter popularized the term with his research findings. Theoretically as well as from the perspective of measurement, EI has been divided into ability and trait models by the researchers. Bar-On (1997) described Emotional Intelligence in the context of personality traits found in humans. Bar-On's definition of EI is based on non-cognitive capabilities and the inherent skills and competencies of an individual which make him capable of dealing with environmental stress, demands and pressure. The self-report Trait EI Measures are particularly more popular with researchers because of the ease to administer these questionnaires and the scoring pattern. Though the real challenge lies in determining the validity and robustness of these self-report measures across diverse groups and settings. Caruso, Mayer & Salovey (2002) established that there are four branches of EI namely, "*Emotional Facilitation of Thought, Identifying Emotions, Understanding Emotions and Managing Emotions"* which do not have a substantial relationship with the personality traits. For the current study, the researcher has used the Wong & Law Emotional Intelligence Scale (WLEIS, 2002), an ability-based measure of EI. This scale measures the following four dimensions of EI:

Use of Emotions

Regulation of Emotions

Self-Emotion Appraisal

Others' Emotion Appraisal

In business, EI is significantly linked to job performance, job satisfaction, productivity, leadership, motivation, employee engagement, organization citizenship behaviour, stress management, etc to name a few.

Harry N (2021) investigated the effect of EI with meaningfulness as a moderating variable in predicting professional efficacy and exhaustion in call centre personnel. The findings revealed that a feeling of meaningfulness, the ability to manage others' emotions and perceived emotions moderated professional efficacy and exhaustion significantly.

Employees possessing high emotional intelligence exhibited a significant positive correlation with job performance (Supriadi and Sefnedi, 2017). The emotional intelligent competencies as exhibited by leaders, namely emotional literacy, interpersonal relation, self-motivation, self-management and self-esteem, had a statistically significant positive impact on employee engagement (Quang et al., 2015). Liu and Cho (2018) in their research study exhibited that managers with a high level of EI are considered as assets of their organizations and leaders' EI could even interact with the employees for a better engagement at work. Natalio Extremera et al. (2018) found a substantial and positive association between EI and engagement dimensions- dedication, vigour and adoption as well as overall job satisfaction. The mediation analysis revealed an indirect relationship between perceived EI and job satisfaction via devotion and vigour scores. Mayleen, et al., (2009) in their research study examined the likely relationship between individual personality type as demarcated by the MBTI and dimensions of EI. The results of the study established a powerful association between the Extraversion-

Introversion dimension of personality with EI and its dimensions.

Vakola M, Tsaousis, I and Tsaousis, I. (2004), explored how the Big Five dimensions of Personality and EI will facilitate an individual's attitude towards organizational change. The outcome established that both EI and personality have a significant relationship with attitude towards change.

2.2 Personality

Apart from EI, personality also plays a role in the way individuals handle their emotions. Petrides, et al., (2010) studied the relationships between EI and Big Five personality (BFI) dimensions in two Dutch samples which consisted of 108 males and 104 males in the first and second samples, respectively. For measuring EI, the researcher used the TEIQue-SF and for measuring the personality traits the NEO FFI was used. The results were found to be consistent with the findings of researches conducted in North America and Britain. In the analysis, Neuroticism was found to be the dimension that strongly correlated with EI in both the samples followed by the remaining four dimensions namely, Extraversion, Conscientiousness, Agreeableness and Openness.

Samuel (2011) in his study established that the dimensions of personality and the dimensions of EI are significantly correlated with psychological well-being. He abridged that EI moderated the relationship of Neuroticism and Extraversion with psychological well-being but did not moderate the relationship of Openness, Agreeableness and Conscientiousness with psychological well-being. From the findings, it can be assessed that Psychologists need to assess both BFI factors and EI dimensions while counselling adolescents with emotional, social and personal problems.

Andi Hari Krishnan (2012) in his research established a positive correlation of EI dimensions namely-Appraisal of Emotion in Self and Others, Emotion Expression, Emotions Regulation, Utilization of Emotion, Social Skills, Empathy, Optimism, Self-Motivation, Handling Relationships and Happiness with conscientiousness, agreeableness, extraversion and openness to experience. A positive but very low correlation of Neuroticism was observed with the utilization of emotion, appraisal of Emotion in self and others, empathy, optimism and handling relations. A negative correlation of neuroticism was observed with emotion expression, emotion regulation, social skills, self-motivation and happiness.

