

# **Moderating role of Affectivity in Career Resilience and Career Anchors**

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Declaration:

We declare that the manuscript has not been submitted elsewhere for publication.

## **Abstract**

This study explored the moderating role of positive affect and negative affect in the link between employees' career resilience and their career anchors. A convenience sample (N = 143) of predominantly black African people (86%) and staff level (80%) employees with more than 10 years of service (60%) participated in the study (mean age: 41 years; men: 52%; women: 48%). Correlational analysis showed significant associations between the variables. Hierarchical moderated regression analysis indicated low positive affect as a significant moderator of the career resilience-managerial competence career anchor relationship. High negative affect and low negative affect significantly weakened the career resilience-entrepreneurial creativity, career resilience-pure challenge and career resilience-lifestyle relationships. The findings add new insights that may be useful for career development support programmes in the contemporary workplace.

*Keywords:* career resilience, positive affect, negative affect, career anchors, proactive motivational behaviour, career motives and values

## **Introduction**

Navigation of the contemporary complex, rapidly changing world of work has become quite challenging for individuals who are increasingly responsible for finding their own way in developing a successful career in a more volatile environment (Converse, Pathak, DePaul-Haddock, Gotlib, & Merdebone, 2012). Career anchor theory (Schein, 1978; 1996; 2013) postulates that individuals' career success relates to the perceived congruence between the career self-concept (i.e., individuals' self-perceived career motives and needs, values, talents and abilities) and the opportunities for self-expression offered by the work environment. However, with career paths becoming more blurred and uncertain, satisfying the motives and values that guide individuals' career decisions and shape their careers has become more complex (Schein, 2013). Individuals must rely on their psychosocial resources in regulating their career behaviour and negotiating their career experiences in order to influence and succeed in today's

unpredictable work setting (Converse et al., 2012; Savickas & Porfeli, 2012). Proactive career behaviour supported by individuals' ability to adjust and modify their attitudes and behaviour in response to their changing environment has therefore become crucial in order to realize career goals (Strauss, Griffin, Parker, & Mason, 2015; Uy, Chan, Sam, Ho, & Chernyshenko, 2015). This study investigated the associations between constructs relating to proactive career behaviour (career resilience and career anchors) and how this relationship is influenced by the personal disposition of individuals (positive affect and negative affect).

### **Proactivity and Personal Dispositions**

Empirical research supports the association between proactivity and personal dispositions such as career resilience and adaptability and positive affect (Fourie & Van Vuuren, 1998; Hirschi, Lee, Porfeli, & Vondracek, 2013; Jain, Malhotra, & Guan, 2012; Savickas & Porfeli, 2012). Career resilience reflects positive self-evaluations and optimism about the benefits of change for one's career, self-confidence in one's capacity to handle challenges and positive expectations about changing work conditions (Bezuidenhout, 2011; Fugate & Kinicki, 2008). Affect is an emotion-based trait that reflects individuals' disposition to experience either positive or negative mood states and associated feelings when facing demanding situations or pursuing challenging goals (Adil & Kamal, 2013; Jain et al., 2012; Sirgy, 2012). These mood states and feelings create a cognitive bias through which individuals approach and understand experience (Jain et al., 2012). What remains is to clarify the extent to which individuals' career resilience and affectivity relate to their career anchors when considering that these behavioural attributes function as important motivational dispositions in realising the successful implementation of the career self-concept.

Career resilience, affect and career anchors have been related to individuals' subjective wellbeing (Coetzee & Bergh, 2009; Coetzee, Bergh, & Schreuder, 2010; Sirgy, 2012) and positive organisational outcomes such as employee motivation and satisfaction (Herrbach & Mignonac, 2012; Schreuder & Coetzee, 2011; Sirgy, 2012). There is much evidence in the literature suggesting that positive affect (i.e. experience of positive mood states and feelings) is associated with goal attainment and growth goals while negative affect (experience of negative mood states and feelings) is associated with dissatisfaction and goal nonattainment (Sirgy, 2012).

However, it is not clear how affect relates to individuals' career resilience and career anchors, and how their career resilience and career anchors are associated. Despite scholarly interest in these constructs, there appears to be a lack of research investigating these three constructs jointly in one study (Mogale, 2015).

### **Career resilience**

Career resilience is seen as an important psychosocial career resource that facilitates person-environment congruence, and development and growth across the lifespan (Bezuidenhout, 2011). Resilience refers to the capacity to swiftly recover from challenging circumstances and the ability to tolerate ambiguity, thrive, mature, and increase competence in the face of adverse circumstances (Bezuidenhout, 2011; Fourie & Van Vuuren, 1998). Being goal-directed in rebounding from challenging circumstances and experiences, the underlying motive is to stand strong in the face of inordinate demands and demonstrating the relevant accompanying emotions and cognitions (Schreuder & Coetzee 2011).

Fourie and Van Vuuren (1998) view career resilience as a product of individuals' ability to adapt to changing circumstance, welcome job and organisational changes, embrace working with new and different people, and exhibit self-confidence and a willingness to take risks. This ability is a consequence of four attitudes and the motivational behaviour that accompanies these attitudes: (1) an internal locus of control towards managing the self and career; (2) agency in formulating one's own definition of career success; (3) self-reliance by being independent of traditional career principles such as the security traditionally provided by the organisation; and (4) receptivity to change by demonstrating a positive attitude towards frequent changes and a belief that they will cope in ambiguous and unstable conditions (Fourie & Van Vuuren, 1998; Van Vuuren & Fourie, 2000).

Drawing on the career resilience framework postulated by Fourie and Van Vuuren (1998), research by Mogale (2015) suggests that individuals' career resilience comprises three motivational attitudes, namely an attitude of self-reliance (feeling confident about one's ability to adapt proactively to change), personal resilience (proactively changing one's career goals in response to changes in the company's structure and strategy) and work resilience (proactively

adjusting to changing work conditions). The self-reliance attitude relates to the motivational belief of “can do” postulated by the proactive motivation model of Parker et al (2010), while the attitudes of personal resilience and work resilience relate to the “reason to” (why) motivational beliefs.

In general, career resilience as a psychosocial career resource has increased in importance due to the challenges posed by the contemporary work environment (Mogale, 2015; Schreuder & Coetzee, 2011; Van Vuuren & Fourie, 2000). The framework of career resilience adopted by Mogale (2015) offers a useful starting point in investigating the associations between the career resilience construct and affectivity and career anchors respectively.

