Examining Self-Efficacy as a Mediator Between Career Adaptability and Perceived Employability Among Early-Career Professionals in Thailand

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Abstract: This study examined the mediating role of self-efficacy in the relationship between career adaptability and perceived employability among early-career professionals in Thailand. Using a quantitative cross-sectional design, data were collected from 290 professionals with 1–5 years of experience through validated scales (CAAS, GSE, and perceived employability). Structural equation modeling (SEM) via SmartPLS was employed to test the hypothesized relationships. Results revealed significant positive effects: career adaptability directly enhanced perceived employability and self-efficacy, while self-efficacy further strengthened perceived employability The model explained 53% of the variance in perceived employability, underscoring the combined influence of career adaptability and self-efficacy. Findings suggest that self-efficacy partially mediates the link between career adaptability and employability, highlighting its pivotal role in career development. Practical implications include fostering adaptability and self-efficacy through targeted training programs to enhance employability. This study contributes to career construction theory by empirically validating pathways in an understudied demographic.

Keywords: *Career Adaptability, Self-Efficacy, Perceived Employability, Early-Career Professionals, Mediation Analysis.*

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I. INTRODUCTION

The rapid transformation of the global labor market has created new challenges for early-career professionals, particularly in Thailand (Yao et al., 2024). Employment trends worldwide reveal a persistent gap between the skills that recent graduates possess and the demands of the job market (Gerçek, 2024). In Thailand, despite significant investments in education and skills development, many young professionals face challenges in securing stable and satisfying employment (Khampirat, 2024). This phenomenon is not unique to Thailand; however, the specific barriers faced by early-career professionals in Southeast Asia have not been sufficiently explored in the context of career adaptability and perceived employability (Elwakil, 2023). The factors influencing how young professionals navigate these challenges are critical in understanding their career trajectories. Among these factors, career adaptability and self-efficacy are key elements that have the potential to shape an individual's ability to succeed in the labor market (Wongsuwan & Na-Nan, 2022).

Notwithstanding their qualifications and training, many new professionals are unsure about what lies ahead for their careers (Zhang et al., 2024). Studies indicate that, given the fast-changing global work environment, subject knowledge alone will not ensure a job (Khampirat, 2024). Global economic trends affect Thailand as well, but it is also shaped by its own characteristics. Few in Thailand find stable jobs and the country's youth struggle to get ahead in their careers, given the high number of informal jobs and small wage rises (Ahmid et al., 2023). As a result, grasping the role of career adaptability and self-efficacy in your career can increase your chances of getting your desired job.

While career adaptability is becoming more important in finding work, research here is limited on how career adaptability helps with perceived employability in Thailand and Southeast Asia (Abdullahi et al., 2024). Adaptation in the workplace and career flexibility are now considered major factors in determining someone's chance of finding a job (Savickas, 2005). In Thailand, many early-career workers struggle to find jobs because they do not have much work experience (McCowan, 2023). While Saffariantoosi & Khaleghi (2024) point out that reorienting one's career is crucial for young professionals in the region, few scientific studies look at this construct in Southeast Asia. Career adaptability is especially useful for Thai workers due to economic changes in the region, as doing so gives them an edge in their career (Rao et al., 2025).

Self-efficacy plays a key role in the success of a career and is someone's certainty that they will succeed given certain events or circumstances (Bandura, 1997). Self-efficacy seems to impact a person's methods for dealing with difficulties, the jobs they aim to reach and their response to problems (Tolentino et al., 2019). Studies have discovered that those with a sense of personal ability often perform better in their jobs by handling hard tasks and obstacles (Zhang et al., 2024; Abdullahi et al., 2024). Being self-confident helps young people deal with job changes, stress from the job market and land at a job they like. Yet, the link between self-efficacy, career adaptability and employability in Thailand and Southeast Asia has not been fully explored (Khampirat, 2020).

Despite many studies on the topic, no empirical research has thoroughly investigated the relationship between career adaptability, self-efficacy and perceived employability in Southeast Asia (Ahmid et al., 2023). There has been a lot of research on employability in Western countries, but its aspects in Thailand are little explored. Also, few studies have examined self-efficacy as a connecting factor between career adaptability and how employable an individual perceives themselves to be (Abdullahi et al., 2024). There are only limited studies that address how these concepts relate to Thailand's culture and economy. The purpose of this research is to see if career adaptability affects how early-career professionals in Thailand feel about their chances for employment and if self-efficacy plays any role in that relationship.

