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The effects of lotus of control on perceived intra-organisational mobility and the in-pact on future career planning

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2006-11-16T07:47:10Z
http://hdl.handle.net/10539/1761

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CHAPTER 1: INTRODUCTION

A large portion of literature on organisational development is devoted to how organisations have changed and the subsequent effect that these changes have had on the human beings within them. Organisations are constantly trying to change and develop themselves so that they are better equipped to face challenges that exist within the greater macro environment. These changes affect all facets of the organisation and often have a life altering impact on the employees involved. One such impact that this fluctuating corporate environment has had on employees is that they are required to develop themselves to safeguard against unexpected changes that may jeopardise their job security. Employees are constantly trying to improve themselves and their marketability so that they may progress in their careers. The major shift from previous decades is that employees are currently more committed to their careers than to their organisation (Cavanaugh & Noe, 1999).

Moving up the organisational hierarchy is one way to achieve career development (Garavan, Collahan, 1996) and may be regarded as reward for the self-development that one has worked so hard for. If employees do not see an opportunity to further themselves and their careers, a possible response would be to leave the organisation and look for other avenues to achieve this development. The present study aimed to explore this by determining how a personality construct effects ones perceptions of intra-organisational mobility and the reactions that these perceptions generate. A

large South African banking institution was used to sample employees for the study and being a service firm, all indications are that it is an extremely under-researched organisational form (Malos, Campion, 2000).

The key strategic focus of the group is said to include among others, to focus on customer service, to improve transparency and to meet transformation goals in line with the financial sector charter. This is in response to numerous restructuring and change efforts that have taken place within the last two years. The organisation serves as an illustration of corporate life within South Africa. The company is continually trying to change and develop to meet the challenges of the greater macro environment. In doing so, the employees are required to respond proactively to the changes that take place and develop themselves accordingly. In light of this, the organisation provided a useful backdrop from which to analyse the relationship between locus of control, perceptions of intra-organisational mobility, satisfaction with promotion opportunities and future career planning.

CHAPTER 2: LITERATURE REVIEW

Introduction

The last two decades of the twentieth century has seen a dramatic shift in organisational environments that has had a major impact on the management of people in organisations (Baruch, 2003). The uncertainty associated with the ever-changing modern organisation has made a protean, self-directed approach to career management a necessity (Greenhaus, Callanan, Godshalk, 2000). A new psychological contract has emerged between the employee and the employer whereby it is the responsibility of the employee and not the employer to manage and develop his or her own career (Cavanaugh & Noe, 1999). Employees have a need to develop themselves and their careers and they will either be satisfied or dissatisfied with the organisation's capacity to do this for them. Moving up the organisational hierarchy is often perceived as a means to maintain this development and if employees perceive unassailable barriers to exist, the subsequent reaction will be that they will possibly become dissatisfied and disillusioned with the organisation as well as the greater South African contextual environment.

The present study is concerned with advancement within an organisation; the factors that influence employees' perceptions of such advancement and the impact that these perceptions of opportunities for advancement have on other organisational and socially relevant variables that are involved in future career planning. Mobility studies have traditionally examined the link between individual traits and mobility chances (Maume Jr, 1999). The present study extends traditional mobility studies by examining locus of control as potentially

having an impact on perceptions of mobility channels within organisations and taking this further, by determining how perceptions of mobility channels affect future career planning.

The concept of an individuals' "future career plans" is very difficult to predict and is as unique as the individual involved. In order to compensate for this individuality and to simplify the concept, future career plans were operationalised as being either intentions to leave the organisation or intentions to leave the country.

Beehr and Tabers' (1993) model of perceived intra-organisational mobility was used as a reference point for the present study. The literature review that follows is a theoretical expansion of Beehr and Tabers' (1993) model and some of the correlates being used. This entails looking at the model in relation to the variables being used in the present study, specifically locus of control, perceived intra-organisational mobility, satisfaction with promotion opportunities and intentions to turnover and emigrate. Before one begins to explain these variables, however, it is necessary to explain Beehr and Tabers' (1993) model, as this is what lays the foundation for the study. The model will be elaborated upon in the literature that follows.

Model of perceived intra-organisational mobility

Given the importance of career development and intra-organisational mobility in today's organisations, Beehr and Taber (1993) developed a model of intra-organisational mobility. Their model categorises four main groupings of

factors that are perceived to be important in acquiring a better job in an organisation (Moatsi, 1996). These groupings are collectively known as perceived mobility channels and are illustrated below in figure 1. Perceived mobility channels represent employees' beliefs regarding the way one moves up the organisational hierarchy (Beehr, Taber and Walsh; 1980 – cited in Moatsi; 1996).

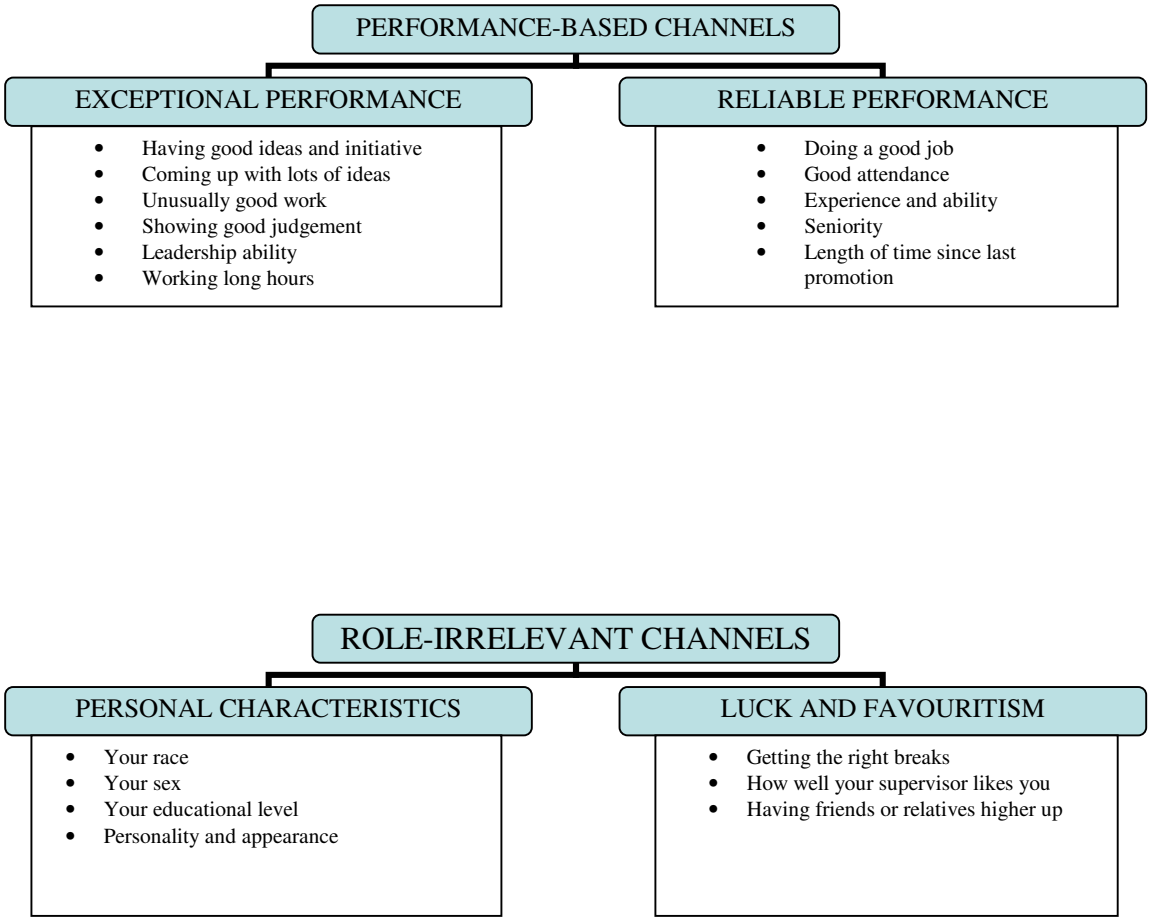


Figure 1: Mobility channels

The four groupings of factors related to perceptions of mobility are: exceptional performance, reliable performance, personal characteristics as

well as luck and favouritism. These factors relate to the individuals' upward mobility within the organisation and are classified into two broad categories. Exceptional and reliable performances are classified as performance-based channels whilst personal characteristics as well as luck and favouritism are classified as role-irrelevant channels (Beehr and Taber, 1993).

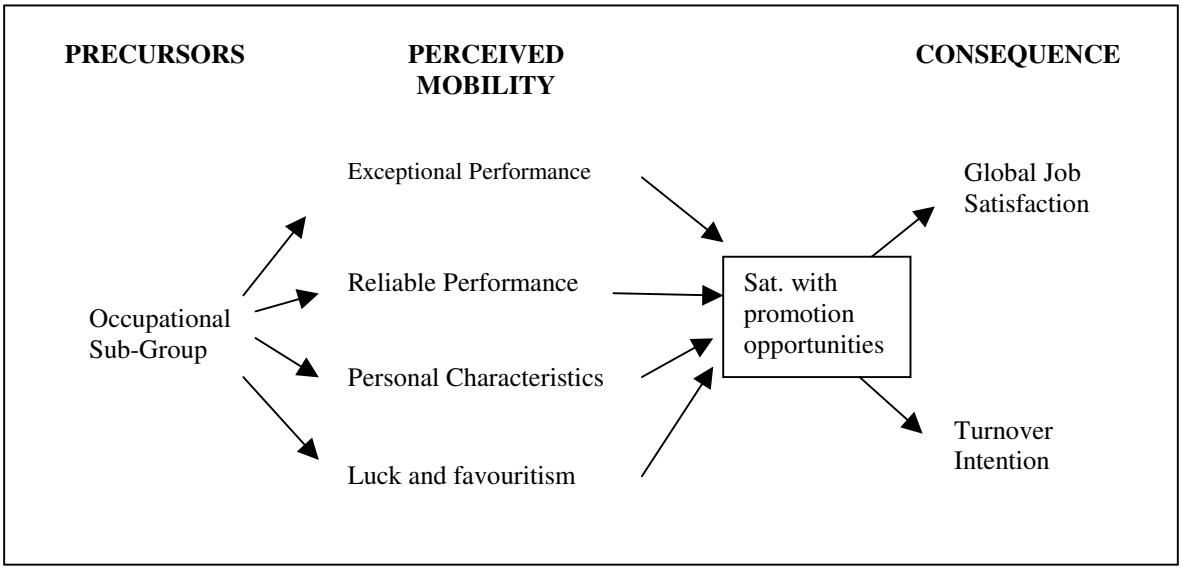
The first performance-based channel originates from exceptional performance in which the individual exceeds the inherent requirements of the job and demonstrates competences for a position higher up the career ladder. Incidents of exceptional performance include, among others, coming up with lots of ideas, working long hours or showing leadership ability. The second performance-based channel originates from reliable performance that is indicative of abilities to perform ones current job reliably. Reliable behaviours and characteristics include, among others, good attendance, seniority or doing a good job.

