

Conference Paper

Proactive Personality as a Predictor of Career Adaptability of Creative Industry Employees in Malang City

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Abstract.

Employees working in the creative industry are expected to have strong soft skills and be able to cope with high work pressure to be successful in their jobs. The industry operates at a rapid pace, requiring employees to adopt unconventional strategies and show initiative to keep up with developments. Failure to effectively manage these challenges may hinder career advancement in the future. The purpose of this study was to examine the role of proactive personality in relation to career adaptability among employees in the visual communication design sub-sector of the creative industries. A quantitative approach was adopted, and measurements were made using two scales: the Career Adapt-Abilities Scale (CAAS), developed by Savickas and Porfeli, and the Proactive Personality Scale (PPS), developed by Bateman and Crant. The data analysis technique used in this study was simple linear regression analysis. Based on the results of the t-test table, it was found that the proactive personality variable had a significance level of 0.329 ($p > 0.05$). In addition, the coefficient of determination (R Square) was found to be 0.009. These results indicated that the independent variable, proactive personality, has a limited ability to explain the variations in the dependent variable, career adaptability, accounting for only 0.9 percent. Thus, it can be concluded that Proactive Personality is not able to predict Career Adaptability.

Keywords: Career adaptability, Proactive personality, Early career employees

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1. Introduction

Within the scope of an organization, adaptability to organizational culture is necessary in order to survive and remain superior in job competition. This adaptation to organizational culture is an effort to continue to adapt to the demands of the times, which continue to change over time ⁽¹⁾. Changes and developments in this organizational culture can be in the form of changes in business models, changes in strategy, and changes in the quality of human resources that require each individual to work hard for a brilliant career.

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As times change, organizations and the people who work within them must adapt to the changes that are taking place. This is because employees working in the creative industry, especially in the visual communication design sector, face several challenges. According to Heizer et. al. ⁽²⁾, the market challenges in the creative industry are related to consumer needs for high quality and innovative products. The market also faces competition from competitors who offer innovative products. In a highly competitive situation, competitive advantage is determined by product quality and innovation. Human resources also face several challenges. According to Chodorek et.al.⁽³⁾, human resource challenges in creative industries are related to the importance of having the right competencies. The competencies of human resources are the key to achieving competitive advantage in industries with high business competition and rapid technological development. In fact, according to Kementrian Pariwisata dan EKonomi Kreatif Indonesia ⁽⁴⁾, the number of workers in this sector continues to increase, reaching 4,523 employees in the last year, 2019. On the other side, the distribution of creative economy actors in the city of Malang is the second largest in East Java with 13, 26%.

Malang, one of the cities in Indonesia, has the potential to develop the creative economy. In Pemerintah Kota Malang ⁽⁵⁾, it is stated that the transformation of Indonesia's economy from one dominated by the natural resource sector to a service-driven economy has led to a decline in the contribution of the manufacturing sector. In 2016, the contribution of Indonesia's manufacturing sector was 22 percent, compared to 26 percent in 2001. Projections also show a further decline by 2030 if no intervention is made. To face this challenge, the Malang City Government has implemented strategies and policies through the development of creative industries and other potential small and medium industries. This is done to face the ongoing Industrial Revolution 4.0.

Based on the gross regional domestic product (GRDP) of Malang City from 2015 to 2018, the creative industry sector contributed 3.94% of the total GRDP of Rp 46,563 trillion. Malang City has 16 creative industry sub-sectors, including culinary, architecture, product design, interior design, graphic design, film, animation and video, music, fashion, performing arts, games and applications, handicrafts, radio and television, fine arts, advertising, photography, and publishing. In its development, four sectors are superior in Malang City, namely culinary, applications and games, visual communication design, film, video, and animation. Employees working in these leading sectors must continue to adapt, as the industry is very dynamic.

The results of interviews conducted with the management of Malang-Indonesia Graphic Design Association, represented by Mr. Faisal, Ms. Intan, and Mr. Fasrul, who are also working as creative industry employees in Malang City, show that many

of his colleagues who are working in the similar industry cannot keep up with the development of the creative industry world due to very dynamic developments with business models that are constantly changing. Thus, employees who are members of this community have internal competition among employees even though they are in the same organization because they see many great opportunities outside the main work currently being done. As a result, they are faced with two choices: stay in their current jobs or learn the latest business models that are being developed. This is consistent with Duarte and Gauntlet's 2022 survey of creative industry activists, conducted after COVID-19, which found that failure to successfully capitalize on momentum can lead to career uncertainty and financial instability for creative industry players.

