

**Predictors of skilled migrant career success: The
influence of career capital, agency, and discrimination**

Student Name: Sifiso Ndlovu

Student Number: 19391766

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

01 December 2020

ABSTRACT

Globalisation and global skills shortages have led to an increased dependence on skilled migrants, and access to information and geographic locations has led to the subsequent increase in skilled migrant mobility. However, although considered to be an important source of value for economies and organisations, skilled migrants experience unfavourable career outcomes upon migration. The focus of this study was on the career outcomes of skilled migrants in South Africa and how they are influenced by the discrimination they face, their career capital and the strategies they adopt to build their career capital.

A cross-sectional quantitative study that made use of a survey questionnaire to collect data on career success, career capital, skilled migrant challenges (discrimination), and strategies to build career capital (agency) was conducted with 112 respondents. Responses were analysed using statistical techniques which tested for relationships between the predictor variables (career capital, discrimination and strategies to build career capital (agency)) and the dependent variable (career success).

The study found that there is a significant inverse relationship between skilled migrant challenges and career success, and a significant relationship between career capital and career success. However, there is no significant relationship between adoption of strategies to build career capital and career success. While skilled migrant challenges and career capital influence career success, agency has no influence on their career success. Although limitations were identified, the study contributes to skilled migrant career and career capital literature, taking the influence of context (challenges) and agency into consideration.

KEYWORDS

skilled migrants, migrant challenges, career capital, career success, agency

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master 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: Sifiso Ndlovu

Date: 01 December 2020


Signature:  _____

TABLE OF CONTENTS

ABSTRACT	i
KEYWORDS	i
DECLARATION	ii
TABLE OF CONTENTS	iii
LIST OF FIGURES	vii
LIST OF TABLES	viii
1. INTRODUCTION TO RESEARCH PROBLEM	10
1.1. Introduction	10
1.2. Research Problem	12
1.3. Research Purpose	15
1.4. Business Implications of the Research	16
1.5. Theoretical Implications of the Research	17
1.6. Social Implications of the Research	18
1.7. Research Objectives	18
1.8. Conclusion	19
2. THEORY AND LITERATURE REVIEW	20
2.1. Introduction	20
2.2. Skilled Migrants	20
2.2.1. Value of SMs	21
2.2.2. SM Challenges	22
2.3. Career Success as an Outcome	24
2.3.1. Objective and Subjective Career Success	24
2.3.2. SM Careers	25
2.3.3. Determinants of SMs' Career Success	26
2.4. Career Capital	27
2.4.1. Know-how	30
2.4.2. Know-whom	31
2.4.3. Know-why	32
2.4.4. Strategies to Build Career Capital Components	34
2.5. Summary of Research Hypotheses	37
2.6. Conclusion	37
3. RESEARCH METHODOLOGY AND DESIGN	39
3.1. Introduction	39
3.2. Research Methodology and Design	39

3.3.	Population.....	40
3.4.	Unit of Analysis.....	40
3.5.	Sampling Method and Size	40
3.6.	Measurement Instrument.....	41
3.7.	Ethical Clearance	43
3.8.	Data Gathering Process	43
3.9.	Analysis Approach	43
3.10.	Quality Controls	46
3.10.1.	Reliability	46
3.10.2.	Validity	47
3.10.3.	Factor Analysis	47
3.11.	Limitations	49
3.12.	Conclusion.....	50
4.	RESULTS.....	51
4.1.	Introduction.....	51
4.2.	Data Transformation	51
4.3.	Description of the Sample.....	52
4.4.	Demographic Profile of the Sample	52
4.5.	Description of Constructs.....	55
4.6.	Results on Quality Controls	57
4.6.1.	Reliability	57
4.6.2.	Validity	59
4.6.3.	Factor Analysis	60
4.7.	Construct level correlation (H1 – H3)	64
4.8.	Hypothesis 1	66
4.8.1.	Descriptive Statistics.....	67
4.8.2.	Results for Hypothesis 1	68
4.8.3.	Conclusion for Hypothesis 1	68
4.9.	Hypothesis 2a.....	68
4.9.1.	Descriptive Statistics.....	69
4.9.2.	Results for Hypothesis 2a.....	70
4.9.3.	Career Capital Components and Career Success Analysis.....	70
4.9.4.	Career Capital and Career Success Sub-Construct Level Regression Analysis.....	71
4.9.5.	Conclusion for Hypothesis 2a	73
4.10.	Hypothesis 2b.....	73

4.10.1.	Descriptive Statistics.....	74
4.10.2.	Results for Hypothesis 2b.....	74
4.10.3.	Conclusion for Hypothesis 2b.....	75
4.11.	Hypothesis 3.....	75
4.11.1.	Descriptive Statistics.....	75
4.11.2.	Results for Hypothesis 3.....	76
4.11.3.	Grouped strategy and career success regression analysis.....	76
4.11.4.	Conclusion for Hypothesis 3.....	77
4.12.	Additional Tests.....	77
4.12.1.	Multiple Regression Analysis.....	77
4.12.2.	Gender Contrasts in SM Career Success.....	78
4.12.2.1.	Descriptive Statistics.....	78
4.12.2.2.	<i>t</i> -Test Results for Gender Differences.....	79
4.13.	Summary of findings.....	80
4.14.	Conclusion.....	80
5.	DISCUSSION OF RESULTS.....	82
5.1.	Introduction.....	82
5.2.	Discussion of Construct Descriptive Statistics.....	82
5.2.1.	Conclusion for Construct Descriptive Statistics.....	84
5.3.	Discussion of Hypothesis 1.....	85
5.3.1.	Conclusion for Hypothesis 1.....	87
5.4.	Discussion of Hypothesis 2a.....	87
5.4.1.	Conclusion for Hypothesis 2a.....	91
5.5.	Discussion of Hypothesis 2b.....	92
5.5.1.	Conclusion for Hypothesis 2b.....	93
5.6.	Discussion of Hypothesis 3.....	93
5.6.1.	Conclusion for Hypothesis 3.....	96
5.7.	Discussion of Additional Tests.....	97
5.7.1.	Discussion of the Multiple Regression.....	97
5.7.2.	Discussion of the <i>t</i> -Test for Gender Differences.....	97
5.7.3.	Conclusion for Additional Tests.....	98
5.8.	Conclusion.....	99
6.	CONCLUSION AND RECOMMENDATIONS.....	101
6.1.	Introduction.....	101
6.2.	Principal Conclusions.....	102

6.2.1.	Research Objective 1	102
6.2.2.	Research Objective 2	102
6.2.3.	Research Objective 3	103
6.2.4.	Proposed Model	104
6.3.	Implications for Managers.....	106
6.4.	Limitations of the Research	107
6.5.	Recommendations for Future Research	107
6.6.	Conclusion.....	108
7.	REFERENCES	110
	APPENDICES.....	117
Appendix A.	List of Abbreviations.....	117
Appendix B.	Statistical Tables	118
Appendix C.	Consistency Matrix.....	127
Appendix D.	Career capital development scale	128
Appendix E.	Ethical Clearance	129
Appendix F.	Participation Invite and Questionnaire	130

LIST OF FIGURES

Figure 1: Factors influencing SMEs' Career Success	27
Figure 2: Individual level: SMEs' career capital.....	29
Figure 3: Relationship between career capital and career success components	30
Figure 4: Hypothesis Model.....	38
Figure 5: Gender frequency.....	52
Figure 6: Ethnic group frequency.....	53
Figure 7: State of Residence frequency.....	53
Figure 8: Highest qualification distribution	54
Figure 9: Construct Screeplots	64
Figure 10: Correlation matrix scatterplot.....	65
Figure 11: Hypothesis 1 on SME challenges and career success.....	85
Figure 12: Hypothesis 2a on career capital and career success.....	87
Figure 13: Relationship between career capital components and career success	89
Figure 14: Hypothesis 2b on the association between career capital elements	92
Figure 15: Hypothesis 3 on agency and career capital	94
Figure 16: Proposed Model	105

LIST OF TABLES

Table 1: Summary of analysis techniques per hypothesis	46
Table 2: Construct Level KMO and Bartlett's Test	49
Table 3: Current Occupation frequency	55
Table 4: Tenure frequency	55
Table 5: Item descriptive statistics.....	56
Table 6: Construct descriptive statistics.....	57
Table 7: Construct level Cronbachs.....	58
Table 8: Sub-construct reliability.....	58
Table 9: Sub-construct level correlations	59
Table 10: Relationship strength (Pearson)	60
Table 11: KMO and Bartlett's Test summary	60
Table 12: Initial rotated component matrix.....	61
Table 13: Construct level correlation analysis.....	66
Table 14: Career success and SM challenges descriptive statistics	67
Table 15: Career success and SM challenges regression analysis	68
Table 16: Career success and career capital descriptive statistics	69
Table 17: Career success and career capital regression analysis	70
Table 18: Career capital components and career success correlation	71
Table 19: Career capital components and career success regression analysis	71
Table 20: Career capital and career success sub-construct regression analysis	72
Table 21: Career capital component descriptive statistics	74
Table 22: Career capital component correlations	74
Table 23: Career success and strategies to build career capital descriptive statistics..	76
Table 24: Career success and agency regression analysis	76
Table 25: Strategies to build career capital and career success regression analysis ...	77
Table 26: Multiple regression analysis (combined constructs)	78
Table 27: Career success description based on gender	79

Table 28: Independent-samples t-test for career success.....	80
Table 29: Summary of findings	80
Table 30: Career success inter-item reliability	118
Table 31: Career capital inter-item reliability	118
Table 32: Strategies inter-item reliability	118
Table 33: SM challenges inter-item reliability.....	119
Table 34: Item correlation per construct	119
Table 35: Career success factor correlation	120
Table 36: Career capital factor correlation	121
Table 37: Strategies factor correlation	121
Table 38: SM Challenges factor correlation	122
Table 39: Construct initial total variance explained.....	122
Table 40: Construct Component Matrix (final)	123
Table 41: New total variance explained	125

1. INTRODUCTION TO RESEARCH PROBLEM

1.1. Introduction

Skilled migrants (SMs) and their mobility has become an area of interest in migration studies in terms of their career outcomes and career capital which are eroded by challenges they face in host countries despite individual career-building actions and strategies (agency) they adopt (O'Connor & Crowley-Henry, 2020). Migration studies have mentioned that SMs aid diversity which is a source of value to organisations (Zikic, 2015), but due to the contextual challenges they face, their individual actions to overcome these challenges (Guo & Al Ariss, 2015), and their exclusion from talent management plans in organisations (Crowley-Henry & Al Ariss, 2018; Crowley-Henry, O' Connor, & Al Ariss, 2018), there is still a need for more effort in exploring their career outcomes relative to their career capital, skilled migrant (SM) challenges and agency. There is also a criticism on career models "downplaying" the effect of national boundaries on SMs and therefore more attention needs to be directed at explaining what those boundaries are (SM challenges) and how individuals deal with them (agency or strategies) (Kozhevnikov, 2020)

SMs are considered to be a source of value as they can enhance or contribute to economic and organisational growth, job creation, and global skills transfers (Collings, Mellahi, & Cascio, 2019; Rasool, Botha, & Bisschof, 2012). SMs create company diversity and fill skills shortages (Sander, 2019) while contributing to organisational competitive advantage (Guo & Al Ariss, 2015). This is in response to globalisation expansion, skills shortage increases and easier access to different geographic locations (Al Ariss & Sidani, 2016). SM mobility has also increased due to easy access to information, due to wage differences, and as a result of multinational companies seeking talent (Rasool et al., 2012).

Since SMs have high levels of human capital (skills, knowledge, experience), they often take responsibility for their careers, and since the majority of them are self-initiated, their careers depend on their career capital development which is the combined development of human, social and identity or psychological capital (know-how, know-whom and know-why capital) (Arthur, Inkson, & Pringle, 1999; Brown, Hooley, & Wond, 2020; DeFillippi & Arthur, 1994; Järlström, Brandt, & Rajala, 2020). However, there is evidence that SMs, despite their levels of human capital, face

discrimination at a micro-, meso- and macro-level and are therefore exposed to challenges that lead to undervaluation of skills, underemployment, devaluation of their career capital, and the resultant negative career outcomes (Almeida & Fernando, 2017; Crowley-Henry et al., 2018; Dietz, Joshi, Esses, Hamilton, & Gabarrot, 2015).

To take responsibility for their careers and to overcome barriers to career capital development they exert individual agency by developing or adopting strategies to build their career capital in the face of the contextual barriers they face in host countries and organisations (Rodriguez & Scurry, 2014; Zikic, 2015). Brown, Hooley, & Wond (2020) found that individual agency by making use of career capital, connecting elements, crossing components, addressing gaps, and investing in career capital, can be used to transition and manage barriers to career growth.

This study focuses on the career outcomes and career capital of SMs as there is a lack of evidence on the role played by career capital development, contextual challenges, and individual agency on SM career outcomes. Research on migrants who reach higher levels in organisation is still nascent and it is argued that career success stories are lacking (Crowley-Henry & Al Ariss, 2018) but, for the few who reach higher levels, it takes extra effort and personal agency to overcome barriers to reach those levels (Legrand, Al Ariss, & Bozionelos, 2019).

SA has seen an influx of migrants since 1996 and “has become the single most important migration destination in the region, hosting 67% of all migrants in the region in 2017” (The World Bank Group, 2018, p. 9) but the country’s immigration policy is not adequate in attracting, retaining and fully utilising the much needed international skills (DHA, 2017). There is generally more supply of unskilled than skilled workers in the SAn labour markets leaving the country vulnerable to high skills shortages (Windapo, 2016) which are not necessarily industry-specific. It is important to understand the career capital and career success or outcomes of SMs in the SAn context as literature on migrants who have achieved career success is still nascent, and knowledge on SM career outcomes is still in its infancy (Legrand et al., 2019).

In the case of migrant experiences in SA, there is a persistent focus on xenophobia and its effects (Weda & de Villiers, 2019) thereby leaving a gap in SAn migrant studies on the other challenges the migrants face, how those challenges have affected their career outcomes and the strategies they have employed to overcome these challenges. Because migrants in SA face challenges and lack opportunities,

they settle for jobs in the informal sector where they are employed in what is referred to as "dirty work" entrepreneurship like hairdressing (Cobbinah & Chinyamurindi, 2018) which further has an impact on their career outcomes. There is, for example, a skills gap in terms of teachers and to bridge that gap there is a need to employ migrant teachers but in reality, almost 47% of the migrant teachers end up in other employment sectors or not employed at all due to challenges in the acquisition of the necessary documentation (Weda & de Villiers, 2019), yet the skills gap persists. Theory developed from studies done in developed countries was therefore applied in the SAn context.

1.2. Research Problem

Globalisation has not only increased migrant mobility, but, has also led to changes in work landscapes in terms of technology, society, economies, politics and new forms of careers which are a result of the networks that the migrant workers create in their movements (Rodriguez & Scurry, 2014). On the other hand, skilled labour shortage has become a global concern (Al Ariss & Sidani, 2016; Guo & Al Ariss, 2015; Kwon, 2019). Globally, there is an insufficient graduate production, an ageing workforce, poor education systems (Rasool et al., 2012), and emerging economy related factors like unstable governance (Zikic, 2015), therefore, the world relies on SMs to bridge their skills gaps. South Africa (SA) is no exception to these concerns and as a developing country, faces skills shortages as many of the country's skilled labour migrates to developed countries (Bailey & Mulder, 2017).

Given the rapid rate at which globalisation is expanding and exerting influence, and the growth in skills shortages, the dependence on SM workers with international reach, is expected to rapidly increase as well (Hajro, Stahl, Clegg, & Lazarova, 2018). SMs have become an important factor for consideration for both organisations and economies because they have the skills resource that can potentially solve specific sector needs (Crowley-Henry et al., 2018), and they are a source strategic value which brings competitive advantage to businesses (Zikic, 2015). SMs are needed to meet the needs of globalisation, ageing populations, and low birth rates (Rajendran, Ng, Sears, & Ayub, 2020), and due to skills shortages in both emerging and developed economies and the increase in globalisation, there is a reliance on them (Zikic, 2015). This increase in international reliance on skilled labour has resulted in skilled migration being an important issue for most economies (O'Connor & Crowley-Henry, 2020) as SMs benefit both firms and economies (Legrand et al., 2019).

SMs and other employees working abroad are also considered to be a source of global leadership skills development (Mäkelä, Suutari, Brewster, Dickmann, & Tornikoski, 2016) that can be useful in the host economy and home economy upon the SM's return to their home country. Since they go through a process of migration they are considered to be highly competitive, and the more displaced the migration process is, the more competitive migrants are (Rodriguez & Scurry, 2014).

However, despite their value and importance in managing skills shortages and the forces of globalisation, SMs are still subjected to challenges that hinder them from accessing organisations in host countries (Crowley-Henry & Al Ariss, 2018), thereby leading to negative career outcomes and a lack of career capital development (Dickmann et al., 2018). Although there is an increase in and importance of self-initiated migrants (Hajro et al., 2018), many self-initiated skilled and educated migrants are subject to underemployment and skills underutilization (Almeida & Fernando, 2017; Dietz et al., 2015; Guo & Al Ariss, 2015; Rajendran et al., 2020) in host countries as a result of discrimination.

Discrimination exposes SMs to other challenges which include restrictive immigration policies, lack of visa sponsorship, administrative and legal systems (Guo & Al Ariss, 2015; Kwon, 2019; Owusu-Sekyere, Wentzel, Viljoen, Kanyane, & Pophiwa, 2019; Rasool et al., 2012), a lack of integration into organisations, undervaluation of skills, exclusion from human resource planning, all of which limit their career choices leading to underemployment, underutilization of skills, SM talent atrophy and brain waste (Crowley-Henry & Al Ariss, 2018; Dietz et al., 2015; Fernando, Almeida, & Dharmage, 2016; Guo & Al Ariss, 2015; Legrand et al., 2019; Rajendran et al., 2020; Zikic, 2015).

Since workers are expected to look beyond traditional job requirements and focus on the acquisition of competencies and career capital to develop their careers (Sutherland, Naidu, Seabela, Crosson, & Nyembe, 2015), career capital has become an important aspect for SM migration studies. To this point, migrants are expected to develop career capital as part of their international experience as it is argued that in accessing economies with high skills shortages they also gain an advantage as they get exposed to employment opportunities in those areas (Rodriguez & Scurry, 2014). However, that is not the case with SMs as their career outcomes are negatively affected when they migrate.

SMs are a source of competitive advantage for business, therefore, due to the

expectation that they develop their career capital from experiences in host countries, but, SM challenges create as obstacle for SMs to realise career levels that correspond with their potential (Legrand et al., 2019) and they therefore face “a downward career move upon migration” (Rajendran et al., 2020, p. 42) instead of career development. SM careers tend to be lower on organisational hierarchies especially when migration is self-initiated, thus not sponsored or initiated by the host organisations (Dickmann et al., 2018; Hajro et al., 2018). Self-initiated migrants face higher risks of negative labour market outcomes (Hajro et al., 2018) than company sponsored expatriates.

SMs' labour and career outcomes are mostly below expectation and below that of the local workforce (Dietz et al., 2015). They generally experience poor employment outcomes where they are forced to follow an instrumentalist career path in which they take up employment either to meet basic needs or as a strategy to getting other jobs (O'Connor & Crowley-Henry, 2020) which in turn determines the meaning they attach to “career success” in terms of objectivity or subjectivity (Crowley-Henry & Al Ariss, 2018; Hajro et al., 2018). Career success of SMs is not only determined by skills levels but also by their citizenship status and the climate of inclusion in SMs' organisations (Rajendran et al., 2020).

There is a mismatch between SM and host employer perceptions and expectations with regards to the SMs career capital needs and the outcomes expected by employers (Kirk, 2016) which means that the policies currently in place have overlooked the differences in what the two parties expect from their engagement. There is therefore a need for research on SMs in different levels of the organisation and in different sectors because challenges they face make them susceptible to low career levels in comparison to their level skills, education and experience (Crowley-Henry et al., 2018) which not only affects them but economic growth as well. Contrary to the expectation that SMs migrants will easily find employment due to the increase in concerns about skills shortages (Dietz et al., 2015), they actually face challenges that negatively impact their efforts to deploy their career capital due to lack of acceptance in host labour market (Zikic, 2015).

Career theories, both old and new, have been the focus of several studies and recently there is a call for a more contextual focus on careers with specific focus on the SM careers as there is still a significant gap in literature in that space and there is a general misguided belief that they are free from contextual career influences

(Kozhevnikov, 2020). The limited research that has been carried out has been done in global cities like London and Hong Kong and research on how SM fare in “second-order cities” like Newcastle (Kozhevnikov, 2020) but this study takes it even further by looking at a developing country, in this case, SA. As skilled labour migrates to developed countries, there is evidence of “brain drain” from developing countries because developing countries usually do not invest in human capital (Bailey & Mulder, 2017). Some studies have however argued that because there is a need for global movement from developing countries in order for those countries to enter the global markets, this migration is not considered as “brain drain” (Bailey & Mulder, 2017).

There is limited literature on how SM shape and manage their careers, adjust to the host labour environment and subsequently overcome the career limiting challenges they face (Winterheller & Hirt, 2017). Relative to studies on motivations to migrate and integration into host countries, studies on actual career outcomes of SM still under-researched (Sarpong & Maclean, 2019). Most research focuses on the Global North leaving out the South therefore there is a need for a more balanced view that focuses on developing countries in order to extend knowledge of career experiences and outcomes of SM from those countries (Sarpong & Maclean, 2019).

1.3. Research Purpose

The aim of this study was to contribute to academic literature on SM career capital development, career outcomes, discrimination-related challenges, and their agency in the South African (SAn) context. The career capital model was used to determine the impact of career capital development, SM challenges and individual agency on their career outcomes. This study aimed to advance knowledge on the relationships between career capital components, determine which career capital components have the most influence on career success as suggested by Dietz, Joshi, Esses, Hamilton, & Gabarrot (2015), and assist in understanding career capital from a SM perspective. The additional determining factors that were discussed in this study included qualifications and skills levels, gender and the citizenship of the SMs, and gender was used as an additional test to determine if it influences the career outcomes of SMs as was found by Rajendran et al. (2020), and to determine if they apply in the SAn context.

Career success is either subjective (satisfaction-based) or objective (progress-based) (Hajro et al., 2018; O'Connor & Crowley-Henry, 2020), but the lack of

employment opportunities forces SMs into specific career paths which determine the type of career success they aim for or achieve. Although the individual agency of SMs to cope with these barriers to career development has been under researched, it is at this individual level that career experiences can be determined (Crowley-Henry et al., 2018). Hajro et al. (2018) found strategies that have been employed by SMs to deal with host country challenges and to build their career capital therefore this study aims to determine the effectiveness of these actions on SMs' career capital and career outcomes.

On a national level, the purpose of this research is to add on to literature that could assist policy makers in SA in the development of VISA programmes to attract highly skilled migrants as such is the case in developed countries like Canada, Australia and the United Kingdom (Bailey & Mulder, 2017) in order to cover the gaps in the labour market. Governments normally make efforts to cover the skills gap by using the immigration policy to their advantage (Shirmohammadi, Beigi, & Stewart, 2019).

1.4. Business Implications of the Research

For businesses, the purpose of this research was to create an awareness of the challenges and career outcomes of SMs which is important to Human Resources Managers (HRM), insights of which will aid in the management of employees who are an important asset to organisations (Pandita & Ray, 2018). Focusing on human capital has a positive impact on performance (Kontoghiorghes, 2016) and subsequently, competitive position (Al Ariss, Cascio, & Paauwe, 2014). SMs are a source of human capital that might not be available in the host country and HRM strategy development is important in the management of SM and the challenges they present (Farndale, Horak, Phillips, & Beamond, 2019; Guo & Al Ariss, 2015).

Since there is evidence of a lack of HRM strategy commitment to fairness when dealing with SMs whose education and experience are undervalued as they are considered a threat to local labour (Crowley-Henry & Al Ariss, 2018; Dietz et al., 2015), it further amplifies the problem of negative SM career outcomes. This research allows for more information that can be used to develop strategies that deal with the challenges that companies in SA face in hiring SMs and retaining SM talent. As previously stated, self-initiated SMs face more challenges that negatively affect their career outcomes.

The study attempts to analyse information that might be useful to organisations as

an organisation's emphasis on diversification and work visa sponsorship positively affects its attractiveness (Lambert, Basuil, Bell, & Marquardt, 2019), therefore, HRM strategy in line with this attracts skilled labour. HRM practices related to attraction, identification, recruitment and development of SM labour has a potential of reducing underemployment, undervaluing and underutilisation of migrant skills (Al Ariss & Sidani, 2016). The level of SM awareness in organisations has been under researched, therefore, there is a lack of knowledge on how they manage SMs not only in terms of creating career advancement opportunities for them, but also in terms of the strategies they have put in place to capitalise on the competitive advantage associated with SMs (Legrand et al., 2019).

Although the study does not specifically look at strategies adopted by HRM to attract, recruit and retain SM talent, the purpose of the study is to get and analyse data that can be used in HRM strategy and strategic implementation. The focus of the study was on SMs and their career outcomes but businesses can benefit from the results as they are not aware of the implications of SM challenges on their career capital development and can therefore avoid the risk of neglecting talent that is available to them.

1.5. Theoretical Implications of the Research

Career capital refers to resources that are used for career mobility, transitioning and success (Brown et al., 2020), and people accumulate career capital and utilise it throughout their careers (Dickmann et al., 2018), but SMs face challenges that limit their career capital, and subsequently, their career outcomes. The value of career capital depends on employees being recognised for their potential and being given corresponding opportunities, but, contextual features affect SMs' career capital development, therefore, despite efforts and strategies to build career capital, career outcomes of SMs are still unfavourable because SM challenges hinder their career capital accumulation (Rodriguez & Scurry, 2014).

Minimal attention has been paid to the process of integration of SMs into organisations to support their career outcomes (Rajendran et al., 2020), and despite SMs possessing resources that can help alleviate the skills shortages effects, there is limited evidence of favourable career outcomes (Legrand et al., 2019; O'Connor & Crowley-Henry, 2020; Rajendran et al., 2020). Focus has mostly been on SM human capital, thus their skills, knowledge and work experience, while overlooking their career outcomes and therefore leaving a gap in SM career studies, career capital

mobilisation and agency of SMs (Crowley-Henry et al., 2018; O'Connor & Crowley-Henry, 2020). Understanding career capital of SMs helps HRM to understand SM competencies and it gives them insights on how the benefits of this capital if fully utilised, it is therefore important for organisations to be conscious of this for better insights in HRM planning to mobilise and benefit from SM resources.

There has been limited research on the career outcomes of SMs globally and to the researcher's knowledge, even less, if any at all, in the SAn context. The intention of this research was therefore to test the career capital development, career outcomes of SMs in the SAn context in comparison to the limited research that has been done globally. It is important to understand the challenges that SMs face and if there are any differences based on demographics as far as limitations, outcomes and career capital development are concerned. Career capitals is believed to be developed and transferable to other job settings for SMs on international assignments (Mäkelä et al., 2016) but this study aims to gain an understanding of career capital in the context of a developing country.

1.6. Social Implications of the Research

Career success is contextual and related to an individual's cultural elements, it therefore not only has implications on an individual's development it also has implications on an individual's psychological wellbeing, therefore, family and friends, the community and employers are equally affected by one's career progression (Järlström et al., 2020). This research therefore not only has implications in the career capital theoretical field and HRM, but it also has social implications. Employees who perceive their careers to be successful are happier than those with a negative perception of their careers (Järlström et al., 2020) and this affects those around the employee. Individual agency in terms of strategies employed by SM to build career capital in the face of challenges they face also has a social implication as the strategies are of a social nature (Crowley-Henry et al., 2018; Hajro et al., 2018). Social capital, an element of career capital, is linked to one's culture, therefore, building on this capital might have an effect on one culture and in turn, one's networks from their home country.

1.7. Research Objectives

The focus of this study was on the career capital and career success of SMs and how the challenges they face influence their career outcomes in the SAn context in

order to answer the key question for this research which was, “How are career outcomes of SMEs in SA influenced by SME challenges, career capital development and agency?”. The research objectives were as follows:

- a) to measure the impact SME challenges, discrimination in particular, on SME career outcomes;
- b) to determine the relationship between SMEs’ career capital development and SMEs’ career success;
- c) to test if there is an association between know-how, know-whom and know-why;
- d) to determine if SMEs’ individual agency (adoption of career capital building strategies) has an influence on SMEs’ career outcomes;

1.8. Conclusion

Although SMEs are important in global economies, their careers have been under researched and available findings suggest that their career outcomes are not successful. This study aims to determine the impact of SME challenges on SME career outcomes using the career capital model in the SAn context. What research has already found in terms of SMEs, the challenges they face, career capital components, strategies to build career capital and career success as a career outcome will be discussed further in literature review and hypotheses will be extracted from past findings and linked to the objectives of this study.