### **Affectivity**

Individuals’ affectivity (positive affect and negative affect) is seen as important personality mood state traits that affect their subjective wellbeing, motivation and performance (Diener, Wirtz, Tov, Kim-Prieto, Choi, Oishi, & Biswas-Diener, 2010; Jain et al., 2012; Sirgy, 2012). Affectivity denotes the tendency to experience a particular mood and/or to react to events and situations in a particular way or with certain emotions (Abraham, 1998; Adil & Kamal, 2013). Positive affect and negative affect are regarded as two distinct, independent domains of affectivity and individuals might therefore exhibit both high positive affect and high negative affect, or be low on both positive affect and negative affect, or be high on one and low on the other (Jain et al., 2012).

Positive affect denotes a state of high energy, full concentration, and pleasurable engagement (Watson, Clark, & Tellegen, 1988). Individuals high on positive affect tend to experience positive feelings such as joyfulness, exhilaration, alertness, and enthusiasm while individuals who are low on positive affect tend to experience feelings such as sadness and lethargy and become somewhat disengaged from their environment (Jain et al., 2012; Watson et al., 1988). Negative affect denotes subjective distress and unpleasurable engagement (Watson et al., 1988). Individuals who are high on negative affect generally tend to experience negative feelings such as anger, disgust, and contempt (Jain et al., 2012). Low negative affect denotes a sense of calmness and serenity (Watson et al., 1988).

Drawing on behavioural activation system theory (Carver & White, 1994; Dillard & Anderson, 2004; Jain et al., 2012), affectivity is seen as energising motivational trait states that may either lead to approach or avoidance behaviour (Hirschi et al., 2013). Positive affect attached to important goals and values is associated with deep acting behaviour, extraversion, career-related proactive goal regulation and goal achievement (Adil & Kamal, 2013; Hirschi et al., 2013). Individuals with high positive affect tend to interpret failure as a temporary setback caused by situational factors, they are also more likely to bounce back and persevere in adverse circumstances than those with negative affect tendencies (Jain et al., 2012). The tendency to react more negatively to challenging situations associated with negative affect relates to avoidance behaviour, neuroticism, surface acting (dissonance) and job-related emotional exhaustion (Adil & Kamal, 2013).

### **Career anchors**

Career anchors denote individuals' subjective or psychological perception of career success (Schein, 1996). Individuals' preferences for a certain career anchor represent their most salient career needs, goals and motives (Herrbach & Mignonac, 2012). As such, career anchors represent goal-directed intentions and needs driven by values and motives that the individual is not willing to give up in the pursuit of the career (Marshall & Bonner, 2003; Schein, 1996; 2013). Career anchors develop over time as individuals gain life and work experience and become an integral aspect of the career self-concept, that is, individuals' perceptions of their work talents and abilities, motives and needs, and basic values and attitudes (Schein, 1978; 2013). Optimal congruence between individuals' career anchors (career self-concept) and their jobs and work environment is associated with job and career satisfaction and productivity (Leong, Rosenberg, & Chong, 2014; Schein, 1996).

Schein (1978; 2013) differentiates between eight career anchors. Three of these career anchors pertain to the work talents of the individual and the work that individuals perform day by day (Wills, Wils, & Tremblay, 2010): *Technical/functional competence* anchored individuals are predominantly motivated by the work content itself; they value challenging work that allows application of their expertise. Individuals who subscribe to the *managerial competence* career anchor value challenging, varied and integrative work, higher levels of responsibility and

leadership opportunities. The *entrepreneurial creativity* anchored individuals are motivated by constant new challenges and the freedom and power to create new products, services or organisations.

Anchors that refer to the way individuals attempt to structure their work by considering their basic personal desires and their personal lives (Wils et al., 2010) include the *security/stability* (valuing stable, predictable work, job security and long-term attachment to one organisation), *autonomy/independence* (valuing work situations that are free of organisational constraints; setting own schedule and pace of work; excited by sense of freedom) and *lifestyle* (motivated to balance career with lifestyle needs; highly concerned with issues such as for example paternity/maternity leave, daycare options and work-home flexibility) career anchors (Schein, 1978; 1996). The *service/dedication to a cause* (motivated to improve the world in some fashion; wants to align work activities with personal values about helping society) and *pure challenge* (motivated to overcome major obstacles, solve unsolvable problems, or win out over extremely tough opponents; single-minded pursuits of self-tests) career anchors represent attitudes and values relating to ways individuals identify with their occupations and organisational cultures (Wils, Wils, & Tremblay, 2010).

Drawing on the model of proactive motivation postulated by Parker et al (2010), individuals' career anchor preferences represent the motives and values that facilitate proactive person-environment congruence behaviour which involves inter alia the setting of proactive goals to achieve a better fit. However, research suggests that the anchors are not necessarily mutually exclusive within individuals. Although individuals' dominant career anchor represents the single domain of motives and values which they perceive as the most important of the eight, and thus that drives important career choices and decisions, individuals may value aspects of various career anchors in the work (Coetzee & Schreuder, 2009; Leong et al., 2013; Schein, 1996; Wils et al, 2010).

As motivational attitudes and behaviour of proactivity, career resilience reflects agency in actively shaping and influencing the environment to one's benefit, proactively adjusting to changing work conditions and exhibiting change-oriented and future focused attributes leading to deep acting behaviour in advancing one's career goals. Research provides evidence of the role of proactivity in the ability to demonstrate adaptive behaviours in changing contexts (Strauss,

Griffin, Parker, & Mason, 2015). Deep acting (conscious effort) is related to positive outcomes for the individual and is influenced by affective dispositions. Positive affect has been shown to buffer the impact of deep acting on the emotional intensity of individuals' experiences in the workplace (Adil & Kamal, 2013) by functioning as an energising motivational attribute in setting and striving for proactive goals in an attempt to take control of one's environment (Hirisch et al., 2013). Positive affectivity is also positively associated with proactive behaviours such as networking, information seeking and job-change negotiations, all of which focus on optimising person-environment congruence (Hirschi et al. 2013). On the other hand, negative affect relates negatively to deep acting behaviour and positively to job-related emotional exhaustion due to aversive mood states such as anger, contempt, fear and nervousness (Jain et al., 2012; Watson, Clark, & Tellegen, 1988).

**Goals of the study.** Limited research exists on the association between individuals' career resilience and career anchors. A study by Van Vuuren and Fourie (2000) suggests that career anchor patterning facilitates individuals' career resilience. Although there is a dearth on research regarding the relation between career resilience and affectivity, one could expect that career resilience will be positively associated with individuals' affectivity. The aim of the present study was to gain deeper understanding regarding the association between individuals' career resilience, affectivity and career anchors. More specifically, we were interested in examining the relations between employees' career resilience and career anchors, and to what extent their positive affect and negative affect moderate this relationship. Specifically, the research aimed to answer the following research questions:

- Do individuals' career resilience and affectivity (positive affect and negative affect) relate to their career anchors?
- Does affectivity (positive affect and negative affect) moderate the relationships between individuals' career resilience and career anchors?

