



Proactive Personality and Career Adaptability of Final Year Entrepreneurship Undergraduates in Sri Lanka: A Mediating Effect of Entrepreneurial Self-efficacy

W.M.H.K.Bandara^{1*}, S.G.M.S.D.Senanayaka²

¹Department of Commerce and Financial Management, Faculty of Management Studies, University of Kelaniya, Sri Lanka.

²Department of Molecular Biology & Biotechnology, University of Kelaniya, Sri Lanka

*Corresponding Author: heshanib@kln.ac.lk

ABSTRACT

With technological advancements and the increasing nature of complexity and uncertainty in the business world, the development of career adaptation skills is one of the significant factors affecting the success of undergraduates. However, the controversial findings regarding the determinants of career adaptability have triggered this study to question what antecedents would predict undergraduates' career adaptability. Proactive personality on career adaptability in the literature is a hotspot for study in the subject of career adaptability. However, it has been recognized that empirical research on this issue in the context of Sri Lanka is insufficient. Furthermore, the mediating role of this relationship as an intervening mechanism is about to be understood, and there is a knowledge gap in the literature. The major contribution of this research is to expand the knowledge and examine the direct and indirect impact of proactive personality on career adaptability under the mediation role of entrepreneurial self-efficacy. Data is collected using self-administered questionnaires and distributed using the convenience sample technique among 120 undergraduates studying entrepreneurship degree programs at five state universities in Sri Lanka. The results indicate that a proactive personality significantly and positively impacts career adaptability. Furthermore, the findings revealed that the indirect impact of a proactive personality on career adaptability, mediated through entrepreneurial self-efficacy, was significant. The results of this research assist university mentors, coaches, and policymakers in conceptualizing and implementing relevant interventions and projects that incorporate university support for transitioning undergraduates to a more dynamic work world.

Keywords: Career Adaptability, Entrepreneurial Self Efficacy, Proactive Personality.

INTRODUCTION

Rapid globalization, technological changes, and market pressures have caused significant changes in the nature and organization of work and employment (Uy, Chan, Sam, Ho, & Chernyshenko, 2015). This results in more frequent transitions between employment, organizations, and

occupations than it has ever been (Rudolph, Lavigne, & Zacher, 2017). University graduates are currently under intense pressure to find employment due to the slow recovery of the global economy and the ongoing labor market downturn (Tolentino, Garcia, et al., 2014), and graduates often essentially required a prolonged period to find a satisfactory job (Hou, Wu, & Liu, 2014).

As young adults are likely to face a variety of career transitions after graduation, they must be able to cope with and adapt to these transitions (Murphy, Blustein, Bohlig, & Platt, 2010).

According to Cizel (2018) and Yahya et al., (2019), the development of career adaptation skills is one of the significant factors affecting the success of young graduates because of technological advancements, the continually changing definitions of the profession, and the increasing nature of complexity and uncertainty of the business world and this puts pressure on university students who are preparing for their future careers. Savickas (2013) defined career adaptability (CA) as “the ability of an individual to respond to career role transitions and is regarded as the key ability through which an individual achieves career success in fast-changing modern society and individuals with high, CA may take measures to improve their career environment and prepare for upcoming changes in that environment”. It will push individuals to take steps to improve their career environment and plan for impending variations in the environment (Savickas, 2013). Johnston (2018) suggests research to date on career adaptability represents a promising start for this field and is a flattering one of the crucial research topics in the field of careers in recent years and altogether the most significant component of international research (Chen et al., 2020).

Given the lack of career adaptability among recent graduates, many of them are unprepared to enter the profession at an early stage in their adult lives thus, identifying factors that influence career adaptability is critical so that undergraduates are familiar with relevant intervention plans before graduation (Hamzah, Kai Le, & Musa, 2021). Apparently, literature on individual factors has focused mostly on personality

traits such as proactive personality heavily reliant on the effective disposition of proactive behavior (Tolentino et al., 2014) on career adaptability, and it is a research hotspot in the field of career adaptability (Chen et al., 2020). It has been found that proactive personality (Bateman & Crant, 1993) served as a significant predictor of individuals' career adaptability (Cai et al., 2015; Hameed, Brohi, & Shahab, 2020; Tolentino, Sedoglavich, Lu, Garcia, & Restubog, 2014, Öncel, 2014; Xie, Bagozzi, & Grønhaug, 2015). However, further research into the association between proactive personality and career adaptability among undergraduate students is necessary. In response to this current employment situation and the need for career flexibility, graduates need to engage proactively in managing careers (Hirschi, Freund, & Herrmann, 2014) and advance the ability to adapt to career changes (Hou et al., 2014). Moreover, it is widely acknowledged that empirical research in this field in Sri Lanka is limited.

