

The Influence of Proactive Personality towards Career Adaptability among Young Employees in the Banking Sector in Johor, Malaysia

Shivaneer A/P Kuhan, Amalina Ibrahim, Mohammad Saipol
Mohd Sukor, Shah Rollah Abdul Wahab, Faqryza Mardeyah Ab
Latif, Yusma Fariza Yasin

School of Human Resource Development and Psychology, Faculty of Social Sciences and
Humanities, Universiti Teknologi Malaysia, Johor, Malaysia
Email: amalina.ibrahim@utm.my

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Abstract

Personality is a critical yet often underexamined factor in organizational research, particularly regarding its role in shaping employees' career development. Among the various personality traits, proactive personality has been consistently associated with constructive work behaviours, while career adaptability has gained prominence as an essential competency in an increasingly dynamic and technological driven labour market. This study examines the influence of proactive personality on career adaptability among young employees in banking institutions in Southern Malaysia. A total of 234 young employees participated in this quantitative study. Proactive Personality Scale and Career Adapt-Abilities Scale were used in this study. The findings indicate that respondents reported high levels of proactive personality and career adaptability. Besides, correlation analysis shows a significant and moderate positive relationship between proactive personality and career adaptability. Also, regression analysis confirmed that proactive personality has influenced career adaptability. These results highlight the importance of personality-related resources in supporting employees' capacity to adjust and remain competitive within rapidly changing organizational environments.

Keywords: Proactive Personality, Career Adaptability, Young Employee, Banking Sector

Research Background

The contemporary labour market has become increasingly competitive, driven in part by the rapid rise of artificial intelligence and digital technologies. In such an environment, individuals must possess robust psychosocial resources, particularly career adaptability, to sustain employability and maintain a competitive edge. As Malaysia advances towards comprehensive implementation of the Fourth Industrial Revolution (IR 4.0), the effective integration of human capability and technological innovation emerges as a critical

determinant of national readiness (Sony & Mekoth, 2022). Therefore, employees must not only be adaptable but also sufficiently proactive in navigating new challenges associated with digital transformation. Career adaptability enables individuals to respond constructively to unforeseen disruptions and evolving job requirements, thereby supporting long-term career sustainability (Dengler & Matthes, 2018). Complementing this, a proactive personality equips employees to identify opportunities, initiate positive change, and leverage technological shifts to their advantage. Together, these attributes represent essential competencies for thriving in a labour market reshaped by IR4.0.

There remains a significant need to examine career adaptability and proactive personality within the Malaysian workforce, as empirical studies on these constructs are still limited. Existing research has concentrated largely on undergraduate populations, primarily exploring factors that shape students' career adaptability, such as self-esteem, proactive personality and social support (Salim et al., 2023; Yahya et al., 2019). In contrast, studies involving working adults are relatively scarce, despite the growing importance of adaptability in navigating contemporary workplace demands. Yen et al. (2019) demonstrated the Career Construction Theory (CCT) positions career adaptability as a key psychosocial resource during career transitions and found a positive association between career adaptability and person-job fit. Similarly, proactive personality has been shown to facilitate adaptability by motivating individuals to take initiative, anticipate challenges and engage in constructive problem-solving. Addressing this gap, the present study focuses on young employees in the private banking sector and is therefore timely, as it offers deeper insight into how these psychological attributes shape real workplace experiences and influence early career development within a rapidly digitalizing industry. In addition, CCT emphasizes the importance of both adaptivity and adaptability during periods of transitions, such as the shift from university to work or movement between early career roles (Monteiro et al., 2019); hence, young employees were selected as the focal group of this study.

Moreover, the bank industry is expected to experience some of the most profound effects of this technological revolution, largely due to ongoing digital transformation initiatives (Lauren, 2021). The shifts pose significant challenges to traditional banking operations, thereby heightening the need for employees to possess strong career adaptability and proactive tendencies. These competencies become particularly critical when abrupt changes or unexpected disruptions occur within the work environment, as employees must be able to respond quickly, make informed decisions and adjust effectively to new demands. The prevalence of such situations further underscores the importance of examining career adaptability and proactive personality within this sector. Hence, this study was conducted to examine the influence of career adaptability and proactive personality among young employees in the banking sector in Johor, Malaysia.