➤ *To Achieve These Objectives, the Study Will Answer the Following Research Questions:*

- How does career adaptability influence perceived employability among early-career professionals in Thailand?

- Does self-efficacy mediate the relationship between career adaptability and perceived employability?

This research is expected to make several contributions to the literature on career development and employability. First, by examining the relationship between career adaptability and perceived employability in Thailand, the study will provide valuable insights into how early-career professionals in Southeast Asia can navigate employment uncertainties. Second, by assessing the mediating role of self-efficacy, the study will offer a more comprehensive understanding of the psychological factors that contribute to employability, particularly in the Thai context. Finally, this research will contribute to the broader field of career development by addressing a significant gap in the literature regarding the interaction between career adaptability, self-efficacy, and perceived employability in Southeast Asia. The findings of this study will provide valuable implications for career counselling and policy development aimed at supporting early-career professionals in their transition to the workforce (McCowan, 2023).

II. LITERATURE REVIEW

Developing a career for early-career professionals mainly depends on their adaptability, belief in themselves and how employable they perceive themselves to be (Coetzee & Harry, 2014). The number of studies related to these concepts in Thailand is much smaller than the studies carried out in Western countries (Tolentino et al., 2013). The review focuses on the main studies about career adaptability, self-efficacy and perceived employability and examines their role in Thailand. Having career adaptability allows individuals to get used to new jobs and to understand changes in their careers. This relates to a person's ability to handle unexpected changes in their career. Labor market problems do not bother people who have thought about their future, can respond appropriately, are eager to learn and feel self-assured (Lee et al., 2016). Research claims that people able to adapt in their jobs usually find happiness in their work and succeed in their careers. This is especially valuable where employment is changing rapidly such as Thailand (Preechawong et al., 2021).

While career adaptability is becoming more popular in Southeast Asia, research on the topic has not increased significantly (Wang et al., 2022). Research done elsewhere hints that those who have career adaptability are more likely to get employed. In Australia and the United States, it has been noticed that higher adaptability to career changes helps someone succeed in their job search and enjoy their career more (Boudouaia et al., 2024; Liu & Tuntinakhongul, 2024). Moreover, since Thailand is marked by a lot of informal workers and low wage increases, it is necessary to understand how career adaptability operates there. It is difficult for individuals just beginning their careers in Thailand to get into the formal workforce, but becoming adaptable at work may help them overcome these hardships (Colarelli & Bishop, 1990).

Bandura (1997) noted that self-efficacy is an individual's belief in their skills to carry out certain tasks that can help them achieve their goals. Self-efficacy helps shape a person's decisions, encourages them to carry on during tough times and enables them to cope with challenges when searching for a job (Marciniak et al., 2022). Being highly self-efficacious is associated with achieving more success at work, leading to better job satisfaction and better performance (Khoso et al., 2022). Self-efficacy helps early-career professionals deal with the anxiety and not knowing what to expect during their first few career changes. People who think highly of their abilities usually network, learn new skills and search for jobs (Wang et al., 2022).

Very little research has been done on how self-efficacy helps link career adaptability and perceived employability (Ryu, 2018). Researchers have noted that career adaptability may give individuals a sense of confidence in their ability to address problems in their careers (Khoso et al., 2025). When individuals feel ready to manage their careers, it may give them confidence, leading to an improved view of their job options (Afzal et al., 2025). In Thailand, young professionals might encounter difficulties in getting settled in their career

and self-efficacy may help them adjust to these issues and see themselves as more employable.

An individual's perceived employability reflects their view of how, with their abilities and skills, they can find work (Wang et al., 2022). Several things contribute to it such as being an individual's personality, their education and the wider job market (Al-Ghazali et al., 2021). The way early-career employees see their employability can influence their searching for jobs as well as their professional plans. If someone believes they are employable, they tend to feel confident while looking for a job and take steps to apply for careers, whereas those who doubt their employability may have trouble trusting their abilities and can do poorly in job interviews (Hengboriboon & Yukongdi, 2024). Since finding a job is tough in Thailand, perceived employability plays a key role for the country's young working population. A lot of Thai graduate's encounter problems being employed, as the workforce requires skills that differ from their qualifications (Hu et al., 2024). Understanding the influences on perceived employability such as being adaptable at work and having confidence, is essential. Evidence from various regions suggests that career adaptability and self-efficacy increase people's belief in their job-seeking abilities (Wang et al., 2023; Marciniak et al., 2022). The job market in Thailand may be shaped more by these factors for the benefit of young professionals.

