

TRUE NORTH

In today's workplace climate, career advisory has gone beyond the simple act of placing clients into job roles. It has become an intricate art of helping clients navigate workplace complexities and interweaving that closely with an individual's beliefs, values and principles. As a career practitioner, you are tasked with the all-important role of helping one find meaning and fulfilment in their career. You are instrumental in their search for a purpose-driven life; for their **TRUE NORTH**.

WHAT'S INSIDE



FROM THE CASE CHEST

Navigating Career
Crossroads and
Prioritizing Well-being



MAIN ARTICLE

Motivational Career
Resources and Subjective
Career Success: A Test of
Mediation and Moderation



A LOOK BACK @ 2023

Strengthening Knowledge
Though Professional
Development

Webinar by Ms Julie Winkle Giulioni

18 March 2024 | from 9.00am to 12.30pm

To register
click [HERE](#) or
scan QR below.



SCAN HERE

The Career Development Imperative: Practical Strategies to Deliver What Employees Want and Organisations Need

Don't miss the chance to hear from Ms Julie Winkle Giulioni, a renowned leadership speaker and advocate for workplace growth and development, who will be providing exciting prospect and opportunity for individuals and teams looking to enhance their potential. The webinar also features a fireside chat to address questions from the audience.

To find out more, click [HERE](#).

Mental Well-being Ambassador Workshop

25 March 2024 | from 9.00am to 5.00pm

To find out more
click [HERE](#) or
scan QR below.



To register
click [HERE](#) or
scan QR below.



SCAN HERE

Are you looking to turn your workplace into a supportive and empathic environment? Come and join the mental well-being ambassador workshop. You will learn to understand your mental and emotional health as well as acquire practical skills and strategies to provide the necessary mental health support to your colleagues.

IN THE PIPELINE

Career Advisory Programme (CAP)

May Intake: 8 May 2024

(Application closes: 29 Mar 2024)

Jun Intake: 19 Jun 2024

(Application closes: 13 May 2024)

Jul Intake: 15 Jul 2024

(Application closes 7 Jun 2024)

Career Advisory Programme Assessment Pathway (CAP AOP)

Jun Intake: 24 Jun 2024

(Application closes: 24 May 2024)

Career Facilitation Programme (CFP)

Apr Intake: 23 Apr – 3 Jul 2024

(Application closes: 15 Mar 2024)

May Intake: 14 May – 16 Jul 2024

(Application closes: 4 Apr 2024)

Career Facilitation Programme Assessment Pathway (CFP AOP)

Aug Intake: 22 Aug 2024

(Application closes: 24 Jul 2024)

Career Supervision Programme (CSP)

Sep Intake: 23 – 25 Sep 2024

(Application closes: 9 Aug 2024)



FROM THE CASE CHEST

NAVIGATING CAREER CROSSROADS AND PRIORITISING WELL-BEING



After leaving an established career in the education sector due to health reasons, Stanley (not his real name) ventured into his family business and tried working at a tech start-up. Both did not work out well and Stanley found himself at a career crossroad.

Issues:

Stanley was clear of his desire to move towards a less demanding job role in view of his health condition, but he grappled with the idea to return to the education sector. Although this is where his skills and experiences are most aligned to, Stanley understands that returning to a role in his previous capacity would be challenging for him. Hence, he was keen to explore other alternative job roles which might suit him.

Interventions:

To help Stanley raise self-awareness and know himself better, his career coach, Chee Leong, utilised the Super's Life Career Rainbow model and Knowdell's Motivated Skills Card Sort (MSCS) tools, which helped Stanley to be better aware of his current career stage, priorities between career and personal life, as well as his strengths. This enabled him to identify other job options that is better aligned with his current needs.

From Super's model, it became clear that Stanley was at a stage where he is maintaining his existing career level in view of other life priorities. Considering Stanley's key concern for his health, he became more certain that work-life balance is of more importance to him as compared to professional growth.

From the MSCS, Stanley affirmed that his strengths lie in work activities that can help nurture others and he enjoys seeking out new areas of work. As such, he began targeting helping / social service-related job roles.

