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# Impact of non-events on knowledge workers psychological contract and subsequent career transition

**Student number:** 20808072

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.

02 November 2021

**Nature of study:** *Quantitative in nature*

**Abstract**

This research sought to explain what happens when a knowledge worker is denied an opportunity (experiences a non-event) in the work domain. How the non-event/s affect their frame of mind and their relationship with the employer. This was investigated by assessing the subsequent impact on the individual's agency while assessing the decision to engage in a career transition. "How do non-events in the work domain (e.g., denial of promotion, loss of anticipated job offer or denial of training opportunity) influence future decisions about career transitions?"

Quantitative analysis was used to test the various hypotheses. The research was a cross-sectional study. A self-administered online survey was used to collect data from a sample of knowledge workers who had experienced a non-event in the work domain. The use of snowball sampling enabled 241 responses to be obtained over six weeks. Of the 241 respondents, 188 respondents had an intention to engage in a career transition.

This study provided empirical evidence of a significant positive relationship between the type of non-event and the two types of psychological contract. "Denial of Training Opportunity" as a non-event is a good predictor of Transactional psychological contract. "Denial of Promotion" and "Denial of Training Opportunity" are two types of non-events that are significant predictors of Transitional psychological contract in the given context. It was further found that Transitional psychological contract and Balanced psychological contracts are a good predictor of the "Intent to engage in a career transition" when a knowledge worker has experienced a non-event. This implies that if a knowledge worker has experienced a non-event such as "Denial of Training Opportunity", there is a significant chance that the individual has a Transactional psychological contract with their employer and subsequently a significant chance they have an intent to engage in a career transition.

This study contributes to the literature in the fields of "Organisation Behavior/Studies, Human Resource Management, and Industrial Relations" and "General & Strategy management".

**Keywords**: knowledge workers, non-events, agency, psychological contract, career transition

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**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.

**Date:** 02/11/2021

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**Abbreviations**:

CT – Career transition

CTI – Career transition inventory

CFA – Confirmatory factor analysis

EFA – Exploratory factor analysis

# Chapter 1: Introduction to Research Problem

## 1.1 Purpose

This research sought to explain what happens when a knowledge worker experiences a non-event (is denied an opportunity), by investigating how the non-event affects the worker's frame of mind regarding their relationship with their employer. This was investigated by assessing the subsequent impact on the individual's agency when assessing the decision to engage in a career transition.

The outcomes of this research can help equip individuals when going through non-events in the workplace to understand better the impact on their agency to engage in the career transition process. The study can also better equip life coaches, mentors, and career councillors when advising individuals. They will be able to assist the individuals in better understanding their agency when considering career transition after experiencing one or more non-events. Lastly, businesses will benefit from understanding their role in supporting employees during non-events in the workplace, as the employees' transition or fail to transition into new career positions. The need for a retention strategy is no longer sufficient if the employee's agency is not adequately understood.

As the business landscape continues to evolve, with globalisation and advancements in technology, more employees face career transitions at some stage during their working career (Ahn et al., 2017; Mannucci & Yong, 2018; Perrone et al., 2003; Sullivan & Al Ariss, 2021). Knowledge workers are seen as critical drivers of innovation as businesses become more dependent on them (Nomikos, 1989). Super's (1957) theory of career development highlighted that individuals between the age of 25 and 45 are generally in the "establishment stage" of career development and have the agency to choose to explore deeper into a career or change career, whilst Nomikos (1989) drew attention to the idea that knowledge workers' creativity peaks around the age of 40.

Given the above, what happens when there are few or no opportunities in a knowledge worker's current workspace? Sullivan and Al Ariss (2021), in their article "Making sense of different perspectives on career transitions: A review and agenda for future research", highlighted that previous research lacks focus on the impact of non-events on career transition decision-making.

## 1.2 Context of the study

This research took place in 2021, year two of the COVID-19 pandemic in South Africa. The COVID-19 pandemic has had a global impact; businesses in all countries have been affected by the decisions made by their political and business leaders (StatsSA, 2021a). As shown in Figure 1, South Africa's economic growth was impacted by the restrictions implemented in the country since the first lockdown in March 2020.

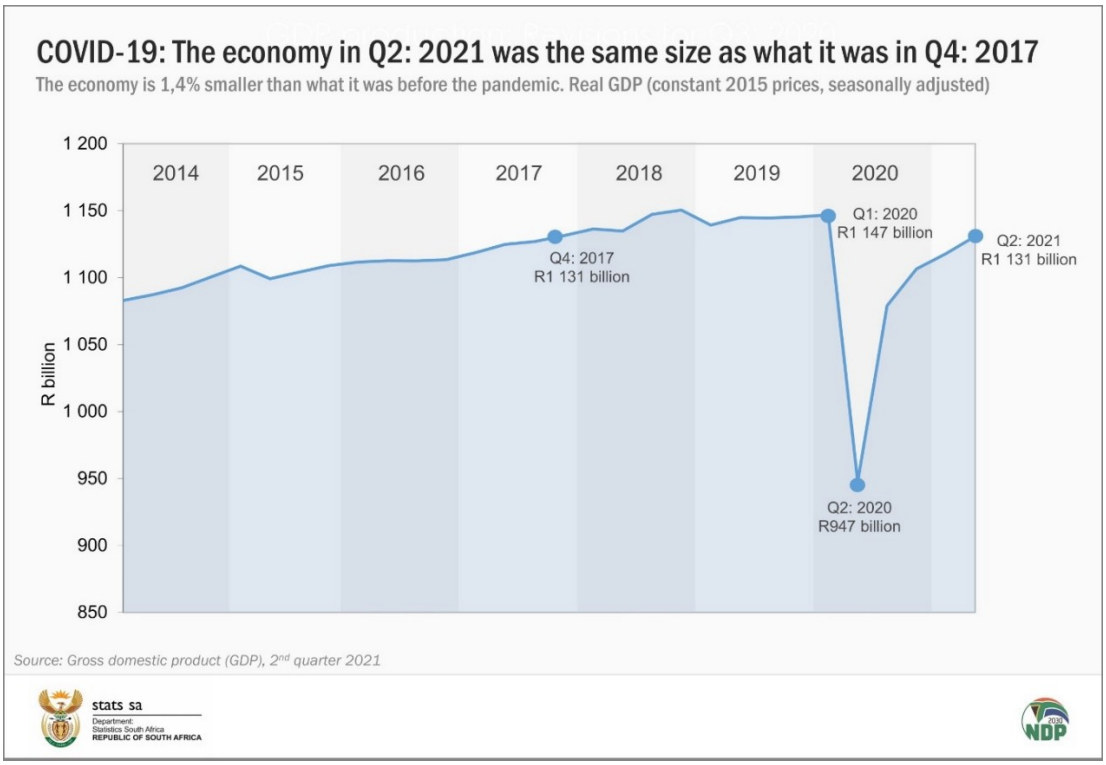



**Figure 1: Economic performance of South Africa from 2014 to the second quarter of 2021 (StatsSA, 2021a).**

As a result of the subsequent impact on businesses, many companies are looking for opportunities to reduce costs and downsize by reducing staff numbers (Kalidas et al., 2020; StatsSA, 2020; BusinessTech, 2021). Many businesses have closed down in the past year, and others are assessing whether they will survive a possible fourth wave of the COVID-19 pandemic (BusinessTech, 2021). Opportunities for employees within the workplace are therefore limited during these times.

South Africa's unemployment rate for the second quarter of 2021 was reported at 34,4%, an increase of 11,1% from 2020 (StatsSA, 2021b). The employment-to-population ratio was 37,7% for the second quarter of 2021, 0,3% lower than for the first quarter of 2021 (StatsSA, 2021b). This implies that there is a limited number of

employed knowledge workers who can contribute to economic growth in South Africa. Table 1 summarises the occupations within the South African workforce. Some of these occupations (for example, manager, professional, technician) require a minimum qualification associated with being a knowledge worker, as defined in Section 1.6. The above context also impacts how knowledge workers view their future career growth within the country and the various risks associated with job security.

**Table 1: Employment by occupation (StatsSA, 2021b)**

| Occupation | Apr-Jun 2020 | Jan-Mar 2021 | Apr-Jun 2021 | Qtr-to-qtr change | Year-on-year change | Qtr-to-qtr change | Year-on-year change |
|---|---|---|---|---|---|---|---|
| | Thousand | | | | | Per cent | |
| **Total** | **14 148** | **14 995** | **14 942** | **-54** | **793** | **-0,4** | **5,6** |
| Manager | 1 288 | 1 342 | 1 406 | 64 | 118 | 4,8 | 9,2 |
| Professional | 1 072 | 990 | 992 | 3 | -80 | 0,3 | -7,4 |
| Technician | 1 213 | 1 399 | 1 320 | -80 | 106 | -5,7 | 8,8 |
| Clerk | 1 470 | 1 595 | 1 474 | -121 | 4 | -7,6 | 0,2 |
| Sales and services | 2 302 | 2 483 | 2 322 | -161 | 20 | -6,5 | 0,9 |
| Skilled agriculture | 67 | 62 | 45 | -17 | -22 | -27,4 | -33,2 |
| Craft and related trade | 1 521 | 1 630 | 1 599 | -31 | 78 | -1,9 | 5,1 |
| Plant and machine operator | 1 217 | 1 285 | 1 242 | -44 | 25 | -3,4 | 2,0 |
| Elementary | 3 191 | 3 317 | 3 605 | 289 | 415 | 8,7 | 13,0 |
| Domestic worker | 745 | 848 | 892 | 44 | 147 | 5,2 | 19,7 |

**Note: Total includes 'Other' occupations.*
*Due to rounding, numbers do not necessarily add up to totals.*

Because economic growth is low, driving economic growth is critical to improving the standard of living within the country. Therefore, this research aimed to assess employed knowledge workers in South Africa who had experienced non-events in the workplace. These workers are pivotal to driving economic growth in the country and are sometimes referred to as the knowledge economy (Klaus & Saadia, 2020; Nomikos, 1989). When assessing unemployment and career transition, many articles highlighted the impact of structural factors at play (Forrier et al., 2009; Sullivan & Al Ariss, 2021), such as "political, economic, social and environmental conditions and institutions at national, regional or international levels" (IOM, 2021, para. 1). Some literature even assessed the combined effect of structural and agency factors on career transition (Van Breda, 2016). While Heppner, Multon, & Johnston (1994), shared correlations between a measure of agency and their developed Career Transitions Inventory. However, there is a need to understand the agency factors of the knowledge worker, which come into play when making decisions regarding career transition in the context of experiencing a non-event in the workplace. This need is critical because studies have not covered agency specifically within this context.

## 1.3 Research problem

According to Lee-Kelley et al. (2007, p. 6), in the article “An exploration of the relationship between learning organisations and the retention of knowledge workers”, there are six job satisfaction facets associated with knowledge workers, namely comfort, challenge, reward, relations with co-workers, resource adequacy and promotion. Therefore, it is vital to research the impact of non-events (for example, not getting a promotion or reward) on a knowledge worker’s agency when deciding to engage in a career transition.

