Role of Networking Behavior and Emotional Intelligence in Subjective Career Success of Managers

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The present research attempts to investigate the relationships among networking behavior, emotional intelligence, and subjective career success of managers. Data were collected from (n = 213) managers of Islamabad in 2021. Correlation, multiple regression, mediation, and moderation tests are used to analyze the data. This study finds that networking behavior, emotional intelligence, and subjective career success have a positive and statistically significant relationship. Networking behavior partially mediates emotional intelligence and subjective career success. Emotional intelligence as a moderator strengthens the relationship between networking behavior and the subjective career success of managers. The findings are practically beneficial for managers in enhancing their subjective career success through learning and developing networking behavior and emotional intelligence.

Keywords: networking behavior, emotional intelligence, subjective career success, manager

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Career success demands managers to be well-connected and emotionally stable to remain highly satisfied and produce productivity in the workplace. Managers play important informational, interpersonal, and decisional roles in achieving the ultimate goals of the organization and are considered a central pillar in performing organizational functions. The rapid advancement of technologies and digitalization have made managerial jobs not only challenging but also complicated as globalization has modified the significance and perceptions of careers (Zahid, 2015).

In this modern time work environment, networking behavior and emotional intelligence are considered two concepts of high importance for managers in achieving their career success subjectively. Subjective career success influences career success greatly as it benefits both managers and organizations because more subjectively successful managers tend to be more successful objectively (Abele & Spurk, 2009; Sultana et al., 2016; Tanzila et al., 2016). Networking behavior and emotional intelligence being soft skills have the potential to minimize other factors that engage in achieving subjective career success such as personality, person-environment, and organizational factors. Because networking behavior and emotional intelligence effectively enhance the capabilities of managers in achieving meaningful work, career satisfaction, development, and growth which are subjective career success dimensions (Shockley et al., 2015).

Networking behavior being informal connections helps managers to exchange resources reciprocally to support each other. Researchers also indicated that networking behavior (both internal and external networking) brought forth significant and positive effects on the perceived career success of managers (Tanzila et al., 2016). Whereas emotional intelligence helps to identify, understand, and manage emotions. In this connection, Singh et al. (2019) in their study highlighted that learning emotional intelligence in the workplace is helpful for employees as this soft skill improves their effectiveness and further leads them toward a productive career path, resultantly, their positive emotions empower them to achieve subjective career success.

A need was felt to study if there is any significant relationship between networking behavior and emotional intelligence with the subjective career success of managers at Islamabad. Therefore, the present study is conducted to determine the significant relationship between networking behavior and emotional intelligence in the subjective career success of managers at Islamabad because as a capital city, it has a diversified managerial population.

Subjective Career Success

Poon (2004) categorized career success as subjective career success and objective career success. He viewed subjective career success as an individual's perspective about his or her success whereas objective career success is observable extrinsic outcomes in terms of pay and promotions. Traditionally, career success was measured objectively but due to the changing nature of jobs, many workers viewed career success subjectively. Subjective career success predicts career success better than many other psychological predictors as it is advantageous for individuals and organizations as well because subjectively successful employees become more objectively successful (Abele & Spurk, 2009; Dries et al., 2008).

In this context, the researchers viewed that many employees who achieved objective career success were not satisfied subjectively with their achievements and considered subjective career success more important than objective career success (Sultana et al., 2016). Because subjective career success is about evaluating the career by self and leads to achieving career success objectively (Usman et al., 2016).

Subjective career success is connected with employees' ability to identify, comprehend, and use their own emotions and feelings (Singh et al., 2019). The focus on evaluating career success objectively has been shifted to assessing career success subjectively (Avci, 2020). This is because people's subjective feelings motivate their subsequent efforts to perform better and produce positive results for the organization as increased subjective career success boosts confidence, and goal-related behavior of employees and fuels them further for advancement in their careers, whereas low subjective career success can result in self-perpetuating and self-defeating behaviors (Ogunde, 2022; see also Abele & Spurk, 2009; Ng & Feldman, 2014).

Networking Behavior and Subjective Career Success

Networking behavior helps in developing and maintaining connectivity with individuals and groups at both internal and external levels in the organizations because, networking is a purposeful behavior within and outside the organization that leads managers to make, utilize, and cultivate interpersonal relationships (Gibson et al., 2014). Thus, these interpersonal relationships help in achieving career success as Usman et al. (2016) advocated their views that networking behavior positively influences the subjective career success of employees.