2. THEORY AND LITERATURE REVIEW

2.1. Introduction

Since this study is concerned with SMs career capital and subsequent career success, it is important that this literature review starts with creating an understanding of who SMs are by definition and by value, and then exploring the challenges they face. Career success and the different forms are then discussed to understand the different elements of career success that were used as a metric to measure the career outcomes of SMs. Different models apply to SMs with regards to their careers, therefore, career models that apply to SMs are also discussed. Although this study did not focus on SMs career models, it is important to discuss the models that have been linked to SMs in literature to gain an understanding of their behaviour and how they define their own career success.

SMs' career paths and experiences are different from locals and there are specific factors that are relevant to them that determine their career success, therefore, the next section on career success focuses on the factors that determine SMs' career outcomes. These sections are a build up to the development of hypothesis on SM challenges (discrimination) and career success.

The next section looks at career capital and its components with the intention of giving an overview of the importance of career capital and its subsequent impact on career outcomes. Career capital that specifically applies to SMs is then discussed. In discussing the components of career capital, SM challenges associated with each component are identified and hypotheses on career capital, its components and career success developed. The next section is on SM strategies that are adopted to build career capital and these strategies are also referred to as agency in the rest of this document.

As the constructs (career capital, career success, SMs' agency and SM challenges) are discussed, hypotheses to be tested in this study are developed in each section based on the related literature, findings, and propositions. A conclusion summarising the contents of each section and hypothesis developed then follows.

2.2. Skilled Migrants

Migrants are individuals who change their place of residence by moving to

geographic locations beyond their own national borders, either self-initiated or company sponsored, and because they come from different countries, cultures and educational backgrounds, differ in terms of in terms of experience, skills, and aspirations, they are therefore not homogenous (Guo & Al Ariss, 2015).

SMs, a subset of migrants, are individuals in possession of a bachelor's degree (Zikic, 2015) or a degree equivalent (Hajro et al., 2018), who have moved from their country of origin to live and work in another and they normally initiate their movement without assistance from a particular company (Hajro et al., 2018; Rodriguez & Scurry, 2014). Their mobility is independent of meso- and macro assistance as they are driven more by their desire for self and career development (Sarpong & Maclean, 2019), therefore, central to understanding SM experiences is a focus on their career outcomes.

Some literature however maintains that SMs are highly educated individuals with skills in management, medicine or engineering (Crowley-Henry & Al Ariss, 2018) and possess high human capital as they have obtained a degree and experience in a certain occupation (Rajendran et al., 2020). There clearly is no standard definition of a SM in literature (O'Connor & Crowley-Henry, 2020) as SMs can refer to professionals or qualified individuals and/or individuals with extensive experience. Different definitions have been applied in literature but for purposes of this study, a SM was defined as an individual with a university degree, diploma and/or extensive work experience based on the definition by Crowley-Henry et al. (2018) which states that SMs are individuals with a university degree and extensive work experience.

2.2.1. Value of SMs

Although there are differences in the definition of a SM, literature is consistent on their value and importance, and the reasons why organisations and nations alike need SMs in their workforce. They are a benefit to companies and economies (Legrand et al., 2019) and have contributed to the different range of careers due to the networks they create in their assignments (Rodriguez & Scurry, 2014). Companies are aware of and show concern about the general growth in skills shortages (Dietz et al., 2015) which are a result of the growth in globalisation and therefore it is predicted that economies rely on the mobile professionals (Hajro et al., 2018) who possess the skills resource to solve skills shortage (Crowley-Henry & Al Ariss, 2018; Crowley-Henry et al., 2018).

Capital gained from experience, knowledge and skills acquisition through training and capabilities of SMs has an influence on their career outcomes (Dietz et al., 2015), and therefore, experiences that SMs face in host countries influence their careers outcomes negatively. While some studies showed that SM have a high sense of agency and high career capital accumulation attributed to their mobility (Sarpong & Maclean, 2019; Winterheller & Hirt, 2017), some argue that by being highly mobile, their career capital is eroded due to the contextual challenges they face as they move (Dietz et al., 2015).

2.2.2. SM Challenges

There are management, geographic, social and labour economics level studies on SMs and the themes that have emerged for migrants from developing countries include negative career outcomes (unemployment, underemployment, lower wages and poor working conditions), barriers in the work environment (restrictive immigration policies, discrimination), individual agency (strategies to gain leverage in the labour market) (Winterheller & Hirt, 2017). The view on SMs is that they are wasting their talents doing jobs below their skills and expertise and most of them return to their home countries earlier than expected making their careers less inspiring and less attractive (Sarpong & Maclean, 2019)

Discrimination and unfair treatment of current and prospective employees features in literature and is identified as the overarching SM issue that exposes them to all the other challenges they face. Discrimination and the resultant challenges faced by SMs have devaluing effects on their career capital and agency which are important contributors to career success. Due to discrimination, SMs face macro-level barriers in terms of legal constraints which affects the options they have with regards to their careers leading to the acceptance of positions that are not compatible with their career goals (Guo & Al Ariss, 2015) thereby devaluing their sense of purpose and motivations to migrate (know-why).

SMs face human capital (know-how) discrimination, also referred to as skill- and threat-based discrimination (Dietz et al., 2015). Skill-based discrimination is concerned with skills and qualifications being undervalued leading to poor employment outcomes, underemployment and an instrumentalist career (taking an unwanted or unplanned career as a strategy) (O'Connor & Crowley-Henry, 2020). Threat-based discrimination on the other hand is concerned with host nationals feeling threatened by migrant skills (Dietz et al., 2015) therefore qualifications and

skills are unacknowledged (Guo & Al Ariss, 2015). Due to this skill discounting, thus skills being undervalued, the SMs have lower salaries and experience sub-standard working conditions compared to locals, and are exposed to underutilisation of skills (know-why) (Hajro et al., 2018). Despite possession of unique knowledge and experience, barriers force SMs to take survival jobs which leads to downward careers moves (Zikic, 2015).

Discrimination based on language in terms of proficiency, fluency or just difference from host language (Legrand et al., 2019; Rajendran et al., 2020) affects know-how accumulation and is one of the major factors that SM career outcomes depend on. Migrants from non-English speaking countries face more problems, although, if the migrant comes from an English-speaking country but with a different culture, they also face difficulties making culture the stronger determining factor over language. Due to language barriers, Non-Western migrants are more likely to accept a job that underutilises their skills (Fernando et al., 2016) thereby devaluing their career intentions and motivations to migrate in the first place. Differences in language, attitude and friendship ties lead to discrimination or alienation of migrants (Dheer & Lenartowicz, 2018).

Although employers often lack knowledge on to the benefit or competitive advantage associated with SM experience and foreign qualifications, they often recruit from well-known networks and foreign sounding names negatively impacts recruitment possibilities and wages (Zikic, 2015) making social capital-based discrimination more evident. Migrants have a disadvantageous position with regards to know-whom (social capital) as they do not have readily available networks or connections in the host country upon migration thereby giving an unfair advantage to locals who already have social ties (Crowley-Henry & Al Ariss, 2018; Legrand et al., 2019).

Social networks are important in career development and success but SMs' social capital is devalued as they often lack of peer support (co-workers and managers) (Sarpong & Maclean, 2019), and at the same time, there is a lack of organisational practices like proactive, inclusive and differentiated recruitments to manage SMs (Crowley-Henry & Al Ariss, 2018; Guo & Al Ariss, 2015). While some organisations are willing to hire SM, they face the challenge of restrictive meso (organisational) and macro (national) policies which do not allow them the opportunity to acquire the talent they need (Sarpong & Maclean, 2019).

Specific to the SAn context, the main challenges faced by SMs are no different from

those identified in literature on SMs in developed countries and the challenges include issues with immigration and paperwork, network and other social issues, for instance, xenophobic attacks (Cobbinah & Chinyamurindi, 2018). SM "are almost twice as likely to be overqualified for their job as their native peers" (Bailey & Mulder, 2017, p. 2693) and are often compared to local skilled labour which has resulted in attacks on the SMs. Racist attacks on Indian students in Australia and the xenophobic attacks on foreign nationals in SA (Bailey & Mulder, 2017) are examples of the risks associated with the comparisons.

However, a study in the case of SA showed that there are rewards that SM enjoy for example, professional development, financial rewards and an abundance in resources compared to home countries that outweigh the challenges they face (Weda & de Villiers, 2019). In SA, SMs have identified political unrest, poor economic conditions and the lack of career development prospects in home countries as the motivational factors to move to SA which, because of its status as the largest economy in Africa, provides an escape from problems in their home countries (Cobbinah & Chinyamurindi, 2018; Harry, Dodd, & Chinyamurindi, 2017).

2.3. Career Success as an Outcome

2.3.1. Objective and Subjective Career Success

The definition of career success is worker-dependent (Sutherland et al., 2015) which means that only the worker can define their own success as it can either be objective (progress-based) or subjective (satisfaction-based). Career success implies favourable career outcomes, career development and career progression therefore these terms were used interchangeably as they are in literature. Objective career success refers to visible manifestations, which are directly observable, that can be evaluated by others and it is overt while subjective success refers to inherent values and personal intrinsic appraisal of one's career based on the person's feelings (Crowley-Henry & Al Ariss, 2018; O'Connor & Crowley-Henry, 2020; Suutari, Brewster, Mäkelä, Dickmann, & Tornikoski, 2018). Objective career success is evidenced by salary or compensation, title, social integration, and results while subjective career success is evidenced by work-life-balance, job, and career satisfaction (Crowley-Henry & Al Ariss, 2018; Hajro et al., 2018; O'Connor & Crowley-Henry, 2020). The elements that were therefore tested were upward career progression for objective success and career satisfaction for subjective career

success.

2.3.2. SM Careers

A career is a process through which one interacts with employers and the labour market over time and it is a concurrent function of the individual (employee), the labour market and organisations (Brown et al., 2020). This implies that, as the individual builds on individual attributes, they at the same time need to interact with the labour market and the organisations they work for in order to build a career. O'Connor & Crowley-Henry (2020) defined a career as unique patterns formed over one's lifespan as a result of relevant work-related experiences and they argued that the career of a migrants is time and space dependent because the careers of migrants dependent on context.

During one's career one needs the ability to adapt by adjusting their actions to suit the contextual demands (Sutherland et al., 2015), to transition from one position to the other (career mobility) (Brown et al., 2020) and to progress in their careers through experience, transfer and exposure (Sutherland et al., 2015). SMs therefore were found to have more personal agency when it comes to their careers and therefore tend to fall under the boundaryless, protean, kaleidoscopic and even instrumentalist career groups (O'Connor & Crowley-Henry, 2020; Rodriguez & Scurry, 2014) as they adjust to the challenges they face. The presence of these career elements is expected to facilitate career progression.

A boundaryless career, where employees constantly update their skills in an effort to grow their career capital, creates a behaviour where an individual constantly invests in their career (capitalistic) (Dickmann et al., 2018; Sutherland et al., 2015). SMs are considered boundaryless as they do not problematise their boundaries, be it spatial or material (Rodriguez & Scurry, 2014), thus they allow themselves to move beyond their own borders with the knowledge of the challenges they might face just to advance in their careers. The boundaryless career means that one is not bound by internal organisational processes or work setting (Arthur et al., 1999; DeFillippi & Arthur, 1994) and in the case of SM, they are not bound by geographic or contextual boundaries for successful career outcomes. However, in terms of SMs, the boundaryless career model has been criticised for "downplaying" how boundaries impact SM and therefore more attention needs to be directed at explaining what those boundaries are (SM challenges) and how individuals deal with them (agency or strategies) (Kozhevnikov, 2020).

SMs have also be linked with a protean career where they use their individual agency, resilience and flexibility for favourable career outcomes (Legrand et al., 2019) and use self-management and values to progress in their careers (Dickmann et al., 2018). A protean career is anchored in subjective career success as it is based on one's ability to take control of how their career pans out regardless of one's race (Greenhaus, Parasuraman, & Wormley, 1990) or, in this case, nationality. Instead of focusing on expectations, the protean career focuses on one's career and what is best for them and therefore leading to deployment of strategies to get to that state where there are psychologically pleasant achievements (Direenzo, Greenhaus, & Weer, 2015).

Although a kaleidoscopic career model (KCM) was developed (Mainiero & Sullivan, 2005) and has been used in studies of gendered patterns, O'Connor & Crowley-Henry (2020) used the model to express patterns based on one's nationality and to study how SMs need to create careers on their own terms by adjusting their careers and building their career capital to cope with barriers. The KCM states that women require authenticity (self identity and truth), balance (work-life-balance) and challenge (desire for stimulation) in their careers (Kirk, 2016; Sullivan & Mainiero, 2008) but, using the KCM to give insight to SMs careers, O'Connor & Crowley-Henry (2020) showed evidence of the SMs' need for authenticity thus aligning internal values with external behaviour (know-why); balance thus finding balance in relationships and networks (know-whom); and challenge thus the desire for stimulating work (know-how) in the host country, definitions of which showing a link to SMs' career capital.

2.3.3. Determinants of SMs' Career Success

The study conducted by Rajendran et al. (2020) on migrant career success grouped factors that determine SMs' career success into micro-level - age upon migration, length of settlement in host country and qualifications or skills level; meso-level – perception of climate of organisational inclusion; and macro-level - citizenship status (permanent resident, critical skills permit, general work permit and other temporary residence permit) and availability of other migrants in the SMs' residential neighbourhood, *Figure 1*.

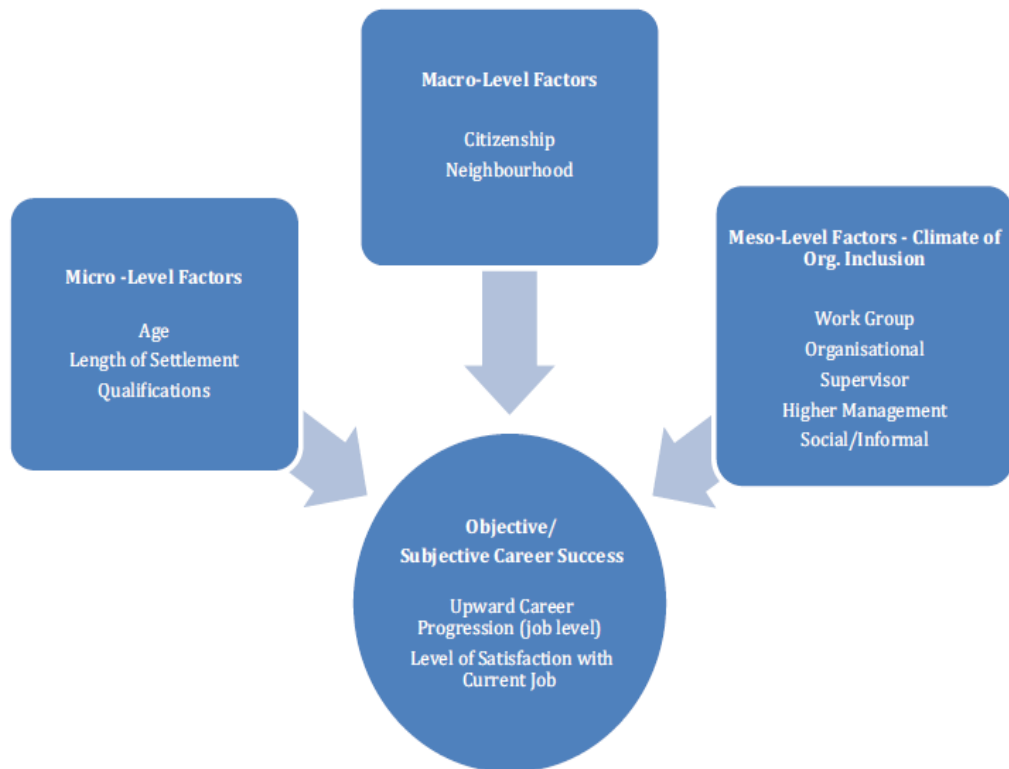


Figure 1: Factors influencing SMs' Career Success

Source: Rajendran, D., Ng, E. S., Sears, G., & Ayub, N. (2020). Determinants of Migrant Career Success: A Study of Recent Skilled Migrants in Australia. *International Migration*, 58(2), 30–51.

Gender was found to be one of the determinants of career success and female SMs often have to work in unskilled positions and barriers to their careers are further exacerbated by family commitments and gender biases, therefore, they do not realise the same return in terms of career outcomes as male SMs (Guo & Al Ariss, 2015; O'Connor & Crowley-Henry, 2020). Gender is therefore an additional determining variable in career outcomes of skilled migrants and females often face challenges as they are “viewed as co-movers” (Bailey & Mulder, 2017, p. 2691) and their skills are therefore overlooked. Legrand et al. (2019) called for further research on gender based outcome differences, strategies and experiences.

Objective 1) – to measure the impact of SM challenge on SM career outcomes

H₁ – SM challenges negatively impact career outcomes of SMs

2.4. Career Capital

Career capital is the value that is created as the career positions of workers improve over time leading to recognition not only in their organisations but externally as well, it is accrued over time as workers make an effort to improve their skills and

knowledge (Amarlal, 2017). It refers to the resources, not financial in nature, brought to work by an individual and is used for career mobility, thus, to transition from one job to another (Brown et al., 2020). The relationship between migration and professional development is linked to the career capital model and its components (human, social and know-why capital) only add value to an individual if they are recognised in society (Landolt & Thieme, 2018) but due to discrimination, the SMEs' career capital is not recognised and this hinders their professional progress.

First proposed by DeFillippi & Arthur (1994), the career capital framework was later developed by (Arthur et al., 1999) to be used as a resource for mobility and career success (Brown et al., 2020). Career capital makes career development easier as it is used to explore a worker's understanding of their career and how they manage it (Brown et al., 2020). It also referred to career resources and relationships that are essential to career success and these resources can be developed for a more positive effect on an individual's career (Järlström et al., 2020).

The three components as identified by DeFillippi & Arthur (1994) are; know-why which refers to individual motivations, identity and choices in the careers they pursue; know-whom which speaks to relationships and networks necessary for career success; and know-how which focuses on the human capital aspects of an individual. Know-why refers to "who you are", know-whom to "who you know" and know-how to "what you know" (Järlström et al., 2020) and these three elements do not exist in isolation but influence each other although social capital (know-whom) was found to have the most influence on know-why and know-how deployment (Zikic, 2015) as seen in *Figure 2*.

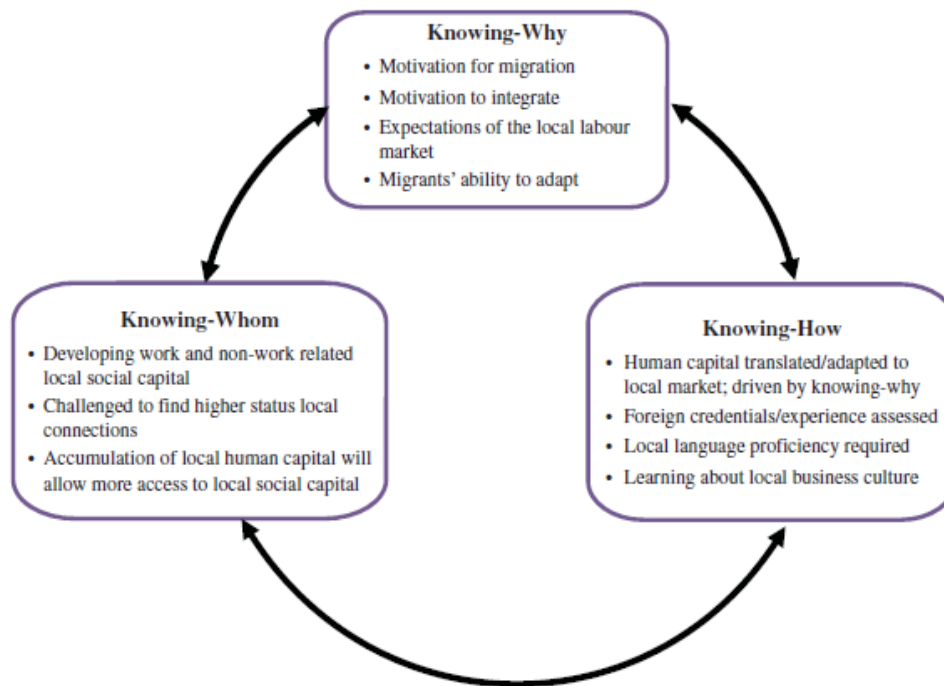


Figure 2: Individual level: SMs' career capital

Source: Zikic, J. (2015). Skilled migrants' career capital as a source of competitive advantage: implications for strategic HRM. *International Journal of Human Resource Management*, 26(10), 1360–1381.

Career capital is considered to be one of the reasons why SMs accept assignments outside their home countries as it has been found that these assignments help in the acquisition or building career capital (Kirk, 2016). Career capital helps to unpack the competencies of SMs and possible outcomes of using those competencies. It is salient for organisations to be aware of the career capital components of SMs to better mobilise the components (Crowley-Henry & Al Ariss, 2018) because career capital value can only be extracted if opportunities are created for individuals with potential and their contribution is acknowledged (Rodriguez & Scurry, 2014).

Landolt & Thieme (2018), as far as SMs are concerned, defined know-whom (social capital) as the acquaintances and social relations one has, know-how as cultural capital which is concerned with intellectual ability and qualifications and know-why as symbolic capital which is the motivation that often leads to a good reputation and in turn, prestige.

There have been studies that have stated that all three career capital elements are positively related to both career success elements (Heslin et al., 2019) but, contradictory to this, in their study based on *Figure 3* below, Järlström, Brandt &

Rajala (2020) found that human capital (know-how) and social capital (know-whom) were not statistically related to the elements of career success, but know-why was. Their rationale was that people with high sense of identity or purpose and motivation (psychological capital), usually have high agency, thus they adopt strategies to improve their career capital which has a positive effect on their career outcomes.

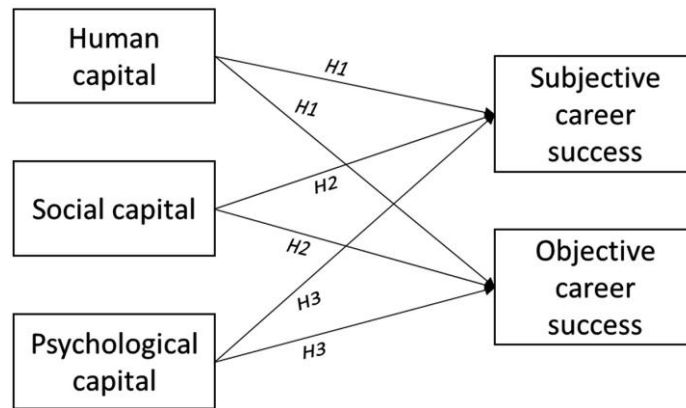


Figure 3: Relationship between career capital and career success components

Source: Järnlström, M., Brandt, T., & Rajala, A. (2020). The relationship between career capital and career success among Finnish knowledge workers. *Baltic Journal of Management*, 15(5), 687–706

There are therefore inconsistencies in the findings on the relationship between career capital components and career success components, and the objective of this study is to see if any of the findings will apply for SMs in the SAn context. It is assumed that there could have been contextual differences in the studies reflecting a further need for this study, hypotheses of which are backed up in the literature that follows.

2.4.1. Know-how

Know-how capital, also referred to as human capital, refers to skills, knowledge and competencies that a worker builds as they progress in their career (Sutherland et al., 2015). Brown et al. (2020) explained that human capital speaks to skills, knowledge and expertise related to performance at work and is linked to qualifications and work-related experience that an individual possesses. It is related to the competence to acquire skills, insights and knowledge (Dickmann et al., 2018). An elevated degree of human capital (know-how) had been associated with high levels of career success because human capital opens SMs up to opportunities which have a positive impact on their career progression as they use their skills, knowledge and experience to negotiate for higher job levels and higher salaries (Järnlström et al., 2020).

Know-how speaks to explicit and specific skills that strengthen the career capital of workers including specific technical skills, multicultural knowledge, relational and language skills (Crowley-Henry & Al Ariss, 2018). Although these are human capital skills, they also apply to other career capital components. Multicultural knowledge and relational skills increase both human capital and social capital. Local language proficiency, credentials, experience are sources of know-how (Zikic, 2015) and the know-how of SMs who face challenges in terms of these aspect is limited.

According to Mäkelä, Suutari, Brewster, Dickmann, & Tornikoski (2016), SMs on international assignments are believed to develop know-how because during these assignments workers gain international business knowledge, technical skills and generic managerial skills (social and change management skills) but due to exclusion from talent pools, skills and qualification undervaluation and subsequent negative employment outcomes, underemployment and an instrumentalist career (O'Connor & Crowley-Henry, 2020) their careers never take off and know-how is either not fully utilised or even realised.

2.4.2. Know-whom

Relationships and networks are important aspects of an individual's career. Know-whom, used synonymously with social capital, refers to the value of relationships one has and the associated reputation gained from those relationships (Brown et al., 2020). This refers to relationships with managers, peers at work and outside work. Social capital in terms of relationships and networking aspects, is instrumental to one's career and access to large social connections leads to the creation of opportunities in one's career (Dickmann et al., 2018). Know-whom is concerned with having access to relationships or networks, lack of which exposes one to challenges in the labour market and subsequent devaluation of their career capital.

Know-whom speaks to the networks available to an individual which lead to promotions and higher salaries as the individual has "access to career-related information, resources and career sponsorships" (Järlström et al., 2020, p. 692) making this capital an important factor in an individual's employability levels. For SMs, accumulation of social capital is difficult as they need to break into networks. Fitting in with native culture and mindsets is not an easy task (Legrand et al., 2019) hence the need for strategies to build social capital.

Know-whom as an element of career does not mean access to just any networks or

social contacts but those that support the individual's career (Crowley-Henry & Al Ariss, 2018) or those relations that are relevant to one's career (Sutherland et al., 2015). It includes all relationships that one forms in their life including family and friends, employers, colleagues and associates who have the ability to assist in one's career development and progress (Kozhevnikov, 2020). For it to be capital, social networks need to be able to aid career progression as "social networks and contacts, involves creating social capital by gaining proximity to those who provide opportunities and important resources" (Rodriguez & Scurry, 2014, p. 1049). The lack of these social ties leads to negative labour market outcomes for SMs and lack of social support, which is necessary for integration into the host (Zikic, 2015).

Know-whom is expected to increase upon migration as studies show that migrants have a higher social capital than the host workers because of the need to create social connections which is necessary for their career development (Mäkelä et al., 2016) but based on the challenges SMs face, discrimination and exclusion devalue their social capital. Companies can help migrants by being more inclusive then reap the competitive advantage benefit associated with this effort (Legrand et al., 2019).

2.4.3. Know-why

Know-why refers to the worker's self-awareness, motivation and confidence in their careers and it influences the meaning that a worker places on their work which leads to a sense of purpose and identity at work (Brown et al., 2020). This component of career capital refers to personal motivations to have or develop a certain career, what motivates the SMs to move to a different country and understanding know-why may lead to companies valuing SM competences (Crowley-Henry & Al Ariss, 2018). Know-why career capital is the motivation or sense of purpose resulting from push factors (career opportunity deficiency at home) and pull factors (employment opportunities in the host). The higher the know-why motivation the higher the chances of a SM adapting and integrating into the host nation (Zikic, 2015) and learning.

Zikic (2015, p. 1363) describes know-why as the motivation career capital which speaks to "motivations and sense of purpose" in relation to SMs' careers and suggests that if know why is high then the SM finds it easier to manage their careers and adapt. Know-why is how one identifies with the work they do and their career choices, and it determines the energy with which the individual approached their career (Amarlal, 2017) which depends on their satisfaction, confidence and identity

at work (Sutherland et al., 2015; Zikic, 2015).