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The primary purpose of this study is to investigate the influence of proactive personality towards career adaptability among young bank employees in the private banking sector around Johor, Malaysia. In conjunction to this, the levels of both proactive personality and career adaptability among the employees were measured. Furthermore, the relationship between proactive personality and career adaptability among the respondents was analyzed. Hence, this study aims to provide a more comprehensive understanding of proactive

personality and career adaptability among bank employees. This study also has the intent to be a reference to a wide group of people who may benefit from the findings of this study such as organizations, higher education institutions and working adults.

Literature Review

Proactive Personality

Proactive personality refers to a personality trait in an individual that motivates them to take initiatives and make changes according to the circumstances without being restricted by any unforeseen situational factors (Bateman & Crant, 1993). According to this definition, the concept of proactive personality was developed to be used specifically in the organizational setting and organizational related behavior. According to Dursun (2017), personality traits play a key role in affecting the level of career adaptability among individuals. The concept of proactive personality states that individuals with higher levels of proactive personality tend to take on more challenges, identify opportunities and be persistent about their decision until they make a change that is in line with achieving their goals. This is in alignment with understanding how proactive personality affects career adaptability. Being proactive also relates to being more adaptable at the workplace by taking initiatives to solve an issue or proposing an innovative idea for the betterment of the workplace. Due to that, proactive personality now is being given more attention in terms of predicting organizational behaviour better in general due to the various studies that have resulted in proactive personality being related to job performance, organizational commitment and job satisfaction (McCormick et al., 2019).

Moreover, a study measuring the impact of proactive personality on career adaptability among 297 working adults from different sectors by Hameed et al. (2020) recorded a mean level of 3.97. This study's participants mostly consisted of employees ranging from 21 to 30 years old and this is in conjunction with other studies; level of proactive personality tends to be lower among young employees. Having an elevated level of proactive personality does indeed help the development of an individual's career growth when compared to individuals with lower levels of proactive personality (Jiang, 2017). This is because these individuals are good at finding new opportunities and taking the initiative to achieve a goal despite the situational factors. One study involving 590 working individuals reported that there was a significant difference in the level of job satisfaction among men when compared to women who scored much higher in the level of proactive personality (H. Wang & Lei, 2021). This is related to the prominent level of proactive personality because a highly proactive personality correlates with a higher level of job satisfaction. This finding does differ from the earlier discussion on males having higher levels of proactive personality even though there were studies that said that gender does not have a significant difference on the level of proactive personality. In a nutshell, these are some of the earlier literatures that explain the independent variable of this study, proactive personality in the context of its levels. This is related to the first objective of this study which is to identify the level of proactive personality.

Career Adaptability

According to Savickas (2005), career adaptability is defined as having psychological resources that can be used to cope with career related transitions Career adaptability became a prominent topic of discussion during the COVID-19 pandemic when a lot of different

companies both in government and private sectors had to resort to downsizing due to economic issues. Since then, there have been many studies articulating the importance of career adaptability to gain a competitive advantage in today's time (J. Zhang et al., 2023; Fu et al., 2022; Yen et al., 2019). Past studies have concluded that when faced with a threat in rapidly emerging technological advancements, individuals with higher levels of career adaptability are more prone to acquire new skills to keep up with the current trends and demands from the labour market, accept more challenges and seek more resources, which also makes them more adaptable towards career adjustment (W. Zhang et al., 2019). Career adaptability is defined as the psychosocial construct that indicates the readiness and the resources of an individual with the process of coping with vocational development tasks, occupational transitions and personal traumas (Weinert, 2001). One study involving 210 African workers who recently started pursuing their MBA program in business and leadership courses showed the importance of career adaptability (Delle & Searle, 2020). In this study's context, the level of career adaptability was studied in conjunction with its relationship with career optimism; the mean level for the said variable is 3.92. Next, looking at the relationship between proactive personality and career adaptability, 285 employees from three different regions in China answered the questionnaire, and the level of career adaptability among these samples were recorded with a mean level of 3.74 (Li et al., 2022).

To conclude, from all the studies that have been analysed to understand the pattern and factors that affect the level of career adaptability, which is the dependent variable, it can be said that the level has remained relatively stable with the mean level ranging from 3.74 to 4.18. This finding contributes to the second objective of this study which is to identify the level of career adaptability.

