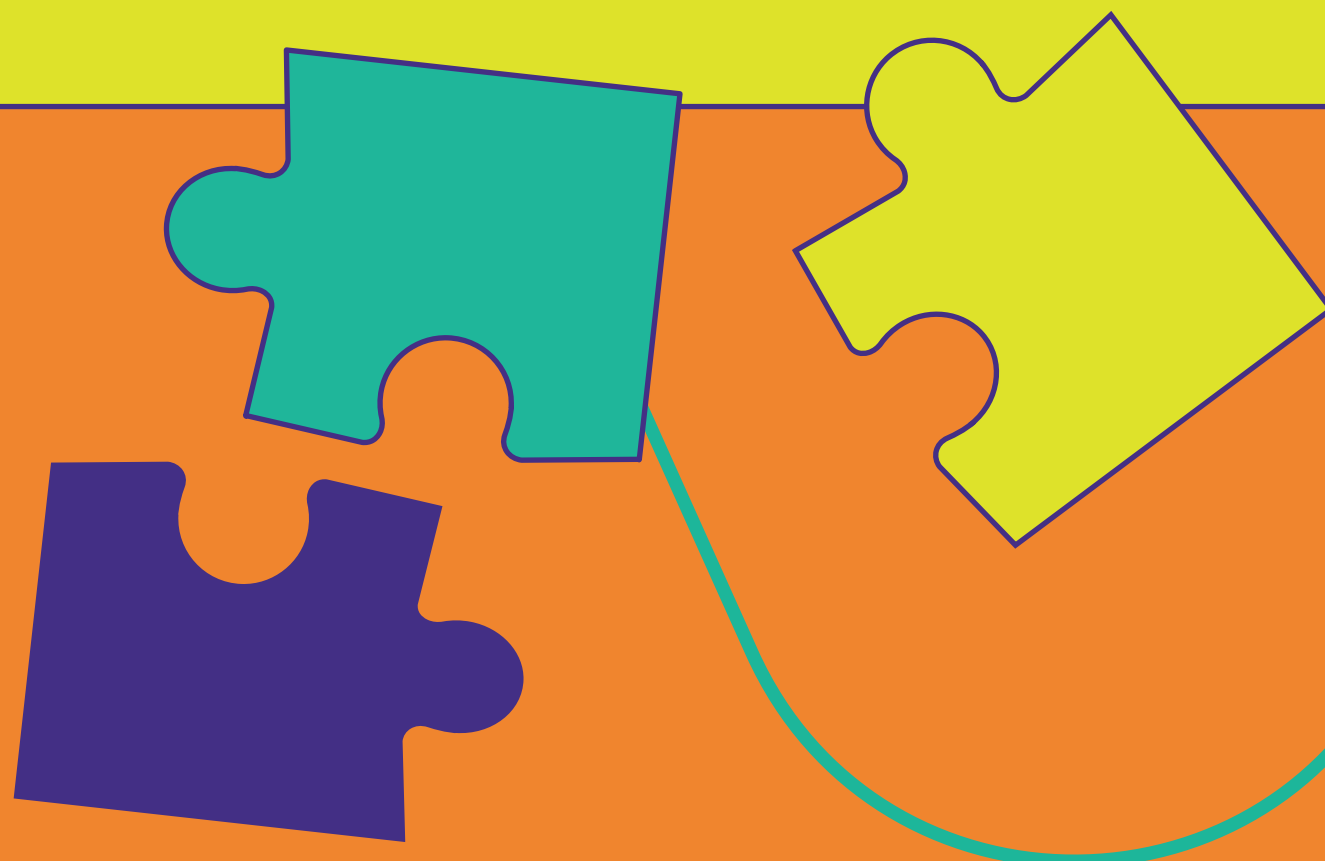




Singapore's workforce is more skilled than ever. **So why aren't outcomes improving?**

Skill levels are rising.
Training investments are growing.
Yet job satisfaction and organisational
commitment have stagnated.