The first role-irrelevant channel originates from personal characteristics that may be perceived as important in getting a promotion. These include factors like race or gender that are not performance based. The second role-irrelevant channel originates from factors that are outside of the employees control but are perceived to have an impact on promotion decisions like luck and favouritism. These include factors like getting the right breaks, how well one is liked by one's supervisor or having friends or relatives in higher up the organisational hierarchy.

Using these two channels, Beehr and Taber (1993) identified certain correlates that impact on employees' perceptions of intra-organisational mobility. These correlates are represented within a theoretical model as demonstrated below.

Figure 2 shows Beehr and Taber's (1993) theoretical model of intra-organisational mobility channels.

Figure 2: Beehr and Tabers' theoretical model.



As is illustrated above, the model uses the perceived mobility channels discussed previously and links them to precursors and consequences. The precursor variable in the model is the individual's occupational sub-group whilst the two consequence variables are job satisfaction and turnover intention. As explained earlier the present research adapts this model but has

a different precursor variable - locus of control and an additional consequence variable - intention to emigrate. The literature that follows will expand on these constructs, starting with locus of control.

Locus of Control

Locus of control is one of the most researched constructs in personality (Rotter, 1990) and all indications are that interest in the construct still appears to be growing (Strickland, 1989). Individuals are said to develop generalised expectations of whether or not success in a given situation is due to their own ability or due to external forces (Reed, Krutchman, Stawser, 1994). These perceptions are termed locus of control and are developed over an individual's lifetime by continuous re-enforcement of expectations (Reed, *et al*, 1994). The locus of control ideology is said to encapsulate beliefs about how much control individuals have over what happens to and around them (Jones, George, Hill, 1998). It is, however, imperative to not confuse the concept with that of personal control because although they are interrelated, there are subtle differences between them. Greenberger, Strasser, Cummings, and Dunham (1989) highlight a number of important distinctions between them that will be described in the paragraph that follows.

Firstly, locus of control is concerned with individual differences in making attributions about reinforcing outcomes whilst personal control is concerned with a variety of outcomes, irrespective of being reinforcing or not. Secondly, locus of control refers to the origins of why outcomes occur whilst personal control refers to the perceptions about the occurrence of such events. Thirdly,

locus of control can be described as a relatively stable personality construct whilst personal control is merely a perception of one's environment and can fluctuate as one encounters new situations and experiences. Lastly, regardless of one's locus of control most people generally want to see themselves as controlling agents of their environment. The differences are subtle but it is important to gain a thorough understanding of what one means when discussing locus of control before explaining the construct further.

Locus of control, as a construct, originates from the work of Julian Rotter and is divided into internal and external locus of control. This internal-external control dimension has its roots in social learning theory and refers to the degree to which individuals believe that the occurrence of reinforcement is contingent upon their own behaviour or not (Fink & Hjelle, 1973). Individuals with an internal locus of control have the tendency to take upon the responsibility of their own fate and attribute any given success in a situation to their own ability whilst individuals with an external locus of control have the tendency to locate responsibility of their fate within outside forces and will attribute success to external factors (Jones, et al, 1998).

In concurrence with Beehr and Taber's (1993) theoretical model of perceived mobility channels, it would be logical to presume that individuals with a greater internal locus of control would perceive mobility channels to be based on either exceptional or reliable performance. This is because they would attribute a promotion or the lack of one to their own, internal abilities and not to the influences of others. On the contrary, individuals with a greater external

locus of control would perceive mobility channels to be based on either personal characteristics or luck and favouritism. This is because they would attribute a promotion or a lack of one to external factors like personal characteristics that they do not have control over.

Rotter (1990) explains that there must be an appreciation of the link between locus of control and the social learning theory and recent users have neglected this connection. The very strength of the construct and the advantage that it has over others is that it is an integral part of a formal theory from which predictions can be made (Engler, 1999). The theory stresses that the subjective meaning and interpretation of the environment regulates one's life and this is highly dependent on internal cognitive factors (Engler, 1999). Thus, behaviour will differ in various circumstances but there will be a gradient of generalization from one situation to another that is encapsulated within the social learning theory (Rotter, 1990). This gradient of generalization does allow for the locus of control construct to be utilized in a variety of contexts but their needs to be vigilance in doing so.

Although the construct has been proved to be useful in numerous situations (Engler, 1999), caution has been raised about not using it in a domain specific manner (Spector, 2001). The construct is said to be only a rough measure (Spector, 1988) and there is a need to make sure that the measurement relates specifically to work-related variables so that it measures what it is intended to measure. In light of this caution, work locus of control was utilized in the current study to relate specifically to the work domain.

Work locus of control

Work locus of control concerns beliefs about control specifically within the working environment as opposed to life in general (Spector, 2001). More specifically, work locus of control refers to the extent to which individuals believe that they control reinforcements at work (Fox and Spector, 1999). Internality is described as the belief that the individuals control their own rewards whilst externality is the belief that others or luck controls ones rewards (Fox and Spector, 1999). In an attempt to validate the work locus of control scale, Spector (1988) correlated the scale with a number of organisational variables that had been previously correlated with Rotter's general locus of control scale. The results indicated that the scale is significantly correlated with the Rotter's scale and many of the relationships were considerably stronger that those reported using the more general measurement. Over the years, the scale has proved to be strongly correlated with job satisfaction, control at work, role stress, perceptions of supervisor style (Spector, Cooper, Sanchez, O'Driscoll, Sparks, 2002) and counterproductive behaviour at work (Fox & Spector, 1999). In relation to these findings, Spector (1988) claims that the work locus of control scale is more appropriate to use within organisational contexts.

Indeed, as summarised by O'Brien (1993) and Spector (1982), "locus of control has been shown to relate to a number of organizationally relevant variables. Internals tend to be more satisfied with their jobs than externals,

see their supervisors as higher on consideration and initiating structure, report less role stress, perceive more autonomy and control, and enjoy longer job tenure" (Spector, 1988, p.335). The construct thus has strong links with organisational variables but two studies in particular demonstrate its specific relationship with perceptions of intra-organisational mobility. These studies will therefore be explored in more detail, below.

In the first of these studies, Lam and Schaubroek (2000), examined the role of locus of control in reactions to being promoted and passed over and concluded that the way in which individuals interpret their personal control over promotions determines whether the events would lead to favourable reactions. In contrast to individuals with an external orientation, those with an internal orientation responded to being promoted by engendering positive beliefs about having personal control over their rewards received within the organisation. These positive beliefs were reflected in intentions to stay within the organisation, organisational commitment, job satisfaction and job involvement.

In the second study, Luzzo and Hutcheson (1996) evaluated causal attributions as a mediator in the relationship between perceived occupational barriers and career maturity. The attribution theory highlights three dimensions for classifying attributions that bear resemblances to the locus of control construct. The three dimensions include locus of causality, controllability and stability. All three dimensions formed a locus by controllability taxonomy that was similar to the locus of control construct.

Results suggest that individuals, who believe that career decisions are internally caused and controllable, may not consider perceived barriers as especially problematic whilst individuals who believe that career decisions are externally based, will consider perceived barriers to be problematic.

Luzzo and Hutcheson's (1996) study used a sample of 115 university students and was primarily concerned with the impact of the attribution theory on career choice. The present study extends this by incorporating the construct into the working environment and evaluating its impact on perceptions of intra-organisational mobility, satisfaction with promotion opportunities, intentions to turnover and emigrate and not merely career choice. Both Lam and Schaubroek (2000) and Luzzo and Hutcheson's (1996) studies do however; indicate that the locus of control personality construct could be a useful variable in analysing perceptions of intra-organisational mobility.

When considering work locus of control and its relationship with perceptions of mobility and the respective behavioural reactions that follow, it is beneficial to look at the construct in relation to organisational frustration. This is because a lack of perceived intra-organisational mobility can cause a certain amount of frustration for the employees involved. Spector (1978) describes organisational frustration as a consequence of interference with goal attainment (Storms & Spector, 1987). Frustration can occur when the perceived barriers towards organisational mobility interfere with employee

goals of moving up the organisational hierarchy. Common behavioural reactions to organisational frustration include effects on performance, absenteeism and turnover as well as organisational and interpersonal aggression (Fox & Spector, 1999).

Research relating to the relationship between locus of control and organisational frustration suggests that individuals with an internal orientation are more likely than individuals with an external orientation to respond constructively to organisational frustration (Fox & Spector, 1999; Storms & Spector, 1987). Storms and Spector (1987) concluded that when frustrating conditions do occur, internally orientated individuals blame themselves for allowing them to arise and consequently refrain from behaviours that are not directly related to solving the problem until the frustrating condition is resolved. In contrast to this reaction, externally orientated individuals place the blame for the frustrating situation on external forces, resulting in a slow resolution of the problem and subsequent frustration.

The studies presented above re-enforce the important role that personality has in career mobility (Greenhaus, *et al;* 2000). More specifically, work locus of control, as a personality construct, has been found to be an important variable in predicting behaviour in organisational settings (Markku, 1994). The present study therefore focuses on the influence that this construct has on perceived intra-organisational mobility and it is important at this stage to provide further clarity of what one means when discussing perceptions of

intra-organisational mobility. The literature that follows will attempt to provide this clarity and explain intra-organisational mobility in more depth.

Intra-organisational Mobility

The present research is specifically related to intra-organisational mobility and before one begins to discuss the topic, it is important to differentiate intra-organisational mobility from inter-organisational mobility. Intra-organisational mobility is related to employees' movement within the organisation whilst inter-organisational mobility crosses organisational boundaries and is related to employees' movement from one firm to another. This study focuses on intra-organisational mobility and not inter-organisational mobility because this is where most advancement generally occurs (Garavan & Collahan, 1996). The present study can therefore be seen as focusing on upward mobility within organisations.

Research into careers and upward mobility has drawn much attention since the 1980s because of the changing face of the workplace (Spell & Blum, 2000). Since the 1980s, the workplace has changed dramatically and it continues to change at a rapid pace as we advance further into the new millennium. Along with adapting to a new democracy, South African organisations are constantly reinventing themselves to keep abreast with global pressures and trends. As organisations adapt and change, mobility patterns change (Spell and Blum; 2000) and ultimately perceptions of these patterns will also change. The present study specifically focuses on these perceptions in the context of this rapidly changing environment.

There does seem to be a gap in the literature with regards to studying perceptions of intra-organisational mobility and the impact that a personality construct like locus of control may have on these perceptions. There have been numerous studies that have considered demographics like age, race or gender and their influence on intra-organisational mobility (Jones & Jackson (1992); Mattis (2001); Maume Jr (1999); Luzzo, Garrison (1996)). For example, Jones and Jackson (1992) used a sample of business school graduates to examine gender differences in promoting opportunities during the 1980's. Their results indicated differences in the way in which the different genders of a similar educational level evaluated their opportunities to advance.