Bateman and Crant (1993) refer to proactive personality (PP) as “people are characterized as seeking out opportunities, showing initiative, and persevering to bring about meaningful change”. Individuals with proactive personalities are not necessarily passive recipients of external constraints when faced with a career transition, but on the contrary, they may make changes to improve their current environment, look actively for opportunities, and take action (Hou et al., 2014). The positive predictive effect of PP on CA reveals that graduates with PP adapted more easily to the transition period while taking the initial step toward forming a career (Hou et al., 2014). Seibert, Sargent, Kraimer, and Kiazad (2017) and Tolentino, Sedoglavich, et al. (2014) stated that proactive individuals are well-equipped for pertinent changes in their vocation.

This suggests that youth with highly proactive personalities can easily achieve career adaptability during their university-to-work transition by carefully planning goals, exploiting opportunities, and putting effort to achieve such goals are achieved (Fawehinmi & Yahya, 2018) and are vigorously motivated to develop adaptability resources to ease career development (Jiang, 2017), in which career adaptability is a focal point.

Chen et al. (2020) stress even though this topic has become one of the hot topics in career literature and therefore, future research should not only focus on the relationship between proactive personality and career adaptability, but also pay more attention to the mediating role of this relationship as the intervening mechanism has not been elucidated and knowledge gap exists in the literature (Hirschi, Lee, Porfeli, & Vondracek, 2013). Therefore, the study accounted for examining the mediatory role of entrepreneurial self-efficacy underlying the relationship between proactive personality and career adaptability. Self-efficacy beliefs are a dynamic set of beliefs regarding one's ability to carry out a course of action within a specific performance domain. (e.g. 'Can I do this?'), a good indicator of future career goals or intentions (Lent, Brown, & Hackett, 1994), it has been noted from prior research that proactive people possess favorable and entrepreneurial characteristics such as initiative, independent judgment, a greater level of involvement and engagement, and the willingness to express their ideas (Campbell, 2000). Researchers have theorized that the effect on career behavior of the basic personality traits is exerted via self-efficacy belief (Parker & Collins, 2010). As a result, self-efficacy is frequently viewed as a proximal, powerful, and crucial premise in the connection between personality and career behavior (Stajkovic & Luthans,

1998) emphasizing self-efficacy as such a significant characteristic worth examining in this context.

Those that are proactive in their professional careers have a greater level of self-efficacy (Seibert et al., 2017) nevertheless, there is a lack of evidence of linkage between PP and self-efficacy (Naz, Li, Zaman, & Rafiq, 2020). Moreover, University students with high entrepreneurial self-efficacy are confident, believe that they have sufficient ability to deal within certainty, can adopt the correct attitude toward career attention and career exploration, have greater career control, and are willing to take responsibility for their career development, thereby producing high career adaptability (Xiaoping, 2019). However, not much work has been done on the underlying mechanisms of how individuals' personality affects entrepreneurial self-efficacy and career adaptability.

In this study, the criteria were set to include only entrepreneurship undergraduates in their final years of study since they were more likely to have started thinking much about their future work and careers and previous studies have addressed different undergraduate samples but not with entrepreneurship undergraduate samples. According to Setiawan (2014), those who majored in entrepreneurship had stronger self-efficacy in carrying out business-related tasks but with limited understanding when compared to those who did not. To the researcher's knowledge, this study is the first to examine the mediatory effect of entrepreneurial self-efficacy on the relationship between proactive personality and career adaptability over time among undergraduates in a developing economy. Furthermore, the study is highly relevant to the current situation in Sri Lanka, where university students and new graduates are likely to find the transition more challenging due

to excessive unemployment and other macro-level contextual barriers. The current study focused on three objectives to identify the relationship between proactive personality, career adaptability, and entrepreneurial self-efficacy, to analyze the impact of proactive personality on career adaptability, and to analyze the mediatory role of entrepreneurial self-efficacy on the relationship between proactive personality and career adaptability.

The authors explain the relationships between proactive personality, entrepreneurial self-efficacy, and career adaptability in the sections that follow, as well as the research's key concepts and theoretical background. Following that, hypotheses are developed and integrated into a conceptual framework. Finally, the suggested model's results are presented, followed by a discussion of the findings and their implications.

THEORY AND RESEARCH HYPOTHESES

The proactive approach asserts that people can make changes to enhance their current circumstances and are not always passive recipients of environmental constraints, which is consistent with Career Construction Theory's emphasis on personal agency (Crant & Bateman, 2000). Proactive people are more likely to successfully prepare for and handle career-related changes as a result of their inclination to spot possibilities for growth and design work settings that suit their professional requirements (Bateman & Crant, 1993).

