



# **The willingness of South African emigrants to transfer knowledge to other South Africans**

Catherine Pendock

29621136

A research project submitted to the Gordon Institute of Business Science, University of Pretoria in partial fulfilment of the requirements for the degree of Masters of Business Administration.

10 November 2010

## Abstract

This study examines the effect of migration and emotions on knowledge transfer with the intention of identifying the emotions influencing the willingness of South African emigrants to transfer knowledge to South Africans living in South Africa.

The increasing number of South Africans emigrating is exacerbating the skills shortage in the country and therefore it is of importance to understand the profile of a South African emigrant who is willing to transfer knowledge to South Africans living in South Africa. Through understanding who to target for assistance South Africa will be able to better utilise those emigrants who are willing to assist.

The primary data was collected through an online survey. Of the 311 responses 210 were usable in the regression models run. The outcome of this research supports previous literature that positive knowledge sharing emotions play a major role in influencing the willingness to transfer knowledge. Because this is voluntary knowledge sharing emigrants tend to share knowledge when they are happy and when they feel positive towards knowledge sharing. This is influenced by positive feelings about their own knowledge and about their decision to emigrate. The results also suggest that emigrant's emotions towards knowledge sharing were not dominated by their feelings about South Africa, but rather by their emotions towards their host country.

**Keywords:** Knowledge Transfer, Migration, Emotions

## Declaration

---

### Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Name: Catherine Pendock

Signature:

Date: 10 November 2010

## Acknowledgements

I would like to thank the following people who were involved or contributed towards this research project:

**Doctor Helena Barnard**, my supervisor, for your exceptional knowledge, guidance and enthusiasm throughout this research project.

**Keith**, my manager, for your continuous support, patience and words of encouragement towards my studies and this research.

**The Homecoming Revolution, Sabona Publication, and South African Emigrants**, for your eager participation and interest in this research project.

**My Family**, for believing in me every step of the way, without your endless love, care, and support, this would not have been possible.

**My Friends**, for your constant energy, understanding and support on this journey.

## Table of Contents

|   |    |
|---|----|
| <i>CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM</i>      | 1  |
| <i>CHAPTER 2: LITERATURE REVIEW</i>                         | 7  |
| 2.1        EMIGRANTS.....                                   | 7  |
| 2.1.1    EMIGRANT IDENTITY .....                            | 8  |
| 2.1.2    EMIGRANT EXPERIENCE .....                          | 9  |
| 2.2        FEELINGS .....                                   | 11 |
| 2.2.1    EMIGRANT FEELINGS TOWARDS HOME COUNTRY.....        | 13 |
| 2.2.1.1  POSITIVE FEELINGS TOWARDS HOME COUNTRY.....        | 13 |
| 2.2.1.2  NEGATIVE FEELINGS TOWARDS HOME COUNTRY .....       | 15 |
| 2.2.2    FEELINGS TOWARDS KNOWLEDGE TRANSFER .....          | 17 |
| 2.2.2.1  POSITIVE FEELINGS TOWARDS KNOWLEDGE TRANSFER.....  | 18 |
| 2.2.2.2  NEGATIVE FEELINGS TOWARDS KNOWLEDGE TRANSFER ..... | 20 |
| <i>CHAPTER 3: RESEARCH HYPOTHESES</i>                       | 22 |
| <i>CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN</i>           | 23 |
| 4.1.        METHODOLOGY.....                                | 23 |
| 4.1.1.    RESEARCH DESIGN AND TYPE .....                    | 23 |
| 4.1.2.    RESEARCH METHOD, TECHNIQUE AND TOOL .....         | 25 |
| 4.1.2.1  POPULATION.....                                    | 25 |
| 4.1.2.2  SOUTH AFRICAN EMIGRANT DATABASE .....              | 25 |
| 4.1.2.3  SURVEY DESIGN.....                                 | 27 |
| 4.1.2.3.1  CONTROL VARIABLES.....                           | 27 |
| 4.1.2.3.2  REASONS FOR LEAVING SOUTH AFRICA .....           | 28 |
| 4.1.2.4  SURVEY PILOT .....                                 | 34 |
| 4.1.2.5  SURVEY POSTING .....                               | 37 |
| 4.2.        UNIT OF ANALYSIS .....                          | 38 |
| 4.3.        SAMPLING METHOD .....                           | 38 |
| 4.4.        DATA ANALYSIS .....                             | 38 |
| 4.5.        RESEARCH LIMITATIONS.....                       | 39 |

## Table of Contents

---

|   |           |
|---|-----------|
| <b>CHAPTER 5: RESULTS .....</b>                         | <b>41</b> |
| 5.1.        RESPONSES.....                              | 41        |
| 5.2.        DESCRIPTIVE STATISTICS.....                 | 42        |
| 5.2.1.    DESTINATION COUNTRY .....                     | 42        |
| 4.1.1.    AGE .....                                     | 43        |
| 5.2.3.    NUMBER OF YEARS ABROAD.....                   | 44        |
| 5.2.4.    RACE.....                                     | 45        |
| 5.2.5.    EDUCATION.....                                | 45        |
| 5.3.        CRONBACH ALPHA.....                         | 46        |
| 5.4.        LINEAR REGRESSION .....                     | 48        |
| 5.4.1.    DATA PREPARATION.....                         | 48        |
| 5.4.1.1.  CONTROL VARIABLES.....                        | 48        |
| 5.4.1.1.1.  DEMOGRAPHIC DATA.....                       | 48        |
| 5.4.1.1.2.  CURRENT LOCATION .....                      | 49        |
| 5.4.1.1.3.  CONNECTEDNESS WITH DESTINATION COUNTRY..... | 50        |
| 5.4.1.2.  FEELINGS .....                                | 50        |
| 5.4.1.3.  REASONS FOR LEAVING SOUTH AFRICA .....        | 51        |
| 5.4.2.    REGRESSION MODEL RESULTS .....                | 55        |
| <b>CHAPTER 6: DISCUSSION OF RESULTS.....</b>            | <b>62</b> |
| <b>CHAPTER 7: CONCLUSION .....</b>                      | <b>68</b> |
| <b>REFERENCES.....</b>                                  | <b>71</b> |

## ***Chapter 1: Introduction to the Research Problem***

Advancements in technology, communication and transportation have accelerated globalisation and the mobility of global labour enabling resources to work, and even maintain residences and citizenship in more than one nation (Saxenian, 2005). Most of these emigrants are skilled (Bohlman, 2010) and possess considerable experience in their line of work. It is this knowledge that enables them to migrate internationally to some of the most advanced industrialised countries in the world (Human Sciences Research Council, 2004).

This migration of talent often from emerging to developed countries is known as the “brain drain” and further aggravates international inequality by elevating the already wealthy economies at the expense of their poorer counterparts (Saxenian, 2005). The loss of these highly educated and skilled resources could prove to be a serious constraint on the future economic progress of Third World nations (Todaro, 1985).

In addition to the adverse effect on economic growth, the “brain drain” reduces a nation’s capacity to develop as a ‘knowledge society’ and therefore compete effectively in the global economy (Human Sciences Research Council, 2004). A “brain drain” also represents a major loss of investment in terms of education and training of its highly skilled professionals (Human Sciences Research Council, 2004), which most developing nations can ill afford.

On the other hand there are many developed countries benefiting from the inflow of skilled emigrants, a process that is known as the “brain gain” (Saxenian, 2005). Previous literature confirms that emigrants undoubtedly gain additional skills and knowledge while living and working abroad (Oddou and Mendenhall, 1991). This knowledge would greatly benefit the home country’s economy and inevitably it does when some of the emigrants return home. This movement of skilled labour from the host country back home is referred to as the “brain circulation” (Saxenian, 2005). Examples of this beneficial knowledge could be best practice principles from other countries, understanding global trends, or learnings from other’s successes and failures.

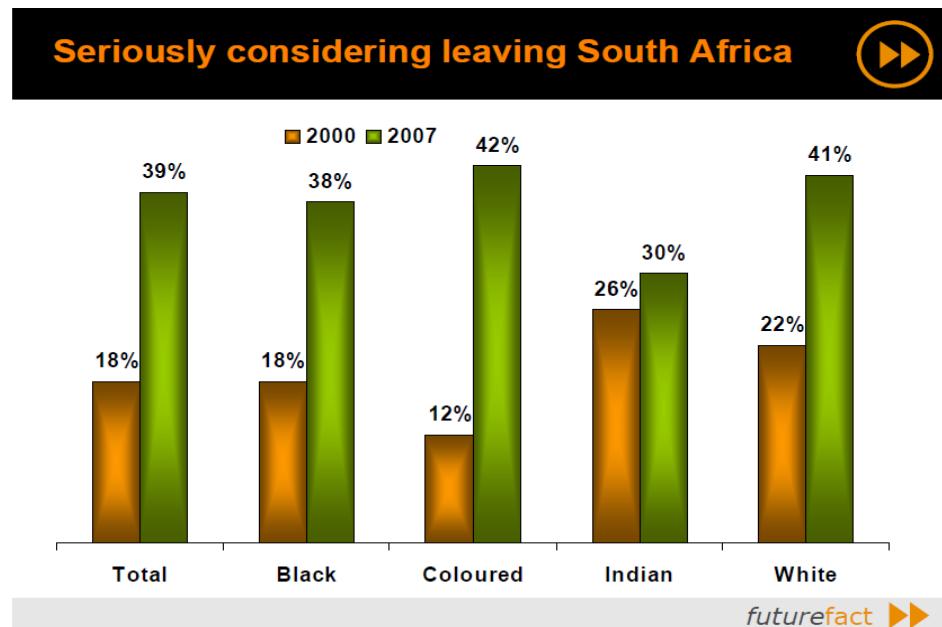
South Africa is one of the many developing countries affected by the “brain drain” as well as benefiting from “brain circulation”. However, the number of South African emigrants is widely contested; the fact of the matter is that there is no reliable data on the actual extent of emigration from South Africa (Human Sciences Research Council, 2004). Many of the statistics are thought to represent a significant undercount of skilled emigration, yet the emigration trend in South Africa is confirmed to be increasing rapidly (Human Sciences Research Council, 2004). This emigration leaves behind a large tax gap in the economy (Economist, 2008) and exacerbates the skills shortage leading to failure to achieve growth targets.

The South African Institute of Race Relations estimated in 2008 that more than 800,000 white South Africans have emigrated since 1995. The majority of these

highly skilled emigrants now reside in countries such as the United Kingdom, the United States of America and Canada, and more recently Australia and New Zealand (Human Sciences Research Council, 2004).

Statistics by FutureFact (2008), a polling organisation, show that no longer is it only white South Africans who wish to emigrate but there has been an increase in coloured, black and Indian South Africans thinking about leaving the country too. The following table details the comparison between 2000 and 2007 of Black, Coloured, Indian and White citizens seriously thinking about leaving South Africa.

Graph 1.1: South Africans seriously considering leaving South Africa.



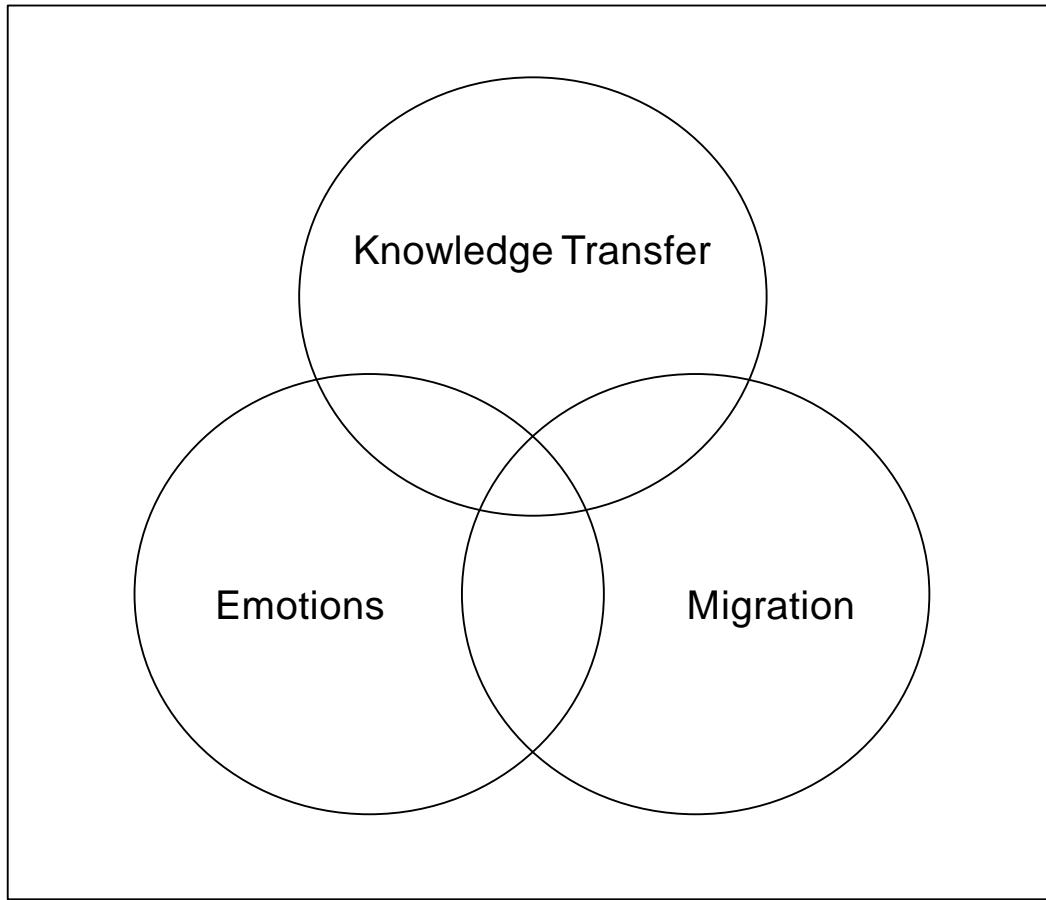
Source: FutureFact, 2008.