Career transition has been researched from the view of employees entering into employment, transitioning within an organisation (upward, downward or across levels), and transitioning out of an organisation (for example, taking a new position in a different organisation, retiring, or starting a business) (Klotz et al., 2021; Sullivan & Al Ariss, 2021). Sullivan and Al Ariss (2021), in the meta-analysis “Making sense of different perspectives on career transitions: A review and agenda for future research”, highlighted the fact that career transition is a mature field and summarised five theoretical perspectives from which career transition has previously been researched, namely career stages, decision-making, relational, adjustment, and identity. These five theoretical perspectives are elaborated on in Chapter 2. Sullivan and Al Ariss (2021) further highlighted the need for future research to emphasise individual agency or structure whilst flagging the need for more research on the impact of non-events in the workplace.

## 1.4 Significance of study

Most literature on career transition and agency has not focused on the South African context; studies have focused on countries such as Singapore, the United Kingdom, and the United States of America (Black & Warhurst, 2019; Fine et al., 2016; Rousseau, 2000). South Africa is a less developed country compared to these countries (Conceição, 2020). Therefore this research was an opportunity to assess the impact of non-events on knowledge workers in the South African social setting.

Many current studies are focusing on the impact of the COVID-19 pandemic on businesses and their employees’ ability to adapt to new working conditions (Donthu & Gustafsson, 2020; Meyer et al., 2021). Therefore this research sought to focus on a different context: to understand the knowledge workers’ agency at play when faced with non-events in the workplace.

## 1.5 Delimitations

The study focused on employed knowledge workers in South Africa who were still employed in the workplace where they had experienced one or more non-events. This was a limitation, as many employees (not only knowledge workers) would have experienced non-events to some extent during the past year. Also, given that COVID-19 is a global pandemic, businesses worldwide were impacted (Bartik et al., n.d.; McKinsey, 2021), and subsequently, employees across the globe were experiencing non-events to some extent.

Furthermore, some employees had already transitioned in the past year due to non-events; this was made evident by individuals making contact with the researcher to indicate they had already transitioned. This made it impossible for them to participate in the research. Some knowledge workers experienced delays in transitioning to careers in other countries due to lockdowns and global travel restrictions, whilst other employees were awaiting the review of workforce mobility policies (Botes & Yesmariam, 2021).

The employed knowledge workers' psychological contract was assessed to gain an understanding of their agency. Psychological contract theory was selected to evaluate the employed knowledge workers' agency, as this is a mature theory; however, it is not the only theory that can be used to assess an individual's agency. Some other theories include a focus on self-efficacy (Betz & Luzzo, 1996).

## 1.6 Definition of terms

### *1.6.1 Knowledge worker*

There are many approaches to defining what a **knowledge worker** is and is not. For this research, Nomikos' (1989, p. 169) description of knowledge workers has been used:

> *"Knowledge workers are highly qualified and highly educated professionals. Their work consists largely of converting information to knowledge using their competencies for the most part, sometimes with the assistance of suppliers of information or specialised knowledge."*

Within this research report, knowledge workers may be referred to as respondents, employees or individuals.

### *1.6.2 Non-event*

Sullivan & Al Ariss (2021, p. 9) described a **non-event** as “the nonoccurrence of an expected event, such as not receiving an anticipated job offer”.

### *1.6.3 Agency*

As described by Van Breda (2016, pp. 3-4), **agency** refers to “the role of people in shaping their destinies. It is about the power that they hold at a micro level to exercise authority over themselves and to influence their social environments.”

### *1.6.4 Structure*

As described by Van Breda (2016, pp. 3-4), **structure** refers to “the macro social environment that surrounds young people, and the kinds of services, protections and opportunities that are made available to them by society”.

### *1.6.5 Psychological contract*

“By definition, a **psychological contract** is the perception of an exchange agreement between oneself and another party” (Sani, Daud, & Ismail, 2018, p. 1; Rousseau, 1998, p. 665)

### *1.6.6 Career transition*

Louis (1980a, p. 330) defined **career transition** as “the period during which an individual is either changing roles (taking on a different objective role) or changing orientation to a role already held (altering a subjective state)”.

## 1.7 Assumptions

A fundamental assumption in this research was that a knowledge worker’s agency could be assessed independent of structural factors, so some structural factors were highlighted in the social setting within which the study was done (see Section 1.2), but structural factors were not assessed or controlled. A second assumption was that sufficient knowledge workers within South Africa had experienced at least one non-event in the past year, which would enable the researcher to gather adequate data for this study.

## 1.8 Conclusion

There is a need to assess the impact of non-events on knowledge workers’ agency (psychological contract) to engage in a career transition. Based on the need for this

research, the chapters that follow share a summary of the literature reviewed. This literature detailed the theory related to the relevant variables and constructs to be considered. This was done before generating the research hypotheses and determining the methodology for data collection and analysis. Chapter 5 then describes the findings from the data collected, followed by a discussion of results in Chapter 6 and subsequent conclusions based on the research in Chapter 7.

# Chapter 2: Theory and Literature Review

## 2.1 Introduction

This chapter of the report details the literature reviewed when developing the research variables, constructs and hypotheses. The aim was to mostly reference recently published articles (within the last five years), well-cited by previous research, and relevant to the research topic. Psychological contract and career transition were explored in two fields of study, the first being organisation behaviour/studies, human resource management and industrial relations, and the second being general and strategy management (Harzing, 2019). These fields of study were reinforced by the quality of the journals in which the articles were published.

Literature from key scholars was used to direct the research. These scholars included Peter Drucker for knowledge workers, Denise M. Rousseau for psychological contract and Sherry E. Sullivan for career transition. The following sub-sections detail the theory and literature reviewed in describing the various factors that were assessed.

## 2.2 Knowledge workers

Drucker (1999, p. 79) stated that “the most valuable asset of a 21st-century institution (whether business or non-business) will be its knowledge workers and their productivity”. Reich (1991) highlighted the rise in knowledge workers as a “symbolic analyst” when he emphasised the crucial human factor in economic change, as cited by Khosa (2005, p. 247)

From the first industrial revolution to the fourth industrial revolution, and even into the fifth industrial revolution, the need for specialised skills has significantly increased and will continue to rise (Klaus & Saadia, 2020; PWC, 2021; World Economic Forum, 2021). These specialised skills are associated with knowledge workers, and there are currently skill shortages in certain professions (Capazario & Venter, 2020; Klaus & Saadia, 2020; ManpowerGroup, 2020; Reddy et al., 2018).

Based on the number of possible knowledge workers in South Africa (mentioned in Section 1.2), the definition of a knowledge worker in Section 1.6, and the above literature, this research primarily focused on employees with a tertiary qualification.

## 2.3 Non-events

In Louis's (1980a) article titled "Career transitions: Varieties and commonalities", the author discussed how psychosocial development is influenced by the events and outcomes of career-stage transitions. With the increase in the number of companies downsizing, and the later age at which people retire, the possibility of non-events increases (Sullivan & Al Ariss, 2021). However, the impact of non-events has had limited research focus. Webster and Beehr (2013), in their article "Antecedents and outcomes of employee: Perceptions of intra-organizational mobility channels", examined the impact of an individual being denied a promotion on that individual's perception of internal mobility within a company. In addition, Fine et al. (2016) found that overt integrity moderated the impact on counterproductive work behaviours, for individuals who had been denied a promotion.

Sullivan and Al Ariss (2021, p. 9) highlighted various types of non-events: "in addition to denied promotions, not being assigned to a challenging project team, not earning an anticipated award, or not being selected for the desired training program are other non-events that have important organisational implications". For this research, the types of non-events described by Sullivan and Al Ariss (2021) were used when analysing the impact of non-events on an individual's decision to engage in a career transition. Given the context of the study, non-events such as salary freeze due to the COVID-19 pandemic, and a change in working conditions due to the COVID-19 pandemic were also considered.

From the above literature reviewed on non-events, there is an apparent need to understand the impact of a non-event on a knowledge worker's agency. There is also a need to understand the types of non-events knowledge workers have experienced.

## 2.4 Agency (psychological contract)

Career transition is influenced by an individual's agency and structure (Sullivan & Al Ariss, 2021). Agency and structure are two sociology concepts that impact an individual's decision-making process, as defined in Section 1.6.

Rousseau (1995) linked psychological contract theory to the understanding of employees' agency. Rousseau has been responsible for detailing psychological contract theory over the years (1995; 1998; 2000). Guest (1998, p. 675) highlighted that "Rousseau addresses the issues of agency and exchange, of matching, mutual obligations and violation".

There are four types of psychological contracts (Rousseau, 2000), as illustrated in Figure 2. The type of psychological contract an employee has is related to their duration of employment and the performance terms that the individual has agreed to (Rousseau, 2000).

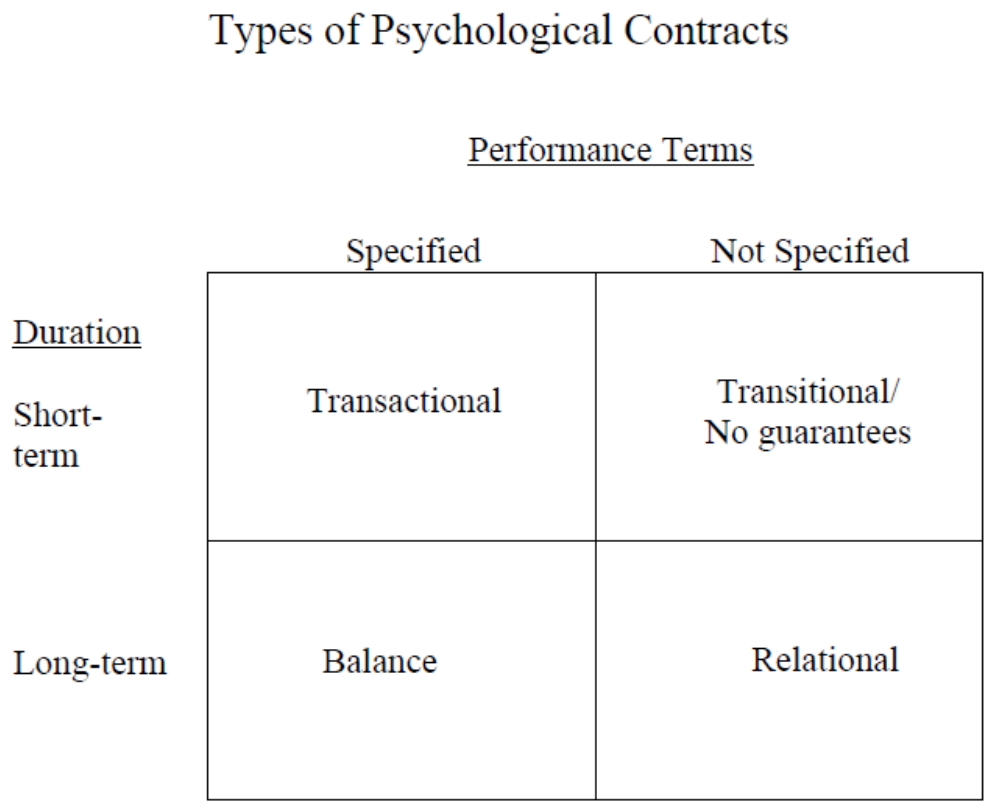



**Figure 2: Four types of psychological contract (Rousseau, 2000)**

In a **transactional psychological contract**, there is no long-term commitment to the organisation. The employee is obligated to perform a limited amount of work in a short duration of employment.