2.3 Attitude towards Change

Attitude in general is the tendency of an individual to behave, ponder or feel in an optimistic or undesirable manner towards an object (Arnold et al, 1995). Employees may have a very strong positive or negative attitude towards change in any organization. These attitudinal changes, in general, comprise cognitive, behavioural and affective reactions to change. Henricks et al (2020) examined the correlation between attitude towards change and transformational leadership which was correlated to readiness to change but not correlated to resistance towards change. The efforts put across by people during organizational change can be very stressful and people may exhibit emotions equivalent to personal loss.

From the above review the following research questions have been framed:

Does emotional intelligence have a significant effect on attitude towards change?

Are the EI dimensions namely, Self-emotional Appraisal (SEA), Use of Emotions (UOE), Regulation of Emotions (ROE), and Other's Emotional Appraisal (OEA) significantly related with dimensions of attitude towards change namely - Behavioural Response to Change (BRC), Affective Response to Change (ARC) and Cognitive Response to Change (CRC)?

What is the role of personality between EI and attitude towards change?

Theoretical model- On the basis of the above research questions a theoretical framework depicting the relationship between EI, Personality and Attitude Towards Change is proposed.

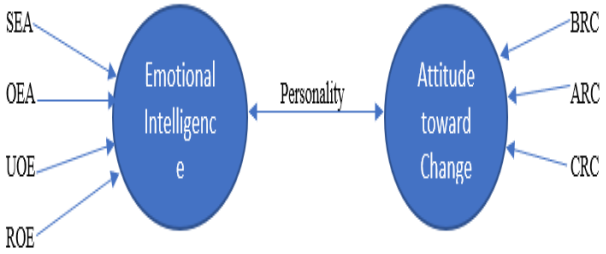

Figure 1: Conceptual Model

3. RESEARCH METHODS

3.1 Sampling

The sample of 264 employees for the proposed study was taken from public and private sector banks in Delhi NCR region comprising of 51% male respondents and 49% female respondents who were in age group ranging between 20 to 60 years. A self-report questionnaire divided into three sections, one each for Emotional Intelligence, Personality and Attitude towards Change was administered to these bank employees using convenience sampling method.

3.2 Instruments

For measuring the EI dimemsions, WLEIS, 2002 (Wong & Law Emotional Intelligence Scale) which is a 16- item inventory of EI using statements on Likert Scale was used. The instrument consists of 4 scales to measure the four dimensions of EI namely, Self-Emotional Appraisal (SEA); Other's Emotional Appraisal (OEA); Use of Emotions (UOE) and Regulation of Emotions (ROE) each consisting of 4 items.

Yoo & Gretzel 's Personality Scale (2011) adapted from IPIP, 2008; Goldberg, 1999 was utilized to measure the personality traits- conscientiousness, extraversion, agreeableness, openness, and neuroticism. The scale contains 25 items based on a 5-point Likert scale.

The scale, Attitude towards change (ATOC) comprising of 18- items by Dunham et al. (1989) was used to measure Attitude Towards Change. It comprises of 3 scales containing six items each to measure the three dimensions of ATC namely Behavioural Response to Change (BRC); Affective Response to Change (ARC); and Cognitive Response to Change (CRC).

3.3 Data Collection and Measurement Statements

As depicted in table 1 below, the respondents comprised of 51 percent men and 49 percent women. Equal percentage of men and women were involved in the study. Public sector employees comprised 54 percent of the population whereas 46 percent were private sector employees. Maximum number of respondents lies in the less than 5 years' experience group followed by 5 to 10 years' (33 percent), 10 to15 years (21 percent), and more than 15 years (11 percent) respectively. Age groups 30-40 years have the highest respondents while 20-30 years; 40-50 years have equal number of respondents.