Chee Leong worked with Stanley to develop a job search strategy which involved multiple coaching sessions to improve responses to his job applications. This included shortlisting of potential job roles, both outside and within the education sector, that can better align to his current career needs, and tailoring his resume to position himself well for those roles. Chee Leong also constantly check back with Stanley on his job search progress and that motivated him to keep up with his job applications.

Outcome:

Despite initial setbacks, Chee Leong's support and encouragement sustained Stanley's morale. Eventually, Stanley secured a job in students affairs, which aligned with his strengths while meeting his need for work-life balance. Stanley, now gainfully employed, looks forward to continual growth and development in his new role.



Contributed by:
Wong Chee Leong

Senior Career Coach
Workforce Singapore (WSG)
WSG CDF Certified Career Practitioner (CCP)

FURTHER READINGS:

[The Life Career Rainbow](#)

[3 Ways to Help Workers Establish a Healthy Work-life Balance During Change](#)

[How to Boost Morale in Times of Uncertainty](#)



MAIN ARTICLE

MOTIVATIONAL CAREER RESOURCES AND SUBJECTIVE CAREER SUCCESS: A TEST OF MEDIATION AND MODERATION

This article was extracted from the *Journal of Career Assessment*. It is accessible to all WSG CDF Credential holders. Read more about the credentialing benefits here: <https://go.gov.sg/cdf-credential>



Traditional career concepts of lifelong job security and vertical progression within organisations have given way to a more dynamic and flexible employment arrangements in this contemporary landscape.

The study proposed four general types of career resources that could help individuals attain desired career success, namely:

- Human capital - resources such as knowledge, skills, and abilities that are essential to meet performance expectations for a given occupation.
- Environmental - resources that are external to individuals such as growth opportunities and social support.
- Motivational - resources that include career-related psychological factors.
- Career management behaviors - behaviors aimed at achieving career goals and person-environment fit.

This study zooms in on motivational career resources, consisting of 3 psychological factors crucial for individual success since people have more control over them:

- Career involvement - the degree to which individuals actively engage in career related activities.
- Career confidence - the belief in one's ability to develop one's career effectively.
- Career clarity - the clarity and self-determination of career goals.

This study examined subjective career success dimensions, including career commitment and satisfaction, recognising their impact on overall well-being. It also explored job crafting as a proactive approach to enhance person-job fit leading to subjective career success. Additionally, the

research investigated age as a moderator in the relationship between motivational career resources and job crafting, aiming to identify behavioral variations among younger and older individuals with these resources.

Study Contributions

The study provides four key contributions:

- Presented how motivational career resources impact subjective career success, beyond traditional objective measures (e.g. salary, promotion).
- Demonstrated how motivational career resources as a significant predictor of job crafting, inspiring individuals to shape their roles.
- Posited that job crafting acts as a mediator between motivational career resources and subjective career success, representing an effective strategy for positive outcomes.
- Expanded our limited knowledge about individual factors, like age, that moderate the effectiveness of career-related resources, highlighting the relevance of motivational career resources for both younger and older workers. Our research model is depicted in Figure 1.

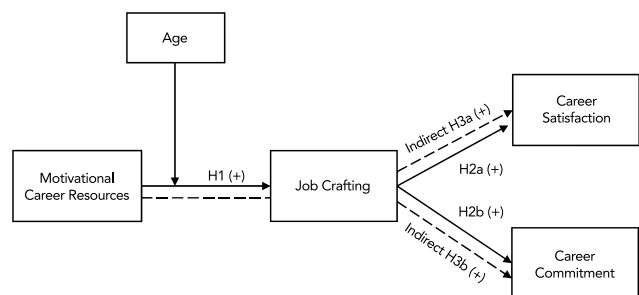


Figure 1. Research model.

THEORY AND HYPOTHESES

Conservation of Resources Theory

The research model was grounded from Hobfoll's (1989) Conservation of Resources (COR) theory, which posits that individuals aim to acquire, retain, and protect valued resources to build a reservoir for future needs. Motivational career resources, such as career confidence, clarity, and involvement, are considered valuable assets and according to COR theory, individuals with higher motivational career

resources are more likely to engage in proactive job crafting, shaping their roles to align with their skills, interest and preferences, leading to greater subjective career success.