A **relational psychological contract** is usually associated with an employee with long-term service. Relationships are created, and the employee associates their career as being stable, with a need to be loyal to the company.

A **balanced psychological contract** can be described as the employee and employer having a win-win relationship, whereby the employee is responsible for external career development. The employer supports internal career development, ensuring the dynamic performance of the employee to drive business goals.

A **transitional psychological contract** is associated with mistrust and uncertainty. In addition, there is an erosion of benefits associated with working with the organisation.

Based on the above literature on psychological contract, it is essential to assess the impact of the type of non-event on a knowledge worker's psychological contract. This led to **Hypothesis 1:** A significant relationship exists between the type of non-events and Transactional psychological contract (agency) (Rousseau, 2000; Sullivan & Al Ariss, 2021); and **Hypothesis 2:** A significant relationship exists between the number of non-events and Transactional psychological contract (agency). These hypotheses allowed for an understanding of the type of psychological contract a knowledge worker has after experiencing a non-event in the workplace and the impact of an increasing number of career transitions.

### 2.5 Career transition

Career transition, which results in individuals having more than one career in a lifetime, has become more common over the years (Black & Warhurst, 2019; Sullivan & Al Ariss, 2021). Career transition is influenced by an individual's agency and structure (Sullivan & Al Ariss, 2021).

Career and career development theories are well established, and career transition has been researched from different perspectives over the years (Sullivan & Al Ariss, 2021). Therefore it is crucial to have a detailed understanding of the different perspectives and definitions (see Section 1.6) of broad concepts – such as career transition – before detailing the research. This enables the researcher and the reader to understand any ambiguities in the social setting of the study.

In their meta-analysis on career transition, Sullivan and Al Ariss (2021) categorised career transition research into five theoretical perspectives, as shown in Figure 3. The five theoretical perspectives are interrelated and dependent on context.

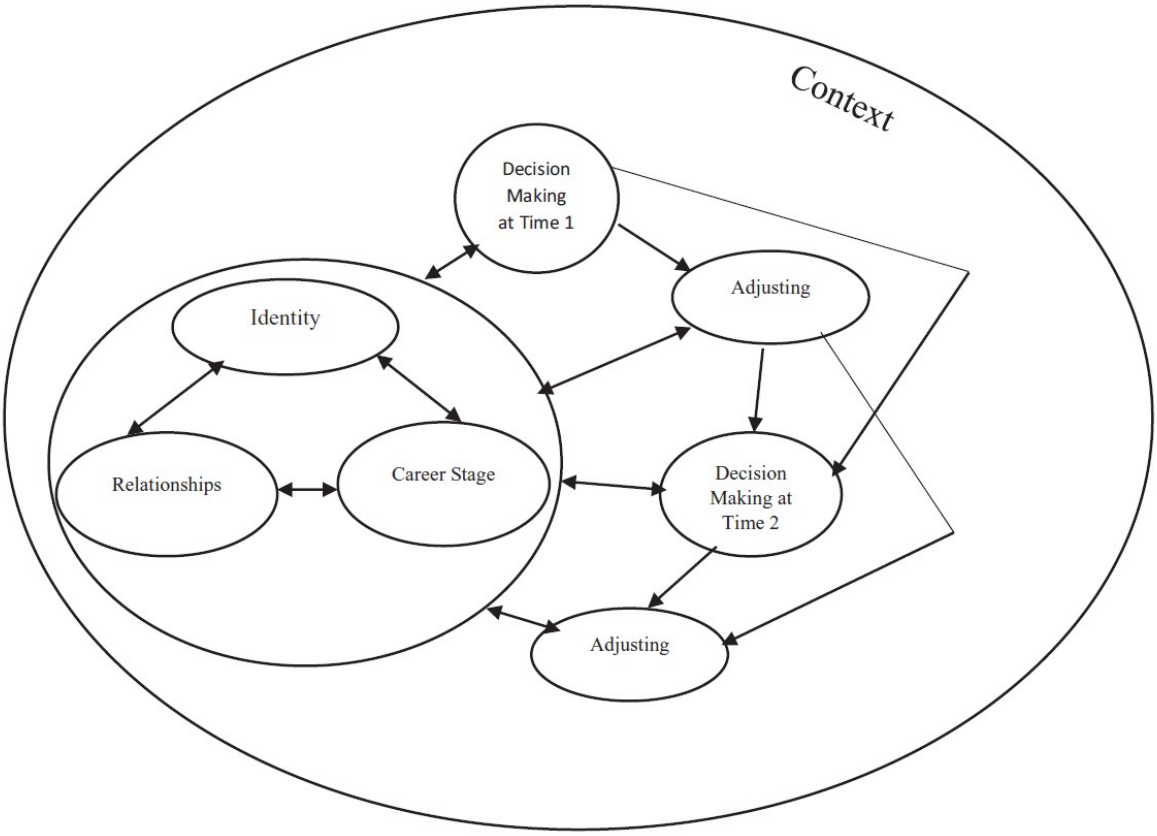



**Figure 3: Cycles of career transition process based on five theoretical perspectives (Sullivan & Al Ariss, 2021).**

### *2.5.1 Relationship*

When individuals make decisions regarding career transition, they lean on relationships they have with mentors and social networks. There are vast amounts of research in recent years on the influence of mentors and how relationships affect career transition (Sullivan & Al Ariss, 2021). Relational models have been created by Kram (1985), Higgins and Kram (2001), and Forret and Dougherty (2004) to analyse the relational perspective of career transition. The relationship an individual has with their manager or supervisor impacts the individual's psychological contract, as highlighted in Section 2.4. This research focused on an individual's agency; therefore, it is likely that the relationship knowledge workers have with their supervisors or managers will impact when they have a non-event. As part of assessing psychological contract, the commitment or obligation the employee has to their employer, and the description of the employee's relationship with their employer will be evaluated in Hypothesis 1.

### *2.5.2 Career stages*

There are several career stage models; however, Super's (1957) career development theory is the most influential model (Sullivan & Al Ariss, 2021). According to Super's (1957) career development theory, four career stages exist, as illustrated in Figure 4 and explained below.

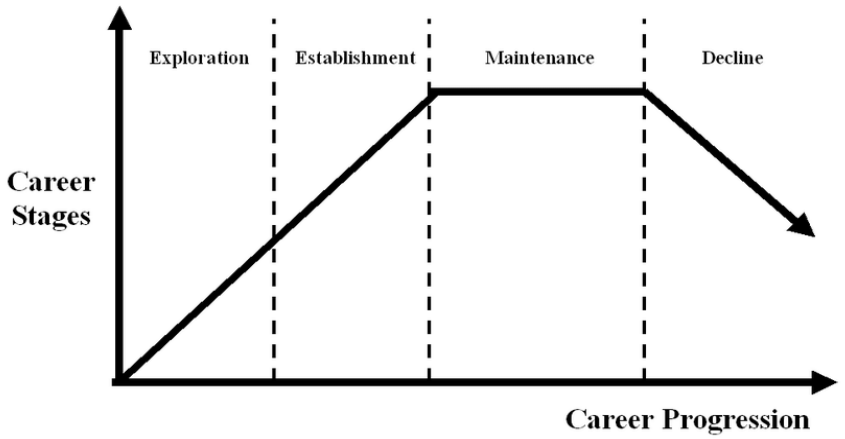



**Figure 4: Super's "theory of career stages" (Bewley, 2005).**

The **exploration stage** occurs from ages 15 to 25, when an individual is considering career options. After that, the **establishment stage** refers to individuals between the ages of 25 and 45. During the establishment stage, individuals have the agency to explore deeper in a career or change career (Mannucci & Yong, 2018; Perrone et al., 2003; Sullivan & Al Ariss, 2021). During the **maintenance stage**, ages 45 to 65, employees generally look at attaining skills to be more effective, and finding ways to improve their work performance. Lastly, the **decline stage** starts at around age 65, when employees start slowing down and planning for retirement; however, further research is needed to understand the impact on career stages of employees working beyond 65 (Sullivan & Al Ariss, 2021).

Career stages generally emphasise individual agency (Tomlinson et al., 2018). Progression through the stages may be interrupted by "recycling", defined as "the process by which an individual returns to the developmental tasks and concerns of an earlier career stage" (Sullivan & Al Ariss, 2021, p. 4; Super et al., 1988). An article by Sullivan et al. (2003) highlighted that recycling is triggered by a personal crisis, organisational change, or when an employee's career plateaus.

Given the above information, in this study, career stages were assessed as a moderator to the type of psychological contract a knowledge worker has after

experiencing one or more non-events in the workplace. This led to the development of **Hypothesis 3:** The establishment career stage moderates the relationship between the number of non-event/s and a knowledge worker's psychological contract(agency).

### *2.5.3 Identity*

The identity of an individual has an impact on the individual's career transition choices. Emerging literature has focused on discouraged workers and the impact on their ability to make a career transition (Heslin, Bell, & Fletcher, 2012). The defined discouraged workers " as those who want to work but have ceased looking for work because of labor market-related reasons such as discrimination" (Heslin et al., 2012). The decision to stay in an organisation, wait and see, or leave the organisation after a non-event is impacted by the identity of the knowledge worker (for example, if the individual feels discouraged). Information regarding the identity of the knowledge worker was therefore gathered in this research to understand how the knowledge worker identified themselves following the non-event/s (for example, an intent to engage in a career transition). Data was gathered to determine if the individuals were not looking to change career, had begun tasks towards career change, or had been actively involved in trying to make a career transition over the year. An assessment was made on whether the individuals believed they had control over their career transition and had confidence in making a career transition successfully if they identified with needing to engage in a career transition. By identifying the position of the knowledge worker in the decision-making process, the impact of the psychological contract can be better understood. **Hypothesis 4** was therefore derived: "the type of psychological contract after a non-event has a significant relationship with the "Intent to engage in a career transition"

### *2.5.4 Decision-making*

Previous research has mainly focused on decision-making regarding turnover (Sullivan & Al Ariss, 2021). Many scholars referred to Mobley's (1977) process model of turnover. With job security decreasing, the decision to engage in a career transition increases (Sullivan & Al Ariss, 2021). The rational decision-making process considers the changing environment (Kindsiko & Baruch, 2019), and the emotions involved in the decision-making process (Singh & Greenhaus, 2004).

Recent literature related to the career transition decision-making perspective explored employee embeddedness and career transition related to re-entry into an organisation (Naidoo, 2018). However, Sullivan & Al Ariss (2021, p. 3) highlighted a significant research gap where “emphasis on individual agency or structure, not the possible interaction of agency and structure”, should be considered when assessing the decision-making perspective of career transition. Therefore this research focused on the individual agency (psychological contract) when evaluating the decision-making perspective of career transition. Hypothesis 1, 2 and 3 assessed the impact of agency on the decision-making process by aiming to understand where the knowledge worker who has experienced a non-event is in the decision-making process.