In 1998 The South African Network of Skills Abroad (SANSA) attempted to link South African academics and researchers living abroad with their South African counterparts living in South Africa, in order to facilitate business contacts and transmit information on research results not yet available in South Africa. The database comprised of a reported 22,000 academics and researchers from five major South African Universities (Mutume, 2003). However by 2007 the initiative had become dormant. SANSA's former Information Specialist, Refiloe Mabaso (Personal Communication, 2010) attributed the website closure to a change in management and a lack of prioritisation of the initiative. In order to succeed a network needs to be continuously monitored and kept up to date with new innovative ideas, creating interest from the members and attracting new members (Mabaso, 2010). This is especially important when the network relies on voluntary knowledge sharing.

Knowledge is a critical organisational resource that provides a sustainable competitive advantage (Davenport and Prusak, 1998). This study aims to establish whether South Africans living abroad are willing to share their knowledge with South Africans living in the country; in other words, whether it is possible to gain the “brain circulation” benefits even if people do not physically return home. This study only considers voluntary knowledge sharing from the point of view of the knowledge ‘sender’, in this report the ‘sender’ refers to South African emigrants. The conceptual map in Figure 1.1 summarises the content of the literature reviewed in Chapter 2.



Figure 1.1: Conceptual Map



In addition to the increasing evidence that emigrants can be useful sources of new knowledge, there also evidence that emigrants suffer from a lot of emotions. These emotions experienced can be positive, negative or mixed emotions where dual feelings are felt at the same time. Baldassar (2008) identified emigrant emotions of loss, absence, and nostalgia while Svasek (2008) identified feelings of guilt and anger. It is also known from previous literature that emotions have an effect on knowledge transfer. For example positive emotions such as enjoyment of helping others through knowledge transfer (Wasko & Faraj, 2005) or feelings of being valued due to knowledge transfer (Kankanhalli et al., 2005) will have a positive

effect on the propensity to share knowledge while negative emotions such as fear of losing power through knowledge transfer (Wasko & Faraj, 2005) or disappointment experienced towards knowledge transfer will have a negative effect on knowledge sharing.

In short, although the different elements have been studied, the intersection of these three fields has not been explored. The purpose of this study is to examine the intersection and how emotions affect the sharing of knowledge by emigrants. Would the main effect be positive as Saxenian's "brain circulation" suggests, would it be positive or negative dependent on knowledge transfer emotions as Yang (2008) suggests or would there be an ambivalent effect as Stonequist (1935) suggests?

## ***Chapter 2: Literature Review***

The theory reviewed in this section is structured into two sections: Emigrants, and Emigrant Feelings, both towards South Africa and towards Knowledge Transfer.

It is necessary to understand who emigrants are and the effect on the emigrants of having to adopt a new culture. It is also crucial to investigate how well prepared emigrants are to transfer knowledge.

In addition, the emotions and attitudes of the emigrants towards their home country are examined as these could quite possibly influence the willingness of emigrants to transfer knowledge. Finally the feelings towards knowledge transfer are explored and how knowledge transfer is affected by these emotions.

### **2.1 Emigrants**

An emigrant is commonly defined as a person who migrates across national borders (Hatton & Williamson, 1994), while an expatriate refers specifically to people who migrate across international borders for work (Yeoh and Khoo, 1998). Emigrants therefore include expatriates. This study takes into account all South African emigrants.

### **2.1.1 Emigrant Identity**

South African emigrants leave the South African culture, values, attitudes, customs and beliefs that they have known for many years to move to a new country with new cultures, values, customs and beliefs (Bell & Harrison, 1996). Emigrants leave behind networks of family and friends as well as other socially significant objects or experiences that hold strong emotional connotations, for example landscapes, buildings and practices (Skrbis, 2008). Adjusting to the changes in behaviour, values and attitudes will involve some amount of stress and psychological conflict for the emigrants (Berry, 1995).

Internalizing two dominant cultures and worldviews is referred to as being bicultural (Oyserman 1993). Bicultural individuals experience lower levels of identification with both cultures, and the greater the perceived contrast in the cultures the weaker individuals identification with either culture (Stroink & Lalonde, 2009). Research by Stonequist (1935) found bicultural individuals to have a 'dual pattern' of identification.

Social identity theory argues that our sense of whom we are stems in large part from our membership of affiliation to various social groups and the emotional value attached to that membership, which are said to form our social identity (Gibson & Gouws, 2000). Research shows that individuals feel more comfortable sharing knowledge with groups whom they share a social identity with (Kane et al., 2005).

Such identities can transcend racial and religious boundaries (Brown, 1995) and can also change over time (Berry et al., 1989).

Individuals feel the need to belong to a social group (Shinnar, 2008). Group membership has the potential to contribute to one's positive self image, especially if the group is favourably evaluated in comparison to other groups (Shinnar, 2008). A dimension like the willingness to share knowledge may or may not be an important dimension of the identity of a person. Therefore knowledge transfer may be dependent on the way others view it, for example if others view knowledge transfer favourably, the propensity to share knowledge may be higher.

### **2.1.2 Emigrant Experience**

While overseas emigrants are able to gain developmental benefit from their international work experience (Lui & Lee, 2008), the experience of working abroad increases their global perspective and improves their ability to comprehend business trends (Oddou & Mendenhall, 1991). This suggests that South African emigrants become more highly skilled and gain valuable knowledge while working abroad, and that other South Africans can benefit from this knowledge if it is passed on. However, this knowledge transfer hinges on the willingness of these emigrants to share the business knowledge they have gained.

Argote & Ingram (2000) argue that moving individuals can itself be a mechanism for transferring knowledge, therefore it is logical to use emigrants to transfer knowledge (Crowne, 2009). Research by Grosse (1996) supports the belief that expatriates transfer skills when relocating; examples of these skills transferred are process technology, management skills, knowledge about products and services, financial skills and market skills (Grosse, 1996). This provides expatriates with experience in transferring their knowledge.

In addition, emigrants are continuously increasing their skills and developing their competencies through improved language and communication abilities with different cultures, which would attribute to building strong communication skills (Minbaeva & Michailova, 2004), a key factor in both receiving and transferring knowledge (Awang, Hussain & Malek, 2008).

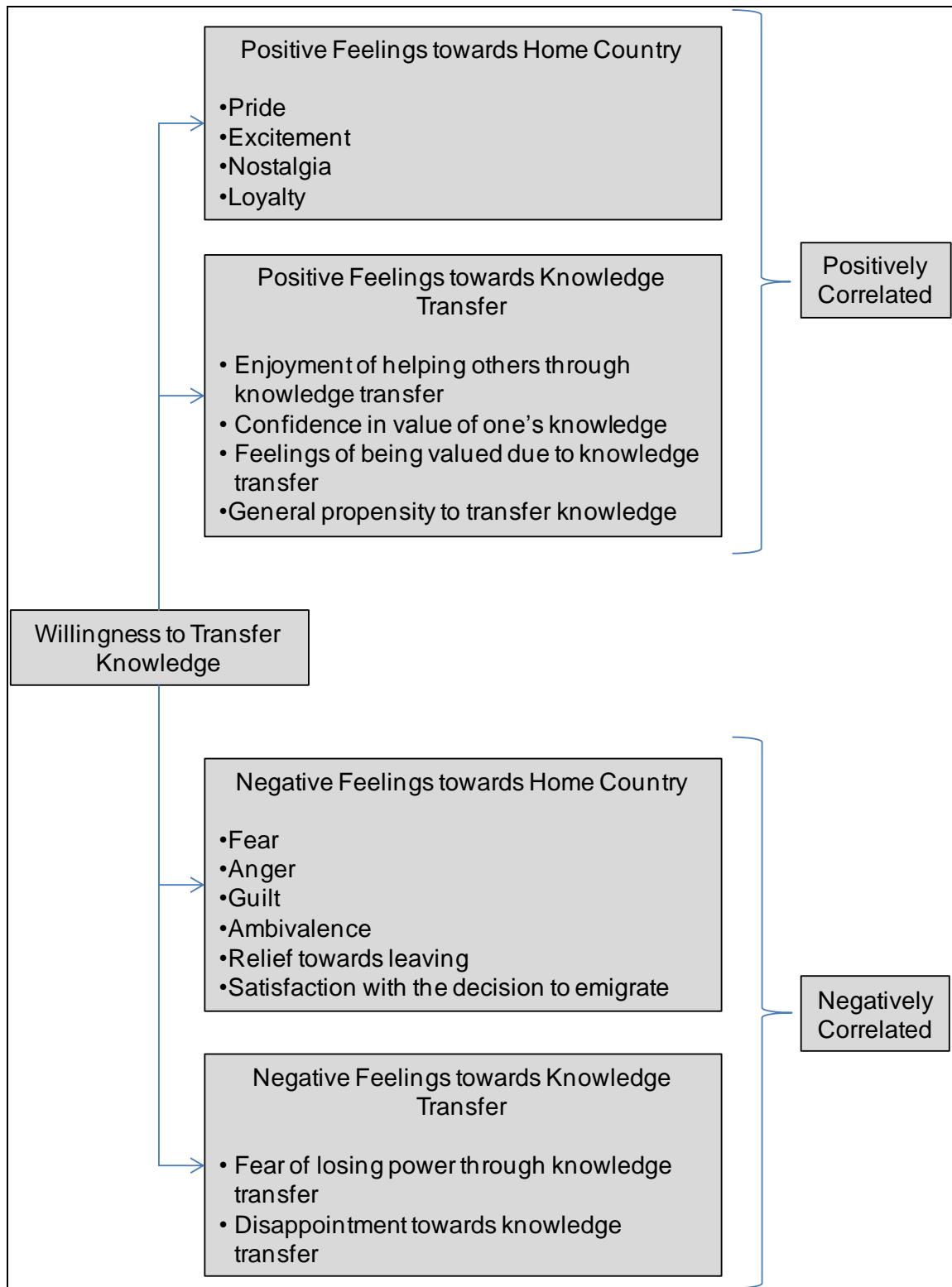
Individuals tend to communicate mostly with those who are similar to themselves (Zenger & Lawrence, 1989). Therefore, knowledge transfer may be dependent on how South African emigrants view South Africans living in South Africa, but their views are likely to reflect numerous emotions. These emotions are explored in the following section.



## 2.2 Feelings

The following two subsections consist of emigrant's feelings towards their home country and feelings towards knowledge transfer. Both the positive and the negative feelings for each are considered as well as the impact of these emotions on knowledge transfer. The summary of this section can be seen in Figure 2.1.

Figure 2.1 Summary of Feelings Impacting Knowledge Transfer



## 2.2.1 Emigrant Feelings towards Home Country

Emigrants experience complex emotions when considering moving abroad, these emotions are reported to be hope for a better life, fear of failure and courage to take a chance in a situation of relative uncertainty (Svasek, 2008). The studies to date on emigrants' experiences have failed to adequately acknowledge the complex co-existence of emotions (Tan et al., 2005). This section looks at the emotional profile of an emigrant by identifying the positive and negative emotions they experience.

Emotions can be influenced by the memories held by emigrants. Research tells us that the memory is malleable, and that over time the past is often recalled more favourably than it was in fact experienced (Schrauf & Hoffman, 2007). The positivity bias concerns primarily "remembered valence" (Schrauf & Hoffman, 2007). The remembered valence of past events shows that people recall proportionally more positive events than negative or neutral events (Schrauf & Hoffman, 2007). The potential mechanisms for the positivity bias include nostalgia (Schrauf & Hoffman, 2007), an emotion that Baldassar (2008) confirms that emigrant's experience.

### 2.2.1.1 Positive Feelings towards Home Country

Research on emigrants indicates that despite living in a different country, emigrants still hold strong feelings of love and loyalty for their families living in their

home country (Svasek, 2008) and therefore often remain connected to their home country through their families still living there.

Joubert (2006) of Research Surveys found that even though South African emigrants had concerns about South Africa, they remain proud to be South African and evermore attracted to the natural beauty of their home country. The results of a Homecoming Revolution (2009) survey also revealed that South African emigrants experience feelings of pride towards South Africa. It was established that 71% of the 1192 respondents felt proud to have been born in South Africa while 81% had a positive attitude towards South Africa and were excited about the country and its future.

These positive emotions towards the emigrant's home country are also reflected in the feelings Baldassar (2008) identified, feelings of loss, absence, and nostalgia.

Feelings of nostalgia are noted in the following quotes from a book written on South African emigrants by Botha and Baxter (2005) 'The Expat Confessions', this is what the South African emigrants had to say;

“...the longer I'm away from South Africa the more patriotic I become.”

“...it just gets harder for me each time I return [to South Africa]. There is no place like Africa...”

“...You get used to things [overseas], but the loss will always be with you.”

If these positive feelings are experienced by South African emigrants towards South Africa one would expect the emigrants to be willing to transfer their knowledge to South Africans living in South Africa.

### **2.2.1.2 Negative Feelings towards Home Country**

However, emigrants also experience negative feelings towards their home country. Some of these negative emotions could contribute to feelings of indifference when it comes to assisting South Africa while other feelings could have a positive or negative effect on knowledge transfer. The degree to which these emotions are felt as well as individual experiences will differ in each situation.

Research by Stonequist (1935) found bicultural individuals to have divided loyalty leading to an ambivalent attitude. This uncertainty can be seen in the following quote from 'The Expat Confessions' (Botha and Baxter, 2005);

"I feel homeless without roots, nothing to hold me here, and nothing to pull me back."

Those emigrants experiencing feelings of such ambivalence are unlikely to take the time to transfer knowledge to citizens in their home country.