Motivational Career Resources and Employee Job Crafting

Career-related resources, such as career adaptability, competencies, and psychological capital, are crucial for employees to manage their behaviors and accumulate resources for goal attainment (Akkermans & Tims, 2017). Job crafting, seen as a consequence of these resources, involves proactively redesigning one's job, altering tasks, interpersonal interactions, and the perception of work (Kim et al., 2018; Petrou et al., 2018). Employees use their existing resources to gain more, and based on the COR theory, it argued that motivational career resources enable individuals to invest in job crafting, accumulating additional job/career resources (Hu et al., 2019). Empirical evidence confirmed that possessing motivational career resources fosters job crafting (Federici et al., 2019; Kundi et al., 2022a; Yang et al., 2022).

Hypothesis 1: Motivational career resources positively relate to employee job crafting.

Job Crafting as an Antecedent of Subjective Career Success

Past studies on employee job crafting focused on its positive effects on job attitudes and performance, neglecting its connection with subjective career success. Investigating this link is crucial for employee career management. Our study gauges subjective career success through career satisfaction and commitment, especially emphasising the significance of career commitment in influencing attitudes, behaviors, and outcomes related to career progression. Proactive behaviors, such as job crafting, aim to achieve person-job fit, meaningful work, and desired career goals, positively shaping one's career. Research indicates that individuals engaging in job crafting behaviors are associated with positive feelings, contributing to increased career satisfaction and commitment.

Hypothesis 2: Job crafting positively relates to subjective career success in terms of (a) career satisfaction and (b) career commitment.

The Mediating Role of Employee Job Crafting

Job crafting involves reshaping job content to align with personal abilities and preferences, balancing job resources and demands. Personal resources, like career-related competencies, enhance subjective career success through a motivational process leading to job crafting. Crafting one's job for career goals stimulates personal growth, increasing satisfaction and commitment. Following the COR perspective, employees use existing resources for crafting, enhancing motivation and capability. Motivational career resources, as personal resources, enable employees to invest

in job crafting, contributing to greater career satisfaction and commitment.

Hypothesis 3: There is indirect relationship between motivational career resources and subjective career success in terms of (a) career satisfaction and (b) career commitment via job crafting.

The Moderating Role of Age

Building on previous research indicating that individual differences moderated the link between career-related resources and outcomes (Kundi et al., 2022a), the study explores how age interacts with motivational career resources to influence job crafting behaviours. The authors proposed that age-related factors, such as resource accumulation and coping mechanisms and access to resources, play a significant role in shaping the relationship between motivational career resources and job crafting. As individuals age and accumulate career-related resources, their skills, experiences and social connections strengthened job crafting. Younger workers who focused on resource acquisition, might engage in job crafting for personal growth and skill expansion, while older workers might craft their jobs to align with their established identities, maintain stability and cope with resource losses.

Hypothesis 4: Age moderates the relationship between motivational career resources and job crafting.

METHODS

Participants and Procedure

Data were from 193 full-time employees (589% were women, with an average age of 30.97 years ($SD = 7.41$) and an average job experience of 6.38 years ($SD = 5.39$) working across tourism, consultancy, telecom, manufacturing, information technology, and banking in France. Data were collected at two-time points, 6 months apart, via both online surveys and the paper-and-pencil method.

Motivational career resources and job crafting were measured at Time 1, whereas subjective career success was measured at Time 2.

Motivational career resources were measured with a 9-item scale from the Career Resource Questionnaire proposed by Hirschi et al. (2018), covering career involvement, career clarity and career confidence.

Employee job crafting was measured using nine items taken from Slemp and Vella-Brodrick (2013), as used by Kundi et al. (2021, 2022a), comprising 3 dimensions – task crafting, cognitive crafting and relational crafting.

Results

The results of the study are presented in Table 1, including descriptive statistics and the correlation matrix for all variables.