### *2.5.5 Adjustment*

Since the research focused on individual agency and intent to make a career transition, the adjustment perspective of career transition was essential if career transition was to be made successfully (Sullivan & Al Ariss, 2021). This career transition perspective references several models, such as Louis’s (1980b) sense-making model of adjustment and Latack’s (1984) stress model of adjustment in intra-organisational transition. Recent studies have focused on applying socialisation theory to enable adjustment (Sullivan & Al Ariss, 2021).

Heppner et al. (1994) established a list of 40 questions to assess an individual’s psychological resources during career transition, referred to as career transition inventory (CTI). The questions associated with the assessment of CTI were refined to five subconstructs, namely readiness, confidence, control, perceived support, and decision independence. Heppner et al. (1994) tested the questionnaire against other career-transition assessment tools such as the Hope Scale, which measures agency when engaging in a career transition (Snyder et al., 1991). In this research, Heppner et al. (1994) CTI questionnaire was used to check the impact of knowledge workers’ CTI results on moderating the relationship between the type of psychological contract and knowledge workers intent to engage in career transition. This led to **Hypothesis 5:** Knowledge workers’ CTI moderates the relationship between Transactional psychological contract on their intent to engage in a career transition(Heppner et al., 1994).

## 2.6 Conclusion

Based on the theory gathered during the literature review phase of the research, a conceptual model was developed, which is shown in Figure 5 in Section 3.2. Psychological contract and CTI are latent constructs that were measured using sub-constructs. To assess the impact of a non-event on a knowledge worker's decision to engage in a career transition, Chapter 3 will summarise the hypotheses generated during the literature review. Chapter 4 will detail the methodology used to test the f hypotheses. This will be followed in Chapter 5 by the findings from the data collected, after which there will be a discussion of results in Chapter 6, and subsequent conclusions will be made, based on the analysis, in Chapter 7.

# Chapter 3: Research Question

This research attempted to answer the following research question, proposed by Sullivan & Al Ariss (2021, p. 10) as an area for future research: “How do non-events in the work domain (e.g., denial of promotion, loss of anticipated job offer or denial of training opportunity) influence future decisions about career transitions?”

In answering the above research question, the aim was to understand further an individual’s agency regarding career transition, when a non-event had occurred in the workplace. The focus was to use psychological contract theory to understand an individual’s experience of the decision-making process, when deciding to engage in a career transition. Because of the mature nature of career transition theory and psychological contract theory, the research question was broken down into the following hypotheses.

## 3.1 Hypotheses

The following four research hypotheses were derived from the literature reviewed. They were used to determine the relationship between an individual’s agency (psychological contract) and career transition.

To understand the impact of nonevents on an individual’s agency, Hypothesis 1 and 2 were used to assess if there is a relationship between non-event/s and the individual’s type of psychological contract (agency) (Rousseau, 2000; Sullivan & Al Ariss, 2021)**. Hypothesis 1 (H1):** A significant relationship exists between the type of non-events and Transactional psychological contract. **Hypothesis 2 (H2)** seeks to assess if a significant relationship exists between the number of non-events and Transactional psychological contract.

Depending on the age of a knowledge worker, the individual will have agency to engage or not engage in a career transition; therefore, Hypothesis 3 was used to assess the impact of career stage on the relationship between the type of non-event and the individual's psychological contract after a non-event at the workplace. **Hypothesis 3 (H3):** The establishment career stage moderates the relationship

between the number of non-event/s and a knowledge worker's psychological contract

To understand the impact of an individual's agency on intent to engage in a career transition, Hypothesis 4 was used to assess the relationship between their psychological contract and their intention to engage in a career transition (Rousseau, 2000; Sullivan & Al Ariss, 2021). **Hypothesis 4 (H4):** the type of psychological contract after a non-event has a significant relationship with the "Intent to engage in a career transition.

To understand the impact of CTI on the intent to engage in a career transition, Hypothesis 5 was derived. **Hypothesis 5 (H5):** Knowledge workers' CTI moderates the relationship between their type of psychological contract on their intent to engage in a career transition (Heppner et al., 1994).

### 3.2 Conceptual model

Figure 5 illustrates the conceptual model derived from the literature review; the five hypotheses tested in this research are also indicated in the conceptual model.

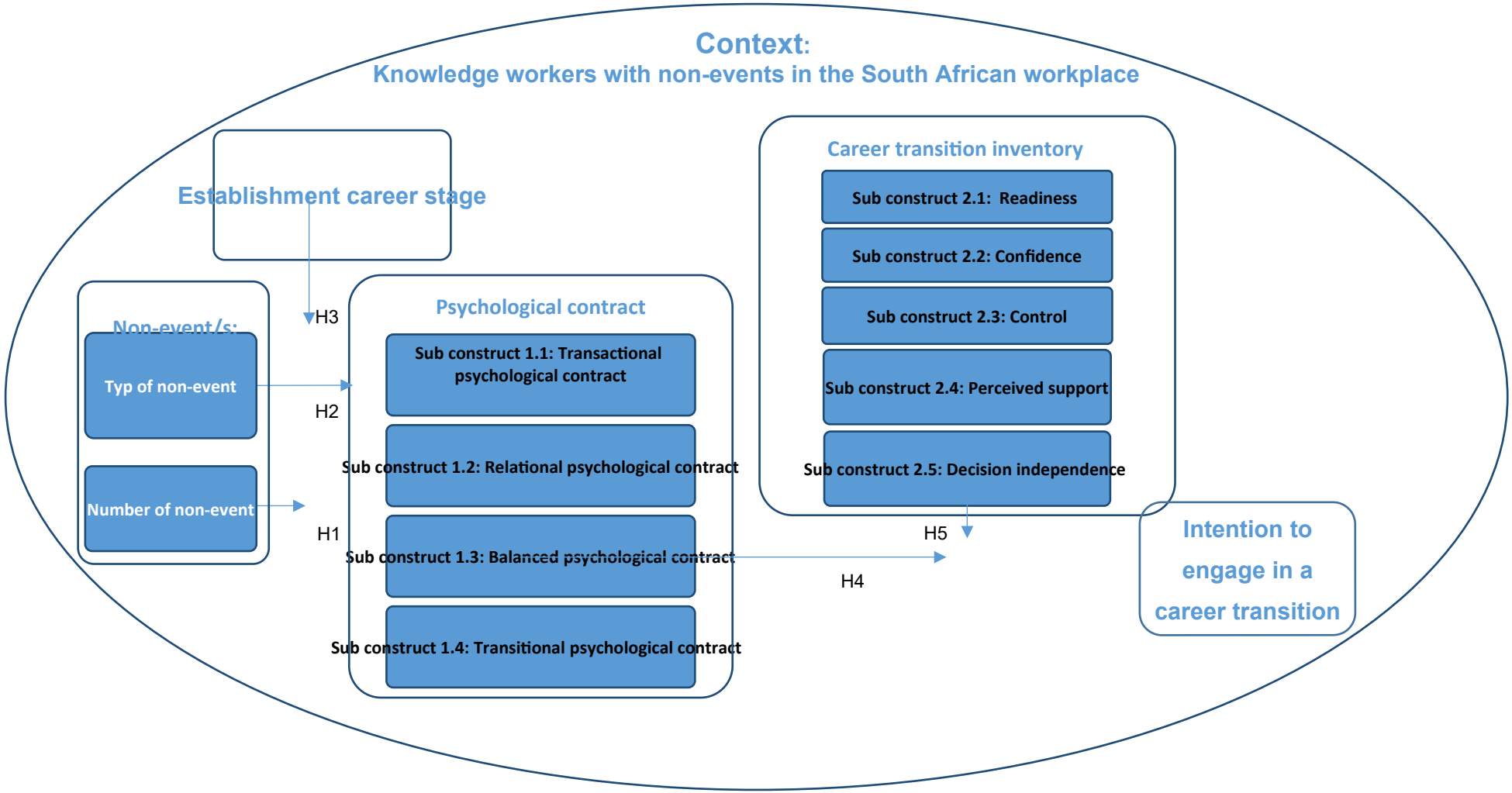



**Figure 5: Conceptual model based on the literature reviewed.**

# Chapter 4: Research Methodology

## 4.1 Introduction and choice of methodology

The aim was to do an **explanatory study**, to test the hypotheses and understand an individual's experience of the decision-making process to change career (York, 2020). Career transition and psychological contracts are well-researched constructs based on mature theories. Similar literature reviewed predominately used a quantitative method of analysis, using pre-existing questions that were tested; therefore, a quantitative method was adopted as a suitable method to analyse the factors that influence the decision-making process (Gavin, 2008; Hardin, 1967; Heppner et al., 1994; Rousseau, 2000). The quantitative analysis facilitated the understanding of the individual's experience of the decision-making process, including which factors were influential when choosing to engage in a career transition and what psychological contract the individual was in with their current employer.

**Mono-method** quantitative analysis was used, as individuals were asked to complete a self-administered questionnaire to understand their experience after a non-event in the workplace (Saunders & Lewis, 2018; Zikmund et al., 2013). This chapter (Chapter 4) of the research proposal details the different aspects considered when choosing to use quantitative analysis.

## 4.2 Research philosophy

A **positivist** approach was applied to the research, as the study sought to understand the context and experience of individuals who had experienced one or more non-events (Gavin, 2008). Positivist philosophy is usually associated with quantitative analysis (Byrne, 2017; Gavin, 2008).

## 4.3 Approach to theory development

When considering the different approaches to theory development, the definitions of deduction, induction, and abduction approaches were considered. The descriptions highlighted that a **deductive approach** to theory development was the most appropriate approach to building theory from the data collected (Gavin, 2008; Reichertz, 2014; Saunders & Lewis, 2018), as variables were used to test the theory and explain causal relationships.

## 4.4 Research strategy

An online **survey** was the most appropriate design strategy to use. It enabled the questioning of many individuals about their experiences when going through the career transition decision-making process. This helped facilitate data collection from a large number of respondents in a short time (six weeks) and gave respondents the flexibility to complete the survey according to their availability (Joye et al., 2016).

This research needed to be conducted within stipulated timelines (GIBS, 2021); therefore, a **cross-sectional analysis** was the most appropriate approach. The cross-sectional study enabled the analysis of an individual's current thinking on the subject matter at a single point in time (Ruel, 2019; Ruel et al., 2016). The use of cross-sectional analysis further ensured sufficient time to complete the full scope of the research. However, it is acknowledged that there are benefits to doing a longitudinal study, such as assessing an individual's change in psychological contract before and after a career transition (Ruel et al., 2016). A longitudinal study will be suggested in Chapter 7 as a possible future study in the field.

## 4.5 Research design

**Non-probability**, purposive sampling ensured that the participants met the population criteria (Taherdoost, 2016). The purposive sampling strategy included criterion sampling and snowball sampling to achieve the minimum sample size detailed in Section 4.8 (Creswell, 2012; Saunders & Lewis, 2018; Zikmund et al., 2013). Snowball sampling was used to access other knowledge workers known to the researcher.

## 4.6 Unit of analysis

For this research, **individuals were the unit of analysis**, as the individual's agency was being assessed, and the study sought to understand the perception of individuals (Powner, 2015; Zikmund et al., 2013). Furthermore, this enabled the study to verify if career transition was based on individual agency, emphasising the unit of observation as a knowledge worker who had experienced a non-event in their current job.

## 4.7 Population

The population included knowledge workers within South Africa; the targeted population included knowledge workers who had experienced one or more non-events at their current workplace in South Africa, as explained in Chapter 2.