Managers who have good connections with potential individuals have more support as Chiu et al. (2017, p. 336) presented their views that well-connected managers play a leading role in networking and resultantly the workers in the organizations follow them as their leaders compared with those managers who are not well-connected. In an empirical study, Tanzila et al. (2016) highlighted networking behavior as a principal element (relationship) towards career success. They viewed networking behavior as a key predictor of career success because the prevalent complex workplace emphasized managers to do internal and external networking strategies.

Networking is employees' behavior to build, maintain, and use work-oriented contacts for exchanging favors and resources. This behavior is worthwhile for subjective career success as Wolff et al. (2018) presented their views that in the prevalent labor market, networking behavior is a useful tool to achieve career outcomes, work performance, work support, and career success. Furthermore, Jacobs et al. (2019) found that networking behavior is an

important strategy for the career success of employees because this strategy is described as an initiative-taking way to develop and sustain professional relationships for mutual benefit, and to access career resources.

Furthermore, a big component of emotional intelligence is social skills that are useful for developing social networks, positive interaction, and effective communication with people. This study also investigates the mediating role of networking behavior in the relationship between emotional intelligence and subjective career success. Because mediating analysis helps to identify, discover, and explain the underlying relationship between independent and dependent variables (Agler & de Boeck, 2017; MacKinnon, 2015). In a study relating to the mediating role of networking behavior, Le (2022) stated that networking behavior produced a mediated effect on the relationship of personality traits, independent variables, (honesty-humility, extraversion, agreeableness, and openness to experience), and dependent variable (job search outcomes).

Emotional Intelligence and Subjective Career Success

It is repeatedly mentioned in studies conducted around the world that emotional intelligence has a significant role to play in achieving organizational goals (Srivastava, 2013) because emotional intelligence is to understand, express, and manage emotions according to circumstances and situations. In a study, Mustaffa et al. (2013) advocated that domain of emotional intelligence such as "self-awareness, self-control, self-motivation, empathy, and social skills" have relationships with the personal development of a manager. Because an emotionally intelligent individual develops an understanding to identify, comprehend, and appropriately express emotions, this emotional understanding further leads to developing social networks, positive interaction, and effective communication which help to achieve career success (Sultana et al., 2016). Moreover, they also highlighted that emotional intelligence helps to understand inner feelings, comprehend the emotions of others, and manage own emotions toward productive activities.

Studies have also shown that emotional intelligence (emotional quotient or emotional intelligence) can be learned and developed further as Ruiz and Esteban (2018) advocated that intelligence quotient (cognitive abilities) is relatively considered stable but on the other hand emotional intelligence skills may be learned and polished through practice and further learning, so the development of emotional intelligence would be a contributive factor in employees' career success. In this context, Drigas and Papoutsi (2018) observed that if an individual is aware of his or her own and others' emotions, this awareness would be beneficial in managing behavior and relationships and likely to achieve success in many areas. In addition, Udayar et al. (2018) theorized that those individuals who are confident and capable of managing their emotional situations exert a positive impact on their employability and career-related decisions.

Furthermore, empirical research also advocated that emotional intelligence and personality factors to an extent have a similarly significant relationship with career success (Urquijo et al., 2019). They further revealed the relationship of salary (objective career success) with demographic variables like age, gender, career stage, areas of education, and initiative-taking personality but in the case of job satisfaction (subjective career success), the researchers identified emotional intelligence as a strong predictor. In the same way, Aydogmus (2019) considered emotional intelligence as an influential predictor and contributing factor for subjective career success as emotionally intelligent people integrate their emotional understandings into their actions and thoughts. Researchers have also found that emotionally intelligent employees do better at the workplace, perceive job success, and avoid engaging in counterproductive behavior related to their work because they develop strong engagement in their jobs, experience positive emotional feelings, develop interpersonal relationships, and are likely to achieve more job success as they work in teams in better ways (Urquijo et al., 2019; Wei et al., 2020).

Likewise, researchers in their studies also highlighted that emotional intelligence can be developed. They further indicated that this skill is a strong predictor of career success because this skill helps to form and develop better interpersonal relationships, self-awareness, openness, flexibility, effective coping strategies, success, and mental health (Khot & Bujurke, 2021; Thacoor et al., 2020). Since emotionally intelligent people can manage challenges at work, deal with employee differences, and inspire their team members, emotional intelligence has been linked to success (Ogunde, 2022).

Moreover, this study also investigates the role of emotional intelligence as a moderator in the relationship between networking behavior and subjective career success. Because the personal competencies (self-awareness and self-management) and social competencies (social awareness and social relationships) as components of emotional intelligence are supposed to strengthen the association between networking behavior and the subjective career success of managers. A study relating to the moderating role of emotional intelligence highlighted that emotional intelligence has a moderating effect on the relationships between independent and dependent variables such as surface acting and job performance, deep acting, and job performance (Hori & Chao, 2022).