In contrast, based on a primary survey conducted among 5 creative studio owners in each sub-district in Malang City, namely Akroma Studio (Sukun Sub-district), Ibra Creative Studio (Blimbing Sub-district), Rait Visual Studio (Klojen Sub-district), Typia Nesia (Lowokwaru Sub-district), and RRGraph Studio (Kedungkandang Sub-district). Most of the business models of creative industry owners in Malang City still use conventional models. Conventional business models are explained as selling design services that depend on market needs, such as banner design, logo design, and invitation card design, at relatively low prices and with narrow market reach. In contrast, the current business model has shifted to asset based. The asset-based business model is slightly different in that the design result is a high-value product. Typically, designers in this business model use many platforms to sell their work. Then it can be purchased by many people with a wider reach. Most creative industry owners in Malang City predict that creative industry owners who still have a conventional business model will find it difficult to develop their business, and that employees in the creative industry will have high career adaptability. Therefore, it is necessary to increase the skills and knowledge of creative industry workers. Increasing skills and knowledge in the form of training must be done to reduce the turnover intention of employees in the organization ⁽⁶⁾.

One change in the business model that occurred was due to an outbreak of Covid-19. A study conducted by author ⁽⁷⁾ titled "The Impact of Covid-19 on MSMEs in Indonesia" explains that apart from the food and beverage sector, the MSME sector that was shaken during the pandemic was the creative industry. Since the pandemic, there have been significant changes in various aspects of life, resulting in the formation of a new order of life. According to the International Labor Organization (ILO), the widespread impact of the coronavirus has adversely affected the global workforce, resulting in a loss of 8.8% of total working hours worldwide. This figure represents 225 million full-time workers ⁽⁸⁾.

This condition will be a new challenge for employees, especially those working in the industry, because conditions of uncertainty, threshold conditions, turbulent conditions, and complexity will become a big problem if employees themselves are not adaptable to change. The current state of the industrial revolution has both positive and negative effects on employees working in it, especially in the creative industries. The beginning of the industrial revolution 4.0 era is characterized by the massive development of science and technology with increasing technology-based investment and the opening of many new jobs ⁽⁹⁾. Based on the Creative Economic Statistics of 2020, the creative industry that is currently developing has increased in 17 sub-sectors, namely advertising, architecture, art market, handicrafts, visual communication design, interactive games, music, performing arts, printing and publishing, research development, television and radio, fashion, film, applications, handicrafts, fine arts, and photography. This transformation will have a major impact on the progress of workers in the creative industries if they can adapt to the changes that are taking place.

To cope with this, employees in the creative industries must be able to adapt to the changes that occur, and this term is usually known as career adaptability. Career adaptability was introduced by Super and Knasel in 1981 with a career development theory that includes a series of stages such as growth, exploration, stabilization, recovery, and completion. Then, in 2012, Savickas and Porfeli popularized it as career construction theory, in which individuals face three key tasks on their career journey, namely commitment, connectedness, and adaptability. Career adaptability is a psychosocial construction that shows an individual's ability to overcome current problems and what to expect, including tasks, job transitions, and job trauma ⁽¹⁰⁾. Individuals with high career adaptability will easily accept existing inputs to develop at work. According to author ⁽¹¹⁾, adaptability consists of several aspects: concern, control, curiosity, and confidence. Concern indicates the extent to which a person realizes and prepares for the future of their work. Control reflects beliefs about personal responsibility in preparing for one's career and perceptions of personal control over one's work situation and the future. Curiosity reflects personal inclination and ability to explore the work environment, for example, by researching and learning about types of jobs and job opportunities. Finally, self-confidence indicates the perceived self-confidence to solve problems and the ability to successfully do the things necessary to overcome obstacles in professional activities.

Adaptability in today's work can be an asset to form the willingness to face the challenges and demands of work that are increasingly high, as well as the characteristics of work that are constantly changing ⁽¹²⁾. They continue to face demands to improve their skills to adapt to the changes that occur. This is in line with the opinion of author ⁽¹³⁾ that the way to prepare for success to survive the transitional period in the world of work

is to prepare adequately for the future. Another study on career adaptability conducted by author ⁽¹⁴⁾ at the University of Bern, Switzerland, showed unexpected results where career adaptability did not significantly affect the salary offered. Respondents indicated that career adaptability is more important as a predictor of individual success.