Know-why defines one's assertiveness in pursuing their career goals and the career that they desire (Rodriguez & Scurry, 2014). This component can be devalued due to demotivating challenges that SM face like underemployment, underutilization of skills which lead to downward career moves as one does not feel a sense of purpose or identify with the work they are doing. In some studies know-why has been referred to as "psychological capital" as it is related to intrinsic motivation and thereby having a positive impact on career success as it increases a worker's commitment to and satisfaction with their job, subsequently leading to good performance and favorable performance evaluations (Järnlström et al., 2020).

Migrating develops one's ability to identify their career goals, purpose and the motivation to pursue them, and it is dependent on an their sense of purpose, identity, values and interests (Kozhevnikov, 2020) therefore moving to a different county in itself can lead to career satisfaction as it has an effect on one's identity in terms of their belief in themselves, their goals and motivation to migrate, and the resultant development of psychological capital (know-why) (Mäkelä et al., 2016).

Objective 2a) – to determine the relationship between SMs' career capital development and SMs' career success

H_{2a} – There is a relationship between SMs' career capital development and SMs' career success

Learning about local culture is a know-how element which links know-how to know-whom because it speaks to human capital (learning) and social capita (culture) (Zikic, 2015). Zikic (2015) also identifies the accumulation of human capital (know-how) as a source of capital that allows for more access to local social capital (know-whom) thereby creating a link between know-how and know-whom. In the same research, it was found that the migrant's ability to adapt (know-why) allows for learning (know-how) about the local business culture and the subsequent accumulation of the social networks (know-whom) thereby showing an association between the three elements.

The presence or absence of one component has an influence on the accumulation of the other two components. "Knowing-whom is linked to knowing-why because social interactions influence people's identities, motivation and values. Likewise, knowing-how and knowing-whom are linked, as trust and reputation built from work

performance can facilitate developing social contacts” and “one way of knowing can connect the other two types” (Kozhevnikov, 2020, p. 3) in such a way that one’s motivation and drive (know-why) can lead to the connection between accumulating knowledge and expertise (know-how) which develops networks (know-whom).

Know-how is considered valuable only in the presence of social capital, be it local or transnational thereby creating a link between know-how and know-whom, but it can also be argued that migration in itself is a form of career capital component that can activate the other elements of career capital (Landolt & Thieme, 2018) although that argument has not yet been theoretically substantiated. Some studies found that the components were linked to one another for career capital development, but others found social capital to have a bigger influence the other two elements and on career outcomes. While some studies have argued that know-how (social capital) has more impact on success (Dietz et al., 2015), others argue that know-whom has the highest impact on success and a positive impact on know-how and know-whom (Dickmann et al., 2018).

Objective 2b) – to test if there is a positive association between know-how, know-why and know-whom

H_{2b} – There is a positive association between know-how, know-why and know-whom

2.4.4. Strategies to Build Career Capital Components

Career capital is important for SMs because it is through know-why, know-whom and know-how capital that they can manage the barriers they face and experience favourable career outcomes. The success of SMs is attributed to their positive attitude in adopting strategies such as working hard and showing interest in the host culture, (Rajendran et al., 2020). Contextual features impact individual agency in accumulating career capital thereby leading to career capital stagnation and despite efforts to build career capital, SM challenges pose a threat to accumulation (Rodriguez & Scurry, 2014). However, other studies have also argued that personal agency in terms of diligence and hard work (know-how), host culture knowledge (know-whom), and maintaining a positive career attitude (know-why), contributes to favourable career outcomes for SMs (Rajendran et al., 2020). Due to the complexity of and insecurity involved in career development, one needs to take charge of their own career (Järlström et al., 2020) and this is more relevant to SMs as they have to

deal with the complexities that threaten their career outcomes.

Workers must play a role in influencing the environment, be in charge of developing components for successful career management (Sutherland et al., 2015). “There is recognition that global workers exert agency in different ways and in particular, the highly skilled are seen to have more leveraging power to self-direct their career choices and paths and become career capitalists” (Rodriguez & Scurry, 2014, pp. 1049–1050).

Strategies to build on career capital in terms of human capital, social, and know-why capital are said to result in positive career outcomes (success, progression and development) (Dheer & Lenartowicz, 2018; Hajro et al., 2018; Legrand et al., 2019) and studies have outlined the strategies that have been useful in building career capital and therefore career success. To build on social capital and identity, one can either fully adopt the host identity, reinforce their own identity or adopt elements of both cultures (Dheer & Lenartowicz, 2018). SMs can use “assimilation” where they take up the host culture as their own, “separation” where they decide to keep their own identity, “marginalisation” where they don’t show interest in culture or identity due to exclusion, discrimination and “integration” where although they show interest in their own culture they also actively integrate with host culture (Hajro et al., 2018). Legrand et al. (2019) confirmed that to build social capital, SMs use assimilation where one either adapts to the host culture or overcompensates for differences by bringing in more input; differentiation and manoeuvring where they depend on their unique features and competencies instead of fully adapting.

There are fewer suggestions on know-how and know-why strategies but Hajro et al. (2018) found that individuals exhibit elements of the strategies that can apply to know-how and know-why by being problem-focused where they try to solve challenges by getting skills or learning a language (know-how), learning a culture (know-whom); or emotion-focused where they change their goals and expectations to suit the available opportunities (know-why).

Employees invest in career capital to develop their skills, capabilities, and competencies with an aspiration for favourable future returns (Sutherland et al., 2015). For a SM to be successful in their career, it is theorised that they need a high degree of agency as compared to how they were prior to migrating and this degree of agency needs to increase as the career progresses (Sarpong & Maclean, 2019).

SM career complexities are contextual and influence the agency of SMs who are considered to be minority workers in the host countries. A study done in Germany and France (Al Ariss, Vassilopoulou, Özbilgin, & Game, 2013) showed that migrants in France adopted "blending in" and subverting strategies where they formed relationships with the locals or even changed their names to blend in and over time managed to subvert some of the barrier they faced. However, in Germany, due to domination by the majority (locals), exiting the German labour market was the strategy adopted by the migrants (Al Ariss et al., 2013). This is evidence of the diversity of agency and how it differs based on setting hence the need to study how SMs deal with these complexities in SA.

Although underemployment is considered a challenge that SMs face, some use it as a strategy to overcome labour market challenges as they take that as an opportunity or an entry strategy that will lead to better jobs in future. SMs use the "transformation" strategy as an effort for career development and this means that they try and acquire the resources (human and psychological capital in terms of citizenship, qualifications, etc.) for an advantage in the labour market while others build on their social capital by acquiring country specific characteristics (Winterheller & Hirt, 2017).

O'Connor & Crowley-Henry (2020) also found that in adjusting their career patterns and for different career outcomes, SMs are forced into instrumentalist careers where they would take up jobs not as planned but as a means to an end such as improving their quality of life. This is evidence of voluntary downward career transitions (unfavourable career outcome) which is more emphasised for female SMs (O'Connor & Crowley-Henry, 2020). For successful careers, SMs go through a process of acculturation where they change their behaviour, values and identity (Hajro et al., 2018) to suit that of the host culture in an effort to be recognised in the labour market. SM career success stories are lacking in literature (Crowley-Henry & Al Ariss, 2018) and despite building on career capital and deploying career capital building strategies, contexts in which SMs operate still pose a threat to career capital accumulation and therefore success (Rodriguez & Scurry, 2014).

Objective d) – to determine if SMs' individual agency (adoption of career capital building strategies) has influence on SMs' career outcomes

H₄ – Adoption of career capital building strategies (agency) positively influences SMs' career outcomes

2.5. Summary of Research Hypotheses

Based on the research objectives to measure SMEs' career success and to determine if there are differences based on gender in relation to career outcome, to measure the impact of SMEs' challenges on their career outcomes, to determine the relationship between SMEs' career capital development and SMEs' career success, to determine how the career capital components interact with each other and to determine if SMEs' individual agency has an influence on SMEs' career outcomes. The following hypotheses were developed and tested:

H₁ – SME challenges negatively impact career outcomes of SMEs

H_{2a} – There is a positive relationship between SMEs' career capital development and SMEs' career success

H_{2b} – There is an association between know-how, know-why and know-whom

H₃ – Adoption of career capital building strategies positively influences SMEs' career outcomes

2.6. Conclusion

SMEs careers have been under researched but the available research shows evidence of unfavourable career outcomes due to the devaluation of career capital which is necessary for career success. SMEs face challenges that devalue their know-why, know-how and know-whom and therefore must make efforts to build their career capital by adopting strategies to manage these challenges. The literature review identified the challenges SMEs face, elements within the career capital components that apply to SMEs, factors that influence career success and strategies that have been employed by SMEs to navigate through the challenges and succeed in their careers. The hypotheses developed based on this can be seen in the researcher-developed model in *Figure 4* below.

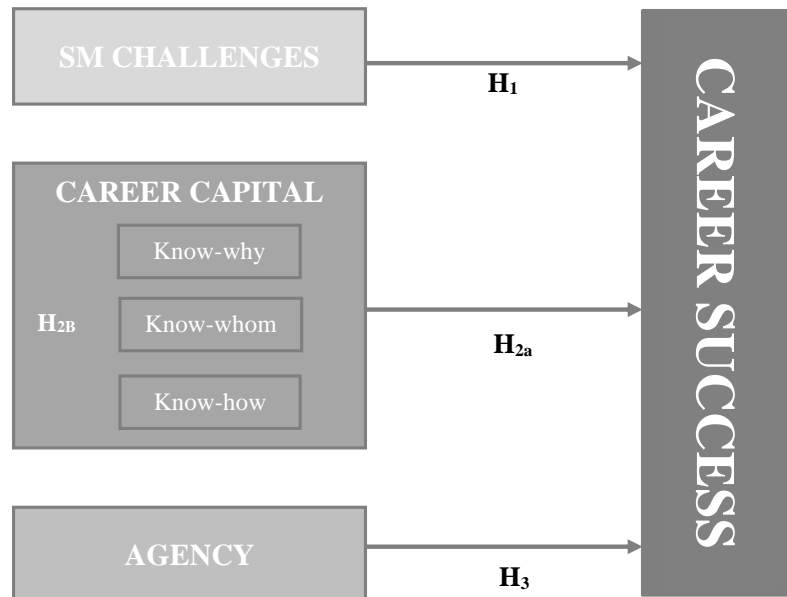


Figure 4: Hypothesis Model

This model is a depiction of theory on career success of SMs how it can be devalued by SM challenges (H₁) or enhanced by the SMs' agency or strategies adopted to build career capital (H₃). Theory also suggests that there is a relationship between career success and career capital (H_{2a}) and that the career capital components are related to one another (H_{2b}) and influence career success (H_{2a}).

3. RESEARCH METHODOLOGY AND DESIGN

3.1. Introduction

The overarching objective of the study was to investigate the career capital development of SMs and their career outcomes after taking into consideration the challenges they face and the strategies they have taken to have successful career outcomes. Consistent to this objective and the hypothesis developed from the literature review, this study was a mono method, descripto-explanatory quantitative study that followed the positivism philosophy which is most suitable for quantitative research studies. A deductive approach was followed because the aim was to test the developed hypothesis and provide clarity on the constructs.

Due to time constraints, data collection was cross-sectional, and the method was pre-tested for validity and reliability using the Cronbach's alpha. A sample was selected from the population of all available SMs in SA using the snowballing method and its size was determined by the number of valid responses. A self-administered survey questionnaire was distributed on web-based platforms and analysed using IBM SPSS (Version 26) descriptive and inferential statistics.

3.2. Research Methodology and Design

To produce credible and meaningful data, this study followed a positivist philosophy which uses highly structured methods to facilitate replication and it puts emphasis on quantifiable data (Saunders & Lewis, 2018). Objectives were identified from existing theory and this study intended to test the theory that already exists with the use of developed hypotheses, and because the researcher sought clarity on the constructs, positivism was best suited for this type of research. Although this research mostly makes reference to studies that focused on qualitative research design and literature reviews in their studies (Brown et al., 2020; Crowley-Henry et al., 2018; Hajro et al., 2018; Legrand et al., 2019; O'Connor & Crowley-Henry, 2020; Rodriguez & Scurry, 2014), the researcher used a quantitative study to test the theories in the SAN context.

This was a descripto-explanatory study that used structured collection of data to study the SM career problem and explain the relationships between constructs. The research followed a mono method quantitative study with the use of a questionnaire to gather data (Saunders & Lewis, 2018). Due to time limitations, multi or mixed

methods would not have been appropriate for this study and to further be cognizant of time constraints, the study was cross sectional as data was collected at a period in time producing a “snapshot” at that point (Saunders & Lewis, 2018). A quantitative study is one where there is a reliance on numerical evidence which can be generalisable to the greater population (Zikmund, Babin, Carr, & Griffin, 2013).

3.3. Population

The population consisted of all possible participants for the study and results of the study was generalised to them (Salkind, 2014; Saunders & Lewis, 2018), in this case the population consisted of all SMs either working or looking for work and living in SA. Most literature found was on Western countries, but this research sought to apply literature findings in the SAn context hence the population was all SMs in SA.

There was no condition for the migrants to be in a specific industry challenges because success and career capital are not industry specific as seen in the literature review above. Although the population size is ordinarily expected to determine the appropriate sample size, in this instance, the population size (number of SMs) was unknown therefore the sample size was determined by the extent at which the survey was distributed, its reach and the predetermined definition of a SM.

3.4. Unit of Analysis

The units of analysis are the individuals or items being studied and it can refer to individual persons although it can also refer to groups, unions, etc. (Vogt, 2005). In this case, the unit of analysis was all non-SAns working or looking for work and living in SA on some form of residency permit – temporary or permanent. Their current work status was irrelevant to this study as their skills, current occupation and experience in current occupation determined the respondents that were considered as part of the population sample and relevant to the research objectives.

3.5. Sampling Method and Size

A sample is a subset of the population and a sample of SMs was selected from the population of migrants in SA using a snowball sampling technique as it would have been difficult to identify all the members in the population (Salkind, 2014; Saunders & Lewis, 2018). Subsequent members were identified by the earlier members as the questionnaire was distributed making homogeneity of the sample possible (Saunders & Lewis, 2018). Snowballing is a non-probability convenience sampling technique as

the complete list of participants will not be available to the researcher (Saunders & Lewis, 2018). The limitation to this method is that there was a potential for bias on the selected respondents thereby making generalisability difficult (Zikmund et al., 2013).

Some studies argue that there is a broader definition of a SM which puts emphasis on the “development of occupational learning and the acquisition of a broad and flexible skill base” which “can be transferred across organisational boundaries” (Järlström et al., 2020, p. 691) thus, including experience to the definition. This study mainly focused on this traditional definition where SMs have been defined using the human capital theory with education and qualifications being the main determinants of skills levels.

SMs have also been defined as individuals with a university degree or extensive work experience (Crowley-Henry & Al Ariss, 2018; Hajro et al., 2018; O’Connor & Crowley-Henry, 2020; Zikic, 2015) but, instead of only focusing on higher tertiary qualifications, for suitability in the SAn labour market, lower level qualifications (diploma, certificate) dependant on their current occupations and level of work experience were also considered valid for this study based on the standard definition where a skilled worker is someone with training, a qualification or experience (Hayes, 2019). to fit the context of this study individuals with a “Certificate” or “Diploma” were also included.

A final sample size of 112 responses were considered to be valid from 123 responses gathered. A few adjustments were made on the responses that were relevant for tests, for example other permits were bundled to either “permanent resident” or “Other temporary residential permit” depending on the type of permit or IT, Info Tech, ICT etc. were grouped into “Information Technology”. The rest were changed to “other”. “Current occupation” and years in current position were used to determine suitability of the lower qualification level respondents and the data showed that most respondents with a “certificate” were in Information Technology which is a scarce skill in SA thereby making them skilled workers (Department of Higher Education and Training, 2014). All respondents with a high school certificate had to be removed from the sample as they did not fit either the definition of a SM or a skilled worker.

3.6. Measurement Instrument

The data was measured using a structured online self-administered questionnaire to

be distributed via online channels where questions were the same for all respondents and were answered in the same order. The study used career capital, career success scales in the questionnaire construction. The first two sections were the invitation to participate which stated the purpose of the study and the demographics that were used to select the appropriate sample and used as the independent variables to test for differences. The subsequent sections were used to measure the constructs which were career success, career capital development, agency and SM migrant challenges effects respectively. Scales were used to “to operationalise some underlying construct or attribute that is not directly measurable” (Pallant, 2020, p. 5), in this case career success and career capital.

The first section measured subjective and objective career success. For subjective career success, the career satisfaction scale (CSS) was used to measure career satisfaction with a 5-point Likert scale ranging from 1) “Strongly disagree” to 5) “Strongly agree” to career satisfaction related question (Greenhaus et al., 1990). Objective career success focused on upward career progression with regards to organizational levels and salary, and a 5-point Likert scale was used ranging from 1) “Strongly Disagree” to 5) “Strongly Agree” to determine if respondents’ salaries match the work they do and if their levels in the organisation match their qualifications and experience.

The career capital component development and the relationship between the components were measured using a self-developed career capital scale based on various literature, specifically the work of Zikic (2015), and the career capital scale (Dickmann et al., 2018) (*Appendix D*) on a 5-point Likert scale that ranged from 1) “Did not improve at all” to 5) “Improved significantly”. The construct was divided into three sub-categories or second order constructs, thus know-how with five items, know-whom and know-why both with three items each.

Using theory based strategies (Dheer & Lenartowicz, 2018; Hajro et al., 2018; Legrand et al., 2019; Rajendran et al., 2020), the agency of SMs was determined and assessed using a 5-point Likert scale ranging from 1) “Strongly Disagree” to 5) “Strongly Agree”. Since most studies done on SM challenges have been qualitative, questions on SM career challenges were created using theory-based findings and used to determine or assess how these challenges had limited SM careers. This was assessment was done using a 5-point Likert scale ranging from 1) “Has not limited my career at all” to 5) “Has strongly limited my career”, the results of which were then

used to determine their impact on the already established career outcomes. The questions were clustered in terms of:

- Demographics (gender, citizenship, skills and inclusion) (Independent)
- Career success metrics (career progression and career satisfaction) (dependent)
- Career capital components and their related elements (know-how, know-why and know-whom) (independent)
- SM strategies employed to develop career capital (independent)
- SM migrant challenges in relation to career success (independent)

The questionnaire was tested on seven people that are close to the researcher to check for errors and to check if the respondents understood what was required of them. A few errors were identified and fixed and the final questionnaire was then distributed.

3.7. Ethical Clearance

The researcher went through an ethical clearance process with the GIBS Ethics Committee before data could be collected so that data collection was ethical. The application included terms of voluntary participation and anonymity and clearance to start collecting data was received as seen in *Appendix E* below.

3.8. Data Gathering Process

Since the snowballing sampling technique was used for the sample selection, a questionnaire was created using Google forms and a link with an invitation stating the criteria for response was then sent out on online networking platforms and social media platforms including Facebook, Whatsapp, Telegram, LinkedIn etc. to reach as many SMs as possible and for convenience. There were predetermined metrics on what qualified an individual as a SM as already mentioned above.

Due to monitoring the response rate it was noted that although it was initially high with 77 responses being collected within a few days, it slowed down in successive days therefore the researcher had to resend the link on more platforms. A final sample of 112 responses was used for testing.

3.9. Analysis Approach

Descriptive and inferential statistics using IBM SPSS were used. The study tested

for differences, impact, association and relationships. Descriptive statistics presented graphically and with tables used to measure central tendency, trends and dispersion in terms of success levels and career capital development. Statistical inferences using confidence intervals as determined by specified confidence level, sample size and population deviation were applied to specify the probability that the interval covered the true population, for a more precise estimate of the population parameter and population mean respectively (Wegner, 2016).

To compare career outcome differences in terms of gender, the independent samples *t*-test for differences and the associated *p*-values were used to test for significant difference since there are only two groups. However, for differences in terms of skills (qualification), and citizenship (state of residence), the analysis of variance (ANOVA) would have been used since there were more than two groups being tested (Saunders & Lewis, 2018) but the demographics of the sample were skewed and therefore did not fit this test.

To determine and explain the relationships between the variables in hypothesis H₂ to H₅, the correlation analysis and the simple linear analysis were used to measure the strength and direction of the relationship between career success and the other constructs. The correlation analysis does not reflect cause and relationship therefore the regression analysis was used to determine possible cause and effect (Wegner, 2016). Since the variables were continuous (interval) then the Pearson *r* was used (Pallant, 2020) for correlation instead of the Spearman's *rho*. Although some studies have used the Structural Equation Model (SEM) to explain the relationship between career capital and career success (Järlström et al., 2020), the SEM was considered to be inappropriate for this study as the sample size was too small.

A 5% level of significance was used, and the rejection or failure to reject the null hypotheses depended on the placing of the *p*-value relative to 5%, thus either higher or lower than 5%. The analysis techniques per hypothesis are illustrated in

Table 1 below:

Table 1: Summary of analysis techniques per hypothesis

H#	Hypothesis	Analysis Technique
1	SM challenges negatively impact career outcomes of SMs	Correlation and Regression analysis
2a	There is a positive relationship between SMs' career capital development and SMs' career success	Correlation and Regression analysis
2b	There is a positive association between know-how, know-why and know-whom	Correlation and regression analysis
3	Adoption of career capital building strategies positively influences career outcomes	Correlation and Regression analysis

3.10. Quality Controls

For quality control, validity and reliability had to be ascertained so that the study is trustworthy, generalizable and free of error.

3.10.1. Reliability

Reliability on the other hand ensures freedom from error thus, to ensure that the same underlying attribute is measured by all items that make up a scale (Pallant, 2020). Reliability is measured by the Cronbach's alpha which is recommended to be as high as possible although Pallant (2020) suggests a minimum of ($\alpha = .7$). Reliability is also defined as the extent to which consistent findings are produced and the results will be similar if data was to be collected and analysed in the same way (Saunders & Lewis, 2018). To ensure reliability the questionnaire was structured such that error and bias are avoided by using theory and already established scales. The same questionnaire with the same questions was used on all respondents. Pre-testing was also used to ensure reliability since test-retesting could not necessarily be possible given the restrictive time frame.

The Cronbach's alpha was used to test validity of the career capital development scale where the acceptable Cronbach's alpha was supposed to be ($\alpha = .698-.909$) as suggested by Dickmann et al. (2018) in their study of career capital development. However, the scale had to be adjusted to suit the context of the study, and therefore, a Cronbach's alpha of ($\alpha = .7$) or more was deemed to be acceptable (Pallant, 2020). The Cronbach's alpha for the objective career success also depended on a Cronbach's alpha of ($\alpha = .7$). CSS had to have an average Cronbach's alpha of ($\alpha = .88$) for it to be reliable. To test reliability of the self-developed agency and SM

challenges scales, a Cronbach's alpha of ($\alpha = .7$) or more was considered acceptable. The four constructs had a Cronbach's alpha between ($\alpha = .773$ to $\alpha = .819$) thereby proving reliability.

3.10.2. Validity

Validity is the extent to which data collection method accurately measures what it is intended to measure (Pallant, 2020; Saunders & Lewis, 2018) and measures the extent to which the scales used are appropriately used as intended (Streiner, Norman, & Cairney, 2015). Validity refers to the ability of an instrument to consistently apply from one participant to the next with the same outcome and it also speaks to the ability of an instrument to meet the study objectives (Salkind, 2014; Zikmund et al., 2013).

Because "construct validity" involves "testing a scale not against a single criterion but in terms of theoretically derived hypotheses concerning the nature of the underlying variable or construct" (Pallant, 2020, p. 7), correlation was used to test for validity of the constructs as it is used "to describe the strength and direction of the relationship between two variables" (Pallant, 2020, p. 128) in a scale. A study on career capital components by Dickmann et al. (2018) also used correlations to test for validity of the scale.

Correlation is referred to as Pearson's product-moment correlation (r) and the correlation is significant at 0.01 level (2-tailed) and is based on a $p < 0.05$ level (Pallant, 2020). However, in a sample more than 100, statistical significance can be reached even with small correlations. The Pearson r that gives a simple bivariate correlation was used as it tests the correlation between two variables only and it can only take on values from -1 to +1 (Pallant, 2020) with the sign indicating if the correlation is negative or positive. -1 and +1 show perfect correlation, 0 indicates no correlation (Pallant, 2020).

3.10.3. Factor Analysis

To further test for validity, the researcher did a factor analysis which tests for validity and to explore the underlying structure of the variables or items that make up the scales to reduce or group them to a manageable number of components, a factor analysis was conducted (Pallant, 2020). Factor analysis is used in the development of scales and tests and it is a data reduction technique that scans for groups in the

intercorrelations of a set of variables (Pallant, 2020). Although the researcher used known scales for career success, adjustments were made on the career capital, agency and SM challenges scales making it necessary for the factor analysis to be conducted.

Suitability of data for factor analysis, depends on the sample size and intercorrelation strength between variables needs to be considered as generalisability from a small data set is difficult (Pallant, 2020; Tabachnick & Fidell, 2013). To meet these conditions, the sample size needs to be 150 or more and intercorrelation using the correlation matrix, must show one or more coefficients of more than .3, otherwise factor analysis cannot be used (Pallant, 2020). It has however been argued that the sample size requirement has been decreasing (Pallant, 2020) therefore, although the sample size was too small, factor analysis was possible based on intercorrelation.

For adjusted scales, the Confirmatory Factor Analysis (CFA) which is used to confirm specific hypotheses at a later stage in the research (Pallant, 2020), is advised. However, Exploratory Factor Analysis (EFA), often used to find interrelationships in early stages of research (Pallant, 2020), was found to be more suitable for this study because the sample size was too small and CFA is sample size sensitive and often used in later stages of research. To use the EFA, the Kaiser-Meyer-Olkin (KMO) had to be greater than .5 and Bartlett's Test of Sphericity must have a p -value that is significant, thus $p < .05$ (Hair, Black, Babin, & Anderson, 2014; Pallant, 2020) which both measure intercorrelation between variables.

Principal Components Analysis (PCA) was done for all four constructs where the KMO was .779 for career success, .795 for career capital, .775 for strategies and .728 for SM challenges and the test for sphericity for all constructs had a significance value of $p = .000$, as shown in *Table 2* below. All constructs showed more coefficients of more than .3 for each variable proving validity of the constructs and confirming the suitability of the EFA to test for validity.

Table 2: Construct Level KMO and Bartlett's Test

KMO and Bartlett's Test		Career Success	Career Capital	Strategies / Agency	SM Challenges
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.779	0.795	0.775	0.728
Bartlett's Test of Sphericity	Approx. Chi-Square	294.004	390.361	321.283	250.978
	df	21	55	45	45
	Sig.	0.000	0.000	0.000	0.000

3.11. Limitations

The broad limitations of this method included research and researcher specific limitations thus context, time frame, sampling method and survey development issues.

The research was based in SA therefore due to contextual differences between the SAn setting and the context in literature, the study might not be replicable in other countries or settings. This has the potential to hinder generalisability of the research findings. In terms of time frame, the cross sectional study, which is just a snap-shot at a particular point in time (Saunders & Lewis, 2018), created a limitation in that responses in cases like career outcomes can change over time. The responses at that particular point in time might have been influenced by their current employment status or how they felt about their careers at that point in time. This also might affect the applicability of the tested theory. The snowballing sampling method might have led to potential researcher bias as the topic was emotive and respondent bias as there was a potential for bias on the subsequent respondents (for example, selecting only SM with unfavourable career outcomes) thereby making generalisability difficult (Zikmund et al., 2013).

The selection criterion was "SMs in SA" therefore this restriction limited the sample size thereby hindering the use of some tests such as the SEM or the CFA. There were survey development limitations which could only be identified during the analysis of results. The researcher limited "experience" to a vague list of "current occupations" and "years in current occupation" which both did not reflect the skills levels in terms of experience. Inclusion of a "job function" would have made the sample size bigger. Due to this, experience had to be excluded from the "relevant sample" criterion thereby making the sample for SM mainly based on "qualifications".

Respondents with a high school certificate had to be disregarded as the researcher could not ascertain their level of experience that would match the definition of a SM being an individual with extensive experience.

3.12. Conclusion

A quantitative study was used to determine the influence of independent variables on SM career outcomes and tests on relationships between variables were conducted. Cronbach's alpha was used to ensure reliability and Pearson's correlation to ensure validity of the selected scales. The researcher was not biased in terms of the selected subjects as the point of the study was to find a presentative sample therefore the subjects were selected according to pre-established metrics.

112 valid responses were obtained and were deemed appropriate for the statistical tests conducted. A sample consisting of SMs was selected from the population of all migrants in SA and results were analysed for conclusions on the subject to be made. Limitations of the study included the sample size being too small, time frame being too short, a restrictive sample selection criterion and researcher-specific errors.