Relationship between Proactive Personality and Career Adaptability

A study by Wen et al. (2022) on proactive personality and career adaptability among Chinese female pre-service teachers in primary schools involved around 1003 samples, where around 707 of them were valid. The results of this study indicated that the correlation value between these two variables was 0.60, which indicated a moderate relationship between them. Another study was conducted involving 297 working adults in different job sectors at Pakistan measuring the impact of proactive personality on career adaptability. In this study, the results showed that there is a significant relationship between these two variables, where the correlation analysis resulted in 0.601 (Hameed et al., 2020).

Next, a study on Career Adaptability as a Strategy to Improve Sustainable Employment: A Proactive Personality Perspective by Li et al. (2022) recorded a significant relationship between proactive personality and career adaptability. Around 285 respondents completed the survey. This research focused more on the new generation of employees after the outbreak of COVID-19. Apart from this, a study with 339 hotel employees as the sample also concluded that there was a significant correlation between proactive personality and career adaptability. This study further discusses how these variables are related to turnover intentions and work social support (Lee et al., 2021). Furthermore, another study has also reported that 364 employees answered a survey that concluded that proactive personality and career adaptability does have a significant relationship with proactive personality (Jiang, 2017).

There was a study conducted with the sample of 228 emerging adults with a mean age of 23.60 to identify the relationship between proactive personality and career adaptability. This study focused on the transition period from school to working life, and the results showed that both these variables have a significant positive relationship, with r value of 0.54 (Mercan & Öztemel, 2023). Tolentino et al. (2014) conducted a study involving 555 Australian university students to investigate the relationship between career adaptability and adaptivity, which includes proactive personality. The results confirmed the hypothesis of this study with a correlation value of 0.45. This study also suggests that the university students in Australia are more prepared to face any crisis in their career journey as they are in the transition period now (Tolentino et al., 2014).

Concerning employees, a study by Spurk et al. (2013) measured the relationship between proactive personality and career adaptability among employees working in the IT, textile and automotive industries. The final sample for this study was around 153 employees, with 69% of them being qualified with university degrees. The results showed that there was a significant relationship between proactive personality and career adaptability with a value of 0.45 (Spurk et al., 2013). According to this study, individuals with a higher level of proactive personality are more likely to adapt faster towards unexpected situations that might affect their career plan. Thus, based on the previous studies, the following research hypothesis is generated:

H1: There is a significant moderate relationship between proactive personality and career adaptability among young employees in the private banking sector around Johor Bahru.

Influence of Proactive Personality towards Career Adaptability

One recent research from Hameed et al. (2020), Impact of Proactive Personality on Career Adaptability and Intentions for Expatriation with a sample size of 297 employees from different industries in Pakistan, stated that proactive personality has a significant influence on career adaptability of the employees. Since individuals with higher levels of proactive personality are more ready to adapt into their careers when compared to individuals with lower levels of proactiveness. Additionally, it was found that having a proactive personality first influenced positive thriving at the workplace which then led to improved career adaptability among 364 employees in a study that was conducted by Jiang (2017).

In a study involving 310 participants which consisted of emerging adulthood individuals resulted in proactive personality significantly predicting career adaptability with a value of 37.95% (Mercan & Öztemel, 2023). Having a proactive personality enables these individuals to be prepared to face the difficulties in work life that causes a better level of career adaptability. Next, a study by Wen et al. (2022) investigated the influence of proactive personality on career adaptability among 707 female pre-school teachers in China. The results indicated that there was a significant influence of proactive personality on career adaptability, with 36% of the independent variables predicting the dependent variable. All the studies above are in line with the hypothesis of this study that proactive personality does in fact have a significant influence on the level of career adaptability among working adults. These results also support both the main theories used in this study. Based on the evidence from past studies, the second research hypothesis was developed:

H2: Proactive personality does have a significant influence on the career adaptability among young employees in the private banking sector around Johor Bahru.

Research Framework

Figure 1 shows research framework showing the relationship between two variables involved in this study. Based on the figure, the independent variable is proactive personality, and the dependent variable is career adaptability. This study's research framework supports the hypothesis which states that both these variables correlate with each other. Based on previous studies on the theories of proactive personality by Bateman and Crant (1993) and career construction by Savickas (2005), it is also evident that proactive personality does have a significant influence on career adaptability (Hartanto & Salim, 2021; Lee et al., 2021).