Several factors influence a person's career adaptability in career development, one of which is a proactive personality. Previous studies have mentioned several factors that influence career adaptability: proactive personality, career optimism, goal orientation adaptability ⁽¹⁵⁾, decision-making self-efficacy ⁽¹⁶⁾, family support ⁽¹⁷⁾, social comparison, and social support ⁽¹⁸⁾. However, in these studies, a proactive personality has a high score in predicting career adaptability. Proactive personality refers to the nature of individuals who tend to take initiative and act proactively to face challenges and create opportunities in their lives and careers. Individuals with a proactive personality do not simply wait for situations or events to occur, but actively seek ways to make desired changes ⁽¹⁹⁾. Individuals who have a proactive personality will try to find new strategies to maintain and develop their skills so that they can adapt to their respective careers. Individuals who have proactive traits are described as initiators who see problems as something that needs to be addressed immediately to achieve a quick solution ⁽²⁰⁾.

Individuals who have a proactive personality may be influenced by several factors. Research suggests that proactive personality is influenced by several factors: (1) neuroticism, which reflects the level of emotional instability; (2) extraversion, which includes the need for stimulation, activity, social interaction, and the amount of contact with others; (3) openness or intelligence, which includes flexibility of thought, openness to new experiences, new ideas, and feelings; (4) kindness, which shows an attitude of empathy and concern for others; (5) seriousness, which includes persistence and motivation to achieve goals⁽²¹⁾. The Proactive Personality has a single dimension, commonly referred to as unidimensional. As such, it measures an individual's ability to be proactive without regard to specific contexts.

Previous research has found that the factor that can predict career adaptability is proactive personality ⁽²²⁾. In this study conducted on business management students in Australia, it was found that to achieve career adaptability, individuals must have a willingness to change and a high level of initiative to alter the current situation and create new innovations, which in this case means opposing the status quo rather than passively choosing to adapt to the current situation (proactive personality). This is in line with author ⁽²³⁾ on the influence of proactive personality and social support on career adaptability, where the results proved that there is an influence between the three variables. In this study, proactive personality and career adaptability are interrelated in

explaining the behaviors that occur in early adulthood according to previous research: feeling stuck in a comfort zone, feeling inadequate in preparing for a future career, and having minimal experience.

The variables of proactive personality and career adaptability are mostly done during the last semester of students who will enter the work environment ⁽²⁴⁾. Meanwhile, this adaptability and proactive personality are very necessary in the world of work with a working system that moves quickly according to changes (fast moving) such as this creative industry. Individuals with high proactive personalities will always be innovative and good at reading existing opportunities. In this way, an ideal environment will be created, and individuals in this environment will automatically follow these individuals with highly proactive personalities.

Previous research has shown that a proactive personality is a factor that can predict the career adaptability of students studying abroad. Therefore, there is a need for research that expands the topics by focusing on employees working in the creative industry, especially in the visual communication design sub-sector. In addition, with the differences in the social construction of Indonesian society and abroad, this research hopes to be the basis for intervening with employees who work in the creative industry to be ready to face the world of work that suits them.

We chose employees who work in the creative industry of visual communication design as research subjects because previous studies only examined graduate students, and because this industry is fast-moving, which requires employees in this field to have high initiation and adaptation skills to be successful in their careers. The transition from the Covid-19 pandemic to more normal conditions also allow other things to dominate. Based on the phenomenon, data obtained, and existing research, this research was formulated to determine whether proactive personality can predict career adaptability in creative industry employees in the visual communication design sector. Researchers have a hypothesis that a proactive personality can predict the career adaptability of creative industry employees because individuals who have high initiative at work will survive in their current careers despite the changes and challenges that exist.

2. Literature Review

2.1. Career Adaptability

Career adaptability was introduced by author ⁽²⁴⁾ with a career development theory that includes a series of stages such as growth, exploration, stabilization, recovery,

and completion. Then, Author ⁽²⁵⁾ popularized it as career construction theory, in which individuals face three key tasks on their career journey, namely commitment, connectedness, and adaptability. Career adaptability is a psychosocial construction that shows an individual's ability to overcome current problems and what to expect, including tasks, job transitions, and job trauma. Individuals with high career adaptability will easily accept existing inputs to develop at work.