4. RESULTS

4.1. Introduction

The objective of the statistical analysis was to test relationships and associations as already suggested in the previous chapters, therefore, this section provides the results of the statistical analysis carried out. The first section of this chapter looks how data had to be manipulated to avoid reverse coding and to avoid using all items instead of groups in the analysis. It explains the process of data transformation to suit the study. The next two sections deal with the description of the sample in terms of size and the respondents' demographics which are used later in the chapter for hypothesis testing.

Descriptive statistics showing the sample size per statistic, the minimum and maximum statistic, standard deviations and means statistics of the constructs then follow. Quality controls in terms of reliability and validity are then presented in the following section. It is after the factor analysis that the constructs are determined, and validity tested in preparation for hypothesis testing. The next sections then present the results based on the stated hypotheses using descriptive and inferential statistics per hypothesis then a conclusion follows which provides a summary of the chapter.

4.2. Data Transformation

Before analysis could be done, data had to be transformed to suit the intended tests. The SM challenge scale was reverse coded in that while all the other scales were worded in a positive direction, the SM challenge scale was worded in the negative. This meant that high scores represented a positive outcome for the other scales while a high score represented a negative outcome for SM challenges. In the career success scale for example, a score of five strongly agreed with the statement worded "I am satisfied with the success I have achieved in my career", reflecting evidence of favourable career outcome. However, for migrant challenges, a score of five meant that "Legal constraints" for example, had strongly limited career outcomes meaning that a high score is now given for evidence of an unfavorable career outcome. To make sure that the highest score is given for perceived favourable career outcomes, the SM challenges scale was reverse coded such that a one became a five and vice versa.

After the EFA, each scale grouped into one factor each which meant that all items in a scale could be grouped into one component therefore instead of using each question separately for tests, the group was used. The individual items in each scale were combined and a mean of the “total scale scores” were used for the tests. Due to missing values, the “Exclude cases pairwise” function was used for every test carried out because removing the respondents completely would have limited the sample size and using the mean would have skewed the results (Pallant, 2020).

4.3. Description of the Sample

A sample size of 112 was selected from a total of 124 respondents after deleting participants who did not answer more than 50% of the questions and deleting respondents that didn't fit the profile of a SM, in this case all respondents with a high school certificate. Of the 112 respondents, 39 were female and 73 were male representing 34.8% and 65.2% of the sample respectively as seen in *Figure 5*.

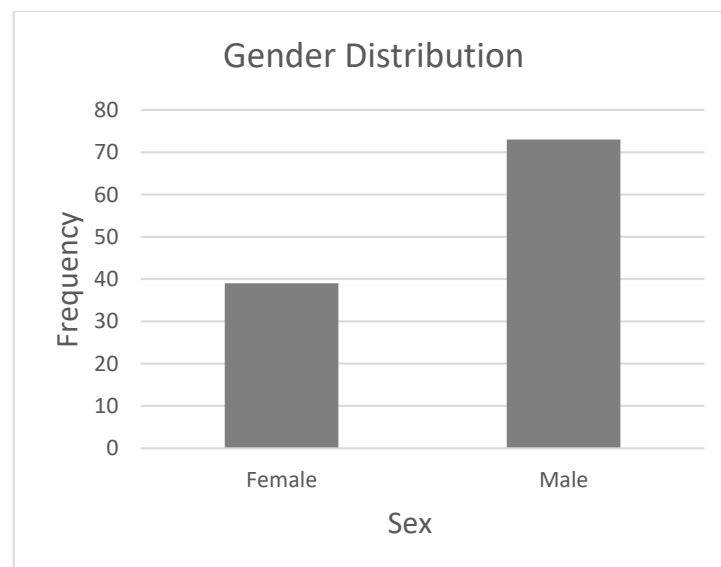


Figure 5: Gender frequency

4.4. Demographic Profile of the Sample

The sample size was predominantly African respondents representing 106 (94.6%) of the 112 participants. The other six participants included one Coloured (0.9%), one Asian (0.9%) and three White (2.7%) respondents, and one respondent (0.9) who preferred not to disclose their ethnicity. This this is shown in *Figure 6* below.

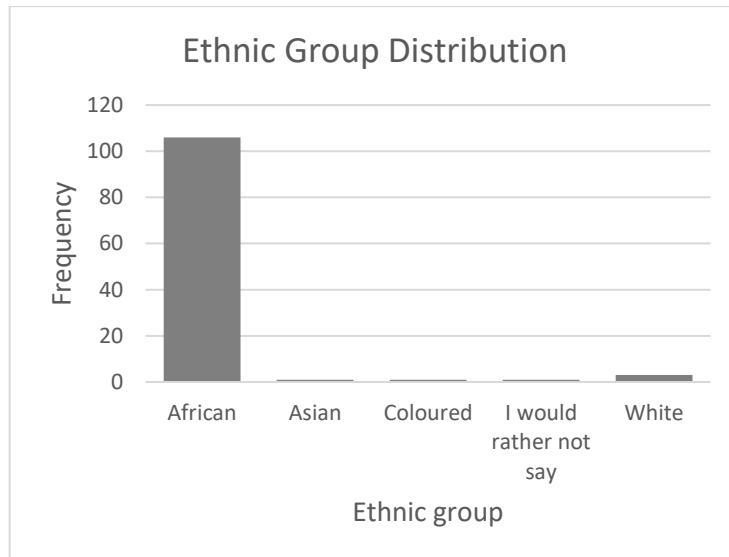


Figure 6: Ethic group frequency

The frequency distribution of the sample in terms of “State of Residence” is presented in *Figure 7*, and it shows that 53.6% of the sample are permanent residents in SA, 18.8% have a work permit, 12.5% have acquired SAn citizenship, 8.9% are under the critical skills permit and 6.3% have other temporary residential permits including spousal and asylum permits. These are represented by a frequency of 60 permanent residents, 21 on a work permit, 14 citizens, 10 with critical skills and seven temporary residents out of the 112 respondents. The test for differences in terms of citizenship was based on this information.

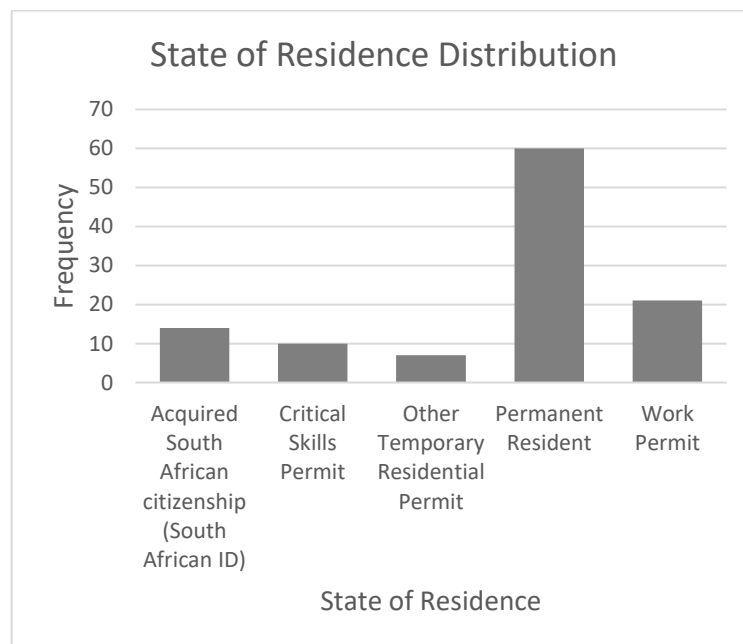


Figure 7: State of Residence frequency

The sample was dominated by 75 (67%) individuals with a Postgraduate Degree, 25 (22.3%) with a University Degree, seven (6.3%) with a Diploma and 5 (4.5%) with a Certificate. This information, *Figure 8*, would have been important had testing been done for differences in career outcomes based on skills levels with a Postgraduate Degree being the highest skills level in this case.

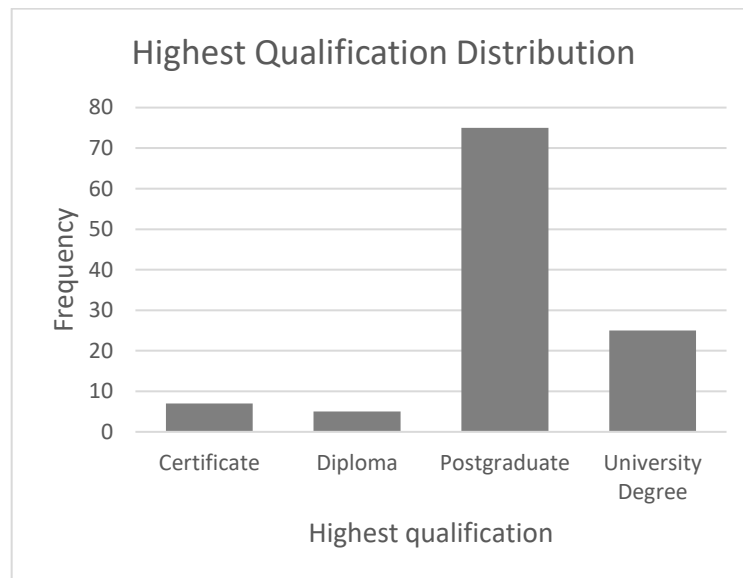


Figure 8: Highest qualification distribution

The current occupation and years in current position in *Table 3* and *Table 4* in the next page, were only used as a control measure to ascertain skills levels but this was not used in any of the tests. The data showed that all five participants with a certificate were in the Information Technology space further solidifying the need to redefine a SM to suit the SAn context. 37% of the participants were in the Business and other service, finance or Insurance space and 46% of the sample had been in their current position for more than five years. The least frequencies in terms of occupation were respondents in Hospitality, Catering or Leisure Services with only two respondents. This however does not show any relationships, just frequencies of the sample.

Table 3: Current Occupation frequency

	Frequency	Percent	Valid Percent	Cumulative Percent
Business and other Services, Finance or Insurance	42	37.5	37.5	37.5
Health or Social Care	6	5.4	5.4	42.9
Hospitality, Catering or Leisure Services	2	1.8	1.8	44.6
Information Technology	17	15.2	15.2	59.8
Manufacturing, Construction or Agriculture	18	16.1	16.1	75.9
Other	7	6.3	6.3	82.1
Public Sector or Education	16	14.3	14.3	96.4
Transport, Retail or Wholesale	4	3.6	3.6	100.0
Total	112	100.0	100.0	

Table 4: Tenure frequency

	Frequency	Percent	Valid Percent	Cumulative Percent
3 years to less than 5 years	27	24.1	24.1	24.1
5 years or more	52	46.4	46.4	70.5
1 year to less than 3 years	23	20.5	20.5	91.1
Less than 1 year	10	8.9	8.9	100.0
Total	112	100.0	100.0	

4.5. Description of Constructs

The descriptive statistics for all the items in the questionnaire were carried out and the results of which are shown in *Table 5* and almost all questions had a minimum statistic of one and a maximum of 5 with the exception of question 18 and 20 on language skills and social ties which both have a minimum of two. The lowest mean statistic was 1.92 and the maximum was 4.26 falling under migrant challenges and career capital respectively. The lowest standard deviation was 0.74 and the highest 1.69 under strategies and challenges respectively. However, this does not give an appropriate view of the descriptive statistics therefore construct level statistics were presented.

Table 5: Item descriptive statistics

Item Descriptive statistics							
Constructs	Sub Constructs	Questions	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic
Career Success	Objective Success	Q7	112	1	5	3.04	1.030
		Q8	111	1	5	2.90	1.221
		Q9	111	1	5	3.21	1.207
	Subjective Success	Q10	111	1	5	3.15	1.105
		Q11	112	1	5	3.08	1.058
		Q12	111	1	5	3.11	1.065
Career Capital	Know How	Q13	112	1	5	3.64	1.056
		Q14	109	1	5	4.02	0.793
		Q15	111	1	5	4.04	0.953
		Q16	112	1	5	4.26	0.857
		Q17	112	1	5	4.04	0.962
	Know Whom	Q18	111	2	5	3.86	0.851
		Q19	111	1	5	3.51	0.883
		Q20	112	2	5	3.64	0.847
	Know Why	Q21	112	1	5	3.29	0.934
		Q22	112	1	5	3.83	0.976
		Q23	111	1	5	3.88	0.932
Career Capital Strategies	Q24	112	1	5	3.83	0.919	
	Q25	111	1	5	3.56	0.891	
	Q26	112	1	5	3.71	0.834	
	Q27	112	1	5	3.73	1.082	
	Q28	112	1	5	3.93	0.856	
	Q29	112	1	5	4.04	0.776	
	Q30	111	1	5	4.20	0.913	
	Q31	112	1	5	3.84	1.027	
	Q32	112	1	5	4.19	0.754	
	Q33	112	1	5	4.13	0.737	
	Q34	110	1	5	3.79	0.868	
SM Challenges	Q35	112	1	5	2.15	1.514	
	Q36	111	1	5	2.32	1.409	
	Q37	110	1	5	3.03	1.689	
	Q38	112	1	5	2.50	1.605	
	Q39	112	1	5	3.33	1.442	
	Q40	111	1	5	1.92	1.222	
	Q41	111	1	5	3.69	1.374	
	Q42	112	1	5	2.93	1.444	
	Q43	111	1	5	3.16	1.339	
	Q44	110	1	5	2.93	1.412	

The sample size was not consistent because of missing fields and the responses with missing valued were not deleted completely, they were just removed pairwise which means that they were only removed where they had an impact on the test being carried out. The sample size after removing missing values pairwise was 110 for career success with a mean of ($\bar{x} = 3.16$) and a standard deviation of ($s = 0.766$), 105 for career capital with a mean of 3.86 and a standard deviation of ($s = 0.500$), 109 for strategies with a mean of ($\bar{x} = 3.91$) and a standard deviation of ($s = 0.542$), and 109 for SM challenges with a mean of ($\bar{x} = 2.81$) and a standard deviation of ($s = 0.829$) (*Table 6*). The sample would have been reduced to 97 respondent has the respondents with missing fields been deleted. The minimum statistic for careers success and SM challenges was 1 and was 2 for career capital and strategies to build career capital with a maximum of 5 for all constructs.

Table 6: Construct descriptive statistics

Construct Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Career Success	110	1	5	3.16	0.766
Career Capital	105	2	5	3.86	0.500
Strategies for Career Capital	108	2	5	3.91	0.542
SM Challenges	109	1	5	2.81	0.829

4.6. Results on Quality Controls

As previous stated, to test for quality of the constructs, reliability and validity tests were conducted and a factor analysis carried out as a dimension reduction technique that determined the validity of the constructs. The sub-constructs had low score and therefore only the main constructs were tested for reliability and validity.

4.6.1. Reliability

Using the scale reliability function on IBM SPSS (Version 26), the Cronbach's alpha was used to test for the internal reliability of the scales and a Cronbach's alpha of ($\alpha = .88$) for career success based on the CSS, between ($\alpha = .698-.909$) was expected for career capital (Dickmann et al., 2018) and between ($\alpha = .7-.90$) for all other constructs. Cronbach's alpha of between .773 and .819 were obtained with highest being career success (*Table 7*). Although this did not meet the CSS scale requirement, the Cronbach's alphas reflected reliability. Removal of some items

would have increased some of the scales' reliability but that would have further limited the generalizability of this study to other studies.

Table 7: Construct level Cronbachs

Construct Cronbach's Alpha		
Constructs	Cronbach's Alpha	Number of Items
Career Success	0.819	7
Career Capital	0.797	11
Strategies for Career Capital	0.815	10
SM Career Challenges	0.773	10

Reliability was also tested at sub-construct level for career success and career capital with objective success and know-how career capital having low Cronbach's alphas of ($\alpha = .579$) and ($\alpha = .540$) respectively. The other sub-elements were reliable as their Cronbach's were above ($\alpha = .6$), *Table 8*. Items could not be deleted as that would have distorted the scale.

Table 8: Sub-construct reliability

Sub-construct Cronbach's Alpha		
Constructs	Cronbach's Alpha	Number of Items
Objective Success	0.579	3
Subjective Capital	0.817	4
Know-how	0.540	5
Know-whom	0.781	3
Know-why	0.639	3

The next step in determining reliability was to check the Inter-item Correlation Matrix for negative values which might indicate incorrect scoring and the Item Total Statistic that indicates items to delete (Pallant, 2020). The correlations were ($r = .092 - .694$) for career success, ($r = -.068 - .598$) for career capital, ($r = .117 - .650$) for agency and ($r = .107 - .661$) for SM challenges and. Since there are no $r = 0$ correlations, not only are the scales reliable but all items within the scale are valid as well (*Table 30 - Table 33, in Appendix B*). However, the negative values were not reverse coded, therefore nothing needed to be corrected, and there was only one item in the Item Total Statistic that needed to be deleted to increase the Cronbach by a few points but both were disregarded as the impact on the Cronbach was insignificant.

4.6.2. Validity

According to Pallant (2020), validity is the extent to which a scale measures what it intends to measure and since there is no specific measure for validity, validation can be based on theoretical evidence as done in the literature review above. However, Pearson's product-moment correlation (r) where correlation is significant at 0.01 level (2-tailed) and based on a $p < 0.05$ significance level, was used to test for the validity of the constructs.

The correlations of items in each scale indicated validity with intercorrelations of ($r = .085 - .696$) for career success, ($r = -.042 - .600$) for career capital, ($r = .100 - .652$) for strategies and ($r = .045 - .652$) for SM challenges, *Table 34* in *Appendix B*. A correlation of ($r = 0$) reflects that there is no relationship between the items rendering that item invalid for the study and the closer the correlation is to 0 the weaker the relationship. A sub-construct level correlation was also performed to get an overview of the relationship between constructs, results of which are shown in *Table 9* below. Based on the p -values that are less than .05, this showed that there is a significant relationship between all three career capital components (know-why, know-how and know-whom) and both the career success components (subjective and objective.)

Table 9: Sub-construct level correlations

Construct Level Correlations								
		Objective Career Success	Subjective Career Success	Know How Career Capital	Know Whom Career Capital	Know Why Career Capital	Strategies for Career Capital	SM Challenges
Objective Career Success	Pearson Correlation	1						
Subjective Career Success	Pearson Correlation	.583**	1					
Know How Career Capital	Pearson Correlation	0.127	.240*	1				
Know Whom Career Capital	Pearson Correlation	0.185	.301**	.488**	1			
Know Why Career Capital	Pearson Correlation	.211*	.494**	.478**	.612**	1		
Strategies for Career Capital	Pearson Correlation	0.053	.218*	.359**	.268**	.387**	1	
SM Challenges	Pearson Correlation	.267**	0.117	0.040	0.028	0.092	-0.066	1
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Table 10 shows that there were strong relationships between subjective and objective career success ($r = .583$) and know-whom and know-why career capital ($r = .612$) while most of the relationships were moderate or weak with r values between $-.066$ and $.494$. The negative sign behind the SM challenges and strategies reflecting a weak negative correlation. This strength of the relationship is based on the Table 10 below (Pallant, 2020). It must be noted that the sign does not reflect a lack of correlation but only reflects the direction of the relationship.

Table 10: Relationship strength (Pearson)

Pearson r - value	Strength of relationship
$r = .10$ to $.29$	Weak
$r = .30$ to $.49$	Moderate
$r = .50$ to 1.00	Strong

4.6.3. Factor Analysis

A factor analysis was done per construct using Principal Components Analysis (PCA). All four constructs where the KMO was $.779$ for career success, $.795$ for career capital, $.775$ for strategies and $.728$ for SM challenges and the test for sphericity for all constructs had a significance value of $p = .000$ (Table 11) which is less than $p = .05$. A KMO greater than $.6$ is required for factor analysis to be valid. Table 35 - Table 38 show the correlation of items in each constructs and more coefficients of more than $.3$ were seen for each variable thereby proving validity of the constructs and confirming the suitability of the EFA to test for validity. Only question 42 did not fit in well with the other items as it had coefficients of less than $.3$ but this question was not removed as it would have changed the contents of the scale (Pallant, 2020).

Table 11: KMO and Bartlett's Test summary

KMO and Bartlett's Test	Career Success	Career Capital	Strategies / Agency	SM Challenges
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.779	0.795	0.775	0.728
Bartlett's Test of Sphericity	294.004	390.361	321.283	250.978
df	21	55	45	45
Sig.	0.000	0.000	0.000	0.000

Extracting based on an Eigenvalue of 1 explained a total of 65.351% of the variance for career success items which loading into two components, 60.468% of the variance for career capital loading into three components, 61.627% of the variance for strategies loading into three components and 57.209% of the variance for SM challenges loading into three components as well, *Table 39 in Appendix B*.

The rotated matrix component groupings in *Table 12* seemed to almost perfectly align with groups already identified in literature, a few exceptions highlighted. For career success component one aligned with objective success and component 2 with subjective. Only the highlighted questions did not align with literature. For career capital, component 1 represented know-whom, 2 know-how and 3 know-why with the exception of the highlighted items which according to literature should fall under know-why. Components 1 and 2 for strategies to build career capital seemed to represent know-how and know-whom respectively except for the exceptions marked in red but component 3 had a mixture of know-whom and know-how elements. SM challenges showed know-how challenges for component 1 and know-whom challenges for components 2 and 3.

Table 12: Initial rotated component matrix

Career Success Rotated Component Matrix ^a			
	Component		
	1	2	
Q8.My salary complements / matches my job level	0.726		
Q7.I am progressing at an acceptable rate in my career	0.687		
Q10.I am satisfied with the success that I have achieved in my career	0.676		
Q9.My job level matches my qualifications and skills	0.669		
Q11.I am satisfied with the progress I have made toward meeting my goals for income	0.625		
Q13.I am satisfied with the progress I have made toward meeting my goals for the development of new skills			0.861
Q12.I am satisfied with the progress I have made toward meeting my goals for advancement			0.816
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			
Career Capital Rotated Component Matrix ^a			
	Component		
	1	2	3
Q18.Language and relational skills	0.770		
Q19.Career enabling networks and connections (externally and internally)	0.748		
Q20.Social ties (mentors, friends)	0.717		

Q24.Motivation to migrate, integrate and assimilate into the host country	0.683		
Q21.Connections with influential people within organisations	0.527		
Q16.Work experience		0.805	
Q14.Work related skills improvement		0.670	
Q17.Knowledge of local business culture		0.658	
Q23.Sense of purpose and identity with the work I do		0.599	
Q15.Credentials (qualifications)			0.837
Q22.Proactive personality – Seeking out what I want for my career			0.561

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Strategies / Agency Rotated Component Matrix^a

	Component		
	1	2	3
Q30.I have acquired additional qualifications since I entered South Africa for an added advantage in the labour market	0.806		
Q31.I always attend internal and/or external training and skills development programs to improve my credentials for an added advantage in the labour market	0.795		
Q32.I make an effort to maintain a positive attitude about my career	0.761		
Q33.I always put extra effort than others to be recognised in the labour market	0.638		
Q34.I have adjusted my career goals and expectations to match the opportunities in labour market	0.482		
Q25.I have fully adopted the South African culture to gain an advantage in the labour market		0.856	
Q26.I have adopted elements of both the South African and my culture for recognition in the labour market		0.798	
Q27.I do my best to learn about the South African culture and languages for an advantage in the labour market		0.573	
Q28.I pay attention to culture differences between locals and myself			0.878
Q29.I depend on my unique skills, experience and/or competencies to gain an advantage in the labour market			0.660

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

SM Challenges Rotated Component Matrix^a

	Component		
	1	2	3
Q38.Undervaluation of my skills and qualifications by South African recruiters and employers	0.811		
Q37.Qualifications not being acknowledged by employers in South Africa	0.779		
Q36.Taking a job below my qualifications and skills	0.614		
Q35.Legal constraints in terms of work permits	0.593		
Q40.Discrimination in the South African labour market	0.486		
Q43.Lack of support from my colleagues and managers		0.859	
Q44.An organisation that is not inclusive		0.829	

Q39.Inability to speak one or more official South African languages			0.738
Q41.Language proficiency and the way I speak			0.689
Q42.Lack of networks and social ties in the labour market			0.683
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. ^a			
a. Rotation converged in 5 iterations.			

These groupings were not implemented due to inconsistencies with literature and also because they had no effect on the objectives of or tests for this study. Grouping them would also reduce their Cronbachs making them unreliable. The researcher's pre-determined sub-constructs based on theory were therefore maintained for career success and career capital and sub-constructs were not necessary for any tests related to strategies and challenges.

A one-factor analysis was then done based on the Screeplots. The examination of the change of the shape of the Screeplots was important in determining the number of components to be retained and this was the number of components above the "elbow" or "change of shape" point on the Screeplot (Pallant, 2020). All Screeplots changed shape on 2 components, *Figure 9*, and the number of components above the turn was 1 for all constructs thereby allowing for the constructs to be forced into one component. This means that all items under career success were grouped into a new variable called "career success". The same applied to all the other constructs.

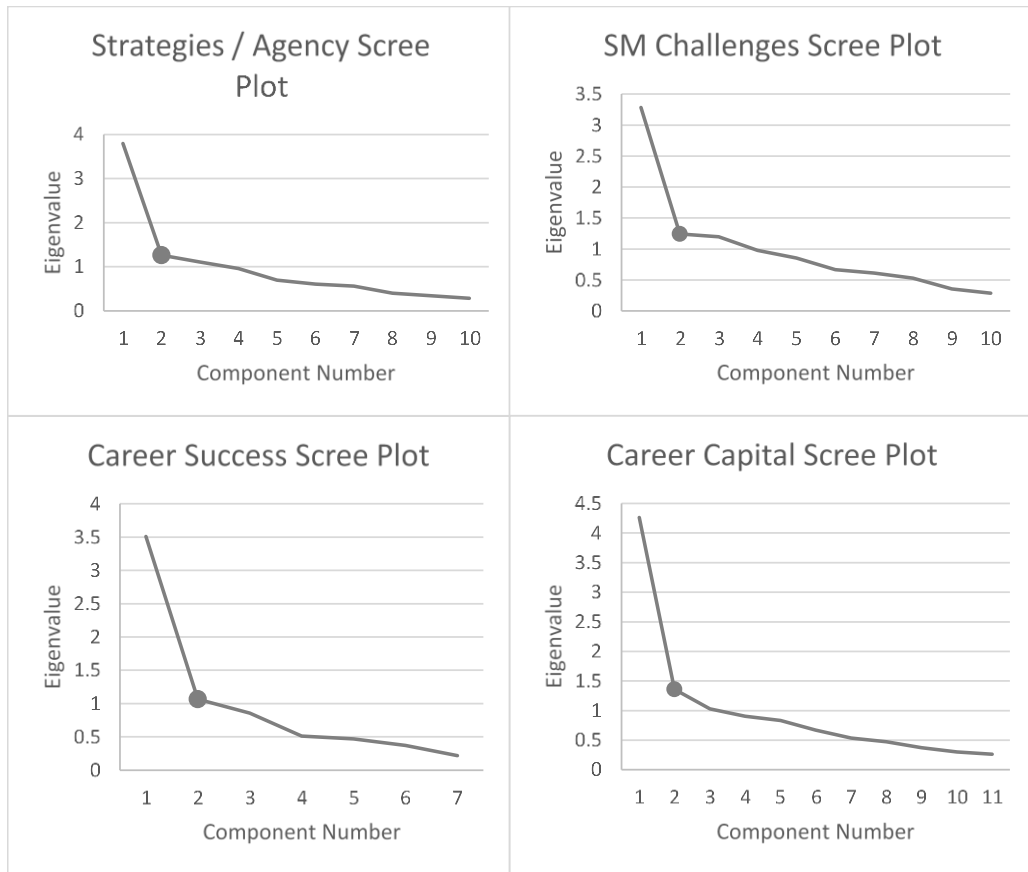


Figure 9: Construct Screeplots

Taking this into consideration meant that for each construct, the factor analysis had to be redone to “force” a one-factor solution instead of the Eigenvalue, thereby grouping all items for each construct under one component per construct, *Table 40* in *Appendix B* below. The one-factor solution same process was followed for career capital, strategies to build career capital and the SM challenges constructs. The final one-factor solution explained a total of 50.135% of the variance for career success, 38.753% for career capital, 37.953% for strategies and 32.835% for SM challenges (*Table 41* in *Appendix B* below).