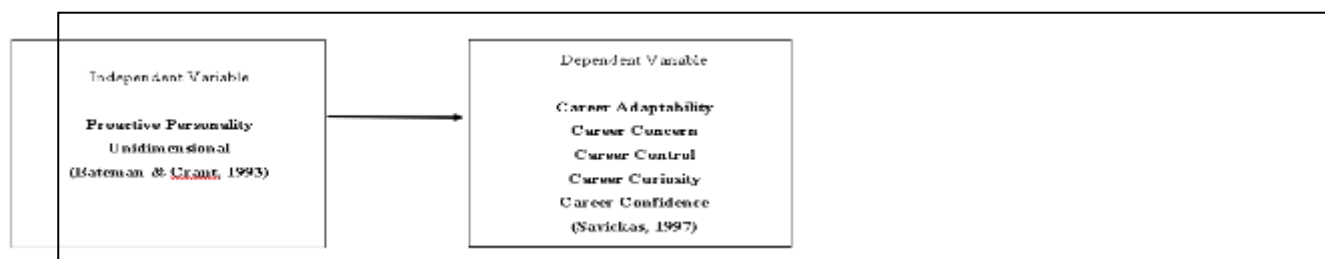


Figure 1: Research Framework

Methodology

The research design that was used in this research is a quantitative method to examine the influence of proactive personality towards career adaptability. This is because quantitative methods deal with numbers; this would be the most suitable research design to analyze the data we gained from the questionnaires. Correlational design was used to measure the relationship between proactive personality and career adaptability. Correlation analysis measures the relationship between two variables without any manipulations done to the variables (Queirós et al., 2017). In this study, regression analysis was used to examine the influence of proactive personality on career adaptability among young employees in banking sectors around Johor Bahru. The population that was used for this research was young employees who work in private banks around Johor, Malaysia. 234 respondents' data was obtained at the end of data collection. The sampling method used in this study was convenience sampling. This sampling method was chosen because the population for this study is exceptionally large and quite dispersed, therefore this sampling technique ensured that the samples could be obtained with best efforts to represent the population while being time- and cost-efficient.

Research Instrument

The data was collected through Google form and physical copies of the questionnaire. Both the Google form and physical copies started with asking for the consent of the participants to be involved in this study. It included three (3) parts starting with Part A, demographic information, followed by Part B, which was the Proactive Personality Scale (PPS). The questionnaire ended with Part C, Career Adapt Ability Scale (CAAS), which was used to measure the dependent variable, career adaptability, of this study.

In Part A, the demographic information of the participants was collected for the purpose of descriptive analysis. This included the age, gender, name of the bank they are working for

and years of working experience. The years of working experience was asked because the operational definition of employees as the population of this study mainly focused on young employees aged 30 and below.

The next part included the Proactive Personality Scale, a unidimensional scale constructed by Bateman and Crant (1993), to investigate the difference in the level of proactiveness among individuals. As discussed, proactive personality refers to the degree as to how much an individual is intuitively trying to make decisions that will influence their environment (Bateman & Crant, 1993). A definitive version of 17 items with an initial Cronbach alpha value of 0.89 was used as the Proactive Personality Scale (Bateman & Crant, 1993). This questionnaire was scored on a 7-point Likert scale.

In Part C, the Career Adapt-Ability Scale was specifically designed to measure the level of career adaptability among individuals. It was developed by Savickas and Porfeli (2012), and it is the most widely used scale to measure this variable (Song et al., 2023). This instrument was based on the career construction theory which is the basis for this research. There are 24 items in this questionnaire with six (6) items each in four (4) sections considering the dimensions of career concern, career control, career curiosity and career confidence of career adaptability. The questionnaire was scored based on a 5-point Likert scale.

Data Analysis

In this study, descriptive analysis was used for Part A which focuses on the demographics of the participants. Parts B and C, which involve questionnaires regarding variables, proactive personality and career adaptability respectively, were also tested using descriptive analysis by measuring the means to identify the level of the variables among the chosen population. The third objective of this research, which is to identify the correlation between proactive personality and career adaptability among young employees in the private banking sector around Johor Bahru, Spearman correlation method was used. The strength and direction of the relationship between the two variables will be determined by the Correlation coefficient, r value. If the value is negative, then the variables have an inverse relationship and vice versa (Schober et al., 2018). The higher the value of correlation coefficient means that the correlation between the two variables are stronger. The fourth objective, which is to identify the influence of proactive personality on career adaptability, a regression technique was used. The extent of influence on one variable will be identified through R squared and beta, β value. The R squared value will be converted into percentage to explain how much of the independent variable explains the dependent variable. The beta coefficient explains the degree of change for every one unit in the independent variable (Mahbobi, 2015). It is also important to explain whether the beta coefficient is positive or negative to make a conclusion about how it affects the changes in the dependent variable.