Overview

The purpose of this quantitative and correlational study was to find out if there are significant relationships between networking behavior, emotional intelligence, and subjective career success of managers working in Islamabad across various sectors, organizations, and departments. Therefore, a quantitative correlational study to ascertain the relationship between networking behavior, emotional intelligence, and the subjective career success of the managerial workforce working in Islamabad has yet to be conducted. So, the relationship would empirically best be understood through a complex model such as a correlational relationship along with mediation and moderation analysis between and among the variables.

Hypotheses

Hypothesis 1: Networking behavior will be positively correlated with subjective career success.

Hypothesis 2: Emotional intelligence will be positively correlated with subjective career success.

Hypothesis 3: Networking behavior is likely to mediate emotional intelligence and subjective career success.

Hypothesis 4: Emotional intelligence moderates to strengthen the relationship between networking behavior and subjective career success.

Method

Procedure

The data was collected by using Google Survey Form. Initially, all three permitted scales along with required demographic, ethical information, and instructions to proceed further especially relating to consent and confidentiality were written and integrated in one place in the Google Survey Form. The face validity, as well as content validity of measures were ensured. The researcher personally visited about 326 managers working in Islamabad across various organizations, sectors, and different fields like administration and management, banking, economics and finance, education and training, food and eatery, judiciary and law, law enforcement and security, medical and healthcare, science, IT and technology and shared the Google Survey Form link through their emails and cell phones in the year 2021. Out of 326, only 213 responses were received for this study. No unrealistic or false promises to the

participants were made. Additionally, the research was presented objectively, free from prejudice and bias, and with care and openness to accept criticism and innovative ideas.

Participants

For this study, the participants were managers working in Islamabad. Two hundred and thirteen (*n* = 213) participants conveniently participated in this study and willingly shared their responses in the year of 2021. Only those managers included in the study who (males and females) were working in Islamabad, managing at least a group or team of five people, working at public or private organizations, or as self-employed in Islamabad, having at least three years of experience as manager, working at any service or product-oriented organization in Islamabad, having done at least fourteen years of education, and performing any role of manager such as informational, interpersonal or decisional. Whereas managers, holding citizenship other than Pakistan, unable to read and write English, apparently suffering from any medical illness, having age less than 25 years and more than 75 years, at the time of this study residing or working outside of Islamabad, and in case of public sector organization less than Basic Pay Scale of 17 grade, were (excluded) not allowed to participate in this study.

Instruments

Subjective Career Success Inventory (SCSI)

The scale, "Subjective Career Success Inventory (SCSI)", was created and validated by Shockley et al. (2015). This is used to measure the subjective career success of managers. SCSI consisted of 24 items and 8 subscales such as Recognition (items 1-3), Quality Work (items 4-6), Meaningful Work (items 7-9), Influence (items 10-12), Authenticity (items 13-15), Personal Life (items 16-18), Growth and Development (items 19-21), and Satisfaction (items 22-24). This scale is based on words described positively statements such as "Considering my career as a whole my supervisors have told me I do a good job" for the Recognition subscale, "Considering my career as a whole I think my work has been meaningful" for Meaningful Work subscale, and "Considering my career as a whole I have found my career quite interesting" for Satisfaction subscale. It is based on a 5-point Likert-type scale with response categories including *Strongly Disagree = 1, Disagree = 2, Neither Agree nor Disagree = 3, Agree = 4,* and *Strongly Agree = 5*. The overall minimum scores on the scale are 24 whereas the maximum scores are 120. The higher scores represent the higher level of subjective career success of managers while lower scores indicate the lower level of subjective career success. Researchers reported total alpha reliability coefficients (Cronbach α) of SCSI were .94 (Ogunde, 2022), and ranged from .77 to .94 (Dahling & Lauricella, 2017).

Short Networking Behavior Scale (SNBS)

The "Short Networking Behavior Scale (SNBS)" was developed and validated by Wolff and Spurk (2019). It is used to measure the career and social network variables of managers. SNBS consisted of 18 items and two subscales such as Internal Contacts (first nine items 1-9) and External Contacts (last nine items 10-18). The scale is developed words that describe positive statements such as "I discuss problems with colleagues from other departments of my organization that they are having with their work" for the Internal Contacts subscale, and "I develop informal contacts with professionals outside the organization, in order to have personal links beyond the company", for External Contacts subscale. This measure is based on a 4-point Likert-type scale with response categories including *Never/ Very Seldom = 1, Sometimes = 2, Frequently = 3,* and *Very Often/ Always = 4*. The overall minimum scores on the scale are 18 whereas the maximum scores are 72. The higher scores represent the higher level of networking behavior of managers while lower scores indicate the lower level of networking behavior. Researchers examined and measured the properties of SNBS in two studies through three samples and reported alpha reliability coefficients (Cronbach α) of total internal networking as .85, .84, .85 and total external networking as .93, .91, .91 (Wolff & Spurk, 2019).