Table 1: Descriptive Statistics

Descriptive Statistics		Percentage
Gender	Men	51
	Women	49
Type of Organization	Private Sector	46
	Public Sector	54
Experience (in years)	Less than 5 yrs	35
	5 yrs to 10 yrs	33
	10 yrs to 15 yrs	21
	More than 15 yrs	11
Age (in years)	20 yrs to 30 yrs	25
	30 yrs to 40 yrs	37
	40 yrs to 50 yrs	24
	50 yrs to 60 yrs	14

4. ANALYSIS AND DISCUSSIONS

For the analysis and examination of the collected data, the researcher has made use of validated tools and procedures. The researcher carried out Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) using SPSS 25. Later Path Analysis was run to confirm the findings and at the end mediation analysis was done to analyse the effect of variables using AMOS 22 and Hayes Process Macro software. The results have been presented below section-wise.

4.1 Exploratory Factor Analysis (EFA)

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity were applied for examining the appropriateness and suitability of data for factor analysis. The value of KMO is 0.894 (Table 2), which is greater than 0.60, the cut-off criterion (Kaiser and Rice, 1974). The relationship between the variables is represented by Bartlett's Test of Sphericity. Table 2 indicates the significant value as 0.000 which is less than 0.05, hence there is zero correlation between sub-variables of Emotional Intelligence, Attitude towards Change and Personality.

Table 2: Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy		0.894
Bartlett's Test of Sphericity	Approx. Chi-Square	16685.400
	Degrees of Freedom	1035
	Significance	.000

For Factor Analysis, Varimax Rotation and Principal Component Analysis (PCA) were employed in SPSS 25.0, to divulge the close relationship between the various items. The Eigen values of one and above were considered and the researcher extracted twelve factors namely SEA, OEA, UOE, REO, BRC, CRC, ARC, openness, conscientiousness, extraversion, agreeableness & neuroticism comprising of forty-six items. Around 84 percent of variance in variables was explained by these twelve factors as depicted in Table 3.

Table 3: Initial Eigen Values

Components	Total	Percentage Variance Explained	Cumulative Percentage
1.	13.172	28.634	28.634
2.	3.714	8.074	36.708
3.	3.593	7.810	44.518
4.	2.876	6.251	50.770
5.	2.661	5.785	56.555
6.	2.316	5.034	61.589
7.	2.273	4.941	66.529
8.	2.042	4.440	70.969
9.	1.918	4.169	75.138
10.	1.541	3.350	78.488
11.	1.429	3.106	81.595
12.	1.123	2.440	84.035

The EFA results depicted that the communalities/ Standardized factor loadings extracted are greater than 0.5 thus establishing the data appropriateness for factor analysis (Costello and Osborne, 2005). The mean, standard deviation, squared multiple correlations (SMC) and Variance Inflation Factors (VIF) values are also presented below in table 4.1.3. SMC denotes the proportion of variance in the dependent variable which is accounted for by the independent variables. VIF is used to measure the level of multicollinearity between the independent variables. High VIF values indicate that the

related independent variable is collinear with other variables. Ideally, the VIF value should be below 3 but values below 10 are acceptable. Most of the respondents expressed higher level of affective reaction to change (5.894) followed by regulation of emotions (5.6875) and behavioural reaction to change (5.652). Thus, with the help of EFA the researcher could confirm the underlying structure of the measurement items in the study.

Table 4: Exploratory Factor Analysis (EFA)

Construct	**Items**	**Mean**	**Std. Dev**	**Factor Loading***	**SMC****	**VIF*****	**Alpha******
Behavioural Reaction to Change	BR_1	5.65	1.439	.843	.711	2.963	.919
	BR_2	5.54	1.406	.825	.681	2.926	
	BR_3	5.66	1.296	.854	.729	3.303	
	BR_4	5.56	1.309	.824	.678	3.054	
	BR_5	5.85	1.597	.835	.697	3.145	
Affective Reaction to Change	AR_1	5.84	1.423	.862	.744	4.978	.944
	AR_2	6.02	1.445	.907	.822	6.493	
	AR_3	5.87	1.394	.852	.726	4.636	
	AR_4	5.92	1.515	.906	.821	5.431	
	AR_5	5.82	1.511	.865	.749	3.980	
Cognitive Reaction to Change	CR_1	5.26	1.442	.845	.713	3.441	.933
	CR_2	5.19	1.368	.866	.750	3.988	
	CR_3	5.43	1.441	.864	.746	3.818	
	CR_4	5.21	1.337	.854	.730	3.715	
	CR_5	5.30	1.439	.861	.742	3.924	
Use of Emotion	UOE_1	5.31	1.402	.875	.766	4.041	.931
	UOE_2	5.29	1.452	.897	.805	4.694	
	UOE_3	5.35	1.418	.892	.795	4.368	
	UOE_4	5.59	1.394	.851	.724	3.552	
Other Emotional Appraisal	OEA_1	5.12	1.298	.754	.568	2.471	.908
	OEA_2	5.35	1.415	.847	.718	3.205	
	OEA_3	5.41	1.465	.905	.819	4.122	
	OEA_4	5.55	1.486	.866	.751	3.486	
Regulation of Emotions	ROE_1	5.64	1.287	.878	.770	4.105	.927
	ROE_2	5.56	1.243	.894	.798	4.424	
	ROE_3	5.75	1.291	.886	.785	4.067	
	ROE_4	5.80	1.277	.833	.694	3.122	
Self-Appraisal Appraisal	SEA_1	5.16	1.689	.921	.849	5.949	.952
	SEA_2	5.29	1.826	.948	.899	7.410	