Variables	Mean	SD	1	2	3	4	5	8	10
1. Age	30.97	7.41	-						
2. Gender	1.59	.49	-.16*	-					
3. Job experience	6.38	5.39	.66**	-.11	-				
4. MCR T1	7.20	1.50	.14*	.08	.04	(.77)			
5. Job crafting T1	7.78	1.49	-.03	.14*	-.01	.53**	(.84)		
8. Career satisfaction T2	7.47	1.62	.06	.23**	-.02	.45**	.50**	(.91)	
10. Career commitment T2	7.38	1.82	.01	.01	.01	.21**	.35**	.27**	(.94)

Table 1: Correlations and Descriptive Analysis.

To assess the measurement model, a four-factor Confirmatory Factor Analysis (CFA) was conducted, demonstrating excellent fit to the data. The structural model, as depicted in Figure 2, also showed satisfactory fit, confirming several hypotheses. Hypothesis 1 was supported, revealing a positive association between Time 1 motivational career resources and Time 1 job crafting ($\beta = .63, p < .001$). Additionally, Time 1 job crafting was significantly linked to Time 2 subjective career success, covering career satisfaction ($\beta = .56, p < .001$) and career commitment ($\beta = .46, p < .001$), supporting Hypotheses 2a and 2b.

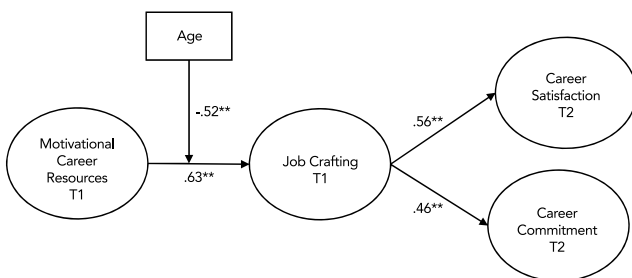


Figure 2. Results of structural model. T = time. $**p < .01$.

The study further validated Hypotheses 3a and 3b, indicating significant indirect effects of Time 1 motivational career resources on Time 2 subjective career success in terms of career satisfaction (indirect effect = .361, 95% CI = .221, .496) and career commitment (indirect effect = .297, 95% CI = .159, .439). Lastly, Hypothesis 4 was confirmed, showing that age moderated the relationship between motivational career resources and job crafting, with a negative and significant

interaction ($\beta = -.52, p < .01$). A simple slope test indicated that the relationship is stronger for younger workers (simple slope = .75, $p < .01$) compared to older workers (simple slope = .39, $p < .01$), as illustrated in Figure 3.

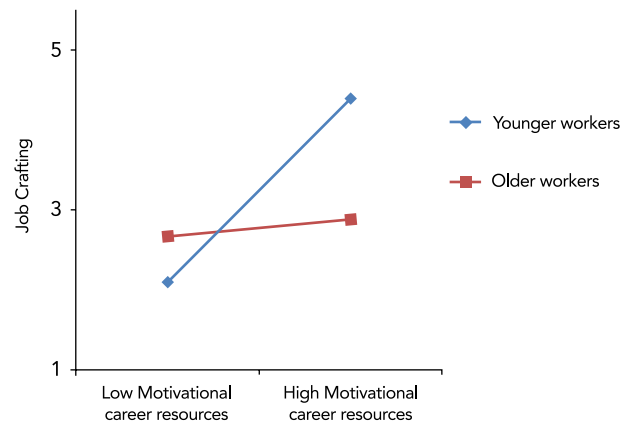


Figure 3. Moderating effect of age on the relationship between motivational career resources and job crafting.

Conclusions

The study support for the hypotheses that motivational career resources positively relate to employee job crafting behaviour and job crafting positively mediated the relationship between motivational career resources (career involvement, clarity, and confidence) and subjective career success dimensions.

According to COR theory, individuals proactively build resource reservoirs for future job/career needs using existing resources. The theory emphasises that motivational career resources, a career-related concept, act as personal resources, enabling individuals to successfully control and influence their environment. COR theory also explores how job crafting transforms motivational career resources into subjective career success, with age moderating their relationship.