4.7. Construct level correlation (H1 – H3)

Before carrying out a regression analysis on the hypotheses, a construct level correlation analysis was performed using the IMP SPSS (Version 26) to describe the strength and direction of the linear relationship between career success and the other three constructs. Using IBM SPSS (Version 26), a correlation analysis significant at 0.01 level (2-tailed) and based on $p < 0.05$ was conducted. Missing values were excluded pairwise.

The first row of the scatter plots below where career success as the dependent variable is on the y-axis and the other variables on the x-axis, indicate a moderately strong relationship between career success and career capital and a weak relationship between career success and the other variables, the weakest being with strategies to build career capital.

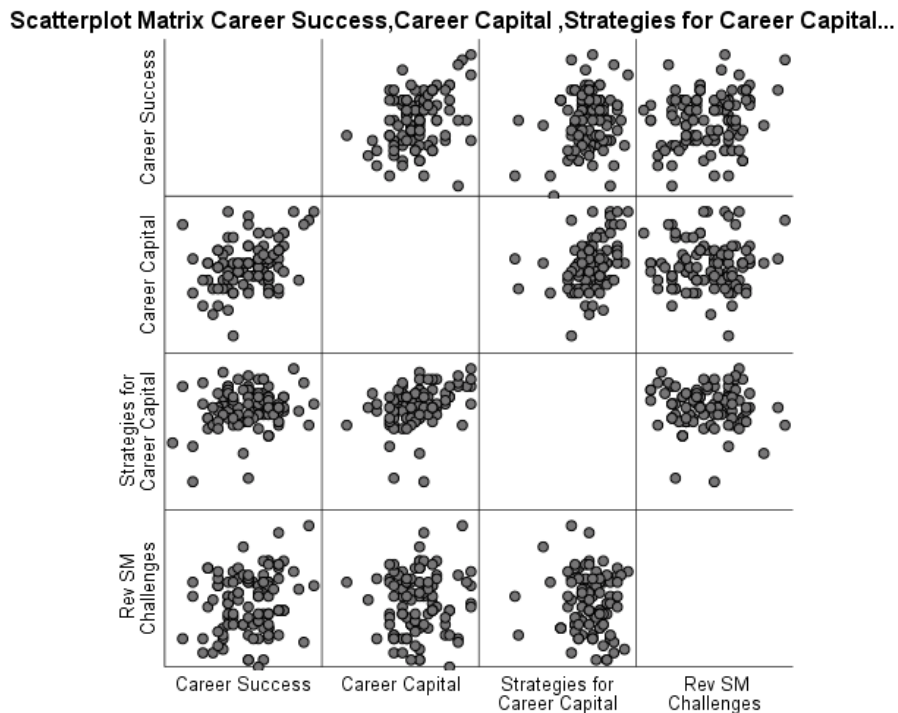


Figure 10: Correlation matrix scatterplot

In summary, there are positive correlations between all constructs except for SM challenges and agency. The positive correlations mean that a high score on one variable reflected a high score on the other, the highest relationship being between career capital and career success at ($r = .339$) reflecting a moderate correlation. The correlation between career success and strategies to build career capital ($r = .166$) and career success and challenges ($r = .204$) were positive but weak coinciding with the scatterplots above. The career success and challenges correlation shows that the less SM careers are limited by challenges (high score), the higher their career success (high score). This study was specifically focused on the relationship between career success and all the other variables as highlighted in *Table 13*.

There is a significant ($p = .000$) positive relationship between career success and career capital ($r = .339$), and a significant ($p = .000$) relationship between career success and SM challenges ($r = .204$). The correlation between strategies to build career capital (agency) and career success had a significance level greater than .05

making the relationship insignificant. There is a significant relationship ($p = .000$) between agency and career capital development and the two have the highest correlation ($r = .369$) and this relationship does not translate to a subsequent significant relationship between agency and career success.

Table 13: Construct level correlation analysis

Construct level Correlations					
		Career Success	Career Capital	Strategies for Career Capital	SM Challenges
Career Success	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	110			
Career Capital	Pearson Correlation	.339**	1		
	Sig. (2-tailed)	0.000			
	N	103	105		
Strategies for Career Capital	Pearson Correlation	0.166	.369**	1	
	Sig. (2-tailed)	0.089	0.000		
	N	106	101	108	
SM Challenges	Pearson Correlation	.204*	0.049	-0.066	1
	Sig. (2-tailed)	0.035	0.624	0.501	
	N	107	103	105	109
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

For the correlation analysis between career success and SM challenges, a high score (5) on SM challenges meant that the challenges had “not limited their careers at all” and therefore a high score (5) on career success would be expected which would mean that they had favourable career outcomes. A positive relationship between the two variables then meant that the higher the score on challenges not limiting their career, the higher their success.

4.8. Hypothesis 1

The objective of this hypothesis was to establish the relationship between SM challenges and SM career outcomes.

H1: SM challenges negatively impact career outcomes of SMs.

Statistical Hypotheses

Null Hypothesis (H₀): There is no relationship between SM challenges and career success

Alternate relationship (H₁): There is a significant relationship between SM challenges and career success

The following assumptions underpin this and all the other tests that were done for this study:

Assumption 1 – One dependent variable on a continuous scale measures at the interval level

Assumption 2 – One independent variable with two categorical groups, in this case, male and female

Assumption 3 – Observations are independent of each other

Assumption 4 – The population is normally distributed on the continuous dependent and independent variables

Assumption 5 – There are no significant outliers in the two groups in terms of the dependent variable

Assumption 6 – Variances are homogenous

A simple linear regression analysis was performed on IBM SPSS (version 26) to find the cause-and-effect relationship between the challenges (independent variable or predictor) and career success (dependent variable) being the dependent variable and SM challenges being the predictor. The null hypothesis rejection criterion was subject to the *p*-value being less than .05 at 0.01 level of significance (2-tailed).

4.8.1. Descriptive Statistics

The mean for career success was higher than the SM challenges variable with a mean of ($\bar{x} = 3.16 \pm .776$) and ($\bar{x} = 2.81 \pm .829$). The SM challenges variable scores were spread out more, ($s = .829$), than careers success scores ($s = .766$).

Table 14: Career success and SM challenges descriptive statistics

Descriptive Statistics

	N	Mean	Std. Deviation
Career Success	110	3.16	0.766
SM Challenges	109	2.81	0.829
Valid N (listwise)	107		

4.8.2. Results for Hypothesis 1

In running the regression analysis of the relationship between SM career limiting challenges and career success, no variables were removed and the results of the analysis, *Table 15*, show that 3.3% of the career success variance can be explained by SM challenges. The Adjusted *R* square is used instead of *R* square not only because the sample was too small but also because the *R* square is positively biased estimate. The significance value is ($p = .035$) which is less than .05 therefore this model was a good fit for the data.

Table 15: Career success and SM challenges regression analysis

Model Summary					ANOVA ^a	Coefficients ^a		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	.204 ^a	0.042	0.033	0.754	.035 ^b	0.189	2.140	0.035
a. Dependent Variable: Career Success								
b. Predictors: (Constant), SM Challenges								

4.8.3. Conclusion for Hypothesis 1

Although the relationship between career success and SM challenges is small and therefore, weak, the relationship is still considered to be statistically significant because the coefficients *p*-value ($p = .035$) is less than .05 (*Table 15*). The null hypothesis is therefore rejected in favour of the alternate hypothesis which states that there is a significant positive relationship between SM career limiting challenges and career success. Because for SM challenges the high scores reflect that the challenges are not career limiting at all then a positive relationship means that the less career limiting the challenges are the more successful SM careers are.

4.9. Hypothesis 2a

Theory states that there is or should be a positive relationship between career capital development and career success with career capital development positively

impacting career success

H2a: There is a positive relationship between SMEs' career capital development and SMEs' career success

Statistical Hypotheses

Null Hypothesis (H0): There is no significant relationship between career capital development and career success

Alternate relationship (H1): There is a significant relationship between career capital development and career success

A simple linear regression analysis was performed on IBM SPSS (version 26) to find the cause-and-effect relationship between the career capital development and career success, with career success being the dependent variable and SM challenges being the independent or predictor variable. The null hypothesis is rejected subject to the *p*-value being less than .05 at 0.01 level of significance (2-tailed). The assumptions stated above still apply.

4.9.1. Descriptive Statistics

The mean for career capital was higher than the career success variable with a mean of ($\bar{x} = 3.86 \pm .500$) for career capital and ($\bar{x} = 3.16 \pm .776$) for career success. The standard deviation for career capital was ($s = .500$) and was ($s = .766$) for career success meaning that the values for career capital were less spread out than the scores for career success reflecting less dispersion as seen in

Table 16.

Table 16: Career success and career capital descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Career Success	110	3.16	0.766
Career Capital	105	3.86	0.500
Valid N (listwise)	103		

4.9.2. Results for Hypothesis 2a

The regression analysis of the relationship between career success and career capital found that 10.6% (adjusted *R* square) of the career success variance can be attributed to career capital. The significance value is ($p = .000$) which is less than .05 therefore this model was a good fit for the data as seen in *Table 17*.

Table 17: Career success and career capital regression analysis

Model Summary					ANOVA ^a	Coefficients ^a		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	.339 ^a	0.115	0.106	0.724	.000 ^b	0.520	3.623	0.000
a. Dependent Variable: Career Success								
b. Predictors: (Constant), Career Capital								

4.9.3. Career Capital Components and Career Success Analysis

As part of Hypothesis 2a, the objective was to also test the effect of each career capital component (know-how, know-whom and know-why) on career success. In addition to the regression analysis of career capital as a construct and career success, a correlation analysis, and a regression analysis on the impact of each component on career success was performed. This is different from the sub-construct level analysis below because the aim here is to run the regression on career success as a construct not on its sub-constructs.

Table 18 shows that all three components are significantly related to career success with significant values of ($p = .025$) for know-how and career success, ($p = .003$) for know-whom and career success and ($p = .000$) for know-why and career success. There is a weak positive correlation between know-how and career success ($r = .218$) and for know-whom and career success ($r = .284$) but a moderately strong correlation between for know-why and career success ($r = .420$). A regression analysis of the relationship between career capital components and career success where no variables were removed was performed and the results of the analysis,

Table 19, show that only 3.8% and 7.2% of the career success variance can be

explained by know-how and know-whom respectively and 16.9% by know why. The significance values were below .05 therefore the models were a good fit for the data.

Table 18: Career capital components and career success correlation

Correlations		
		Career Success
Career Success	Pearson Correlation	1
	Sig. (2-tailed)	
	N	110
Know How Career Capital	Pearson Correlation	.218*
	Sig. (2-tailed)	0.025
	N	105
Know Whom Career Capital	Pearson Correlation	.284**
	Sig. (2-tailed)	0.003
	N	109
Know Why Career Capital	Pearson Correlation	.420**
	Sig. (2-tailed)	0.000
	N	109
*. Correlation is significant at the 0.05 level (2-tailed).		
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 19: Career capital components and career success regression analysis

Model Summary					ANOVA ^a	Coefficients ^a		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	.218 ^a	0.048	0.038	0.751	.025 ^b	0.218	2.268	0.025
2	.284 ^a	0.081	0.072	0.738	.003 ^b	0.284	3.066	0.003
3	.420 ^a	0.176	0.169	0.699	.000 ^b	0.420	4.786	0.000
a. Dependent Variable: Career Success								
b. Predictors: (Constant), 1 = Know-how, 2 = Know-whom, 3 = Know-why								

4.9.4. Career Capital and Career Success Sub-Construct Level Regression Analysis

In addition to the regression analysis on career success and career capital, career success and career capital elements, although not part of the hypothesis developed, the researcher conducted an additional regression analysis to test for a relationship at sub-construct level thus between career capital components (know-how, know-whom and know-why) and career success components (objective and subjective success). This was done to test if findings from other studies apply in the SAn context

(Järlström et al., 2020).

The regression analysis of the relationship between career capital components and career success components was performed with no variables removed and the results of the analysis,

Table 20, show that know-how and know-whom contribute 4.8% and 8.2% respectively to the variability of subjective career success reflecting while 23.7% is attributable to know-why capital. Know-how, know-whom and know-why only contribute 0.7%, 2.5% and 3.6% respectively to the variability of objective career success. The Adjusted *R*-square is used instead of *R*-square not only because the sample was too small but also because the *R*-square is a positively biased estimate.

For subjective career success all three elements of career capital have a significance levels less than .05 showing that the model is a good fit for the data and that the career capital components are statistically significant predictors of subjective career success. However, only know-why is a significant predictor of objective career success with a *p*-value ($p = .027$) which is less than .05.

Table 20: Career capital and career success sub-construct regression analysis

Subjective Career Success Model Summary					ANOVA ^a	Coefficients ^a		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	.240 ^a	0.057	0.048	0.840	.014 ^b	0.240	2.504	0.014
2	.301 ^a	0.091	0.082	0.825	.001 ^b	0.301	3.270	0.001
3	.494 ^a	0.244	0.237	0.752	.000 ^b	0.494	5.884	0.000

a. Dependent Variable: Subjective Career Success

b. Predictors: (Constant), 1 = Know-how , 2 = Know-whom, 3 = Know-why

Objective Career Success Model Summary					ANOVA ^a	Coefficients ^a		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	.127 ^a	0.016	0.007	0.850	.195 ^b	0.127	1.305	0.195
2	.185 ^a	0.034	0.025	0.842	.053 ^b	0.185	1.953	0.053
3	.211 ^a	0.044	0.036	0.837	.027 ^b	0.211	2.241	0.027

a. Dependent Variable: Objective Career Success
b. Predictors: (Constant), 1 = Know-how, 2 = Know-whom, 3 = Know-why

4.9.5. Conclusion for Hypothesis 2a

The relationship between career success and career capital is statistically significant because the p -value ($p = .000$) is less than .05 and therefore the null hypothesis was rejected in favour of the alternate hypothesis that states that there is a significant relationship between career capital and career success. The relationship is positive but weak positive meaning that career capital positively influences career success.

There is also evidence of all three career capital components being significant predictors of career success as the p -values are all below .05 with know-why having the highest relationship with career success as a stand-alone construct. On a sub-construct level, all p -values are less than .05 for subjective career success and only know-why has a p -value less than .05 for objective career success. This reflects a significant relationship between all three career capital components and subjective career success and a significant relationship between only one career capital component (know-why) and objective career success.

4.10. Hypothesis 2b

For hypothesis 2b the aim was to test if there is a significant relationship between the career capital components (know-how, know-whom and know-why) of SMs and with career success or career outcomes.

H2b: There is an association between know-how, know-why and know-whom and with career success.

Statistical Hypotheses

Null Hypothesis (H_0): There is no relationship between know-how, know-why and know-whom

Alternate relationship (H_1): There is a significant positive relationship between know-how, know-why and know-whom

Using IBM SPSS (Version 26), a correlation analysis significant at 0.01 level (2-tailed) and $p < 0.05$ was conducted. Missing values were excluded pairwise.

Rejection of the null hypothesis was based on p -value being less than .05.

4.10.1. Descriptive Statistics

According to *Table 21* below, the mean for know-how career capital is the highest ($\bar{x} = 4.07 \pm .499$), then know-why ($\bar{x} = 3.84 \pm .719$) and know-whom ($\bar{x} = 3.47 \pm .736$). The standard deviations which show dispersion of values is however lowest for know-how ($s = .499$) and highest for know-whom ($s = .736$) which means the values for know-whom are more dispersed than the other two components.

Table 21: Career capital component descriptive statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Know How Career Capital	4.07	0.499	107
Know Whom Career Capital	3.47	0.736	111
Know Why Career Capital	3.84	0.719	111

4.10.2. Results for Hypothesis 2b

With results significant at 0.01 level (2-tailed) and $p < 0.05$, the components of career capital are all positively correlated with know-whom and know-why having the highest correlation at ($r = .612$) followed by know-how and know-whom with a correlation of ($r = .488$) and know-how and know-why ranking lowest with a correlation of ($r = .478$). Know-whom has a strong relationship ($r > .5$) with both know-why and know-how than they are with each other which are moderately correlated ($3 < r < 5$), *Table 22*.

Table 22: Career capital component correlations

Correlations				
		Know How Career Capital	Know Whom Career Capital	Know Why Career Capital
Know How Career Capital	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	107		
Know Whom Career Capital	Pearson Correlation	.488**	1	
	Sig. (2-tailed)	0.000		

	N	106	111	
Know Why Career Capital	Pearson Correlation	.478**	.612**	1
	Sig. (2-tailed)	0.000	0.000	
	N	106	110	111
**. Correlation is significant at the 0.01 level (2-tailed).				

4.10.3. Conclusion for Hypothesis 2b

The result of this test shows a p -value less than .05 therefore there is a significant relationship or association between career capital components. The null hypothesis is therefore rejected in favour of the alternate hypothesis which states that there is a significant positive relationship between career capital elements in their impact on career success.

4.11. Hypothesis 3

SM adopt strategies to build their career capital with the intention to positively influence their career outcomes. Hypothesis 3 states that this SM agency is expected to have a positive impact on their career outcomes.

H3: Adoption of career capital building strategies positively influences career outcomes

Statistical Hypotheses

Null Hypothesis (H0): There is no significant relationship between adoption of career capital building strategies (agency) and career success

Alternate relationship (H1): There is a significant relationship between adoption of career capital building strategies (agency) and career success

A simple linear regression analysis was performed on IBM SPSS (version 26) to find the cause-and-effect relationship between the career capital development and career success, with career success being the dependent variable and SM challenges being the independent or predictor variable. The null hypothesis is rejected subject to the p -value being less than .05 at 0.01 level of significance (2-tailed).

4.11.1. Descriptive Statistics

The means for career success and strategies to build career capital were ($\bar{x} = 3.16$

$\pm .776$) and ($\bar{x} = 3.91 \pm .542$) reflecting a higher mean for career capital than career outcomes achieved. The career variable scores were spread out less than careers success scores at ($s = .542$) and ($s = .766$) respectively (*Table 23*).

Table 23: Career success and strategies to build career capital descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Career Success	110	3.16	0.766
Strategies for Career Capital	108	3.91	0.542
Valid N (listwise)	106		

4.11.2. Results for Hypothesis 3

The independent variable, strategies to build career capital, explains 1.8% of the career success variability based on the adjusted *R* square. However, the significance value is ($p = .089$) which is more than .05 therefore this model was not a good fit for the data (

Table 24).

Table 24: Career success and agency regression analysis

Model Summary					ANOVA ^a	Coefficients ^a		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	.166 ^a	0.028	0.018	0.759	.089 ^b	0.234	1.716	0.089
a. Dependent Variable: Career Success								
b. Predictors: (Constant), Strategies for Career Capital								

4.11.3. Grouped strategy and career success regression analysis

The items under “strategies to build career capital” were grouped according to the type of strategy that was being follow and the groupings were assimilation, marginalisation and separation, integration, problem-focused and emotion-focused. This was done to test which strategy had the most influence on career success. *Table 25* shows that only the problem-focused strategy (upskilling) has a significant relationship with career success with a *p*-value ($p = .025$). Consistent with the findings above, all the other strategies or forms of agency are not significant

predictors of career success and have no significant relationship with career success.

Table 25: Strategies to build career capital and career success regression analysis

Model Summary					ANOVA ^a	Coefficients ^a		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	.090 ^a	0.008	-0.001	0.767	.353 ^b	0.090	0.933	0.353
2	.095 ^a	0.009	0.000	0.766	.324 ^b	0.095	0.991	0.324
3	.119 ^a	0.014	0.005	0.764	.217 ^b	0.119	1.241	0.217
4	.214 ^a	0.046	0.037	0.752	.025 ^b	0.214	2.267	0.025
5	.105 ^a	0.011	0.002	0.766	.279 ^b	0.105	1.089	0.279

a. Dependent Variable: Career Success

b. Predictors: (Constant), 1 = Assimilation, 2 = Integration, 3 = Marginalisation/Separation, 4 = Problem-Focused, 5 = Emotion-Focused

4.11.4. Conclusion for Hypothesis 3

Based on the coefficients' significance value ($p = .089$), there is no significant relationship between career success and agency (strategies to build career capital) and only the problem-focused strategy, a form of agency, had a significant relationship with career success.

4.12. Additional Tests

4.12.1. Multiple Regression Analysis

The researcher also conducted a multiple regression analysis to analysis the combined effect of SM career limiting challenges, career capital development and strategies to build career capital on career success the results of which are shown in *Table 26* below. The analysis shows that 12.8% of the career success variability is explained by the combination of SM career limiting challenges, career capital and strategies to build career capital.

The ANOVA p -value ($p = .001$) is less than .05 which means the model is a good fit to the data. The coefficient significance values for career capital ($p = .003$) and SM challenges ($p = .042$) are less than .05 therefore there is a significant relationship

between career capital and career success, and SM challenges and career success and agency is not a significant predictor of career success. This coincides with the findings above.

Table 26: Multiple regression analysis (combined constructs)

Model Summary					ANOVA ^a	Coefficients ^a			
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Unstandardized Coefficients	t	Sig.
1	Constant	.393a	0.154	0.128	0.716	.001 ^b		0.697	0.487
	Career Capital						0.305	3.028	0.003
	Strategies for Career Capital						0.066	0.655	0.514
	SM Challenges						0.194	2.066	0.042
a. Dependent Variable: Career Success									
b. Predictors: (Constant), SM Challenges, Career Capital , Strategies for Career Capital									

4.12.2. Gender Contrasts in SM Career Success

Based on theory, differences in career success had to be measured based on gender. The intention was to test for differences based on skills levels, citizenship as well but due to the sample demographics, this could not be done. For example, the sample consisted of almost 70% Postgraduate, 20% University graduates while the other 10% was allocated to respondents with Diplomas and certificates making testing for differences difficult as the sample in terms of skills was not normally distributed and there was misrepresentation of the other skills levels. The same applies to citizenship where the respondents are predominantly permanent residents and citizens. Comparison with the other statuses was therefore deemed unsuitable.

To test for gender-based differences, an independent-samples *t*-test was performed using the IBM SPSS (Version 26) because it measures if differences exist between two independent groups being measure on a continuous scale, in this case, males and females measured only once. This was based on the probability being too small thus with a *p*-value of ($p < .05$) at a 95% confidence interval. This means that if ($p < .05$) then the null hypothesis is rejected. The test was done on the main construct instead of the sub constructs as there was no literature found on objective or subjective success gender-based differences.

4.12.2.1. Descriptive Statistics

The sample size for this test was 110 respondents with 38 female and 72 male respondents. The means are ($\bar{x} = 2.90 \pm .778$) for female respondents and is higher for male respondents whose mean is ($\bar{x} = 3.30 \pm .728$) The standard deviations for the female and male respondents are ($s = .778$) and ($s = .728$) respectively showing a slightly higher dispersion of scores for male respondents than female respondents as seen in *Table 27*.

Table 27: Career success description based on gender

Group Statistics					
Q1.Sex		N	Mean	Std. Deviation	Std. Error Mean
Career Success	Female	38	2.90	0.778	0.126
	Male	72	3.30	0.728	0.086

4.12.2.2. t-Test Results for Gender Differences

The Levene's test for equity of variance was used to test for homogeneity of variance (Chiba, 2015; Pallant, 2020) and if the p -value ($p > .05$) then equal variances are assumed as homogeneity is assumed. The Levene's test p -value is ($p = .464$) which is higher than ($p > .05$) therefore equal variances are assumed. The p -value (2-tailed) is ($p = .009$) which is less than .05 therefore there is a significant difference in the mean scores of female and male respondents in terms of career success. The standard error of difference at 95% confidence interval shows that the difference ranged from a lower end of -.696 to a higher end of -.103 with a mean difference of -.399. The p -value is less than .05 therefore the null hypothesis is rejected in favour of the alternate hypothesis that states that the means of males and females are not equal thus confirming that there is gender-based differences in terms of career success.

Table 28: Independent-samples t-test for career success

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Career Success	Equal variances assumed	0.540	0.464	-2.671	108	0.009	-0.399	0.149	-0.696	-0.103
	Equal variances not assumed			-2.617	71.232	0.011	-0.399	0.153	-0.704	-0.095

The *p*-value is less than .05 meaning that the means of male and female respondents are not equal thus confirming that there is gender-based differences in terms of career success with male respondents having a higher mean than female respondents.

4.13. Summary of findings

A summary of the finding is depicted in *Table 29* below:

Table 29: Summary of findings

H#	Hypothesis	Analysis Technique	Results
1	SM challenges negatively impact career outcomes of SMs	Correlation and Regression analysis	Null rejected
2	There is a positive relationship between SMs' career capital development and SMs' career success	Correlation and Regression analysis	Null rejected
3	There is an association between know-how, know-why and know-whom	Correlation and Regression analysis	Null rejected
4	Adoption of career capital building strategies (agency) positively influences career outcomes	Correlation and Regression analysis	Failed to reject null

4.14. Conclusion

The objective of this study was to test hypotheses that the researcher created from literature on SM career outcomes and career capital. The constructs that were tested

included career success (objective and subjective), career capital (know-how, know-whom and know-why), strategies to build career capital and SM career limiting challenges.

Validity and reliability results showed that all constructs were both reliable and valid. The factor analysis was carried out as a dimension reduction technique in an effort to possibly group the constructs into sub-constructs and to prove validity of the constructs. The factor analysis produced sub elements that were a close match to theory and the subdivision that the researcher already had but a one-factor solution was implemented as the hypotheses being tested did not necessarily require groupings. Where necessary, the sub-elements were used as the factor analysis had shown that they were valid.

The regression analysis found significant weak positive relationships for career success and SM career limiting challenges, and career success and career capital. However, there was no significant relationship found between career success and strategies to build career capital.

The additional independent samples *t*-test for gender-based differences found significant differences in career outcomes of male and female respondents. An additional multiple regression analysis was done to see the combined effect of the constructs on career success and it was found that agency was not a significant predictor of career success. Descriptive analysis of the sample was then carried out showing more male respondents than females, more respondents with degrees and postgraduate degrees and more permanent resident respondents. The descriptive analysis of the first hypothesis led to the rejection of the alternate hypothesis which stated that SM experience negative career outcomes.

5. DISCUSSION OF RESULTS

5.1. Introduction

This main focus of this study was on the relationship between career capital development and career outcomes of SMs in the SAn context, how these outcomes are affected by contextual challenges face by SM and how the strategies they adopt impact their career outcomes. Based on the findings outlined in the previous chapter, this chapter aims to reconcile the research objectives, literature and the results of this study with the intention to contribute to literature and to make suggestions for future research.

This chapter is structured such that there is a general discussion of the construct descriptive statistics then discussions per research objective and hypothesis. In both cases findings are linked back to literature.

5.2. Discussion of Construct Descriptive Statistics

Theory maintains that SMs, despite their potential that stems from their qualifications and expertise, are exposed to discrimination that hinder them from accessing career opportunities equivalent to their potential (Legrand et al., 2019). 90% of the sample have Postgraduate or University degrees and based on literature, it was expected that their careers would be below average. Mostly, SMs are underemployed and classified as a wasted human capital (Rajendran et al., 2020) due to exclusion from talent pools (O'Connor & Crowley-Henry, 2020), and because most of them self-initiate without the help of organisations in the host countries, they face more risks and are therefore exposed to career outcomes that are below average (Crowley-Henry et al., 2018; Guo & Al Ariss, 2015; Hajro et al., 2018).

However, the findings of this study reflect that SMs in SA have successful (above average) careers with almost all means above three. These means mean that most respondents agree or strongly agree with statements that suggest that their careers have progressed and that they are satisfied with their careers. This is not consistent with most literature that states that most SMs do not have successful careers due to the contextual challenges they face. The reason for this could be attributed to the demographics of the sample where the sample consist of highly educated individuals who exhibit agency.

The findings show career capital means up to 4.26 with know-how having the highest

means amongst the career capital components. This means that career capital has “improved or improved significantly” for most of the respondents. This would be an expected finding as workers are expected to develop career capital through their exposure and experience (Sutherland et al., 2015) and generally, network (know-whom), motivation (know-why) and expertise (know-how) gain is said to be associated with career engagement (Rodriguez & Scurry, 2014). Because SM take advantage of international job opportunities, they are expected to gain career capital when they take up jobs in other countries, thus development of career capital that can be transferred in any setting would be expected (Dickmann et al., 2018).

