



## REFERENCES

---

Abbott, G.N., White, F.A. & Charles, M.A. 2005. Linking values and organizational commitment: a correlational and experimental investigation in two organizations. *Journal of Occupational and Organizational Psychology*, 78(4):531-551.

Ahuja, M.K., Chudoba, K.M. & Kacmar, C.J. 2007. IT road warriors: balancing work-family conflict, job autonomy and work overload to mitigate turnover intention. *MIS Quarterly*, 31(1):1-17.

Ajzen, I., & Fishbein, M. 1977. Attitude-behaviour relations: a theoretical analysis and review of empirical literature. *Psychological Bulletin*, 84:888-918.

Allen, N.J., & Meyer, J.P. 1990. The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63:1-18.

Allison, B.J., Voss, R.S. & Dryer, S. 2001. Student classroom and career success: the role of organizational citizenship behaviour. *Journal of Education for Business*, 76(5):282-289.

Angle, H.L. & Perry, J.L. 1981. An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 27:1-14.

Babakus, E., Cravens, D.W., Johnson, M. & Moncrief, W.C. 1996. Examining the role of organizational variables in the salesperson job satisfaction model. *Journal of Personal Selling & Sales Management*, 16:33-46.

Babbie, E. 2004. *The Practice of Social Research*. 10th ed. Belmont: Wadsworth Thomson Learning.



Babbie, E. & Mouton, J. 2001. *The Practice of Social Research*. South African edition. Cape Town: Oxford University Press.

Balfour, D.L. & Wechsler, B. 1996. Organizational commitment: antecedents and outcomes in public organizations. *Public Productivity and Management Review*, 29:256-277.

Balzer, W.K. & Smith, P.C. 1990. *User's Manual for the Job Descriptive Index and the Job General (JIG) Scales*. Bowling Green, OH: Bowling Green State University.

Baron, R.A. & Byrne, D. 1991. *Social Psychology*. Boston: Allyn & Bacon.

Becker, T.E. 1992. Foci and bases of commitment: are they distinctions worth making? *Academy of Management Journal*, 35:232-244.

Becker, T.E., Billings, R.S., Eveleth, D.M. & Gilbert, N.L. 1996. Foci and bases of employee commitment: implications for job performance. *Academy of Management Journal*, 39:464-482.

Berning, M. & Potgieter, T.E. 2000. *An Investigation of World Class Manufacturing as it Influences Job Satisfaction*. Poster Presentation. Industrial Psychology conference. Pretoria: CSIR.

Bhuiyan, S.N. & Menguc, B. 2002. An extension and evaluation of job characteristics, organizational commitment and job satisfaction in an expatriate, guest worker, sales setting. *Journal of Personal Selling & Sales Management*, 22(1):1-11.

Birdseye, M.G. & Hill, J.S. 1995. Individual, organizational/work and environmental influence on expatriate turnover tendencies. *Journal of International Business Studies*, 6(4):787-813.

Bishop, J. & Scott, K.D. 2000. An examination of organizational and team commitment in a self-directed team environment. *Journal of Applied Psychology*, 85:439-450.



Black, J.S. 1988. Work role transition: a study of American expatriate managers in Japan. *Journal of International Business Studies*, 19(2):277-294.

Black, J.S. 1999. *Globalizing People through International Assignments*. USA: Addison-Wesley

Black, J.S., Mendenhall, M. & Oddou, G.R. 1991. Towards a comprehensive model of international adjustment: an integration of multiple theoretical perspectives. *Academy of Management Review*, 16(2):291-317.

Blau, G.J. 1985a. The measurement and prediction of career commitment. *Journal of Occupational Psychology*, 58:277-288.

Blau, G.J. 1985b. A multiple study investigation of the dimensionality of job involvement. *Journal of Vocational Behavior*. August:19-36.

Blau, G.J. & Boal, K.B. 1987. Conceptualizing how job involvement and organizational commitment affect turnover and absenteeism. *Academy of Management Review*, April:288-300.

Blau, G.J. & Boal, K.B. 1989. Using job involvement and organizational commitment interactively to predict turnover. *Journal of Management*, 15:115-127.

Blegen, M.A. 1993. Nurses' job satisfaction: a meta-analysis of related variables. *Nursing Research*, January/February:36-41.

Bless, C. & Higson-Smith, C. 2000. *Fundamentals of Social Research Methods: An African Perspective*. 3rd ed. Cape Town: Juta

Bluedorn, A. 1982. A unified model of turnover from organizations. *Human Relations*, 35(2):135-153.



Bonache, J. 2005. Job satisfaction among expatriates, repatriates and domestic employees: the perceived impact of international assignments on work-related variables. *Personnel Review*, 34(1):110-124.

Bourque, L.B. & Fielder, E.P. 2003. *How to conduct Self-Administered and Mail Surveys*. 2nd ed. Thousand Oaks: Sage Publications

Brayfield, A. & Rothe, H. 1951. An index of job satisfaction. *Journal of Applied Psychology*, 35:307-311.

Breckler, S.J. 1984. Empirical validation of affect, behaviour and cognition as distinct components of attitude. *Journal of Personality and Social Psychology*, May:1191-1205.

Breiden, O. 2003. Assessing the fit between expatriate managers and their jobs abroad: a correspondence model of expatriate work adjustment. Paper presented at the Seventh Conference on International Human Resource Management, University of Limerick, Ireland, 4-6 June:1-42.

Brewster, C. & Pickard, J. 1994. Evaluate expatriate training. *International Studies of Management and Organization*, Fall:1 – 11. [Online] Available from: <http://www.fsa.ulaval.ca/personnel/vernag/REF/Textes/Brewster2.htm> [Downloaded: 2005-2-14].

Briscoe, D.R. 1995. *International Human Resource Management*. New Jersey: Prentice-Hall.

Briscoe, D.R. & Schuler, R.S. 2004. *International Human Resource Management*. 2nd ed. London: Routledge Taylor & Francis Group.

Brown(a), R.B. 1996. Organizational commitment: clarifying the concept and simplifying the existing construct typology. *Journal of Vocational Behavior*, 49: 230-251.



Brown(b), S.P. 1996. A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*, 120:235-255.

Brown, D. & McIntosh, S. 2003. Job satisfaction in the low wage service sector. *Applied Economics*, 35:1241-1254.

Brown, S.P. & Peterson, R.A. 1993. Antecedents and consequences of salesperson job satisfaction: meta-analysis and assessment of casual effects. *Journal of Marketing Research*, 30(2):63-77.

Buckingham, A. & Saunders, P. 2004. *The Survey Methods Workbook*. Cambridge: Polity Press.

Carell, M.R., Elbert, N.F., Hatfield, R.D., Grobler, P.A., Marx, M. & Van der Schyf, S. 2000. *Human Resources Management in South Africa*. South Africa: Pearson Education.

Cetin, M.C. 2006. The relationship between job satisfaction, occupational and organizational commitment of academics. *Journal of American Academy of Business*, 8(1):78-88.

Chiu, S. & Tsai, M. 2006. Relationship among burnout, job involvement and organizational citizenship behavior. *The Journal of Psychology*, 140(6):517-530.

Clark, A.E. & Oswald, A.J. 1996. Satisfaction and comparison income. *Journal of Public Economics*, 61:359-381.

Cohen, S.G. 1988. Psychosocial models of the role of social supporting the etiology of physical disease. *Health Psychology*, 7:269-297.

Cohrs, J.C., Abele, A.E. & Dette, D.E. 2006. Integrating situational and dispositional determinants of job satisfaction: findings from three samples of professionals. *The Journal of Psychology*, 149(4):363-395.



Colbert, A.E. & Kwon, I.G. 2000. Factors related to the organizational commitment of college and university auditors. *Journal of Management Issues*, 11(4):484-502.

Collings, D.G. Scullion, H. & Morley, M.J. 2007. Changing patterns of global staffing in the multinational enterprise: challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42:198-213.

Cook, C.W. & Hunsaker, P.L. 2001. *Management and Organizational Behavior*. 3rd ed. New York: McGraw-Hill Irwin.