➤ *Theoretical Framework*
It makes use of Career Construction Theory (CCT) by Savickas (2005) and Social Cognitive Career Theory (SCCT) by Bandura (1997). They examine the impacts of career adaptability, self-efficacy and perceived employability on the lives of early-career professionals. According to CCT, individuals should build their careers by choosing actions and taking part in activities that are impacted by both internal and external influences. Savickas (2005) notes that being career adaptable and able to handle and get past career changes, is valuable for one's career. CCT suggests that to be adaptable in a career, you should maintain concern, control, curiosity and confidence. As CCT explains, the career construction process is always changing, linked to personal decisions, so it is important to understand how junior professionals handle various difficulties at work in Thailand. That's why being career-adaptable plays a key role in building a good opinion about being employable through facing changes at work.

Bandura's (1997) Social Cognitive Career Theory uses psychology to explain how belief in one's abilities helps shape a person's career path. SCCT explains that a person's sense of self-efficacy is a main factor in their choice of career. As explained by SCCT, those with more self-efficacy are inclined to actively seek employment and educate themselves more which increases how employable they see themselves. Environmental and contextual elements, for example the job market, are important according to this theory along with people's amount of self-efficacy.
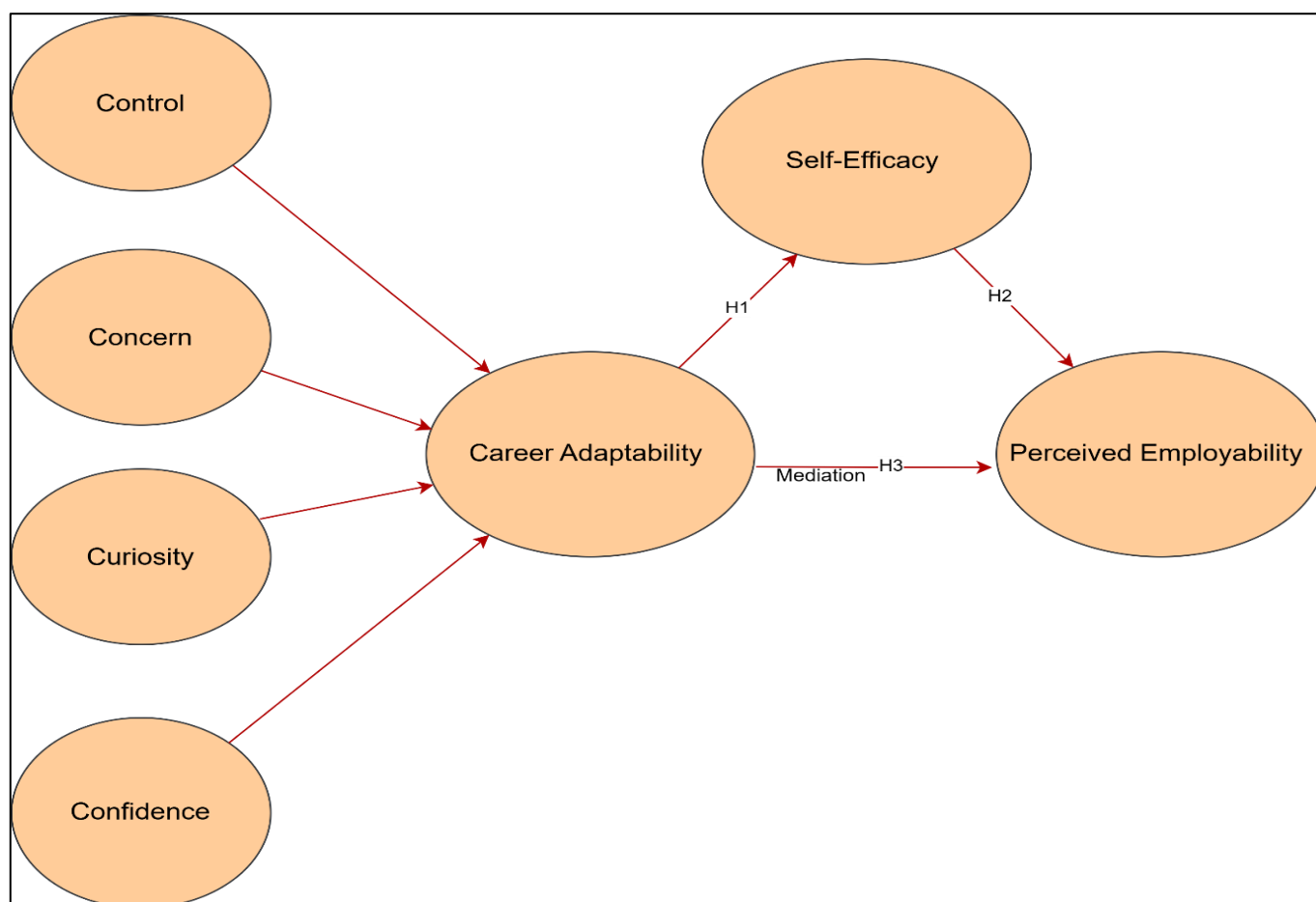