In both research and practice, the field of career development has undergone a paradigm shift since the 1990s, with career adaptability rapidly replacing career maturity as a central construct (Savickas, 2005). If the goal of

career development in the previous century was to help people be better prepared to choose a job, occupation, or vocation based on their career maturity or readiness, today's goal is to assess and strengthen individuals' psychosocial resources so they can cope with occupational transitions, developmental tasks, and work traumas (Weigl et al., 2010) can be started or developed as a result of career-related events or changes (Ocampo et al., 2020). Career adaptability could be conceived of as a meta-skill that can predict significant development in a person's career as well as professional effectiveness (O'Connell, McNeely, & Hall, 2008) and has four dimensions: concern (planning, being planful), control (decision-making, being decisive), curiosity (exploring, being inquisitive), and confidence (exploring, being inquisitive, problem-solving, being efficacious) (Savickas, 2002).

Proactive Personality on Career Adaptability

Individual factors have mostly concentrated on personality traits such as proactive personality on career adaptability in the literature, and it is a hotspot for study in the field of career adaptability (Chen et al., 2020). Taking the initiative to act on career plans and actively implement steps toward the achievement of career goals and targets is alluded to as proactive career enacting (Presbitero, 2015). A strong link has been discovered between proactive personality and career adaptability, according to the findings from prior research (Douglass, Autin, Buyukgoze-Kavas, & Gensmer, 2020; Green, Noor, & Hashemi, 2020; Ma, Chen, & Zeng, 2020) and a proactive personality can anticipate career adaptability in a positive way (Tolentino et al., 2014), in other words, people with greater initiative are more willing than people with low initiative to effectively adapt to their career settings; they are also much more willing to develop their

career adaptability in order to reach higher career goals. This study hypothesizes that:

H1: Proactive personality is positively linked with career adaptability

Proactive Personality on Entrepreneurial Self-Efficacy

Personality traits are considered a precursor which may affect the formation of self-efficacy beliefs, according to Social Cognitive Career Theory (SCCT), and people with highly proactive personalities are less bound by external pressures, so they should have more self-determination and self-efficacy in their professional lives (Lent et al., 1994, 2000). Prabhu, McGuire, Drost, and Kwong (2012) stress that proactive people are more likely to choose to become entrepreneurs when they are very confident in their ability to do so, and vice versa, if entrepreneurial self-efficacy is very low, and proactive personality, is a predictor of entrepreneurial self-efficacy. The character of a proactive person who appreciates indicating activities to see opportunity and change the environment is well-aligned with the character of an entrepreneur, who is expected to recognize, execute, and exploit opportunities to achieve changes (Nawaz, Khattak, & Rehman, 2019). This study hypothesizes that:

H2: Proactive personality is positively linked with entrepreneurial self-efficacy

Entrepreneurial Self-Efficacy on Career Adaptability

Savikas (2005) stresses that career exploration, career decisions, and commitments are all important aspects of career adaptability. Yang et al., (2015) demonstrated that career self-efficacy can positively influence career adaptability. The greater a college student's entrepreneurial self-efficacy, the greater their career curiosity, exploration,

confidence, and control, in addition, students that have a high level of self-efficacy actively seek out related details and information with the expectation of expanding their current entrepreneurial knowledge (Rauch & Frese, 2007), and this leads to higher career adaptability. Furthermore, the findings of (Xiaoping, 2019; Yang, 2015) demonstrated that stronger entrepreneurial self-efficacy strongly influenced higher career adaptability of undergraduates. This study hypothesizes that:

H3: Entrepreneurial self-efficacy is positively linked with career adaptability

The Mediating Role of Entrepreneurial Self-Efficacy

Furthermore, previous research (Qiao & Huang, 2019) shows that proactive personality influences career adaptability not only directly but also indirectly through other intermediate variables, therefore examining the intermediary mechanism can assist in exploring the mechanism of proactive personality and career adaptability (Hu et al., 2021). Apparently, researchers, educators, and policymakers are interested in how individuals think and act entrepreneurially in order to support entrepreneurial activities that are carried out independently or within the organization (Hisrich, Langan-Fox, & Grant, 2007). As individuals increasingly encounter unpredictable career pathways, both becoming an independent business founder/entrepreneur (Zacher, Biemann, Gielnik, & Frese, 2012) or engaging in intrapreneurship in existing firms (Antoncic & Hisrich, 2001) are vital in today's work world. Proactive people ought to likewise have high perceived feasibility recognition toward entrepreneurship and university students with high entrepreneurial self-efficacy are confident, believe that they have sufficient ability to deal with

entrepreneurial activities and uncertainty, can adopt the correct attitude toward career attention and career exploration, have greater career control, and are willing to take responsibility for their career development, thereby producing high career adaptability (Xiaoping, 2019). This study hypothesizes that:

H4: Entrepreneurial self-efficacy mediates the relationship between a proactive personality and career adaptability