Mattis (2001) used numerous large organisations to examine the importance of key role players on a management level in implementing and sustaining corporate diversity initiatives. Results indicated that mentors have an important role to play in assisting female employees' to complete high profile assignments important for their advancement. Maume Jr (1999) evaluated occupational segregation and career mobility of both white men and women. Luzzo and Garrison (1996) used a sample of university students to extend previous research addressing sex differences in perceived occupational barriers.

Influences on intra-organisational mobility extend even further when considering studies on the glass ceiling effect (Van Vionen & Fischer, 2002)

and those on the career plateau (Appelbaum & Finestone, 1994). Van Vionen and Fischer (2002) explored how culture preferences affected men and women's ambitions to break the glass ceiling and move up the organisational hierarchy. Results suggest that females who have the capacity to adjust their cultural preferences are the ones who are able to break the glass ceiling and move up the organisational hierarchy.

Appelbaum and Finestone (1994) provide a comprehensive review of the career plateau and relate it to life cycle theories, performance, strategy and organisational mobility. They deduce that it is the individuals' perception of his or her likelihood of promotion that will affect their current attitudes, behaviours and plans for the future. What they deduced in theory is essentially what the present study aims to test empirically. Indications are however, that studying mobility in terms of the opportunities available to different demographic groups, particularly age, race or gender, have fully exhausted themselves (Spell & Blum, 2000; McElroy, Morrow, Mullen, 1996) and there is a definite need to study other correlates of intra-organisational mobility. It is for this reason, even in the unique South African working environment, that demographics have not been chosen as the main precursor variables in the present study.

As illustrated above, there have been numerous studies relating to intra-organisational mobility but there seems to be a need to focus on perceptions of intra-organisational mobility. Landau and Hammer (1986) describe the career construct as being represented as either actual or perceptual. They

explain that an actual career is both a patterned sequence of positions related to the work content and an ordered movement of individuals among these positions whilst perceptual careers are an employees' interpretation of actual careers. The present study focuses on the individuals' perceptions of their actual careers by focusing on intra-organisational mobility or their perceived opportunities to advance within the organisation. Landau and Hammer (1986) point out that although there have been numerous studies on actual careers and mobility, perceived opportunities within organisations has been neglected in empirical research. In addition to this, there is also a need for more research in the area to determine factors that effect perceptions of mobility (Landau, Hammer; 1986). The present study addresses the need to focus on perceived careers and at the same time, determines the impact that locus of control may have on these perceptions.

Employee perceptions of intra-organisational mobility have a major bearing on whether they are satisfied or dissatisfied with their job. The section that follows will review the literature relating to satisfaction with promotion opportunities but it is important to recognise the strong connection between perceived intra-organisational mobility and satisfaction with promotion opportunities. The two variables are quite difficult to differentiate because perceived intra-organisational mobility is a strong antecedent towards satisfaction with promotion opportunities. The difference does however exist with respect to whether different individuals' are satisfied or dissatisfied with their perceptions of mobility channels. To explain this, an individual may

perceive mobility channels to be performance based but this does not necessarily mean that he or she is satisfied with this perception.

Satisfaction with promotion opportunities

Job satisfaction is not the focus of the study but it is imperative to recognise the link that satisfaction with promotion opportunities has with general job satisfaction. Job satisfaction in its broadest sense simply refers to an individuals' general attitude towards the job or specific dimensions of it (Knoop, 1995). Ellickson (2002) explains that most studies in the area identify two general antecedents of job satisfaction. Firstly, environmental factors that relate to the work itself or its immediate environment and secondly, personal factors that relate to individual attributes or characteristics. Satisfaction with promotion opportunities can be understood as an environmental antecedent towards job satisfaction.

The relationship between job satisfaction and satisfaction with promotion opportunities has been illustrated in research conducted by Ellickson (2002) who found satisfaction with promotion opportunities to be a powerful determinant of job satisfaction. The fact that satisfaction with promotion opportunities has been proven to be a powerful determinant of overall job satisfaction illustrates the strong connection that the two concepts have with each other. It is important to keep this link in mind and realize it's broader interconnectivity when one considers satisfaction with promotion opportunities. This would mean that because an individual is satisfied with his

or her promotion opportunities, one could assume that there is a strong likelihood that they are generally satisfied with their job. Being such an important variable within the present study, it is important that one recognizes the implications of being satisfied with promotion opportunities.

Satisfaction with promotion opportunities can be seen as the epicentre of the theoretical model being used in this study as it links the various correlates within the model together. The present study predicts that locus of control and perceptions of intra-organisational mobility are associated with employee satisfaction levels, which are in turn associated with the employees' intention to leave the organisation or extend this further by leaving the country. With this in mind, it is necessary to undertake a comprehensive examination of what is meant when discussing promotion opportunities and the satisfaction or dissatisfaction that is associated with it.

Promotion opportunities have long been seen as the focal point of employee aspirations (Lam & Schaubroek, 2000). This is because intra-organisational mobility is seen as an important component of career advancement and the failure to fulfil this psychological need will result in decreased motivation and commitment to organisational goals (Garavan & Collahan, 1996). When considering employees' satisfaction with promotion opportunities and the subsequent commitment and motivation that follows, the structure of the organisation must be taken into account. Because of the pyrimidal nature of organisations, there are far greater opportunities at the lower levels of the

organisation than at the higher levels (Herriot, Gibson, Pemberberton, Pinder, 1993).

The result of this is that employees at higher organisational levels would potentially be less satisfied with promotion opportunities whilst employees at the lower levels would be more satisfied. In addition to this, changes in the business environment such as constant restructuring and the influx of middle aged “baby-boomers” has resulted in a greater number of employees competing for fewer promotional opportunities (Allen, Russell, Poteet, Dobbins; 1999). Promotion opportunities are difficult to come by and there are a number of extraneous factors that have an impact on an employees’ satisfaction or dissatisfaction with those opportunities. The present study focuses specifically on the impact that locus of control and perceptions of intra-organisational mobility have on an employees’ satisfaction or dissatisfaction with promotion opportunities but this does not rule out the impact that factors like age or job level may have on these satisfaction levels.

Satisfaction or dissatisfaction with promotion opportunities has a major impact on an employees’ performance in the working environment and the decisions he or she makes with regards to career planning. Research has shown that perceived opportunities for internal mobility has implications for work motivation and attitudes (McElroy, Morrow, Mullen, 1996). If employees perceive few and unfair opportunities for promotions, negative attitudes towards work and their organisations are often a result (Beehr & Taber, 1993; Landau & Hammer, 1986). These negative feelings and attitudes often

manifest themselves in voluntary turnover as this is the only way managers feel that they can exert some control over their careers (Nicholson, West, Cawsey, 1985). The literature below focuses on how employees take control of their careers in the face of negative or positive feelings towards promotion opportunities that may exist.

Future Career Planning

A psychological definition of a career as defined by Hall (1975; cited in Garavan & Coolahan; 1996) is "a perceived sequence of attitudes and behaviours associated with work-related experiences and activities over the span of a person's lifetime." Career planning a holistic outlook of where one is headed in the future and due to the shift of organisation control mechanisms towards the individual, the focus of career planning is predominantly on the individual (Borach, 2003; Zheng & Kleiner, 2001). A protean career, in which an individual pursues his or her personal perception of what is important in work and life, has become prominent in today's working world (Greenhaus, *et al*; 2000).

In South Africa, changes in legislation as well as the general business environment have led to dramatic shifts in career planning. In the face of many challenges that exist in South Africa and abroad, the emphasis is no longer on reliance on the organisation to structure one's career within the hierarchy but to develop yourself to take charge of your career and responsibility for your future (Zheng & Kleiner, 2001). In order to do this, it

often requires the individual to think outside the “organisational box” and consider options that are in congruence with the protean career. This will result in the individual pursuing what’s important for him or her, which often involves the individual leaving the organisation or taking this a step further by leaving the country.

Leaving the organisation to pursue what is important to the individual is described as voluntary turnover. Voluntary turnover reflects the employees’ decision to leave the organisation on his or her free will whilst involuntary turnover reflects the employers’ decision to terminate the employment relationship (Shaw, Delery, Gupta, 1998). The premise of the study is focused on voluntary turnover and the topic has generated a vast amount of scholarly interest, with numerous studies being conducted from across the globe (Trevor, 2001). This is because excessive voluntary turnover engenders far-reaching consequences for the organisation as it is both pervasive and costly and can jeopardize instrumental objectives (Abbasi & Hollman, 2000).

It is generally accepted that most models of voluntary turnover have emanated from March and Simon’s model based on ideas of the perceived ease and desirability of movement that jobholders see themselves as having (Lee, Mitchell, Holtom, McDaniel, Hill, 1999; Trevor, 2001). Perceived ease of movement is reflected by job alternatives whilst perceived desirability is usually reflected by job satisfaction (Mitchell, Holtom, Lee, Sablynski, Erez, 2001). Most traditional models of voluntary turnover use these two variables

as the predominant predictors of turnover. In the context of this study, an individual would want to leave the organisation based on lowered satisfaction as a result of a lack of perceived intra-organisational mobility and the amount of alternative job opportunities available in the market place. It must be taken into account that in the context of South Africa's economic situation and historical considerations, the lack of job alternatives may have a significant impact on whether an individual stays within the organisation despite dissatisfaction with promotion opportunities. In addition to this, lack of opportunities may also force individuals' to look abroad for employment opportunities in light of their dissatisfaction.

As is illustrated in the discussion above, there are a number of extraneous variables that have an impact on this traditional model of voluntary turnover. There has, however, been a call to break away from these traditional models and develop new theory as to how and why people leave organisations (Lee & Mitchell, 1994, cited in Lee, et al, 1999). New models have broken away from these "attitude-alternatives" models and have provided valuable insight as to why traditional models have only modestly predicted who leaves the job (Mitchell, et al, 1999). One such model, the unfolding model of voluntary turnover, substantially deviates from March and Simon's legacy by identifying distinct turnover pathways that are independent of job satisfaction and general job availability (Trevor, 2001).

Lee, et al, (1999) describes the five components of the unfolding model as consisting of firstly shock, that involves a particular jarring event that initiates

the psychological analysis involved in quitting the job. This shock can be neutral, negative or positive, expected or unexpected or internal or external to the person who experiences it. Second, a script is described as a pre-existing plan of action and can be based on past experience, observation of others, reading or social expectations. Third, search involves activities looking for and evaluating alternative employment. Fourth, image violations occur when an individual's values and goals do not fit his or her current organisation or those implied by shock that occurred. Fifth, lower levels of job satisfaction occur when people come to realize that their jobs do not provide the intellectual, emotional or financial benefits that they desire.

The models discussed above, illustrate the fact that job satisfaction plays a vital role in almost all turnover theories (Trevor, 2001). The present study focused on satisfaction with promotion opportunities that is a strongly significant correlate of general job satisfaction (Ellickson, 2002). Research has shown that individuals, who are dissatisfied with their job, have greater intentions to quit the organisation (Shaw, 1999). Tett and Meyer (1993) describe turnover intention as a conscious and deliberate willingness to leave the organisation. Individuals' turnover intention is one of the most commonly proposed and the strongest antecedents to actual turnover (Tett & Meyer, 1993; Jaros, 1995).