	SEA_3	5.12	1.755	.906	.821	5.648	
	SEA_4	5.12	1.731	.875	.765	4.653	
Agreeableness	PER_A_1	4.91	1.740	.898	.807	4.023	.932
	PER_A_2	4.69	1.819	.915	.837	4.567	
	PER_A_3	4.84	1.768	.905	.819	4.244	
Extraversion	PER_E_1	5.21	1.565	.890	.791	3.925	.917
	PER_E_2	5.45	1.628	.929	.862	4.646	
	PER_E_3	5.19	1.595	.844	.713	3.077	
Conscientious-ness	PER_C_1	4.82	1.727	.913	.833	4.913	.943
	PER_C_2	4.68	1.776	.939	.882	5.755	
	PER_C_3	4.88	1.748	.909	.827	4.766	
Openness to Experience	PER_O_1	5.17	1.890	.904	.817	6.136	.944
	PER_O_2	5.37	1.852	.956	.915	8.656	
	PER_O_3	5.12	1.826	.904	.817	6.393	
Neuroticism	PER_N_1	4.67	1.590	.922	.850	5.166	.945
	PER_N_2	4.73	1.589	.940	.883	5.612	
	PER_N_3	4.79	1.681	.908	.824	4.636	

*Factor Loadings of 0.5 and above should be considered (Hair et al., 1995)

**SMC above 0.30 should be considered (Bagazzi & Y. Yi, 1988).

***Variance Inflation Factor, an indicator of multi-collinearity of less than 10 should be considered (Neter et al. 1989).

****Cronbach Alpha value of 0.7 and above are adequate according to Nunnally (1978).

4.1.1 Reliability Assessment

According to Fornell, C. D., & Lacker, D. F. (1981), each item in measurement scale and construct needs to be tested for assessment of reliability. The Cronbach Alpha, a measure for internal consistency of items was taken into consideration for measuring the reliability of constructs according to Cronbach (1951). The derived values as depicted in Table 5 were found to be greater than the cut-off limit of 0.7 as mentioned by Nunnally (1978). The reliability coefficient value was evaluated to be 0.932. For assessing the reliability of constructs the SMC (table 4) is used, all correlation values were higher than the cut-off limit of 0.30 according to Bagozzi & Yi (1988). We can therefore infer that the internal consistency of all items and the reliability coefficients for all constructs are found to be reasonably good and suitable for further analysis.

Table 5: Cronbach Alpha Values of Constructs of EI, Personality and Attitude Towards Organizational Change

Construct	Cronbach Alpha (α)
Behavioural Reaction to Change (BRC)	.919
Affective Reaction to Change (ARC)	.944
Cognitive Reaction to Change (CRC)	.933
Use of Emotions (UOE)	.931
Other's Emotional Appraisal (OEA)	.908
Regulation of Emotions (ROE)	.927
Self-emotional Appraisal (SEA)	.952
Agreeableness	.932
Extraversion	.917
Conscientiousness	.943
Openness to Experience	.944
Neuroticism	.945

4.2 Confirmatory Factor Analysis (CFA)

The researcher carried out CFA using AMOS 22 to assess the dimensionality and adequacy of data in measurement model. CFA was carried out on all twelve constructs: self-emotional appraisal, use of emotions, other's emotional appraisal, regulation of emotions, behavioural reaction to change, affective reaction to change, cognitive reaction to change, agreeableness, extraversion, conscientiousness, openness to experience, neuroticism.