Cooper, D.R. & Schindler, P.S. 2003. *Business Research Methods*. 8th ed. New York: McGraw-Hill Irwin.

Copeland, A.P. & Norell, S.K. 2002. Spousal adjustment on international assignments: the role of social support. *International Journal of Intercultural Relations*, 26:255-272.

Corcoran, P. 2003. A review and reconceptualisation of workplace commitment. Paper presented at the Seventh Conference on International Human Resource Management, University of Limerick, Ireland, 4-6 June:1-26.

Cotton, J.L. and Tuttle, J.M. 1986. Employee turnover: a meta-analysis and review with implications for research. *Academy of Management Review*, 11:55-70.

Croucher, J.S. 2003. *Introductory Mathematics & Statistics for Business*. 4th ed. New York: McGraw-Hill Irwin.

Dawson, S. & Dickinson, D. 1988. Conducting international mail surveys: the effect of incentives and response rates within an industrial population. *Journal of International Business Studies*, 19(3):491-496.

De Vos, A.S. 1998. *Research at Grass Roots. A Primer for the Caring Professions*. Pretoria: J.L. van Schaik Publishers.



De Vos, A.S., Strydom, H., Fouche, C.B. & Delpont, C.S.L. 2005. *Research at grass roots: for the social sciences and human service professions*. 3th ed. Pretoria: Van Schaik Publishers.

Denscombe, M. 2000. *The Good Research Guide for Small-Scale Social Research Projects*. Buckingham: Open University Press.

Dessler, G. 2000. *Human Resource Management*. 8th ed. New Jersey: Prentice Hall.

Diefendorff, J.M., Brown, A.M., Kamin, A.M. & Lord, R.G. 2002. Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance. *Journal of Organizational Behavior*, February:93-108.

Dineen, B.R., Noe, R.A., Shaw, J.D. & Wiethoff, C. 2007. Level and dispersion of satisfaction in teams: using foci and social context to explain the satisfaction-absenteeism relationship. *Academy of Management Journal*, 50(3):623-643.

Eisenberger, R., Fasolo, P. & Davis-LaMastro, V. 1990. Perceived organizational support and employee diligence, commitment and innovation. *Journal of Applied Psychology*, 75:51-59.

Eisenberger, R., Huntington, R., Hutchison, S. & Sowa, D. 1986. Perceived organizational support. *Journal of Applied Psychology*, 71: 50-507.

Elliot, A.J. & Devine, P.G. 1994. On the motivational nature of cognitive dissonance: dissonance as psychological discomfort. *Journal of Personality and Social Psychology*, September:382-394.

Field, A. 2005. *Discovering Statistics Using SPSS*. 2nd ed. London: Sage Publications.



Finchilescu, G. 2005. Measurements. in: Tredoux, C. & Durrheim, K. (eds) *Numbers, hypotheses and conclusions: a course in statistics for the social sciences*. Cape Town: University of Cape Town Press.

Finegan, J.E. 2000. The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology*, 73(2):149- 169.

Florkowski, G.W. & Fogel, D.S. 1999. Expatriate adjustment and commitment: the role of host-unit treatment. *International Journal of Human Resource Management*, 10(5):783-807.

Foley, R., Ngo, H. & Loi, R. 2006. How do cultural types affect work-related attitudes? The mediating role of perceived organizational support. *International Journal of Employment Studies*, 14(2):37-62.

Fried, Y. & Ferris, G. R. 1987. The validity of the job characteristics model: a review and meta-analysis. *Personnel Psychology*, 40:287-322.

Frohlich, M.T. 2002. Techniques for improving response rates in OM survey research. *Journal of Operations Management*, 20:530-562.

Furnham, A. 2004. *The Psychology of Behaviour at Work: The Individual in the Organization*. Hove: Psychology Press.

Gibson, J.L., Ivancevich, J.M., Donnelly, J.H. & Konopaske, R. 2006. *Organizations: behavior, structures and processes*. 12th ed. Boston: McGraw-Hill.

Glick, W.H., Jenkins, G.D. & Gupta, N. 1986. Method versus substance: how strong are underlying relationships between job characteristics and attitudinal outcomes? *Academy of Management Journal*, September:441-464.

Golembiewski, R.T. & Yeager, S.J. 1978. Testing the applicability of the JDI to various demographic groupings. *Academy of Management Journal*, 21(3):514-519.





Gomez-Mejia, L.R., Balkin, D.B & Cardy, R.L. 2001. *Human Resource Management*. 3rd ed. New Jersey: Prentice Hall.

Goodwin, C.J. 1995. *Research in Psychology: Methods and Design*. New York: John Wiley & Sons.

Griffeth, R.W. & Hom, P.W. 1988. A comparison of different conceptualizations of perceived alternatives in turnover research. *Journal of Organizational Behavior*, 9(2):103-111.

Griffin, R.W. & Pustay, M.W. 2002. *International Business: A Managerial Perspective*. 3rd ed. Upper Saddle River: Prentice Hall

Guthrie, P.P. 2001. High-involvement work practices, turnover and productivity: evidence from New Zealand. *Academy of Management Journal*, February:180-192.

Hackett, R.D. 1998. Work attitudes and employee absenteeism: a synthesis of the literature. *Journal of Occupational Psychology*, 62:235-248.

Hackman, J.R. & Oldman, G.R. 1975. Development of the job diagnostic survey. *Journal of Applied Psychology*, 60:159-170.

Hackman, J.R. & Oldham, G.R. 1976. Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance*, 16:250-279.

Hackman, J.R. & Oldham, G.R. 1980. *Work Redesign, Reading*. MA: Addison-Wesley.

Hardy, M. & Bryman, A. 2004. *Handbook of data analysis*. London: Sage Publications.

Harrison, D.A., Newman, D.A. & Roth, P.L. 2006. How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49:305-326.



Harvey, M.G. & Buckley, M.R. 1998. The process for developing an international program for dual-career couples. *Human Resource Management Review*, 8(1):99-123.

Harzing, A.W.K. 1995. The persistent myth of high expatriate failure rates. *International Journal of Human Resource Management*, 6:457-475.

Hawley, K. 2005. Pro-active international human resources management, *Management Today*, 1-3. [Online] Available from:  
[http://www.expatsworld.co.za/journal\\_article\\_1.html](http://www.expatsworld.co.za/journal_article_1.html) [Downloaded: 2005-02-14].

Hawley, K. 2005. Telephonic conversation with Kevan Hawley on 15 February. Johannesburg. (Notes in possession of author.)

Hill, C.W.L. 2003. *International Business: Competing in the Global Marketplace*. 4th ed. Boston: McGraw-Hill.

Hodgetts, R.M. & Luthans, F. 2003. *International Management: Culture, Strategy and Behaviour*. 5th ed. New York: McGraw-Hill Irwin.

Hom, P.W. & Griffeth, R.W. 1991. Structural equation modelling test of a turnover theory: cross-sectional and longitudinal analysis. *Journal of Applied Psychology*, 76(3): 350-366.

Hom, P.W. & Griffeth, R.W. 1995. *Employee Turnover*. Cincinnati: International Thompson Publishing.

Hom, P.W., Griffeth, R.W. & Sellaro, C.L. 1984. The validity of Mobley's (1977) model of employee turnover. *Organizational Behavior and Human Performance*, 34:141-174.

Hom, P.W. & Hulin, C. 1981. A competitive test of the prediction of reenlistment of several models. *Journal of Applied Psychology*, 66(1):23-29.



Iaffaldano, M.T. & Muchinsky, P.M. 1985. Job satisfaction and job performance: a meta-analysis. *Psychological Bulletin*, 97:251-273.

Idson, T.L. 1990. Establishment size, job satisfaction and the structure of work. *Applied Economics*, 22:1007-1018.

Ingram, T.N. & Lee, K.S. 1990. Sales force commitment and turnover. *Industrial Marketing Management*, 19:149-154.

Irving, G.P., Coleman, D.F. & Cooper, C.L. 1997. Further assessment of a three-component model of OC: generalizability and differences across occupations. *Journal of Applied Psychology*, 82:444-452.