Research Findings

A total of 234 respondents were involved in this study. Most participants ($n = 121$ (77.4%)) fell into the age range of 26-29, with only 53 (22.6%) of the respondents falling into the category of between the ages 22-25. As for the gender, most respondents for this study were female ($n = 140$), with only 90 males. In addition to that, the ethnicity of the participants was divided accordingly, with 141 respondents identifying as Malay, and 32 respondents identifying as Chinese. Indians and other ethnicities recorded the numbers 16 and 0 respectively. As for the

last part of demographic analysis, in the work location section, 61 (26.1%) of the respondents were from Maybank, followed by Affin Bank with 42 respondents. CIMB, Hong Leong and RHB bank all respectively recorded 36, 35 and 32 respondents. Lastly, there were 4 respondents (1.7 %) from other banks such as Alliance Bank.

Level of Proactive Personality among Young Bank Employees in Johor Bahru

The first objective of this study is to identify the level of proactive personality among young employees in the private banking sector. Each respondent's level of proactive personality was divided into three categories: low, moderate, and high. The overall mean of proactive personality among young employees in the private banking sector around Johor Bahru is 5.990, which indicates a high level of the independent variable in this study. All respondents demonstrated a high level of proactive personality other than five of them who recorded a moderate level of proactive personality. Table 1 demonstrates the result of level of proactive personality among young bank employees in the private banking sector around Johor Bahru.

Table 1

Level of Proactive Personality

Proactive Personality	Total Mean Score	Frequency	Percentage (%)
	Level		
	Low (1.00-2.99)	0	0
	Moderate (3.00-4.99)	5	2.2
	High (5.00-7.00)	229	97.8

Note: The level of proactive personality among respondents were determined through the mean score

Level of Career Adaptability Among Young Bank Employees in Johor Bahru

The second objective of this study is to identify the level of career adaptability among young employees in the private banking sector around Johor Bahru. The Career Adapt-Ability Scale with 24 items was used to measure this objective. There were no reverse items for this instrument. As shown in Table 2, respondents have a moderate and high level of career adaptability as a majority of them scored a mean level of 4.67 and above. The mean level range for this population is from 4.513 to 4.700. As discussed above, the overall level of career adaptability among young employees in the private banking sector around Johor Bahru is relatively high.

Table 2

Level of Career Adaptability

Career Adaptability	Total Mean Score	Frequency	Percentage (%)
	Level		
	Low (1.00-2.32)	0	0
	Moderate (2.33-4.66)	6	2.6
	High (4.67-5.00)	228	97.4

Note: The level of career adaptability among respondents were determined through the mean score

Relationship between Proactive Personality and Career Adaptability among Young Bank Employees In Johor Bahru

The third objective of this study is to identify the relationship between proactive personality and career adaptability among young employees in the private banking sector around Johor Bahru. To measure this objective, an inferential analysis method – correlation – was used. The result of the analysis is shown in Table 3. The hypothesis that was constructed for this objective is there is a significant relationship between proactive personality and career adaptability among young employees in the private banking sector in Johor Bahru.

Table 5.3
Correlation Analysis

Variables	Career Adaptability	
Proactive Personality	Spearman Correlation	0.648**
	Sig. (2 tailed)	<0.001
	N	234

Note: ** indicates correlation is significant at the 0.01 level (2-tailed)

Based on the table, there is a significant, moderate relationship between proactive personality and career adaptability with R value of 0.648 with p value of <0.001. This indicates the relationship as positive and significant. Spearman correlation analysis was used to examine this objective due to the normality test and to optimize the correlation result. Therefore, the higher the level of proactive personality, the higher the level of career adaptability among young employees in the private banking sector around Johor Bahru.

Influence of Proactive Personality on The Level of Career Adaptability among Young Bank Employees in Johor Bahru

The fourth objective of this study is to examine the influence of proactive personality on the level of career adaptability among young employees in the private banking sector around Johor Bahru. The hypothesis that was developed for this objective is there is a significant influence of proactive personality on career adaptability among the young employees in the private banking sector in Johor Bahru.