Brief Emotional Intelligence Scale (BEIS-10)

The "Brief Emotional Intelligence Scale (BEIS-10)" was developed and validated by Davies et al. (2010). This scale is used to measure the emotional intelligence of managers. BEIS-10 consisted of 10 items and five subscales such as "Appraisal of own emotions" including items 1-2, "Appraisal of others' emotions" including items 3-4, "Regulation of own emotions" including items 5-6, "Regulation of others' emotions" including items 7-8, and "Utilization of emotions" including last two items number 9 and10. The scale is based on positively worded described statements namely "I know why my emotions change" for the Appraisal of own emotions subscale, "I have control over my emotions" for the Regulation of own emotions subscale, and "I use good moods to help myself keep trying in the face of obstacles" for Utilization of emotions subscale. This measure is based on a 5-point Likert-type scale with response categories including *Strongly Disagree = 1, Disagree = 2, Neither Agree nor Disagree = 3, Agree = 4,* and *Strongly Agree = 5*. The overall minimum scores on the scale are 10 whereas the maximum scores are 50. The higher scores represent the higher level of emotional intelligence of managers while lower scores indicate the lower level of emotional intelligence. The scale has the reliability to proceed further to collect data as the researchers reported the reliability of the scale by mentioning test-retest reliability scores for items ranging from 89.2% to 96.4% (Davies et al., 2010). Moreover, previous studies also reported total alpha reliability relating to BEIS-10 that indicated high reliability at .91 and .84 (Balakrishnan & Saklofske, 2015; Dahia et al., 2022).

Results

The hypotheses of the study were tested by using correlation, multiple regression, mediation, and moderation analyses. The statistical analyses were conducted through the "Statistical Package for Social Sciences software version-IBM SPSS Statistics 20" and PROCESS Macro.

Table 1

Sociodemographic Characteristics of Sample

Variables	f	%
Gender		
Male	185	87
Female	28	13
Marital status		
Single	31	15
Married	182	85
Age (years)		
25 to 35	66	31
36 to 45	56	26
46 to 55	66	31
56 to 65	21	10
66 to 75	4	2
Education		
Graduation	45	21
Post-graduation	143	67
Doctorate	17	8
Post doctorate	3	2
Others	5	2
Managerial experience (years)		
3 to 5	49	23
6 to 10	38	18
11 to 15	29	14
16 to 20	32	15

21 to 25	30	14
26 and above	35	16
Sector of organization/ department		
Private	62	29
Public	122	57
Self-employed business	13	6
Others	16	8
Area or type of organization/ department/ business		
Administration and management	40	19
Banking, economics, and finance	12	5.5
Education and training	38	18
Food and eatery	2	1
Judiciary and law	8	4
Law enforcement and security	39	18
Medical and healthcare	12	5.5
Science, IT, and technology	16	7
Other	46	22

Note. N = 213

Table 1 shows that the sample comprised of 87% male managers and 13% female managers. However, 85% of respondents were married and the rest 15% were single. In the context of age, 31% of respondents were 25 to 35 years old, 26% were in the bracket of 36 to 45 years of age, 31%, came under the age of 46 to 55 years, 10% of respondents were between the age of 56 to 65, and rest 2% were in the age group of 66 years and above. Whereas 29% of managers were from the private sector, 57% were from the public sector, 6% of respondents were managing their own businesses, and the rest 8% were managers from other sectors such as semi-government, etc.

Table 2
Descriptive Statistics and Scales Reliability

Variables	Mean	Standard Deviation	Items	Cronbach's α
Networking behavior	42.90	8.06	18	.86
Internal NB	23.15	4.14	9	.71
External NB	19.75	5.11	9	.87
Emotional intelligence	40.08	3.98	10	.74
Subjective career success	95.03	10.96	24	.92

Note: NB=Networking Behavior

Table 2 shows descriptive statistics and scales reliabilities of all variables which have been measured in the study. The values of means and standard deviations indicate that the data are normally distributed and lie within the limits of a desired range. To ensure internal consistency or reliability of the scales, Cronbach's Alpha test was conducted, and values were found well within the range. In this regard, Table 2 shows that alpha (α) reliability coefficient values lie between .71 to .92 as a reliable scale should have above .7 value of Cronbach's Alpha coefficient. The values mentioned in this table depict that the items share good to high covariance and are reliable in measuring the desired concepts.