4.2.1 Validity Measure

The Convergent Validity is a measure to depict how many different procedures of evaluating a variable result in similar outcomes, i.e., it is a measure to ascertain whether the items in the constructs are related to each other or not (John and Benet-Martinez, 2000). The convergent validity

of the data was ensured by ascertaining that the three approaches were present: (a) factor loadings are greater than 0.5; (b) value of SMC coefficient are higher than 0.3 and (c) value of Composite Reliability and Average Variance Explained is greater than 0.7 and 0.5 respectively (Hair et al; 2012b). The standardized loadings for 5 personality variables, 4 EI variables and 3 ATC variables were found to be more than 0.5 and statistically significant (Table 4). As represented in the data, the convergent validity is adequate since both AVE and CR are higher than the cut-off limits. The value of CR for all 12 variables ranges between 0.909 to 0.952 as presented in table 5 below and AVE was also within the acceptable limit of 0.5.

Table 5: Convergent and Discriminant Validity

Component	CR	AVE	MSV
P_A	0.932	0.821	0.124
ARC	0.944	0.772	0.354
CRC	0.933	0.736	0.356
BRC	0.921	0.699	0.356
SEA	0.952	0.833	0.155
UOE	0.931	0.773	0.353
ROE	0.928	0.762	0.353
OEA	0.909	0.714	0.061
P_O	0.944	0.849	0.120
P_N	0.946	0.853	0.120
P_C	0.943	0.847	0.059
P_E	0.918	0.789	0.124

*CR should be greater than 0.7 to ascertain Convergent Validity (Hair et al., 2012)

**AVE above 0.5 should be there to ascertain Convergent Validity (Hair et al., 2012)

***MSV to be lesser than AVE to ascertain Discriminant Validity (Fornell & Lacker, 1981)

4.2.2 Discriminant Validity

A strong discriminant validity is an indication that the different factors of the research model are not correlated. It is an indication that all factors are unique. Pair-wise Construct Comparison Method was used for the assessment of Discriminant Validity (Bagozzi & Yi, 1988; Kesharwani & Tiwari, 2011; Fornell & Lacker, 1981). Fornell and Lacker (1981) proposed that to ensure discriminant validity square root of AVE should be compared with correlation among various factors. The correlation between construct (non-diagonal values) should ne less than square root of average variance explained (diagonal values) according to Kesharwani & Tiwari (2011). Table 5 above depicts that for all latent variables AVE is higher than MSV and the diagonal values are higher than the non-diagonal values therefore discriminant validity is ensured for the constructs as shown in table 6 below.

Table 6: Comparison of Diagonal and Non-diagonal Values for Discriminant Validity

	P_A	ARC	CRC	BRC	SEA	UOE	ROE	OEA	P_O	P_N	P_C	P_E
P_A	0.906											
ARC	0.182	0.879										
CRC	0.162	0.505	0.858									
BRC	0.189	0.595	0.597	0.836								
SEA	0.194	0.370	0.375	0.394	0.913							
UOE	0.090	0.490	0.555	0.477	0.263	0.879						
ROE	0.245	0.542	0.435	0.496	0.346	0.594	0.873					
OEA	0.013	0.177	0.246	0.168	0.211	0.169	0.215	0.845				
P_O	0.039	0.259	0.230	0.192	0.213	0.264	0.145	0.113	0.922			
P_N	0.129	0.148	0.149	0.132	0.176	0.192	0.055	0.172	0.347	0.923		
P_C	0.179	0.242	0.146	0.158	0.095	0.111	0.202	-0.012	-0.037	0.098	0.920	
P_E	0.352	0.205	0.185	0.259	0.254	0.218	0.186	0.090	0.007	0.318	0.243	0.888

Note: For ensuring Discriminant Validity, diagonal values should be greater than non-diagonal values (Kesharwani A. a., 2011).