Iverson, R.D. & Buttigieg, D.M. 1999. Affective, normative and continuance commitment: can the "right kind" of commitment be managed? *Journal of Management Studies*, 36(3):307-350.

Jaros, S.T., Jermier, J.M., Koehler, J.W. & Sincich, T. 1993. Effects of continuance, affective, and moral commitment on the withdrawal process: an evaluation of eight structural equation models. *Academy of Management Journal*, 36:951-995.

Jobber, D. & Saunders, J. 1988. An experimental investigation into cross-national mail survey response rates. *Journal of International Business Studies*, 19(3):489-493.

Judge, T.A. & Bono, J.E. 2001. Relationship of core self-evaluations traits-self-esteem, generalized self-efficacy, locus of control, and emotional stability-with job satisfaction and job performance: a meta-analysis. *Journal of Applied Psychology*, 86:80-92.

Judge, T.A., Bono, J.E. & Locke, E.A. 2000. Personality and job satisfaction: the mediating role of job characteristics. *Journal of Applied Psychology*, 85:237-249.



Judge, T.A., Heller, D. & Mount, M.K. 2002. Five-factor model of personality and job satisfaction: a meta-analysis. *Journal of Applied Psychology*, 87:530-541.

Judge, T.A. & Larsen, R.J. 2001. Dispositional affect and job satisfaction: a review and theoretical extension. *Organizational Behavior and Human Decision Processes*, 86:67-98.

Judge, T., Thoresen, C., Bono, J. & Patton, G. 2001. The job-satisfaction-job performance relationship: a qualitative and quantitative review. *Psychological Bulletin*, 127:376-407.

Jung, K.G., Dalessio, A. & Johnson, S.M. 1986. Stability of the factor structure of the job descriptive index. *Academy of Management Journal*, 29(3):609-616.

Kacmar, K.M. & Carlson, D.S. 1999. Antecedents and consequences of organizational commitment: a comparison of two scales. *Educational and Psychological Measurement*, 59(6):976-995.

Kamfer, L., Venter, D.J.L. & Boshoff, A.B. 1994. The dimensions of employee commitment: a South African confirmatory factor analysis. *Journal of Industrial Psychology*, 20(2):1-7.

Kanungo, R. 1982. Measurement of job and work involvement. *Journal of Applied Psychology*, 67:341-349.

Katz, J.P. & Seifer, D.M. 1996. It is a different world out there: planning for expatriate success through selection, pre-departure training and on-site socialization, *Human Resource Planning*, 1-20. [Online] Available from:

<http://fsa.ulaval.ca/personnel/vernag/REF/textes/katz.htm> [Downloaded: 2005-2-14].

Kelley, M.R. 1990. New process technology, job design and work organization: a contingency model. *American Sociological Reviews*, April:191-208.



Kinnie, N., Hutchinson, S., Purcell, J., Rayton, B. & Swart, J. 2005. Satisfaction with HR practices and commitment of the organization: why one size does not fit all. *Human Resource Management Journal*, 15(4):9-29.

Koys, D.J. 2001. The effects of employee satisfaction, organizational citizenship behaviour, and turnover on organizational effectiveness: a unit level, longitudinal study. *Personnel Psychology*, 54(1):101-115.

Kraus, S.J. 1995. Attitudes and the prediction of behavior: a meta-analysis of the empirical literature. *Personality and Social Psychology Bulletin*, January:58-75.

Kreitner, R. & Kinicki, A. 1998. *Organizational Behaviour*. 4th ed. New York: Irwin McGraw-Hill.

Kruger, S.J., Smit, E. & Le Roux, W.L. 2005. *Basic Psychology for Human Resource Practitioners*. Lansdowne: Juta.

Lacey, M. 1994. "Rewards can cost nothing? Yes they can...really!" *Journal of Quality and Participation*, June:6-8.

Lahey, B.B. 2007. *Psychology: An Introduction*. 9th ed. New York: McGraw-Hill.

Lam, S.S.K. 2001. Test-retest reliability and factor structures of organizational citizenship behaviour. *Psychological Reports*, 88(1):262-265.

Lawshe, C.H. 1975. A quantitative approach to content validity. *Personnel Psychology*, 28:563-575.

Lazarova, M. & Caligiuri, P. 2001. Retaining repatriates: the role of organizational support practices. *Journal of World Business*. Winter:389-401.

Lee, H.W. 2005. The factors influencing expatriates. *Journal of American Academy of Business*, 6(2):273-278.



Lee, H. & Liu, C. 2006. The determinants of repatriate turnover intentions: an empirical analysis. *International Journal of Management*, 23(4):751-762.

Lee, H. & Liu, C. 2007. An examination of factors affecting repatriates' turnover intentions. *International Journal of Manpower*, 28(2):122-134.

Lee, K.S. & Gao, G. 2005. Studying organizational commitment with the OCQ in the Korean retail context: its dimensionality and relationships with satisfaction and work outcomes. *International Review of Retail, Distribution & Consumer Research*, 15(4):3375-399.

Lee, T.W. & Mowday, R.T. 1987. Voluntary leaving an organization: an empirical investigation of Steers and Mowday's model of turnover. *Academy of Management Journal*, 30(4):721-743.

Leedy, P.D. & Ormrod, J.E. 2005. *Practical Research: Planning and Design*. 8th ed. New Jersey: Pearson Prentice Hall.

LePine, J.A., Erez, A. & Johnson, D.E. 2002. The nature and dimensionality of organizational citizenship behaviour: a critical review and meta-analysis. *Journal of Applied Psychology*, 87:52-65.

Levy-Garboria, L. & Montmarquette, C. 2004. "Reported job satisfaction: what does it mean?" *Journal of Social Economics*, April:135-151.

Locke, E.A. 1976. The nature and causes of job satisfaction. *Handbook of Industrial and Organizational Psychology*, Chicago IL: Rand-McNally:1297-1349.

Loher, B.T., Noe, R.A., Moeller, N.L. & Fitzgerald, M.P. 1985. A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of Applied Psychology*, May:280-289.



Louis, M.R. 1980. Surprise and sense making: what newcomers experience in entering unfamiliar organizational settings. *Administrative Science Quarterly*, 25: 226-251.

Luthans, F., Baack, D. & Taylor, L. 1987. Organizational commitment: analysis of antecedents. *Human Relations*, 40:219-236.

Maghrabi, A.S. & Johnson, D.A. 1995. An Arabic version of the revised job descriptive index. *Current Psychology*, 14(1):47-53.

Malmqvist, G. 2004. Getting ROI on expats: are you looking after your investment in expatriates? *HR Future*, July :26-27

Mathieu, J.E. & Zajack, D.M. 1990. A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychology Bulletin*, 108(2):171-194.

Mayer, R.C. & Schoorman, F.D. 1992. Predicting participation and production outcomes through a two-dimensional model of organizational commitment. *Academy of Management Journal*, 35:671-684.

McBurney, D.H. 2001. *Research Methods*. London: Wadsworth Thomson Learning.

McEvoy, G.M. & Cascio, W.F. 1985. Strategies for reducing turnover: a meta-analysis. *Journal of Applied Psychology*, May:342-352.

McNeilly, K.M. & Russ, F.A. 1992. The moderating effect of sales force performance on relationships involving antecedents of turnover. *Journal of Personal Selling and sales Management*, 12(1):9-20.

Mendenhall, M. & Oddou, G. 1985. The dimensions of expatriate acculturation: a review. *Academy of Management Review*, 10(1):39-47.



Meyer, J.P. & Allen, N.J. 1984. Testing the “side-bet theory” of organizational commitment: some methodological considerations. *Journal of Applied Psychology*, 69:372-378.

Meyer, J.P. & Allen, N.J. 1991. A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1:61-89.

Meyer, J.P. & Allen, N.J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Thousand Oaks: CA:Sage

Meyer, J.P., Allen, N.J. & Smith, C.A. 1993. Commitment to organizations and occupations: extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4):538-551.

Meyer, J.P., Becker, T.E. & Vandenberghe, C. 2004. Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of Applied Psychology*, 89(6):991-1007.