## 4.8 Sample

Many methods can be used to determine sample size, such as published tables, formulas, and referencing of sample sizes in similar literature (Israel, 1992; Tabachnick & Fidell, 2007; Taherdoost, 2016). Since the exact population size of knowledge workers was unknown, Table 1 in Section 1.2 (StatsSA, 2021b) was used to generate the assumption that the 1 406 000 managers, 992 000 professionals and 1 320 000 technicians at the end of June 2021 made up the majority of the South African knowledge worker population. The recommended sample size for a population range between 3 718 000 to 500 000 knowledge workers, with a confidence level of 95% and a margin of error of 5%, would be 384 responses (Israel, 1992). However, this is not a reflection of the knowledge workers who have experienced non-events, just a reflection of a sample size of knowledge workers in South Africa.

Given that there was no way to measure the number of knowledge workers who have experienced non-events, and taking into consideration the timelines for data collection and the research design, approximately 1000 knowledge workers were asked to complete the survey to ensure that at least 286 responses were achieved (Israel, 1992). This was to provide a confidence level of close to 95% and allow for a 5% margin of error. Furthermore, this would ensure that the sample size was large enough to acquire sufficient data to analyse and possibly generalise findings.

## 4.9 Measurement instrument

Potential respondents (knowledge workers) were requested to complete the **self-administered questionnaire** if they had experienced a non-event in their current workplace. The quantitative survey used pre-existing questions from reputable scholars. Closed-ended questions were generally asked, so answers were exact and could be analysed easily. Refer to the consistency matrix (Appendix 4) for alignment details between the research hypotheses, data gathering process and analysis approach.

Because the individual's agency was being assessed, reflective scales were used to measure psychological contract and CTI associated with career transition decision-making. Refer to Appendix 1 for details of the questionnaire.

### *4.9.1 Assessment of knowledge worker*

Respondents were asked their highest qualification to ensure that they met the description of a knowledge worker (a highly qualified and highly educated professional), as defined in Section 1.6. They were also asked to state their current job category (executive, management, professional, technical, or other) to verify further that their job is usually associated with a knowledge worker's capabilities.

### *4.9.2 Assessment of non-events*

Respondents were only allowed to fill in the survey if they had experienced a non-event in their current workplace. They were asked what type of non-event they had experienced. The types of non-events, as described in Chapter 2.3, were shared as options, and respondents were also allowed to indicate the type of non-event they had experienced if it was not part of the options provided. Furthermore, when respondents were asked to elaborate on the type of non-event they experienced, the option to add "none" was added; so, if a respondent started the survey but had not experienced a non-event, they had the opportunity to indicate this. One such response was received and removed from the sample analysed, as experiencing a non-event at the workplace was a control variable.

### *4.9.3 Assessment of psychological contract*

Certain constructs, such as psychological contract, cannot be measured directly; therefore, proxies from pre-existing literature were used, which had been derived from estimating types of the psychological contract. Rousseau (2000) operationalised the four types/dimensions of psychological contract into three subconstructs each, as illustrated in Figure 6. These subconstructs have "high convergent and discriminant validity" (Rousseau, 2000, p. 3).

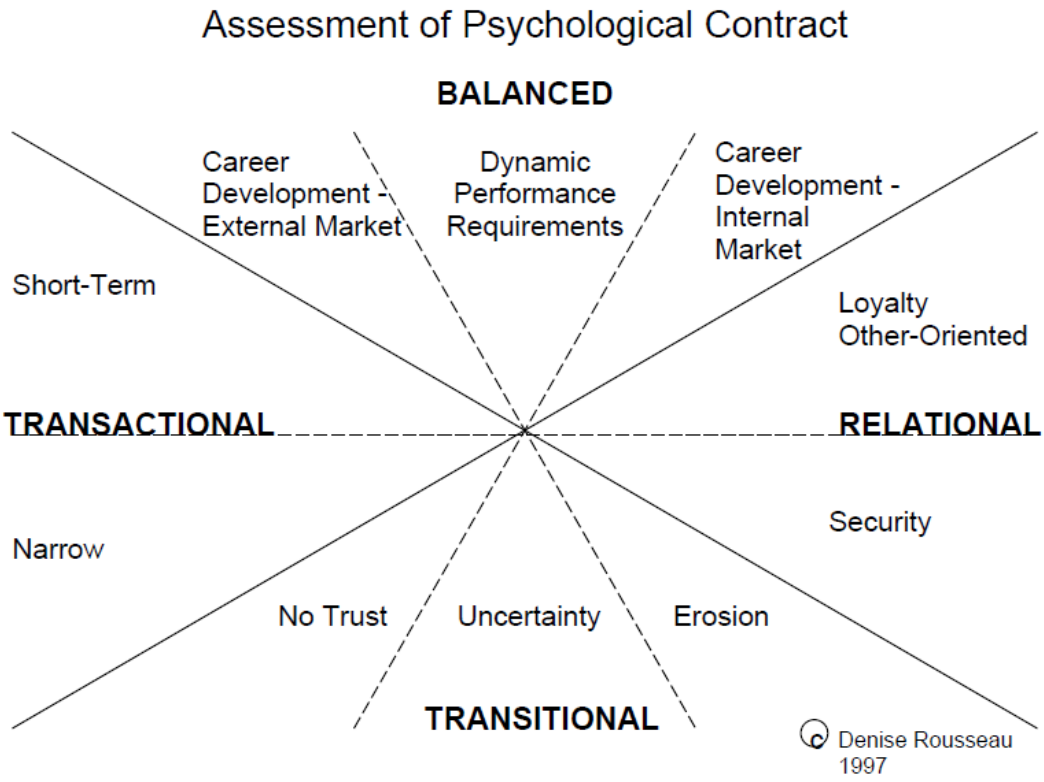



**Figure 6: Sub constructs used to assess psychological contract (Rousseau, 2000)**

Pre-existing questions regarding psychological contract, from Rousseau's (2000) article on psychological contract inventory, were used. The questions enabled the collection of ordinal data, as all 33 questions used a Likert scale from 1 to 5 (whereby 1 = not at all, 2 = slightly, 3 = somewhat, 4 = moderately, and 5 = to a great extent). The questions regarding transactional psychological contract, balanced psychological contract and relational psychological contract (Section 2 of the survey) were posed to understand the employee's commitment or obligation to their employer. In contrast, the questions regarding transitional psychological contract (Section 3 of the survey) were posed to try and understand the employee's relationship with their employer.

### *4.9.4 Assessment of intent to engage in a career transition*

Section 4 of the survey first asked respondents if they would engage in a career transition. It then continued to ask three questions to assess the respondent's agency regarding making a career transition. Questions included what type of career transition was being considered, if the respondent had control over their career transition, and if they had confidence in successfully making a career transition.

### *4.9.5 Assessment of career transition inventory*

In Section 5 of the survey, pre-existing questions regarding CTI, from the article "Assessing psychological resources during career change: Development of the career transitions inventory" by Heppner et al. (1994), were used to assess if the respondents already have some agency factors required to engage in a career transition as mentioned in Section 2.5.5. these factors included readiness, confidence, control, Perceived support and Decision independence. The questions enabled the collection of ordinal data. All 40 questions used a Likert scale from 1 to 5, whereby 1 = strongly disagree, 2 = disagree a little, 3 = neither agree nor disagree, 4 = agree a little, and 5 = strongly agree. This enabled the easy aggregation of data when assessing reliability, validity and relationships.

### *4.9.6 Structure of instrument*

The survey structure was based on the conceptual model (Figure 5) and is illustrated in Figure 7; the five sections of the survey were divided based on the constructs and variables being measured. The survey questionnaire is detailed in Appendix 1.

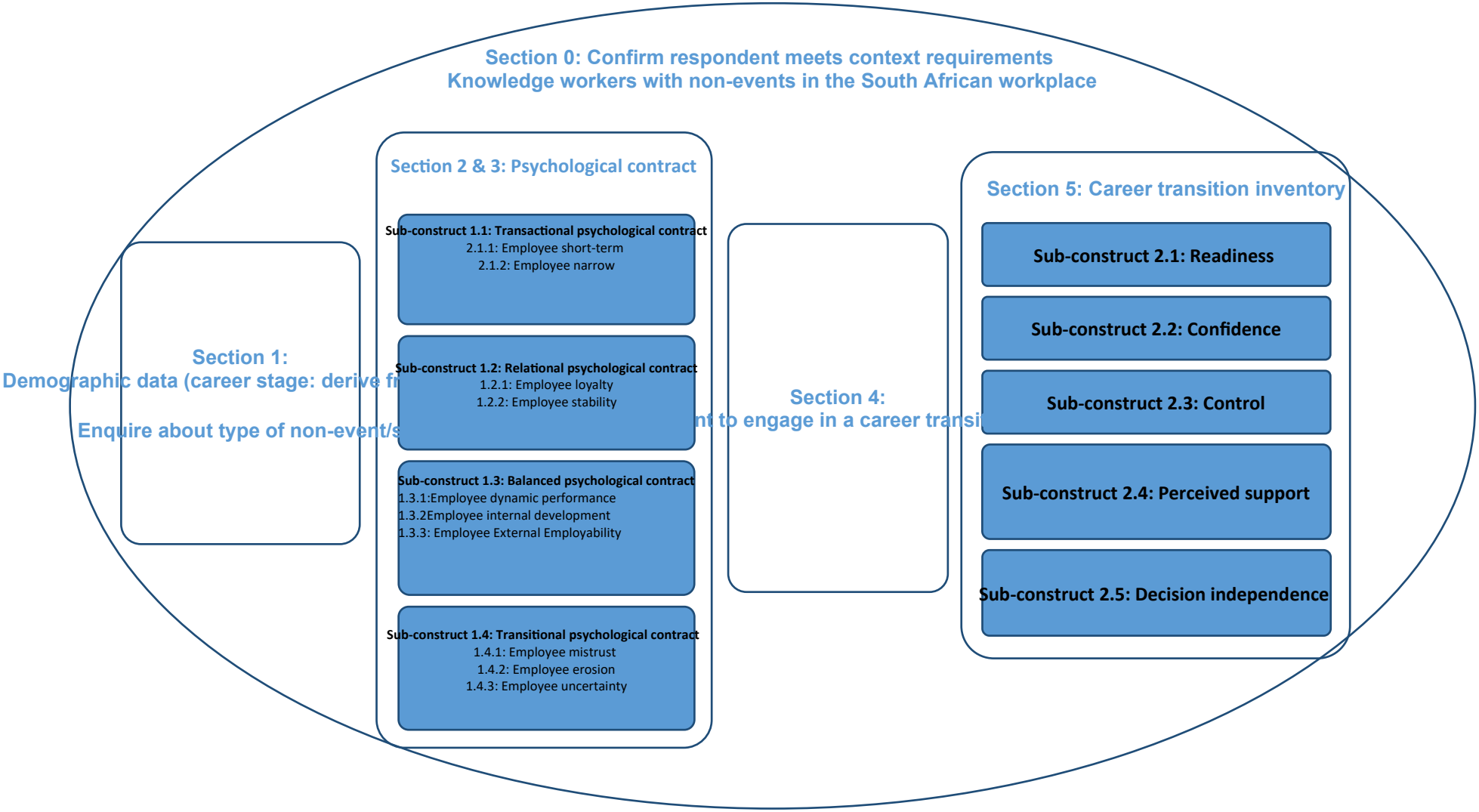



**Figure 7: Structure of the measurement instrument used to collect data**.

## 4.10 Ethical clearance

Ethical clearance was approved (proof of application and approval in Appendix 2) before piloting and sending out the questionnaire. This was done to ensure that the correct legal process was being followed when collecting data. Refer to Appendix 2 for the ethical clearance approval report.