4.3.3. Common Method Bias (CMB)

Harman's Single-factor, a broadly accepted method to assess the biases in data was adopted for assessing CMB. EFA was applied to calculate CMB. CMB is said to exist when a single factor accounts for maximum variance in data. The variance explained by the factors was found to be 28.634% which is lesser than the cut-off limit of 50% as proposed by Harman (1976). It can be, therefore, predicted that the data is bias-free. The researcher applied CFA on Harman's Single Factor Test since it provides values for model fit and depicts the discrepancy in data through Chi-square differences among single and multi-factor models (Craighead et al., 2011). As enumerated in Table 7 model fit indices of the multi-factor model are better than the values of single-factor model. This ascertains CMB absence in data. Byrne (2013) also proposed that data is said to be free from bias if the index difference is greater than 0.001.

Table 7: Model Fit Comparison of One Factor and Multi-Factor Model

Model Fit Indices	Single Factor Model	Multi-factor Model	Difference
CMIN	12401.243	1478.743	10922.5
DF	989	923	66
CMIN/Df	12.539	1.602	10.937
GFI	.382	.864	-0.482
AGFI	.325	.841	-0.516
IFI	.305	.966	-0.661
NFI	.288	.915	-0.627
CFI	.303	.966	-0.663
RMR	.373	.071	0.302
RMSEA	.173	.039	0.134

4.3.4 Overall fit for the competing model

The statistics obtained for the key model represent the simultaneous modelling of latent factors with CMIN ($\chi 2$) whose value is 1478.743 with degrees of freedom (*df*) = 923 and CMIN/*df* ($\chi 2$/df) value was found to be 1.602. the p-value is less than 0.05 denoting significance. The values of GFI, AGFI, NFI, IFI, CFI indicating goodness-of-fit indices and RMR, RMESA, ECVI values indicating badness of fit indices have been presented in Table 8. A high degree of conformity of uni-dimensionality is suggested in the measurement model by this goodness of fit indices (Byrne, 2013) whereas discrepancies in the model fit are indicated by the badness of fit indices. This research is an analogy to the estimation for assessment of model fit as suggested by Bosma (2000); McDonald and Ho (2002) and Schreiber (2008). The threshold criteria have been met by most of the fit indices in the theoretical model. The GFI value is 0.864; NFI value is 0.915 and the CFI value is 0.966. The AGFI value also meets the threshold requirement of greater than 0.8. From the analysis, it can be established that the proposed structural model is a good fit.

Table 8: Model Fit Indices for Theoretical and Structural Model

Model Fit Indices	Cut-off Criteria	Theoretical Model Fit Indices	Structural Model fit Indices
CMIN	--	1478.743	1698.477
DF	--	923	938
CMIN/Df	<4	1.602	1.811
GFI	≥.9	.864	.845
AGFI	≥.8	.841	.821
IFI	≥.9	.966	.954
NFI	≥.9	.915	.902
CFI	≥.9	.966	.954
RMR	≤.1	.071	.159
RMSEA	≤0.08	.039	.046
ECVI	Smaller the better	4.638	5.128

4.3.5 Path Coefficients for Structural Model

After estimating the psychometric properties, the structural model was analysed using AMOS 22.0. The standardized regression weights are an indication of the relationship between factors as represented by the hypotheses as proposed in the research namely; H_o1; H_o2; H_o3; H_o4; H_o5; H_o6; H_o7; H_o8; H_o9; H_o10; H_o11; H_o12; H_o13; H_o14; H_o15; H_o16; H_o17; H_o18; and H_o19 as enumerated in Table 9 below. After the analysis it was established that all hypotheses were found to be significant, except H5; H9; H10; H11; and H16 as the *p-value* was found to be greater than 0.05. SEA had a significant relationship with BRC but it was not supported empirically with ARC. ROE shares a positive and direct relationship with BRC and ARC; empirically supported since the path was found as significant with standardized regression weights of 0.260 and 0.344 respectively. UOE, SEA, ROE also share a direct and positive relationship with PER with regression weights of 0.348, 0.462 and 0.125 respectively.