Table 3
Pearson Correlation Coefficient Test

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
NB	-																	
EI	.30**	-																
SCS	.33**	.53**	-															
INB				-														
ENB				.52**	-													

AOE	.16*	.14*	-												
AOT	.18**	.12	.30**	-											
Rowe	.08	.11	.26**	.26**	-										
ROtE	.19**	.21**	.42**	.23*	.34*	-									
UOE	.29**	.30**	.26*	.30*	.30*	.31**	-								
REC	.20**	.13	.26**	.27*	.30*	.14*	.31**	-							
QW	.20**	.15*	.18**	.34*	.31*	.20**	.29**	.47*	-						
MW	.34**	.23*	.23*	.37*	.34*	.27**	.25**	.42*	.60**	-					
INF	.27**	.26*	.20*	.31*	.27*	.07	.32**	.53*	.40**	.50**	-				
AUT	.17*	.24**	.11	.23*	.36*	.10	.29**	.44*	.42**	.32**	50**	-			
PL	.15*	.21**	.16*	.21*	.37*	.16*	.25**	.34*	.40**	.32**	.36*	.47*	-		
GAD	.24**	.21*	.40*	.35*	.37*	.24**	.33**	.40*	.54**	.55**	.44*	.35*	.43**	-	
SAT	.21**	.18*	.17*	.23*	.29*	.09	.33**	.56*	.44**	.44	.52*	.52*	.42**	.54**	-
M	23.1	19.7	8.03	7.99	7.64	7.98	8.44	12.1	12	12	11.7	11.1	11.37	12.17	12.08
SD	4.14	5.11	1.24	1.14	1.26	1.23	1.15	1.84	1.9	1.6	1.81	2.13	2.27	1.63	1.99

Note. NB= Networking behavior, EI=Emotional intelligence, SCS= Subjective Career Success, INB = Internal networking behavior; ENB = External networking behavior; AOE = Appraisal of own emotions; AOT = Appraisal of others' emotions; ROwE = Regulation of own emotions; ROtE = Regulation of others' emotions; UOE = Utilization of emotions; REC = Recognition; QW = Quality work; MW = Meaningful work; INF = Influence; AUT = Authenticity; PL = Personal life; GAD = Growth and development; SAT = Satisfaction.

To find out the relationship among variables such as the relationship between networking behavior and subjective career success, and similarly, the relationship between emotional intelligence with subjective career success, a correlation coefficient test was applied. Furthermore, to see the intercorrelation among the dimensions (subscales) of measures, this test was also conducted. Because Pearson's correlation helps to measure the strength and direction of the relationship between or among the variables. Table 3 indicates a positive and statistically significant relationship between networking behavior and subjective career success ($r = .33$, $p < .01$) of managers. The table further depicts a positive and statistically significant relationship between the variables of emotional intelligence and subjective career success ($r = .53$, $p < .01$) of managers. An association of networking behavior and emotional intelligence ($r = .30$, $p < .01$). Because values of r lie between the range of -1 to + 1 are considered negative or positive relationships accordingly and that is why closer to -1 or + 1 means stronger negative or positive relationship, whereas, closer to zero indicates weaker relationship (Bryman, 2012). Since values of r in this table lie between .30 to .53 which clearly illustrates that there are positive, moderate, and significant relationships among the study variables.

Moreover, it also indicates that dimensions of networking behavior, emotional intelligence, and subjective career success were positively interrelated. The range of intercorrelation of most of the subscales lies between $r =.14$ to .60, $p < .05$ and .01 which indicated positive, almost moderate (above .30), and statistically significant correlation. Whereas the range of intercorrelation among eight cases lies between $r =.07$ to .13 such as internal networking behavior and regulation of own emotions ($r =.08$, $p > .05$), external networking behavior and appraisal of others' emotions ($r =.12$, $p > .05$), external networking behavior and regulation of own emotions ($r =.11$, $p > .05$), external networking behavior and recognition ($r =.13$, $p > .05$), appraisal of own emotions and authenticity ($r =.11$, $p > .05$), regulation of others' emotions and influence ($r =.07$, $p > .05$), regulation of others' emotions and authenticity ($r =.10$, $p > .05$), regulation of others' emotions and satisfaction ($r =.09$, $p > .05$). Although these eight cases were positively correlated but not statistically significant.