However, because career capital of SM is different from that of local workers, this finding was not consistent with SM career capital literature. SM face challenges that devalue their career capital because their skills are discounted and they are underemployed (Hajro et al., 2018) leading to know-how and know-why devaluation, they face discrimination (Crowley-Henry & Al Ariss, 2018) and legal and language barriers (Guo & Al Ariss, 2015) which affect their know-whom and know-why. The improvement in career capital of the sample can be attributed to recognition of potential and the provision of opportunities that the respondents of this study have possibly been exposed to (Rodriguez & Scurry, 2014).

The results for SM challenges show item means below three which means that most respondents’ careers have been limited by the contextual challenges they face. It would be expected that because of their responses to these challenges their career success and capital would be below average but that is not the case, and this could be due to other factors like the career capital they have accumulated. The finding that SM challenges have either “limited” or “strongly limited” (less than 3) the SMs’ career is consistent with literature that states that SMs face challenges that limit their careers, examples of which include skills discounting, underemployment, discrimination, legal and language barriers and lack of networks in the host countries (Crowley-Henry et al., 2018; Guo & Al Ariss, 2015; Legrand et al., 2019; O’Connor & Crowley-Henry, 2020; Rajendran et al., 2020).

Discrimination has the lowest mean ($\bar{x} = 1.92 \pm 1.222$) reflecting that discrimination has limited or strongly limited the careers of SMs in line with literature that insists that discrimination is the main SM challenge that limits SM career outcomes (Guo & Al Ariss, 2015; Hajro et al., 2018; Legrand et al., 2019; O’Connor & Crowley-Henry, 2020). Language proficiency and the inability to speak one or more official languages

scored more than the average score (three) meaning that, contrary to literature that states that language and the way people speak leads to discrimination which negatively affects their career outcomes (Guo & Al Ariss, 2015), the results are different in SA. This could be attributable to the fact that most of the SM in SA are of Southern African origin (The World Bank Group, 2018), and can therefore speak at least one of the SA official languages and English.

The findings from the SM challenges would lead to an assumption that the means for career success and career capital should be low as well but that was not the case, and this was not consistent with literature. However, this can be explained by the high levels of agency (strategies to build career capital) which show means up to 4.20. It is possible that the career success levels are higher than expected due to the rewards in SA being higher than the career rewards in their home countries (Weda & de Villiers, 2019), therefore, this comparison might influence their perception of what success is. The scale means are 3.16 for career success, 3.86 for career capital, 2.18 for SM challenges and 3.91 for agency being the highest meaning that the respondents exhibit high agency. SM generally exhibit high levels of agency by adopting strategies to build know-how (upskilling), know-whom (assimilation and integration into host culture to develop networks) and know-why (adjusting their career goals) (Hajro et al., 2018) and as a result their career success is high and career capital is improved but they still face SM challenges that impact their careers negatively. However, the high levels of agency in this sample can be explained by the sample's qualification levels.

5.2.1. Conclusion for Construct Descriptive Statistics

Although theory states that highly qualified migrants' skills are undervalued and they face negative career outcomes as a result of context, in this case, challenges, the findings of this study disputed this notion as the findings showed that more of the respondents were neutral, agreed or strongly agreed that they are satisfied with their careers and that their careers are progressing well. Studies also show that due to SM challenges, SM migrants' career capital stagnates despite efforts to build the career capital (Rodriguez & Scurry, 2014), and although it would ordinarily be expected for career capital to stagnate due to these challenges, the career capitals of the this study's respondents improved. This could be explained by studies that proposed that the career capital actually improves with foreign assignments (Mäkelä et al., 2016) but those studies did not look at the contextual challenges faced by SMs.

The respondents of this study, based on the means, reported high career capital developments which could be attributed to their high agency as found by this study and not due to the lack of SM challenges that limit success as the study found that although their career capital and outcomes are high, they still do face the SM challenges. Some of the challenges might not have applied in the SAn setting and language or the way SMs speak are examples of this. On this point, the dispute with theory is solely based on contextual differences between this study and other studies.

5.3. Discussion of Hypothesis 1

SM challenges negatively impact career outcomes of SMs



Figure 11: Hypothesis 1 on SM challenges and career success

Studies have suggested that SM face negative career outcomes because of the career limiting challenges they face and therefore the aim of Hypothesis 1 was to determine for the relationship between SM challenges and SM career outcomes in the SAn context. SM have been associated with a skills paradox whereby they face downward career moves regardless of their knowledge base or experience (Zikic, 2015). This is a result of discrimination (Dietz et al., 2015) which results in all the other challenges SMs face. SMs usually have lower salaries, the conditions at work are below those of locals and they are exposed to underutilisation of skills (know-why) (Hajro et al., 2018) of which salaries and working conditions are measures of career success.

The result of this study showed a positive but weak correlation between career success and SM challenges but the relationship between the two constructs was significant as the p -value ($p = .035$) was less than .05. A positive correlation means that as scores of one variable increase, then the scores of the other variable also increase (Pallant, 2020). As the score of SM challenges increased (not limited career success at all) the scores of career success increases. This reflects that responses that state that careers had been limited by certain challenges corresponded with responses that their careers were not as successful.

The correlation analysis just showed the relationship between career success and

SM challenges, it did not show how the independent variable, in this case SM challenges, impacts the dependent variable, thus career success, therefore, the regression analysis gave a clearer picture of this relationship. The mean for SM challenges is ($\bar{x} = 2.18$) which is less than three thereby reflecting that most respondents' careers had been limited by SM challenges. The mean for career success on the other hand is ($\bar{x} = 3.16$) reflecting most of the respondents achieved career success contrary to literature. The regression analysis showed a significant relationship ($p = .035$) between SM challenges and career success with 3.3% of the career success variability attributed to SM challenges. The finding shows that although the correlation between career success and SM challenges is weak, the relationship is significant thus SM challenges negatively impact career outcomes.

This is consistent with theory that states that despite their skills, expertise and motivation to migrate, SMs' careers are negatively impacted by the challenges they are exposed to. The results show that discrimination has the lowest mean of all SM challenge items and it is the main challenge that exacerbates the other career limiting challenges that SMs face because it results in underemployment, underutilization of skills, skills discounting and legal constraints all of which contribute to negative career outcomes (Dietz et al., 2015; Guo & Al Ariss, 2015; O'Connor & Crowley-Henry, 2020; Zikic, 2015). O'Connor & Crowley-Henry (2020) argued that time and space (context) determines the career outcomes of SM and this result can be attributable to the time and space in which the SMs in SA operate.

The finding that SM challenges limit or reduce career success is consistent with literature which highlights that migrant careers are negatively impacted by the contextual challenges they face upon migration because the obstacles they face prevent them from realising their potential (Legrand et al., 2019) and therefore SM who face SM challenges do not experience advancement in their careers (Rajendran et al., 2020). Self-initiated SMs tend to have low ranked jobs and negative career outcomes (Dickmann et al., 2018; Hajro et al., 2018) as they face more challenges and this coincides with the findings of this study that SM who face challenges that limit their careers do not have successful careers. The relationship is however weak for the respondents of this study because although they do face challenges, they still have success careers.

Based on these findings, it can be inferred that although SM challenges limit careers of SMs in SA, they still experience favourable career outcomes and this can be

accredited to other factors and not limited to the factors discussed in this study (career capital and agency). As literature has it, the respondents were possibly company sponsored SMs (Rodriguez & Scurry, 2014), thereby, although they face challenges that have limited their careers, they still have positive career outcomes within the organisations that sponsored them. It could also be a result of their residence status as theory states that permanent residents or SM who have acquired citizenship tend to experience favourable career outcomes (Rajendran et al., 2020). This however does not discount the findings of this study which coincide with theory that there is a relationship between SM challenges and their career success such that when SM career limiting challenges increase their career success is expected to be compromised.

5.3.1. Conclusion for Hypothesis 1

The first hypothesis aimed to determine if SM challenges that limit careers had an impact on the career success of SMs. Consistent with literature and proving that SM do experience challenges that they perceive to have limited their careers, the result of this study confirmed the hypothesis that there is a significant relationship between SM challenges and career success. As the SM challenges increase, career success decreases, and this is consistent with literature. Discrimination was found to be the highest career limiting factor and this can be linked to literature that suggests that discrimination is the main factor that leads to exposure to all the other SM challenges.

5.4. Discussion of Hypothesis 2a

There is a positive relationship between SMs' career capital development and SMs' career success



Figure 12: Hypothesis 2a on career capital and career success

Hypothesis 2a aimed to test the significance of the relationship between SM career capital development and SM career success and determine the significance of career capital as a predictor of career success. The correlation analysis of career capital

and career success was done to test for the significance of the relationship and the results show a moderate positive relationship between the two constructs at ($r = .339$) and significant at ($p = .000$). This proves that there is a positive relationship between career capital and career success such that when career capital increases, career success increases as well. If career capital is not recognised due to discrimination for example, which is the case for SMs, their career outcomes are compromised (Landolt & Thieme, 2018) therefore this is asserted by the finding that when career capital does not improve then career success is also hindered.

The correlation however did not look at the cause-and-effect relationship between career capital and career success therefore a regression analysis was carried out and the descriptive stats showed that the career capital mean ($\bar{x} = 3.86$) was higher than the career success mean ($\bar{x} = 3.16$). The means show that career capital of the sample has improved more than their perceived career success and this is consistent with literature on SMs which states that it takes more effort to develop their career capital to achieve career success (Sutherland et al., 2015). The regression analysis which aimed to explain the relationship, further found that 10.6% of career success could be explained by career capital development and the relationship is significant at ($p = .000$) supporting theory that affirms that career capital is the accumulation of resources that influence career success and is therefore an important predictor of career success; its development positively influencing career success (Järlström et al., 2020).

As previously stated, the value of career capital on career outcomes depends on the conditions of the SM's employment where awareness of its value and worth leads to positive employment outcomes (Rodriguez & Scurry, 2014). The results that there is a positive relationship with SM career capital development (if developed) and career success (if successful) holds true to these theoretical suggestions. Development of career capitals is expected to produce positive future returns in terms of career outcomes (Sutherland et al., 2015). Moving to another country in an effort to advance one's career is said to translate to career capital development and is evidence of the recognition of one's career goals, identity and motivation to pursue one's goals (Kozhevnikov, 2020), thereby leading to positive career outcomes as found by this study.

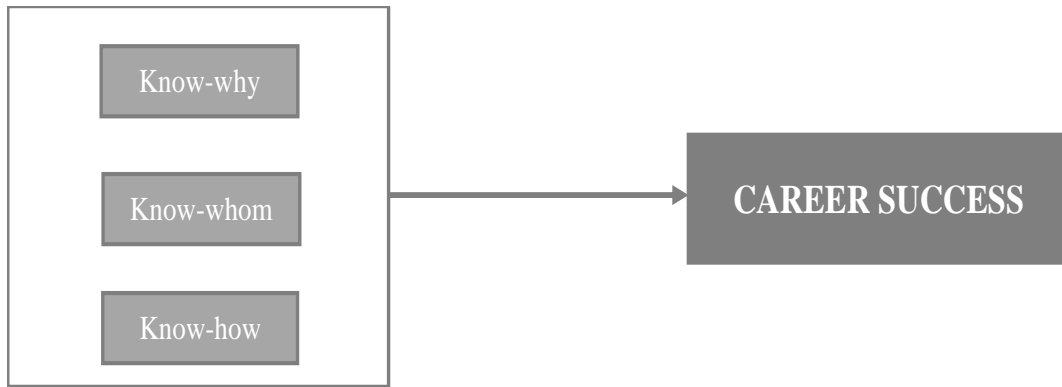


Figure 13: Relationship between career capital components and career success

Figure 13 is a depiction of the additional test that was done to support Hypothesis 2a by getting a clearer view of the relationship between career capital and career success. To do this, a correlation analysis and regression analysis were performed using the components of career capital (know-how, know-whom and know-why) as predictors of career success. The results of the correlations showed that all three components have a positive relationship with career success with know-why having the highest relationship. Know-how refers to the human capital of an individual, thus skills and competencies that lead to career success, know-whom is social capital whereby one uses their networks and social connections to advance and know-why is concerned with identify, motivations, confidence and self-awareness in relation to career development (Brown et al., 2020; Dickmann et al., 2018; Legrand et al., 2019; Rodriguez & Scurry, 2014; Sutherland et al., 2015), all of which aid career success. Based on this theory it is expected that each component of career capital has a significant relationship with career success such that when the career capital components increase, so does career success.

While some scholars have stated that social capital (know-whom) has the highest contribution to career success through the development of career opportunities, that human capital (know-how) is only valuable in the presence of social capital and that social capital has the highest influence on the other two capitals (Dickmann et al., 2018; Landolt & Thieme, 2018; Zikic, 2015), others argue that human capital has the most influence on career outcomes (Dietz et al., 2015; Järlström et al., 2020) and others argue for know-why to be the most impactful (Zikic, 2015).

However, literature maintains that the development of each of the three forms of career capital leads to favourable career outcomes and that they cannot function in

isolation (Zikic, 2015). This study, in line with theory, also found that there is a positive relationship between the components and career success, although the correlation showed know-why to have a higher relationship with career success. The reason for this could be that almost 90% of the respondents were postgraduates and university graduates who are motivated to pursue their careers through acquisition of qualifications and motivation is a sign of know-why development. The regression analysis showed that the career capital components each were significant predictors of career success with know-how contributing 3.8%, know-whom contributing 7.2% and know-why again contributing more than 16.9% to career success variability.

A more granular analysis was done to test for the relationship between the career capital and career success on a component basis and the results showed that each of the career capital components had a significant positive relationship with subjective career success but only know-why had a significant relationship with objective career success. Know-how contributes 4.8%, know-whom contributes 8.2% and know-why 23.7% to subjective success variability and although significant, know-why only contributes 3.6% to objective success. On this granular level, it becomes clear that only know-why drives objective career success, which refers to visible outcomes like salary and title (O'Connor & Crowley-Henry, 2020), meaning that SMs are motivated to pursue their career by what they can see in the host country compared to what they had at home. However, SMs in SA are also motivated by career satisfaction which are inherent values that are linked to motivation and identity. This is consistent with literature that states that SM are motivated (know-why) to migrate by lack of opportunities at home and better standards of living in the host country (objective and subjective success) and that the higher the know-why (motivation), the higher the chances of them adapting (know-how) and integrating (know-whom) (Zikic, 2015).

The finding that know-why, also referred to as psychological capital (Järnlström et al., 2020), has a higher impact on career success as a construct and on the sub-constructs of career success is consistent with literature that people with high know-why capital usually adopt strategies to improve their career capital which in turn positively impacts their careers. However, the study by Järnlström, Brandt & Rajala (2020) only found a relationship between know-why and the two elements of career success. This study coincides partly with the study by Heslin et al. (2019) who theorised that all three elements of career capital had a significant positive relationship with the two elements of career success. The difference is that in this

study know-how and know-whom do not have a significant relationship with objective career success and the assumption to why this is the case is that motivated people have a positive outlook and therefore use their agency to seek out both forms of career success while people with human capital and social capital do not feel satisfied when they compare the efforts it takes to gain skills and networks with actual career progress (objective career success) (Heslin et al., 2019).

Interestingly, in all the tests, be it career capital components and career success or career capital components and career success components, know-how had the least contribution to career success although the highest mean. This is however proof that know-how is indeed only valuable in the presence of know-whom and know why (Landolt & Thieme, 2018). The assumption is that one can have high human capital but they need to stay motivated to pursue their career in the presence of challenges they face upon migration, and, they need networks that will activate the human capital by providing opportunities. Human capital is affected the most by SM challenges in terms of undervaluation of skills and underemployment, moreover, it can be unfairly compared to locals unlike motivation and networks which are more intrinsic than skills and experience.

5.4.1. Conclusion for Hypothesis 2a

Since literature has stated that the development of each capital leads to career success, the results assert this view, thus career success and career capital are positively correlated, and career capital is a significant predictor of career success. SM accumulate career capital during migration and this career capital development is said to be positively related and has an impact on career success. The result show that know-why contributes the most to career success, be it as a combined construct or at a sub-construct level. The results are consistent with literature and therefore confirm that through the accumulation of career capital components, one has access to networks which create, their skills improve and are acknowledged and they understand who they are and are motivated to pursue their careers regardless of the challenges they face.

The career capital accumulation for SMs, although expected to be low due to contextual issues, is high in this study and has the same effects on career success as any other worker.

5.5. Discussion of Hypothesis 2b

There is an association between know-how, know-why and know-whom

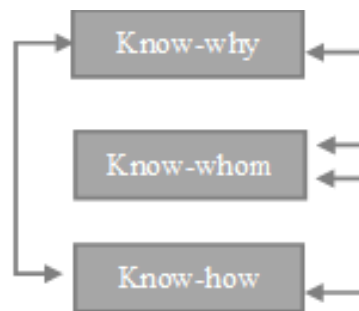


Figure 14: Hypothesis 2b on the association between career capital elements

Hypothesis 2b is a build-up on Hypothesis 2a. After determining the relationship between the career capital components and career success, the researcher used the correlation analysis to determine if there is an association between career capital components as seen in literature that suggests that the three elements cannot exist in isolation of each other (Zikic, 2015), or if they work in isolation to achieve success. This was also done to test if theory that states that although the components are related to each other, social capital (know-whom) has a stronger relationship with human capital and know-why (Zikic, 2015).

The means show that know-how has the highest mean of ($\bar{x} = 4.07$) reflecting that the SMs in SA put more effort in the development of know-how than the other two elements but despite the effort they put in to gain skills and expertise, that component does not have the highest influence on their career outcomes and has a weaker correlation to know-why than know-whom. The results show a significant ($p = .000$) correlations of ($r = .612$) for know-whom and know-why, ($r = .488$) for know-whom and know-how and ($r = .478$) for know-how and know why reflecting that know-whom has a stronger relationship with know-how and know-why than they with each other. This finding is consistent with literature and it can be asserted that since know-why is the most significant predictor of career success and there is a higher development of human capital, they both can only be activated and become valuable if the SM has social ties (high social capital) that support their career (Landolt & Thieme, 2018). In their paper, Järnlström, Brandt & Rajala (2020) stated that know-how can be easily eroded by discrimination as work or skills discounting for example and it is harder to stay motivated in the presence of persistent career limiting challenges but the value social capital is hard to erode.

However, despite the fact that there is a higher correlation between know-whom and know-why, all the elements either have a moderate or strong correlation with each other. This hypothesis was guided by literature by Zikic (2015) which stated that the three elements influence each other, and their relationship is cyclical in nature. Due to the challenge to create higher status connections, social capital creates motivation to integrate (know-why) and the need to learn about local business culture in one's network (human capital). Know-why leads to the ability to adapt to local culture (social capital) stemming from the motivation to migrate and adapting to the expectations of the labour market in terms of qualifications leads to getting new skills (human capital). Human capital on the other hand, through learning about the local business culture, one develops new networks (social capital) and adapting to the local labour market is driven by know-why. The respondents have high levels of human capital which is activated by the social networks they have in SA thereby increasing their motivation to build their careers.

5.5.1. Conclusion for Hypothesis 2b

The objective of this hypothesis was to test if there is an association between the career capital components (know-how, know-whom and know-why) as suggested by literature. The responses showed that there was a significant and moderately strong association between know-why and know-how and know-whom and know-how but there was a strong significant positive relationship between know-whom and know-why. This means that there is a higher correlation between know-whom and know-why which can be explained by the fact that as know-whom increases in terms of networks, motivation is also increased. The responses are consistent to literature which states that the three elements cannot function in the absence of one component and that know-how and know-why are more valuable in the presence of know-whom (Zikic, 2015)

5.6. Discussion of Hypothesis 3

Adoption of career capital building strategies positively influences career success



Figure 15: Hypothesis 3 on agency and career capital

Strategies to build career capital, referred to in this study as “agency” were measured as a predictor of SM career success because literature has always maintained that in, general, individuals who have high levels of agency experience favourable career outcome therefore the aim of this study was to find out if there is a relationship between SMs’ agency and career success. The descriptive stats of all main constructs show that agency has the highest mean ($\bar{x} = 3.91 \pm .542$) and item means ranging from ($\bar{x} = 3.35 \pm .891$) to ($\bar{x} = 4.20 \pm .913$) making it the construct with the highest means. This is consistent with literature which states that SMs exhibit a mixture of boundaryless, protean, kaleidoscopic and even instrumentalist career groups (Dickmann et al., 2018; Mainiero & Sullivan, 2005; O’Connor & Crowley-Henry, 2020; Rodriguez & Scurry, 2014; Sutherland et al., 2015) all of which are anchored in an individual’s level of agency.

The highest item mean scores were question 29 and 30 which suggest that SMs depend on their unique skills and acquire additional qualifications for an advantage in the labour market portraying elements of a boundaryless career and question 32 and 33 which show that SMs always put extra effort and maintain a positive attitude thereby portraying elements of a kaleidoscopic career. The other items also scored high, thus more than 3.50, reflecting a high level of agency. These results in terms of means coincides with literature as it has been theorised that a high degree of agency is necessary for SMs as they face challenges that might hinder their career progress (Sarpong & Maclean, 2019).

The intention of this hypothesis was to determine how SMs deal with the challenges they face and in turn, achieve favourable career outcomes. The aim was to determine how the action of migration influences the SMs’ actions and how those actions can predict their career outcomes. A correlation analysis of agency and career success shows that although positively correlated ($p = 0.166$), but the relationship is not significant resulting in the failure to reject the null hypothesis which states that there is no relationship between career success and agency although individually both

showed high outcomes. SM career success was high, and so was their agency, but there is interestingly no relationship between the two constructs (agency and success). This finding was not in line with theory that maintains that there is a relationship but it is understandable since the majority of the sample are postgraduate students with high levels of agency already and their careers might be influenced by other factors.

The regression analysis also revealed that only 1.8% of career success variance could be explained by agency but the relationship was not significant ($p = .089$) therefore SM agency cannot be used as a predictor of career success. This was an unexpected finding because it was hypothesised that agency is positively related to career success because it leads to career capital accumulation which leads to career success. Some studies even directly link it to career success regardless of the career capital accumulation. That would also have aligned with literature that agency in developing career capital components contributes to career success (Dheer & Lenartowicz, 2018; Hajro et al., 2018; Legrand et al., 2019; Rajendran et al., 2020). This finding could be explained by the fact that the respondents' careers do not actually depend on their agency but other factors like career capital, context in which they operate or the type of SM they are (self-initiated or company sponsored). However, for career success to be favourable, career capital needs to be developed and the development of career capital depends on an individual's agency, but this study found that agency itself was not a predictor of career success but of career capital.

Consistent with literature (Rodriguez & Scurry, 2014), an assumption that although they exhibited high levels of agency, most of the respondents might not have self-initiated therefore their careers were not greatly impacted by the contextual challenges, neither were they influenced by their high levels of agency. The reason for this unexpected finding was then assumed to have possibly been because agency is either only related to career capital or is a moderator between career capital but there was no literature to support this assumption and therefore a partial correlation with agency as a control variable on the relationship between career capital and career success was not conducted.

As an additional analysis, the correlation between agency and career capital improvements showed that the two constructs are correlated, and the relationship is significant and moderately strong ($p = .369$). Interestingly, although not part of the

hypotheses being tested, the relationship between career capital and agency was the highest correlation amongst all construct correlations. In an effort to further explain the findings of the relationship career success and agency, the agency construct was split into five subconstructs to see if there was a possibility of some agency items being predictors of career success. The groupings were assimilation (taking up the host culture), marginalisation and separation (keeping own culture or showing no interest in host culture due to discrimination), integration (keeping own and show interest in the host culture), problem-focused (upskilling) and emotion-focused (adjusting goals to meet local requirements or maintaining a positive attitude about one's career), all of which have been linked with or resulted in positive career outcomes (Hajro et al., 2018).

Only the problem-focused strategy is a significant predictor of career success explaining only 3.7% of career success variability at ($p = .025$) and this somewhat aligns with the rest of the findings above because it has been noted that know-how capital has the highest mean in terms of career capital components and that could explain why only agency related to know-how had an impact on career success as respondents seem to exert more effort in building that human capital. It can be argued that assimilation is not a form of agency but for purposes of this study, it was treated as a strategy willingly adopted by the respondents to build social capital (know-whom) with an expectation that it would result in career success. Although all items and groups were adopted, they could not be used as predictors of career success.

5.6.1. Conclusion for Hypothesis 3

Although the respondents show high levels of career success and high levels of agency, and there is a positive relationship between the two constructs, the correlation is insignificant meaning that agency is not significantly related to career success. The regression analysis shows that only 1.8% of the career success variance is explained by agency but based on the significance level outcome ($p = .089$) this has an insignificant influence on career success and the two are not significantly related. This result would hold true if the SMs were self-initiated leading to the assumption that the respondents are possibly company sponsored and their career outcomes are therefore not influenced by their level of agency.

On an agency sub-variable level, the independent factors (assimilation, marginalisation and separation, integration and emotion-focused) have a low and

insignificant correlation but problem-focused (know-how) agency has a low but significant impact on career success. This might be a result of the high know-how capital accumulation shown in Hypothesis 2a which is a result of know-how agency. Since know-how capital increases have had an influence career success, know-how agency might also impact career success.

5.7. Discussion of Additional Tests

5.7.1. Discussion of the Multiple Regression

The multiple regression of the combined effect of the independent variables (career capital, SM challenges and agency) on the dependent variable (career success) was done as an additional test with the aim to test if the above findings would hold. The regression analysis shows that the model was a good fit for the data and that the combined constructs positively influence career success at a ($p = .001$) level of significance. However, SM challenges and career capital are significant predictors of career success at ($p = .042$) and ($p = .003$) respectively whereas, consistent to the above findings, agency is not a significant predictor of career success ($p = .514$) even when combined with the other independent variables to determine a combined effect on career success. The combined elements explain 12.8% of the career success variability. This finding reflects that although combined with career capital and SM challenges, there is still not relationship between the agency of the respondents and their career outcomes. Agency does not influence career success and there is not relationship between agency and career success. The reaction of one variable to an increase or decrease of the other variable is unknown and whether agency is high or low, career success cannot be predicted. The assumed explanations for this are outlines in the previous section (hypothesis 3).

5.7.2. Discussion of the *t*-Test for Gender Differences

Although not part of the research hypothesis due to theoretical limitations, the independent samples *t*-test for gender based differences was conducted because women career outcomes are impacted by their social roles and are therefore forced to migrate (Guo & Al Ariss, 2015) but they are often forced to be underemployed due to additional barriers over and above SM challenges that are a result of biases and other commitments (Guo & Al Ariss, 2015; O'Connor & Crowley-Henry, 2020) thereby resulting in career outcomes that are not equal to that of men.

The mean for career success for female respondents were lower than that of male respondents at ($\bar{x} = 2.90 \pm .778$) and ($\bar{x} = 3.30 \pm .728$) respectively, thus, the career outcomes of the female respondents was below average while that of male respondents was higher than average thereby reflecting that men have more successful careers than women. The difference is also significant at ($p = .009$) thereby confirming that the population means of males and females in terms of career success are not equal. This can be explained by literature that states which the career outcomes for women might be based on their careers being mostly Kaleidoscopic as they seek authenticity, balance and challenge which their assignments do not provide upon migration (Kirk, 2016; Mainiero & Sullivan, 2005) thereby showing prominence of downward career moves for women (O'Connor & Crowley-Henry, 2020) since they are only viewed as partners to men when they move and their skills are overlooked (Bailey & Mulder, 2017).

It can be assumed that gender-based biases and barriers could be the reason for this finding and the female respondents possibly are more inclined to authentic work where they can find work-life-balance between work and their social responsibilities and the kind of work that can challenge them but they are not necessarily finding that in SA. Before cleaning the data, the descriptive statistics showed that more respondents with spousal permits are females which further confirms that they normally migrate as "co-movers" to their spouses and therefore their skills are overlooked.

5.7.3. Conclusion for Additional Tests

The multiple regression as an additional test proved that the combined independent constructs were significant predictors of career success but consistent to the findings for Hypothesis 3, agency is not a significant contributor to the model, but this was not consistent with literature. During foreign assignments, SM exhibit high levels of agency and this agency is expected to have a positive relationship with career success but based on the findings, that is not the case. More research focusing on why this is so is therefore recommended.

The other additional test conducted was the *t*-test for gender differences in terms of career success. Male respondent experience favourable career outcomes while the female respondents experience career outcomes below average. The test for difference showed that the differences in means was not zero and was significant in favour of male respondents. The reason for this finding proves that women face

outcomes that are below the male outcomes and this can be attributable to either their kaleidoscopic desires to seek out authenticity, balance and challenge or it can be attributed to the lack of recognition of their contribution in the SAn labour market as a result of either discriminations or gender bias (Bailey & Mulder, 2017; Kirk, 2016; Mainiero & Sullivan, 2005; O'Connor & Crowley-Henry, 2020).