Table 9: Path Coefficients

Hypothesis	Hypothesized Estimates	Path Estimates	t-statistics	p-value	Result
H1	UOE→BRC	.200	4.316	***	Supported
H2	UOE→ARC	.159	3.517	***	Supported

H3	UOE→CRC	.450	10.028	***	Supported
H4	SEA→BRC	.133	2.717	.007	Supported
H5	SEA→ARC	.061	1.275	.202	Not Supported
H6	SEA→CRC	.162	3.417	***	Supported
H7	ROE→BRC	.260	6.057	***	Supported
H8	ROE→ARC	.344	8.179	***	Supported
H9	ROE→CRC	.051	1.219	.223	Not Supported
H10	OEA→BRC	-.001	-.	.987	Not Supported
H11	OEA→ARC	.004	.105	.917	Not Supported
H12	OEA→CRC	.115	2.770	.006	Supported
H13	UOE→PER	.348	8.510	***	Supported
H14	SEA→PER	.462	11.298	***	Supported
H15	ROE→PER	+-.125	3.061	.002	Supported
H16	OEA→PER	.065	1.592	.111	Not Supported
H17	PER→BRC	.289	5.470	***	Supported
H18	PER→ARC	.319	2.977	.003	Supported
H19	PER→CRC	.153	6.168	***	Supported

4.4 Mediation Analysis

To test the structural mediation model for independent variables (use of emotion, others' emotions appraisal, regulation of emotions, self-emotions appraisal) on dependent variables (behavioural response to change, affective response to change, cognitive response to change) in the presence of mediating variables (Personality) Hayes approach was followed (Preacher and Hayes, 2004). The bootstrapping process was carried out using "PROCESS Macros 2.16.2" (Hayes 2017) in SPSS 25.0. According to Van Jaarsveld et al. 2005, the Hayes (2013) approach should be applied because of its technically superior to other approaches given by Baron and Kenny (1986) and Sobel test (1982). This method allows for the isolation of each mediator's indirect effect, as well as the analysis of "the indirect effect going through all of these mediators in a series". "Using a bootstrapping process, Hayes' mediation methodology directly assesses the indirect influence between the independent and dependent variables through the mediator, eliminating several limitations associated with the Sobel test" (Edwards & Lambert, 2007).

In a model, complete mediation is said to occur when there is no effect of the causal variable on the outcome variable after controlling for the mediation variable transforming path c to zero (Figure 2). Partial mediation is said to occur when path c is not reduced to zero but is reduced in size after the introduction of a mediating variable (Barron & Kenny, 1986).

The mediation model depicted below was tested using Hayes Process Macro Software:

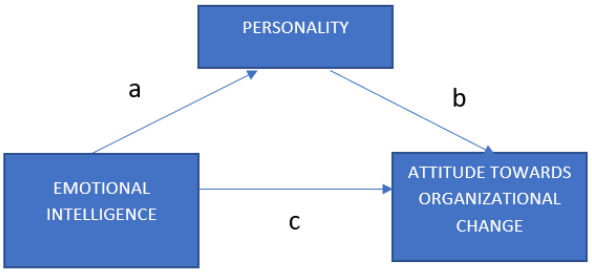

Figure 2: Mediation Model

Table 10: Mediation Analysis

Models	**Relationship**	**Total effect (LL, HL)**	**Direct Effect (LL, HL)**	**Indirect Effect (LL, HL)**	**Result**
Model 1	UOE→PER→CRC	.56 (.44, .67)	.34 (.22, .45)	.22 (.13, .33)	Partial Mediation
Model 2	UOE→PER→BRC	.78 (.65, .90)	.65 (.51, .78)	.13 (.04, .23)	Partial Mediation
Model 3	UOE→PER→ARC	.36 (.22, .49)	.19 (.04, .34)	.17 (.08, .26)	Partial Mediation

Model 4	ROE→PER→CRC	.02 (-.07, .10)	.01 (-.06, .08)	.01 (-.03, .06)	No Mediation
Model 5	ROE→PER→BRC	.03 (-.07, .13)	.02 (-.07, .11)	.01 (-.03, .06)	No Mediation
Model 6	ROE→PER→ARC	.00 (-.10, .09)	-.01 (-.10, .08)	.01 (-.02, .05)	No Mediation
Model 7	SEA→PER→CRC	.50 (.39, .60)	.31 (.21, .42)	.19 (.11, .27)	Partial Mediation
Model 8	SEA→PER→BRC	.99 (.90, 1.09)	.93 (.83, 1.03)	.07 (.02, .12)	Partial Mediation
Model 9	SEA→PER→ARC	.26 (.13, .38)	.11 (-.03, .24)	.15 (.07, .24)	Partial Mediation
Model 10	OEA→PER→CRC	.11 (.02, .21)	.02 (-.06, .10)	.09 (.03, .16)	Partial Mediation
Model 11	OEA→PER→BRC	.18 (.07, .29)	.10 (.00, .21)	.08 (.03, .16)	Partial Mediation
Model 12	OEA→PER→ARC	.41 (.31, .50)	.36 (.26, .45)	.05 (.01, .10)	Partial Mediation