Svasek (2008) identified that emigrants felt guilty for leaving their home country, family and friends. Joubert's 2006 survey supports this finding in that a reported 72% of South Africans felt a strong sense of owing to South Africa. While these are

not positive feelings, such results leads one to expect South African emigrants may feel compelled to assist fellow South Africans through knowledge transfer.

In addition, Svasek's (2008) research added that emigrants felt anger towards their home country. They felt angry in the situation that caused their emigration. They felt angry that they had been forced to leave their home in search of a better life. One of the emigration driving forces could have been fear. Joubert (2006) identified the major fears South African emigrants have about South Africa, they are; the high level of crime, the unstable political and economic environment, the deteriorating education and lack of service delivery. Feelings of relief to have left the country stem from these fears as they are removed from the stressful environment.

Joubert (2006) confirms that the level of satisfaction with the decision to emigrate is high although it differs by country and emigrant age. It is reported that South African emigrants living in Australia are the most satisfied with their decision, while those living in the United Kingdom are the most likely to return to South Africa (Joubert, 2006). Younger South Africans without families are also more likely to return than older, more settled emigrants.

If these negative feelings such as fear, anger, and relief are experienced by South African emigrants one would expect that the emigrant would not transfer knowledge to South Africans living in South Africa.

The following subsection examines the feelings surrounding knowledge transfer rather than the home country.

### **2.2.2 Feelings towards Knowledge Transfer**

Knowledge transfer is the process by which one unit is affected by the experience of another (Argote & Ingram, 2000). More specifically “knowledge transfer is the process by which an individual imparts his or her expertise, insight, or understanding to another individual or group of individuals so that the recipient(s) may potentially acquire and use the knowledge to perform his or her task(s) better” (Wasko & Faraj, 2005). Davenport and Prusak (1998) state that knowledge transfer is the equivalent to knowledge sharing. Within the context of this study, knowledge transfer is the communication process underlying the sharing of knowledge between members of a group.

Knowledge transfer has become increasingly important due to the positive effect it has on financial and operational performance, the competitiveness of the organisation (Kane A. et al., 2004) as well as innovation capabilities (Collins & Smith, 2004). However, these studies are all concerned with knowledge transfer within the context of an organisation where there is some expectation of knowledge sharing, perhaps necessitated by performance targets or simply the need to appear to be collegial in case some reciprocal knowledge is later needed (Von Hippel, 1987). However, in the case of the knowledge sharing of emigrants, it

needs to be voluntary (Kaser & Miles, 2002). There is no reward for the South African emigrants to transfer their knowledge to other South Africans, except for the satisfaction of assisting to develop much needed skills within South Africa.

However, the propensity to share knowledge hinges on the individual's attitude towards knowledge transfer. An emigrant's feelings can either impede or facilitate knowledge transfer (Yang, 2008). These knowledge transfer feelings both positive and negative are examined in the subsections below.

### **2.2.2.1 Positive Feelings towards Knowledge Transfer**

Many factors influencing the motivation to share knowledge are well known, for example trust and norms of reciprocity (Dirks & Ferrin, 2001); the effort involved in sharing knowledge (Darr & Kurtzberg, 2000); the perception that knowledge is a way to build one's reputation (Wasko & Faraj, 2005) and a strong sense of group identity (Minbaeva & Michailova, 2004). Minbaeva & Michailova (2004) also draw attention to personality traits positively associated with the knowledge sharing behaviour; they are extroversion, agreeableness, conscientiousness and openness.

When people feel good about sharing knowledge in an effort to help others, they tend to be more motivated to carry out the sharing behaviour; this highlights altruism as a motivator for knowledge sharing behaviour (Yu et al., 2010). By

creating a knowledge sharing environment where the knowledge sender and their expertises are valued they will feel encouraged to communicate and more likely to transfer their knowledge.

When a person perceives that he or she is being treated fairly within the community, he or she is predicted to react positively towards the community (Yu et al., 2010). Trust, is the belief that the other party will behave in a dependent manner and will not take advantage of the situation (Gefen et al., 2003). Individuals who trust each other are more willing to share relevant ideas and comprehensive information (Yu et al., 2010), as well as more willing to engage in cooperative interaction (Nahapiet & Ghoshal, 1998).

Research has also found that the more valuable the knowledge is, the more likely an individual will share it (Kankanhalli et al., 2005). If people believe the piece of knowledge is worth sharing they will be motivated to transfer the knowledge to others (Minbaeva & Michailova, 2004).

If South African emigrants experience positive feelings towards knowledge transfer one would expect that they would transfer knowledge to South Africans living in South Africa.

### **2.2.2.2 Negative Feelings towards Knowledge Transfer**

People have traditionally hoarded knowledge and the unwillingness to share information is highly cultural (Senge, 1998) and it is not easy to change this mindset (Greengard, 1998). This is especially common among specialists who might be afraid of losing their power when sharing their knowledge (Wiig, 1995).

Trust has been recognised as an important motivation factor in affecting knowledge sharing (Ridings et al., 2002); however the breakdown of trust in the relationship leads to disappointment in network and ultimately failure to transfer knowledge.

Husted and Michailova (2002) list six reasons for knowledge senders' hostility towards sharing their knowledge;

1. Reluctance to spend time on sharing knowledge
2. Reluctance to share their knowledge with someone who has invested less time and less effort in his/her own development
3. Desire to protect themselves against external assessment of the quality of their knowledge
4. Fear of losing a position of privilege or superiority
5. Desire to protect their competitive advantage
6. Uncertainty regarding how the knowledge receiver will perceive and interpret the knowledge

While all six these fears are relevant in the context of emigrants sharing knowledge with their home country, one may expect the fourth and fifth reasons to be less applicable as the recipients of the knowledge are living in a different country and may not view recipients in their home country as competition.

If the South African emigrants experience these negative feelings towards knowledge transfer, one would expect they would not transfer knowledge to the South Africans living in South Africa.

It is important to note that it is not only the knowledge sender who has fears but also the knowledge receiver who may not like to take on other people's ideas for fear of appearing less knowledgeable (Greengard, 1998). People may prefer to learn for themselves, resulting in unnecessary time-consuming and costly training and development (Bender & Fish, 2000). However, this study is limited to the sender of the knowledge.

The following chapter refines the arguments into four hypotheses.

## **Chapter 3: Research Hypotheses**

It has been established within the literature review that emigrants are emotional about their home country (Svasek, 2008) and that knowledge sharing is affected by attitudes (Yang, 2008) and emotions. What is unknown is how the emotions of emigrants shape their knowledge sharing. By piecing together these findings one is able to hypothesise the following;

**Hypothesis 1:** Positive feelings towards knowledge transfer are positively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

**Hypothesis 2:** Negative feelings towards knowledge transfer are negatively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

**Hypothesis 3:** Positive feelings towards South Africa are positively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

**Hypothesis 4:** Negative feelings towards South Africa are negatively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

## ***Chapter 4: Research Methodology and Design***

This chapter discusses the research methodology and design used to address the hypotheses stated in Chapter 3.

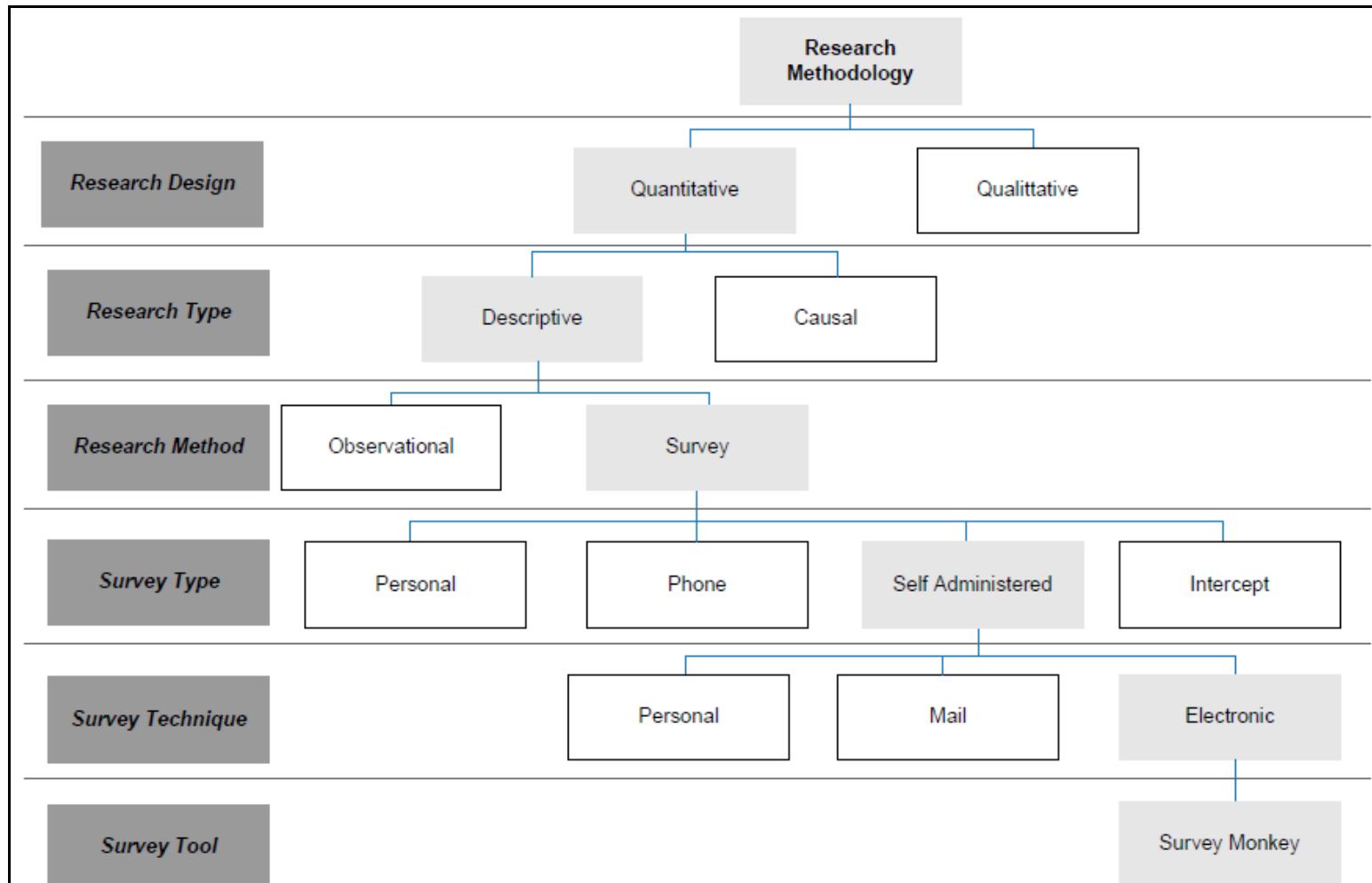
### **4.1. Methodology**

#### **4.1.1. Research Design and Type**

The study undertaken was quantitative and explanatory in nature, as there has been previous research done in the area of emigrants, emotions and knowledge transfer. This research seeks to combine the three topics. This study aims to identify whether or not South African emigrants are willing to transfer their knowledge to South Africans living in South Africa and if so which emigrants are the most likely or unlikely to assist, given the common factors and emotions identified.

An overview of the methodology is illustrated in figure 4.1 below.

Figure 4.1: Research Methodology



Source: Zikmund, 2003

## 4.1.2. Research Method, Technique and Tool

### 4.1.2.1. Population

The population consists of all the South African emigrants who currently live outside of South Africa. The exact size of the population is unknown and highly contested. It is estimated to be more than 800,000 by The South African Institute of Race Relations (2008) while Statistics South Africa (2009) estimates it to be 500,000.

### 4.1.2.2. South African Emigrant Database

As no official records of South African emigrants are kept, contacting the participants who met the criteria was a challenge. Many different paths were tried in order to contact the participants. Steps were taken to gain access to South African emigrants through the South African Human Resources department of Multinational Corporations with large complements of staff working internationally. This avenue proved to be unsuccessful, as did contacting author, Ted Botha, who wrote 'The Expat Confessions' in 2005. Botha unfortunately did not have a database of South African emigrants.

An attempt was made to compile a contact list of South African emigrants through friends, colleagues and classmates, yet the database only reached 111

South African emigrants. Larger groups of South African emigrants were accessed through the social networking sites Facebook and LinkedIn. The groups listed below were found through Facebook and LinkedIn searches using key words such as South African emigrants, South African expatriates, South Africans living abroad, South Africans living overseas, as well as searching under the most popular destinations South African move to, Britain, Australia, New Zealand and North America (Economist, 2008). The researcher joined these groups. They are listed in the table.

Table 4.1 Social Networking Sites Joined by Researcher

| Facebook   | LinkedIn                                 |
|--|--|
| South-Africans Living OVER seas!!                  | South African Business Network in Sydney |
| South-Africans in Canada                           | South Africans Overseas                  |
| South Africans in the USA                          |  |
| South Africans IN Vancouver                        |  |
| South Africans Abroad                              |  |
| South Africans Living in the United Kingdom        |  |
| SA PROMO Magazine for South Africans Abroad        |  |
| South African Citizens Abroad - Your Right To Vote |  |

Contact was also made with the Managing Director of The Homecoming Revolution, a non-profit organisation that encourages and assists South Africans around the world to return home. The Homecoming Revolution has a database of 25,000 South African emigrants and returned emigrants and was willing to

include the survey link in their weekly communication to their database. Through The Homecoming Revolution the researcher was put in contact with Sabona, an Australian publication for South African emigrants. Sabona also agreed to include the survey link in their weekly newsletter.

#### **4.1.2.3. Survey Design**

The survey was designed to identify the relationship between South African emigrant's propensity to transfer knowledge to South Africans living in South Africa and how that was affected by the emigrant's emotions towards both South Africa and knowledge sharing in general.