Table 4
Regression Analysis

Variables	Career Adaptability						
	R	Adjusted square	R	F	Sig	β	Sig
Proactive Personality	0.648	0.400		155.432	<0.001	0.494	<0.001

Based on Table 4, it can be concluded that there is indeed a significant influence of proactive personality on career adaptability among young bank employees in Johor Bahru as the significance value is <0.05 for the analysis. As for the R squared value, it is 0.400, which indicates that 40% of proactive personality predicts career adaptability among young bank employees. The changes in career adaptability for every 1 unit increase in proactive personality is indicated by the β value which is 0.494. Therefore, every one-unit gain in proactive personality will result in a 0.494 unit increase in career adaptability. This finding

shows that proactive personality does significantly influence career adaptability among young bank employees around Johor Bahru.

Discussions and Conclusion

Level of Proactive Personality among Young Bank Employees in Johor Bahru

The first objective of this study is to identify the level of proactive personality among the young employees in the private banking sector around Johor Bahru. The findings of this study indicated that the respondents had an overall high level of proactive personality. In detail, it varied from moderate to high with the majority being in the high level. This is in line with the findings by Zhang et al. (2021), who investigated the relationship between proactive personality and employee creativity. The findings of their study showed that 500 employees in China recorded an overall mean level of 5.21, which is a high level of career adaptability (Zhang et al., 2021). One factor that can be used to explain this study's findings is through Bateman and Crant's (1993) explanation about proactive personality's relationship with three other personality dimensions that were more prominent in organizational behaviour, which includes locus of control, need for achievement and need for dominance. Therefore, the difference in the levels of proactive personality can be articulated through the difference in all these three factors among the respondents. To support this, one study investigating factors motivating employees in public sector banks found that the need for achievement is one of the significant factors (Ahmad, 2014). It was stated that employees with a high level of need for achievement tend to actively seek feedback from supervisors to improve performance, which is one of the characteristics of proactive personality. It could be said that employees having a higher level of need for achievement is a contributing factor. In the context of this study, the high level of proactive personality among young employees in the private banking sector among Johor Bahru shows that banking staff are indeed prepared to take on new challenges and be ready to face obstacles. Due to the varying levels of career adaptability, this area still needs to be studied more with the focus on factors that influence the level of proactive personality among employees.

In relation to Bateman and Crant's theory, the level of proactive personality of an individual is determined through the extent of their initiative to take action in order to influence the situation (Bateman & Crant, 1993). This could also be one of the supporting factors for the high levels of proactive personality among the respondents of this study. Taking initiative increases the job performance of an employee; according to Johari and Subramaniam (2020), proactive employees have more chances of increasing job performance in the banking industry of Malaysia. It is also stated that the trait of being proactive grows over time and starts with being aware of yourself, which then will eventually lead to being more responsible towards your actions and decisions (Sawsan & Zumrawi, 2015). This can be associated with the factor of working experience among the respondents of this study who have working experiences ranging from two to ten years. Therefore, the experience can be the contributing factor towards the high level of proactive personality.

Level of Career Adaptability among Young Bank Employees in Johor Bahru

The second objective of this study was to identify the level of career adaptability among the young employees in the private banking sector around Johor Bahru. A majority of the respondents of this study recorded a high level of career adaptability. The findings of this study align with the findings of the study on career adaptability among banking employees

around Indonesia, where the analysis showed bank employees have high levels of career adaptability (Pala'langan & Satrya, 2023). However, the finding of the current study also contradicts with a past study from Li et al. (2022). Their study focused on the relationship between proactive personality and career adaptability, with samples consisting of employees from three different regions in China. Around 285 of them answered the questionnaire, and the level of career adaptability among these samples were recorded with the mean level of 3.74, which indicates moderate level. Another study that could be taken into account is a study involving 210 African workers who recently started pursuing their MBA program in business and leadership courses (Delle & Searle, 2020). In this study's context, the level of career adaptability was studied in conjunction with its relationship with career optimism and the mean level for the said variable is 3.92. This finding indicated a moderate level of career adaptability among working adults.

The reason why there are some contradictions in terms of the findings could be explained through a study conducted by Tladinyane and Van Der Merwe (2015). This study focused on age and race differences on career adaptability, and the findings showed that age does play a role in the level of career adaptability. According to this study, the older the employees, the higher the level of career adaptability. This could be used to explain the findings of this study as the majority of the respondents in this study fell into the category of 26 to 29 years of age. The age factor could have played a role in this study's findings. A study by Zacher (2014) on individual difference predictors of change in career adaptability over time showed that age is one of the prominent factors affecting level of career adaptability among 659 employees in Australia.