It was expected that career resilience would significantly and positively predict individuals' career anchors by functioning as a proactive motivational disposition that facilitates deep acting (i.e. active effort) to express the motives and values espoused in the various career anchors. Positive affect and negative affect would buffer (moderate) the relations between career resilience and career anchors, such that high positive affect would strengthen the relationships by also facilitating deep acting behaviour, while high negative affect would weaken the relationships by facilitating surface acting (i.e. dissonance because of subjective distress and unpleasurable engagement). Insight into the interaction effect between career resilience and affectivity (positive or negative emotional reactivity) in explaining individuals' career anchors would potentially inform inquiry into understanding proactive career behaviour and motivation, as well as identifying ways of developing these psychosocial career resources in the contemporary career environment.

## **Method**

### **Participants**

The sample comprised a non-probability convenience sample (N = 143) of employees in the South African Public Services, and specifically the Department of Rural Development and Land Reform (DRDLR). The sample was predominantly represented by black people (86%) and staff level (80%) employees with more than 10 years of service (60%). The age range of the participants was 18 to 60 years (Mean = 40.59; *SD* = 9.38). Men (52%) and women (48%) were approximately equally represented in the sample.

### **Measuring instruments**

Three measuring instruments were used for the purposes of the present study, namely the *positive and negative affect schedule* (PANAS) of Watson et al (1988), the *career resilience questionnaire* (CRQ) of Fourie and Van Vuuren (1998), and the *career orientations inventory* (COI) of Schein (2006). Participants self-reported on their demographics.

**Positive and negative affect schedule (PANAS):** The PANAS developed by Watson et al. (1988) comprises of two subscales (positive affect and negative affect), each consisting of 10 adjectives. The present study utilised an adapted version of the PANAS stemming from an

exploratory factor analysis conducted by Mogale (2015). The adapted scale comprised only of six adjectives for the positive affect (*interested, excited, strong, inspired, enthusiastic, proud*) and negative affect (*upset, ashamed, nervous, scared, hostile, jittery*) subscales respectively. Respondents were asked to report how they experienced these affect states over the past week on a five-point Likert-type response format (1: very slightly or not at all; 5: extremely). Mogale (2015) reports acceptable internal consistency reliability for and discriminant validity between the positive affect and negative affect subscales as applied in the South African Public Services context. The internal consistency reliability of the adapted version of the PANAS was .76 (positive affect) and .76 (negative affect) for the present study.

**Career resilience questionnaire (CRQ):** the present study utilised an adapted version (Mogale, 2015) of the original CRQ developed by Fourie and Van Vuuren (1998). Based on a factor analysis, Mogale (2015) identified three factors (16 items in total) which he labeled as: (1) Self-reliance (6 items; e.g. *“I feel it is important to establish a set of career goals in the planning of my future working life”*); (2) Personal resilience (4 items, e.g. *“I usually consider changing my career goals in response to changes in my company strategy and structure”*); and (3) Work resilience (6 items, e.g. *“I regard frequent changes in work assignments as worthwhile opportunities for career growth”*). Responses were measured on a six-point Likert-type scale (1: never true for me; 6: always true for me). Mogale (2015) reports acceptable internal consistency reliability for and discriminant validity between the three subscales as applied in the South African Public Services context. The internal consistency reliability of the adapted version of the CRQ for the present study was as follows: self-reliance (.75); personal resilience (.68) and work resilience (.69). The overall scale obtained a Cronbach alpha coefficient of .73.

**Career orientations inventory (COI):** the COI developed by Schein (2006) was used to measure the participants’ career orientations. The COI (40 items in total) measures eight career preferences or orientations: technical/functional competence (5 items, e.g. *“I dream of being so good at what I do that my expert advice will be sought continually”*); general managerial competence (5 items, e.g. *“I am most fulfilled in my work when I have been able to integrate and manage the efforts of others”*); autonomy/independence (5 items, e.g. *“I dream of having a career that will allow me the freedom to do a job my own way and on my own schedule”*); security/stability (5 items, e.g. *“Security and stability are more important to me than freedom*

*and autonomy*"); entrepreneurial creativity (5 items, e.g. *"I am always on the lookout for ideas that would permit me to start my own enterprise"*); service/dedication to a cause (5 items, e.g. *"I will feel successful in my career only if I have a feeling of having made a real contribution to the welfare of society"*); pure challenge (5 items, e.g. *"I dream of a career in which I can solve problems or win out in situations that are extremely challenging"*); and lifestyle (5 items, e.g. *"I would rather leave my organisation than to be put in a job that would compromise my ability to pursue personal and family concerns"*). Responses are measured on a six-point Likert-type scale (1: never true for me; 6: always true for me). The COI has evidenced satisfactory psychometric validity and reliability in other South African multicultural samples (Coetzee et al., 2007; Coetzee & Schreuder, 2009). In terms of the present study, the following internal consistency reliability coefficients were obtained: technical/functional competence (.51), general managerial competence (.65), autonomy/independence (.68), security/stability (.70), entrepreneurial creativity (.76), service/dedication to a cause (.73), pure challenge (.66) and lifestyle (.60).

In the social sciences, a desirable cut-off for Cronbach's alpha coefficients is .70 (Burns & Burns, 2008). However, Hair, Black, Babin, and Anderson (2010) deem the lower limit of acceptability as .60 for broad research purposes. With the exception of the technical/functional career orientation (COI), the reliability of the various scales was therefore regarded as satisfactory for the purposes of the present research.

**Demographics:** The participants also reported their age (coded 1: 18-45 years; 0 = 46-61 years), gender (coded 1: female; 0: male), race (coded 1: black; 0: white), years of service in the Public Services (coded 1: 2 – 10 years; 0: 11 – 20 years) and occupational level (coded 1: staff level; 0: management level). The demographic variables were treated as control variables.

### **Procedure and data analysis**

Ethical clearance to conduct the research was obtained from the research institution (University of South Africa) while permission for the research was obtained from the management of the DRDLR of the Public Service sector. The data were collected by administering the questionnaires manually. The participants were invited to voluntarily participate in the study and they signed an informed consent form for the utilisation of their data for research purposes only. The anonymity and the confidentiality of the responses of the

participants were honoured by the researchers. Only the researchers had access to the responses of the participants.