DETERMINANTS OF SUBJECTIVE CAREER SUCCESS

Table 4

Multiple Linear Regression Analysis

Variables	B	SE	β	t	p	95 % CI
Constant	32.44	6.53		4.97	.000	[19.57, 45.31]
Networking behavior	0.25	0.08	0.19	3.09	.002	[0.09, 0.41]
Emotional intelligence	1.29	0.17	0.47	7.79	.000	[0.96, 1.62]
R^2	.308					
Adjusted R^2	.302					
F	46.79***					

Note. CI = Confidence Interval. ***$p < 001$.

To examine how the relationship is strong between dependent (subject career success) and independent variables (predictors) such as networking behavior and emotional intelligence, Multiple linear regression analysis was conducted. In this relation, Table 4 shows that independent variables contributed a significant amount of variance 31% (R^2 = .308) towards subjective career success of managers with $F (2, 210) = 46.79, p < .001$. Whereas the adjusted R^2 .302 indicates that the independent variables (networking behavior and emotional intelligence) altogether contributed 30% variance towards subjective career success. The table further indicates that predicting variables (networking behavior emotional intelligence) have a significant influence on subjective career success (β = 0.19, $p < .01$) and (β = 0.47, $p < .001$) respectively. However, emotional intelligence made a significant and strong contribution to predicting of subjective career success of managers because the largest beta coefficient means that the variable is stronger in predicting the dependent variable, furthermore, if the *p*-value is less than .05, the variable is significantly associated with the dependent variable.

It is found that networking behavior has a significant positive relationship with the subjective career success of managers. Similarly, emotional intelligence also has a significant positive relationship with the subjective career success of managers. Hence H1 and H2 are supported.

Table 5

Mediation Analysis

Variables	Total effect				Direct effect				Indirect effect				95 % CI
	Effect	*SE*	*t*	*p*	*Effect*	*SE*	*t*	*p*	*Effect*	*SE*	*t*	*p*	
AOtE	3.76	0.66	5.73	.000	3.36	0.65	5.16	.000	0.41	0.18	2.29	.022	[0.14, 0.83]
ROwE	3.93	0.61	6.43	.000	3.74	0.60	6.29	.000	0.18	0.15	1.19	.234	[-0.08, 0.56]
UOE	3.90	0.64	6.06	.000	3.35	0.63	5.35	.000	0.55	0.20	2.70	.006	[0.22, 1.02]

Note. CI = Confidence Interval; AOtE = Appraisal of others' emotions; ROwE = Regulation of own emotions; UOE = Utilization of emotions.

To quantify the underlying sequence of antecedents such as "Appraisal of others' emotion, Regulation of own emotion, and Utilization of emotions" leading towards mediating variables (internal and external networking behavior) as these mediating variables further lead to a dependent variable (subjective career success of managers), mediation analyses were conducted. Because this statistical method (mediation) helps to explain and discover the indirect effect between predictor and outcome variables through the relationship of a mediator. Table 5 shows that Appraisal of others' emotions, Regulation of own emotions, and Utilization of emotions, dimensions of emotional intelligence, put a positive indirect effect (0.41, 0.18,

0.55 respectively) on the outcome variable (subjective career success) through internal networking behavior (a dimension of networking behavior). Moreover, appraisal of others' emotions and utilization of emotions have significant direct and indirect effects ($p < .05$) that indicate partial mediation. Furthermore, internal networking behavior (mediator) mediates the relationship between emotional intelligence and subjective career success if the direct effect (3.4, 3.7, 3.3) is smaller than the total effect (3.8, 3.9, 3.9).

Table 6

Mediation Role of External Networking Behavior Between Appraisal of Others' Emotions, Regulation of Own Emotion, Utilization of Emotions and Subjective Career Success

Variable	Total effect				Direct effect				Indirect effect				
	Effect	*SE*	*t*	*p*	*Effect*	*SE*	*t*	*p*	*Effect*	*SE*	*t*	*p*	*95 % CI*
AOtE	3.77	0.66	5.74	.000	3.50	0.65	5.40	.000	0.27	0.17	1.55	.119	[0.00, 0.73]
ROwE	3.93	0.61	6.43	.000	3.71	0.61	6.10	.000	0.22	0.14	1.54	.123	[0.00, 0.57]
UOE	3.90	0.64	6.06	.000	3.41	0.63	5.45	.000	0.48	0.23	2.09	.036	[0.13, 1.03]

Note. CI = Confidence Interval; AOtE = Appraisal of others' emotions; ROwE = Regulation of own emotions; UOE = Utilization of emotions.