The method used for data gathering was an electronic, self administered survey to identify this relationship. The survey comprised of three sections with subsections, they were Feelings, Control Variables and Reasons for Leaving. Only the latter two are detailed below. As Feelings were discussed within the Literature review, they are only briefly discussed.

##### **4.1.2.3.1. Control variables**

- Demographic Data
  - Age
  - Race
  - Gender

- Education
- Current Location
- Destination Country
  - ❖ North America
  - ❖ Australia and New Zealand
  - ❖ Europe
  - ❖ Other Countries
- Survey Notification Portal
  - ❖ Researcher Notification
  - ❖ Homecoming Revolution
  - ❖ Facebook
  - ❖ LinkedIn
  - ❖ A Friend
  - ❖ Other Notification
- Connectedness with Destination Country
  - Number of Years Abroad
  - Company Transfer or not
  - Percentage of South African Friends in Destination Country

#### **4.1.2.3.2. Reasons for leaving South Africa**

Due to the shortage of validated scales to measure why South Africans emigrate, the information provided by the Homecoming Revolution from

previous studies was analysed. This information was collected through two surveys, one conducted by the Homecoming Revolution (2009) themselves and another conducted by Joubert (2006). An interview with the Homecoming Revolution's Managing Director, Schaffer (2010) was also held in which these reason were discussed. The remaining reasons were found in books and journals as well as through online searches. The various decisions to emigrate were analysed and relevant themes highlighted. This yielded fourteen commonly-mentioned considerations all of which were included in the questionnaire.

The subsections were ordered to ensure the survey began with easy and interesting questions and followed a logical flow. The instrument consisted of 79 items and ended with the control variables arranged in order of importance to the analysis. This was necessary to capture the key responses early on in case respondents lost interest and failed to complete the survey.

The survey was developed after an extensive review of the relevant literature on emotions affecting the transfer of knowledge as well as emigrant's emotions towards their home country and reasons for leaving South Africa. The items used were all based on previous research. Where necessary the items were adapted to ensure the question asked was relevant to the current research, for example "I will share my knowledge with other members of the organisation"

was adapted to “I will share my knowledge with South Africans living in South Africa”.

As many of the questions measured emotion, the scale was adjusted to be the same throughout the questionnaire. The scale used was a rating from strongly agree to strongly disagree on a scale of one to five.

The survey takes into account the hype and publicity around South Africa hosting the FIFA World Cup just before the survey was released. The item “I am excited about what a good job South Africa has done hosting the World Cup” controls for the emotions experienced during the FIFA World Cup. This item loaded strongly with the other excitement variables, and was retained within that the excitement construct.

Another item added to ensure responses were not distorted was “From where did you access this questionnaire link?” This item was due to The Homecoming Revolution’s large database of South African emigrants who one would assume are considering returning to South Africa if they are in contact with The Homecoming Revolution. Therefore these emigrants may view South Africa in a more favourable light and may be more willing to assist South Africa by transferring knowledge than emigrants who access the survey through a social networking site for emigrants.

The tool Survey Monkey was used to administer the survey. The purpose for the study was detailed on the front page of the survey along with a clear statement that the survey was voluntary and anonymous. The survey questions are detailed below in Table 4.2 along with the source of the original question from previous research.

Table 4.2 Research Survey and Question Source

| Questions  | Source                                 |
|--|--|
| <u>Fear of losing power through knowledge transfer</u>   |  |
| If I provide everybody with my entire know-how I am afraid of being replaceable                      | Wasko & Faraj (2005)                   |
| If I share my know-how I will lose my knowledge advantage  | Wasko & Faraj (2005)                   |
| Knowledge sharing means losing power   | Wasko & Faraj (2005)                   |
| <u>Enjoyment of helping others through knowledge transfer</u>  |  |
| I like to share my knowledge to help other people  | Adapted Wasko & Faraj (2005)           |
| I enjoy helping others by sharing my knowledge   | Cho et al., 2010                       |
| It feels good to help someone by sharing my knowledge  | Cho et al., 2010                       |
| <u>General propensity to transfer knowledge</u>  |  |
| I frequently share my knowledge with others  | Adapted Chen, Chen & Kinshuk (2009)    |
| I always provide my knowledge to others when requested   | Adapted Chen, Chen & Kinshuk (2009)    |
| I try to share my expertise from my education or training with others                                | Adapted Chen, Chen & Kinshuk (2009)    |
| I generally share my knowledge with others   | Adapted Ajzen (2002)                   |
| <u>Feelings of being valued due to knowledge transfer</u>  |  |
| Sharing my knowledge improves others' recognition of me  | Kankanhalli et al. (2005)              |
| When I share my knowledge, people respect me   | Adapted from Kankanhalli et al. (2005) |
| When I share my knowledge, others praise me  | Adapted from Kankanhalli et al. (2005) |
| <u>Disappointment towards knowledge transfer</u>   |  |
| My positive expectations of knowledge sharing are often <u>not</u> fulfilled                         | Adapted from Berger et al. (2006)      |
| I often provide valuable information and knowledge to others, but they did not do the same in return | Adapted from Kim & Ju (2008)           |
| I feel others take advantage of me when I share my knowledge   | Adapted from Lin et al. (2009)         |
| Willingness to transfer knowledge to South Africans living in  |  |

|  |                                     |
|--|-------------------------------------|
| <b>South Africa</b>  |                                     |
| I think it is good to share my knowledge with South Africans living in South Africa                | Adapted from Lemmetyinen (2007)     |
| I think it is important to share my knowledge with South Africans living in South Africa           | Adapted from Lemmetyinen (2007)     |
| I think it is beneficial to share my knowledge with South Africans living in South Africa          | Adapted from Lemmetyinen (2007)     |
| I will share my knowledge with South Africans living in South Africa                               | Adapted from Lemmetyinen (2007)     |
| <b>Confidence in value of one's knowledge</b>  |                                     |
| I am confident in my ability to provide knowledge that other South Africans will consider valuable | Adapted Cho, Chen & Chung (2010)    |
| I have the expertise required to provide valuable knowledge to South Africans                      | Adapted Cho, Chen & Chung (2010)    |
| It makes a difference whether I share my knowledge with other South Africans                       | Adapted Cho, Chen & Chung (2010)    |
| <b>Reasons for leaving South Africa</b>  |                                     |
| Concerns for career advancements of my children  | Edigheji (2007)                     |
| Deteriorating education  | Joubert (2006)                      |
| High level of crime  | Joubert (2006)                      |
| Lack of service delivery   | Joubert (2006)                      |
| Out of protest against Apartheid   | Schaffer (2010)                     |
| Out of protest against national service  | South African History Online (2008) |
| Unstable economic environment  | Joubert (2006)                      |
| Unstable political environment   | Joubert (2006)                      |
| Better job opportunities and career advancement  | Edigheji (2007)                     |
| Earn a stronger currency   | Homecoming Revolution (2009)        |
| Greater personal security  | Lucas (2008)                        |
| Join family and friends abroad   | Lucas (2008)                        |
| New opportunities and experiences  | Homecoming Revolution (2009)        |
| Financial Betterment   | van Zevern (1995)                   |
| <b>Satisfaction with the decision to emigrate</b>  |                                     |
| My expectations of the decision to immigrate were fulfilled  | Adapted from Berger et al. (2006)   |
| On the whole, I was satisfied with the decision to immigrate                                       | Adapted from Berger et al. (2006)   |
| From the vantage point of the present, I would choose to immigrate again                           | Adapted from Berger et al. (2006)   |
| In retrospect, I would again want to immigrate   | Adapted from Berger et al. (2006)   |
| <b>Fear towards South Africa</b>   |                                     |
| I fear for my personal safety in South Africa because of the high crime rate                       | Adapted Tonks et al. (2000)         |
| I fear for the safety of my family members and friends in South Africa                             | Adapted Neimeyer et al. (2004)      |

|  |   |
|--|---|
| I fear the death of a family member or friend in South Africa and not having spent enough time with them | Adapted Neimeyer et al. (2004)                                    |
| Guilt towards leaving South Africa   |   |
| Even though I felt it was to my advantage, I feel guilty for leaving South Africa                        | Adapted from Meyer, Allen & Smith (1993)                          |
|  | Adapted Tonks et al. (2000)                                       |
| I feel guilty for leaving my family and friends in South Africa  | Adapted from Meyer, Allen & Smith (1993)                          |
| Pride towards South Africa   |   |
| The world would be a better place if people from other countries were more like South Africans           | Adapted Mazaheri et al., 2010                                     |
| There are many things about South Africa that make me proud of it  | Adapted Mazaheri et al., 2011                                     |
|  | Adapted from Kosterman and Feshbach (1989)                        |
| I am proud to be South African   |   |
| Excitement towards South Africa  |   |
| I am excited about what a good job South Africa has done hosting the World Cup                           | Adapted from Grey Tower Training & Consulting Publications (1998) |
| I get excited about South Africa's positive achievements   | Adapted Mazaheri et al., 2010                                     |
|  | Adapted from Browne & Howarth (1977)                              |
| Anger towards South Africa   |   |
| When I think about South Africa, I feel angry  | Adapted from Snell et al. (1995)                                  |
| I am angry that I had to leave South Africa  | Adapted from Snell et al. (1995)                                  |
| I feel angry that others prevented me from having a good life in South Africa                            | Adapted from Snell et al. (1995)                                  |
| Ambivalence towards South Africa   |   |
| I fear I might deny myself opportunities abroad if I decide to return to South Africa                    | Adapted Tonks et al. (2000)                                       |
| I fear not being able to get a job if I decide to return to South Africa                                 | Adapted Tonks et al. (2000)                                       |
| I fear not being able to decide whether to stay abroad, or move back to South Africa                     | Adapted Tonks et al. (2000)                                       |
| Nostalgia towards South Africa   |   |
| I miss South Africa  | Adapted Tonks et al. (2000)                                       |
| I miss my family and friends in South Africa   | Adapted Tonks et al. (2000)                                       |
| I am often homesick  | Adapted Tonks et al. (2000)                                       |
| I feel sad living in unfamiliar surroundings   | Tonks et al. (2000)   |
| Loyalty towards South Africa   |   |
| I am emotionally attached to South Africa and emotionally  | Adapted from Kosterman  |

|  |  |
|--|--|
| affected by its actions  | and Feshbach (1989)                        |
| The fact I am a South African is an important part of my identity                        | Adapted from Kosterman and Feshbach (1989) |
| In general, I have great respect for the South African people                            | Adapted from Kosterman and Feshbach (1989) |
| South Africa deserves my loyalty   | Adapted from Makanjee (2004)               |
| Relief towards leaving South Africa  |  |
| I feel relief after having left South Africa   | Adapted from Saldana & DuBois (2006)       |
| I am relieved to feel safe in my host country  | Adapted Thomson et al. (2006)              |
| I feel relieved that I am living a different lifestyle abroad than I was in South Africa | Adapted Tonks et al. (2000)                |
| Control Variables  |  |
| What year did you leave South Africa?  |  |
| Did you transfer to your current host country through an employer?                       |  |
| What is your current country of residence?   |  |
| What percentage of your friends living in your host country are South African?           |  |
| From where did you access this questionnaire link?                                       |  |
| What is your gender?   |  |
| What is your highest education level?  |  |
| What is your race?   |  |
| What is your age?  |  |

#### 4.1.2.4. Survey Pilot

A pilot test of the survey was done prior to the distribution of the questionnaire.

The purpose of the pilot was to establish ease of use and readability of the questionnaire as well as to test reliability of the instrument by calculating the Cronbach Alpha of constructs containing a three or four items. In order to obtain reliable statistical data a sample size of 30 or larger was necessary.

Snowball sampling was used to locate 30 South African emigrants who had returned to South Africa. These respondents were identified as having

experienced the emotions of leaving South Africa and living in another country. However as they no longer formed part of the research population, given that they were living back in South Africa, possible responses were not sacrificed. The results demonstrated that the questionnaire was easy to complete and readability was good. An acceptable Cronbach Alpha is usually 0.7 and higher (Nunnally, 1978). Only three constructs had a Cronbach Alpha of less than 0.7, they were; "Loyalty towards South Africa", "General propensity to transfer knowledge" and "Nostalgia towards South Africa". These constructs had an additional item added to them in an attempt to strengthen the reliability of the scales in the final survey.

Table 4.3 details the Cronbach Alpha calculated for the pilot survey while Table 4.4 details the additional items added to the three constructs. This analysis was undertaken using the Statistical Package for the Social Sciences (SPSS) Version 18.0 (2010).