Participants were asked to share the survey with potential respondents (snowball sampling); however, no incentives were offered for participation or sharing of the survey. There was no way of tracking if a potential respondent had completed the survey. The sample population is not considered a vulnerable population; however, confidentiality and anonymity were maintained by not collecting respondents' names or email addresses. Furthermore, only aggregated data was analysed and shared. Refer to Section 0 of the survey in Appendix 1 for the detailed consent requested at the beginning of the survey.

Since Google Forms was used to collect data, the gathered data was stored on the researcher's Google Drive. This ensured access in the future, should any information need to be verified. The university was also provided with the raw data collected. Once the research was completed, all research material was further backed up on a hard drive to ensure the safety of the material should any information need to be accessed in the future. As per the ethical clearance requirements, this information will be kept for a minimum of ten years post completion of the research.

## 4.11 Data collection

### *4.11.1 Pretest*

The Google Forms survey was pretested before sending the link to potential respondents. Most of the questions in the survey were pre-existing questions from previous literature. Once ethical clearance was received, the survey was piloted with six knowledge workers over a week. This was to check the appropriateness of questions, scales, formatting, and grammar and determine the time needed to complete the survey (Willis, 2016). Individuals were also asked to check if potential response options were missing before distributing the survey link to potential respondents.

The approach used was to pretest the survey with one person, refine and make fixes, and then send the survey to a second person. This approach was used for the first

three people. The survey was then sent to seven knowledge workers; however, only three were available to assist with pretesting within the required period. The first three respondents made most of the changes; the remainder commented and discussed the survey flow.

Based on the feedback received, four questions were removed as respondents indicated that these did not read well or seemed like duplicates of other questions; grammar was also corrected. The option to only allow one response per person had to be disabled, as this required tracking of email addresses, and respondents were ensured confidentiality and anonymity. There was no need to reapply for ethical clearance before starting data collection based on the above changes. Pretesting responses to the survey were not used in the study.

### *4.11.2 Data collection strategy*

Given the time constraints, the following strategy was used to get as many respondents as possible. Initially, potential respondents were reached via email, WhatsApp and LinkedIn. Likely respondents were informed about what the research was about and what it aimed to achieve. If potential respondents met the required criteria (they considered themselves as knowledge workers who had experienced a non-event in the workplace), they were asked to complete the survey using the provided Google Forms link. The duration of the survey (approximately 20 minutes) was also communicated. The cut-off date for completion of the survey was subsequently conveyed to highlight the timelines required for the data gathering process.

Furthermore, to enable snowball sampling, respondents were asked to identify other potential respondents and forward the request to complete the survey to them (Goodman, 1961). This aided in trying to reach the targeted sample size.

It was observed that when the survey request was shared in groups on WhatsApp or posted on the wall in LinkedIn, it was difficult to follow up if people had a chance to read the request or share the survey request with others. So, an individual approach was used to follow up if people had had an opportunity to look at the survey or share it; this approach was key to increasing the response rate.

Approximately 300 responses were initially targeted; as mentioned in Section 4.4, data collection was done for six weeks, and the survey was sent to roughly a thousand respondents, who, in turn, were asked to snowball its reach (Saunders &

Lewis, 2018). After two weeks, individuals were contacted to follow up if they had had a chance to do the survey, or forward it to someone they knew who had had a non-event at their workplace. Due to the POPI act, social groups were used to contact class representatives of masters in business administration and postgraduate diploma classes, to ask for assistance in sharing the survey with their classes' social groups.

## 4.12 Quality controls

Reliability, validity, and researcher bias were assessed, to ensure quality control of the research. The following sections elaborate on the three quality controls followed.

#### 4.12.1.1 Reliability

Psychological contract and career transition were measured using pre-existing proxies linked to pre-existing questions, as highlighted in Section 4.9. The constructs and subconstructs were measured using a minimum of four indicator questions in the survey. Chronbach alpha measured internal consistency between the questions (items) that were used in the survey. The questions used the same Likert scale, ensuring that the ordinal data could be aggregated to assess the constructs. To ensure the quality and credibility of the quantitative analysis of the research problem, internal consistency reliability was achieved by aiming for a minimum Cronbach alpha of 0,65 (Hair et al., 2010; Zikmund et al., 2013). Refer to Section 5.3 for the detailed Cronbach alpha analysis results for Construct 1 and Construct 2.

#### 4.12.1.2 Validity

Validity was ensured by using established scales when creating the survey. The questions asked in the survey were aligned to the research question, to ensure content validity (Saunders & Lewis, 2018). The research supervisor reviewed the questionnaire and, since he had published literature in the field, this provided face validity. A review of previous literature was used to assist in checking predictive validity. The constructs used in the research were gathered from previous literature, to ensure nomological validity. The minimum sample size of 200 was targeted to further improve validity (Hair, Black, Babin, & Anderson, 2010). Constructs were also tested for discriminant and convergent validity; refer to Section 5.4 for the results of factor analysis test results.

#### 4.12.1.3 Bias

The questionnaire was structured to first provide the responder with details of the research in a cover letter, then to request demographic information before continuing to the questions related to the various constructs (Saunders & Lewis, 2018). The questionnaire was piloted before sending it out to ensure that it was error-free and questions were not ambiguous or open-ended. A benefit of using a self-administered questionnaire was that it further reduced interviewer bias (Saunders & Lewis, 2018). However, there was the possibility of missing data and a low response rate.

The researcher did not fill in the survey to ensure there was no researcher bias. Furthermore, data cleaning changes were tracked should there be the need to verify that the data was not modified inappropriately.

## 4.13 Data analysis and interpretation

### *4.13.1 Descriptive statistics*

Statistical Package for the Social Sciences (SPSS) software (version 27.02) and Microsoft Excel facilitated the data analysis. **Descriptive statistics** (such as frequencies, mode, median, and mean) were used to provide an overview of the data. Ordinal data were analysed for Construct 1 (psychological contract) and Construct 2 (CTI), whilst nominal data were used to assess the type of non-event (Question 10) and whether the respondent intended to engage in a career transition (Question 13).

### *4.13.2 Chronbach alpha analysis*

Reliability was assessed using **Chronbach alpha analysis** to enhance the quality and credibility of the quantitative analysis of the research problem. Internal consistency reliability was achieved by aiming for a minimum Cronbach alpha of at least 0,65 (Hair et al., 2010; Zikmund et al., 2013). According to Zikmund (2013), a Chronbach alpha of 0,8–0,95 can be interpreted as very good reliability, whilst values of 0,7–0,79 can be interpreted as good reliability, and values of 0,6–0,69 can be interpreted as fair reliability.

A Cronbach alpha of at least 0,65 provides a certain degree of reliability, that would enable the generalising of the findings of the research (Hair et al., 2010; Zikmund et al., 2013). The questions associated with Construct 1 (psychological contract) came

from literature that ensured a Cronbach alpha of at least 0,7 (Rousseau, 2000). However, the questions associated with Construct 2 (career transition) came from literature with a minimum Cronbach alpha of 0,55 (Heppner et al., 1994). Therefore, the pre-existing questions and proxies used to measure the two constructs were tested again to ensure a Cronbach alpha of at least 0,65 (Heppner et al., 1994; Rousseau, 2000). Refer to Section 5.4 for the detailed Cronbach alpha results for Construct 1 and Construct 2.

### *4.13.3 Factor analysis*

Validity was assessed using **factor analysis**. This was calculated using the IBM AMOS add-on to SPSS. The validity of a construct can be evaluated using factor analysis in one of two ways, namely exploratory factor analysis (EFA) or confirmatory factor analysis (CFA). EFA is used when new questions are created in a survey, existing questions are modified, or a CFA fails (Zikmund et al., 2013). Since pre-existing questions were used, the first attempt was to do a CFA. CFA was done to assess if the pre-existing latent constructs had internal consistency. Table 2 shows the CFA measures considered for good fit of the structural equation models as a minimum.

**Table 2: CFA assessment criteria (Kline, 2015; Hu & Bentler, 1999)**

| **Structural equation models (SEM) measure** | **Good fit criteria** |
|---|---|
| Model chi-square ($\chi^2$) | *p*-value > 0,05 |
| Comparative fit index (CFI) | CFI ≥ 0,90 |
| Root mean square error of approximation (RMSEA) | RMSEA < 0,08 |
| Standardised root mean squared residual (SRMR) | SRMR < 0,08 |

For EFA, the following factors were assessed to ensure validity :

**Table 3: EFA assessment criteria (Gaskin, 2021)**

| | |
|---|---|
| **Correlation matrix** | All correlations must have one loading greater than 0.3 |
| **Kaiser-Meyer-Olkin(KMO) Measure of Sampling Adequacy.** | KMO ≥ 9 Marvelous<br>0.8 ≤ KMO < 0.9 Meritorious |

| | |
|---|---|
| | 0.7 ≤ KMO < 0.8 Middling<br>0.6 ≤ KMO < 0.7 Mediocre<br>0.5 ≤ KMO < 0.6 Miserable<br>KMO < 0.5 Unacceptable |
| **Bartlett's Test of Sphericity** | p-vale < 0.05: principal component analysis (PCA) is suitable<br>p-value > 0.05: PCA is not suitable |
| **Eigenvalue 1 rule** | Must explain at least 65% of the variance of the observed variables a factor is aiming to explain |

Refer to Section 5.5 for the results of the factor analysis for Construct 1 and Construct 2.

### *4.13.4 Inferential statistics*

Inferential statistics (specifically multiple regression analysis) were used to test the hypotheses (Pallant, 2007). As the conceptual model was refined, only regression analysis was used to test the hypotheses. Statistical tests were determined based on key literature used to source pre-existing questions (Heppner et al., 1994; Rousseau, 2000). If the statistical significance was not less than 0,05 ($P$ < 0,05), the hypothesis was rejected (Andrade, 2019).

The consistency matrix in Appendix 4 aims to show alignment between analytical techniques and the research hypotheses. The research focused on testing for differences, similarities and predictions. The analysis results are shared in Chapter 5, followed by a discussion of the results before concluding the research.