Table 6 shows that appraisal of others' emotions, regulation of own emotions, and utilization of emotions, dimensions of emotional intelligence, put a positive indirect effect (0.27, 0.22, 0.48 correspondingly) on the outcome variable (subjective career success) through external networking behavior (a dimension of networking behavior). Moreover, the utilization of emotions has significant direct and indirect effects ($p < .05$) that indicate partial mediation. Furthermore, external networking behavior (mediator) mediates the relationship between emotional intelligence and subjective career success if the direct effect (3.5, 3.7, 3.4) is smaller than the total effect (3.8, 3.9, 3.9). It is found that networking behavior partially but positively mediates the relationship between emotional intelligence and the subjective career success of managers. Hence, H3 is supported.

Table 7

Moderation Analysis

Variables	Coeff.	SE	p	95 % CI
Constant	106.26	37.36	.004	[32.61, 179.91]
X (Networking behavior)	-1.48	0.87	.089	[-3.18, 0.23]
W (Emotional intelligence)	-0.53	0.92	.566	[-2.35, 1.29]
X and *W*	0.04	0.02	.046	[0.00, 0.08]
Multiple *R*		0.57		
Emotional intelligence	*Effect*	*t*	*p*	*95 % CL*
36.10	0.06	0.43	.666	[-0.20, 0.31]
40.08	0.22	2.72	.007	[0.06, 0.39]
44.06	0.39	3.67	.000	[0.18, 0.60]

Note. Coeff.= Coefficient, SE= Standard Error, *t*= t-value, *p*= p-value, CI = Confidence Interval.

To examine the effect of emotional intelligence as a moderator on the relationship strength of predictor (networking behavior) and outcome (subjective career success of managers), a moderation analysis was conducted. Because moderating variables are considered

to affect relationship strength from moderate to high as the presence or absence of a moderator changes the relationship between independent and dependent variables.

Table 7 indicates that emotional intelligence positively strengthens the relationship between networking behavior and subjective career success ($r = 0.04$, $p = .05$). Moreover, the conditional effect of networking behavior at values of (moderator) emotional intelligence also depicts an increased significant positive relationship which means that as medium and high levels of emotional intelligence increasingly strengthen the relationships between networking behavior and the subjective career success of managers. Additionally, for a better understanding, Figure 1 distinctly depicts that an increase in networking behavior further leads to a significant increase in subjective career success in context with the moderated role of emotional intelligence. Thus, medium and high levels of emotional intelligence strengthen the relationship between networking behavior and subjective career success of managers strongly as compared to low levels of emotional intelligence. It is found that emotional intelligence as a moderator strengthens the relationship between networking behavior and the subjective career success of managers. Hence, H4 is supported.

Figure 1
Moderation Effect of Emotional Intelligence Between Networking Behavior and Subjective Career Success
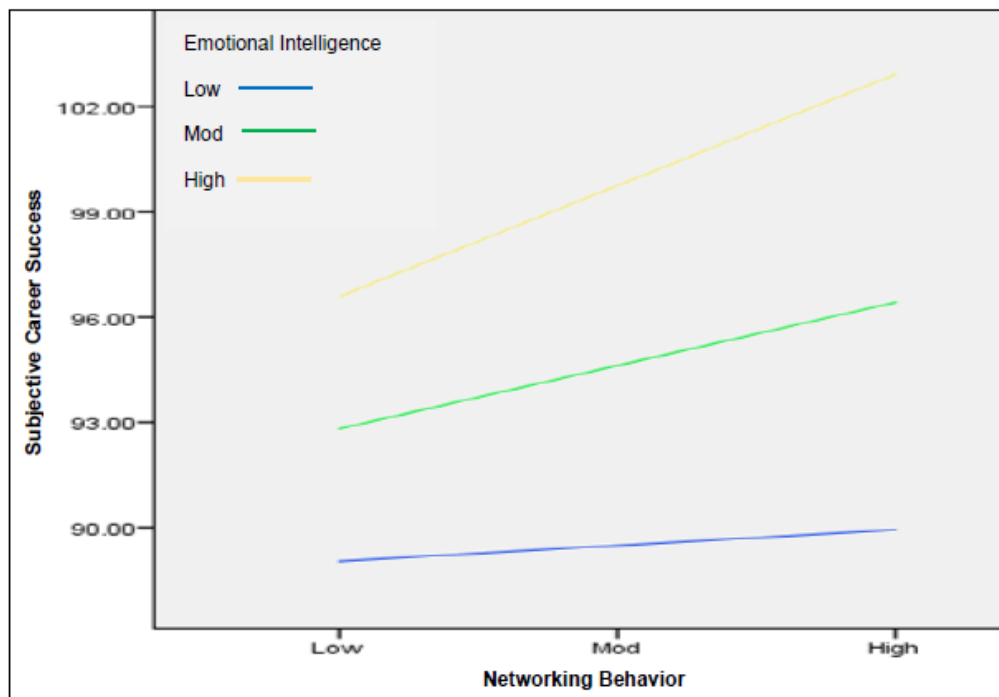
Discussion