5.8. Conclusion

Based on the findings outlined in the previous chapter, this chapter gave a discussion of the findings in order to answer the research objectives set out for this study thus to measure the impact of SM challenges, career capital and strategies to build career capital (agency) on career success and to determine if the career capital components are associated to one another.

The results for the first objective, measuring the impact of SM challenges on career success, firstly shows a significant positive relationship between the two constructs and secondly, shows that SM challenges are a significant predictor of career success. Most respondents have experiences challenges that limited SM careers and still have successful careers but on a regression basis, the results show evidence that SM challenges that limit careers negatively impact career success coinciding with literature on the career capital and career success relationship.

The second objective aimed to determine the relationship between career capital and career success and whether the relationship was positive or negative. The research found that there is a weak and positive correlation between career capital and career success and that career capital positively influences career success thus, high career capital leads to success in terms of careers. All career capital components are also positively related to career success but, although the three components are positively related to subjective career success, only know-why has a relationship with objective career success. The second part of the objective aimed to determine if the elements of career capital were related to one another and the finding discussed above is that there is positive relationship between the components and know-whom has a stronger relationship with the other 2 components. This aligns with theory on career capital elements.

The final objective of the study aimed to determine if there was a relationship between SM agency and career success. Although individual both constructs scored high means reflecting and high level of agency and career success, the two

constructs are not related to one another and agency therefore cannot be used as a predictor of success. This did not align with literature which states that high a level of agency positively impacts career outcomes of SMEs as the relationship between the two, although positive, is not significant.

However, all R-square values (effect) were low (less than 35%) therefore, although they showed positive and significant correlations, they were not of practical significance. They can however be used to gain an understanding of the phenomena being studied as they are statistically significant and since this study is a social phenomenon, the low R-square values are expected.

6. CONCLUSION AND RECOMMENDATIONS

6.1. Introduction

The study aimed to understand the impact and relationships that SM challenges, career capital and adoption of strategies to build career capital have on SMs' career outcomes. Anchored in theory on career capital and career success of SMs, the study intended to explain SM careers by identifying the impacts of challenges caused by discrimination in the labour market. There has been limited research on SM career outcomes and the few studies that have been done assert that qualified and SMs had unfavourable outcomes (Legrand et al., 2019; O'Connor & Crowley-Henry, 2020; Rajendran et al., 2020) by looking at either career capital or challenges or individual agency. This quantitative study took a threefold approach to ensure that all three elements that are said to influence migrant career outcomes were taken into consideration and to determine their combined effect.

Although the main aim was to determine the impact of career capital improvement on career success, the effect of the context in which SMs operate could not be ignored and the impact of their agency had to also be determined. The first chapter of this study shows that despite being a source of value that economies and organisation can use to keep up with skills shortages and the rapid rate of globalisation, SMs are exposed to discrimination which leads to challenges that create career capital stagnation and subsequent negative career outcomes which can be turned around by having high levels individual agency (Rajendran et al., 2020; Rodriguez & Scurry, 2014). Tests were done to prove this statement.

The findings for Objectives 1 to 3 confirm literature propositions that career success of SMs has a relationship and is impacted by career capital development and SM challenges but contrary to other studies, agency was found to not have a relationship or a significant influence on career success. Challenges do hinder the accumulation of career capital and favourable career success but the results showed that the SMs in SA experience high levels of career capital, career success which can be attributed to other factors that influence career outcomes as suggested in this chapter for future research.

This chapter therefore summarises the research findings per objective, gives a proposed model based on findings, outlines the implications of the research to managers and makes recommendations future studies based on the identified

limitations of this study and based on recommendations from migration studies scholars.

6.2. Principal Conclusions

6.2.1. Research Objective 1

The first objective of this study was to measure the impact of SM challenges on career success and the results were as expected in the sense that they confirmed literature that SM challenges have a negative impact on career success such that when SM challenges increase, career success levels decrease to below average. Using the objective success scale, the CSS (Greenhaus et al., 1990), and a self-developed SM challenges scale, a correlation analysis showed a weak positive relationship which, due to the survey set up, meant that there was an inverse relationship where if one variable increased then the other decrease.

The impact of SM challenges on career success was found to be significant but the percentage of career success variability that could be explained by discrimination-based challenges was rather small. Although a higher R-square was expected, the results showed a small *R*-square which would have improved with a larger sample size, but this did not discount the validity of the results as they are statistically significant. The career success of the SMs in this study is not highly dependent on SM challenges (Dietz et al., 2015) that they face but there is a significant relationship and impact. It is assumed that the reason for the low R-square is that their career success is rather a result of their career capital components, specifically know-whom which creates networks that create opportunities and leads to the growth of the other two components (Zikic, 2015).

6.2.2. Research Objective 2

The second research objective was sub-divided into two parts. The first aim was to determine if there was a positive relationship between career capital and career success. Consistent with theory that states that if mobilized and improved career capital leads to career success (Crowley-Henry et al., 2018; Järnlström et al., 2020; Rodriguez & Scurry, 2014; Sutherland et al., 2015), the findings show that career capital accumulation has a positive relationship with career success such that as career capital elements improve, career success. The career capital components' correlations with career success are all positive and moderately strong while the

career capital components are all significantly related to subjective career success and only know-why was significantly related to objective career success.

The assumption is that the push and pull factors for the respondents are all overt and things you can see like a better standard of living therefore their motivations (know-why) are rightfully correlated to objective success. The overall conclusion based on the research objective is that there is a significant positive but weak relationship between career capital and career success. The regression analysis also shows that career capital is a small but significant predictor of career success and this can be due to the fact that there are possibly other factors with a higher impact on career success that were not part of this study.

The second aim of this objective was to test if the career capital components were related to each other as literature has stated that they cannot exist in isolation and that know-whom has more influence of know-why and know-how (Zikic, 2015). From the correlation analysis using the CSS scale and an adoption of a career capital scale (Dickmann et al., 2018), the findings showed positive correlations between the components and found that the higher correlations are with know-whom thus confirming literature.

6.2.3. Research Objective 3

The third and last research objective was to determine if the adoption on strategies to build career capital (agency) influences career success considering that literature has stated that SMs, in their assignments, exhibit high levels of agency in order to tackle the challenges they face because hard work, a positive attitude and the desire to learn contributes to career success (Rajendran et al., 2020). The study found a positive correlation between agency and career success but the correlation is not significant and the reason for this finding could be because the careers of SMs in SA are influenced either by career capital, discrimination as a challenge or other factors that were not part of this study including the . The respondents showed high levels of career capital and, because the correlation between career capital and agency is the highest construct level correlation, the high levels of career capital can be attributed to the high levels of agency. It is assumed that agency leads to career capital accumulation and career capital leads to career success, but agency and career success are not related.

The items on agency were broken down to assimilation agency, marginalisation or

separation agency, integration, problem-focused, and emotion-focused. According to literature, migrants adopt these strategies and they have been proven to have a positive impact on the career outcomes as they increase their social capital (assimilation, marginalisation and separation), human capital (problem-focused) and know-why (emotion-focused) (Hajro et al., 2018) but breaking them down only showed know-how agency to have a positive and significant relationship with career success. Almost 90% of the respondents are university and postgraduate which reflects a strong sense of know-how career capital which is associated with accumulation of skills and expertise (Brown et al., 2020; Dickmann et al., 2018; Legrand et al., 2019; O'Connor & Crowley-Henry, 2020; Sutherland et al., 2015), therefore the finding that only know-how is correlated to career success explains that for these respondents, skills are rightfully the most important factor to their career progress.

6.2.4. Proposed Model

Based on the above findings, the model in *Figure 16* below is a depiction of the relationships of the predictor variables (career capital, SM challenges and agency) with career success. Although the relationships and *R*-squares are weak, the model is relevant and might produce stronger relationship on larger samples. The idea behind the model is that due to the process of migration and the SM challenges associated with it, SMs adopt strategies to build their career capital (agency) which in turn leads to career success. The assumptions are the dotted lines which could not be confirmed by this study but theoretically hold true and all the solid lines represent all significant relationships that were tested and confirmed by this study.

According to the results of this study, SM career success is influenced by SM challenges, career capital and its components, and only know-why agency, and there is a relationship between career capital components. All career capital components have a positive and significant relationship with career success and subjective career success, but only know-why influences objective career success. Theory states that SM are classified as global employees who adopt strategies to build career capital due to the challenges they face (Rodriguez & Scurry, 2014) hence the assumption of the relationship between challenges and agency. SM career success is also said to be dependent on the strategies they adopt (Rajendran et al., 2020), hence the assumption that all types of agency (not just know-why) have an influence on careers success.

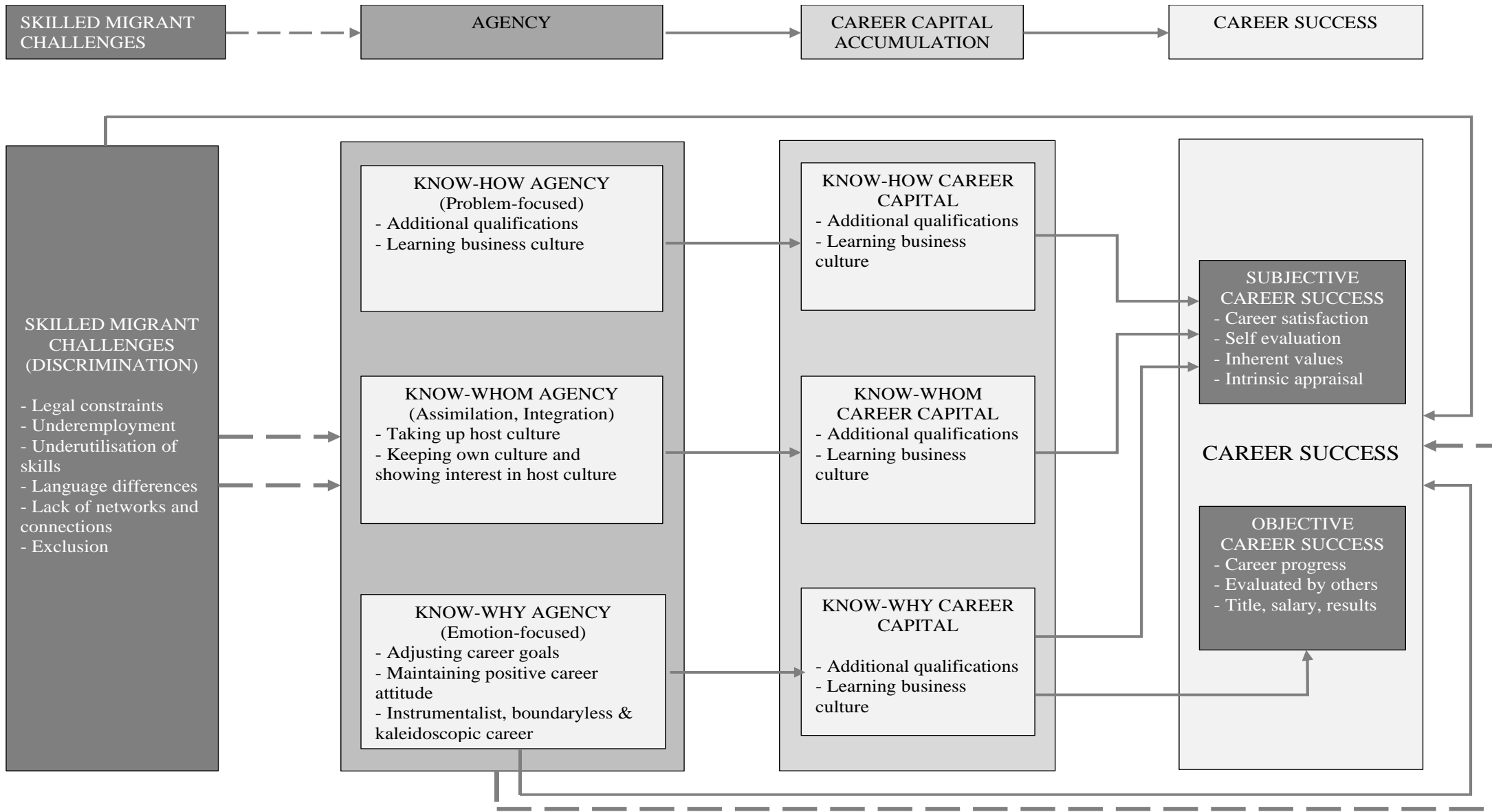


Figure 16: Proposed Model

6.3. Implications for Managers

Although SMs in SA have positive career outcomes despite the challenges they face, this study showed that their success is attributable to career capital accumulation, specifically know-how accumulation. Managers play a part in and need to pay attention to this career capital accumulation as it has been found that managers like HRM responsible for talent management mismanage and discriminate against SMs thereby losing out on the competitive advantage associated with them (Zikic, 2015). Attention to the career capital accumulation of workers will assist them in better HRM planning to mobilise and benefit from the SM career capital (Crowley-Henry & Al Ariss, 2018) because the benefit and competitive advantage from this mobilisation depends on managers opening up opportunities suitable to activate the SMs' potential (Rodriguez & Scurry, 2014).

For managers, the implication of the finding that SM face challenges that have a limiting effect on their career is that in their policies, strategies for talent acquisition and general management of talent they must factor in SMs who have the ability to fill skills gaps and create competitive advantage for business. Literature insist that there is meso-level discrimination of SMs which leads to underutilization of skills, underemployment, and subsequent negative career outcomes for SMs and this was confirmed by the findings of this study. It is at this meso-level that employment opportunities are created, recruitment policies adjusted, skills appreciated, and career capital mobilised.

Although the careers of the respondents for this study are successful, this could be attributed to career capital accumulation and their individual agency to build their career capital consistent with the fact that SM are associated with boundaryless, protean and kaleidoscopic careers orientations. This means that their success and career capital accumulation might be due to the individual effort and therefore it is recommended that managers update their recruitment policies, create new policies that deal with inclusion and diversity and mobilise policy makers to make amendments on immigration policies. Awareness is also key as far as this study is concerned because one of the challenges found to be prevalent is that managers are not aware of migrant talent career development challenges (Legrand et al., 2019), not aware of the SM career capital which is a useful resource to organisations (Rodriguez & Scurry, 2014) and are not aware of the distinctions in SMs skills and qualifications (Dietz et al., 2015).

6.4. Limitations of the Research

Although the study contributed to knowledge on SMs in SA and their career outcomes, the following were found to have limited the study:

- Although effective for intended tests, the sample was small as it was limited to SMs in SA therefore generalisability in other contexts might be hindered. In addition to this, the theory that was tested was on studies based in developed countries and therefore applicability in the SAn setting might have been hindered as well.
- Survey design issues were identified which might have been due to researcher-developed questions and this might have a negative effect on validity and reliability of the survey therefore possibly hindering replicability and applicability
- This study explores mainly the darker side of SM in SA by focusing mainly on the challenges and their devaluing effects on SM careers therefore some responses might have been driven by emotions thereby potentially not reflecting facts.
- Career capital and career outcome perceptions are subjective therefore there might have been subject bias. This might also have been the result of the snowballing sampling techniques because the respondents might have only sent the survey to people like them.
- Although the results of this study show that SM face career limiting challenges, there is also a large number SAn citizens who are facing the same labour market challenges as migrants, skilled or unskilled (Broussard, 2017; StatsSA, 2017) and therefore the career outcomes of SMs might not be due to their nationality but due to the labour market conditions in SA. The study did not take that fact into consideration
- The results are not specific to a particular type of SM (self-initiated or company sponsored) as this distinction was not made, therefore, the results are generalised to all SMs who are exposed to different circumstances, challenges and subsequent outcomes.

6.5. Recommendations for Future Research

The recommendations are based on the limitations identified above and on recommendations from previous migration studies. Based on the research finding that there is no relationship between the strategies that SMs adopt to build their

careers and career success, it is therefore recommended that future research be conducted with specific focus on the strategies that SMs in SA or Africa have adopted for successful careers. SMs in SA have successful careers and their career capital has improved significantly despite the contextual challenges they face (this did not align with theory) therefore, a study on the factors that influence career success and career capital of SM in SA is also recommended.

As stated in the limitations section, the career outcomes of SMs might not be due to the challenges they face but due to the labour market conditions therefore it is recommended that future studies focus on SM career outcomes and the outcomes of skilled SAns to allow for comparison. Similar to this, studies that distinguish between self-initiated SMs and company sponsored SMs career outcomes in developing countries are recommended to align with literature that states that self-initiated migrants face higher risks of negative labour market outcomes (Hajro et al., 2018) than company sponsored migrants. Due to contextual differences, the results might be different.

More contextual qualitative literature on individual agency, career capital and success of SM migrants in developing countries is needed to develop context-based theory that applies in the African context and can be tested quantitatively. As already identified in the limitations section, the theory in this study was based on research done in developed countries and therefore some of the survey questions did not necessarily apply in the SAn setting. There is a need for future research on how careers actually progress upon migration to SA by exploring the careers of those who rise to leadership positions (Sarpong & Maclean, 2019) in order to balance the knowledge base. This can follow a long-term research structure where there is a long-term view of SM careers while identifying career paths and models that apply.

There is also a lack of migration studies that focus on strategies employed by companies in dealing with SM therefore future research on processes implemented by HRM in the talent management of SMs is recommended.

6.6. Conclusion

The main objective of this research was to determine how career success of SMs in SA is affected by their career capital development taking into consideration the SM challenges (context) they face and their individual agency. Studies have suggested that SM careers are not favourable despite the increase in their mobility due to

globalization and skills shortages and despite their value. The study set out to determine the relationship between these independent elements and career success and these objectives were based on the main underlying question that was “How are career outcomes of SMs in SA influenced by SM challenges, career capital development and agency?”. The aim was to build on to literature on SM career capital and SM career theories in the context of a developing country (SA).

This study found a somewhat weak but positive relationship between career capital at construct and sub-construct level and career success which means that as career capital increase, career success increases for SM. The positive relationships found between SM challenges and career success reflects that as the scores of SM challenges increases, their career success scores also increase. However, the increase in SM challenges scores means that “their careers are NOT limited by the challenges they face” hence the positive correlation with career success. SM challenges are a significant predictor of career success such that if the career limiting effect of SM challenges increases then career success decreases. Contrary to literature, agency has a positive but insignificant relationship with career success therefore is also not a significant predictor of career success. However, on an agency sub-element level, problem-focused agency (know-how) had a positive and significant relationship with career success because the respondents, as university and postgraduates, have accumulated know-how through know-how agency and therefore have successful careers.

The key intention of the study was to draw the attention of scholars, businesses and policy makers to SM career outcomes and the factors that influence them. Although the impacts (R-squares) of the predictor variables are low and have little practical significance, they are statistically significant and have implications to managers as they can align their policies and strategies to the findings in order to not only gain from the benefits associated with SM talent career capital and agency but to also make a social contribution to the advancement of SM careers. They can also influence policy makers in terms of legal restrictions on the immigration.

7. REFERENCES

- Al Ariss, A., Cascio, W. F., & Paauwe, J. (2014). Talent management: Current theories and future research directions. *Journal of World Business, 49*(2), 173–179. <https://doi.org/10.1016/j.jwb.2013.11.001>
- Al Ariss, A., & Sidani, Y. (2016). Comparative international human resource management: Future research directions. *Human Resource Management Review, 26*(4), 352–358. <https://doi.org/10.1016/j.hrmr.2016.04.007>
- Al Ariss, A., Vassilopoulou, J., Özbilgin, M. F., & Game, A. (2013). Understanding career experiences of skilled minority ethnic workers in France and Germany. *International Journal of Human Resource Management, 24*(6), 1236–1256. <https://doi.org/10.1080/09585192.2012.709190>
- Almeida, S., & Fernando, M. (2017). Making the cut: occupation-specific factors influencing employers in their recruitment and selection of immigrant professionals in the information technology and accounting occupations in regional Australia. *International Journal of Human Resource Management, 28*(6), 880–912. <https://doi.org/10.1080/09585192.2016.1143861>
- Amarlal, R. (2017). *Career capital as an enabler to an ambidextrous approach for inter-industry career transitioning* (MBA Mini-dissertation). Gordon Institute of Business Science, University of Pretoria.
- Arthur, M. B., Inkson, K., & Pringle, J. K. (1999). *The new careers, individual action and economic change*. London, Thousand Oaks and New Delhi: Sage.
- Bailey, A., & Mulder, C. H. (2017). Highly skilled migration between the Global North and South: Gender, life courses and institutions. *Journal of Ethnic and Migration Studies, 43*(16), 2689–2703. <https://doi.org/10.1080/1369183X.2017.1314594>
- Broussard, N. H. (2017). Immigration and the labour market outcomes of natives in developing countries: A case study of South Africa. *Economic Development and Cultural Change, 65*(3), 389–424.
- Brown, C., Hooley, T., & Wond, T. (2020). Building career capital: developing business leaders' career mobility. *Career Development International*. <https://doi.org/10.1108/CDI-07-2019-0186>

- Chiba, M. D. (2015). Tests for Differences.
- Cobbinah, C., & Chinyamurindi, W. T. (2018). Motivational factors for engaging in dirty work entrepreneurship among a sample of African immigrant entrepreneurs in South Africa. *SA Journal of Human Resource Management*, *16*, 1–9. <https://doi.org/10.4102/sajhrm.v16i0.1025>
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of Management*, *45*(2), 540–566. <https://doi.org/10.1177/0149206318757018>
- Crowley-Henry, M., & Al Ariss, A. (2018). Talent management of skilled migrants: Propositions and an agenda for future research. *International Journal of Human Resource Management*, *29*(13), 2054–2079. <https://doi.org/10.1080/09585192.2016.1262889>
- Crowley-Henry, M., O' Connor, E., & Al Ariss, A. (2018). Portrayal of skilled migrants' careers in business and management studies: A Review of the literature and future research agenda. *European Management Review*, *15*(3), 375–394. <https://doi.org/10.1111/emre.12072>
- DeFillippi, R. J., & Arthur, M. (1994). The boundaryless career: A competency-based perspective. *Journal of Organisational Behavior*, *15*(6), 307–324.
- Department of Higher Education and Training. (2014). *National Scarce Skills List: Top 100 Occupations in Demand*. South African Government Gazette (Vol. 380).
- DHA. (2017). *White paper on international migration for South Africa*.
- Dheer, R. J. S., & Lenartowicz, T. (2018). Career decisions of immigrants: Role of identity and social embeddedness. *Human Resource Management Review*, *28*(2), 144–163. <https://doi.org/10.1016/j.hrmr.2017.05.010>
- Dickmann, M., Suutari, V., Brewster, C., Mäkelä, L., Tanskanen, J., & Tornikoski, C. (2018). The career competencies of self-initiated and assigned expatriates: Assessing the development of career capital over time. *International Journal of Human Resource Management*, *29*(16), 2353–2371. <https://doi.org/10.1080/09585192.2016.1172657>

- Dietz, J., Joshi, C., Esses, V. M., Hamilton, L. K., & Gabarro, F. (2015). The skill paradox: Explaining and reducing employment discrimination against skilled immigrants. *International Journal of Human Resource Management*, 26(10), 1318–1334. <https://doi.org/10.1080/09585192.2014.990398>
- Direnzo, M. S., Greenhaus, J. H., & Weer, C. H. (2015). Relationship between protean career orientation and work–life balance: A resource perspective. *Journal of Organizational Behavior*, 36(4), 538–560.
- Farndale, E., Horak, S., Phillips, J., & Beamond, M. (2019). Facing complexity, crisis, and risk: Opportunities and challenges in international human resource management. *Thunderbird International Business Review*, 61(3), 465–470. <https://doi.org/10.1002/tie.22037>
- Fernando, M., Almeida, S., & Dharmage, S. C. (2016). Employer perceptions of migrant candidates' suitability: the influence of decision-maker and organisational characteristics. *Asia Pacific Journal of Human Resources*, 54(4), 445–464. <https://doi.org/10.1111/1744-7941.12091>
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal*, 33(1), 64–86.
- Guo, C., & Al Ariss, A. (2015). Human resource management of international migrants: current theories and future research. *International Journal of Human Resource Management*, 26(10), 1287–1297. <https://doi.org/10.1080/09585192.2015.1011844>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (Eds.). (2014). *Multivariate data analysis* (7th ed.). Harlow, UK: Pearson.
- Hajro, A., Stahl, G. K., Clegg, C. C., & Lazarova, M. B. (2018). Acculturation, coping, and integration success of international skilled migrants: An integrative review and multilevel framework. *Human Resource Management Journal*, 29(3), 328–352. <https://doi.org/10.1111/1748-8583.12233>
- Harry, T. T., Dodd, N. M., & Chinyamurindi, W. T. (2017). Using narratives to understand the motivational factors and experience of being a self-initiated academic expatriate in South Africa. *South African Journal of Human*

- Hayes, A. (2019, July 3). Skilled Labor. *Investopedia*.
- Heslin, P., Mayrhofer, W., Schiffinger, M., Eggenhofer-Rehart, P., Latzke, M., Reichel, A., ... Zellhofer, D. (2019). *Still relevant? An updated meta-analysis of classic career success predictors*. Paper Presented at the Academy of Management Conference.
- Järnlström, M., Brandt, T., & Rajala, A. (2020). The relationship between career capital and career success among Finnish knowledge workers. *Baltic Journal of Management*, 15(5), 687–706. <https://doi.org/10.1108/BJM-10-2019-0357>
- Kirk, S. (2016). Career capital in global Kaleidoscope Careers: The role of HRM. *International Journal of Human Resource Management*, 27(6), 681–697. <https://doi.org/10.1080/09585192.2015.1042896>
- Kontoghiorghes, C. (2016). Linking high performance organizational culture and talent management: satisfaction/motivation and organizational commitment as mediators. *International Journal of Human Resource Management*, 27(16), 1833–1853. <https://doi.org/10.1080/09585192.2015.1075572>
- Kozhevnikov, A. (2020). Career capital in global versus second-order cities: Skilled migrants in London and Newcastle. *Human Relations*, 1–24. <https://doi.org/10.1177/0018726720952857>
- Kwon, O. J. (2019). The diverging paths of skilled immigration in Singapore, Japan and Korea: policy priorities and external labor market for skilled foreign workers. *Asia Pacific Journal of Human Resources*, 57(4), 418–444. <https://doi.org/10.1111/1744-7941.12173>
- Lambert, J. R., Basuil, D. A., Bell, M. P., & Marquardt, D. J. (2019). Coming to America: work visas, international diversity, and organizational attractiveness among highly skilled Asian immigrants. *International Journal of Human Resource Management*, 30(15), 2293–2319. <https://doi.org/10.1080/09585192.2017.1322116>
- Landolt, S., & Thieme, S. (2018). Highly skilled migrants entering the labour market: Experiences and strategies in the contested field of overqualification and skills mismatch. *Geoforum*, 90, 36–44.