#### 4.13.4.1 Criteria for linear regression analysis

For relationship and moderation assessments, linear regression analysis was used. Table 4 below shows the criteria assess when doing linear regression analysis

**Table 4: Linear regression analysis criteria (Jawahar, 2019)**

| Linear Regression Results to be analysed | Criteria |
|---|---|
| Variables used to test Hypothesis | Indicates the variables added or removed from the analysis, also highlights which is the dependent variable and independent variable |

| | |
|---|---|
| Model Summary | multiple correlation coefficient (R) :<br>0.10 ≥ R ≤ 0.29, strength of relationship is small<br>0.30 ≥ R ≤ 0.49, strength of relationship is medium<br>0.50 ≥ R ≤ 1.0, strength of relationship is large |
| | Adjusted R Square indicates the percentage of variance in the dependent variable as a result of the independent variable |
| ANOVA | Sig. < 0.05, indicates that the model is a good fit for the data.<br>Sig. > 0.05, indicates that the model is not a good fit for the data. |
| Coefficients | Sig. < 0.05, indicated a significant predictor of the dependent variable<br>Sig. > 0.05, indicated not a significant predictor of the dependent variable |
| | Beta(B) positive – represents the direction of the relationship<br>Beta(B) negative – represents the direction of the relationship |

#### 4.13.4.2 Criteria for moderation linear regression analysis

Many assumptions were made before performing moderation linear regression analysis. For this research, two hypotheses were tested moderation effects, namely H3 and H5. Moderation was tested using linear multiple regression analysis, where there is only one dependent variable and one independent variable. Only the establishment career stage was assessed as a moderator in H3 and not all career stages to simplify the modelling process. The number of non-events(data) was used as an independent variable instead of the type of nonevent since the type of non-event was categorical data and this would make modelling more complex.

As shown in Figures 8 and 9, there are four types of psychological contract. In H3, the four types of psychological contract are the dependent variable, whereas, for H5, the four types of psychological contract are the independent variable. The impact of this is that for hypotheses 3 and 5, there needed to be four sub hypotheses to test the moderation effects. The details of the sub hypotheses are shown in Figures 17 and 18.

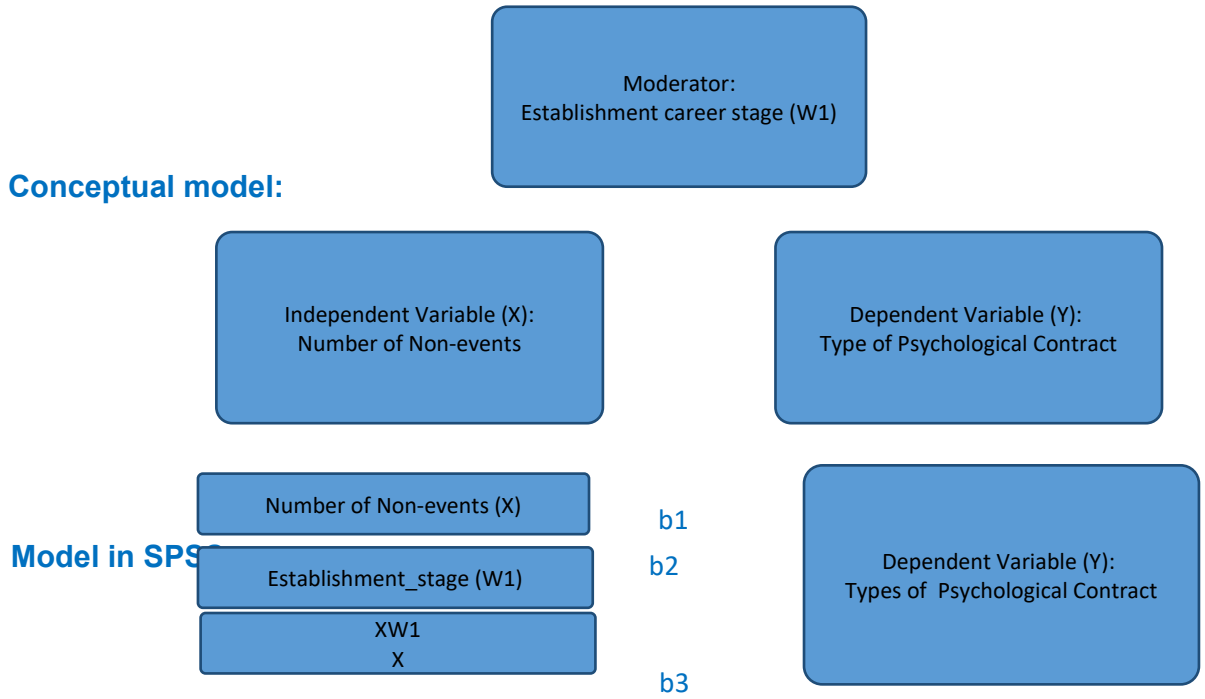



**Figure 8: Moderation assessment for H3, adapted from (Frazier, Tix, & Barron, 2004)**

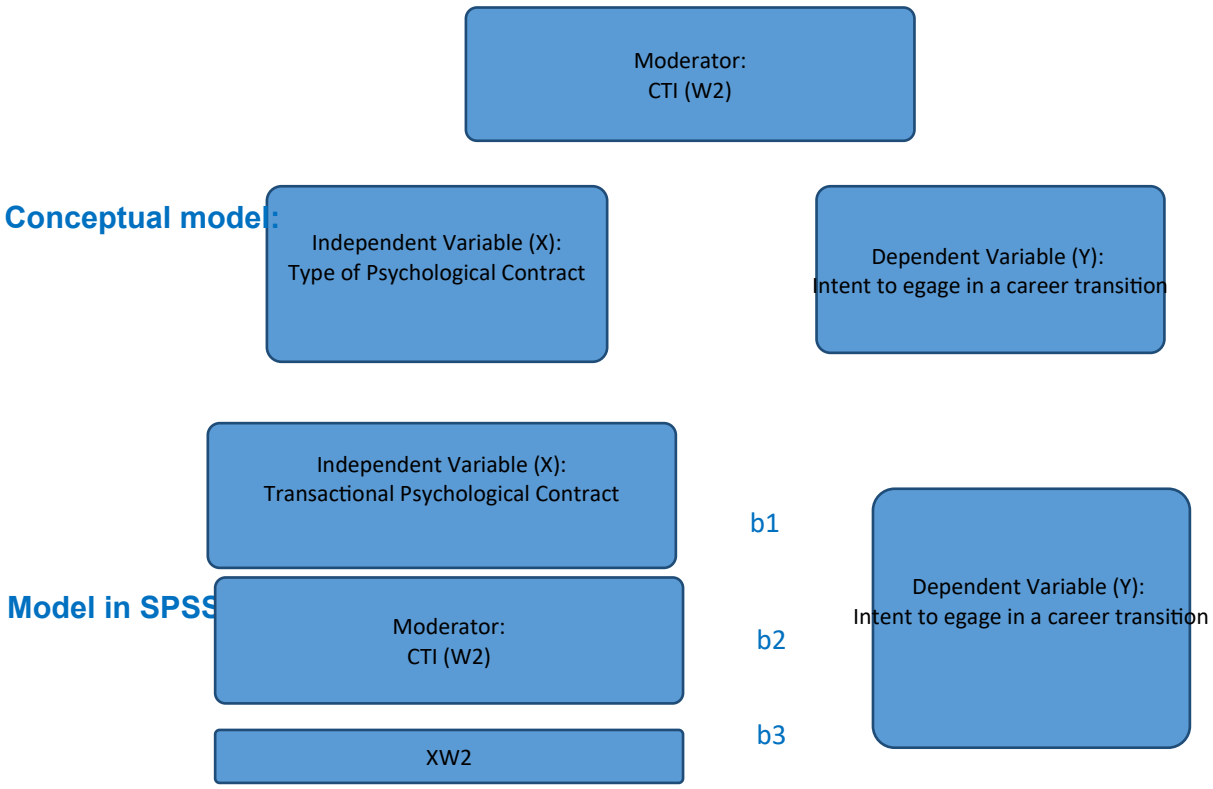



**Figure 9: Moderation assessment for H5, adapted from (Frazier, Tix, & Barron, 2004)**

The moderation model can be express as an equation as follows (Frazier, Tix, & Barron, 2004):

$$Y= b0 +bx1 +b2x2+ b3(x1x2) + Ɛ$$

Table 5 shows the assessed criteria to check the moderator's moderating impact on the independent variable(X) relationship with the dependent variable(Y). Similar to multiple regress moderation regression criteria will assess the following:

**Table 5: Moderation linear regression criteria (Pallant, 2007; Jawahar, 2019)**

| **Linear Regression Results to be analysed** | **Criteria** |
|---|---|
| Correlation | Both independent variables correlate, Correlation Coefficient close to 1 indicates a perfect negative correlation, or -1 indicates a perfect negative correlation |
| Variables used to test Hypothesis | Indicates the variables added or removed from the analysis, also highlights which is the dependent variable and independent variable |
| Model Summary | multiple correlation coefficient (R) :<br>0.10 ≥ R ≤ 0.29, strength of relationship is small<br>0.30 ≥ R ≤ 0.49, strength of relationship is medium<br>0.50 ≥ R ≤ 1.0, strength of relationship is large |
| | Adjusted R Square indicates the percentage of variance in the dependent variable as a result of the independent variable |
| ANOVA | Sig. < 0.05, indicates that the model is a good fit for the data.<br>Sig. > 0.05, indicates that the model is not a good fit for the data. |
| Coefficients | Sig. < 0.05, indicated a significant predictor of the dependent variable<br>Sig. > 0.05, indicated not a significant predictor of the dependent variable |
| | **Uunstandardised** Beta(B) positive – expressed the direction of the relationship<br>**Uunstandardised** Beta(B) negative – expressed the direction of the relationship |
| Outlines | Remove outlines from data |
| Collinearity Diagnostics | Eigenvalues close to 1 |

## 4.14 Conclusion

The methodology used for this research, as discussed in Chapter 4, is summarised in Table 6 below. The next chapter will present the SPSS results that were analysed.

Chapter 6 will discuss the findings, and the study's conclusions are presented in Chapter 7.

**Table 6: Summary of the methodology used in research**.

| | |
|---|---|
| **Main research philosophy** | Positivism |
| **Approach to theory development** | Deductive (collect and analyse data) |
| **Research strategy** | Online Google Forms survey |
| **Research design/Sampling technique** | Non-probability sampling, snowball sampling |
| **Methodological choice** | Mono-method quantitative analysis |
| **Time dimension** | Cross-sectional (study done for a particular point in time) |
| **Population** | Knowledge workers in South Africa |
| **Target Population** | Knowledge workers in South Africa who have experienced a non-event in the workplace |
| **Unit of analysis** | Individual knowledge workers |
| **Sampling size** | Targeted: 278 respondents |
| **Measurement instrument** | Google Forms survey |
| **Data gathering process** | Self-completed questionnaires |
| **Quality controls** | Reliability: Cronbach alpha calculated for latent variables; aim for a minimum of 0,65<br>Validity: confirmatory factor analysis done for latent variables<br>Biases declared<br>Ethical clearance was approved |
| **Data analysis** | Descriptive statistics (frequency, mode, median and mean)<br>Inferential statistics (correlations, T-tests and regression) |

# Chapter 5: Results

## 5.1 Introduction

Based on the methodology outline in chapter 4, the online survey was used to collect data. This resulted in 241 viable responses being obtained. This sample size was considered as feasible as it was larger than the sample sizes in the literature reviewed (Heppner, Multon, & Johnston, 1994; Hardin, 1967; Betz & Luzzo, 1996). However, only 188 of the respondents had an intention to engage in a career transition. Table 7 describes how the sample size was determined. There was no missing data as respondents were required to complete a question before proceeding to the next question. There were questions where respondents were allowed to add additional options. Where necessary, recoding was used to sort the data to facilitate the data analysis process; refer to Appendix 3 for the details of codings used.