Another factor that might have contributed to the high level of career adaptability among bank employees in this study is the years of working experience. As stated previously, the respondents in this study had a working experience ranging from two to ten years. This finding is related to a study of 140 workforces working in American MNCs in E&E sectors at Penang, Malaysia researching factors influencing career adaptability, which resulted in working experience being a significant factor (Shiang-Tyng et al., 2022). Employees with higher working experience tend to have a higher level of career adaptability. In this study, 31.6% of the respondents have a working experience of six to ten years, which contributed to the high level of career adaptability. This also supports that working experience can be one of the factors that influences the level of career adaptability among bank employees in this study. To conclude, in the context of this study, having a higher level of career adaptability is deemed as a positive result as it will assist in ensuring that more working individuals especially bankers in Johor Bahru are prepared and aware of how to deal when facing a difficult situation in the career journey. As for how this finding is concerned with the banking industry, according to Lauren (2021), this industry is expected to have the most impact due to the revolution brought by digital transformations. With high levels of career adaptability, the bank employees will be able to overcome difficult changes in the operation in banks due to the evolving technologies.

Relationship between Proactive Personality and Career Adaptability among Young Bank Employees In Johor Bahru

The third objective of this study is to identify the relationship between proactive personality and career adaptability among young employees in the private banking sector around Johor

Bahru. Based on the analysis, the findings showed that there is a significant and moderate correlation between these two variables. The findings support past studies that involved 297 working adults in different job sectors including the banking sector in Pakistan. In this study, the results showed that there is a significant relationship between these two variables with the correlation analysis resulting in 0.601 (Hameed et al., 2020). This strengthens the hypothesis of this study which states that there is a moderate relationship between proactive personality and career adaptability among bank employees.

Apart from that, a study by Spurk et al., (2013) involving 153 employees from various industries resulted a significant relationship between these two variables with a value of 0.45. The relationship could be explained by how individuals with a higher level of proactive personality are more likely to adapt faster towards unexpected situations that might affect their career plan. This is in accordance with one of the problem statements in this study which is unemployability which can be associated with a career plan. Another past study that supports the findings of this study is Career Adaptability as a Strategy to Improve Sustainable Employment: A Proactive Personality Perspective by Li et al. (2022). This study focused on the 285 new generation employees after the outbreak of COVID-19, and the analysis recorded that there is a significant relationship between proactive personality and career adaptability.

In relation with career adaptability, Khalid and Ahmad (2021) found that there is a significant relationship between career adaptability and employability skills. Proactive personality also contributes to the discussion of unemployability as it mainly focuses on actively looking for new opportunities. In the context of this study, it has been shown that proactive personality does have a significant, moderate relationship with career adaptability among young employees in the private banking sector around Johor Bahru. One of the main contributions of this study's findings is that the correlation will support this theory by strengthening the definition of the variable by showing how individuals with proactive personality are not affected by changes in situations and able to adapt well within the circumstance to solve a problem specifically in the working environment. Relating this to the concept of proactive personality, the level of proactive personality of an individual is determined through the extent of their initiative to take action in order to influence the situation. As for career adaptability, it primarily focuses on how well an individual can cope with changes in the working environment (Savickas, 2005). The constant in the definition of both these terms is coping with unforeseen situations, especially in the working environment. Therefore, organizations, specifically the private banking sector around Johor Bahru, will benefit the most from the findings of this study.

The Influence between Proactive Personality and Career Adaptability among Young Bank Employees in Johor Bahru

The fourth and final objective of this study is to examine the influence of proactive personality on the level of career adaptability among the young employees in the private banking sector around Johor Bahru. Findings of this study suggested that proactive personality has a significant and positive influence on the level of career adaptability among young employees in the private banking sector. To support this finding, a study focusing on working adults including banking sector in Pakistan by Hameed et al. (2020) measured the impact of proactive personality on career adaptability and the results showed that proactive personality significantly impacted career adaptability among the employees, with a beta value of 0.567.

This shows that the findings of this study successfully replicated and strengthened the previous findings of the studies involving proactive personality and career adaptability. Next, a study by Wen et al. (2022) investigated the influence of proactive personality on career adaptability among 707 female pre-school teachers in China. The results indicated that there was a significant influence of proactive personality on career adaptability, with 36% of the independent variable predicting the dependent variable. This is close in alignment with the findings of this study as the analysis showed that 40% of proactive personalities are able to predict the level of career adaptability among young employees in the private banking sector.