Meyer, J.P. & Herscovitch, L. 2001. Commitment in the workplace: toward a general model. *Human Resource Management Review*, 11:299-326.

Meyer, J.P., Stanley, D.J., Herscovitch, L. & Topolnytsky, L. 2002. Affective, continuance and normative commitment to the organization: a meta-analysis of antecedents, correlates and consequences. *Journal of Vocational Behaviour*, 61: 20-52.

Mondy, R.W., Noe, R.M. & Premeaux, S.R. 1999. *Human Resource Management*. 7th ed. New Jersey: Prentice Hall.

Moore, J.E. 2000. One road to turnover: an examination of work exhaustion in technology professionals, *MIS Quarterly*, 24(1):141-168.





Morley, M.J. 2004. Contemporary debates in European human resource management: context and content. *Human Resource Management Review*, 14(2004):353-364.

Morley, M.J. & Collings, D.G. 2004. Contemporary debates and new directions in HRM in MNC's: introduction. *International Journal of Manpower*, 25(6):487-498.

Morley, M.J. & Flynn, M. 2003. The relationship between work-role characteristics and intercultural transitional adjustment domain patterns among a sample of US and Canadian expatriates on assignment in Ireland. *Cross Cultural Management*, 10(3):42-57.

Morley, M.J. & Heraty, N. 1995. The high-performance organization: developing teamwork where it counts. *Management Decision*:56-63.

Morris, L. 1996. Employees not encouraged to go extra mile. *Training & Development*, April:59-60.

Mouton, J. 2003. *How to succeed in your Master's and Doctoral Studies. A South African Guide and Resource book*. Pretoria: J.L van Schaik Publishers.

Mowday, R.T., Porter, L.W. & Steers, R. 1982. *Organizational Linkages: the Psychology of Commitment, Absenteeism, and Turnover*. San Diego, CA: Academic Press.

Mowday, R.T., Steers, R.M. & Porter, L.W. 1979. The measurement of organizational commitment. *Journal of Vocational Behavior*, 14:224-247.

Nagy, M.S. 2002. Using a single-item approach to measure facet job satisfaction. *Journal of Occupational and Organizational Psychology*, 75(1):77-86.

Naumann, E. 1993a. Organizational predictors of expatriate job satisfaction. *Journal of International Business Studies*, 24(1):61-81.



Naumann, E. 1993b. Antecedents and consequences of satisfaction and commitment among expatriate managers. *Group and Organization Management*, 18(2):153-187.

Naumann, E., Widmier, S.M. & Jackson, D.W. 2000. Examining the relationship between work attitude and propensity to leave among expatriate salespeople. *Journal of Personal Selling and Sales Management*, 20(4):227-242.

Neubert, M.J. & Cady, S.H. 2001. Program commitment: a multi-study longitudinal field investigation of its impact and antecedents. *Personnel Psychology*, 54:421-448.

Neuman, W.L. 2006. *Social Research Methods: Qualitative and Quantitative Approaches*. 6th ed. Boston: Allyn and Bacon.

Newstrom, J.W. & Davis, K. 1997. *Organizational Behaviour: Human Behaviour at Work*. 10th ed. Boston: McGraw-Hill

Nexus Database System 15/2/2005 [http:// star.nrf.ac.za/forms/nexuslogin.html](http://star.nrf.ac.za/forms/nexuslogin.html)

Ngo, H.Y. & Tsang, A.W. 1998. Employment practices and organizational commitment: differential effect for men and women? *International Journal of Organizational Analysis*, 6(3):251-267.

O'Driscoll, M.P. & Randall, D.M. 1999. Perceived organizational support, satisfaction and rewards and employee job involvement and organizational commitment. *Applied Psychology: An International Review*, 48(2):197-209.

Olson, J.M. & Zanna, M.P. 1993. Attitudes and attitude change. *Annual Review of Psychology*, 44:117-154.

O'Reilly, C.A. & Chatman, J. 1986. Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71:492-499.



O'Reilly, C.A., Chatman, J. & Caldwell, D.F. 1991. People and organizational culture: a profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34:487-516.

Organ, D.W. 1997. Organizational citizenship behavior: it's construct clean-up time. *Human Performance*, 10:85-97.

Organ, D.W. & Konovsky, M. 1989. Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, February:157-164.

Organ, D.W. & Ryan, K. 1995. A meta-analysis of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48: 775-802.

Ostroff, C. 1992. The relationship between satisfaction, attitudes and performance: an organizational level analysis. *Journal of Applied Psychology*, December:963-974.

Özbilgin, M. 2005. *International Human Resource Management, Theory and Practice*. New York: Palgrave Macmillan.

Penley, L.E. & Gould, S. 1988. Etzioni's model of organizational involvement: a perspective for understanding commitment to organizations. *Journal of Organizational Behavior*, 9:43-59.

Pinder, C.C. 1998. *Motivation in Work Organizations*. New Jersey: Prentice Hall.

PSG International Compensation. 2002. *Offshore assignment policies and practices survey*. Unpublished manuscript.

Punnett, J. 1997. Towards effective management of expatriate spouses. *Journal of World Business*, 32(3):243-257.



Randall, D.M. 1990. The consequences of organizational commitment: methodological investigation. *Journal of Organizational Behavior*, 11:361-378.

Rayton, B.A. 2006. Examining the interconnection of job satisfaction and organizational commitment: an application of the bivariate probit model. *International Journal of Human Resource Management*, 17(1):139-154.

Redman, T. & Snape, E. 2005. Unpacking commitment: multiple loyalties and employee behaviour. *Journal of Management Studies*, 42(2):301-328.

Reichers, A.E. 1985. A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10:465-476.

Reif, W & Luthans, F. 1972. Does job enrichment really pay off? *California Management Review*, 14:30-37.

Rhoades, L., Eisenberger, R. & Armeli, S. 2001. Affective commitment to the organization: the contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5):825-836.

Rizzo, J.R., House, R.J. & Lirtzman, S.I. 1970. Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15:150-163.

Robbins, S.P. & Judge, T.A. 2007. *Organizational Behaviour*. 12th ed. Upper Saddle River: Pearson Prentice Hall.

Robbins, S.P., Odendaal, A. & Roodt, G. 2003. *Organizational Behaviour. Global and Southern African Perspective*. Cape Town: Pearson Education South Africa.

Romzek, B.S. 1990. Personal consequences of employee commitment. *Academy of Management Journal*, 32:649-661.

Rossouw, D. 2003. *Intellectual Tools: Skills for the human sciences*. 2nd ed. Pretoria: Van Schaik Publishers.



Roth, P.L. & Switzer, F.S. 1995. A Monte Carlo analysis of missing data techniques in an HRM setting. *Journal of Management*, 21(5):1003-1023.

Rugman, A.M. & Hodgetts, R.M. 2003. *International Business*. 3rd ed. Harlow: Prentice Hall

SABMiller plc. 2006. Corporate presentation. [Online] Available from: <http://www.sabreweries.com> [Accessed: 2007-08-23].

Sager, J.K., Varadarajan, R.P. & Futrell, C.M. 1988. Understanding salesperson turnover: a partial evaluation of Mobley's turnover process model. *Journal of Personal Selling and Sales Management*, 8(1):21-35.

Salanick, G.R. & Pfeffer, J. 1978. A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 23:224-253.

Samad, S. 2006. Predicting turnover intentions: the case of Malaysian government doctors. *The Journal of American Academy of Business*, 8(2):113-119.

Scarpello, V. & Campbell, J.P. 1983. Job satisfaction: are all the parts there? *Personnel Psychology*, 36:577-600.

Schermerhorn, J.R., Hunt, J.G. & Osborn, R.N. 1997. *Organizational Behaviour*. 6th ed. New York: John Wiley & Sons Inc.

Schleicher, J.D., Watt, J.D. & Greguras, G.J. 2004. Re-examining the job satisfaction-performance relationship: the complexity of attitudes. *Journal of Applied Psychology*, February:165-177.

Schneider, B. 2001. Fits about fit. *Applied Psychology: An International Review*, 50:141-152.