Adaptability consists of several aspects:

1. Concern indicates the extent to which a person realizes and prepares for the future of their work.
2. Control reflects beliefs about personal responsibility in preparing for one's career and perceptions of personal control over one's work situation and the future.
3. Curiosity reflects personal inclination and ability to explore the work environment, for example, by researching and learning about types of jobs and job opportunities.
4. Confidence indicates the perceived self-confidence to solve problems and the ability to successfully do the things necessary to overcome obstacles in professional activities.

2.2. Proactive Personality

Proactive personality refers to the nature of individuals who tend to take initiative and act proactively to face challenges and create opportunities in their lives and careers. Individuals with a proactive personality do not simply wait for situations or events to occur, but actively seek ways to make desired changes ⁽²⁶⁾. Individuals who have a proactive personality will try to find new strategies to maintain and develop their skills so that they can adapt to their respective careers. Individuals who have proactive traits are described as initiators who see problems as something that needs to be addressed immediately to achieve a quick solution ⁽²⁷⁾. Individuals who have a proactive personality may be influenced by several factors. Research suggests that proactive personality is influenced by several factors ⁽²⁸⁾:

1. Neuroticism, which reflects the level of emotional instability.
2. Extraversion, which includes the need for stimulation, activity, social interaction, and the amount of contact with others.
3. Openness or intelligence, which includes flexibility of thought, openness to new experiences, new ideas, and feelings.

4. Kindness, which shows an attitude of empathy and concern for others.
5. Seriousness, which includes persistence and motivation to achieve goals.

The Proactive Personality has a single dimension, commonly referred to as unidimensional. As such, it measures an individual's ability to be proactive without regard to specific contexts.

3. Method

The research uses quantitative methods and was conducted on all of employees working in the visual communication design sector in Malang City in the creative industry. The population in this study as many as 278 employees from 5 sub-district in Malang City. The sample of this study was 104 employees who were randomly from studio in every subdistrict Malang City. The proportion of sample was 23 people in Sukun Sub-district, 30 people in Blimbing Sub-district, 11 people in Klojen Sub-district, 32 people in Kedungkandang Sub-district, 8 people in Lowokwaru Sub-district. This sampling was carried out using convenience sampling technique. This sampling technique relies on the presence of subjects who happen to meet the researcher and are considered suitable to be a source of data. In this technique, subjects who meet these criteria are selected as research samples.

Two measurement instruments were used in this study: the Proactive Personality Scale, adapted from the Proactive Personality Scale, and the Career Adaptability Scale, adapted from the Career Adaptabilities Scale. The process of adapting measurement instruments follows a stage consisting of six steps, but only five steps were carried out in this study. The step that was not performed was the submission of documentation to the developer or coordinating committee for evaluation of the adaptation process because the adapted measurement instrument was not widely used.

Confirmatory Factor Analysis (CFA) method is used to ensure that the adapted items measure only one factor under the theoretical construction. These instruments consist of a multidimensional model for career adaptability variables with 12 items and a unidimensional model for proactive personality variables with 10 items. The first hypothesized measurement model is a unidimensional model with 10 items loaded on the Proactive Personality dimension. The initial model still did not fit the CFA test. Modifications were then made by removing items with low factor loadings. The results of the model modification showed good fit parameters (chi-square = 14.627, $p = 0.102$, GFI = 0.959, CFI = 0.980, TLI = 0.967, RMSEA = 0.078). Thus, the fit model is accepted, i.e., there are 6 items loaded on one dimension. Meanwhile, the second measurement model is

a multidimensional model with 12 items: career adaptability with aspects of concern, control, curiosity, and confidence). The original model in the CFA test is still not fit. Modifications are then made by removing items with low factor loadings. The results of the model modification show good fit parameters (chi-square = 42.641, $p = 0.080$, GFI = 0.923, CFI = 0.979, TLI = 0.970, RMSEA = 0.060). Thus, the accepted fit model is 10 items.

To determine whether the proactive personality variable can predict the career adaptability variable, t- test and coefficient of determination (R-square) are used. Based on the normality test, using the Kolmogorov-Smirnov, we have normal data distribution ($p: 0.119 > 0.05$) and linearity test using Anova Table, deviation from the linearity value of $0.223 > 0.05$.

4. Result and Discussion

Based on data collected from 104 employees most creative industry employees in the visual communication design sector in Malang City have a proactive personality tendency at a moderate level 84 people (81%), and Career adaptability in majority of 74 people (71%) are at a moderate level.