Table 4.3 Pilot Survey Cronbach Alpha Coefficients

|   | Cronbach Alpha |
|---|----------------|
| The propensity to transfer knowledge to South Africans living in South Africa | 0.943          |
| Fear towards South Africa   | 0.938          |
| Fear of losing power through knowledge transfer                               | 0.903          |
| Enjoyment of helping others through knowledge transfer                        | 0.895          |
| Confidence in value of one's knowledge  | 0.873          |
| Satisfaction with the decision to emigrate                                    | 0.826          |
| Feelings of being valued due to knowledge transfer                            | 0.823          |
| Anger towards South Africa  | 0.800          |
| Relief towards leaving South Africa   | 0.779          |
| Disappointment towards knowledge transfer                                     | 0.76           |
| Ambivalence towards South Africa  | 0.756          |
| Excitement towards South Africa   | 0.752          |
| Guilt towards leaving South Africa  | 0.717          |
| Pride towards South Africa  | 0.712          |
| Loyalty towards South Africa  | 0.685          |
| General propensity to transfer knowledge                                      | 0.648          |
| Nostalgia towards South Africa  | 0.641          |

Table 4.4 Additional Item Added to Constructs with Cronbach Alpha >0.7

|   |            |
|---|------------|
| Loyalty towards South Africa  |            |
| I am emotionally attached to South Africa and emotionally affected by its actions | Original   |
| The fact I am a South African is an important part of my identity                 | Original   |
| In general, I have great respect for the South African people                     | Original   |
| South Africa deserves my loyalty  | Additional |
| General propensity to transfer knowledge  |            |
| I frequently share my knowledge with others                                       | Original   |
| I always provide my knowledge to others when requested                            | Original   |
| I try to share my expertise from my education or training with others             | Original   |
| I generally share my knowledge with others  | Additional |
| Nostalgia towards South Africa  |            |
| I miss South Africa   | Original   |
| I miss my family and friends in South Africa                                      | Original   |
| I feel sad living in unfamiliar surroundings                                      | Original   |
| I am often homesick   | Additional |

#### 4.1.2.5. Survey Posting

Once all the changes had been finalised on Survey Monkey the link was sent to The Homecoming Revolution as well as Sabona for posting on their weekly newsletter. The link was also posted on the home page of all the Facebook and LinkedIn groups that the researcher joined and emailed out to the contact list of 111 South African emigrants that the researcher had compiled.

As a result of the Facebook postings 'Bay Area South Africans' group contacted the researcher requesting the survey link be posted on their group home page too, which it was. All the postings were updated weekly for four weeks as reminders to the participants who had not yet completed the survey. An example of the postings can be seen below.

Figure 4.2 Social Networking Site, Facebook



The language used on Facebook and LinkedIn was kept informal to maintain the atmosphere created by the social networking sites.

## 4.2. Unit of Analysis

The unit of analysis was a South African emigrant, whom at the time of completing the survey was residing outside of South Africa.

## 4.3. Sampling Method

Non-probability sampling (Zikmund, 2003) was used, a technique in which the probability of any particular member of the population being chosen is unknown. That was necessary because neither a reliable estimate nor a definitive database of emigrants existed. For the same reason a response rate could not be determined.

## 4.4. Data Analysis

The first step was to conduct a basic analysis of the data, evaluate the results and remove any responses not meeting the criteria, South African emigrant living abroad. A descriptive analysis was then performed on the raw data in order to easily understand and interpret the emigrant's responses.

This was followed by the use of inferential statistics to assess the significance of various hypotheses about a single variable. This analysis was undertaken using the Statistical Package for the Social Sciences (SPSS) Version 18.0 (2010). The tests conducted were:

- *Cronbach Alpha coefficients* were established to determine the internal consistency reliabilities of the measuring instruments
- *Linear regressions* were conducted to investigate whether the independent variables could predict the willingness of South African emigrants to transfer their knowledge. Where the willingness to transfer knowledge to South Africans living in South Africa was the dependent variable.

## 4.5. Research Limitations

A limitation to the study is the indefinite population size. The unknown number of South African emigrants results in the inability to generalise the findings for the population. In addition, the fact that participants self-selected into the study means that this study allows for only an understanding of how the mechanisms driving knowledge sharing by emigrants works, and not for an estimation of the likelihood of knowledge sharing taking place.

In addition, the study is not anchored in actual behaviours as we only measure the willingness to transfer knowledge. A participant who claims to be willing to

share knowledge may or may not end up actually sharing knowledge when the opportunity arises.

Other possible systemic errors such as non response error and response bias can occur through the use of the survey method to obtain primary data. All attempts were made to minimise possible administrative errors, but the possibility of such errors should also be taken into account when analysing the results.

## **Chapter 5: Results**

This chapter discusses the findings obtained from the data analysis as well as the results of the statistical tests.

### **5.1. Responses**

The total number of responses to the survey was 311; these responses were then filtered to ensure they were accurate and usable. Three of the responses were removed from the data set as they did not meet the criteria of not living in South Africa. Missing case deletion was used to ensure validity of the responses, in other words, where data was not provided, the data point was dropped from the analysis. The total number of usable responses was 210.

Table 5.1 details this calculation.

Table 5.1 Calculation of Total Usable Responses

|   |            |
|---|------------|
| Total Responses                         | 311        |
| Less Respondents living in South Africa | 2          |
| Less Respondents living in Swaziland    | 1          |
| Less Incomplete responses               | 98         |
| <b>Total Usable Responses</b>           | <b>210</b> |

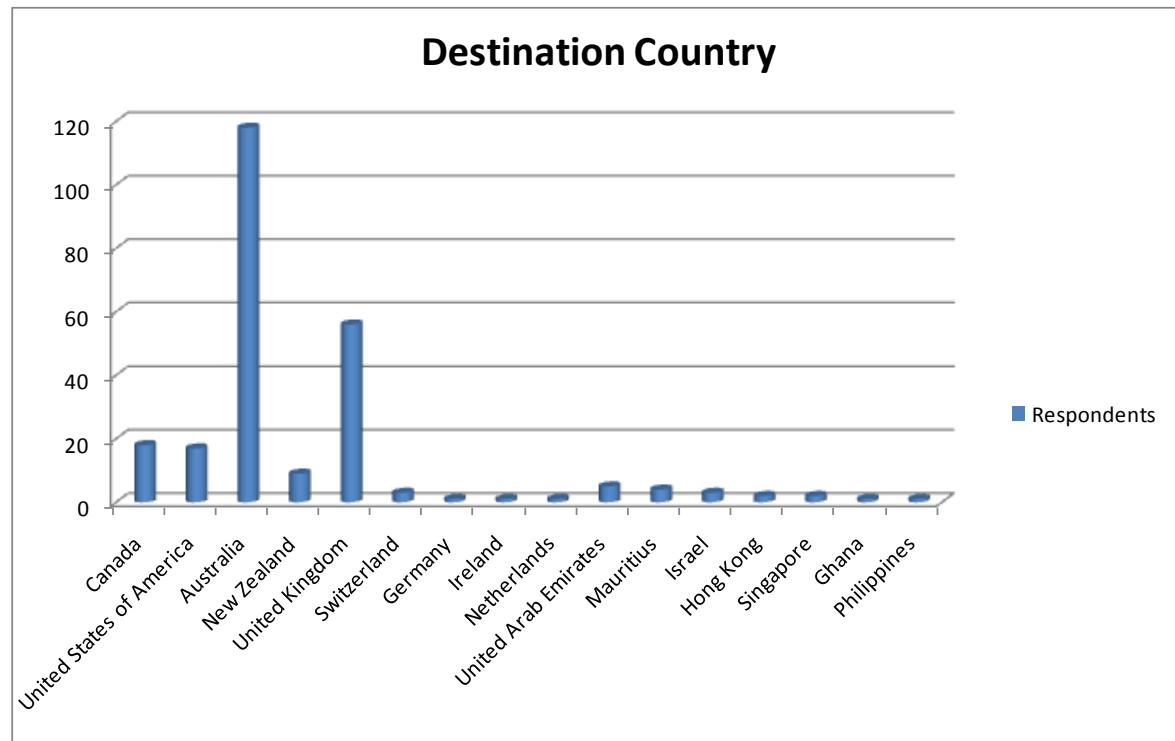
## 5.2. Descriptive Statistics

The descriptive statistics provide an overview of the characteristics of the sample population. The five features examined were destination country, age, number of years abroad, race and finally education.

### 5.2.1.Destination Country

The data collected details the South African emigrant's country of residence at the time of responding to the survey. There was particularly large representation from Australia followed by the United Kingdom which can be seen in Figure 5.1.

Figure 5.1 South African Emigrant Destination Country

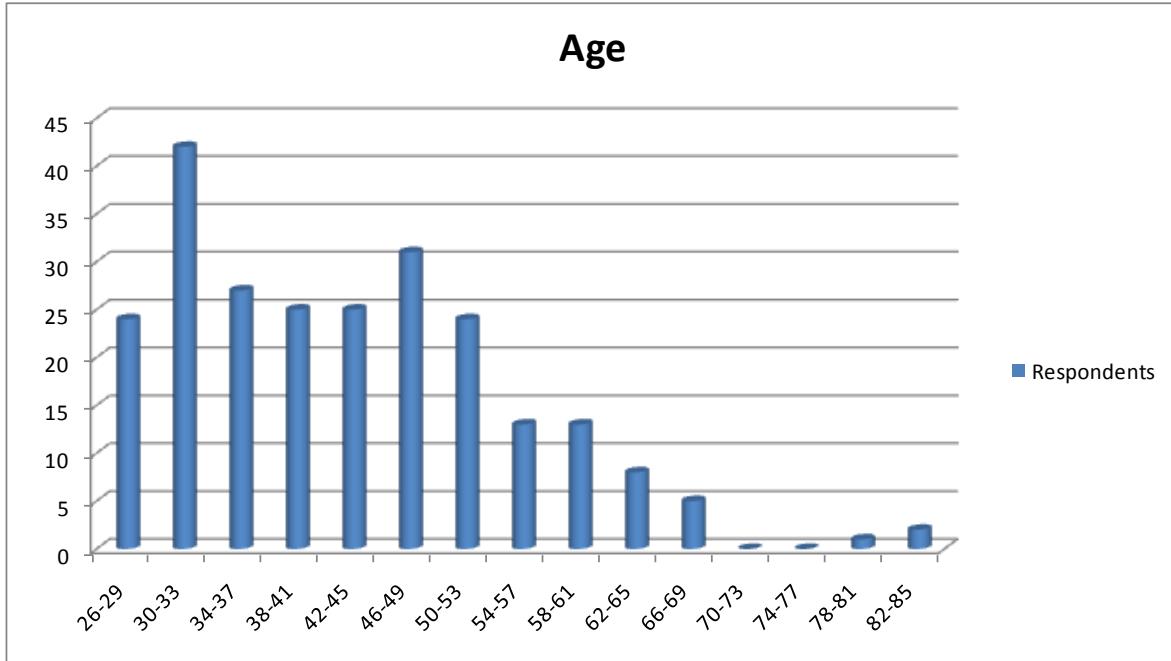


These countries are later grouped into categories for the regression; the categories are North America, Australia and New Zealand, Europe and Other.

#### 4.1.1. Age

The population had an age range from 26 years old to 84 years old. The ages were grouped into blocks of four year periods which can be seen in Figure 5.2. The majority of the respondents were in their early thirties while responses dwindled from those older than 53 years.

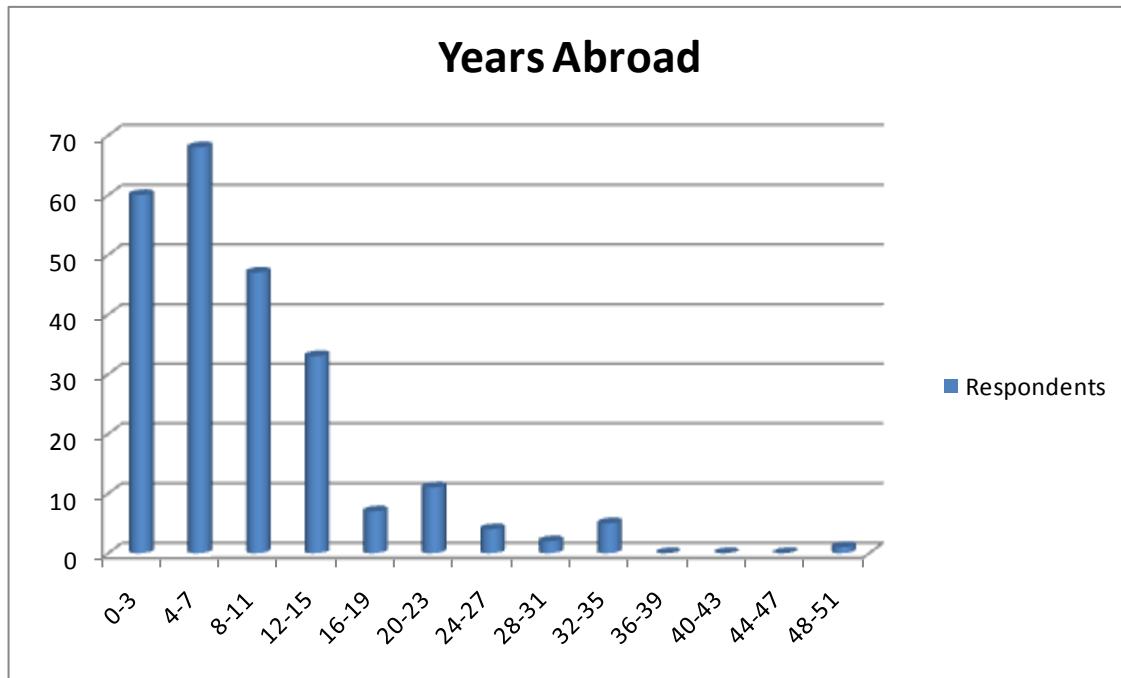
#### 5.2 South African Emigrant Age



### 5.2.3. Number of Years Abroad

South Africans have been emigrating for many years. The survey population's number of years abroad ranged from 0 for emigrants who left in 2010 to 50 years for emigrants who left in 1960. The years were grouped into groups of four year periods which can be seen in Figure 5.3. Most emigrants who responded to the survey had been abroad less than eight years. Very few responses were received from emigrants who had been abroad for longer than 15 years. This suggests that emigrants may disconnect from their home country the longer the period they live abroad.