Fig 1 Research Model of Present Study

III. METHODOLOGY

➤ Research Design

A quantitative and cross-sectional study was used to analyze the relationship between career adaptability, self-efficacy and perceived employability for early-career professionals in Thailand. Collecting data once through the cross-sectional method allowed researchers to see the relationships between variables in the allocated group. Because this was a correlational study, it could only connect the concepts to one another without determining if one caused the other. It was also important to understand if career adaptability and perceived employability were related through self-efficacy. Using this design allowed the researchers to quickly examine the main theories in the study within the given time.

➤ Population and Sample

This research was designed for early-career workers in Thailand who had between one and five years on the job. This group was targeted because people in their teens and early twenties are expected to become employed and often encounter obstacles towards efficient career management. To include a wide variety of people, statistical sampling or circumnavigation sampling methods were chosen. The approaches made it possible for individuals from many industries, education levels and different parts of the world to join the research. Data collection primarily focused on major urban centers, with Bangkok serving as the primary city due to its status as Thailand's economic and employment hub. Concentrating on Bangkok ensured access to a wide pool of early-career professionals from various sectors, thereby enhancing the generalizability of the findings within an urban Thai context. The sample size was determined through an a priori power analysis using G*Power software. This analysis considered the complexity of the planned structural equation modeling (SEM) and mediation analysis, calculating the minimum number of participants needed to achieve adequate statistical power and reduce the likelihood of Type II errors. Initially, a target sample size of 400 participants was set to maintain statistical rigor while balancing practical constraints related to participant accessibility and data collection feasibility. Ultimately, data from 290 respondents were collected and used for the final analysis, which was deemed sufficient for the intended statistical procedures while maintaining representativeness within the defined population.

➤ Data Collection Instruments

Data were collected using three standardized instruments to measure the key constructs of career adaptability, self-efficacy, and perceived employability. Career adaptability was assessed using the Career Adapt-Abilities Scale (CAAS), adapted from Savickas and Porfeli (2012). The CAAS comprised four dimensions concern, control, curiosity, and confidence with six items per dimension, totaling 24 items that captured different facets of an individual's readiness and ability to cope with career-related changes. Self-efficacy was measured by the General Self-Efficacy Scale (GSE), originally developed by Schwarzer and Jerusalem (1995), which included 10 items evaluating participants' overall belief in their ability to handle various challenging situations. Perceived employability was evaluated using a 16-item scale adapted from Rothwell and Arnold (2007), which gauged individuals' perceptions regarding their capacity to obtain and maintain employment in a competitive job market. Before administering the full survey, a pilot test was conducted to verify the reliability and validity of these instruments within the Thai context. The internal consistency reliability coefficients (Cronbach's alpha) for all scales exceeded 0.7, indicating acceptable reliability.