Schwartz, S.H. & Bardi, A. 2001. Value hierarchies across cultures: taking a similarities perspective. *Journal of Cross-Cultural Psychology*, 32(3):268-290.



Scott, J. 2006. Job satisfaction among TANF leavers. *Journal of Psychology and Social Welfare*, XXXIII(3):127-149.

Scullion, H. 1994. Staffing policies and strategic control in British multinationals. *International Studies of Management and Organisation*, 24(3):86-103.

Scullion, H. & Brewster, C. 2001. The management of expatriates: messages from Europe? *Journal of World Business*, 36(4):346-365.

Shaffer, M.A., Harrison, D.A. & Gilley, K.M. 1999. Dimensions, determinants and differences in the expatriate adjustment process. *Journal of International Business Studies*, 30(3):557-581.

Shelley, S. 2004. *Doing Business in Africa: A Practical Guide for Investors, Entrepreneurs and Expatriate Managers*. Cape Town: Zebra Press.

Shively, R.A., Becker-Doyle, E., Fabian, N. & Hunt F. 2007. How often do you conduct staff satisfaction surveys and how do you respond to the results? CEO to CEO. *Associations Now*, 3(2):79.

Shore, L. & Tetrick, L. 1991. A construct validity study of the survey of perceived organizational support. *Journal of Applied Psychology*, 76:637-643.

Shore, L. & Wayne, S. 1993. Commitment and employee behavior: comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of Applied Psychology*, 78:774-780.

Silverthorne, C.P. 1992. Work motivation in the United States, Russia and the Republic of China (Taiwan): a comparison. *Journal of Applied Social Psychology*, 22(17).

Smith, P.C., Balzer, W., Brannick, M., Chia, W., Eggleston, S., Gibson, W., Johnson, B., Josephson, H., Paul, K., Reilly, C. & Whalen, W. 1987. The revised JDI: a facelift for an old friend. *The Industrial Organizational Psychologist*, 24(4):31-33.



Smit, P.J. & Cronje, G.J. de J. 1999. *Management Principles*. A contemporary edition for Africa. Cape Town: Juta.

Smith, P.C., Kendall, I.M. & Hulin, C.L. 1969. *The Measurement of Satisfaction in Work and Retirement*. Chicago: Rand McNally.

Smucker, M.K. & Kent, A. 2004. The influence of referent selection on pay, promotion, supervision, work and co-worker satisfaction across three distinct sport industry segments. *International Sports Journal*, Winter:27-43.

Spector, P. E. 1997. *Job Satisfaction: Assessment, Causes, and Consequences*. Thousand Oaks: CA:Sage.

Spencer, D.G. & Steers, R.M. 1981. Performance as a moderator of the job-satisfaction-job performance relationship. *Journal of Applied Psychology*, August:511-514.

Spreitzer, G.M. 1995. Psychological empowerment in the workplace: dimensions, measurement and validation. *Academy of Management Journal*, 38(5):1442-1465.

Staw, B.M. 1980. The consequences of turnover. *Journal of Occupational Behaviour*, 1:253-273.

Staw, B. M. & Ross, J. 1985. Stability in the midst of change: a dispositional approach to job attitudes. *Journal of Applied Psychology*, 70:55-77.

Steel, R.P. & Ovalle, N.K. 1984. A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69:673-686.

Steel, R.P. & Rentsch, J.R. 1997. The dispositional model of job attitudes revisited: findings of a 10 year study. *Journal of Applied Psychology*, 8:873-879.



Stroh, L.K. & Caligiuri, P.M. 1998. Increasing global competitiveness through effective people management. *Journal of World Business*, 33(1):1-16.

Strumpfer, D.J.W., Danana, N., Gouws, J.F. & Viviers, M.R. 1998. Personality dispositions and job attitudes. *South African Journal of Psychology*, 28(2):92-100.

Suliman, A.M. & Isles, P.A. 2000a. Is continuance commitment beneficial to organizations? Commitment-performance relationship: a new look. *Journal of Managerial Psychology*, 15(5):407-426.

Suliman, A.M. & Isles, P.A. 2000b. The multi-dimensional nature of organizational commitment in a non-western context. *Journal of Management Development*, 19(1):71-82.

Sutton, S. 1998. Predicting and explaining intentions and behavior: how well are we doing? *Journal of Applied Social Psychology*, August:1317-1338.

Swaak, R.A. 1995. Expatriate failures: too many, too much cost, too little planning. *Compensation and Benefits Review*, 27(6):47-55.

Terre Blanche, M., Durrheim, K. & Painter, D. 2006. *Research in Practice: Applied Methods for the Social Sciences*. 2nd ed. Cape Town: University of Cape Town Press.

Tett, R.P. & Meyer, J.P. 1993. Job satisfaction, organizational commitment, turnover intention and turnover: path analysis based on meta-analytic findings. *Personnel Psychology*, 46:259-293.

Thornhill, A., Lewis, P. & Saunders, M.N.K. 1996. The role of employee communication in achieving commitment and quality in higher education. *Quality Assurance in Education*, 4(1).

Toh, S.M. & DeNisi, A.S. 2005. A local perspective to expatriate success. *Academy of Management Executive*, 19(1):132-146.





Trimble, D.E. 2006. Organizational commitment, job satisfaction, and turnover intention of missionaries. *Journal of Psychology and Theology*, 34(4):349-360.

Tung, R.L. 1982. Selection and training procedures of U.S., European, and Japanese multinationals. *California Management Review*, 25:57-71.

Tung, R.L. 1984. Strategic management of human resources in the multinational enterprise. *Human Resource Management*, Vol 23(2):129-43.

Tung, R.L. 1987. Expatriate assignments: enhancing success and minimizing failure. *Academy of Management Executive*, 1:117-125.

Tung, R.L. 2004. Female expatriates: a model for global leaders? *Organizational Dynamics*, 33(2004):243-253.

Turnipseed, D. & Murkinson, G. 2000. Good soldiers and their syndrome: organizational citizenship behaviour and their work environment. *North American African Journal of Psychology*, 2(2):281-303.

Tybout, A.M. & Scott, C.A. 1983. Availability of well-defined internal knowledge and the attitude formation process: information aggregation versus self-perception. *Journal of Personality and Social Psychology*, 474-491.

Usunier, J.C. 1998. Oral pleasure and expatriate satisfaction: an empirical approach. *International Business Review*, 7:89 -110.

Vandenberg, R.J. & Nelson, J.B. 1999. Disaggregating the motives underlying turnover intentions. When do intentions predict turnover behavior? *Human Relations*, 52:1313-1336.

Vermeulen, A. 2002. The hidden costs of global ambition, *Finance Week*, April:1-3. [Online] Available from: [http://expatworld.co.za/cost\\_of\\_globalisation.htm](http://expatworld.co.za/cost_of_globalisation.htm) [Downloaded: 2005-2-14].



Vogel, A.J. 2006. *A Model for the Preparation of Expatriates for International Assignments in South African Multinational Enterprises*. Unpublished DCom thesis. Pretoria: University of Pretoria.

Wanous, J.P., Reichers, A.E. & Hudy, M.J. 1997. Overall job satisfaction: how good are single-item measures? *Journal of Applied Psychology*, 82:247-252.

Wegner, T. 2000. *Applied Business Statistics: Methods and Applications*. Cape Town: Juta.

Weiss, D., Dawis, R., England, G. & Lofquist, L. 1967. *Manual for the Minnesota Satisfaction Questionnaire* (Minnesota studies for vocational rehabilitation no.22). Industrial Relations Centre, University of Minnesota, Minneapolis.

Weiss, H. & Shaw, J. 1979. Social influences on judgments about tasks. *Organizational Behaviour and Human Performance*, 24:126-140.

Welman, J.C. & Kruger, S.J. 2001. *Research Methodology for the Business and Administrative Sciences*. Cape Town: Oxford University Press Southern Africa.

Werner, A. 2007. *Organizational Behaviour. A Contemporary South African Perspective*. 2nd ed. Pretoria: Van Schaik Publishers.