Descriptive, correlation and inferential statistics (hierarchical moderated regression analysis) were used to analyse the data. Following the guidelines of Aiken and West (1991), predictor variables were mean-centered before computing the interaction terms. This approach also helped to minimise concerns about multi-collinearity. Regression models were computed for each of the eight career orientations (dependent variables) in order to assess the moderating effect of positive affect and negative affect in the career resilience- career orientation relation. In order to counter the probability of a type 1 error, the significance value was set at the 95% confidence interval level ( $p \leq .05$ ). Cohen, Cohen, West, and Aiken's (2003)  $f^2$  effect size guidelines were applied for establishing the practical significance of the  $\Delta R^2$  values.

In order to examine the nature of the significant interactions for the relationship between variables, we conducted a series of simple slope tests for each of the regression models which showed significant interaction effects. We used rescaled mean-centered values as outlined by Aiken and West (1991). The zero values for the positive affect and negative affect variable in each regression model were set at one standard deviation above and below the mean for participants with high and low scores respectively.

## Results

### Descriptive statistics

Table 1 shows that the participants obtained moderate mean scores on positive affect ( $M = 3.40$ ;  $SD = .77$ ) and low mean scores on negative affect ( $M = 2.05$ ;  $SD = .77$ ). Their overall career resilience score was also moderate ( $M = 4.08$ ;  $SD = .61$ ). The participants obtained the highest mean score on self-reliance ( $M = 4.24$ ;  $SD = .95$ ) and the lowest mean score on personal resilience ( $M = 3.91$ ;  $SD = 1.12$ ). Overall, the participants showed strong preferences for the pure challenge ( $M = 4.33$ ;  $SD = .85$ ), service/dedication to a cause ( $M = 4.15$ ;  $SD = .92$ ) and lifestyle ( $M = 4.09$ ;  $SD = .88$ ) career anchors. They had the least preference for the general management ( $M = 3.54$ ;  $SD = .97$ ) career anchor.

<insert Table 1 approximately here>

## **Correlations**

This section of data analysis relates to the research question: Do individuals' career resilience and affectivity (positive affect and negative affect) relate to their career anchors? Overall, the data analysis provided evidence of significant associations between the variables.

Table 1 shows no significant correlation between the positive affect and negative affect variables, indicating that they are distinct different constructs. The three career resilience constructs (self-reliance, personal resilience and work resilience) significantly correlated with the overall career resilience variable (range:  $r \geq .46$  to  $r \leq .82$ ;  $p \leq .001$ ; moderate to large effect). The bivariate correlations among the career orientations ranged between  $r \geq .39$  to  $r \leq .63$  ( $p \leq .001$ ; moderate to large effect).

Positive affect correlated significantly and positively with the career resilience variables (with the exception of personal resilience), and with the technical/functional, security/stability, pure challenge and lifestyle career anchors (range:  $r \geq .17$  to  $r \leq .37$ ;  $p \leq .05$ ; small to moderate effect). Negative affect correlated significantly and positively only with general managerial competence, autonomy/independence and security/stability (range:  $r \geq .18$  to  $r \leq .25$ ;  $p \leq .05$ ; small effect). The entrepreneurial creativity and service/dedication to a cause career anchors had no significant associations with positive affect and negative affect.

The career resilience variables correlated significantly and positively with all the career anchors (range:  $r \geq .25$  to  $r \leq .65$ ;  $p \leq .05$ ; small to large effect). Overall, the significant correlations were all well below the cut-off for multi-collinearity concerns ( $r > .90$ ).

The few significant correlations between the demographic variables (age, race and years of service) and the construct variables were small in practical effect (range:  $r \geq -.17$  to  $r \leq -.26$ ;  $p \leq .05$ ) and therefore regarded as negligible. Gender and occupational level had no significant associations with the construct variables.

## **Positive affect as a moderator of the relationship between career resilience and career anchors**

The question of interest was whether affectivity (positive affect and negative affect) moderated the relationships between individuals' career resilience and career anchors? We expected that positive affect would moderate the relationships between career resilience and the career anchors such that the career resilience-career anchors relationships would be stronger for high-positive affect individuals than for low-positive affect individuals (hypothesis 1). We further expected that the career resilience-career anchors relationship would be weaker for high negative affect individuals than for low negative affect individuals (hypothesis 2). The hypotheses were tested by performing hierarchical moderated regression on each of the career anchors. Due to the low (unacceptable) internal consistency reliability obtained for the technical/functional career anchor ( $\alpha = .51$ ), this variable was excluded from the hierarchical moderated analysis.

As shown in Table 2, all seven regression models were significant ( $F_p \leq .001$ ) in terms of positive affect as a moderator of the career resilience-career anchors relationships. Career resilience had a significant main effect on all seven career anchors while positive affect had no significant main effect on the seven career anchors. Table 2 shows only a significant interaction effect for the relationship between career resilience and the general managerial competence career anchor ( $\Delta R^2 = .05$ ;  $F_p \leq .01$ ;  $f^2 = .06$ , small practical effect). Figure 1 illustrates the nature of the significant interaction and shows that the relationship between career resilience and the general managerial competence career anchor yielded a stronger relationship with positive affect among high-positive affect individuals than among low-positive affect individuals. However, the career resilience-general managerial competence anchor relationship depicted in figure 1 was not statistically significant for high-positive affect ( $\beta = .08$ ;  $p = .54$ ) individuals but statistically significant for low positive affect ( $\beta = .52$ ;  $p = .00$ ) individuals. The results provided partial supportive evidence for research hypothesis 1.

<insert Table 2 approximately here>

<insert figure 1 approximately here>

### **Negative affect as a moderator of the relationship between career resilience and career anchors**

Research hypothesis 2 stated that negative affect would moderate the relationships between career resilience and the career anchors such that the career resilience-career anchors relationships would be stronger for low-negative affect individuals than for high-negative affect individuals. The hypothesis was also tested by performing hierarchical moderated regression on each of the career anchors. Due to the low internal consistency reliability obtained for the technical/functional career orientation ( $\alpha = .51$ ), this variable was again excluded from the hierarchical moderated analysis.

As shown in Table 3, all seven regression models were significant ( $F_p \leq .001$ ). As expected, career resilience had a significant main effect on all seven career anchors. Negative affect also had significant main effects on the career anchors with the exception of entrepreneurial creativity and pure challenge.