➤ Data Collection Procedure

The surveys were carried out by talking with people at events and over the Internet. Emails and social media were used to distribute the questionnaires which workers could also fill in at their workplaces and training centres. Before any surveys took place, permission was granted from the research ethics committee. All individuals participated after understanding the goals, how the study would proceed, and the confidentiality guidelines implemented in questionnaires. The researchers ensured that all information collected from participants was always kept private. People could withdraw at any moment without incurring any consequences.

➤ Data analysis Techniques

We analyzed the data through the use of SPSS and SmartPLS software. First, the data on the demographic variables was summarized using statistical measures such as means, standard deviations and frequency distributions. SPSS was then used to apply Pearson correlation analysis to study the relationships between career adaptability, self-efficacy and perceived employability. To analyze how the research model works, Structural Equation Modeling (SEM) was used with SmartPLS. SEM was selected as it allows the analysis of hidden factors and the handling of complicated relationships at the same time. We applied the bootstrap procedure in SmartPLS to test if self-efficacy played a significant mediating role in the relationship between career adaptability and perceived employability. The approach helped to uncover both direct and indirect effects, solidifying the theory about how the relationships occur.

➤ Ethical Consideration

While conducting the research, scientists followed principles that protected the participants' rights and ensure the research was truthful. The research was approved by the institution review board before it was conducted. The researcher informed everyone about the study, found out if they wanted to take part and guaranteed that their involvement was confidential and they could withdraw at any time, with no penalty. All participants were asked to give consent for their involvement by writing it down or using an electronic version of the survey. The data's confidence remained protected by hiding the information and password-protecting the files. During analysis and reporting, no individual details were tied to the data. Ethical rules set by the country and the institution for human research were followed to guarantee the well-being of participants during the study.

IV. EMPIRICAL FINDINGS

> *Descriptive Statistics*

Descriptive statistics provide a foundational understanding of the sample characteristics and the distribution of key variables. This analysis helps assess the representativeness of the data and ensures that subsequent statistical tests are based on reliable and normally distributed measures. Below, the demographic profile of participants (Table 1) and the descriptive statistics for the main study variables (Table 2) are presented.

Table 1 Demographic Characteristics of Participants (N = 290)

Variable	Category	Frequency	Percentage (%)
Gender	Male	142	49
	Female	148	51
Age	20–25 years	118	40.7
	26–30 years	135	46.6
	31–35 years	37	12.7
Education Level	Bachelor's Degree	185	63.8
	Master's Degree	95	32.8
	Doctoral Degree	10	3.4
Work Experience	1–2 years	126	43.4
	3–4 years	112	38.6
	5 years	52	18
Industry Sector	Business/Finance	87	30
	Technology/IT	65	22.4
	Healthcare	42	14.5
	Education	38	13.1
	Other	58	20
Geographical Location	Bangkok (Urban)	210	72.4
	Other Provinces	80	27.6

The table demonstrates that there are almost an equal number of women and men in the sample, with 49% being men and 51% women. Out of all participants, 87.3% were aged between 20 and 30 years and those between 26 and 30 years made up the biggest group (46.6%). Out of all the respondents, most had completed a bachelor's degree (63.8%), followed by a master's (32.8%) and very few had gotten a doctoral degree (3.4%). Of the total students, 43.4% had worked for 1–2 years, 38.6% for 3–4 years and 18% for over 5 years. Business/Finance (30%) and Technology/IT (22.4%) were the areas with the highest number of participants. Most of the students (72.4%) lived in Bangkok, while the other 27.6% lived elsewhere. It reveals a group of younger educated people working in various industries, mainly settled in cities.

Table 2 Descriptive Statistics of Key Variables (N = 290)

Variable	Mean	SD	Skewness	Kurtosis	Min	Max
Career Adaptability	4.12	0.68	-0.32	0.45	2.5	5
Self-Efficacy	3.85	0.72	-0.21	0.28	2.1	5
Perceived Employability	3.97	0.65	-0.15	0.12	2.3	5

Table 2 reveals that the average perceived career adaptability, self-efficacy and employability were high based on the means shown, approaching or going beyond the middle of the scale used (between 1 and 5). Since the skewness values are negative (-0.32 to -0.15), there are more instances where participants answered a lot at the highest end of the scale. Measurements between 0.12 and 0.45 indicate that the data has a relatively straight shape with slight bumps. This means that while some students reported a low score on the questionnaire, others had the maximum possible score. All in all, the findings indicate that most respondents consider themselves capable of adapting, confident in their abilities and able to find a job, with only a few very different opinions.