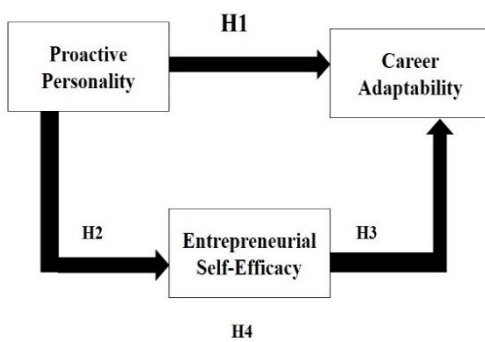


Figure 1: Conceptual framework (Based on literature)

METHODOLOGY

A quantitative research method was used to conduct the research. The study's target audience was final-year undergraduates from Sri Lankan state universities studying entrepreneurship as a degree program. The study sample size is one hundred and twenty (120) final year (the academic year 2016/2017) undergraduates in Sri Lankan state universities (Uva Wellassa University, Ruhuna University, Sri Jayewardenepura University, Kelaniya University, Eastern University) who are pursuing an entrepreneurship specialized degree program. There are 240 undergraduates in the population, and 50% of them were chosen as the sample. One hundred and

twenty (120) undergraduates were invited to participate in the study using the convenience sampling technique to obtain data for this study. The sampling technique used for this was convenience sampling to collect data had limitations in collecting data due to the absence of students at the university due to the Covid pandemic time and the current situation of the country. Primary data is the study's primary source of information. For data gathering, the researchers used self-administered questionnaires. The questionnaire is broken down into four sections: demographics, proactive personality, career adaptability, and entrepreneurial self-efficacy questions. This study used measures developed by (Seibert, Crant, & Kraimer, 1999) for proactive personality (E.g. "I am constantly on the lookout for new ways to improve my life") and scored from (strongly disagree to strongly agree). Career adaptability using measures developed by (Savickas & Porfeli, 2012). Sample items include, (E.g., Thinking about what my future will be like) and scored from (Strongest to not strong). Entrepreneurial self-efficacy using measures developed by (Zhao, Seibert, & Hills, 2005). Sample items include, (E.g., "I am confident that I can successfully identify new business opportunities") and scored from (strongly disagree to strongly agree). The questionnaires were distributed to the undergraduate final-year students who study Entrepreneurship as their specialization using an online google form. This study used a number of statistical data analysis techniques to analyze the data, including Karl Pearson correlation analysis, regression analysis, Baron and Kenny's four-step mediation assessment, and the Sobel test.

RESULTS AND INTERPRETATION

The Response rate of the study

In order to collect data, 120 questionnaires were distributed to final-year undergraduates studying an entrepreneurship degree program at state universities in Sri Lanka. A total of 106 questionnaires have been returned. The response rate was 88.3%. According to the findings, more than half of the participants 59% were female undergraduates, while the remaining 41% were male undergraduates.

Reliability analysis of the data

The internal consistency of the research constructs was determined using Cronbach's reliability test. The result is 0.85, which is higher than the alpha level of 0.70, indicating that internal consistency is satisfactory.

Objective 01: To identify the relationship between proactive personality, career adaptability, and entrepreneurial self-efficacy

Table 1: Correlation between proactive personality, career adaptability, and entrepreneurial self-efficacy

Dimension	Pearson correlation	P-Value	Relationship
PP and CA	0.707	0.0001	Intermediate linear positive relationship
PP and ESE	0.822	0.0001	Strong linear positive relationship
ESE and CA	0.772	0.0001	Strong linear positive relationship

Source: Based on data

To determine the relationship between two variables, a Karl Pearson correlation coefficient analysis was used. According to the findings, the probability of an

association between PP and CA, PP and ESE, and ESE and CA is 0.0001. This was less than the 0.05 significance level, indicating that the tests were highly significant. There was an intermediate positive relationship between PP and CA ($r = 0.707$), a strong positive relationship between PP and ESE ($r = 0.822$), and ESE and CA relationship ($r = 0.772$).

Objective 02: To analyze the impact of a proactive personality on career adaptability

Table 2: Model summary of simple linear regression analysis

R	R Square	Adjusted R Square
.707	.500	.495

Source: Based on data

Findings provide the R and R^2 values. The R -value represents the simple correlation and is 0.707. The R^2 value indicates how much of the total variation in the dependent variable CA, can be explained by the independent variable PP. Findings revealed that 50% of the variation of CA can be explained through PP.

Table 3: ANOVA

Model	Sum of squares	Degree of freedom	F	Significance
Regression	52.348	1	104.023	0.0001
Residual	52.336	104		
Total	104.684	105		

Source: Based on data

The results show that the regression model predicts the dependent variable and is statistically significant. P is 0.0001 is less than 0.05, indicating that the regression model is statistically

significant and predicts the outcome variable, according to the findings.