Table 3 shows significant interaction effects for the relationship between career resilience and entrepreneurial creativity ( $\Delta R^2 = .03$ ;  $F_p \leq .01$ ;  $f^2 = .06$ , small practical effect), pure challenge ( $\Delta R^2 = .03$ ;  $F_p \leq .01$ ;  $f^2 = .06$ , small practical effect) and lifestyle ( $\Delta R^2 = .04$ ;  $F_p \leq .01$ ;  $f^2 = .06$ , small practical effect).

Figure 2 (entrepreneurial creativity), figure 3 (pure challenge) and figure 4 (lifestyle) illustrate the nature of the significant interactions and show that the relationship between career resilience and the three career anchors yielded a stronger relationship among low-negative affect individuals than among high-negative affect individuals. Furthermore, the career resilience – career anchors (entrepreneurial creativity, pure challenge and lifestyle) relationships depicted in figure 2, figure 3 and figure 4, was statistically significant for both the high-negative affect individuals and low negative affect individuals. The results provided partial supportive evidence for research hypothesis 2.

<insert Table 3 approximately here>

<insert figure 2 approximately here>

<insert figure 3 approximately here>

<insert figure 4 approximately here>

## Discussion

Our study showed that career resilience positively predicted the career anchor motives and values that underpin the various career self-concepts of the participants. This finding suggests that the proactive motivational dispositions represented by the participants' career resilience are likely to facilitate the implementation of the career self-concept as reflected by the participants' career anchors. The results corroborate Van Vuuren and Fourie's (2000) finding that individuals' career anchor patterning are associated with their career resilience. Career resilience involves a sense of self-efficacy in proactive goal-setting behaviour which was shown to facilitate person-environment congruence and positive career outcomes (Hirschi et al., 2013). The positive association between the participants' career resilience and career anchors could be attributed to the career-based focus of both these two constructs. The eight career anchors represent motives and values pertaining to the expression of work talents, the way individuals attempt to structure their work based on their personal work-life desires and the way they identify with their occupations and the organisational culture (Wils et al., 2010). These motives and values appear to be supported by the motivational attitudes of self-reliance, personal resilience and work resilience which reflect beliefs about engaging and investing in career growth and development opportunities, planning one's future working life, setting goals and actively engaging in behaviours that facilitate self-efficacious adjustment to workplace changes and in a manner that further one's career growth (Fourie & Van Vuuren, 1998; Mogale, 2015; Van Vuuren & Fourie, 2000).

Contrary to our expectations, positive affect did not significantly predict the career anchor motives and values. The results further indicated that the participants who experienced a state of disengagement (low positive affect) (Watson et al., 1988) had a significantly stronger association between their career resilience and the motives and values represented by the general managerial competence career anchor than the high positive affect participants. In addition, high positive affect did not act as a significant moderator of the relationship between the participants' career resilience and the general managerial career motives and values. This finding is somewhat surprising when considering that the managerial competence career-anchored individuals tend to

enjoy challenging environments and tasks (Schein, 2006) which may be energizing and requiring their full concentration (positive affect). The findings may be attributed to the notion that general managerial competence motives and values are associated with self-enhancement and having power and authority (Wils et al., 2010). A state of disengagement (low positive affect) may signal that the career resilience strengths of the general managerial anchored individual lie in taking personal control which may require a form of disengagement from external events in order to retain an internal sense of power and authority over the environment.

Negative affect predicted the motives and values underpinning the general managerial competence, autonomy/independence, security/stability, service/dedication to a cause and lifestyle anchors. The findings could be attributed to research showing that the characteristics of the job are generally associated with individuals' sense of wellbeing and subjective feelings of distress (Rothmann, 2014; Sirgy, 2012). The positive link between negative affect and these career anchors suggests that participants who experienced high levels of subjective distress and unpleasurable engagement (Watson et al., 1988) were more likely to associate with the motives and values represented by these career anchors. This finding corroborates previous research suggesting low levels of engagement (Coetzee & De Villiers, 2010), job satisfaction (Coetzee et al., 2010) and emotional attachment (Coetzee, Schreuder, & Tladinyane, 2007) of these career anchors in the services industry. The moderating effect of negative affect in the career resilience-entrepreneurial creativity, career resilience-pure challenge and career resilience-lifestyle relationships corroborate previous research showing significant associations between these three career anchors and job dissatisfaction (Coetzee et al., 2010; Coetzee & De Villiers, 2010).

### **Limitations and recommendations for future research**

A methodological limitation of the study is the convenience sampling method and relative small sample which limits the generalisability of the results to the broader population. Future replication studies should attempt to obtain a larger sample with broader representation of demographics subgroups. The cross-sectional research design further limits the ability to explain cause and effect relations between the variables. Longitudinal studies could investigate how affectivity influences the career resilience-career anchor relationship over time. Future replication studies with larger samples should also assess for common method variance due to

the use of self-report measures. The three questionnaires should also be assessed in terms of structural validity for the Public Services environment.

## **Conclusion**

The findings of the present study suggest the importance of considering the role of positive affect and negative affect in the relationship between employees' career resilience and their career anchor motives and values. While positive affect may energise the proactive motivational dispositions encompassed by individuals' career resilience in relation to their career anchor motives and values, negative affect may de-energise these with potential negative consequences for individuals' career wellbeing and subjective career success. Managers and practitioners should consider incorporating career resilience, affectivity and career anchors in career development support programmes and career discussions in order to strengthen proactive career motivational attitudes and behaviour in the contemporary workplace.