Based on the results of the simple linear regression test, the regression coefficient (R) value is 0.097 and the coefficient of determination (R-Squared) is 0.009. This means that the ability of proactive personality variables to explain career adaptability variables is 0.9%, while the remaining 99.1% is influenced by other factors.

TABLE 1: Determination Coefficient

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.097 ^a	.009	.000		3.599

Based on the t-test results, we can conclude that the variable of Proactive Personality does not have a significant effect on Career Adaptability, with a standardized beta value of -0.097 and a significance level of 0.329 ($p > 0.05$).

TABLE 2: t-test (partial).

Coefficients ^a					
Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	51.780	3.312	15.632	.000
	Kepribadian Proaktif	-.139	.142	-.981	.329

Based on the research results presented with the simple linear regression test method, the results show that the hypothesis in this study, namely proactive personality, cannot predict the career adaptability of creative industry employees in the visual communication design sector. The hypothesis is rejected by looking at the regression coefficient (R) value of 0.097 with F count of 0.963 and significance level of 0.329 ($p > 0.05$), so the regression model cannot be used to predict career adaptability, or it can be said that proactive personality does not play a role in the career adaptability of creative industry employees in Malang City.

The coefficient of determination of 0.009 shows that the independent variable has a role of 0.9% on the dependent variable. This means that proactive personality has a very small role of 0.9% on the career adaptability of creative industry employees in the visual communication design sector in Malang City, so it can be said to be insignificant, while the remaining 99.1% is explained by other factors not examined in this study. Tolentino et al. ⁽²⁰⁾ found that career optimism and goal orientation can predict career adaptability. The difference is that in his research, proactive personality plays a prominent role in predicting career adaptability. Individuals with high proactive personality will find it easier to achieve career adaptability. This is because individuals with high proactive personalities have greater initiative toward the novelty of various aspects of work, so they will find it easier to make decisions to improve their skills through training or to stay in their current jobs.

The results of the respondents' description show that most creative industry workers in Malang City have the latest high school education as many as 34 people or about 31%, 30 people or about 29% for vocational high school, 40 people or about 38% for strata-1 (S1) level. This finding data is related to the research conducted by author ⁽²⁹⁾ with the research title "Predicting effects of career adaptability and educational identity on the career decision-making of Chinese higher vocational students", which discusses how the effect of educational level on adaptability and decision-making ability in work. The higher the level of education an individual has, the greater the influence given at work with a more visionary solution compared to individuals who have a lower level of education. Higher education leads to greater adaptability in the workplace. This shows that the factors influencing career adaptability are not only the proactive personality of creative industry employees, but also educational factors are other factors that determine the ability to adapt to the work environment. These workers need guidance from experienced workers to develop their knowledge and skills.

Based on the categorization data obtained in this study, most creative industry employees who filled out the questionnaire worked in the range of 1-3 years, a total of

87 people (84%), 4-6 years 16 people (15%), and 7-9 years 1 person (1%). The average length of work of most creative industry employees in the visual communication design sector is 2 years. This period is classified as early career. Early career workers are individuals who are in the early stages of their careers after completing formal education and entering the workforce. They usually have limited work experience and are still in the process of developing skills and knowledge in their field of work ⁽²⁸⁾. This is also a factor that makes individuals less able to adapt to the environment and changing dynamics at work. The more work experiences an individual has, the easier it is to adapt to the work environment ⁽²⁹⁾. The results of the research conducted by Luk and Chan, which examines how work experience affects adaptability at work, show that individuals with more work experience are more mature in performing current work tasks and are better prepared for changes in existing work dynamics because they already have capital at work. Thus, it can be concluded that creative industry workers in the visual communication design sector will be more adaptable to changes in the ever-changing work system if they have more work experience.

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To develop the creative industry in the city of Malang and promote the growth of its employees, it is recommended to create a collaborative environment and provide opportunities for professional development. The results of this research support the notion that employees have significant value as organizational assets. Recognizing and acknowledging employees' contributions to achieving goals is critical in the creative industries. Providing support, fostering growth through training and advancement opportunities, and recognizing accomplishments can enhance career adaptability. In addition, the creation of an inclusive, collaborative, and supportive work environment emerges as a critical factor in promoting employee well-being, improving productivity, and enhancing overall organizational performance.

Future researchers are encouraged to conduct studies with a more balanced sample and to include additional predictor variables. This approach will provide a more complex and diverse body of research on the factors that influence career adaptability.

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