Table 4: Coefficient summary of simple linear regression analysis

Predictor	β coefficients	Standard error	T-value	P-value
Constant	.890	.237	3.763	0.0001
Proactive Personality	.751	.074	10.199	0.0001

Source: Based on data

CA is 0.890 when PP remains zero this is implied by constant β_0 is statistically significant at a 0.05 level of significance ($P = 0.0001$). Also, the independent variable (PP) shows a positive beta coefficient. It shows every additional one-unit increase in PP, resulting in to increase in CA by 0.751. Statistically significant at a 0.05 level of significance ($P = 0.0001$).

Based on the research findings, a simple linear regression equation can be built up as follows;

$$CA = 0.890 + 0.751 \text{ Proactive Personality} + \varepsilon$$

Objective 3: To analyze the mediatory role of entrepreneurial self-efficacy on the relationship between proactive personality and career adaptability

Table 5: Summary of the model

Path	B (unstandardized coefficient)	Standard error	B (standardized coefficient)	P value
C	0.751	0.074	0.707	0.0001
A	0.850	0.058	0.822	0.0001
B	0.605	0.111	0.589	0.0001
C'	0.236	0.114	0.223	0.04

1

Source: Based on data

Researchers used Baron and Kenny's four-step mediation analysis approach to achieve the objective. At the 0.05 significant level, the coefficients of 0.751, 0.850, 0.605, and 0.236 revealed that all four paths are significant. The beta coefficients were all positive, indicating a positive relationship between the variables. In addition, the unstandardized coefficient was found to be 0.236 on the c' path. As a result, when the mediator is included in the model, the variables have a positive relationship. As a result, the c' path is also significant, and the unstandardized coefficients of the two paths differ significantly when comparing the c and c' paths. At a 0.05 significant level, the difference was 0.515, indicating that entrepreneurial self-efficacy partially mediates the link between PP and CA. Apart from that, the indirect relationship was determined using the Sobel test. Based on the Sobel test calculation, it illustrates the portion of PP on CA due to the mediating effect of ESE as 51.5% at the 0.05 significant level. As a result, the findings of the presented model study support the idea that ESE mediates the PP-CA link. The third objective of the study was met as a result of the above findings.

Table 6: Summary of hypothesis

Hypothesis	Accepted or rejected
H1: Proactive personality is positively linked with career adaptability	Accepted
H2: Proactive personality is positively linked with entrepreneurial self-efficacy	Accepted

H3: Entrepreneurial self-efficacy is positively linked with career adaptability	Accepted
H4: Entrepreneurial self-efficacy mediates the relationship between proactive personality and career adaptability	Accepted

Source: Based on data

According to the results of the current study, hypotheses one, two, and three were accepted. Researchers have discovered that PP and CA have a positive relationship and findings from prior studies (Hou, 2014, Tolentino et al., 2014, McArdle, 2007) suggest that there is a positive relationship between PP and CA. Moreover, the results of the current study it was found that there is a relationship between PP and ESE, which agrees with the findings of (Otto, Glaser, & Dalbert, 2009; Prabhu, McGuire, Drost, & Kwong, 2012). Moreover, the findings of (Hsieh & Huang, 2014) suggest proactive personalities were positively associated with career decision self-efficacy. Further, study findings suggest that there is a positive relationship between ESE and CA, which is congruent with previous scholars' findings (Qiao, 2019, Yang, 2015) and supported the view that ESE is positively associated with CA.

Moreover, researchers discovered that PP has a positive impact on CA in the current study. The present study's findings are consistent with those of (Cai et al., 2015, C. Hou, Wu, & Liu, 2014, Öncel, 2014, Tolentino et al., 2014), which implies PP would predict CA positively. Researchers found that there is a positive impact of PP on ESE. PP is an antecedent of ESE and a proactive personality predicts learning self-efficacy and creative self-efficacy (Fuller, Liu, Bajaba, Marler, & Pratt, 2018). Further,

study findings suggest that there is a positive impact of ESE on CA, which is congruent with previous scholars' findings (Qiao, 2019, Yang, 2015) and supported the view that ESE positively influences CA.