Voluntary turnover is said to cost the American industry eleven billion dollars a year (Abbasi & Hollman, 2000). Although the South African industry is far smaller, because the country has numerous other hardships like crime,

HIV\Aids and a fluctuating currency, companies can ill afford to have unnecessary recruitment and selection costs. These costs effect both the organisation as well as the individuals themselves and are manifested in the cost of separation and job search for the individual as well as recruitment and training for the organisation (Kirschenbaum, Weisberg, 2002). As a result of these costs, companies have made massive attempts to retain their employees and avoid losing valuable staff members (Trevor, 2001). This does not stop at the organisational level and effects of voluntary turnover are also felt on a national level. Emigration has already cost the South African economy R285 billion in the loss of potential contributors to the country's GNP (southafricanemmigration, 2004). The loss of skilled employees from South Africa continues to rise and this is illustrated by the fact that the number of skilled employees leaving the country rose from 2689 in 2002 to 4316 in 2003 (Karim, 2004). Although the exact figures do fluctuate considerably from year to year, it's clear that emigration has had a significant impact on the South African society.

Very little research has been done on where employees go after they have left the organisation and whether turnover intention is associated with intentions to emigrate. Destination choices are said to be dependent on the employees' perception of their incumbent organisation as well as personal factors (Kirschenbaum, Weisberg, 2002). If employees' perceive that there is no opportunity to grow and develop, they will seek alternative destination choices that afford them the opportunity to do so. This perception will also be affected by the way in which the individual internalises their opportunities, which in

turn, is influenced by the individuals' locus of control orientation. Making destination choices can represent major lifestyle, career and residential changes (Kirschenbaum, Weisberg, 2002). The study aims to uncover how drastic the destination choices are in the context of South Africa's labour market prospects.

When organisations and countries lose these valuable and highly skilled employees', it is described as a brain drain. Rosenblatt and Sheaffer (2001) define a brain drain as the exiting of employees who hold any skill, competency or personal attribute that may be considered a highly needed or valuable organisational asset. Predictors of brain drain are classified as being organisational, individual or environmental level predictors (Rosenblatt & Sheaffer, 2001). Organisational level predictors are forces that unintentionally "push" talented employees out of firms, individual level predictors are key personal attributes that predict talent exit and environmental level predictors are external forces that pull talented employees away (Rosenblatt & Sheaffer, 2001).

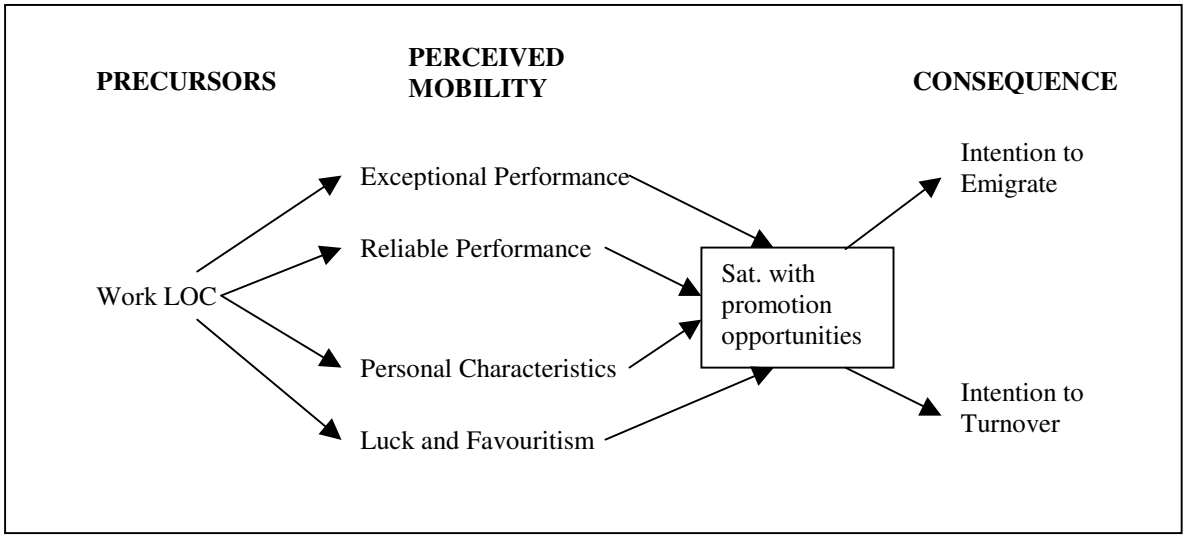
In the context of this study, organisational level predictors can be described as the lack of perceived intra-organisational mobility, individual predictors as locus of control and environmental predictors as the backdrop of the South African business environment. The present study aims to evaluate the extent to which these factors jointly contribute towards the loss of skilled employees in both organisations and the country as a whole. These factors have been

highlighted throughout the literature review and are formally depicted in the adapted model represented below.

Adapted model of intra-organisational mobility

Using Beehr and Taber's (1993) model as a reference point and in relation to the literature discussed above, the adapted model of intra-organisational mobility that was used in the present study is illustrated in figure 3 below.

Figure 3: Adapted theoretical model



Research Questions

On the basis of the model presented in the previous section, the following research questions have emerged.

1) To what extent does locus of control (loc) have an impact on employees' perceptions of intra-organisational mobility?

2) To what extent locus of control and perceptions of intra-organisational mobility have an impact on employees' satisfaction with promotion opportunities?

3) To what extent does locus of control, perceptions of intra-organisational mobility and satisfaction with promotion opportunities have an impact on employees' intentions to leave the organisation or extend this by leaving the country?

Research Rationale

Barriers towards intra-organisational mobility are said to create dysfunctional behaviour for both the individual and ultimately the organisation (Garavan & Coolahan, 1996). It is important to determine perceived barriers so that dysfunctional behaviour can ultimately be minimised for both the individual and the organisation. The present study aims to determine these perceived barriers as well as examining the extent to which an individuals' personality will effect these perceptions and the behavioural responses that will ensue. This is exploratory in nature and even though research on upward mobility has attracted much attention since the 1980s (Spell & Blum, 2000), there continues to be calls for additional research in the area (Beehr & Taber, 1993). In response to the calls, the study provides an examination of intra-organisational mobility by attempting to adapt and test Beehr and Tabers' model of perceptions towards intra-organisational mobility.

CHAPTER 3:METHODOLOGY

Introduction

The section that follows will review the methodology relating to the present study. The chapter will proceed by describing the research design, the procedures used to collect the data, the sample, the measuring instruments and the statistical procedures used for data analysis.

Research Design

The overarching research design that characterises the present study can be described as cross-sectional, non-experimental and exploratory. The non-experimental nature of the research design does not allow for causal inferences to be made about the relationship between the respective variables within the model but it does allow for associations to emerge. Taking cognisance of this fact, the statistical techniques of Pearson's correlation coefficient and multiple regression were used to test the associations between locus of control, perceived intra-organisational mobility, satisfaction with promotion opportunities and intentions to turnover and emigrate. In doing so, the techniques allowed one to respond appropriately to the research questions stated earlier.

Procedure

The data for the study was collected by means of a questionnaire comprising scales used to measure each of the variables in the study. More details on these scales are provided later in this chapter. The questionnaire was distributed in two ways, either through email at the main branch of the organisation or by being dropped off at the various outlet branches. Employees who chose to participate in the study either placed their completed questionnaires in the envelope provided, and then placed the envelope in a sealed box at the organisation or returned the questionnaire to a specified email address. The tangible boxes as well as the email inbox were cleared at regular intervals. Anonymity in physically returning the questionnaire could be guaranteed but there could not be a guarantee of complete anonymity when returning the questionnaire via email. In an attempt to respect the participants right of anonymity, the questionnaires were printed out as soon as they were received and the origin of the email was deleted. In addition to this no identifying information like the participants name or their I.D was requested.

Sample

The sample comprised of employees within a large banking institution in South Africa. Employees from the main branch, as well as eleven outlet branches, participated in the study that incorporated all levels of the organisational hierarchy. In total, 400 questionnaires were distributed and 150 returned to yield a response rate of 38%. The response rate in the main branch (45%) was considerably higher than the response rate for the outlet

branches (33%). The questionnaires were completed appropriately and none were deemed unusable. The biographical details of the sample are presented in Table 1. As can be seen in this table, the average age of the respondents was 37 years old (S.D. 10), the average tenure of employees in the organisation was 10 years (S.D. 8) and the average tenure of employees in their position was 4 years (S.D. 4). Seventy-two percent of the sample was female and sixty-eight percent were white.

Biographical details of the sample

		n	%
Sex	Female	106	71.62
	Male	42	28.38
Race	Black	25	16.89
	Coloured	10	6.76
	Indian	13	8.78
	White	100	67.57
Education	< Matric	10	7.19
	Matric	67	48.20
	Certificate	3	2.16
	Diploma	18	12.95
	Degree	19	13.67
	Post-Graduate	22	15.83

Biographical details continued			
Job Category	Non Managerial	76	51.70
	Junior Management	21	14.29
	Middle Management	38	25.85
	Senior Management	12	8.16
Age	Mean	37yrs	
	S.D.	10yrs	
Tenure in Organisation	Mean	10yrs	
	S.D.	8yrs	
Tenure in Position	Mean	4yrs	
	S.D.	4yrs	

Measuring Instruments

Five measures were utilised in the present study (see Appendix 3). These include the work locus of control scale (Spector, 1988), the intra-organisational mobility channels questionnaire (Beehr & Taber, 1993), satisfaction with opportunities for promotion questionnaire (Beehr & Taber, 1993), intention to turnover scale (Moatsi, 1996) and the intention to emigrate scale (Miller, Haskell, Thatcher, 2002).

Work Locus of Control Scale

The work locus of control scale (appendix 3) is a 16-item scale to which participants are asked to respond on a 6 point likert scale ranging from "disagree very much" to "agree very much" (Spector, 1988). High scores represent individuals with an internal locus of control whilst low scores represent individuals with an external locus of control. Results from research conducted on work locus of control by Spector (1988) suggest that the scale is viable for the analysis of internal and external locus of control and the reliability and validity are satisfactory. Both Spector (1988) and Maram (1996) indicated stronger relationships from this scale than previous studies - employing Rotter's (1966) more general locus of control scale. Storms and Spector (1987) reported a reliability coefficient of .80 and correlations with other variables ranging from .11 to .17. Maram (1996) used the scale within the South African context in his study consisting of 113 employees where it yielded a strong reliability coefficient 0.82. Fairly consistent with Maram's reliability score, the scale yielded a reliability coefficient of 0.85 in this particular study.