Table 3 Pearson Correlation Analysis of Key Variables (N = 290)

Variable	1	2	3
1. Career Adaptability	1		
2. Self-Efficacy	0.62*	1	
3. Perceived Employability	0.58*	0.65*	1

Note: *$p < 0.001$ (two-tailed significance), Correlation coefficients (r) range from -1 to +1, where values closer to ±1 indicate stronger relationships.

Table 3 shows Pearson correlation analysis found that there are strong, significant positive links between the important variables. When career adaptability is high, people often have high self-efficacy (r = 0.62) and a positive view of their chances of getting employed (r = 0.58). Those who have higher self-efficacy generally feel more confident in their employability (*r* = 0.65). Since the relationships between the variables were moderate (0.58) to strong (0.65), this group of psychological and career constructs seem related and mutually supportive.

➤ *Common Method Variance (CMV) Bias*

Because information for this study came from one set of self-reported measures used at the same time, there was a chance for CMV bias that could affect the findings. For this assessment, all items linked to career adaptability, self-efficacy and perceived employability were introduced into SPSS through an EFA without rotating them. If CMV played a major role, there would be one central factor explaining the largest part of the differences. It is evident from the results that one factor did not cause the biggest differences, meaning that CMV was not a big issue here.

Table 4 Harman's Single-Factor Test Results

Factor	Initial Eigenvalues	% of Variance	Cumulative %
1	12.47	32.80%	32.80%
2	4.86	12.80%	45.60%
3	3.21	8.40%	54.00%
4	2.75	7.20%	61.20%
5	2.03	5.30%	66.50%

Table 4 results of Common method bias does not seem to be a significant issue in this study. The first factor explained 32.80% of the variance which is less than the 50% commonly set as the limit for significant common method variance. The first five factors together account for 66.50% and no single one was found to have a major effect on the variation within the data. Because the dominant factor did not account for most of the variance and additional factors were found with notable eigenvalues, it appears that the data are not controlled by only one type of bias. As a result, we can say that the results represent real improvements and are not affected by "fake" effects from the method.

➤ *Measurement Model Results*

Before examining the relationships between different structures, the measurement model had to be reviewed to check if the constructs were reliable and valid. Here, the results are checked to prove that the choices observed indeed line up with their constructs (career adaptability, self-efficacy and perceived employability). Reliability and validity were confirmed using the SmartPLS software. As demonstrated in Tables 5 and 6, all constructs show they satisfy the necessary psychometric standards, indicating that the measurement model is sound.

Table 5 Results of Measurement Model

Construct	Indicator	Loading	Cronbach's Alpha (α)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Career Adaptability	CA1	0.82	0.91	0.93	0.62
	CA2	0.78			
	...	...			
	CA24	0.75			
Self-Efficacy	SE1	0.84	0.88	0.91	0.59
	SE2	0.81			
	...	...			
	SE10	0.76			
Perceived Employability	PE1	0.79	0.89	0.92	0.61
	PE2	0.83			
	...	...			
	PE16	0.77			

Table 5 shows measurement model proves to be strong and valid for all constructs. Especially high trust in the scales can be seen in the three areas, since the alpha values (0.91, 0.88 and 0.89) and composite reliability scores (0.93, 0.91 and 0.92) all well surpass the recommended 0.70 threshold. All indicators showed loadings of 0.75 to 0.84 which is greater than the required 0.50, so their reliability is needed.