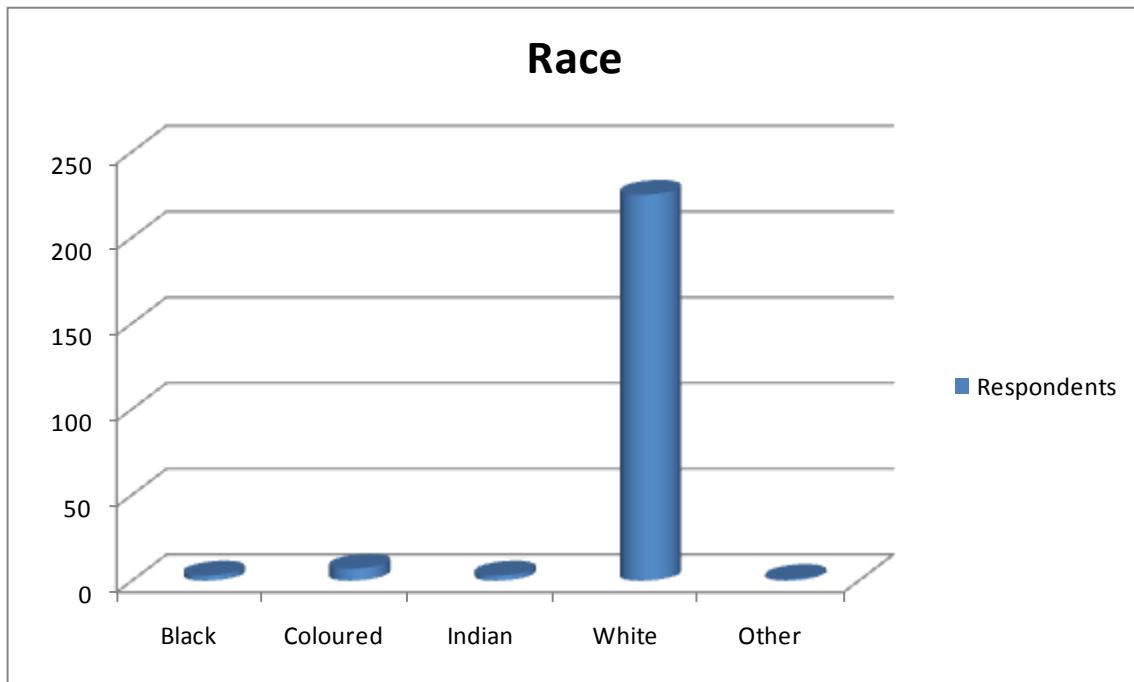
Figure 5.3 South African Emigrant Years Abroad



### 5.2.4.Race

There is a popular perception, which is sometimes contested, that emigration is a white phenomenon. However, that perception seems to be supported by the data. Despite the survey link being posted in several locations an overwhelming number of the respondents were white. This can be seen in Figure 5.4 below.

Figure 5.4 South African Emigrant Race

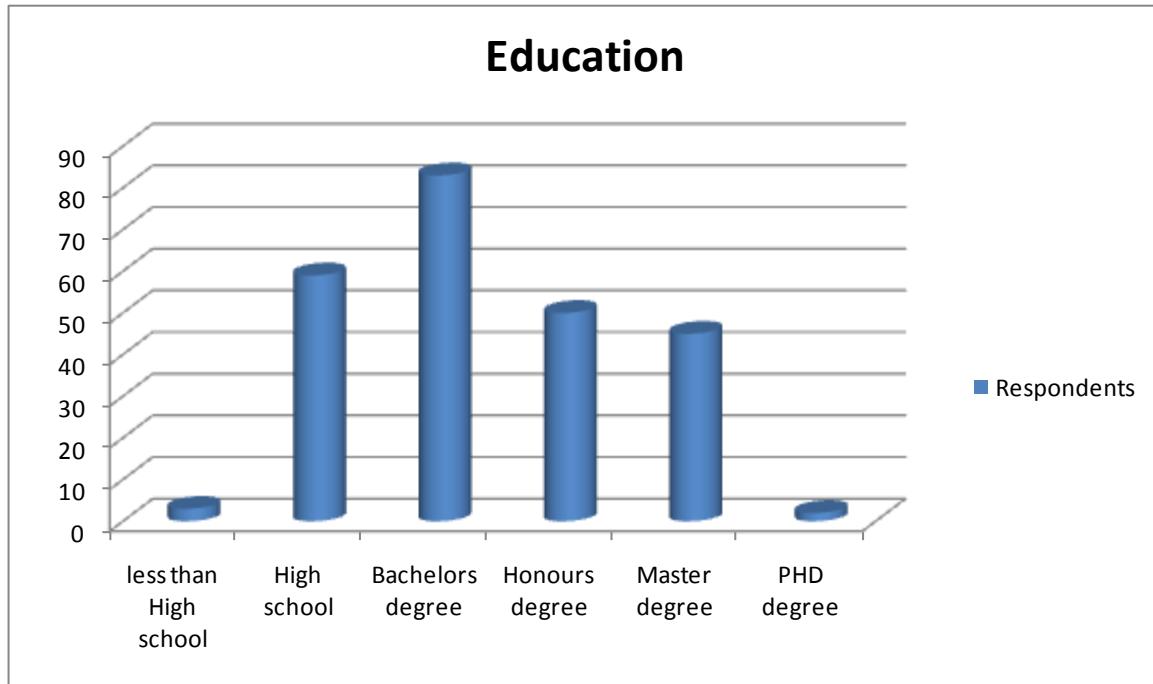


### 5.2.5.Education

The level of education among the population was high; the majority of the emigrants had at least a bachelor's degree. This confirms that South Africa is losing skilled talent to other countries; however, it also supports the fact that

there is knowledge to be gained from these emigrants if they are willing to transfer it. The detail on the emigrants' level of education is illustrated in Figure 5.5 below.

Figure 5.5 South African Emigrant Education Level



### 5.3. Cronbach Alpha

The survey was again tested using Cronbach Alpha coefficients. The results illustrated high internal consistency reliability with almost all of the values well above 0.7 as presented in Table 5.2.

Table 5.2 Final Survey Cronbach Alpha Coefficients

| Construct  | Cronbach Alpha | # of Items |
|--|----------------|------------|
| Enjoyment of helping others through knowledge transfer                         | 0.966          | 3          |
| The willingness to transfer knowledge to South Africans living in South Africa | 0.942          | 4          |
| Satisfaction with the decision to emigrate                                     | 0.902          | 4          |
| Feelings of being valued due to knowledge transfer                             | 0.881          | 3          |
| Fear towards South Africa  | 0.877          | 3          |
| General propensity to transfer knowledge                                       | 0.876          | 4          |
| Fear of losing power through knowledge transfer                                | 0.873          | 3          |
| Pride towards South Africa   | 0.836          | 3          |
| Anger towards South Africa   | 0.829          | 3          |
| Loyalty towards South Africa   | 0.824          | 4          |
| Disappointment towards knowledge transfer                                      | 0.812          | 3          |
| Relief towards leaving South Africa  | 0.805          | 3          |
| Nostalgia towards South Africa   | 0.805          | 4          |
| Confidence in value of one's knowledge   | 0.803          | 3          |
| Guilt towards leaving South Africa   | 0.797          | 3          |
| Excitement towards South Africa  | 0.773          | 3          |
| Ambivalence towards South Africa   | 0.454          | 3          |

When the survey was piloted the respondents consisted of South African returnees. This was done to ensure no potential responses were sacrificed from the population. The Cronbach Alpha coefficients were tested after 32 responses were received for the pilot survey. At that point "Ambivalence towards South Africa" had a Cronbach Alpha of 0.756 which is acceptable and did not cause concern. However, after retesting the Cronbach Alpha coefficients using the final data collected "Ambivalence towards South Africa" proved to be very weak and substantially lower than all the other constructs. "Ambivalence towards South Africa" was removed from the data.

## 5.4. Linear Regression

### 5.4.1. Data Preparation

#### 5.4.1.1. Control Variables

##### 5.4.1.1.1. Demographic Data

The demographic data was coded for the regression as follows;

- Age remained the actual number of years
- Race was coded 1 if respondent was white and 0 for all other races
- Gender was coded 1 if respondent was male and 0 if female
- Education was coded to reflect the average number of years of schooling as follows in Table 5.3.

Table 5.3 Education Codes for Regression

|                  |    |
|------------------|----|
| Less than Matric | 10 |
| Matric           | 12 |
| Bachelors Degree | 16 |
| Honours Degree   | 18 |
| Masters Degree   | 20 |
| Doctorate        | 24 |

### 5.4.1.1.2. Current Location

The Current Location data was coded for the regression by converting the “Destination Country” data into the categories seen below in Table 5.4.

Table 5.4 Destination Country Categories for Regression

|                           |   |
|---------------------------|---|
| North America             | <ul style="list-style-type: none"> <li>• Canada</li> <li>• United States of America</li> </ul>  |
| Australia and New Zealand | <ul style="list-style-type: none"> <li>• Australia</li> <li>• New Zealand</li> </ul>  |
| Europe                    | <ul style="list-style-type: none"> <li>• United Kingdom</li> <li>• Switzerland</li> <li>• Germany</li> <li>• Ireland</li> <li>• Netherlands</li> </ul>  |
| Other                     | <ul style="list-style-type: none"> <li>• United Arab Emirates</li> <li>• Mauritius</li> <li>• Israel</li> <li>• Hong Kong</li> <li>• Singapore</li> <li>• Ghana</li> <li>• Philippines</li> </ul> |

- “Survey Notification Portal” remained in the categories defined in the survey, however, Facebook and LinkedIn were combined as they are both social networking sites. The categories used in the regression were;
  - ❖ Researcher Notification
  - ❖ Homecoming Revolution
  - ❖ Facebook and LinkedIn

- ❖ A Friend
- ❖ Other Link

#### **5.4.1.1.3. Connectedness with Destination Country**

This data was coded for the regression as follows;

- “Number of Years Abroad” remained the actual number of years
- “Company Transfer or not” was coded 1 if the emigrant left through an employer and 0 if they did not
- “Percentage of South African Friends in Destination Country” remained the actual percentage entered

#### **5.4.1.2. Feelings**

The following constructs had three or four items. An average for each construct was calculated per respondent for the Linear Regression Model. They were;

Positive feelings re knowledge transfer

- General propensity to transfer knowledge
- Enjoyment of helping others through knowledge transfer
- Confidence in value of one's knowledge
- Feelings of being valued due to knowledge transfer

Negative feelings re knowledge transfer

- Fear of losing power through knowledge transfer

- Disappointment towards knowledge transfer

Positive feelings re South Africa

- Pride
- Excitement
- Nostalgia
- Loyalty

Negative feelings re South Africa

- Fear
- Anger
- Guilt
- Relief

Assessment of decision to emigrate

- Satisfaction with the decision to emigrate

#### **5.4.1.3. Reasons for Leaving South Africa**

Because there were 14 reasons for leaving South Africa, a data reduction procedure was used to identify common underlying factors. An exploratory factor analysis was conducted, and three factors with an Eigenvalue of more than 1 emerged.

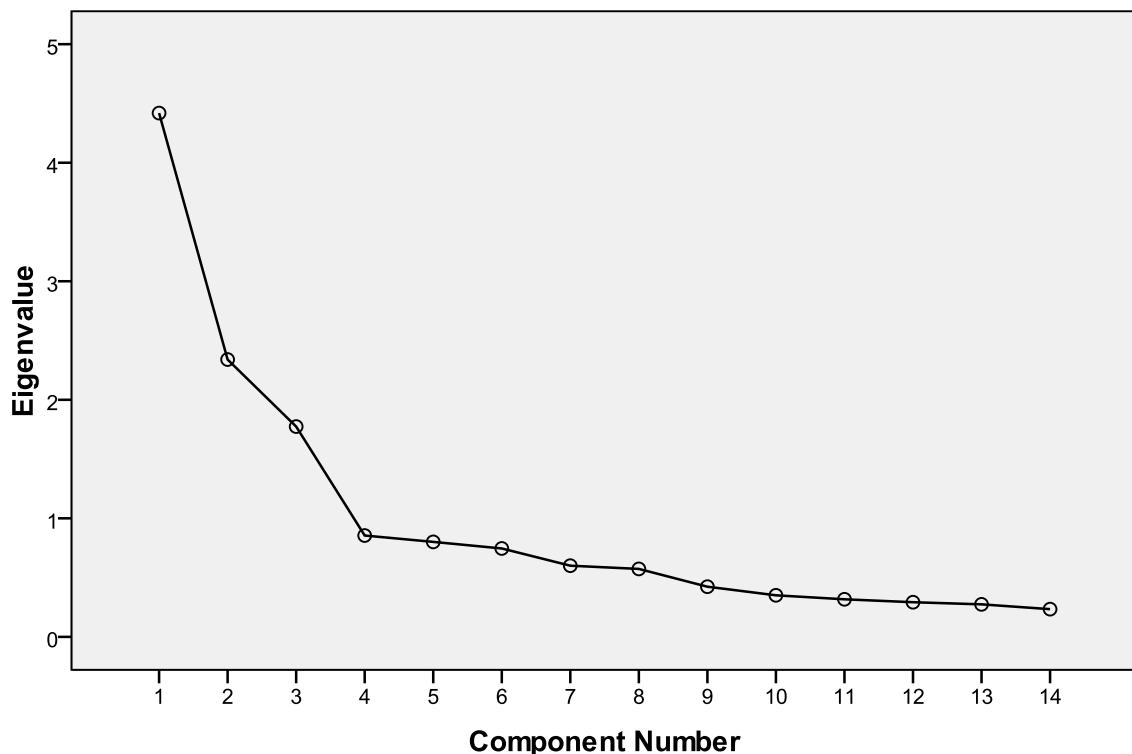
Table 5.5 Eigenvalues Total Variance Explained

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % |
| 1         | 4.419               | 31.562        | 31.562       | 4.419                               | 31.562        | 31.562       |
| 2         | 2.340               | 16.711        | 48.273       | 2.340                               | 16.711        | 48.273       |
| 3         | 1.774               | 12.672        | 60.945       | 1.774                               | 12.672        | 60.945       |
| 4         | .855                | 6.107         | 67.053       | .855                                | 6.107         | 67.053       |
| 5         | .801                | 5.724         | 72.777       |                                     |               |              |
| 6         | .746                | 5.327         | 78.104       |                                     |               |              |
| 7         | .601                | 4.290         | 82.394       |                                     |               |              |
| 8         | .573                | 4.095         | 86.489       |                                     |               |              |
| 9         | .423                | 3.024         | 89.512       |                                     |               |              |
| 10        | .351                | 2.505         | 92.017       |                                     |               |              |
| 11        | .317                | 2.264         | 94.282       |                                     |               |              |
| 12        | .292                | 2.088         | 96.370       |                                     |               |              |
| 13        | .274                | 1.960         | 98.330       |                                     |               |              |
| 14        | .234                | 1.670         | 100.000      |                                     |               |              |

However the scree plot shown in Figure 5.6 shows an “elbow” at a fourth factor.