To conclude this section, it is undeniable that proactive personality plays an important role in the level of career adaptability among young employees in the private banking sector around Johor Bahru. To explain further, employees who have a high level of proactive personality are more likely to adapt in their career more easily. According to Tolentino et al. (2014), proactive people are likely to be well prepared for vocationally relevant changes, given their tendency to detect and act on career opportunities and to create work environments that fit their vocational interests. This can be related to the theoretical significance of career adaptability by Savickas (2005) which states that career adaptability is primarily focusing on how well an individual can cope with changes in the working environment.

This study makes a contribution towards the idea of working adults itself. This is because understanding the importance of having a proactive personality will also enable individuals to gain a competitive advantage in the challenging labour market today as proactive personality is a positive predictor of career success. This statement can be supported by a study involving 239 banking employees that aimed to investigate whether career adaptability enhances job outcomes and it resulted in a significant relationship between the said variable and also job outcome through self-effort in order to achieve work-environment fit (Kaur & Kaur, 2020). Therefore, proactive personality is an important aspect that should be given attention to in the efforts increasing the level of career adaptability among young bank employees.

Limitations and Recommendations

Limitations

In the process of completing this research, there were many limitations and obstacles faced to successfully complete it. However, the main limitation would be the sampling method used which is convenience sampling. In this sampling method, the researcher picks and selects the participants for the study according to their preference and availability. In the context of this study, private bank branches were selected based on the convenience of the researcher. Moreover, convenience sampling was used in this study because several banks refused to participate in the survey. Therefore, there is a possibility that the findings of this result would not reflect the whole population. This could have led to overrepresentation or underrepresentation of the population in terms of measuring the influence of proactive personality on career adaptability.

The second limitation of this study is that the population only focused on young bank employees in the private banking sector around Johor Bahru. The issue is about representation as the findings of this study may not be generalizable. This is because there are many more bank employees working in the private banking sector outside of Johor Bahru.

Another issue that could be related to the population of this study is that only employees who were below the age of 30 were considered to be participants of this study. Therefore, there is a good chance that the actual results concerning level of proactive personality and career adaptability among bank employees are not really accurate.

Recommendations

For the first issue that was discussed in the limitation section, the recommended solution would be to use another sampling method, preferably a probability sampling method rather than a non-probability sampling method. This will ensure that there is an unbiased sample group that properly defines and represents the population that is being targeted. In this case, simple random sampling could be used in the future to obtain a more balanced and generalizable data. By doing this, the findings of the study will be more reliable to be used in the future for the reference of organizations, higher education institutions and working adults.

As for the second issue about the population targeting bank employees in Johor Bahru only, the recommendation would be to widen the scope of the population. This is to ensure the data can be generalized towards a bigger population. For this study, the suggestion would be to conduct a study to investigate the influence of proactive personality on career adaptability among young employees in the private banking sector around Malaysia. This will produce a larger and more generalizable data. Regarding the other issue about the sample of this study targeting employees below the age of 30 years old, it could be improved by not placing any age constraints in the future study in this area.

Conclusion

To conclude, all of the research objectives have been measured and achieved. The objectives include identifying the level of proactive personality and career adaptability among the respondents along with investigating the relationship between proactive personality and career adaptability among young bank employees in the private banking sector. The main purpose was to investigate the influence of proactive personality towards career adaptability among the intended sample of this study. The findings showed that the respondents have an overall high level of proactive personality and career adaptability. Moreover, it was also found that there was a significant and positive relationship and influence between the two variables involved in this study. The most interesting finding of this study was the levels of proactive personality and career adaptability among the respondents because the findings showed that the overall level that was recorded was high. The expected result was moderate levels of proactive personality and career adaptability; hence, it was interesting to discuss what factors could have contributed to the results in this study. Furthermore, there are not many studies on the area of proactive personality and career adaptability conducted in Malaysia (Rahim et al., 2021; Yean et al., 2013). Therefore, this study will make a contribution on understanding these variables more in depth in the context of Malaysia. Apart from that, there is a lack in the number of previous studies that exclusively focused on the influence of proactive personality towards career adaptability carried out in the banking sectors in Malaysia; hence, this study will be one of the references that can be used by researchers and other stakeholders in future studies. In conclusion, more studies in this area of study are encouraged among future researchers to have a better understanding of proactive personality and career adaptability.

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