This means that the indicators of each construct covered their respective latent factors, because the AVE value of 0.62, 0.59 and 0.61 for each construct is higher than the standard requirement. To conclude, the findings showed that the model is stable and the measures it uses to assess the main concepts are reliable and valid.
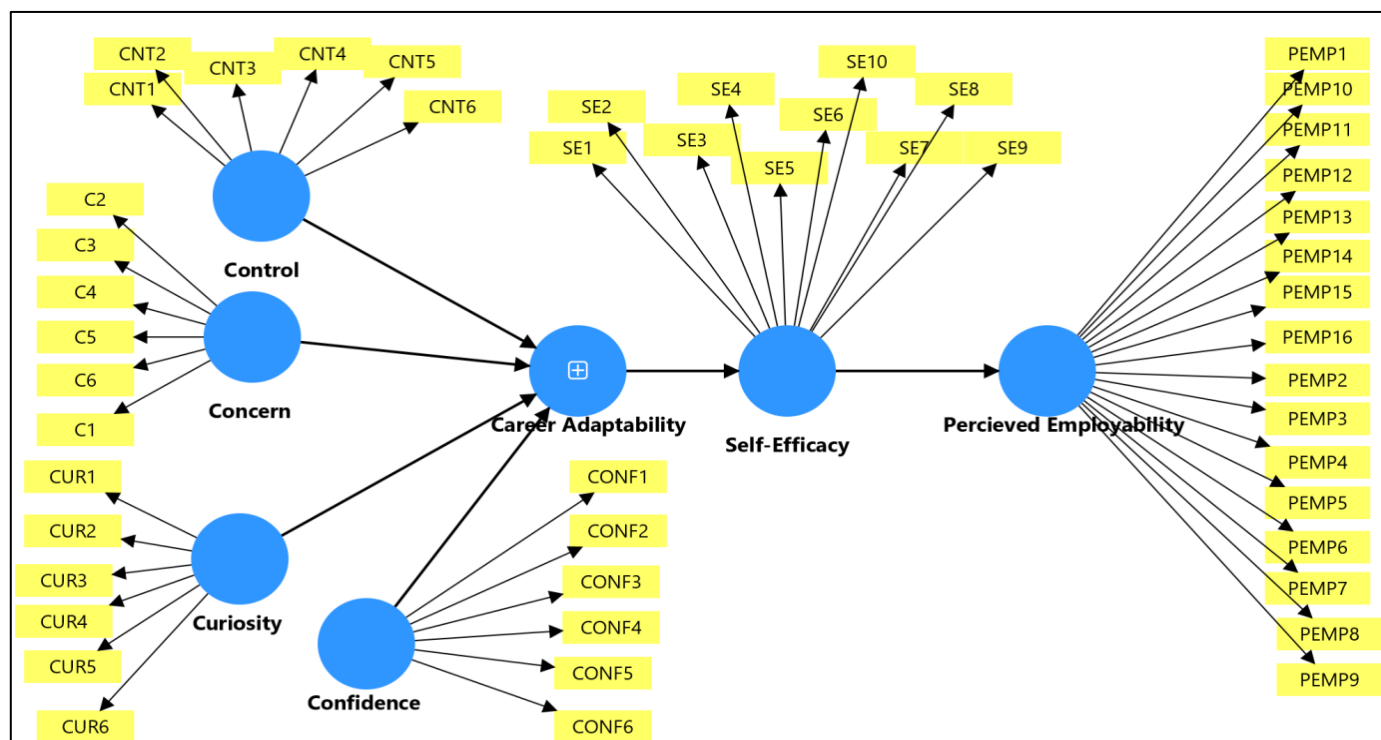
Fig 2 Measurement Model Diagram

Table 6 Discriminant Validity by HTMT (Heterotrait-Monotrait Ratio)

Construct	Career Adaptability	Self-Efficacy	Perceived Employability
Career Adaptability	—		
Self-Efficacy	0.71	—	
Perceived Employability	0.65	0.68	—

Table 6 shows constructs are found to be independent of each other when the HTMT ratio is employed in discriminant validity analysis. According to the HTMT values, none of the relationships between career adaptability, self-efficacy and perceived employability are found to have severe issues with discriminant validity. Although some similarities exist and support the theory, results from HTMT ratios indicate that these concepts assess separate aspects of career-related personality. The model shows that every construct represents different points of variance and is not simply a reflection of other overlapping items or ideas.

Table 7 Hypotheses Testing Results

Hypothesis	Path	β (Beta Coefficient)	Std. Error	t-value	p-value	Decision
H1	Career Adaptability → Perceived Employability	0.38	0.05	7.6	< 0.001	Supported
H2	Career Adaptability → Self-Efficacy	0.52	0.04	13	< 0.001	Supported
H3	Self-Efficacy → Perceived Employability	0.45	0.06	7.5	< 0.001	Supported

Table 7 shows that all three relationships as proposed in the model are confirmed by the outcome of the hypothesis testing. Supporting H1, individuals with strong adaptability skills often think they have better opportunities for jobs ($\beta = 0.38$, $p < 0.001$). It is also important to mention that H2 is supported since career adaptability is strongly connected with increased confidence in one's ability ($\beta = 0.52$, $p < 0.001$). Finally, believing in one's abilities greatly increases the feeling of being qualified for employment ($\beta = 0.45$, $p < 0.001$), verifying H3 and proving again that self-efficacy impacts potential job opportunities. The strong t-values (from 7.5 to 13) and very low p-values demonstrate that career adaptability and self-efficacy support or drive, an individual's perception of employability.