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Table 1

## Descriptive statistics and correlations

	Variables	M	SD	$\alpha$	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
1	Age				-																			
2	Race				.38***	-																		
3	Gender				.20*	-.21*	-																	
4	Years in service				.71***	.42***	.15	-																
5	Occupational level				.13	.17*	.14	.17*	-															
6	Positive affect	3.40	.77	.76	.03	-.18*	.04	-.13	-.13	-														
7	Negative affect	2.05	.77	.76	-.27	-.11	.13	.03	.14	-.10	-													
8	Self-reliance	4.24	.95	.75	-.06	-.12	.13	-.08	.01	.31***	.05	-												
9	Personal resilience	3.91	1.12	.68	-.04	-.01	-.10	-.01	-.06	.15	.15	.38***	-											
10	Work resilience	4.16	.88	.69	-.20*	-.26**	.09	-.17*	-.11	.26**	-.10	.50***	.06	-										
11	Overall career resilience	4.08	.61	.73	-.18*	-.22**	.12	-.15	-.08	.37***	-.07	.82***	.46***	.77***	-									
12	Technical/functional	3.93	.83	.51	-.22**	-.09	-.02	-.12	.02	.17*	.07	.48***	.29***	.38***	.50***	-								
13	General managerial	3.54	.97	.65	-.12	-.12	.05	-.11	.02	.16	.25**	.33***	.42***	.30***	.36***	.49***	-							
14	Autonomy/independence	3.70	.97	.68	-.12	.01	-.02	-.07	-.04	.03	.18*	.37***	.32***	.25**	.32***	.40***	.63***	-						
15	Security/stability	3.77	1.01	.70	-.16	-.13	-.03	-.17*	-.08	.21**	.25**	.40***	.38***	.26***	.37***	.51***	.46***	.44***	-					
16	Entrepreneurial creativity	4.07	1.06	.76	-.20*	-.08	-.11	-.17*	.01	.16	.05	.49***	.35***	.27***	.42***	.50***	.41***	.61***	.49***	-				
17	Service/Dedication to a cause	4.15	.92	.73	-.10	-.07	-.001	-.003	.09	.13	.13	.56***	.31***	.33***	.46***	.54***	.52***	.51***	.42***	.56***	-			
18	Pure challenge	4.33	.85	.66	-.07	-.01	-.04	-.01	.05	.30***	.01	.65***	.40***	.39***	.63***	.60***	.39***	.42***	.42***	.65***	.61***	-		
19	Lifestyle	4.09	.88	.60	-.13	-.16	-.03	-.02	.09	.23**	.14	.45***	.35***	.26**	.42***	.53***	.37***	.45***	.44***	.55***	.43***	.61***	-	

Notes: N = 143. \*\*\* $p \leq .001$ . \*\* $p \leq .01$ . \* $p \leq .05$ .

Table 2

Hierarchical regression analysis examining the interactions between career resilience and positive affectivity in relation to the career orientations

Variables	General managerial competence		Autonomy/ Independence		Security/ stability		Entrepreneurial creativity		Service/dedication To a cause		Pure challenge		Lifestyle	
	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t
Years in service	.02	.25	-.05	-.50	.03	.34	-.07	-.72	-.13	-1.38	-.03	-.34	-.14	-1.46
Occupational level	.09	1.08	.12	1.56	.15	1.88	.03	.40	-.06	-.85	-.08	-1.18	-.12	-1.60
Gender	-.06	-.77	-.02	-.26	.03	.31	.09	1.70	.05	.67	.10	1.44	.08	.97
Age	.10	1.02	.20	2.02	.10	1.04	.27	2.87**	.12	1.25	.03	.31	.17	1.73
Race	-.05	-.58	-.19	-2.16*	-.06	-.68	-.12	-1.40	.01	.06	-.11	-1.42	-.10	-1.11
Career resilience	.30	3.44*	.33	3.70***	.32	3.67***	.38	4.56***	.46	5.41***	.62	8.51***	.40	4.60***
Positive affect	.02	.28	-.08	-.98	.08	.90	.03	.37	-.03	-.35	.10	1.39	.06	.74
Career resilience x Positive affect	<b>.23</b>	<b>-2.88*</b>	-.10	-1.23	.01	.11	-.07	-.87	-.13	-1.76	.02	.36	.03	.33
Model														
$R^2$		.19		.17		.18		.26		.25		.43		.22
$F$		4.04***		3.53***		3.69***		5.73***		5.61***		12.75***		4.69***
$\Delta R^2$		.05		.01		.00		.004		.02		.001		.001
$\Delta F$		8.28**		1.52		.01		.75		3.10		.13		.11
$f^2$		.06		.01		0		.01		.02		0		.001

Note:  $n = 143$ . \*\*\* $p \leq .001$ . \*\* $p \leq .01$ . \* $p \leq .05$ . All statistics are from the final (second) step.  $\beta$  = standardised regression coefficient.  $f^2$  = effect size estimate for the interaction term. Beta values are mean-centered.

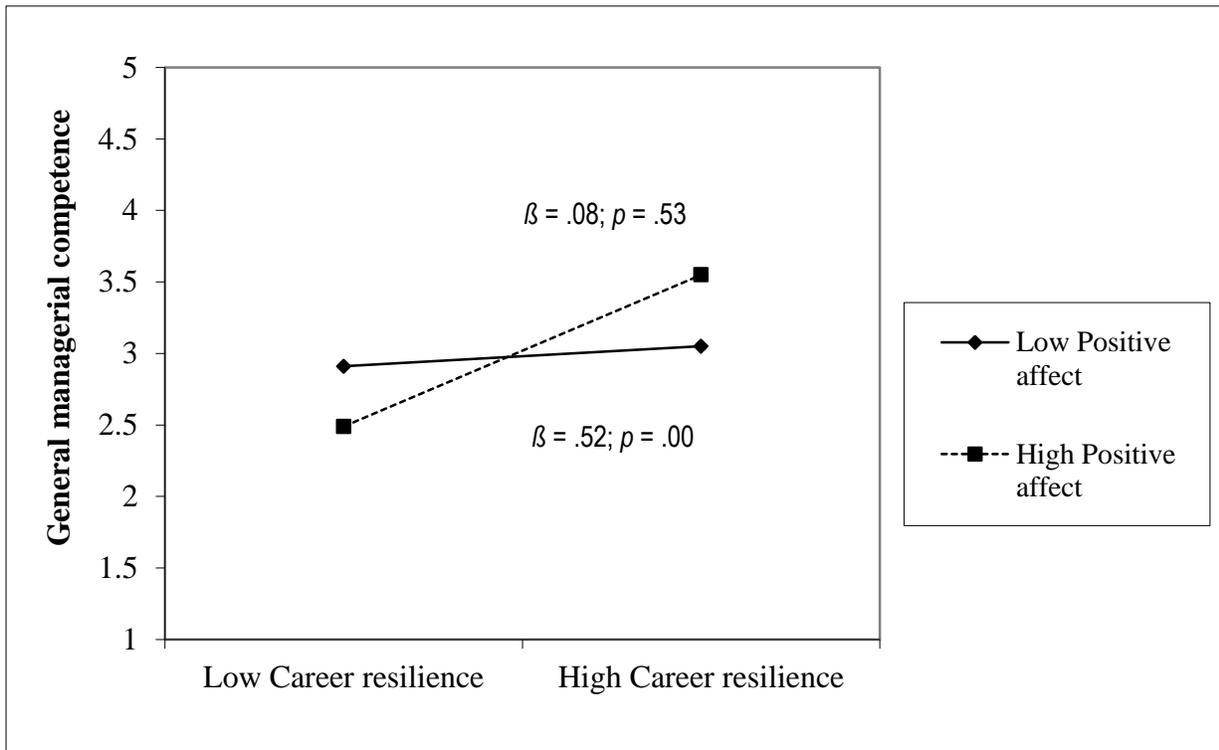


Figure 1: Positive affect as a moderator of the relationship between career resilience and the general managerial competence career anchor