The Intra-organisational Mobility Channels Questionnaire (IMCQ)

This questionnaire (appendix 3) consists of 18 items to which participants are asked to respond to the question "How important is each of the following factors in getting a promotion or a better job within the organisation " on a 5-point likert scale ranging from "not at all

important" (1) to "extremely important" (5). The questionnaire is designed to operationalise four perceived mobility channels: exceptional performance, reliable performance, personal characteristics and luck and favouritism. Perceptions based on exceptional and reliable performance are then grouped together as performance based mobility channels whilst personal characteristics and luck and favouritism are grouped together as role-irrelevant mobility channels.

Beehr and Taber (1993) conducted an exploratory analysis to determine if the structure of the IMCQ was interpretable. This was done by means of a principle component analysis and all four of the channels satisfied the eigen values criterion. Orthogonal rotation by means of the Varimax technique further reinforced this and illustrated the easily interpretable nature of the structure. Over and above being used previously by Beehr and Taber (1993), Moatsi (1996) used the questionnaire in the South African environment in her study consisting of 103 employees and yielded an acceptable reliability coefficient of 0.77. In this particular study, the IMCQ yielded a reliability coefficient 0.82. Mobility channels based on exceptional performance had a reliability coefficient of 0.74, mobility channels based on reliable performance 0.74, mobility channels based on personal characteristics 0.68 and mobility channels based on luck and favouritism 0.78.

Satisfaction with promotion opportunities

The satisfaction with opportunities for promotion questionnaire (appendix 3) is a nine-item scale, measured by the promotion satisfaction index of the job descriptive index (Beehr & Taber, 1993). Responses are scaled on a "yes, no or undecided" format and scores range from a low score of 0 to a high score of 54. The scale has been used previously in South Africa and abroad by both Beehr and Taber (1993) and South Africa, by Moatsi (1996). The scale yielded a strong reliability coefficient of 0.85 for the sample used by Moatsi (1996) in her research and among 573 employees used in Beehr and Taber's (1993) study the reliability was once again strong at 0.80. Fairly consistent with other scores, the scale yielded a reliability coefficient of 0.82 in the present study.

Intention to turnover

The intention to turnover scale (appendix 3) is a simple 3-item scale. The responses on each of the items are measured on a five-point likert scale format. Cook *et al* (1981; cited in Moatsi, 1996) reported a reliability coefficient of 0.83 over a sample of more than 400 subjects. The scale has been used previously in both South Africa and abroad (Moatsi, 1996). Using the scale abroad, Beehr and Taber (1993) reported a reliability coefficient of 0.64 and in South Africa, the study

conducted by Moatsi (1996), yielded a reliability coefficient 0.79. The scale yielded a very strong reliability of 0.82 in the current study.

Intention to emigrate

The intention to emigrate scale (see appendix 3) is a relatively new scale developed by Miller, Haskell and Thatcher (2002). The scale consists of 24 items, measured on a 5-point likert scale format ranging from strongly agree (1) to strongly disagree (5). Miller *et al* (2002) have previously used the scale in South Africa and it demonstrated a very high reliability coefficient of 0.95. The high reliability was confirmed in this particular study as it also yielded a reliability coefficient of 0.95

Data Analysis

In total, four statistical procedures were used to analyse the collected data and test the research questions stated earlier. Firstly, descriptive statistics were used to summarise the various aspects of the sample of employees used within the study. Secondly, reliability analyses were used to determine the reliabilities of the respective scales. Thirdly, correlational analyses were then used to identify relationships between the variables. Thus, the correlational analyses were used to determine the relationships between locus of control, perceptions of intra-organisational mobility, satisfaction with promotion opportunities and intentions to turnover and emigrate. Finally, multiple linear regressions were used to assess the combined impact of the IV's on the DV's. This was achieved in 3 steps. The first step determined the

combined impact that locus of control and perceptions of intra-organisational mobility have on satisfaction with promotion opportunities. The second step determined the combined impact that locus of control, perceptions of intra-organisational mobility and satisfaction with promotion opportunities would have intentions to turnover. The third step assessed the combined impact of locus of control, perceptions of intra-organisational mobility and satisfaction with promotion opportunities on intentions to emigrate. These different statistical techniques are described briefly, below

1. Descriptive Statistics

Descriptive statistics are generated to gain an initial impression of the data by investigating the distribution of scores on each variable (Terre Blanche and Durrheim, 1999). Thus, the means and standard deviations were calculated to achieve this and to summarise the distribution of the sample.

2. Reliability Measures

Cronbach's alpha was used to determine the internal reliability of the scales used. Without any knowledge of this reliability, very little faith could be put into the results obtained and the conclusions drawn from the research (Kerlinger, 1986). Breakwell, Hammond and Fife-Schaw (1997) describe reliability as the consistency and stability of any experimental effect. In this particular study, Cronbach's alpha was chosen to determine the internal consistency over the Kuder-Richardson procedure because it is a more robust and general measure (Huysanen, 1987 cited in Williams, 1999). Rosenthal

and Rosnow (1991) believe that for the purposes of clinical testing, reliability coefficients of 0.85 or higher would be considered satisfactory but this figure could be much lower in experimental research. Authors vary slightly as to what they consider an acceptable reliability coefficient but there seems to be a general consensus that any alpha value greater than 0.7 is considered acceptable (Terre Blanche & Durrheim, 1999; Breakwell, *et al*, 1995; Rosenthal & Rosnow, 1991). For the purposes of the current study a reliability coefficient of around 0.7 represented a reliable measuring instrument.

3. Correlational Analysis

A correlational analysis was conducted to determine the degree of relationship between the variables within the research model. This was achieved using the most widely employed index of relationship, Karl-Pearson's product – moment correlational coefficient of community referred to as Pearson's *r* (Rosenthal & Rosnow, 1991). The scores on the Pearson's *r* vary between +1.00 and -1.00. The two extremes represent perfect linear relationships between the variables whilst 0.00 is indicative of no relationship (Elifson, Runyon, Haber; 1990). The sign of the correlation coefficient represents the direction of the relationship.

4. Multiple Linear Regression

Multiple regression is described as a "method of studying, the separate and collective contributions of several independent variables to the variation of a

dependent variable" (Terre Blanche, Durrheim, 1999, pg. 369). To briefly summarise, multiple regression allowed for the exploration of a linear combination of independent variables that maximally predicts a dependent variable (Terre Blanche, Durrheim, 1999). The multiple regression built on the correlation analysis done previously by expanding on how the variables within the model are related. The effect of the independent variables and the dependent variable is expressed by the square of the correlation coefficient, commonly referred to as the multiple correlation coefficient or R^2 (Kerlinger, 1986). The linear regression model is presented as follows:

$$Y = a + b_1 (x_1) + b_2 (x_2) \ldots\ldots + b_n (x_n)$$

Y = dependent variable

a = the intercept of the regression line

b = regression coefficient

x = independent variable

The various statistical analyses described above yielded a number of results that will be elaborated upon in the chapter that follows.

CHAPTER 4: RESULTS

Introduction

The chapter that follows describes the results generated from the statistical analyses. This will be achieved by firstly presenting the descriptive statistics, then the results from the reliability measures, the correlational analysis and the regression analysis.

1. Descriptive Statistics

Table 1 indicates the results obtained from the descriptive analysis of the five measuring instruments, as well as the four dimensions associated with the perceived intra-organisational mobility scale.

Table 1 : Descriptive Statistics

MEASURING INSTRUMENT	N	RANGE (min – max)	MEAN	STANDARD DEVIATION
Work Locus of Control (LOC)	149	33 - 96	69	13
Intra-Organisational Mobility (IOM)	148	18 - 66	39	9
IOM : 1) exceptional	148	4 - 21	9	3
2) reliable	148	6 - 24	13	4
3) personal	148	3 - 15	7	3
4) luck	148	4 - 20	10	3
Satisfaction with promotion				

opportunities (spom)	149	7 - 27	18	5
Descriptive statistics continued				
Intention to turnover (itt)	148	3 - 15	8	4
Intention to emigrate (ite)	149	15 - 120	91	21

The scores on the work locus of control scale were slightly skewed to the right, illustrating that the majority of the sample recorded higher scores, thus indicating that the sample showed a tendency towards more internality. When looking at the four dimensions of the intra-organisational mobility scale, perceptions of intra-organisational mobility based on exceptional performance was negatively skewed to the left. This indicates that the majority of the sample perceived exceptional performance as being very important in intra-organisational mobility. In contrast to exceptional performance, the distribution of the other three dimensions was not as extreme, all relatively normally distributed throughout the sample.

Both satisfaction with promotion opportunities and intention to turnover are relatively evenly distributed throughout the sample, indicating that participants were generally divided with regards to their opinions related to these two measurements. The participants' intentions to emigrate were positively skewed to the right, indicating that they generally did not want to leave the country.

2. Reliability Measures

Using Cronbach's Alpha, internal reliability was determined for each of the scales. The results are shown in Table 5.

Table 2 : Reliability of Instruments as Depicted by Cronbach's Alpha

MEASURING INSTRUMENT	CRONBACH'S COEFFICIENT ALPHA
Work locus of control	0.85
Intra-Organisational Mobility	0.82
1) Exceptional	0.74
2) Reliable	0.74
3) Personal	0.68
4) Luck	0.78
Satisfaction with promotion opportunities	0.82
Intention to turnover	0.84
Intention to emigrate	0.95

As is evident from the results generated above, the internal consistency of the instruments used, range from 0.68 to 0.95. The cut-off point for an acceptable Alpha level was around 0.7, so the internal consistency of iom (personal) is the only measurement of some concern but because it is part of a larger scale that showed a strong reliability and the Alpha value of 0.68 is very close to the

cut-off figure, it can still be considered acceptable. As for the rest of the Alpha values, all were very good and indicated that the measurements used can be classified as internally consistent.

3. Correlational Analysis

As mentioned earlier, a correlational analysis was conducted to determine how the various variables within the model relate to each other. In addition to the model variables, age was also used in the analysis. Work locus of control is the starting point of the model and its relationship with perceptions of intra-organisational mobility forms the basis of the first research question.

Table 3 : Correlational analyses between the IV (work locus of control) and the DV (Intra-Organisational Mobility)

		Exceptional (IOM)	Reliable (IOM)	Personal (IOM)	Luck (IOM)
Work locus control	Pearsons (r)	-0.27***	-0.03	-0.01	0.31***

* p < .05 ** p < .01 *** p < .001

The results above illustrate that work locus of control is significantly correlated with perceived intra-organisational mobility based on exceptional performance as well as luck and favouritism. High scores represent individuals with an

internal locus of control whilst low scores represent individuals with an external locus of control. In relation to this, the negative correlation between work locus of control and exceptional performance suggests that individuals with an internal locus of control perceive mobility channels within the organisation to be based on exceptional performance. On the contrary, because of the positive correlation between work locus of control and luck and favouritism, individuals with an external locus of control seem to perceive mobility channels to be based on luck and favouritism.