The four factors loaded clearly and proved easily interpretable. The first factor had a massive Eigenvalue of 4.42, and contributed almost a third of the variance. It comprised seven variables, all of which relate in some way to the uncertainties in a post-Apartheid South Africa.

Figure 5.6 Scree Plot



The second factor had an Eigenvalue of 2.34, and consisted of four items relating to better opportunities elsewhere for the respondent (especially financially).

The third factor consisted of two items and had an Eigenvalue of 1.77. It reflected resistance to Apartheid and to compulsory military service for white men.

The last factor had an Eigenvalue of 0.85 and consisted of a single item, to "Join family and friends abroad".

Cronbach Alphas for the four constructs for why South Africans emigrate were then measured.

Table 5.7 Cronbach Alpha Coefficients of Emigration Motives

| <b>Construct</b>                        | <b>Items</b>   | <b>Cronbach Alpha</b> |
|---|--|-----------------------|
| Reconnecting with loved ones            | <ul style="list-style-type: none"> <li>• Join family and friends abroad</li> </ul>   | - (only one item)     |
| Resistance to Apartheid                 | <ul style="list-style-type: none"> <li>• Out of protest against national service</li> <li>• Out of protest against Apartheid</li> </ul>  | 0.812                 |
| Better opportunities for self           | <ul style="list-style-type: none"> <li>• New opportunities and experiences</li> <li>• Better job opportunities and career advancement</li> <li>• Earn a stronger currency</li> <li>• Financial betterment</li> </ul>   | 0.775                 |
| Concerns over the state of South Africa | <ul style="list-style-type: none"> <li>• Deteriorating education</li> <li>• Concern for career advancement of my children</li> <li>• High levels of crime</li> <li>• Greater personal security</li> <li>• Unstable political context</li> <li>• Unstable economic context</li> <li>• Deteriorating levels of service delivery</li> </ul> | 0.859                 |

As can be seen, all the Cronbach Alphas have values above 0.7. These four constructs were then used in the analysis.

### 5.4.2. Regression Model Results

The output of the Linear Regression is displayed in Tables 5.8, 5.9, 5.10 and 5.11. The baseline values in Table 5.8 are “Australia and New Zealand” in the “Destination Country” category and “Facebook and LinkedIn” under the “Survey Notification Portal”.

We can use ANOVA (Analysis of variance) in Table 5.9 to evaluate how well the model fits the data. Overall the model is highly significant. The value of the F statistic is extremely high and therefore the independent variables perform well in explaining the variation in the dependent variable.

Table 5.9 Linear Regression Model Significance - ANOVA

| Model      | Sum of Squares | df  | Mean Square | F     | Sig.              |
|------------|----------------|-----|-------------|-------|-------------------|
| Regression | 75.034         | 33  | 2.274       | 6.428 | .000 <sup>a</sup> |
| Residual   | 62.613         | 177 | .354        |       |                   |
| Total      | 137.647        | 210 |             |       |                   |

R-Squared is the proportion of variation in the dependent variable explained by the regression model. R-Squared is adjusted for the number of predictors in the model as R-Squared tends to overestimate the strength of the association especially if the model has more than one independent variable as this model does. The Adjusted R-Squared is 0.460; this means that 46% of the total

variation of the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa is described by the model.

A typical Adjusted R-Squared for these types of studies on knowledge transfer is approximately 50%. Yang et al. (2008) obtained an Adjusted R-Squared of 54% for his study on knowledge sharing while Siemsen et al. (2008) measured an Adjusted R-Squared of 52% in the same field. Therefore at 46% this study has a comparable R-Squared value.

Table 5.10 Linear Regression Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
|       | .738 <sup>a</sup> | .545     | .460              | .596                       |

After evaluating the model fit, the relative importance of each independent variable in predicting the dependent variable was assessed.

Table 5.11 details the sensitivity of the dependent variable to the independent variables. The significant value was indicated as follows;

- Highly Significant = 0.01 \*\*\*
- Significant = 0.05 \*\*
- Marginally Significant = 0.1 \*

The results are indicated in Table 5.11.

Table 5.11 Linear Regression Model Coefficients

| Model  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   |
|--|-----------------------------|------------|---------------------------|--------|--------|
|  | B                           | Std. Error |                           |        |        |
| (Constant)   | -.346                       | .538       |                           | -.643  | .521   |
| Demographic Data   |                             |            |                           |        |        |
| Age  | -.008                       | .006       | -.100                     | -1.251 | .213   |
| Race   | -.298                       | .209       | -.082                     | -1.428 | .155   |
| Gender   | .016                        | .094       | .010                      | .175   | .861   |
| Education  | .037                        | .016       | .135                      | 2.372  | .019** |
| Current Location   |                             |            |                           |        |        |
| Destination Country  |                             |            |                           |        |        |
| North America  | -.008                       | .150       | -.004                     | -.056  | .956   |
| Europe   | -.011                       | .161       | -.006                     | -.069  | .945   |
| Other Country  | -.090                       | .213       | -.028                     | -.422  | .674   |
| Survey Notification Portal                                 |                             |            |                           |        |        |
| Researcher Notification                                    | .109                        | .166       | .042                      | .658   | .512   |
| Homecoming Revolution                                      | .039                        | .204       | .014                      | .193   | .847   |
| A Friend   | .076                        | .141       | .040                      | .539   | .591   |
| Other Link   | -.113                       | .128       | -.061                     | -.879  | .381   |
| Connectedness with Destination Country                     |                             |            |                           |        |        |
| Number of Years Abroad                                     | .006                        | .008       | .058                      | .794   | .428   |
| Company Transfer or not                                    | -.128                       | .100       | -.073                     | -1.279 | .203   |
| Percentage of South African friends in destination country | .001                        | .001       | .050                      | .870   | .385   |

| Model  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.    |
|--|-----------------------------|------------|---------------------------|--------|---------|
|  | B                           | Std. Error | Beta                      |        |         |
| Reasons for Emigrating                                 |                             |            |                           |        |         |
| Reconnecting with loved ones                           | .084                        | .042       | .121                      | 2.026  | .044**  |
| Resistance to Apartheid                                | -.120                       | .048       | -.158                     | -2.482 | .014**  |
| Better opportunities for self                          | -.032                       | .070       | -.030                     | -.450  | .653    |
| Concerns over the state of South Africa                | .063                        | .089       | .057                      | .708   | .480    |
| Feelings about Knowledge Transfer                      |                             |            |                           |        |         |
| Positive Feelings                                      |                             |            |                           |        |         |
| Enjoyment of helping others through knowledge transfer | .179                        | .099       | .125                      | 1.811  | .072*   |
| Confidence in value of one's knowledge                 | .229                        | .085       | .172                      | 2.685  | .008*** |
| Feelings of being valued due to knowledge transfer     | .172                        | .061       | .174                      | 2.807  | .006*** |
| General propensity to transfer knowledge               | .296                        | .122       | .193                      | 2.432  | .016**  |
| Negative Feelings                                      |                             |            |                           |        |         |
| Fear of losing power through knowledge transfer        | -.099                       | .067       | -.105                     | -1.476 | .142    |
| Disappointment towards knowledge transfer              | -.027                       | .064       | -.027                     | -.416  | .678    |

| Model                                      | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.    |
|--|-----------------------------|------------|---------------------------|--------|---------|
|  | B                           | Std. Error | Beta                      |        |         |
| Feelings about South Africa                |                             |            |                           |        |         |
| Positive Feelings                          |                             |            |                           |        |         |
| Pride towards South Africa                 | .102                        | .080       | .115                      | 1.270  | .206    |
| Excitement towards South Africa            | .084                        | .083       | .081                      | 1.013  | .313    |
| Nostalgia towards South Africa             | .129                        | .080       | .138                      | 1.623  | .106    |
| Loyalty towards South Africa               | -.016                       | .096       | -.018                     | -.169  | .866    |
| Negative Feelings                          |                             |            |                           |        |         |
| Fear towards South Africa                  | -.001                       | .070       | -.001                     | -.013  | .989    |
| Anger towards South Africa                 | .030                        | .042       | .042                      | .709   | .479    |
| Guilt towards South Africa                 | .118                        | .051       | .165                      | 2.336  | .021**  |
| Relief towards leaving South Africa        | -.192                       | .078       | -.220                     | -2.465 | .015**  |
| Feelings about the Decision to Emigrate    |                             |            |                           |        |         |
| Satisfaction with the decision to emigrate | .218                        | .074       | .222                      | 2.936  | .004*** |

The model indicates that within "Demographic Data" the only independent variable that was significant when predicting the willingness of South African emigrants to transfer knowledge to other South Africans living in South Africa was Education. Education had a level of significance of 0.019.

The next category is "Reasons for Emigrating"; this category had two of its four independent variables noted as significant. They were "Reconnecting with loved ones" and "Resistance to Apartheid" which had a negative sign, in other words the less important the resistance against Apartheid was as a reason for emigrating, the greater the South African emigrant's willingness was to share knowledge with South Africans living in South Africa.

All four of the "Positive Feelings" listed under "Feelings about Knowledge Transfer" have some level of significance. "Enjoyment of helping others through knowledge transfer" was marginally significant while both "Confidence in value of one's knowledge" and "Feelings of being valued due to knowledge transfer" were highly significant. "General propensity to transfer knowledge" was significant; in fact it is close to highly significant. The unstandardised betas and standardised betas for the first three variables in this category were typical in relation to the other seven coefficients. While the "General propensity to transfer knowledge" had the highest unstandardised beta of the ten and therefore would have the most influence over the regression equation.

Two of the four “Negative Feelings” about South Africa were identified as being significant, they were “Guilt towards leaving South Africa” and “Relief towards leaving South Africa”. “Relief towards leaving South Africa” was close to highly significant, however it was negatively correlated meaning the less the relief at having left, the greater was the South African emigrant’s propensity to share knowledge with South Africans still living in South Africa. “Guilt towards leaving South Africa” resulted in a typical beta, while “Relief towards leaving South Africa” had the second largest standardised beta.

The last category, “Feelings about the decision to emigrate” only had one independent variable listed, “Satisfaction with the decision to emigrate”. This variable was highly significant and had high betas in relation to the other nine independent variables.

The next chapter will interpret these results.



## **Chapter 6: Discussion of Results**

The research aim was to understand the willingness of South African emigrants to transfer their knowledge to South Africans living in South Africa. The original hypotheses were;

**Hypothesis 1:** Positive feelings towards knowledge transfer are positively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

**Hypothesis 2:** Negative feelings towards knowledge transfer are negatively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

**Hypothesis 3:** Positive feelings towards South Africa are positively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

**Hypothesis 4:** Negative feelings towards South Africa are negatively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

It is worth emphasising that knowledge sharing in the context of this research is voluntary; the South African emigrants are not forced to share their knowledge with other South Africans living in South Africa. Therefore those who do share their

knowledge do so because they enjoy sharing their knowledge, it makes them feel good about themselves and it adds value to their lives. Specifically because knowledge sharing is voluntary, in terms of feelings, South African emigrants must experience positive feelings towards knowledge sharing for the knowledge transfer to take place. The first two hypotheses examined feelings towards knowledge transfer.

**Hypothesis 1:** Positive feelings towards knowledge transfer are positively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

Hypothesis one was fully supported by the results. All aspects explored within the positive feelings towards knowledge transfer had some level of significance and were all positively correlated. This positive correlation suggests that emigrants will voluntarily transfer knowledge if knowledge sharing is of importance to them. These positive emotions were found in emigrants who were confident in the value of their knowledge, who felt valued when they shared their knowledge, who enjoyed transferring their knowledge and who generally liked to share their knowledge. The significance of the one control variable, education can also be interpreted against this background. Highly educated emigrants in particular viewed knowledge transfer positively and felt they had knowledge to share.

---

**Hypothesis 2:** Negative feelings towards knowledge transfer are negatively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

Hypothesis two was not supported by the findings as none of the dependent variables were significant. Although there may be some specific negative feelings towards knowledge transfer, it is likely that those feelings are expressed differently in a voluntary context. In a voluntary context, if an emigrant does not enjoy sharing knowledge, he/she will probably quite simply not transfer knowledge. If knowledge transfer does not take place at all, there will be no correlation between feelings (negative or otherwise) towards knowledge transfer and the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa. Negative emotions cannot play a role if emigrants do not transfer their knowledge to begin with.

At the level of independent feelings towards South Africa, there were not many significant variables. Nostalgia was almost of marginal significance, while guilt was significant. Both of these emotions are somewhat ambivalent and indicate some level of conflictedness. Nostalgia represents happy and sad emotions and guilt implies a sense of relief but also feeling responsible. It is not the straightforward emotions like anger and fear that are significant; instead, the emotions that are of a dual nature proved to be of importance. It therefore appears that individual feelings are not that important, although there does seem to be some effect on mixed

feelings. It is unfortunate that the ambivalence measure had to be discarded as it seems to be of importance as both nostalgia and guilt suggest experiencing two feelings at the same time. Future work will need to further investigate the role of ambivalence.