Table 3

Hierarchical regression analysis examining the interactions between career resilience and negative affectivity in relation to the career orientations

Variables	General managerial competence		Autonomy/ Independence		Security/ stability		Entrepreneurial creativity		Service/dedication To a cause		Pure challenge		Lifestyle	
	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t	$\beta$	t
Years in service	.04	.43	.04	-.43	.05	.54	-.07	-.80	-.12	-1.37	-.02	-.30	-.13	-1.51
Occupational level	.09	1.16	.11	1.46	.18*	2.33	.03	.64	-.06	-.82	-.05	-.84	-.10	-1.31
Gender	-.004	-.05	.01	.13	.08	1.00	.12	1.50	.09	1.10	.12	1.74	.11	1.44
Age	.05	-.48	.19	1.97	.02	.25	.23	2.47	.09	.94	-.02	-.29	.11	1.12
Race	-.04	-.43	-.20	-2.83	-.05	-.63	-.11	-1.36	.01	.10	-.10	-1.33	-.004	-.05
Career resilience	.37	4.59***	.33	4.08***	.39	5.02***	.42	5.42***	.48	6.14***	.67	10.06***	.44	5.74***
Negative affect	.28	3.57***	.21	2.65**	.29	3.87***	.08	1.01	.16	2.07*	.06	.97	.16	2.12*
Career resilience x Negative affect	.08	1.01	.14	1.80	-.12	-1.65	<b>-.17</b>	<b>-2.25*</b>	.00	.01	<b>-.18</b>	<b>-2.76**</b>	<b>-.21</b>	<b>-2.86**</b>
Model														
$R^2$		.18		.22		.27		.28		.26		.46		.28
$F$		4.18***		4.66***		6.29***		6.61***		5.79***		14.19***		6.64***
$\Delta R^2$		.01		.02		.02		.03		.00		.03		.04
$\Delta F$		1.02		3.25		2.74		5.08*		.00		7.63**		8.19**
$f^2$		0		.02		.02		.04		0		.06		.06

Note:  $n = 143$ . \*\*\* $p \leq .001$ . \*\* $p \leq .01$ . \* $p \leq .05$ . All statistics are from the final (second) step.  $\beta$  = standardised regression coefficient.  $f^2$  = effect size estimate for the interaction term. Beta values are mean-centered

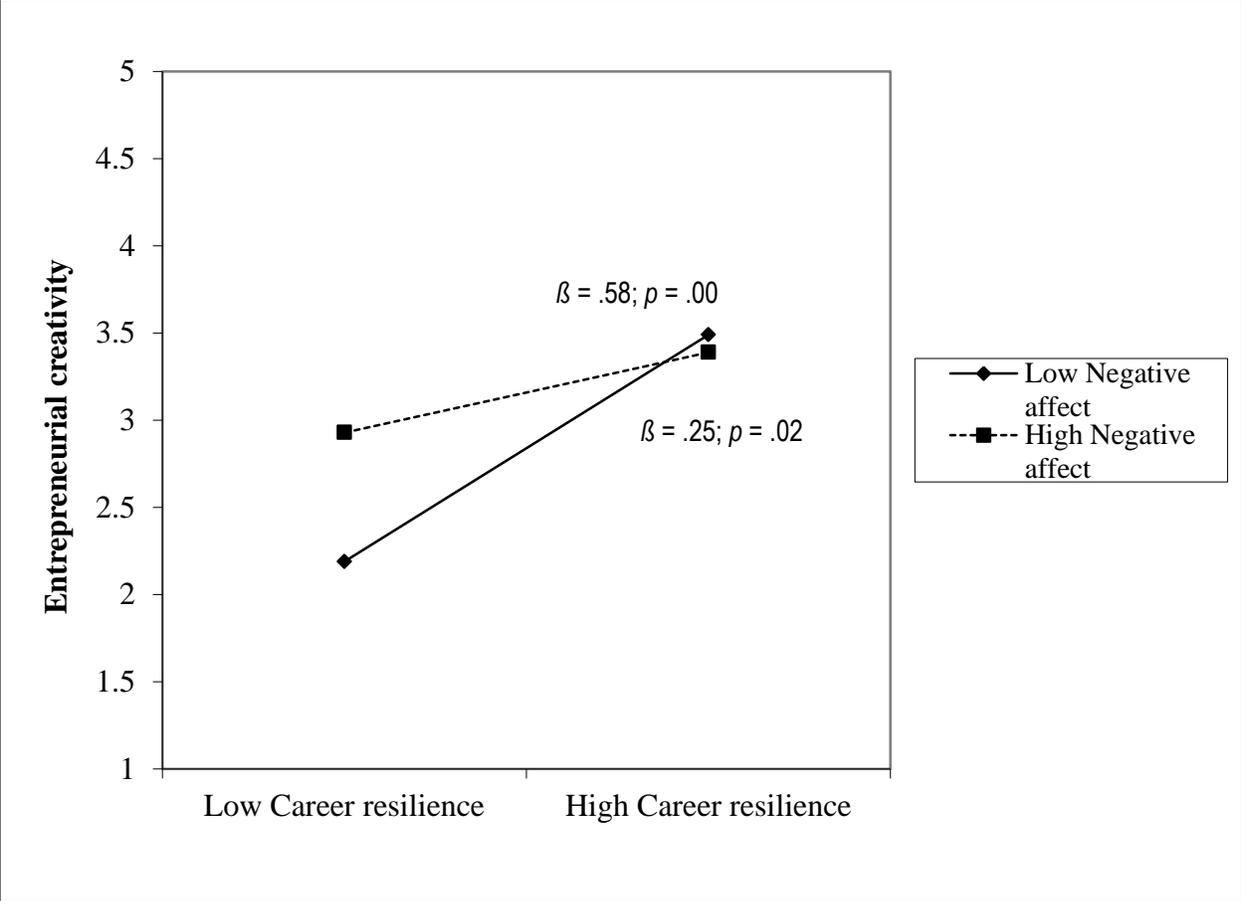


Figure 2: Negative affect as a moderator of the relationship between career resilience and the entrepreneurial creativity career anchor