Table 4 : Correlational Analysis between work locus of control and satisfaction with promotion opportunities, intention to turnover and intention to emigrate

		Age	Satisfaction with promotion opportunities	Intention to turnover	Intention to emigrate
Work locus control	Persons (r)	0.01	-0.22*	-0.22**	0.37***

* p < .05 ** p < .01 *** p < .001

The results above indicate that internally orientated individuals' are associated with satisfaction with their promotion opportunities. The converse is true for individuals with an external locus of control. Individuals with an internal

orientation are associated with less likelihood of leaving the organisation as well as the country whilst individuals with an external orientation are associated with a greater likelihood of leaving the organisation and the country. There was no significant relationship between the individuals' locus of control orientation and their age.

Table 5 : Correlational analysis between the IV (perceived mobility channels) and the DV (satisfaction with promotion opportunities)

	Satisfaction with Promotion Opportunities (Pearson's (r))
IOM : exceptional	0.18 *
IOM : reliable	0.29 ***
IOM : personal	0.13
IOM : luck and favouritism	-0.06

* p < .05 ** p < .01 *** p < .001

As illustrated above, individuals who perceive their mobility channels to be based on exceptional and reliable performance (performance based channels) seem to be associated with a general satisfaction with their promotion opportunities. The relationship between perceptions of mobility

channels based on personal characteristics as well luck and favouritism (role-irrelevant channels) was not significant.

Table 6 : Correlational Analysis between iom (exceptional) and Intentions to Emigrate

		Intentions to Emigrate
Iom (exceptional)	Pearson's (r)	-0.22 **

* p < .05 ** p < .01 *** p < .001

The relationship between these two variables indicates that individuals who perceive their mobility channels to be based on exceptional performance seem to be less likely to leave the country.

In response to the third research question, analyses were conducted to determine if satisfaction with promotion opportunities is associated with intentions to turnover and emigrate.

Table 7 : Correlational Analysis between IV (satisfaction with promotion opportunities) and DVs (intention to turnover and intention to emigrate)

		ITT	ITE
Satisfaction with promotion opportunities	Pearson's (r)	-0.15	0.16

* p < .05 ** p < .01 *** p < .001

The results above indicate that there was no significant relationship between satisfaction with promotion opportunities and intentions to turnover (ITT) and emigrate (ITE).

Table 8 : Correlational Analysis between intentions to turnover and intentions to emigrate

		ITE
ITT	Pearson's (r)	-0.24 **

* p < .05 ** p < .01 *** p < .001

Intentions to turnover and emigrate are significantly correlated with each other, suggesting there is a relationship between intentions to leave the organisation and intentions to leave the country.

4. Multiple Linear Regression

The first regression analysis took place using work locus of control and the four mobility channels as the independent variables and satisfaction with promotion opportunities as the dependent variable.

Table 9 : Regression Analysis 1

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	152.07652	30.41530	3.95	0.0022

Root MSE	2.77373	R-Square	0.1222
Dependent Mean	18.44595	Adj R-Sq	0.0913
Coeff Var	15.03709		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	1	18.51442	1.75457	10.55	<.0001
Locus of control	1	-0.03372	0.02036	-1.66	0.0998
Iom (exceptional)	1	-0.00780	0.07974	-0.10	0.9222
Iom (reliable)	1	0.25306	0.08685	2.91	0.0042

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Iom (personal)	1	-0.00932	0.12101	-0.08	0.9387
Iom (luck)	1	-0.09560	0.10747	-0.89	0.3752

As can be seen from the tables above, there is a significant relationship between the independent and dependent variables within the linear regression equations ($F_{5, 142} = 3.95$, $P = 0.0022$). This relationship, however, is only of moderate strength ($R^2 = 0.12$). When looking at the individual variables, only IOM (reliable) has a significant effect on the overall score ($P = 0.0042$).

The second regression analysis took place using work locus of control, the four mobility channels and satisfaction with promotion opportunities as independent variables and intention to turnover as the dependent variable.

Table 10 : Regression Analysis 2

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	6	127.18174	21.19696	1.82	0.1002

Root MSE	3.41665	R-Square	0.0722
Dependent Mean	8.89796	Adj R-Sq	0.0324
Coeff Var	38.39811		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	1	8.36823	2.88688	2.90	0.0044
Locus of control	1	-0.03537	0.02534	-1.40	0.1650
Satisfaction with promotion opportunities	1	0.13763	0.10350	1.33	0.1858
Iom (exceptional)	1	0.14377	0.09822	1.46	0.1455

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Iom (reliable)	1	-0.09921	0.11023	-0.90	0.3697
Iom (personal)	1	0.06723	0.14922	0.45	0.6530
Iom (luck)	1	-0.07465	0.13276	-0.56	0.5748

The table above indicates that this aspect of the model is not significant ($F_{6, 140} = 1.82$, $p = 0.1002$). None of the independent variable had any significant effect on the overall score.

The third regression analysis used the same independent variables as the previous analyses but the dependent variable changed from intention to turnover to intention to emigrate.

Table 11 : Regression Analysis 3

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	6	12472	2078.59223	5.37	<.0001

Root MSE	19.68177	R-Square	0.1859
Dependent Mean	91.49324	Adj R-Sq	0.1512
Coeff Var	21.51172		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	1	74.80086	16.62965	4.50	<.0001
Locus of control	1	0.47647	0.14584	3.27	0.0014
Iom (exceptional)	1	-0.78700	0.56582	-1.39	0.1664
Iom (reliable)	1	1.00593	0.63445	1.59	0.1151

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Iom (personal)	1	-1.76569	0.85867	-2.06	0.0416
Iom (luck)	1	1.00042	0.76472	1.31	0.1929
Satisfaction with promotion opportunities	1	-0.62221	0.59546	-1.04	0.2979

The Table above indicates that there is a significant relationship between the independent and dependent variables within the linear regression equation ($F_{6, 141} = 5.37$, p. < .0001). This relationship is still only of moderate strength ($R^2 = 0\ .19$). Both locus of control (P = 0.0014) and iom (personal) (P = 0.0416) have a significant effect on the dependent variable in this model.

To summarise, significant relationships were observed between locus of control and perceived intra-organisational mobility based on exceptional performance as well as those based on luck and favouritism. In addition to this, locus of control was significantly correlated with satisfaction with promotion opportunities, intentions to turnover and intentions to emigrate. Perceived intra-organisational mobility based in exceptional and reliable performance (performance based channels) was significantly correlated with satisfaction with promotion opportunities and perceived intra-organisational

mobility based on exceptional performance was significantly correlated with intentions to emigrate. Finally, a significant relationship was observed between intentions to turnover and intentions to emigrate. The results generated above lead to a number of insights that will be elaborated upon in the discussion that follows and linked with the literature review presented at the beginning of the report.

CHAPTER 5: DISCUSSION

It is at this point in the report that the findings of the statistical analyses will be elaborated upon and discussed in relation to the literature review. The first research question related to the extent to which locus of control had an impact on perceptions of intra-organisational mobility. The results of this study indicate that a personality construct like locus of control can be used as an important variable in predicting behaviour in organisational settings (Markku, 1994). Over and above being related to job satisfaction, control at work, role stress, perceptions of supervisor style (Spector, et al, 2002) and counterproductive behaviour at work (Fox and Spector, 1999), the present research findings illustrate that the work locus of control scale is also related to perceptions of intra-organisational mobility. This further illustrates that the scale as well as the construct is effective in relating to variables within the work domain. Significant relationships were found between locus of control and perceived mobility channels based on both exceptional performance as well as those based on luck and favouritism.

The significant (negative) relationship between locus of control and perceptions based on exceptional performance indicates that individuals with an internal locus of control tend to perceive intra-organisational mobility channels within the organisation to be based on exceptional performance. Internals would thus presume that in order to move up the organizational hierarchy, an individual would have to exceed the inherent requirements of the job and demonstrate competences for a position higher up the career

ladder. This would mean that they would have the capacity to look internally within themselves and improve their chances of getting a promotion. In addition to this, the finding also provides some substance to what was speculated earlier in the literature review that because of their tendency to attribute any given success to their own abilities, individuals with an internal orientation would perceive mobility channels to be based on either exceptional or reliable performance.

There was, however, no significant relationship between locus of control and perceived mobility channels based on reliable performance. This is possibly because internals would more than likely feel that reliable performance is not good enough to get ahead in the organisation and if an individual really wants to move up the organisational hierarchy, they would have to take control of the situation and produce exceptional performance. From an organisational perspective, if this is how internals feel about getting ahead in the organisation, it may be beneficial to look at an individual's locus of control orientation when making selection decisions. This is especially prevalent in positions higher up the organisational hierarchy, where it is imperative to make well-informed and accurate decisions. This drive to produce exceptional performance can be extremely beneficial in producing the standards of performance that are required at those levels. Although there was no significant relationship between locus of control and perceived mobility channels based on reliable performance, individuals with an internal locus of control can be seen to have a greater inclination towards perceiving mobility channels to be performance based. In relation to the literature on the protean

career and the constant drive of the organisation and the employees within the organisation to develop themselves, it was encouraging that the majority of the sample was of an internal orientation and were more inclined to perceive their promotion opportunities to be based on performance. This suggests that the majority of employees within the organisation feel that they have some sort of control over their careers and will thus put the necessary effort in to improve themselves and their performances.

On the contrary, the significant (positive) relationship between locus of control and perceptions based on luck and favouritism, suggests that individuals with an external locus of control tend to perceive intra-organisational mobility channels within the organisation to be based on luck and favouritism. This means that employees would perceive that factors that are outside of their control, like luck and favouritism, are important in getting a promotion. These include factors like getting the right breaks, how well one is liked by his or her supervisor or having friends or relatives higher up the organisational hierarchy. It is somewhat disturbing that there are employees within organisations who do not feel that they have some sort of control over their promotion opportunities and their careers. As a result of their tendency to attribute a promotion to luck or favouritism they would have no need to want to improve themselves or their performances in line with that of a protean career. A possible explanation for this result could also be that individuals who feel this way, could have recently missed out on a promotion opportunity or have been demoted at the time of the study because of the restructuring that has been taking place within the organisation.

The results discussed above provide some substance to earlier speculation that because of their tendency to attribute any given success to external forces, individuals with an external orientation would perceive mobility channels to be based on either personal characteristics or luck and favouritism. There was no significant relationship between locus of control and perceived mobility channels based on personal characteristics. It is quite surprising that in the context of South Africa's labour market conditions and the employment equity act of 1998 that individuals with an external orientation do not perceive intra-organisational mobility to be based on factors like race, sex, educational level or personality and appearance. Instead, employees are more inclined to perceive their intra-organisational mobility to be based on getting the right breaks, how well your supervisor likes you or having friends and relatives higher up the organisational hierarchy.

A possible explanation for this could be that, as mentioned earlier, employees who perceive their intra-organisational mobility to be based on luck and favouritism could have recently lost out on a promotion or have been demoted at the time of the study, as a consequence of the restructuring that was taking place. All indications do however; suggest that individuals with an external locus of control can be seen to have a greater inclination towards perceiving mobility channels to be based on role-irrelevant factors.