Whisenant, W.A., Pedersen, P.M. & Smucker, M.K. 2004. Referent selection: how the women in sport journalism shape their perceptions of job satisfaction. *Journal of Sport Management*, 18:368-382.

Withey, M.J. & Cooper, W.H. 1989. Predicting exit, voice, loyalty and neglect. *Administrative Science Quarterly*, December:521-539.

Witt, L.A. & Nye, L.G. 1992. Gender and the relationship between perceived fairness of pay or promotion and job satisfaction. *Journal of Applied Psychology*, 12:910-917.



Wymer, W.E. & Carsten, J.M. 1992. Alternative ways to gather opinion. *HR Magazine*, 37(4):71-87.

Yavas, U. 2001. Adaptation to international assignments: dimensionality and strategies to facilitate adjustment of expatriate managers in Turkey. *Cross Cultural Management*, 8(2):60-73.

Yeager, S.J. 1981. Dimensionality of the job descriptive index. *Academy of Management Journal*, 24(1):205-212.

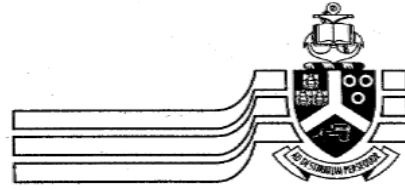
Yucelt, U. 1982. Job satisfaction, absenteeism and workers' choice in the Turkish industrial sector. *The Journal of Psychology*, 111:247-254.

Yukl, G.A. & Wexly, K.N. 1971. *Readings in Organizational and Industrial Psychology*. London: Oxford University Press.

Zikmund, W.G. 2003. *Business Research Methods*. 7th ed. Mason: Thomson South-Western.



## APPENDIX A: MEASUREMENT INSTRUMENT



University of Pretoria

Department of Human Resources Management  
Faculty of Economic and Management Sciences  
Pretoria 0002

1 June 2006

Dear Participant

Ilze Swarts is a registered Ph.D Organisational Behaviour student at the University of Pretoria in the Faculty of Economics and Management Sciences. She is currently busy with her final preparations towards this degree.

You have been selected, due to your involvement in foreign assignments, to participate in this study. Your participation in this survey will be appreciated, as every response adds value to the study. The aim of the survey is TO investigate the role of job attitudes (job satisfaction, job involvement and organisational commitment) in the adjustment process of employees on an international assignment in a foreign country. The findings will be summarized in a framework of organisational best practice enhancing expatriate adjustment. This could be of value to you and future employees engaged in international assignments.

This survey is divided into sections dealing with different aspects of job attitudes. Every section is preceded by instructions. Please follow the instructions as closely as possible. There are no right or wrong answers to these questions as they are intended to determine perceptions. Please answer all questions. If any question/item is left blank, it will unfortunately render your questionnaire unusable. Completing the questionnaire should not take longer than **20 minutes**.

Your answers will be treated as strictly confidential. You need not reveal your identity. The information obtained will be used solely for research purposes, and is subject to the ethical rules of research at the University of Pretoria, South Africa.

Please return the completed questionnaire **by 5 July 2006**. To return the questionnaire, please follow the instructions of your organisation's contact person for the study. If you have any queries you are welcome to contact Ilze Swarts at **082 463 9483** or on e-mail [ilzes@mweb.co.za](mailto:ilzes@mweb.co.za)

Thank you for your participation.

Ilze Swarts

## APPENDIX A: MEASUREMENT INSTRUMENT

FOR OFFICE USE ONLY			
1	Respondent number	V1	<input type="text"/> <input type="text"/> <input type="text"/> 1 - 3

### Section A: Job characteristics

Listed below is a series of statements that represent possible perceptions individuals have about their jobs outside the borders of their home country. With respect to your own perceptions about your latest/current job outside the borders of your home country, please indicate the extent to which each of the twenty-one (21) statements below represents your experience of this job, by crossing the number that corresponds with your response:

- 1 = to a much lesser extent than expected
- 2 = to an extent less than expected
- 3 = to an expected extent
- 4 = to a more than expected extent
- 5 = to a great extent

Example:

If you think that the following statement is definitely to a great extent true about your job, cross no '5'

	<i>To a much lesser extent</i>		<i>To a great extent</i>		
	1	2	3	4	5
a. To what extent does your job require you to work closely with other people (either "clients" or people in related jobs in your own organisation)?					<input checked="" type="checkbox"/>

**For each statement, please cross the number that corresponds to your response**

Job – current or latest job outside the borders of your home country	To a much lesser extent than expected	To an extent less than expected	To an expected extent	To a more than expected extent	To a great extent	For office use only		
						A1		
1. To what extent does your job require you to work closely with other people (either "clients" or people in related jobs in your own organisation)?	1	2	3	4	5	A1		4
2. How much autonomy is there in your job? That is, to what extent does your job allow you to decide on your own how to go about doing the work?	1	2	3	4	5	A2		5
3. To what extent does your job involve doing a "whole" and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is completed by other people or by automatic machines?	1	2	3	4	5	A3		6



**APPENDIX A: MEASUREMENT INSTRUMENT**

4. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents?	1	2	3	4	5	A4	7
5. In general, how significant or important is your job. That is, are the results of your work likely to significantly affect the lives or well-being of other people?	1	2	3	4	5	A5	8
6. To what extent do managers or co-workers let you know how well you are doing your job?	1	2	3	4	5	A6	9
7. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing – aside from any “feedback” co-workers or supervisors may provide?	1	2	3	4	5	A7	10
8. The job requires me to use a number of complex or high-level skills.	1	2	3	4	5	A8	11
9. The job requires a lot of cooperative work with other people.	1	2	3	4	5	A9	12
10. The job is arranged so that I am responsible for an entire piece of work from beginning to end	1	2	3	4	5	A10	13
11. Just doing the work required by the job provides many chances for me to figure out how well I am doing.	1	2	3	4	5	A11	14
12. The job is quite simple and repetitive.	1	2	3	4	5	A12	15
13. The job can be done adequately by a person working alone – without talking or checking with other people.	1	2	3	4	5	A13	16
14. Co-workers on this job give me “feedback” about how well I am doing my work.	1	2	3	4	5	A14	17
15. This job is one where a lot of other people can be affected by how well the work gets done.	1	2	3	4	5	A15	18
16. The job gives me opportunities to use my personal initiative or judgment in carrying out the work.	1	2	3	4	5	A16	19
17. Supervisors often let me know how well they think I am performing on the job.	1	2	3	4	5	A17	20
18. The job provides me with the opportunity to complete the pieces of work I have begun.	1	2	3	4	5	A18	21
19. The job itself provides clues about whether or not I am performing well.	1	2	3	4	5	A19	22
20. The job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5	A20	23
21. The job itself is significant or important in the broader scheme of things.	1	2	3	4	5	A21	24

## APPENDIX A: MEASUREMENT INSTRUMENT

### Section A continues

Please indicate the degree of your agreement or disagreement with each of the twenty (20) statements below by crossing the number that corresponds with your response:

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = undecided
- 5 = slightly agree
- 6 = moderately agree
- 7 = strongly agree

Example:

If you moderately agree with the following statement, cross no "6"

	<i>Strongly Disagree</i>				<i>Strongly Agree</i>	
a. I have to do things that I think should be done differently.	1	2	3	4	5	<del>6</del> 7