<https://doi.org/10.1016/j.geoforum.2018.01.009>

- Legrand, C., Al Ariss, A., & Bozionelos, N. (2019). Migrant CEOs: Barriers and strategies on the way to the top. *European Management Review*, 16(3), 597–615. <https://doi.org/10.1111/emre.12166>
- Mainiero, L. A., & Sullivan, S. E. (2005). Kaleidoscope careers: An alternate explanation for the “opt-out” revolution. *Academy of Management Perspectives*, 19(1), 106–123.
- Mäkelä, L., Suutari, V., Brewster, C., Dickmann, M., & Tornikoski, C. (2016). The impact of career capital on expatriates’ perceived marketability. *Thunderbird International Business Review*, 58(1), 29–40.
- O’Connor, E. P., & Crowley-Henry, M. (2020). From home to host: The instrumental kaleidoscopic careers of skilled migrants. *Human Relations*, 73(2), 262–287. <https://doi.org/10.1177/0018726719828452>
- Owusu-Sekyere, E., Wentzel, M., Viljoen, J., Kanyane, B., & Pophiwa, N. (2019). Voices of critical skilled migrants in South Africa. A case study of Gauteng Province. *African Journal of Public Affairs*, 11(3), 22–40.
- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS* (7th ed.). Sydney: Allen & Unwin.
- Pandita, D., & Ray, S. (2018). Talent management and employee engagement – a meta-analysis of their impact on talent retention. *Industrial and Commercial Training*, 50(4), 185–199. <https://doi.org/10.1108/ICT-09-2017-0073>
- Rajendran, D., Ng, E. S., Sears, G., & Ayub, N. (2020). Determinants of migrant career success: A study of recent Skilled migrants in Australia. *International Migration*, 58(2), 30–51. <https://doi.org/10.1111/imig.12586>
- Rasool, F., Botha, C., & Bisschof, C. (2012). Policy for Addressing Skills Shortages. *Managing Global Transitions*, 10(4), 399–418.
- Rodriguez, J. K., & Scurry, T. (2014). Career capital development of self-initiated expatriates in Qatar: cosmopolitan globetrotters, experts and outsiders. *International Journal of Human Resource Management*, 25(7), 1046–1067. <https://doi.org/10.1080/09585192.2013.815254>

- Salkind, N. J. (2014). *Exploring Research* (Eighth). Harlow, Essex: Pearson.
- Sander, R. (2019, June 14). The challenges of hiring foreign workers in your business. *Leadchange*.
- Sarpong, D., & Maclean, M. (2019). Moving on up? Exploring the career journeys of skilled migrants in the professions. *International Journal of Human Resource Management*, 1–29. <https://doi.org/10.1080/09585192.2019.1629987>
- Saunders, M., & Lewis, P. (2018). *Doing Research in Business and Management* (Second). Harlow: Pearson.
- Shirmohammadi, M., Beigi, M., & Stewart, J. (2019). Understanding skilled migrants' employment in the host country: A multidisciplinary review and a conceptual model. *International Journal of Human Resource Management*, 30(1), 96–121. <https://doi.org/10.1080/09585192.2018.1511615>
- StatsSA. (2017). *Quarterly labour force survey: Quarter 1, 2017*.
- Streiner, D. L., Norman, G. R., & Cairney, J. (2015). *Health measurement scales: a practical guide to their development and use*. Oxford University Press, USA.
- Sullivan, S. E., & Mainiero, L. (2008). Using the kaleidoscope career model to understand the changing patterns of women's careers: Designing HRD programs that attract and retain women. *Advances in Developing Human Resources*, 10(1), 32.49.
- Sutherland, M., Naidu, G., Seabela, S., Crosson, S., & Nyembe, E. (2015). The components of career capital and how they are acquired by knowledge workers across different industries. *South African Journal of Business Management*, 46(4), 1–10. <https://doi.org/10.4102/sajbm.v46i4.104>
- Suutari, V., Brewster, C., Mäkelä, L., Dickmann, M., & Tornikoski, C. (2018). The effect of international work experience on the career success of expatriates: a comparison of assigned and self-initiated expatriates. *Human Resource Management*, 57(1), 37–57. <https://doi.org/10.1002/hrm>
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics* (6th ed.). Boston: Pearson Education.

- The World Bank Group. (2018). *Mixed migration, forced displacement and job outcomes in South Africa*. <https://doi.org/10.1596/30158>
- Vogt, W. P. (2005). *Dictionary of statistics & methodology* (Vols. 1-0). Thousand Oaks, CA: SAGE Publications, Inc.
- Weda, Z., & de Villiers, R. (2019). Migrant Zimbabwean Teachers in South Africa: Challenging and Rewarding Issues. *Journal of International Migration and Integration*, 20(4), 1013–1028. <https://doi.org/10.1007/s12134-018-00649-6>
- Wegner, T. (2016). *Applied Business Statistics: Methods and Excel-based Applications* (4th ed.). Claremont: Juta.
- Windapo, A. O. (2016). Skilled labour supply in the South African construction industry: The nexus between certification, quality of work output and shortages. *SA Journal of Human Resource Management*, 14(1), 1–9. <https://doi.org/10.4102/sajhrm.v14i1.750>
- Winterheller, J., & Hirt, C. (2017). Career patterns of young highly skilled migrants from Southeast Europe in Austria: Investigating accumulation and use of career capital. *Personnel Review*, 46(2), 222–236. <https://doi.org/10.1108/PR-05-2015-0148>
- Zikic, J. (2015). Skilled migrants' career capital as a source of competitive advantage: Implications for strategic HRM. *International Journal of Human Resource Management*, 26(10), 1360–1381. <https://doi.org/10.1080/09585192.2014.981199>
- Zikmund, W. J., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods* (9th ed.). Mason (Ohio): South-Western, Cengage Learning.

APPENDICES

Appendix A. List of Abbreviations

CFA - Confirmatory Factor Analysis
CSS - Career Satisfaction Scale
EFA - Exploratory Factor Analysis
HRM - Human Resources Managers
KMO - Kaiser-Meyer-Olkin
PCA - Principal Components Analysis
SA - South Africa
SAn - South African
SEM - Structural Equation Model
SM - Skilled Migrant
SMs - Skilled Migrants

STATISTICAL ABBREVIATIONS

α = Cronbach's alpha
 \bar{x} = Mean/average
 r = Pearson's correlation coefficient
 s = Std. Deviation = Sample standard deviation
 n = sample size
 p = p-value

Appendix B. Statistical Tables

Table 30: Career success inter-item reliability

Scale: Career Success							
Inter-Item Correlation Matrix							
	Q7	Q8	Q9	Q10	Q11	Q12	Q13
Q7	1.000						
Q8	0.350	1.000					
Q9	0.462	0.200	1.000				
Q10	0.564	0.344	0.523	1.000			
Q11	0.517	0.383	0.413	0.694	1.000		
Q12	0.546	0.123	0.376	0.538	0.634	1.000	
Q13	0.261	0.099	0.092	0.390	0.371	0.536	1.000

Table 31: Career capital inter-item reliability

Scale: Career Capital Development											
Inter-Item Correlation Matrix											
	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24
Q14	1.000										
Q15	0.310	1.000									
Q16	0.414	0.187	1.000								
Q17	0.317	0.110	0.349	1.000							
Q18	0.144	-0.068	0.036	0.213	1.000						
Q19	0.295	0.056	0.193	0.417	0.404	1.000					
Q20	0.175	0.101	0.169	0.271	0.356	0.598	1.000				
Q21	0.460	0.097	0.207	0.229	0.249	0.566	0.414	1.000			
Q22	0.432	0.227	0.207	-0.008	0.151	0.380	0.487	0.429	1.000		
Q23	0.276	0.116	0.377	0.198	0.075	0.307	0.249	0.256	0.336	1.000	
Q24	0.240	0.212	0.179	0.045	0.490	0.404	0.426	0.246	0.355	0.271	1.000

Table 32: Strategies inter-item reliability

Scale: Strategies to Build Career Capital										
Inter-Item Correlation Matrix										
	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33	Q34
Q25	1.000									
Q26	0.536	1.000								
Q27	0.458	0.353	1.000							
Q28	0.132	0.221	0.211	1.000						
Q29	0.287	0.232	0.117	0.406	1.000					

Q30	0.342	0.350	0.288	0.138	0.283	1.000				
Q31	0.295	0.264	0.243	0.129	0.299	0.650	1.000			
Q32	0.211	0.248	0.275	0.421	0.266	0.512	0.537	1.000		
Q33	0.275	0.299	0.383	0.236	0.244	0.452	0.371	0.587	1.000	
Q34	0.187	0.140	0.326	0.284	0.208	0.364	0.246	0.366	0.348	1.000

Table 33: SM challenges inter-item reliability

Scale: SM Career Limiting Challenges										
Inter-Item Correlation Matrix										
	Q35	Q36	Q37	Q38	Q39	Q40	Q41	Q42	Q43	Q44
Q35	1.000									
Q36	0.384	1.000								
Q37	0.362	0.383	1.000							
Q38	0.290	0.398	0.661	1.000						
Q39	0.193	0.140	0.242	0.188	1.000					
Q40	0.312	0.125	0.207	0.317	0.202	1.000				
Q41	0.210	0.200	0.280	0.152	0.398	0.038	1.000			
Q42	0.269	0.152	0.172	0.157	0.290	0.211	0.240	1.000		
Q43	0.252	0.282	0.167	0.304	0.218	0.166	0.239	0.088	1.000	
Q44	0.223	0.211	0.274	0.332	0.264	0.170	0.225	0.107	0.617	1.000

Table 34: Item correlation per construct

Career Success Item Correlation							
	Q7	Q8	Q9	Q10	Q11	Q12	Q13
Q7	1						
Q8	.355**	1					
Q9	.438**	0.181	1				
Q10	.567**	.348**	.501**	1			
Q11	.518**	.387**	.391**	.696**	1		
Q12	.544**	0.123	.376**	.538**	.638**	1	
Q13	.260**	0.101	0.085	.391**	.381**	.542**	1

Career Capital Item Correlation											
	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24
Q14	1										
Q15	.314**	1									
Q16	.496**	0.165	1								
Q17	.407**	0.173	.346**	1							
Q18	.210*	-0.042	0.088	.306**	1						

Q19	.368**	0.072	.260**	.473**	.450**	1					
Q20	.228*	0.107	.240*	.263**	.355**	.600**	1				
Q21	.499**	0.123	.278**	.286**	.291**	.597**	.449**	1			
Q22	.487**	.279**	.236*	.190*	.242*	.436**	.471**	.469**	1		
Q23	.351**	0.121	.447**	.248**	0.129	.359**	.302**	.320**	.376**	1	
Q24	.320**	.233*	.228*	0.182	.512**	.451**	.419**	.277**	.419**	.316**	1
Strategies Item Correlation											
	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33	Q34	
Q25	1										
Q26	.534**	1									
Q27	.456**	.301**	1								
Q28	0.132	0.172	.222*	1							
Q29	.286**	.257**	0.100	.385**	1						
Q30	.339**	.304**	.293**	0.146	.269**	1					
Q31	.294**	.218*	.253**	0.140	.280**	.652**	1				
Q32	.201*	.203*	.283**	.426**	.248**	.516**	.540**	1			
Q33	.278**	.280**	.370**	.228*	.242*	.449**	.360**	.558**	1		
Q34	0.185	0.127	.327**	.285**	.203*	.365**	.247**	.367**	.340**	1	
SM Challenges Item Correlation											
	Q35	Q36	Q37	Q38	Q39	Q40	Q41	Q42	Q43	Q44	
Q35	1										
Q36	.345**	1									
Q37	.332**	.389**	1								
Q38	.280**	.392**	.664**	1							
Q39	0.146	0.164	.256**	.193*	1						
Q40	.282**	0.137	.214*	.313**	.219*	1					
Q41	.190*	.207*	.283**	0.150	.402**	0.045	1				
Q42	.277**	0.143	0.170	0.171	.284**	.204*	.235*	1			
Q43	.217*	.291**	0.167	.270**	.212*	0.175	.244*	0.058	1		
Q44	.204*	.220*	.274**	.316**	.279**	0.177	.229*	0.097	.625**	1	
**. Correlation is significant at the 0.01 level (2-tailed).											
*. Correlation is significant at the 0.05 level (2-tailed).											

Table 35: Career success factor correlation

Career Success Correlation Matrix							
	Q7	Q8	Q9	Q10	Q11	Q12	Q13
Q7	1.000						
Q8	0.355	1.000					
Q9	0.438	0.181	1.000				

Q10	0.567	0.348	0.501	1.000			
Q11	0.518	0.387	0.391	0.696	1.000		
Q12	0.544	0.123	0.376	0.538	0.638	1.000	
Q13	0.260	0.101	0.085	0.391	0.381	0.542	1.000

Table 36: Career capital factor correlation

Career Capital Correlation Matrix											
	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24
Q14	1.000										
Q15	0.314	1.000									
Q16	0.496	0.165	1.000								
Q17	0.407	0.173	0.346	1.000							
Q18	0.210	-0.042	0.088	0.306	1.000						
Q19	0.368	0.072	0.260	0.473	0.450	1.000					
Q20	0.228	0.107	0.240	0.263	0.355	0.600	1.000				
Q21	0.499	0.123	0.278	0.286	0.291	0.597	0.449	1.000			
Q22	0.487	0.279	0.236	0.190	0.242	0.436	0.471	0.469	1.000		
Q23	0.351	0.121	0.447	0.248	0.129	0.359	0.302	0.320	0.376	1.000	
Q24	0.320	0.233	0.228	0.182	0.512	0.451	0.419	0.277	0.419	0.316	1.000

Table 37: Strategies factor correlation

Strategies / Agency Correlation Matrix										
	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33	Q34
Q25	1.000									
Q26	0.534	1.000								
Q27	0.456	0.301	1.000							
Q28	0.132	0.172	0.222	1.000						
Q29	0.286	0.257	0.100	0.385	1.000					
Q30	0.339	0.304	0.293	0.146	0.269	1.000				
Q31	0.294	0.218	0.253	0.140	0.280	0.652	1.000			
Q32	0.201	0.203	0.283	0.426	0.248	0.516	0.540	1.000		
Q33	0.278	0.280	0.370	0.228	0.242	0.449	0.360	0.558	1.000	

Q34	0.185	0.127	0.327	0.285	0.203	0.365	0.247	0.367	0.340	1.000
-----	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Table 38: SM Challenges factor correlation

SM Challenges Correlation Matrix										
	Q35	Q36	Q37	Q38	Q39	Q40	Q41	Q42	Q43	Q44
Q35	1.000									
Q36	0.345	1.000								
Q37	0.332	0.389	1.000							
Q38	0.280	0.392	0.664	1.000						
Q39	0.146	0.164	0.256	0.193	1.000					
Q40	0.282	0.137	0.214	0.313	0.219	1.000				
Q41	0.190	0.207	0.283	0.150	0.402	0.045	1.000			
Q42	0.277	0.143	0.170	0.171	0.284	0.204	0.235	1.000		
Q43	0.217	0.291	0.167	0.270	0.212	0.175	0.244	0.058	1.000	
Q44	0.204	0.220	0.274	0.316	0.279	0.177	0.229	0.097	0.625	1.000

Table 39: Construct initial total variance explained

Construct Total Variance Explained											
	Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		% of Variance	Cumulative %	Rotation Sums of Squared Loadings	% of Variance	Cumulative %
		Total	% of Variance	Cumulative %							
Career success	1	3.509	50.135	50.135	3.509	50.135	50.135	2.402	34.313	34.313	
	2	1.065	15.216	65.351	1.065	15.216	65.351	2.173	31.038	65.351	
	3	0.855	12.221	77.572							
	4	0.511	7.305	84.877							
	5	0.469	6.701	91.578							
	6	0.371	5.303	96.881							
	7	0.218	3.119	100.000							
Career capital	1	4.263	38.753	38.753	4.263	38.753	38.753	2.819	25.632	25.632	
	2	1.361	12.373	51.126	1.361	12.373	51.126	2.387	21.696	47.328	
	3	1.028	9.342	60.468	1.028	9.342	60.468	1.445	13.140	60.468	
	4	0.904	8.217	68.685							
	5	0.832	7.567	76.252							
	6	0.671	6.102	82.354							

	7	0.535	4.861	87.214						
	8	0.474	4.312	91.526						
	9	0.371	3.373	94.899						
	10	0.301	2.732	97.631						
	11	0.261	2.369	100.000						
Strategies for career capital	1	3.795	37.953	37.953	3.795	37.953	37.953	2.662	26.616	26.616
	2	1.261	12.609	50.563	1.261	12.609	50.563	1.929	19.293	45.909
	3	1.106	11.064	61.627	1.106	11.064	61.627	1.572	15.718	61.627
	4	0.956	9.562	71.189						
	5	0.698	6.975	78.165						
	6	0.608	6.077	84.242						
	7	0.560	5.603	89.845						
	8	0.396	3.960	93.805						
	9	0.338	3.381	97.186						
	10	0.281	2.814	100.000						
SM Challenges	1	3.284	32.835	32.835	3.284	32.835	32.835	2.385	23.852	23.852
	2	1.242	12.423	45.258	1.242	12.423	45.258	1.706	17.058	40.910
	3	1.195	11.951	57.209	1.195	11.951	57.209	1.630	16.299	57.209
	4	0.976	9.759	66.968						
	5	0.853	8.525	75.493						
	6	0.666	6.662	82.155						
	7	0.613	6.130	88.285						
	8	0.530	5.304	93.589						
	9	0.356	3.557	97.146						
	10	0.285	2.854	100.000						

Extraction Method: Principal Component Analysis.

Table 40: Construct Component Matrix (final)

Career Success Component Matrix ^a	
	Component
	1
Q10.I am satisfied with the success that I have achieved in my career	0.845
Q11.I am satisfied with the progress I have made toward meeting my goals for income	0.841
Q12.I am satisfied with the progress I have made toward meeting my goals for advancement	0.792
Q7.I am progressing at an acceptable rate in my career	0.764
Q9.My job level matches my qualifications and skills	0.603
Q13.I am satisfied with the progress I have made toward meeting my goals for the development of new skills	0.549
Q8.My salary complements / matches my job level	0.460
Career Capital Component Matrix ^a	

Q19.Career enabling networks and connections (externally and internally)	0.782
Q21.Connections with influential people within organisations	0.707
Q22.Proactive personality – Seeking out what I want for my career	0.694
Q14.Work related skills improvement	0.689
Q20.Social ties (mentors, friends)	0.678
Q24.Motivation to migrate, integrate and assimilate into the host country	0.642
Q23.Sense of purpose and identity with the work I do	0.584
Q17.Knowledge of local business culture	0.560
Q16.Work experience	0.541
Q18.Language and relational skills	0.528
Q15.Credentials (qualifications)	0.310
Strategies Component Matrix^a	
Q30.I have acquired additional qualifications since I entered South Africa for an added advantage in the labour market	0.743
Q32.I make an effort to maintain a positive attitude about my career	0.737
Q33.I always put extra effort than others to be recognised in the labour market	0.693
Q31.I always attend internal and/or external training and skills development programs to improve my credentials for an added advantage in the labour market	0.684
Q25.I have fully adopted the South African culture to gain an advantage in the labour market	0.591
Q27.I do my best to learn about the South African culture and languages for an advantage in the labour market	0.580
Q34.I have adjusted my career goals and expectations to match the opportunities in labour market	0.554
Q26.I have adopted elements of both the South African and my culture for recognition in the labour market	0.533
Q29.I depend on my unique skills, experience and/or competencies to gain an advantage in the labour market	0.501
Q28.I pay attention to culture differences between locals and myself	0.474
SM Challenges Component Matrix^a	
Q38.Undervaluation of my skills and qualifications by South African recruiters and employers	0.700
Q37.Qualifications not being acknowledged by employers in South Africa	0.699
Q44.An organisation that is not inclusive	0.616
Q36.Taking a job below my qualifications and skills	0.595
Q43.Lack of support from my colleagues and managers	0.580
Q35.Legal constraints in terms of work permits	0.569
Q39.Inability to speak one or more official South African languages	0.529
Q41.Language proficiency and the way I speak	0.502
Q40.Discrimination in the South African labour market	0.457
Q42.Lack of networks and social ties in the labour market	0.410

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Table 41: New total variance explained

Career Success Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %			
1	3.509	50.135	50.135	3.509	50.135	50.135
2	1.065	15.216	65.351			
3	0.855	12.221	77.572			
4	0.511	7.305	84.877			
5	0.469	6.701	91.578			
6	0.371	5.303	96.881			
7	0.218	3.119	100.000			
Career Capital Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %			
1	4.263	38.753	38.753	4.263	38.753	38.753
2	1.361	12.373	51.126			
3	1.028	9.342	60.468			
4	0.904	8.217	68.685			
5	0.832	7.567	76.252			
6	0.671	6.102	82.354			
7	0.535	4.861	87.214			
8	0.474	4.312	91.526			
9	0.371	3.373	94.899			
10	0.301	2.732	97.631			
11	0.261	2.369	100.000			
Strategy / Agency Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %			
1	3.795	37.953	37.953	3.795	37.953	37.953
2	1.261	12.609	50.563			
3	1.106	11.064	61.627			
4	0.956	9.562	71.189			

5	0.698	6.975	78.165			
6	0.608	6.077	84.242			
7	0.560	5.603	89.845			
8	0.396	3.960	93.805			
9	0.338	3.381	97.186			
10	0.281	2.814	100.000			
SM Challenges Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.284	32.835	32.835	3.284	32.835	32.835
2	1.242	12.423	45.258			
3	1.195	11.951	57.209			
4	0.976	9.759	66.968			
5	0.853	8.525	75.493			
6	0.666	6.662	82.155			
7	0.613	6.130	88.285			
8	0.530	5.304	93.589			
9	0.356	3.557	97.146			
10	0.285	2.854	100.000			
Extraction Method: Principal Component Analysis.						

Appendix C. Consistency Matrix

Q#	Objective	Section Literature Review	Data Collection tool	Analysis Technique
1	To measure the impact of discrimination as a SM challenge on SM career outcomes	Section 2.2. Skilled Migrant challenges: O'Connor & Crowley-Henry, 2020; Zikic, 2015; Guo & Al Ariss, 2015	Survey Questionnaire (Section 2 & 6)	Descriptive statistics, Correlation & Regression analysis
2a	To determine the relationship between SMs' career capital development and SMs' career success	Section 2.4. Career Capital: Sutherland, Naidu, Seabela, Crosson, & Nyembe, 2015; Zikic, 2015	Survey Questionnaire (Section 2 & 4)	Descriptive statistics, Correlation & Regression analysis
2b	To test if there is an association between the career capital components	Section 2.4.1 - 2.4.3 Career Capital Components: Zikic, 2015; Hajro, Stahl, Clegg, & Lazarova, 2018	Survey Questionnaire (Section 5)	Descriptive statistics, Correlation & Regression analysis
3	To determine if SMs' individual agency (adoption of career capital building strategies) has influence on SMs' career outcomes	Section 2.2.4. Strategies to build Career Capital: Dheer & Lenartowicz, 2018; Legrand, Al Ariss, & Bozionelos, 2019; Hajro, Stahl, Clegg, & Lazarova, 2018; Sutherland, Naidu, Seabela, Crosson, & Nyembe, 2015	Survey Questionnaire (Section 2 & 6)	Descriptive statistics, Correlation & Regression analysis

Appendix D. Career capital development scale

Table 2. Knowing how items.

(1)	Task knowledge	Knowledge of norms central to your own tasks
(2)		Professional/functional knowledge/expertise central to your own tasks
(3)		Knowledge of the trends and latest achievements of professional development in your area of responsibility
(4)	Social judgment skills	Recognizing the principles of social functioning/interaction
(5)		Understanding your own role in social organization
(6)	Cognitive ability	Ability to separate relevant knowledge from irrelevant
(7)		Ability to switch the target of concentration quickly
(8)	Social Skills	Ability to interact socially with people with diverse cultural backgrounds
(9)		Ability to make yourself understood in multicultural environments
(10)		Understanding the strategic roles of different units of the international organization
(11)	Organization knowledge	Understanding the components of the organization's international competitive advantage
(12)		Knowledge of international management systems of the organization
(13)		Understanding financial options typical for the business area
(14)	Business knowledge	Understanding shareholders' interests
(15)		Understanding factors causing variety in the needs of different people
(16)	People knowledge	Understanding how behavior may reflect different values
(17)		Understanding different factors differentiating cultures
(18)		Knowledge of general factors guiding human behavior

Table 3. Knowing whom items.

(1)	Ability to link resources and activities internationally
(2)	Ability to build inter-organizational networks and teams across boundaries
(3)	Ability to build and maintain the external network
(4)	Knowledge of people with influential power within organizations

Table 4. Knowing why items.

(1)	Knowing self	I am able to recognize my own strengths and weaknesses, needs and motives
(2)		I understand what other people think about me
(3)	Personal development	I acknowledge my personal values and beliefs
(4)		I set goals for personal development
(5)		I undertake activities to enhance my skills and competencies
(6)		I want to know more than is required for task accomplishment

Source: Career Capital Scale (Dickmann et al., 2018)

Appendix E. Ethical Clearance

**Gordon Institute
of Business Science**
University of Pretoria

**Ethical Clearance
Approved**

Dear Sifiso Ndlovu,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

[Ethical Clearance Form](#)

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

Appendix F. Participation Invite and Questionnaire

Section 1: Participation Invite

Dear Participant,

I am a student in the Master of Business Administration (MBA) program with the University of Pretoria's Gordon Institute of Business Science (GIBS). I am conducting research on the career capital of skilled migrants in South Africa and how their career outcomes have been influenced by the challenges they face. Career capital is the value that is created as the career positions of workers improve over time leading to recognition not only in their organisations but externally as well, it is accrued over time as workers make an effort to improve their skills and knowledge .

You are invited to participate in our research project whose purpose is to help us gain a better understanding of skilled migrant career outcomes by completing the following questionnaire which may take about 10 minutes of your time. Your participation in this study is voluntary and you can withdraw at any time without penalty or the need to give any reasons for withdrawal. Completion of this survey however is indication of voluntary participation.

Please note that your participation and data report is anonymous, and your data will be stored without any personal identifiers.

Thank you for time and contribution to this research study. If you have any concerns, please do not hesitate to contact my supervisor or me. Our details are provided below:

Sifiso Ndlovu

OR

Albert Wockë

19391766@mygibs.co.za

wockea@gibs.co.za

078 758 3122

082 411 6526

Section 2: Demographics and general information

Please provide with the following general information:

1. Gender

- Male
- Female
- I prefer not to say

2. Ethnic group

- African
- Coloured
- Asian
- White
- I would rather not say

3. State of residence

- Work permit
- Critical skills permit
- Permanent resident
- Acquired South African citizenship (South African ID)
- Other _____

4. Highest qualification

- High School
- Certificate
- Diploma
- University Degree
- Postgraduate
- Other _____

Section 3: Career success

This section aims to measure career success in terms of career progress and satisfaction.

Based on a scale ranging from Strongly Disagree to Strongly Agree, to what extent do you disagree or agree with the following statements?

1. I am progressing at an acceptable rate in my career				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2. My salary complements / matches my job level				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3. My job level matches my qualifications and skills				

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. I am satisfied with the success that I have achieved in my career				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. I am satisfied with the progress I have made toward meeting my goals for income				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6. I am satisfied with the progress I have made toward meeting my goals for advancement				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7. I am satisfied with the progress I have made toward meeting my goals for the development of new skills				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Section 4: Career capital

This section aims to measure the improvement of career capital (value created as career progresses over time) in terms of know-how (skills), know-whom (networks) and know-why (motivation).

Based on a scale of 1 to 5 where 1 means "Did not improve at all" and 5 means "Improved significantly", to what extent did the following factors improve?

	1	2	3	4	5
1. Work related skills improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Credentials (qualifications)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Knowledge of local business culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Language and relational skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Career enabling networks and connections (externally and internally)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Social ties (mentors, friends)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Connections with influential people within organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Proactive personality – Seeking out what I want for my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Sense of purpose and identity with the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Motivation to migrate, integrate and assimilate into the host country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5: Strategies to build career capital

This section aims to determine if strategies have been adopted to improve one's career capital in terms of know-how, know-why and know-whom.

Based on a scale ranging from Strongly Disagree to Strongly Agree, to what extent do you disagree or agree with the following statements?

1. I have fully adopted the South African culture to gain an advantage in the labour market				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2. I have adopted elements of both the South African and my culture for recognition in the labour market				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3. I do my best to learn about the South African culture and languages for an advantage in the labour market				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. I pay attention to culture differences between locals and myself				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. I depend on my unique skills, experience and/or competencies to gain an advantage in the labour market				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6. I have acquired additional qualifications since I entered South Africa for an added advantage in the labour market				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7. I always attend internal and/or external training and skills development programs to improve my credentials for an added advantage in the labour market				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8. I make an effort to maintain a positive attitude about my career				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9. I always put extra effort than others to be recognised in the labour market				
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10. I have adjusted my career goals and expectations to match the opportunities in labour market				

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-------------------	----------	---------	-------	----------------

Section 6: Migrant challenges

This section aims to measure the extent to which identified migrant challenges have limited migrant career success.

Based on a scale of 1 to 5 where 1 means "Has not limited my career at all" and 5 means "Has strongly limited my career", to what extent have the following factors limited your career outcomes?

	1	2	3	4	5
1. Legal constraints in terms of work permits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Taking a job below my qualifications and skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Qualifications not being acknowledged by employers in South Africa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Undervaluation of my skills and qualifications by South African recruiters and employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Inability to speak one or more official South African languages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Discrimination in the South African labour market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Language proficiency and the way I speak	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Lack of networks and social ties in the labour market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Lack of support from my colleagues and managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. An organisation that is not inclusive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>