Furthermore, the current study's findings indicate that ESE will mediate the relationship between PP and CA. The researchers performed multiple regression analyses to accomplish the study's objective. Under multiple regression analysis, researchers used Baron and Kenny's four-step model. The first step in the four-step model was to determine the direct relationship between the independent and dependent variables. The coefficient between PP and CA was 0.751. At a 0.05 significance level, this result indicates that there is a positive association between the independent and dependent variables. It revealed that the variables have a positive association, indicating that the C path is significant. The second step was to figure out how the independent variable and the mediator were related. The coefficient of PP was 0.850 and it suggested that when PP was increased by one unit, ESE increases by 0.850. Moreover, it is also implying that there is a positive relationship between PP and ESE. The results of this presented that the "a" path is significant at the 0.05 significant level. Furthermore, the third step was to find out the relationship between the mediator and the dependent variable, implying the coefficient value of 0.605 and it proved that there is a positive relationship between ESE and CA. As such "b" path was significant at the 0.05 significant levels. The fourth step was to identify the mediating effect of the model. According to the multiple linear regression analysis, the coefficient value at 0.05 significant level was 0.236, and therefore the c' path is also significant and the coefficient value has reduced by 0.515. It illustrates that ESE partially

mediates the relationship between PP and CA.

Apart from that researcher conducted the Sobel test to identify the indirect relationship. Based on the Sobel test calculation, it illustrates the portion of PP on CA due to the mediating effect of ESE as 51.5 % at the 0.05 significant level. Therefore, the results of the presented model study support the conclusion that ESE mediates the relationship between PP and CA. As a result, hypothesis 4 is supported, and thus the evidence from previous results showed that decision-making self-efficacy played a mediating role between PP and CA (Hou et al., 2014).

CONCLUSION AND RECOMMENDATIONS

Various researchers have contested the value and influence of PP on CA, as described in depth in the literature review section. In Sri Lanka, questionnaires were distributed to entrepreneurial undergraduates at state universities. This study examines the effect of PP on CA under the mediating role of ESE. In conclusion, results show that there is a significant positive relationship between PP and CA, as well as a relationship between PP and ESE and ESE and CA. The development of PP and ESE improved the CA of university undergraduates, according to these findings. Furthermore, the findings of the study demonstrated that PP had a beneficial effect on CA. According to the findings, ESE has an indirect impact on PP and CA relationship. This has made policymakers more aware of the value of assistance in improving students' capacity for career adaptation in the face of a competitive labour market and a downturn in the economy.

THEORETICAL IMPLICATIONS

With the completion of this study, a knowledge gap that had been identified in the literature and had very little evidence has been fulfilled, resulting in novel insights into the career literature. The findings of the current study contribute to a greater body of knowledge because it's one of the first studies to investigate the role of entrepreneurial self-efficacy as a mediator in the association between proactive personality and career adaptability. Next, employing a nationally representative sample of final-year entrepreneurship undergraduates in Sri Lanka, a developing country, can fill empirical gaps in career literature and generate unique insights into career literature.

PRACTICAL IMPLICATIONS

Graduate students' CA may be improved by cultivating their PP and establishing their confidence, universities and educational institutes will be benefited from the discovered results of the study, which can help to guide efforts to prepare undergraduates for a more dynamic work environment. Assist career mentors, coaches, and policymakers in strategizing and designing relevant interventions and initiatives that bring university support to the career development and guidance process to foster adaptive readiness to thrive amidst economic challenges and business complexities in the future. Findings help universities to build their training programs in a way to prepare undergraduates for careers in the global economy and focuses their career development efforts on enhancing their career adaptability and overall employability orientation. This can have implications for creating labour policies that have traditionally called for more emphasis on employability and entrepreneurship to tackle the economic

challenges of work and employment of youth.

LIMITATIONS AND FUTURE DIRECTIONS

This study has identified the direct and indirect impact of PP on CA, there are many factors influencing CA that we did not include in our study. Future researchers can investigate other factors that were not covered in this study. Moreover, this study was conducted using final-year undergraduates who study entrepreneurship degree programs and future studies can be conducted for the junior levels and with undergraduates who study other programs. Moreover, future studies can be conducted using moderating effects to identify moderation effects on existing relationships.

REFERENCES

- Antoncic, B., & Hisrich, R. D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. *Journal of business venturing*, 16(5), 495-527.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of organizational behavior*, 14(2), 103-118.
- Cai, Z., Guan, Y., Li, H., Shi, W., Guo, K., Liu, Y., Fang, Z. (2015). Self-esteem and proactive personality as predictors of future work self and career adaptability: An examination of mediating and moderating processes. *Journal of vocational behavior*, 86, 86-94.
- Campbell, D. J. (2000). The proactive employee: Managing workplace initiative. *Academy of Management Perspectives*, 14(3), 52-66.
- Chen, H., Fang, T., Liu, F., Pang, L., Wen, Y., Chen, S., & Gu, X. (2020). Career adaptability research: A literature review with scientific knowledge mapping in web of science. *International Journal of Environmental Research and Public Health*, 17(16), 5986.
- Cizel, R. (2018). Gender and emotional intelligence as predictors of tourism faculty students' career adaptability. *Advances in Hospitality and Tourism Research (AHTR)*, 6(2), 188-204.
- Crant, J. M., & Bateman, T. S. (2000). Charismatic leadership viewed from above: The impact of proactive personality. *Journal of organizational Behavior*, 21(1), 63-75.
- Douglass, R. P., Autin, K. L., Buyukgoze-Kavas, A., & Gensmer, N. P. (2020). Proactive personality and decent work among racially and ethnically diverse working adults. *Journal of Career Assessment*, 28(3), 512-528.
- Fawehinmi, O. O., & Yahya, K. K. (2018). Investigating the linkage between proactive personality and social support on career adaptability amidst undergraduate students. *Journal of Business and Social Review in Emerging Economies*, 4(1), 81-92.
- Fuller, B., Liu, Y., Bajaba, S., Marler, L. E., & Pratt, J. (2018). Examining how the personality, self-efficacy, and anticipatory cognitions of potential entrepreneurs shape their entrepreneurial intentions. *Personality and Individual Differences*, 125, 120-125.
- Green, Z. A., Noor, U., & Hashemi, M. N. (2020). Furthering proactivity and career adaptability among university students: Test of intervention. *Journal of Career Assessment*, 28(3), 402-424.