Source: Kundi, Y. M., Hollet-Haudebert, S., & Peterson, J. (2023). *Motivational Career Resources and Subjective Career Success: A Test of Mediation and Moderation*. *Journal of Career Assessment*, 0(0). <https://doi.org/10.1177/10690727231218879>

FOOD FOR THOUGHT:

Motivational career resources positively relate to job crafting. In light of the age moderation effect on the relationship between motivational career resources and job crafting, how can organizations tailor their career development programs or initiatives to address the unique needs and preferences of both younger and older workers?

FURTHER READINGS:



Motivational Career Resources and Subjective Career Success: A Test of Mediation and Moderation



The Five-Factor Model of Personality and Career Success



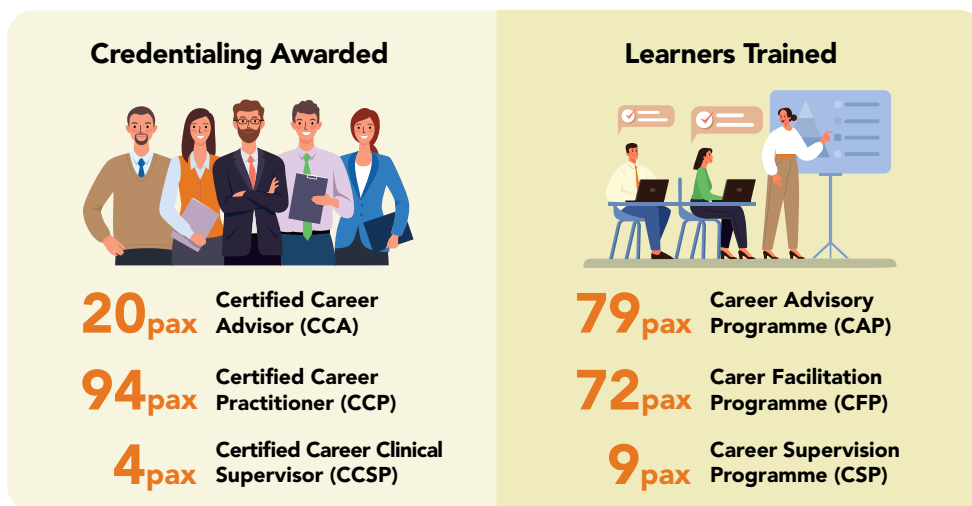
Conservation of Resources (COR) Theory



A LOOK BACK @ 2023

STRENGTHENING KNOWLEDGE THROUGH PROFESSIONAL DEVELOPMENT

In 2023, the WSG Career Development Framework attracted 118 credential holders and trained 260 career practitioners.



Additionally, in collaboration with 4 key strategic partners, Avodah People Solutions Pte Ltd, Workplace Asia (formerly known as Distinctions Asia Pte Ltd), Singapore National Employers Federation (SNEF) and Abundanz Consulting Pte Ltd, we successfully provided funding support, lowering the course fee of 12 Masterclasses, for the local career practitioners community.

Name of Masterclasses	Trainers
• Career Construction Masterclass Advanced	Dr Kevin Glavin
• Certificate in Hope-Action Theory & Practice	Dr Norm Amundson, Dr Spencer Niles and Ms Andrea Fruhling
• Focused Case Conceptualisation Masterclass	Dr Jon Sperry
• Mental Well-Being Ambassador Workshop	Mr Chad Yip, Ms Jasmine Kuah and Mr Nav Vij
• Solution-Focused Coach Essentials (M2) – Creative Solution Finding (CSF)	Mr Guy Woods and Ms Brigit Eichenberger
• Workplace Big Five Profile™ Certification Program	Mr Tan Weixi and Mr CP Tham
• Workplace Career Coaching Skills Certification Masterclass	Dr Constance J.Pritchard and Mr CP Tham

The masterclasses by both local and international trainers saw the participation of almost 180 career practitioners from both the private and public sectors. Out of which, 29% benefitted from the priority enrolment and 20% discount for the WSG CDF credential holders.



Look out for more Continuing Professional Development events in 2024.



Be sure to join our mailing list to be notified:
<https://go.gov.sg/cdf-mailing-list>