The problem is not skills — it is how jobs are designed.



Good jobs are not defined by pay alone.

Research shows that wages matter — but they are weaker predictors of performance than how work is structured and supported.

What matters more is whether jobs allow people to use their skills meaningfully.



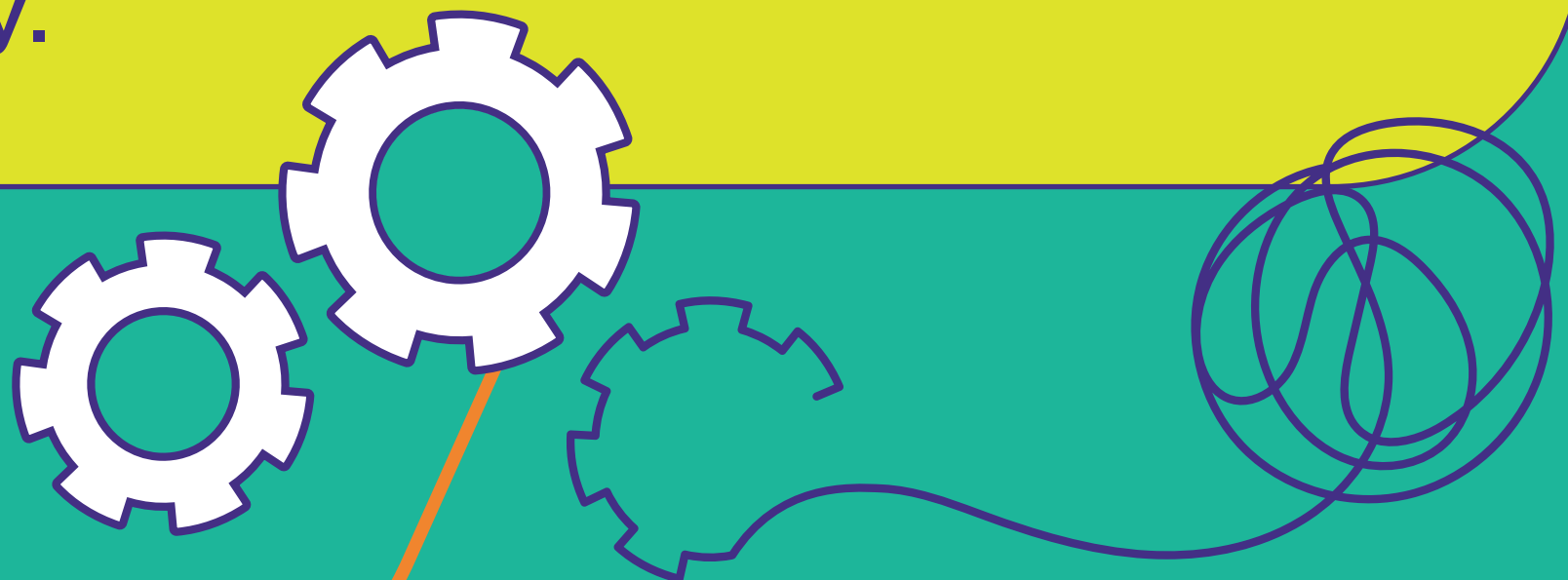


Three factors matter most.

Across all outcomes, the strongest drivers are:

- 1 **Autonomy over how work is done**
- 2 **Involvement in decisions**
- 3 **Access to adequate training**

Jobs that engage thinking, reasoning and problem-solving also drive learning and adaptability.





Complexity is rising. Support is not.

Task demands have increased across occupations. But autonomy, training and internal mobility have not kept pace.

When complexity rises without support, motivation and commitment fall instead of improving.





Good jobs are Singapore's next productivity strategy.

To unlock the full value of skills:

Work must engage cognitive skills

Jobs must provide autonomy and
learning support

Job design must improve for productivity,
inclusion and workforce resilience