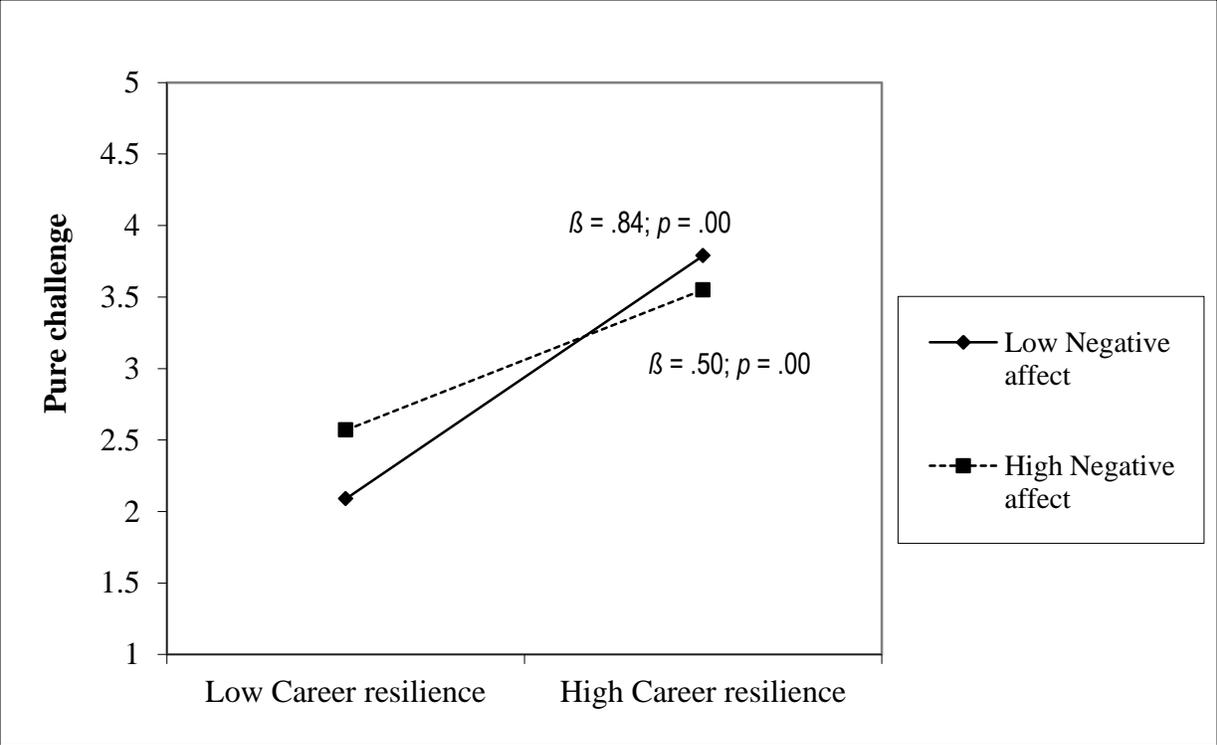


Figure 3: Negative affect as a moderator of the relationship between career resilience and the pure challenge career anchor

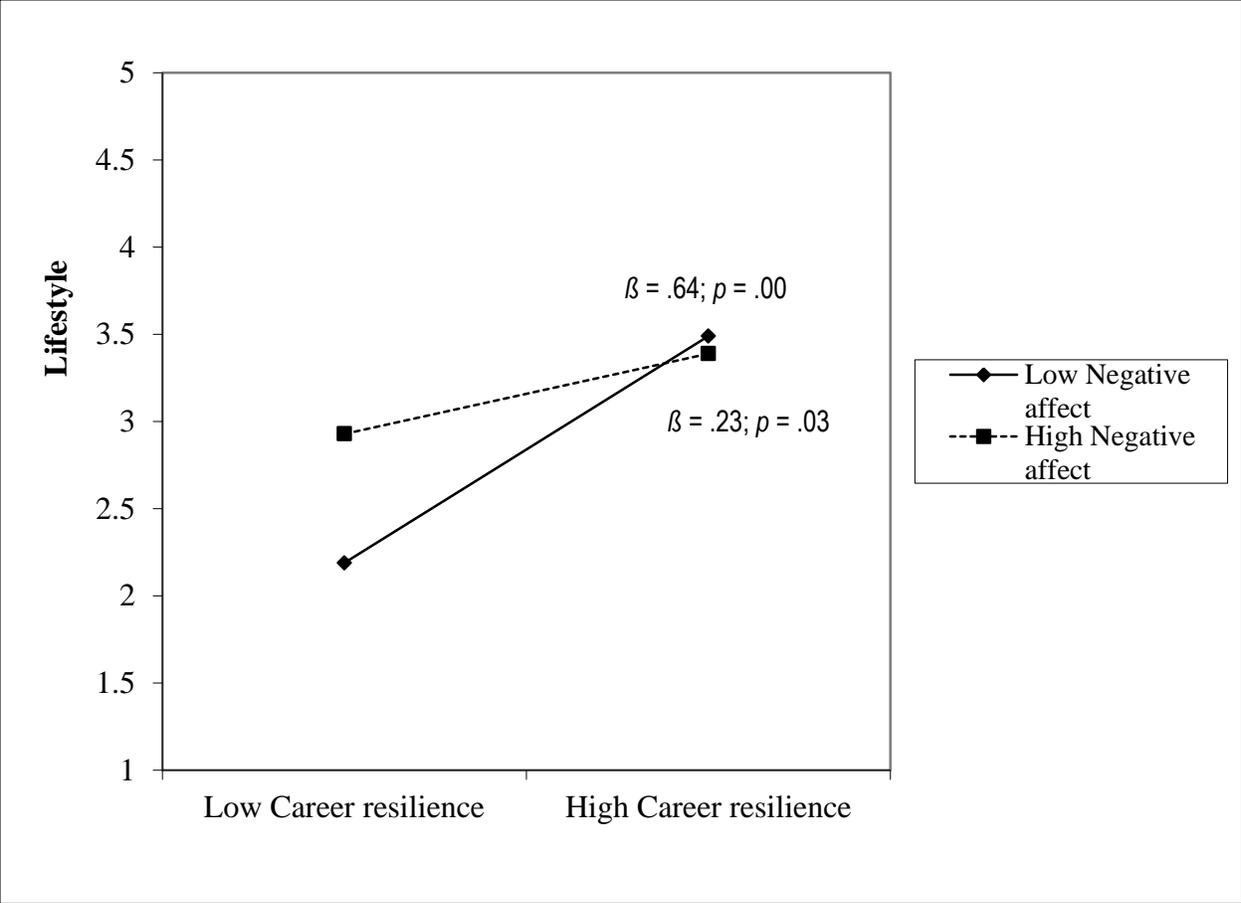


Figure 4: Negative affect as a moderator of the relationship between career resilience and the lifestyle career anchor