**For each statement, please cross the number that corresponds to your response**

Job – current or latest job outside the borders of your home country	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately agree	Strongly agree	For office use only	
								A	B
22. I have to do things that I think should be done differently.	1	2	3	4	5	6	7	A22	25
23. I work on necessary things most of the time.	1	2	3	4	5	6	7	A23	26
24. I perform work that agrees with my values.	1	2	3	4	5	6	7	A24	27
25. I have enough time to complete my work.	1	2	3	4	5	6	7	A25	28
26. I receive assignments that are within my training and capability.	1	2	3	4	5	6	7	A26	29
27. I have just the right amount of work to do.	1	2	3	4	5	6	7	A27	30
28. I am able to act the same way on my job, regardless of the group I am with.	1	2	3	4	5	6	7	A28	31
29. I work with two or more groups who operate quite differently.	1	2	3	4	5	6	7	A29	32
30. I work under incompatible policies and guidelines.	1	2	3	4	5	6	7	A30	33
31. I have to bend a rule or policy in order to carry out an assignment.	1	2	3	4	5	6	7	A31	34
32. I receive incompatible requests from two or more people.	1	2	3	4	5	6	7	A32	35
33. I do things that are accepted by one person and at the same time rejected by another person.	1	2	3	4	5	6	7	A33	36
34. I feel certain about the criteria that will be used to evaluate me for a raise or promotion.	1	2	3	4	5	6	7	A34	37
35. I am told how well I am doing my job.	1	2	3	4	5	6	7	A35	38
36. I feel certain about how much authority I have.	1	2	3	4	5	6	7	A36	39
37. I know what my responsibilities are.	1	2	3	4	5	6	7	A37	40



## APPENDIX A: MEASUREMENT INSTRUMENT

38. I don't have to "feel my way" in performing my duties.	1	2	3	4	5	6	7	A38		41
39. I know exactly what is expected of me.	1	2	3	4	5	6	7	A39		42
40. Explanation of what has to be done is clear.	1	2	3	4	5	6	7	A40		43
41. I work under clear directives or orders.	1	2	3	4	5	6	7	A41		44

### Section B: Job satisfaction

Listed below are seventy-two (72) short phrases or adjectives, representing possible feelings individuals might have about their job content and job context. With respect to your own feelings about your job and other job-related issues, please indicate your response by crossing **1** if the item describes your situation, **2** if you are unsure and **3** if the item does not describe your situation.

- 1 = Yes  
2 = I am not sure (?)  
3 = No

Example:

If you think that the following word describes your job, cross no '1'

	YES	?	NO
a. Fascinating	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**For each statement, please cross the number that corresponds to your response**

DO THE FOLLOWING WORDS DESCRIBE YOUR JOB? <i>Job – current or latest job outside the borders of your home country.</i>				For office use only		
	YES ? NO					
1. Fascinating	1	2	3	BA1		45
2. Routine	1	2	3	BA2		46
3. Satisfying	1	2	3	BA3		47
4. Boring	1	2	3	BA4		48
5. Good	1	2	3	BA5		49
6. Creative	1	2	3	BA6		50
7. Respected	1	2	3	BA7		51
8. Hot	1	2	3	BA8		52
9. Pleasant	1	2	3	BA9		53
10. Useful	1	2	3	BA10		54
11. Tiresome	1	2	3	BA11		55
12. Healthy	1	2	3	BA12		56
13. Challenging	1	2	3	BA13		57
14. On your feet	1	2	3	BA14		58
15. Frustrating	1	2	3	BA15		59
16. Simple	1	2	3	BA16		60
17. Endless	1	2	3	BA17		61
18. Gives sense of accomplishment	1	2	3	BA18		62





## APPENDIX A: MEASUREMENT INSTRUMENT

DO THE FOLLOWING STATEMENTS / WORDS DESCRIBE YOUR SUPERVISOR?				For office use only		
<i>Supervisor – current or latest supervisor outside the borders of your home country</i>						
1. Asks for my advice	1	2	3	BB1		63
2. Is hard to please	1	2	3	BB2		64
3. Impolite	1	2	3	BB3		65
4. Praises good work	1	2	3	BB4		66
5. Tactful	1	2	3	BB5		67
6. Influential	1	2	3	BB6		68
7. Up-to-date	1	2	3	BB7		69
8. Does not supervise enough	1	2	3	BB8		70
9. Quick-tempered	1	2	3	BB9		71
10. Tells me where I stand	1	2	3	BB10		72
11. Annoying	1	2	3	BB11		73
12. Stubborn	1	2	3	BB12		74
13. Knows his/her job well	1	2	3	BB13		75
14. Bad	1	2	3	BB14		76
15. Intelligent	1	2	3	BB15		78
16. Leaves me on my own	1	2	3	BB16		79
17. Lazy	1	2	3	BB17		80
18. Available when needed	1	2	3	BB18		81

DO THE FOLLOWING WORDS / STATEMENTS DESCRIBE YOUR CO-WORKERS?				For office use only		
<i>Co-workers – current or recent co-workers outside the borders of your home country</i>						
1. Stimulating	1	2	3	BC1		82
2. Boring	1	2	3	BC2		83
3. Slow	1	2	3	BC3		84
4. Ambitious	1	2	3	BC4		85
5. Stupid	1	2	3	BC5		86
6. Responsible	1	2	3	BC6		87
7. Fast	1	2	3	BC7		88
8. Intelligent	1	2	3	BC8		89
9. Easy to make enemies	1	2	3	BC9		90
10. Talk too much	1	2	3	BC10		91
11. Smart	1	2	3	BC11		92
12. Lazy	1	2	3	BC12		93
13. Unpleasant	1	2	3	BC13		94
14. Allow no privacy	1	2	3	BC14		95
15. Active	1	2	3	BC15		96
16. Narrow interests	1	2	3	BC16		97
17. Loyal	1	2	3	BC17		98
18. Hard to satisfy	1	2	3	BC18		99



## APPENDIX A: MEASUREMENT INSTRUMENT

DOES THE FOLLING STATEMENT DESCRIBE YOUR POSSIBILITIES FOR PROMOTION?				For office use only		
<i>Promotion opportunities in your current or latest job outside the borders of Your home country</i>						
1. Good chance for advancement	1	2	3	BD1		100
2. Opportunities somewhat limited	1	2	3	BD2		101
3. Promotion on ability	1	2	3	BD3		102
4. Dead-end job	1	2	3	BD4		103
5. Good chance for promotion	1	2	3	BD5		104
6. Unfair promotion policy	1	2	3	BD6		105
7. Infrequent promotions	1	2	3	BD7		106
8. Regular promotions	1	2	3	BD8		107
9. Fairly good chance for promotion	1	2	3	BD9		108

DOES THE FOLLING STATEMENT DESCRIBE YOUR COMPENSATION PACKAGE?				For office use only		
<i>Compensation package – current or latest package for a job outside the borders of your home country</i>						
1. Income inadequate for normal expenses	1	2	3	BE1		109
2. Satisfactory retirement plan	1	2	3	BE2		110
3. Barely live on income	1	2	3	BE3		111
4. Poor package	1	2	3	BE4		112
5. Income provides luxuries	1	2	3	BE5		113
6. Insecure	1	2	3	BE6		114
7. Less than I deserve	1	2	3	BE7		115
8. Highly paid	1	2	3	BE8		116
9. Underpaid	1	2	3	BE9		117

### Section C: Organisational commitment

Listed below is a series of statements that represent possible feelings individuals may have about the organisation for which they currently work or worked before on an international assignment. With respect to your own feelings about the particular organisation for which you are now working or worked before, please indicate the degree of your agreement or disagreement with each of the fifteen (15) statements below by crossing the number that corresponds with your response:

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = undecided
- 5 = slightly agree
- 6 = moderately agree
- 7 = strongly agree



## APPENDIX A: MEASUREMENT INSTRUMENT

For each statement, please cross the number that corresponds to your response

	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately agree	Strongly agree	For office use only		
1. I am willing to put in a great deal of effort beyond what is normally expected in order to help this organisation be successful.	1	2	3	4	5	6	7	C1		118
2. I talk of this organisation to friends and family as a great organisation to work for.	1	2	3	4	5	6	7	C2		119
3. I feel very little loyalty towards this organisation.	1	2	3	4	5	6	7	C3		120
4. I would accept almost any type of job assignment in order to keep working for this organisation.	1	2	3	4	5	6	7	C4		121
5. I find that my values and the organisation's values are very similar.	1	2	3	4	5	6	7	C5		122
6. I am proud to tell others that I am part of this organisation.	1	2	3	4	5	6	7	C6		123
7. I could just as well be working for a different organisation as long as the type of work was similar.	1	2	3	4	5	6	7	C7		124
8. This organisation really inspires the very best in me where job performance is concerned.	1	2	3	4	5	6	7	C8		125
9. It would take very little change in my present circumstances to cause me to leave this organisation.	1	2	3	4	5	6	7	C9		126
10. I am extremely glad that I chose this organisation to work for above others I was considering at the time I joined this organisation.	1	2	3	4	5	6	7	C10		127
11. There is not much to be gained by sticking with this organisation indefinitely.	1	2	3	4	5	6	7	C11		128
12. Often, I find it difficult to agree with this organisation's policies on important matters relating to its employees.	1	2	3	4	5	6	7	C12		129
13. I really care about the fate of this organisation.	1	2	3	4	5	6	7	C13		130
14. For me this is the best of all possible organisations for which to work.	1	2	3	4	5	6	7	C14		131
15. Deciding to work for this organisation was a definite mistake on my part.	1	2	3	4	5	6	7	C15		132