- Hameed, I., Brohi, S., & Shahab, A. (2020). Impact of Proactive Personality on Career Adaptability and Intentions for Expatriation. *Canadian Journal of Career Development*, 19(1), 4-14.
- Hamzah, S. R. a., Kai Le, K., & Musa, S. N. S. (2021). The mediating role of career decision self-efficacy on the relationship of career emotional intelligence and self-esteem with career adaptability among university students. *International Journal of Adolescence and Youth*, 26(1), 83-93.
- Hirschi, A., Freund, P. A., & Herrmann, A. (2014). The career engagement scale: Development and validation of a measure of proactive career behaviors. *Journal of Career Assessment*, 22(4), 575-594.
- Hirschi, A., Lee, B., Porfeli, E. J., & Vondracek, F. W. (2013). Proactive motivation and engagement in career behaviors: Investigating direct, mediated, and moderated effects. *Journal of vocational behavior*, 83(1), 31-40.
- Hisrich, R., Langan-Fox, J., & Grant, S. (2007). Entrepreneurship research and practice: a call to action for psychology. *American psychologist*, 62(6), 575.
- Hou, C., Wu, L., & Liu, Z. (2014). Effect of proactive personality and decision-making self-efficacy on career adaptability among Chinese graduates. *Social Behavior and Personality: an international journal*, 42(6), 903-912.
- Hsieh, H. H., & Huang, J. T. (2014). The effects of socioeconomic status and proactive personality on career decision self-efficacy. *The Career Development Quarterly*, 62(1), 29-43.
- Hu, X., He, Y., Ma, D., Zhao, S., Xiong, H., & Wan, G. (2021). Mediating Model of College Students' Proactive Personality and Career Adaptability. *The Career Development Quarterly*, 69(3), 216-230.
- Jiang, Z. (2017). Proactive personality and career adaptability: The role of thriving at work. *Journal of vocational behavior*, 98, 85-97.
- Johnston, C. S. (2018). A systematic review of the career adaptability literature and future outlook. *Journal of Career Assessment*, 26(1), 3-30.
- Lent, R. W., Brown, S. D., & Hackett, G. (1994). Toward a unifying social cognitive theory of career and academic interest, choice, and performance. *Journal of vocational behavior*, 45(1), 79-122.
- Ma, Y., Chen, S.-C., & Zeng, H. (2020). Male student nurses need more support: Understanding the determinants and consequences of career adaptability in nursing college students. *Nurse Education Today*, 91, 104435.
- Murphy, K. A., Blustein, D. L., Bohlig, A. J., & Platt, M. G. (2010). The college-to-career transition: An exploration of emerging adulthood. *Journal of Counseling & Development*, 88(2), 174-181.
- Nawaz, T., Khattak, B. K., & Rehman, K. (2019). Entrepreneurial self-efficacy as a mediator in the relationship of proactive personality and entrepreneurial intention. Evidence from varsities graduates. *Dilemas Contemporáneos: Educación, Política y Valore*, 6(Special).
- Naz, S., Li, C., Zaman, U., & Rafiq, M. (2020). Linking Proactive Personality and Entrepreneurial Intentions: A Serial Mediation