As enumerated in table 10, models 1, 2 and 3 show that personality partially mediates the relationship of UOE and BRC, CRC and ARC respectively, with beta values 0.56, 0.78, and 0.36.

As seen in models 4, 5 and 6, personality does not mediate the relationship of Regulation of Emotion (ROE) with CRC, BRC and ARC since the p-values were insignificant, no reduction in coefficient was observed on introducing the mediating variable and zero lies between the LLCI and ULCI values for all three dimensions of ATOC.

Models 7, 8 and 9 depict that personality partially mediates the relationship of self-emotional appraisal (SEA) with CRC, BRC and ARC, respectively with beta values 0.50, 0.99 and 0.26.

Models 10, 11 and 12 also depict that, personality partially mediates the relationship of others' emotions appraisal (OEA) with CRC, BRC and ARC with beta values 0.11, 0.18 and 0.41, respectively. The objective of assessing the role of personality between emotional intelligence and attitude towards change is therefore achieved.

5. CONCLUSION

The results demonstrated that Self Emotional Appraisal had a significant relationship with behavioural reaction to change but it was not supported empirically with affective response to change. ROE shares a positive and direct relationship with behavioural response to change and affective response to change. UOE, SEA, ROE also shares a positive and direct relationship with Personality. Personality partially mediates the relationship of SEA, UOE and ROE with behavioural response to change, affective response to change and cognitive response to change as depicted through models 1 to 12 of table 10. The model fit indices were as per the established standards and thus establish a good model fit. Emotional Intelligence has a significant relationship with attitude towards change and personality partially mediates the relationship between the two.

***5.1 Managerial Implications*:** The study will help the Banking Sector:

To improve upon the emotional intelligence of employees since it is significantly associated with attitude towards change (Vakola M, Tsaousis, I and Tsaousis, I., 2004).

The study can be helpful for the banking sector to realize the importance of EI as an essential skill for improved performance, satisfaction, engagement and adaptability.

The leaders need to address change in a positive manner by keeping the plight of the employees into consideration while restructuring the banks.

Since EI is the most sought-after skill, the government should make this applicable in the school and university curriculum so that individuals develop the skills of empathy, awareness about self and others, better use and regulation of emotions.

By learning about EI, the individuals will learn how to use their emotions, how to regulate them, how to regulate their own emotions and feelings of self as well as that of others which will lead to better relationships at the workplace.

Each employee perceives a change in a different manner depending on his or her personality type and emotional intelligence level. The organization can thus recognize such employees and counsel them on one-to-one basis.

The organizations should have a full-time psychological counsellor for helping individuals reduce stress due to frequent changes thereby enhancing their adaptability.

5.2 Limitations of the Study:

There were many limitations which were faced during the conduct of the study. A few of them being:

Many scales are available on emotional intelligence, personality and attitude towards change. Shorter versions of the scales have been used for this study. Scales other

than the ones used for the proposed study could have been used for studying the same variables or different variables.

For the study structural equation modelling has been used. A different technique or qualitative analysis could have yielded different results and correlations between the variables.

The study was limited to Delhi NCR region so the results cannot be generalized at Pan India level.

Due to the paucity of resources and time, the sample size was small. A larger sample size could have yielded more precise results and the findings could have been generalized.

A different sampling design like stratified sampling could have yielded different results.

The future researchers can use different scales other than the ones used in this study and analyze the other factors of EI, Personality and Attitude towards organization change.

Ethics Statement:

As per the local legislation and institutional requirements, an ethical review and approval was not required from the participants for the current study.

Consent Statements:

According to the national legislation and institutional requirements, a written informed consent was not required from the participants of the study.

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