In relation to the literature relating to organisational frustration, findings re-enforce the results obtained from Storms and Spector (1987) in that they

suggest that internally orientated individuals who face the frustration of a lack of intra-organisational mobility, place the blame on themselves – like their lack of exceptional performance. On the contrary, externally orientated individuals place the blame for this very same frustration on external forces like luck and favouritism. If the common behavioural reactions to organisational frustration include effects on performance, absenteeism and turnover as well as organisational and interpersonal aggression (Fox & Spector, 1999), it may be beneficial to take the individuals locus of control orientation into account when trying to deal with behavioural problems that may be encountered. This can assist the counsellor or the manager in finding a starting point in dealing with and eradicating the problematic behaviour.

In accordance with the concept of the protean career and with work done by Luzzo and Hutcheson (1996) on causal attributions and sex differences associated with perceptions of occupational barriers, results further suggest that individuals who believe that career decisions are internally caused and controllable, may not consider perceived barriers as especially problematic. This is because internals perceive to have some sort of control over getting a promotion and moving forward in their careers. In contrast, individuals who believe that career decisions are externally based will consider perceived barriers to be problematic because they feel that they have very little control over moving up the organisation and forward in their careers. In light of this, it may be quite interesting to conduct a longitudinal study and track the progress of internally and externally orientated individuals. It is quite clear that internally orientated individuals are more desirable to the organisation but there are

externally orientated individuals in the workplace and it would be interesting to see how and if they progress in the organisation and their careers.

Moving through the adapted model being used in the present study, the next task was to address the second research question and determine the extent to which locus of control and perceptions of intra-organisational mobility affect employees' satisfaction with promotion opportunities. With respect to the relationship between locus of control and satisfaction with promotion opportunities, the results from the correlational analyses support earlier speculation made in the literature review that internals will be more satisfied with their promotion opportunities than externals are. Although the relationship seems to be quite logical, this appears to be the first piece of empirical evidence to support this. Results actually suggest that internals are more satisfied with their promotion opportunities whilst externals are more dissatisfied. This is possibly due to the fact that, because of the tendency of internals to take control of their destiny, they feel that they have some sort of influence over their promotion opportunities.

This reflects a strong connection with work done by Lam and Schaubroek (2000), when they examined the role of locus of control in reactions to being promoted and passed over and concluded that the way in which individuals interpret their personal control over promotions determines whether the events would lead to favorable reactions. In contrast to individuals with an external orientation, those with an internal orientation responded to being promoted by engendering positive beliefs about having personal control over

their rewards received within the organisation. These positive beliefs were reflected in intentions to stay within the organisation, organisational commitment, job satisfaction and job involvement. In the present study, individuals with an internal orientation seem to perceive their mobility chances to be based on exceptional performance and because of this they have the capacity to improve their chances of getting a promotion. Although these positive beliefs were not reflected in the same variables used in Lam and Schaubroek's (2000) study, they did correlate with a strong antecedent towards job satisfaction (satisfaction with promotion opportunities).

Being a strong antecedent of general job satisfaction, the relationship found in the present study between locus of control and satisfaction with promotion opportunities also re-enforces earlier work done by O'Brien (1993) and Spector (1982), in suggesting that locus of control has been shown to relate to a number of organizationally relevant variables with internals having the tendency to be more satisfied with their jobs than externals. If externals were less satisfied with their jobs, organisations would want to address this and intervene as best as possible to improve their overall efficiency. By merely acknowledging an employees external orientation, organisations can go a long way to trying to address this lack of job satisfaction.

With respect to the relationship between perceptions of intra-organisational mobility and satisfaction with promotion opportunities, results generated indicated a significant relationship between perceptions of intra-organisational mobility based on exceptional and reliable performance (performance based

channels) with satisfaction with promotion opportunities. This relationship suggests that employees' perceptions of intra-organisational mobility have an impact on whether they are satisfied or dissatisfied with their job. One can thus deduce that individuals, who perceive their intra-organisational mobility channels to be performance based, seem to be generally satisfied with their promotion opportunities. This is more than likely because individuals who perceive intra-organisational mobility to be performance based, would generally feel that they have greater power to influence promotion decisions and as such, would be less vulnerable to external forces not living up to preconceived expectations.

This relationship between performance based channels and satisfaction with promotion opportunities has important implications for personnel within the organisation who are responsible for making promotion decisions. If employees are more satisfied with promotion opportunities when they are performance based, then if the organisation intends to maintain a satisfied labour force they should ensure that employees do not perceive promotion decisions to be based on role-irrelevant factors. Within the South African context where many companies are on a frantic push to get their "numbers" right and make the organisation more representative of the general population, the human implications of doing this without much thought must be taken into account. If the process is not approached carefully, the lack of satisfaction amongst the employees within the organisation can have a significant impact on the efficiency of the firm.

When determining the impact that both work locus of control and the perceived mobility channels would have on satisfaction with promotion opportunities, the regression analyses revealed that they explain a small amount of the variance. This is very weak and considering that perceived mobility channels based on reliable performance was the only significant predictor on the overall score, one can conclude that there were a number of extraneous variables outside the research model that had an impact on satisfaction with promotion opportunities and that locus of control and an individuals perceptions of intra-organisational mobility together, are not very strong predictors of ones satisfaction with promotion opportunities. Although not within the adapted model used for the present study, age was found to be significantly correlated with satisfaction with promotion opportunities and could be one such extraneous factor.

Results suggest that the older the individual is, the more dissatisfied he or she is with the promotion opportunities available. This reinforces earlier speculation that, because of the pyramidal nature of the organisation (Herriot, *et at*, 1999) and constant changes in the business environment like restructuring and the influx of middle-aged “baby-boomers” (Allen, *et al*, 1999), individuals who are slightly older and have progressed steadily up the organisational ranks may find themselves despondent and disillusioned with the promotional opportunities available to them. The sample was heavily biased towards females and this could also have had a significant impact on perceptions of intra-organisational mobility and the subsequent satisfaction with promotion opportunities. This is because females have been

predominately disadvantaged in the past and there is a major thrust in organisations of today to advance women in the workplace (Greenhaus, et al, 2000). As a result, there is a good possibility that females are being appropriately rewarded for their performances and are consequently satisfied with their promotion opportunities that ensue. In addition to this, the sample was also biased towards individuals with an internal orientation and this could be offered as a possible explanation for the relationship between performance-based perceptions of intra-organisational mobility and satisfaction with promotion opportunities. The smaller number of employees with an external orientation is possibly not large enough to establish a significant relationship between perceptions based on role-irrelevant channels and satisfaction with promotion opportunities.

Using satisfaction with promotion opportunities as the epicentre of the adopted theoretical model of intra-organisational mobility being used in the present study, the third research question aimed to determine the extent to which locus of control, perceptions of intra-organisational mobility and employees' satisfactions with promotion opportunities have an impact on intentions to turnover and emigrate. For the purposes of this study, intentions to turnover and emigrate were classified as future career planning. Results established that work locus of control was significantly correlated with both intentions to turnover and emigrate. It was negatively correlated with intentions to turnover, suggesting that the more internally orientated the individual is, the less likely he or she is to leave the organisation. This is in accordance with the locus of control ideology and because internals are more

inclined to feel that they are in control of what happens around them, they would have greater resilience in trying to make things happen in the workplace and, as a result, would be less inclined to leave the organisation.

On the contrary, the more externally orientated the individual is, the greater the likelihood of him or her leaving the organisation. This is due to the fact that externals generally feel that they have less control of what happens around them and, as such, would not feel that they have the capacity to change or improve present working conditions, resulting in them having a greater inclination towards leaving the organisation. Very similar to the results generated from the relationship between locus of control and intentions to turnover, locus of control was positively correlated with intentions to emigrate.

This relationship indicated that internally orientated individuals are less likely to leave the country. In the context of the South African social and economic conditions, internals would more than likely feel more positive towards the country because they would feel that they have some control over their lives and they can do something to change or improve many of the hardships that exist. Externals, on the contrary, would feel that they have very little control over their lives and the hardships that are faced by our society would leave them despondent and disillusioned. With regards to Rosenblott and Sheaffer's (2001) work on the brain drain, one can conclude that locus of control is a significant individual level predictor of talent exit within organisations as well as the country as a whole. Considering the dramatic effects of the brain drain, this can be invaluable information in trying to gain

additional insight into the reasons for talent exit in organisations as well as South Africa. For the purposes of this particular study, locus of control was found to have a significant influence on individuals future career plans in terms of wanting to leave the organisation or wanting to extend this further by leaving the country.

The relationship between perceived intra-organisational mobility based on exceptional performance and intentions to emigrate could possibly be because individuals who perceive promotions to be based on exceptional performances may have been promoted because of performance of this nature in the past. If one is an exceptional performer, chances are that one would get recognised for this and move steadily and consistently up the organisational hierarchy. This would result in a feeling of growth and development that would not fuel any desire to leave the country to achieve this. Perceived intra-organisational mobility based on exceptional performance was, however, the only one of the perceived mobility channels to be related to intentions to emigrate.

None of the four perceived mobility channels were significantly correlated with intentions to turnover. Relative to Appelbaum and Finestone's (1994) study on the career plateau, an individual's current attitudes, behaviours and plans for the future in relation to his or her perception of promotional opportunities, does not seem to manifest itself in intentions to turnover. With respect to this particular study, the result indicates that a lack of perceived intra-

organisational mobility does not have a significant impact on an individual's intentions to leave the organisation. This result seems to defy logic but a possible explanation could be the restructuring that is taking place within the organisation at the time of the study and the uncertainty associated with it. The employees could simply be happy to hold onto their job and a lack of perceived intra-organisational mobility is not a major concern for them at the time of the study. The employees could have possibly been feeling a sense of survival and they merely wanted to consolidate themselves in their position.

It must also be remembered that the present study is simply measuring ones intentions to turnover and just because a lack of perceived intra-organisational mobility does not have a significant impact on these intentions, this does not mean to say the other factors like the restructuring itself does not have a significant impact on these intentions. With regards to Rosenblott and Sheaffer's (2001) study on the brain drain, the lack of perceived intra-organisational mobility does not seem to be a significant organisational level predictor that will unintentionally "push" talented employees out of firms. One can thus conclude that perceived intra-organisational mobility has a small influence on individuals future career planning in terms of emigration but not in terms of turnover.

As a means of addressing the final section of the adapted model being used in the present study, the last part of the third research question explored the extent to which employees' satisfaction with promotion opportunities would have an impact on their intentions to leave the organisation or extend this

further by leaving the country. Results suggest that satisfaction with promotion opportunities does not have a significant impact on employees' intentions to leave the organisation or the country. A possible explanation for the lack of relationship could be found using March and Simon's model of voluntary turnover.