- Model Involving Broader and Specific Self-Efficacy. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 166.
- O'Connell, D. J., McNeely, E., & Hall, D. T. (2008). Unpacking personal adaptability at work. *Journal of Leadership & Organizational Studies*, 14(3), 248-259.
- Ocampo, A. C. G., Reyes, M. L., Chen, Y., Restubog, S. L. D., Chih, Y.-Y., Chua-Garcia, L., & Guan, P. (2020). The role of internship participation and conscientiousness in developing career adaptability: A five-wave growth mixture model analysis. *Journal of vocational behavior*, 120, 103426.
- Parker, S. K., & Collins, C. G. (2010). Taking stock: Integrating and differentiating multiple proactive behaviors. *Journal of management*, 36(3), 633-662.
- Prabhu, V. P., McGuire, S. J., Drost, E. A., & Kwong, K. K. (2012). Proactive personality and entrepreneurial intent: is entrepreneurial self-efficacy a mediator or moderator? *International Journal of Entrepreneurial Behavior & Research*.
- Presbitero, A. (2015). Proactivity in career development of employees. *Career Development International*.
- Qiao, X., & Huang, J.-H. (2019). Effect of College Students' Entrepreneurial Self-Efficacy on Entrepreneurial Intention: Career Adaptability as a Mediating Variable. *International Journal of Educational Methodology*, 5(3), 305-313.
- Rauch, A., & Frese, M. (2007). Let's put the person back into entrepreneurship research: A meta-analysis on the relationship between business owners' personality traits, business creation, and success. *European Journal of work and organizational psychology*, 16(4), 353-385.
- Rudolph, C. W., Lavigne, K. N., & Zacher, H. (2017). Career adaptability: A meta-analysis of relationships with measures of adaptivity, adapting responses, and adaptation results. *Journal of vocational behavior*, 98, 17-34.
- Savickas, M. L. (2002). Career construction. *Career choice and development*, 149, 205.
- Savickas, M. L. (2005). The theory and practice of career construction. *Career development and counseling: Putting theory and research to work*, 1, 42-70.
- Savickas, M. L. (2013). Career construction theory and practice. *Career development and counseling: Putting theory and research to work*, 2, 144-180.
- Savickas, M. L., & Porfeli, E. J. (2012). Career Adapt-Abilities Scale: Construction, reliability, and measurement equivalence across 13 countries. *Journal of vocational behavior*, 80(3), 661-673.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of applied psychology*, 84(3), 416.
- Seibert, S. E., Sargent, L. D., Kraimer, M. L., & Kiazad, K. (2017). Linking developmental experiences to leader effectiveness and promotability: The mediating role of leadership self-efficacy and mentor network. *Personnel psychology*, 70(2), 357-397.
- Setiawan, J. L. (2014). Examining entrepreneurial self-efficacy among students. *Procedia-social and behavioral sciences*, 115, 235-242.

- Stajkovic, A. D., & Luthans, F. (1998). Self-efficacy and work-related performance: A meta-analysis. *Psychological bulletin*, 124(2), 240.
- Tolentino, L. R., Garcia, P. R. J. M., Lu, V. N., Restubog, S. L. D., Bordia, P., & Plewa, C. (2014). Career adaptation: The relation of adaptability to goal orientation, proactive personality, and career optimism. *Journal of vocational behavior*, 84(1), 39-48.
- Tolentino, L. R., Sedoglavich, V., Lu, V. N., Garcia, P. R. J. M., & Restubog, S. L. D. (2014). The role of career adaptability in predicting entrepreneurial intentions: A moderated mediation model. *Journal of vocational behavior*, 85(3), 403-412.
- Uy, M. A., Chan, K.-Y., Sam, Y. L., Ho, M.-h. R., & Chernyshenko, O. S. (2015). Proactivity, adaptability and boundaryless career attitudes: The mediating role of entrepreneurial alertness. *Journal of vocational behavior*, 86, 115-123.
- Weigl, M., Hornung, S., Parker, S. K., Petru, R., Glaser, J., & Angerer, P. (2010). Work engagement accumulation of task, social, personal resources: A three-wave structural equation model. *Journal of vocational behavior*, 77(1), 140-153.
- Xiaoping, Q. (2019). The Influence of College Students' Entrepreneurial Self-Efficacy On Entrepreneurial Intention: Career Adaptability As A Mediating Variable, Perceived Career Barriers As A Moderating Variable. Dhurakij Pundit University.
- Xie, C., Bagozzi, R. P., & Grønhaug, K. (2015). The role of moral emotions and individual differences in consumer responses to corporate green and non-green actions. *Journal of the Academy of Marketing Science*, 43(3), 333-356.
- Yang, S., Tian, X., Wu, X., & Zhu, H. (2015). Model verification of career self-efficacy, career adaptability and job adaptation. *The Archive of Guidance & Counseling*, 37(1), 21-42.
- Zacher, H., Biemann, T., Gielnik, M. M., & Frese, M. (2012). Patterns of entrepreneurial career development: An optimal matching analysis approach. *International Journal of Developmental Science*, 6(3-4), 177-187.
- Zhao, H., Seibert, S. E., & Hills, G. E. (2005). The mediating role of self-efficacy in the development of entrepreneurial intentions. *Journal of applied psychology*, 90(6), 1265.