This study supported that there is a positive and statistically significant relationship between networking behavior and subjective career success. Thus, an increase in the networking behavior of a manager is associated with an increase in his or her subjective career success. It is also supported by the literature that networking behavior positively influences the subjective career success of employees (Usman et al., 2016). Moreover, Tanzila et al. (2016) also highlighted that networking behavior is an essential element (relationship) towards career success. In a similar vein, the literature also highlighted that establishing and using informal relationships not only facilitates employees in their career-related activities but also promotes sincerity, trust, and reciprocity hence workplace networking related to the career success of managers positively (Avci, 2020).

Similarly, the study also supported the positive and statistically significant relationship of emotional intelligence with subjective career success. Thus, it is found that an increase in

the emotional intelligence of a manager is associated with an increase in his or her subjective career success. This finding is also in line with the previous literature that emotional intelligence helps to achieve career success (Sultana et al., 2016). Moreover, previous studies also observed that if an individual is aware of his or her own and others' emotions, this awareness would be beneficial in managing behavior and relationships and likely to achieve success in many areas (Drigas & Papoutsi, 2018). Furthermore, previous studies also advocated that emotional intelligence plays a significant role in the relationship with career success (Urquijo et al., 2019).

It is also indicated that internal networking behavior (a dimension of networking behavior) partially meditates on the relationship between appraisal of others' emotions and utilization of emotions (dimensions of emotional intelligence) and subjective career success. Similarly, external networking behavior (a dimension of networking behavior) partially meditates on the relationship between utilization of emotions (a dimension of emotional intelligence) and subjective career success. This partially mediated relationship could be because of some demographic factors of the sample. Thus, networking behavior partially mediated the relationships between emotional intelligence and the subjective career success of managers. Hence, networking behavior is related to an increase in emotional intelligence, and, in turn, emotional intelligence increases the subjective career success of managers.

Previous studies support the mediating role of networking behavior (Kim et al., 2019) and it is also reported that networking behavior as a mediating variable is mediated partially by the relationship between proactive personality and perceived career success (Tanzila et al., 2016). In recent research relating to the mediating role of networking behavior, Le (2022) stated that networking behavior produced a mediated effect on the relationship between personality traits and job search.

Furthermore, this study also supported the idea that emotional intelligence moderates the relationship between networking behavior and the subjective career success of managers. Because the increased level of emotional intelligence plays a significant role to increase networking behavior and subjective career success of managers. Thus, it is found that medium and high levels of emotional intelligence positively strengthen the relationship between networking behavior and the subjective career success of managers as compared to low levels of emotional intelligence. Previous literature about the moderating role of emotional intelligence identified emotional intelligence as the moderator to reduce the job stress level on happiness and life satisfaction (Naseem; 2018). Moreover, Tang et al. (2020) noted that highly emotionally intelligent managers are more proficient at building harmonious relationships with people around them. Furthermore, Hori and Chao (2022) reported that emotional intelligence has a moderating effect on the relationship between surface acting (showing required emotions in the workplace) and job performance.

Limitations and further directions
The sample size is restricted to managers working in Islamabad only to determine the significant relationship between networking behavior, emotional intelligence, and subjective career success. Among the participants, male managers are 87 % whereas female managers are 13 % so male managers are more dominant as compared to female managers. Moreover, several different variables like marital status, age, level of education, years of managerial experience, and sectors were not controlled study variables hence there is the chance that these variables may have confounded the findings. As this study is a quantitative survey, it may have low internal validity but has the potential for high external validity. A convenience sample with multiple sourcing may have yielded an unknowable response bias.

An equal and increased participation of female and male managers from other cities such as Karachi and Lahore are to be considered to replicate the findings. Furthermore, demographic variables such as marital status, age, level of education, years of managerial

experience, and sectors of working may also be used as controlled variables while determining the significant relationship of the study variables.

Conclusion

The study concludes that networking behavior and emotional intelligence have a strong and positive relationship with the subjective career success of managers. Additionally, networking behavior positively and partially mediates the relationship between emotional intelligence and subjective career success as the presence of the networking behavior has an indirect effect and influences emotional intelligence and it (emotional intelligence) further influences the subjective career success of managers. Furthermore, emotional intelligence as a moderator strengthens the relationship between networking behavior and the subjective career success of managers. Thus, these findings are practically beneficial for managers in enhancing their subjective career success through learning and developing networking behavior and emotional intelligence.

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