It was identified in the literature review that most models of voluntary turnover are based on March and Simon's ideas of the perceived ease and desirability of movement that job holders see themselves as having (Lee, *et al*, 1999; Trevor, 2001). Perceived ease of movement is reflected by job alternatives whilst perceived desirability is usually reflected by job satisfaction (Mitchell, *et al*, 2001). In the current study, it is important to remember that although individuals may have had the desire to leave the organisation as a result of dissatisfaction with promotion opportunities, they still may not intend to leave the organisation because they perceive their ease of movement within the job market to be limited. This is because the South African corporate context, as with many other countries around the world, is extremely competitive with many people competing for few employment opportunities. Compounding this competitiveness, South Africa also has extremely high unemployment rates and a comprehensive employment equity policy that can make it especially difficult for an individual to find employment.

The sample was heavily biased towards white employees and a misunderstanding or a lack of knowledge of the employment equity act could be offered as a possible explanation as to why there was no relationship

between satisfaction with promotion opportunities and intentions to turnover. Because the act aims at reducing past inequalities, many whites seem to misinterpret its intentions, thinking that it is aimed at replacing them with black employees (Hunter, 2000). This brings about a certain amount of fear and the result of this is that these employees would hold onto their jobs for as long as possible despite possibly being dissatisfied with many aspects of their job – like being dissatisfied with their promotion opportunities. In terms of career planning, one could deduce that changes in legislation could have shifted the focus of an individuals future career plans to be one of survival.

Another explanation for the lack of relationship between satisfaction with promotion opportunities and intentions to turnover and emigrate could possibly lie in the actual variables used within the model. The study specifically focused on intentions to turnover, which is only an antecedent of actual voluntary turnover. With this in mind, although satisfaction with promotion opportunities did not have a significant relationship with intentions to turnover or emigrate, this does not rule out the possibility that it may have a significant relationship with actual turnover or actual emigration.

Although previous research has shown that job dissatisfaction has resulted in greater intentions to turnover (Shaw, 1999), the present research differed in the fact that an antecedent of job satisfaction (satisfaction with promotion opportunities) was used and can be offered as a possible explanation for the differing results. In relation to this particular study, although there was no relationship between satisfaction with promotion opportunities and future

career planning, as it was operationalised in the study, this does not mean to say that it does not have an impact on other operational definitions of the concept. Career planning does not necessarily have to be limited to either leaving the organisation or the country and the concept could be operationalised in terms of job transitions from within the organisation, changing occupations or assuming higher levels of responsibility.

As mentioned in the literature review, very little research has been done on whether intentions to turnover are associated with intentions to emigrate. Results from the research indicated a significant, negative relationship between intentions to emigrate and intentions to turnover. This suggests that employees who are unlikely to leave the organisation seem to be unlikely to leave the country. This relationship does seem logical but what was extremely interesting is that individuals who intended to leave the organisation did seem to want to extend this further by leaving the country. This indicates that negative perceptions within the organisation do seem to permeate through to our society and the inverse of this relationship also holds some substance. This has important implications for the management of people in organisations as it once again re-enforces the need to consider contextual influences when assisting employees. Another explanation for this relationship could be that individuals may want to emigrate from the start and, as a means of doing this, they naturally have a desire to leave their job.

Two separate regression analyses were conducted to determine how the respective variables together predict both intentions to turnover and emigrate.

The analysis using locus of control, perceived intra-organisational mobility and satisfaction with promotion opportunities to predict intentions to turnover was not significant and explained very little of the variance. This confirms earlier results generated from the correlational analyses and reinforces the fact that locus of control was the only variable to have a significant relationship with intentions to turnover. What can be concluded from this result is that locus of control, perceived intra-organisational mobility and satisfaction with promotion opportunities together do not have a significant impact on an individual's intentions to leave the organisation. This does not bode well for using the model in future studies. The relationship between the variables was not as strong as was hoped and anticipated for, indicating that there were a number of extraneous variables that were not accounted for and have a significant impact on intentions to turnover.

Using the same combination of locus of control, perceived intra-organisational mobility and satisfaction with promotion opportunities to predict intentions to emigrate was significant and slightly stronger than using the combination to predict intentions to turnover. The relationship was however, only of moderate strength. What was interesting is that when used in conjunction with the other variables, perceptions of intra-organisational mobility based on personal characteristics was significant but perceptions based on exceptional performance were not. The fact that the variables together did not account for much of the variance could possibly be that intentions to emigrate is related to a number of socially relevant variables like crime or government policies that are not accounted for in organisational studies of this nature.

THEORETICAL IMPLICATIONS

If one had to start at the beginning of the model, using locus of control as a starting point, the study indicated that the construct is related to all the variables within the model. Its relationship with perceptions of intra-organisational mobility can be greatly expanded upon, possibly determining its impact on other groupings of perceived mobility channels. The factors that were identified by Beehr and Taber (1993) as being important in upward mobility can be interpreted differently into the four prescribed channels (exceptional performances, reliable performances, personal characteristics, luck and favouritism) or even classified into different categories. These different categories could incorporate dissimilar behaviours that are considered important in getting ahead in the organisation. In doing so, this can further expand on the theory relating to the link between individual traits and mobility chances.

When looking at the reverse of this relationship between perceptions of intra-organisational mobility and locus of control, one could also possibly determine the effect that other personality constructs may have on perceptions of intra-organisational mobility. This could involve determining the effect that ones perceived self-efficacy or the self-schema of the individual might have on perceived intra-organisational mobility. In addition to this, one could also determine the effects that different personality traits or ones career life stage would have on these perceptions. Replacing locus of control with an individuals career life stage would be moving away from personality but it may prove interesting to explore its impact on perceptions of intra-organisational

mobility and elaborate on the significant relationship that age had with satisfaction with promotion opportunities. Although it has been heavily researched in numerous studies in the field of the career plateau and management succession, the relationship between age and satisfaction with promotion opportunities can be of great value to theoretical work being done on job satisfaction and its influential antecedents.

Satisfaction with promotion opportunities did not have the impact on future career planning in terms of wanting to leave the organisation or the country but this is not to say that it does not have an impact on future career planning that is operationalised in a different way. As mentioned earlier in the discussion, the concept could be operationalised in terms of job transitions from within the organisation, changing occupations or assuming higher levels of responsibility. Future career planning could also be operationalised qualitatively, adding immense value to the research. The qualitative aspect towards the model and specifically future career planning could provide more insight into a variety of options that employees consider when planning for the future. One could possibly ask open ended questions as to where the individual sees him or herself in one, three or five years time in relation to their satisfaction or dissatisfaction with promotion opportunities. In doing this, one would be exploring different concepts of future career planning that can be beneficial to the theory on the career management and development.

When considering the significant impact that the brain drain is having on South Africa, the relationship between locus of control and intentions to

emigrate could offer some valuable insights as to the type of people who are leaving and the type of people who are staying. In relation to this, especially considering the severe effects that high turnover rates have for organisations, the significant impact that locus of control has on intentions to turnover can also be explored. If internals generally have less intentions to turnover than externals do, additional theory as to the reasons for this can be greatly beneficial in trying to develop new and revolutionary models of voluntary turnover. Being a personality construct, it has possibly laid the foundation to explore the impact of other aspects of ones personality on intentions to turnover. These have been outlined earlier but they could include personality traits, perceived self-efficacy or the self-schema of the individual.

The fact that intentions to turnover was related to intentions to emigrate, can prove to be extremely interesting and can be expanded as it possibly has major implications for not only the workplace but also the wider society that we live in. In relation to the work being done on the on the brain drain, this relationship can add value to the organisational level predictors of the brain drain that were identified by Rosenblatt and Sheaffer (2001) earlier in the literature review. In addition to this, the fact that individuals who perceive exceptional performances to be important in intra-organisational mobility are less inclined to want to leave the country is also an organisational level predictor and can be explored in greater detail. As a model, obviously future studies could explore the relationship between the variables in different contexts or possibly test the model simultaneously in two different

organisations. The model can also be adapted and improved upon in light of the findings of the present study.

LIMITATIONS

The study has various limitations that need to be highlighted. First, the cross-sectional nature of the research design has to be taken into account and as highlighted earlier in the report, because measures are taken at one point in time, there is no absolute guarantee that the perceptions reported at the time of the study will remain constant a year later. Taking cognisance of this fact, it is important that the results are interpreted with this in mind. The research merely took a snapshot view of employees' perceptions and there are numerous extraneous variables that could not be controlled and may have a significant impact on employees' perceptions. The perceptions of intra-organisational mobility were relatively limited in scope. This was done to simplify the research but as was pointed out in the literature review, things like age, gender or job level do have an impact on these perceptions.

In addition to this, the recent changes that have been taking place in the organisation could have had a significant impact on people's perceptions of intra-organisational mobility. The organisation has gone through major restructuring in the last few years and the employees were probably at a stage of consolidation that may have had an effect on their perceptions of intra-organisational mobility. The restructuring could also have had important

implications for the employees' future career plans as many of the employees would be feeling a sense of survival status that would not bring about much thought about leaving the organisation or the country at that stage.

The response rate of the participants in the research was relatively low (38%) and one has to probe deeper into the procedures that took place to try and determine the reasons for this. The questionnaires were sent to the main branch via email and although there were measures taken to ensure anonymity, the participants may have still been sceptical and refused to participate in the study. The questionnaires were handed out to the branches by leaving a box at the respective branches at regular intervals. Because the bank is a service firm, the participants are extremely busy dealing with clients during working hours when they filled out the questionnaire and this is another explanation as to why the response rate was low. The questionnaires were answered on a volunteer basis and in this fast paced working environment, it must be taken into account that the employees who did fill out the questionnaire may not be representative of the general working population as they are possibly more compliant and diligent than others.

The sample can be described as a non-probability, purposive sample and although it is convenient and economical, it is still limited in that not every person in the working population had a fair and equal chance of being included in the sample. This does limit the representation of the sample and impacts on the generalisability of the results. The study therefore has limited population and ecological validity. The sample was also heavily biased

towards both females and whites. Females, because of historical discrimination, have very different perceptions of mobility channels and subsequent satisfaction with promotion opportunities. Generally, they also have very different views and reasons for leaving the organisation or the country. Whites, because our country is embedded in a history of racial division, have a very different impression of perceived intra-organisational mobility, satisfaction with promotion opportunities and intentions to turnover and emigrate.

CONCLUSION

The exploratory nature of this present study has lead to findings that, although logical, have now been tested empirically. The study has possibly laid the groundwork for numerous other studies to expand upon and adapt the present model. The model aimed to add some theoretical weight to studies relating to perceptions of intra-organisational mobility and some of its correlates. In many respects, it was successful in doing this and although the model itself did not prove to be as successful as was hoped, some important relationships were identified. A personality construct in the form of locus of control, once again, proved to be an important variable in predicting behaviour in organisational settings. This was illustrated in its relationship with all the variables used in the present study. Some of the perceived intra-organisational mobility channels were found to relate to satisfaction with promotion opportunities as well as intentions to emigrate. In addition to this, intentions to turnover were related to intentions to emigrate. Many of these relationships can be

expanded upon to add some theoretical substance to literature relating to organisations and the people within them. The study hopefully shed some light on employee perceptions and some of its correlates within the ever-changing corporate environment that is in existence today.

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