However, the results suggest only very partial support for the third and fourth hypotheses, repeated below. It seems that feelings about the home country, whether positive or negative, do not play that important a role in the willingness of emigrants to share their knowledge.

**Hypothesis 3:** Positive feelings towards South Africa are positively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

**Hypothesis 4:** Negative feelings towards South Africa are negatively correlated with the propensity of South African emigrants to transfer knowledge to South Africans living in South Africa.

In attempting to interpret the results, some of the control variables provide interesting insights. When considering feelings towards South Africa, the results showed that emigrants who experienced any sense of fleeing South Africa were less likely to share knowledge, for example if they were resisting Apartheid and fled the country over the Apartheid era their knowledge sharing will be less. Another example is if the emigrant has a sense of relief at having left South Africa. Where



emigrants felt that they were forced to leave or had little other choice but emigration, knowledge transfer was affected negatively.

However when emigrants were satisfied with their decision to emigrate and also when they were reconnecting with loved ones the result was a positive effect on knowledge transfer. The results indicate that positive knowledge transfer takes place when the decision to emigrate is an optimistic one for the emigrant. Thus knowledge sharing takes place best when emigrants have left not because of Apartheid but rather because they were reconnecting with loved ones, and also when they are happy to be in their new country without feelings of relief at having left South Africa.

Because this study reflects voluntary knowledge sharing, emigrants tend to share knowledge when they are happy and when they feel positive towards knowledge sharing. Their decision is influenced by positive feelings about their own knowledge, but also about their decision to emigrate.

The results may seem counter-intuitive as there was a fundamental assumption made that what matters is how South African emigrants feel about South Africa. In fact the evidence suggests very clearly that whether these emigrants feel comfortable within themselves living in a new country is more important. Where emotions about the home country do play a role, they seem to be the more



ambivalent emotions rather than either positive or negative emotions. There is consequently no direct support for hypotheses three and four.

In this study, the voluntary knowledge transfer of South African emigrants seems to be driven not by a sense of obligation or by feelings towards their home country, but rather by a positive sense of self.

## **Chapter 7: Conclusion**

The migration of talent from emerging to developed countries is a phenomenon that has existed for decades. Advancements in technology, communication and transportation have accelerated globalisation and this mobility of global labour, enabling resources to work and even maintain residences and citizenship in more than one nation (Saxenian, 2005).

This migration of talent further aggravates international inequality (Saxenian, 2005) and leads to an adverse effect on economic growth. The “brain drain” represents a major loss of investment in terms of education and training of its highly skilled professionals, resulting in a reduction of the nation’s capacity to develop as a ‘knowledge society’ and therefore compete effectively in the global economy (Human Sciences Research Council, 2004). However there are many developed countries benefiting from the inflow of skilled labour. Prior research confirms that emigrants undoubtedly gain additional skills and knowledge while living and working abroad (Oddou and Mendenhall, 1991). This knowledge would greatly benefit the home country’s economy and it does when some of the emigrants return home.

Previous literature provides evidence that emigrants can be useful sources of new knowledge, but it also provides evidence that emigrants suffer from a lot of emotions and that emotions have an effect on knowledge transfer. The purpose of

this study was to examine the effect when combining knowledge transfer, migration and emotions.

The results provided evidence that emigrants share knowledge, that emigrants have ambivalent emotions towards their home country resulting in feelings of guilt and nostalgia, and that emotions do play a role when deciding whether or not to transfer knowledge. The results also showed very clearly that the emotions that matter most when sharing knowledge are the positive emotions associated with and enjoyment derived from knowledge sharing. This is probably due to the voluntary nature of this type of knowledge sharing – as the respondents were not linked through an organisational context or common goals, they were likely to share knowledge only to the extent that it was an important part of their identity and something they enjoyed doing.

The results also suggested that emigrant's emotions towards knowledge sharing were not dominated by their feelings about South Africa. What mattered more were the emotions they experienced towards their host country. In other words although their feelings towards South Africa are not irrelevant, those are mixed feelings. The overwhelming sense is that emigrants who are prepared to share their knowledge do so because they love to share knowledge and because they are content living abroad. Thus the evidence suggests that the South African emigrant most likely to share knowledge is a highly educated person who loves sharing knowledge generally, who left South Africa to reconnect with loved ones, and who

is happy to be living abroad even though he or she still experiences some feelings of nostalgia and guilt.

As knowledge is a critical resource that provides a sustainable competitive advantage (Davenport and Prusak, 1998), South Africa stands to benefit from transferring knowledge into the country. Future research therefore needs to be done in order to understand how the voluntariness of knowledge sharing changes the role that certain emotions play when deciding to transfer knowledge or not. In addition, this study only looked at the intent to share knowledge, and future work is needed to investigate how that intent translates into action. Finally, successful knowledge transfer depends not only on the willingness of South Africans abroad to share their knowledge, but also on the willingness of local South Africans to accept such help. It is clear that substantially more work needs to be done in this arena, but it is hoped that this study provides some insight into the drivers of knowledge sharing of emigrants from South Africa.

## References

- Argote, L. & Ingram, P. (2000). Knowledge Transfer: A basis for competitive advantage in firms. *Organizational Behaviour and Human Decision Processes*, 82, 150-169.
- Awang, A., Hussain, M. & Malek, J. (2008). Promoting knowledge transfer in science and technology: a case study of Technology Park Malaysia (TPM). *Croatian Economic Survey 2008*, 95 -113.
- Baldassar, L. (2008). Missing kin and longing to be together: emotions and the construction of co-presence in transnational relationships. *Journal of Intercultural Studies*, Vol. 29, No. 3, 247-266.
- Bell, M. & Harrison, D. (1996). Using intra-national diversity for international assignments: A model of bicultural competence and expatriate adjustment. *Human Resource Management Review*, Vol. 6, No. 1, 47-74.
- Bender, S. & Fish, A. (2000). The Transfer of Knowledge and the Retention of Expertise: The Continuing Need for Global Assignments, *Journal of Knowledge Management*, 4, (2), 125-137.
- Berry, J., Kim, U., Power, S., Young, M., & Bujaki, M. (1989). Acculturation attitudes in plural societies. *Applied Psychology*, 38, 185-206.
- Berry, J. (1995). Psychology of acculturation. In N. Rule Goldberger and J. Bennet Veroff (Eds.). *The culture and psychology reader*, 457-488. New York: New York University Press.

## References

---

- Bohlman, H. (2010). The Macroeconomic Impact of Skilled Emigration from South Africa: A CGE Analysis. *Monash University*.
- Botha, T. & Baxter, J. (2005) The Expat Confessions. *Jented Publishing*, New York and Australia.
- Brown, R. (1995). Prejudice: Its social psychology. *Oxford: Blackwell*.
- Collins, C. & Smith , K. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of Management Journal* , 49 (3), 544-560.
- Crowne, K. (2009). Enhancing knowledge transfer during and after international assignments. *Journal of Knowledge Management*, Vol.13, No.4, 134-147.
- Darr, E & Kurtzberg, T. (2000). An investigation of partner similarity dimensions on knowledge transfer. *Organisational Behaviour and Human Decision Processes*, 82 (1), 28-44.
- Davenport, T. & Prusak, L. (1998). Working knowledge: How organisation manage what they know. *Harvard Business School Press*.
- Dirks, K. & Ferrin, D. (2001). The role of trust in organisational settings. *Organisation Science*, 12 (4), 450-467.
- Economist, (2008). Between staying and going. Economist, Vol. 388, Issue 8599, 35-36.
- Gefen, D., Karahanna, E. & Straub, D. (2003). Trust and TAM in online shopping: An integrated model. *MIS Quarterly*, 27 (1), 51-90.

## References

---

- Gibson, J. & Gouws, A. (2000). Social identities and political intolerance: linkages within the South African mass public. *American Journal of Political Science*, Vol.44, Issue 2, 278-292.
- Greengard, S. (1998). "Will your culture support KM?", *Workforce*, Vol. 77, No. 10, 93-94.
- Grosse, R. (1996). "International technology transfer in services". *Journal of International Business Studies*, 4<sup>th</sup> Quarter, 781-800.
- Hatton, T. & Williamson, J. (1994). Migration and the International Labour Market, 1850-1939. *Routledge*.
- Homecoming Revolution (2009). Feelings about home: a comparative look at perceptions of SA. Research International.
- Human Sciences Research Council, (2004). Integration key to overcoming training and skills hurdles. Available from <http://www.hsrc.ac.za/Factsheet-7.phtml> (accessed 22/08/2010).
- Husted, K. & Michailova, S. (2002). "Diagnosing and fighting knowledge sharing hostility", *Organisational Dynamics*, Vol. 31, No. 1, 60-73.
- Joubert, T. (2006). Enticing the "scatterlings" of South Africa to return. *Research Surveys*, 1-5.
- Kane, A., Argote, L. & Levine, J. (2004). Knowledge transfer between groups via personnel rotation: Effects of social identity and knowledge quality. *Organizational Behaviour and Human Decision Processes*, 96, 56-71.
- Kankanhalli, A., Tan, B. & Wei, K. (2005). Contributing knowledge to electronic repositories: an empirical investigation. *MIS Quarterly*, 29(1), 113-143.

## References

---

- Kaser, P. & Miles, R. (2002). Understanding knowledge activists' successes and failures. *Long Range Planning*, 35, 9-28.
- Liu, C. & Lee, H. (2008). A proposed model of expatriates in multinational corporations. *Cross Cultural Management*, Vol. 15, No.2, 176-193.
- Minbaeva, D. & Michailova, S. (2004). Knowledge transfer and expatriation in multinational corporations. *Employee Relations*, Vol. 26, No. 6, 663-679.
- Mutume, G. (2003). Reversing Africa's 'brain drain'. *Africa Recovery*, Vol. 17, No. 2, 1.
- Nahapiet, J. & Ghoshal, S. (1998). Social capital, intellectual capital, and organisational advantage. *Academy of Management Review*, 23 (2), 242-266.
- Nonaka, I. & Takeuchi, H. (1995). *The knowledge-creating company*. New York: Oxford University Press.
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
- Oddou, G. & Mendenhall, M. (1991). "Succession planning for the 21<sup>st</sup> century: how well are we grooming our future business leaders?", *Business Horizons*, Vol. 34, 26-34.
- Oyserman, D. (1993). The lens of personhood: Viewing the self and others in a multicultural society. *Journal of Personality and Social Psychology*, 65, No.5, 993-326.
- Ridings, C., Gefen, D. & Arinze, B. (2002). Some antecedents and effects of trust in virtual communities. *Journal of Strategic Information Systems*, 11, 271-295.

## References

---

- Saxenian, A. (2005). From Brain Drain to Brain Circulation: Transnational Communities and Regional Upgrading in India and China. *Studies in Comparative International Development*, Vol. 40, No. 2, 35-61.
- Schrauf, R. & Hoffman, L. (2007). The effects of revisionism on remembered emotion: the valence of older, voluntary immigrants' pre-migration autobiographical memories. *Applied Cognitive Psychology*, 21, 895-913.
- Senge, P. (1998). "Sharing knowledge", *Executive Excellence*, Vol. 5, No. 6, 11-12.
- Shinnar, R. (2008). Coping with negative social identity: the case of Mexican immigrants. *The Journal of Social Psychology*, 148 (5), 553-575.
- Siemsen, E., Roth, A. & Balasubramanian, S. (2008). How motivation, opportunity and ability drive knowledge sharing: The constraining-factor model. *Journal of Operations Management*, 26, 426-445.
- Skrbis, Z. (2008). Transnational families: Theorising migration, emotions and belonging. *Journal of Intercultural Studies*, Vol. 29, No. 3, 231-246.
- Statistics South Africa. (2009). Mid-Year Population Estimates 2009. Statistics South Africa, Pretoria.
- Stonequist, E.V. (1935). The problem of the marginal man. *The American Journal of Sociology*, 41, No. 1, 1-12.
- Stroink, M. & Lolonde, R. (2009). Bicultural identity conflict in second generation Asian Canadians. *The Journal of Social Psychology*, 149 (1), 44-65.
- Svasek, M. (2008). Who cares? Families and feeling in movement. *Journal of Intercultural Studies*, Vol. 29, No. 3, 213-230.

## References

---

- Tan, J., Hartel, C., Panipucci, D. & Strybosch, V. (2005). The effect of emotions in cross-cultural expatriate experiences. *Cross Cultural Management*, Vol. 12, No. 2, 4-15.
- Todaro, M. (1985). *Economic Development in the Third World*. New York: Longman.
- Von Hippel, E. (1987). Cooperation between rivals: Informal know-how trading. *Research Policy*, 16, 291-302.
- Wasko, M. & Faraj, S. (2005). Why should I share? Examining social capital and knowledge contribution in electronic networks of practice. *MIS Quarterly*, 29(1), 35-57.
- Wiig, K. (1995). *Knowledge management methods: practical approaches to managing knowledge*. Arlington, TX.
- Yang, J. (2008). Individual attitudes and organisational knowledge sharing. *Tourism Management*, 29, 345-353.
- Yeoh, B. & Khoo, L., (1998). Home, Work and Community: Skilled International Migration and Expatriate Women in Singapore. *International Migration*, Vol. 36, No. 2, 159-183.
- Yu, T., Lu, L. & Liu, T. (2010). Exploring factors that influence knowledge sharing behaviour via weblogs. *Computers in Human Behavior*, 26, 32-41.
- Zenger, T. & Lawrence, B. (1989). Organisational demography: The differential effects of age and tenure distributions on technical communication. *Academy of Management Journal*, 32, 353-376.
- Zikmund, W.G. (2003) *Business Research Methods*. Thomson: Mason.