### Section D: Job Involvement

Listed below is a series of statements that represent possible feelings individuals might have about their involvement in their work. With respect to your own feelings about how involved you should be in your work, please indicate the degree of your agreement or disagreement with each of the six (6) statements below by crossing the number that corresponds with your response:

- 1 = strongly disagree
- 2 = moderately disagree
- 3 = slightly disagree
- 4 = undecided



## APPENDIX A: MEASUREMENT INSTRUMENT

- 5 = slightly agree  
6 = moderately agree  
7 = strongly agree

**For each statement, please cross the number that corresponds to your response**

	Strongly disagree	Moderately disagree	Slightly disagree	Undecided	Slightly agree	Moderately agree	Strongly agree	For Office use Only		
1. The most important things that happen in life involve work.	1	2	3	4	5	6	7	D1		133
2. Work is something people should be involved in most of the time.	1	2	3	4	5	6	7	D2		134
3. Work should only be a small part of one's life.	1	2	3	4	5	6	7	D3		135
4. Work should be considered central to life.	1	2	3	4	5	6	7	D4		136
5. In my view, an individual's personal life goals should be work-oriented.	1	2	3	4	5	6	7	D5		137
6. Life is worth living only when people get absorbed in work.	1	2	3	4	5	6	7	D6		138

### Section E: Expectations

Listed below is a series of statements that request you to indicate to what extent your expectations with your current situation have been met. With respect to your own feelings about how your expectations have been met, please indicate the degree by crossing the number that corresponds with your response:

- 1 = less than expected  
2 = somewhat less than expected  
3 = as expected  
4 = somewhat more than expected  
5 = much more than expected

	Less than expected	Somewhat less than expected	As expected	Somewhat more than expected	Much more than expected	For Office use Only		
1. My immediate supervision has been	1	2	3	4	5	E1		139
2. The kind of work that I do has been	1	2	3	4	5	E2		140
3. The amount of work that I do has been	1	2	3	4	5	E3		141
4. My co-workers have been	1	2	3	4	5	E4		142
5. The physical conditions have been	1	2	3	4	5	E5		143
6. The financial aspects ( pay, benefits) have been	1	2	3	4	5	E6		144
7. Matters affecting my career future have been	1	2	3	4	5	E7		145
8. All in all my expectations have been met	1	2	3	4	5	E8		146



## APPENDIX A: MEASUREMENT INSTRUMENT

### Section F: Biographical characteristics

The following questions request biographical and lifestyle information. Your responses will be used for statistical purposes only. **Confidentiality is guaranteed.**

Draw and X in the appropriate box next to the item that most closely represents your personal situation. Please mark one item only per question

		For office use																
1. Your age (in years):	<input type="text"/>	F1	147-148															
2. Your gender:	Male <input type="text"/> 0 <span style="margin-left: 100px;">Female</span> <input type="text"/> 1	F2	149															
3. Your marital status:	Never married <input type="text"/> 1 <span style="margin-left: 100px;">Divorced</span> <input type="text"/> 4	F3	150															
	Married <input type="text"/> 2 <span style="margin-left: 100px;">Estranged</span> <input type="text"/> 5																	
	Widow(er) <input type="text"/> 3 <span style="margin-left: 100px;">Co-habiting</span> <input type="text"/> 6																	
4. Your nationality:	South African citizen <input type="text"/> 1 <span style="margin-left: 100px;">Non-South African citizen</span> <input type="text"/> 2	F4	151															
5. Number of years' working for your current organisation	<input type="text"/>	F 5	152-153															
6. Total number of years experience on foreign assignments (including previous employers)	<input type="text"/>	F 6	154-155															
7. Total number of foreign assignments	<input type="text"/>	F 7	156															
8. The economic sector in which your organisation falls:	<table border="1"> <tbody> <tr> <td>Government</td> <td><input type="text"/></td> <td>1</td> </tr> <tr> <td>Banking</td> <td><input type="text"/></td> <td>2</td> </tr> <tr> <td>Wholesale and retail trade</td> <td><input type="text"/></td> <td>3</td> </tr> <tr> <td>Construction</td> <td><input type="text"/></td> <td>4</td> </tr> <tr> <td>Other</td> <td><input type="text"/></td> <td>5</td> </tr> </tbody> </table>	Government	<input type="text"/>	1	Banking	<input type="text"/>	2	Wholesale and retail trade	<input type="text"/>	3	Construction	<input type="text"/>	4	Other	<input type="text"/>	5	F 8	157-158
Government	<input type="text"/>	1																
Banking	<input type="text"/>	2																
Wholesale and retail trade	<input type="text"/>	3																
Construction	<input type="text"/>	4																
Other	<input type="text"/>	5																
9. In which country are you currently stationed?		F 9	159-160															
If back in your home country, in which country were you previously stationed?																		
If back in your home country – did you return before the agreed-upon time or did you stay the full period?																		



## APPENDIX A: MEASUREMENT INSTRUMENT

10. Your current job level

Non management		1
First level supervisor		2
Middle management		3
Top management		4
Professional		5

F10		161
-----	--	-----

11. Your highest educational attainment (mark highest level of attainment only)

Secondary school	1	Std 10 or equivalent	2
Post-school certificate/diploma	3	National diploma/ National Higher diploma	4
Bachelor's degree or equivalent	5	Honours degree or equivalent	6
Master's degree or equivalent	7	Doctoral degree or equivalent	8

F 11		162
------	--	-----

12. Your mother tongue is:

Afrikaans	01	South Sotho	07
English	02	Northern Sotho	08
Xhosa	03	Tsonga	09
Venda	04	Tswana	10
Zulu	05	Swazi	11
Ndebele	06	Other (specify)	12

F 12		163-164
------	--	---------

13. How would you classify the dominant nature of your social heritage or culture:

Sotho (Northern, Western, Southern)	01	Arabic	09
Nguni (Zulu, Xhosa, Swazi, Ndebele)	02	Mediterranean	10
Other African	03	Western European	11
Afrikaner	04	Other Asian	12
English	05	North American	13
Jewish	06	Latin American	14
Indian	07	Eastern European	15
Malayan	08	Other (please specify)	16

F13		165-166
-----	--	---------

14. What language is predominantly spoken in the country of your foreign assignment?

F1		167
F15		168-169

15. Can you speak the above language?



**APPENDIX A: MEASUREMENT INSTRUMENT**

16. How many hours do you, on average, work per week?

F16			170-171
-----	--	--	---------

17. Do you regularly work over weekends or during holidays?

Yes  1  No  2

F17			172-173
-----	--	--	---------

18. The number of day's vacation leave that you took last year

F18			174
-----	--	--	-----

19. Do you sometimes think of quitting your job?

Yes  1  No  2

F19			175-176
-----	--	--	---------

20. How often do you think of quitting your job?

F20			177
-----	--	--	-----

21. Did you often (if already back in your home country) or do you think often (if still on a foreign assignment) of returning earlier to your home country than your contract requires?

Yes  1  No  2

F21			178-179
-----	--	--	---------

22. Which aspects made or are making your adjustment to the foreign assignment easier?

F22			180
-----	--	--	-----

23. Which aspects made or are making your adjustment to the foreign assignment difficult?

F23			181
-----	--	--	-----