V. DISCUSSION

This study looked at the relationships among career adaptability, self-efficacy and how employable early-career professionals in Thailand feel. These results strongly confirm the three relationships, have value for career construction and social cognitive career theories (McCowan, 2023; Khampirat, 2024; Wongsuwan & Na-Nan, 2022) and can be used to improve career development in emerging economies. Results indicate that there is a strong positive connection between career adaptability and perceived employability, so Hypothesis 1 is confirmed. This result is consistent with studies such as Rudolph et al. (2017) that indicate persons

who manage their careers using concern, control, curiosity and confidence tend to think they are employable. Because f^2 is 0.18, we can say that career adaptability is an important psychological factor for anyone seeking work in Thailand. Because early-career stages are transitional, adaptability can fill the gap caused by having less experience than more established workers.

This association between career adaptability (+0.52) and self-efficacy (+p < 0.001) supported Hypothesis 2 by extending Bandura's (1997) theory of self-efficacy to careers. The notable effect size suggests that confidence in many "career transitions" areas may improve a person's general belief in their own abilities. This discovery adds to the knowledge from Zhang et al. (2024) and indicates that in Southeast Asia, with its cultural values such as collectivism, the dynamics are not the same as they are in the West. Based on Hypothesis 3, self-efficacy positively influenced how confident individuals felt about getting a job ($\beta = 0.45$, $p < 0.001$, $f^2 = 0.25$). Consequently, it shows that self-assured individuals tend to be proactive at work and view job signals in a positive light (Rao et al., 2025). It shows that both actual employability and career emotional capital have important effects on people's perception of their employability as they enter their careers.

➢ *Implications*

• *Theoretical Implications*
They can be useful for drawing conclusions in a range of theories. First, they apply career construction theory by exploring the correlation between resources for flexibility and the confidence in acquiring jobs through mental processes. Furthermore, they prove that Western theories of careers are relevant in Asia. Third, the findings prove an integrated model in which both stable and flexible aspects affect a person's view of their employability.

• *Practical Implications*
The research results can be used by various audiences. As a result, it seems that colleges and universities should include experiences that help students become adaptable in the workplace and feel more capable. Employers should understand that adapting and improving effectiveness should be part of early-career development programs. Officials can see from the findings that national programs in career education should focus on mental aspects of employability as well.

VI. CONCLUSION

According to the study, the attitudes and skills of early-career professionals in Thailand are shaped largely by their career adaptability and sense of self-efficacy. Results show that being adaptable at work raises people's perception of their job prospects and also supports overall career growth by optimizing self-efficacy. Since these constructs help explain 53% of the differences in how employable individuals perceive themselves, they are highly important during times when people must find and keep jobs. They prove that career construction theory and social cognitive career theory are

helpful even in an emerging economy. Essentially, researchers recommend implementing career adaptability and self-efficacy-focused training, as well as policy-related actions, in both workplaces and educational institutions to support early-career professionals in finding stable employment. Despite limitations related to the design and type of participants, the findings can guide future studies that look at different places and backgrounds. As a result, this study helps explain how adaptability, belief in oneself and employability combine to guide individuals toward successful careers.

➢ *Limitations and Future Research*
Since the study uses a cross-sectional approach, it cannot show causal relationships; nevertheless, follow-up research employing a long-term design might track how the relationships develop during a person's career. Because 72.4% of the study sample was from Bangkok, it may not apply to people in rural areas. Common method variance can make self-reported results appear more connected than they really are and our Harman's test suggests that tendency is not very common here. Research in the future could assess the influence of various industries and the impact of administrative support. One qualitative study could analyse how Thai cultural values affect psychological processes. Analysing these relationships in different cultures would help us evaluate their similarities all around the world.

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