**Table 7: Sample size**

| | **Responses** |
|---|---|
| Raw Data | 250 |
| Less: Pilot responses | 7 |
| Less: Respondents that didn't meet the criteria of having experienced a non-event | 2 |
| **Sample size for H1- H3** | **241** |
| Less: respondents with no intention to engage in a career transition | 53 |
| **Sample size for H4 and H5** | **188** |

To understand the sample in more detail, section 5.2 describe the sample in more detail and will also share the results of the descriptive statistics analysis.

## 5.2 Sample Description

### *5.2.1 Age*

Respondents were asked to indicate within which age category then fit in. The four age categorises were based on Super's (1957) four career stages as shared in Chapter 2.5.2. Table 8 shows the age distribution of the 241 knowledge workers sampled. 81% of the respondents were in the establishment phase of their careers between 26 and 45 years. Only respondents over 18 years were allowed to complete the survey, with four (2%) in the exploration stage (18 to 25 years). Whilst 16% of respondents were in the

maintenance stage, ages 45 to 65 years and three respondents(1.20%) were in the decline stage (over 65 years).

### *5.2.2 Gender*

Results regarding gender shown in Table 8 illustrate that males and females were well represented in the sample of knowledge workers. 51.50% males and 48.10% of females were represented in the sample of knowledge workers. Whilst one respondent chose not to indicate their gender.

### *5.2.3 Ethnicity*

Asian/Indians and Africans were well represented in the sample. As shown in Table 8, the sample included 109 Asian/Indians, 94 Africans, 23 whites, four coloureds, and one person who chose not to disclose their ethnicity.

### *5.2.4 Marital Status*

When individuals make decisions regarding career transition, they lean on relationships they have. As mentioned in Chapter 2.5, relationships are one of five theoretical perspectives on career transition. Therefore, marriage was assessed as one type of relationship. Married respondents make up 66% of the sample, whilst three indicated they were in a relationship. One respondent was a widow, five were divorced, and 73 respondents were single. This means 162(67.22%) respondents are in a relationship (dating, engaged or married) whilst 71(29.46%) respondents were not in a relationship (single, divorced or windowed).

### *5.2.5 Nationality*

Given that the study is assessing knowledge workers in South Africa, it was not surprising that most of the respondents were South African as the South African researcher reached out to potential respondents within South Arica using various platforms. As presented in Table 8, South Africans accounted for 96.7% of the sample, six Zimbabweans, one Congolese and an individual from India. Non-South African explains the cross country career transition by individuals.

### *5.2.6 Highest Qualification and Current Job*

The definition of knowledge workers in Chapter 1.6 highlighted that they are highly qualified and highly educated professionals. To confirm that respondents met these

criteria associated with knowledge workers, they were asked to indicate their highest qualifications and current job category. This ensured that the sample was well represented by knowledge workers meeting the criteria used to define knowledge workers. As shown in Table 8, 3% have a certificate, 11% have a diploma, 23% have a bachelor's degree, 37% have an honours degree, and 27% have a master's degree. Furthermore, the current job categories showed that managers and professionals were well represented in the sample.

### *5.2.7 Number of years employed in current company*

As presented by Table 8, 39% of the respondents have been employed for more than ten years at their current workplace, 20% between 7 and 10 years, 15% between 4 and 6 years and 27% have been employed for less than three years. To further understand this information, "Number of years employed in current company" was categorised by the stage of career(age) as presented in Figure 10. Respondents over 65 years have been employed for over seven years, indicating that older generations engage lesser in career transition. This information correlates with a lesser number of jobs since graduating from university (Figure 11).

Knowledge workers between 18 and 25 are in the first phase of their career, so having less than five jobs shows that career transition occurs at earlier stages in their career. Also, the number of career transitions by knowledge workers between 18 and 25 are more often than older generations. Knowledge workers between 18 and 25 are starting their career journey, so more career transitions could take place in later stages of their career.

### *5.2.8 Number of jobs since leaving university*

As highlighted by Black and Warhurst (2019) and Sullivan and Al Ariss (2021), career transition has become more common over the year, with individuals even having more than one career in a lifetime; this is well presented by the data, whereby knowledge workers sampled have had between 1 and 21 jobs since entering the job market, as shown in Figure 11. It was interesting to see that individuals with 12 to 21 jobs were in the age range from 26-45 years, whilst respondents older than 65 years have only had less than five jobs.

### *5.2.9 Sample Descriptive Statistics*

Table 8 below presents the frequencies and percentages associated with the demographic information about respondents. These are followed by Figures 10 and 11, which categorises the number of jobs and the number of years they are working in the current workplace by the different career stages.

**Table 8: SPSS descriptive statistics of sample**

| Description | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Age** | 18-25 years | 4 | 1.70 | 1.70 | 1.70 |
| | 26-45 years | 196 | 81.30 | 81.30 | 83.00 |
| | 46-65 years | 38 | 15.80 | 15.80 | 98.80 |
| | 65 and over | 3 | 1.20 | 1.20 | 100.00 |
| | Total | 241 | 100.00 | 100.00 | |
| **Gender** | Male | 124 | 51.50 | 51.50 | 51.50 |
| | Female | 116 | 48.10 | 48.10 | 99.60 |
| | Prefer not to say | 1 | 0.40 | 0.40 | 100.00 |
| | Total | 241 | 100.00 | 100.00 | |
| **Ethnicity** | African | 94 | 39.00 | 39.00 | 39.00 |
| | Asian/Indian | 109 | 45.23 | 45.23 | 84.23 |
| | Coloured | 14 | 5.81 | 5.81 | 90.04 |
| | White | 23 | 9.54 | 9.54 | 99.68 |
| | Other | 1 | 0.42 | 0.42 | 100.00 |
| | Total | 241 | 100.00 | 100.00 | |
| **Marital Status** | Single | 73 | 30.30 | 30.30 | 30.30 |
| | In a relationship | 3 | 1.20 | 1.20 | 31.50 |
| | Married | 159 | 66.0 | 66.0 | 97.50 |
| | Divorced | 5 | 2.10 | 2.10 | 99.60 |
| | Widow | 1 | 0.40 | 0.40 | 100.00 |
| | Total | 241 | 100.00 | 100.00 | |
| **Nationality** | South African | 233 | 96.7 | 96.7 | 96.7 |
| | Zimbabwean | 6 | 2.5 | 2.5 | 99.2 |
| | Congolese | 1 | 0.4 | 0.4 | 99.6 |
| | Indian | 1 | 0.4 | 0.4 | 100.0 |
| | Total | 241 | 100.0 | 100.0 | |
| **Highest Qualification** | Diploma | 27 | 11.2 | 11.2 | 11.2 |
| | Bachelors | 55 | 22.8 | 22.8 | 34.0 |
| | Honours | 88 | 36.5 | 36.5 | 70.5 |

| Description | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| | Masters | 65 | 27.0 | 27.0 | 97.5 |
| | Certificate | 6 | 2.5 | 2.5 | 100.0 |
| | Total | 241 | 100.0 | 100.0 | |
| **Current job Category** | Executive | 16 | 6.6 | 6.6 | 6.6 |
| | Management | 85 | 35.3 | 35.3 | 41.9 |
| | Professional | 111 | 46.1 | 46.1 | 88.0 |
| | Technical | 22 | 9.1 | 9.1 | 97.1 |
| | Other | 7 | 2.9 | 2.9 | 100.0 |
| | Total | 241 | 100.0 | 100.0 | |
| **Number of years employed in current company** | 0-3 years | 64 | 26.6 | 26.6 | 26.6 |
| | 4-6 years | 37 | 15.4 | 15.4 | 41.9 |
| | 7-10 years | 47 | 19.5 | 19.5 | 61.4 |
| | 10 years + | 93 | 38.6 | 38.6 | 100.0 |
| | Total | 241 | 100.0 | 100.0 | |
| **Number of jobs since leaving University** | 1 | 26 | 10.8 | 10.8 | 10.8 |
| | 2 | 42 | 17.4 | 17.4 | 28.2 |
| | 3 | 42 | 17.4 | 17.4 | 45.6 |
| | 4 | 48 | 19.9 | 19.9 | 65.6 |
| | 5 | 30 | 12.4 | 12.4 | 78.0 |
| | 6 | 17 | 7.1 | 7.1 | 85.1 |
| | 7 | 15 | 6.2 | 6.2 | 91.3 |
| | 8 | 5 | 2.1 | 2.1 | 93.4 |
| | 9 | 10 | 4.1 | 4.1 | 97.5 |
| | 10 | 1 | .4 | .4 | 97.9 |
| | 11 | 1 | .4 | .4 | 98.3 |
| | 12 | 1 | .4 | .4 | 98.8 |
| | 14 | 1 | .4 | .4 | 99.2 |
| | 16 | 1 | .4 | .4 | 99.6 |
| | 21 | 1 | .4 | .4 | 100.0 |
| | Total | 241 | 100.0 | 100.0 | |

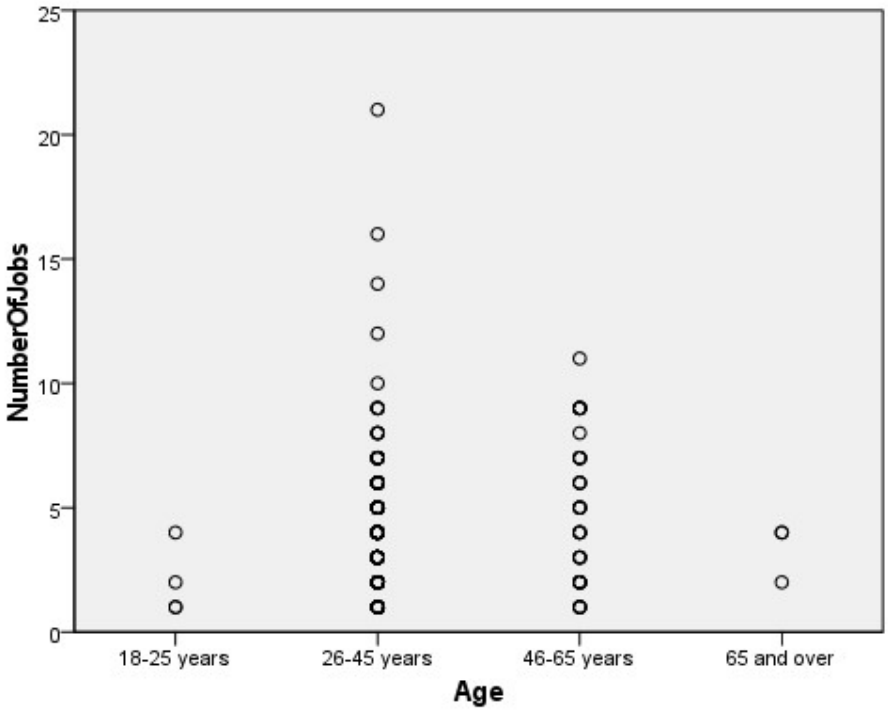



**Figure 10: Number of jobs categorised by age (career stages)**

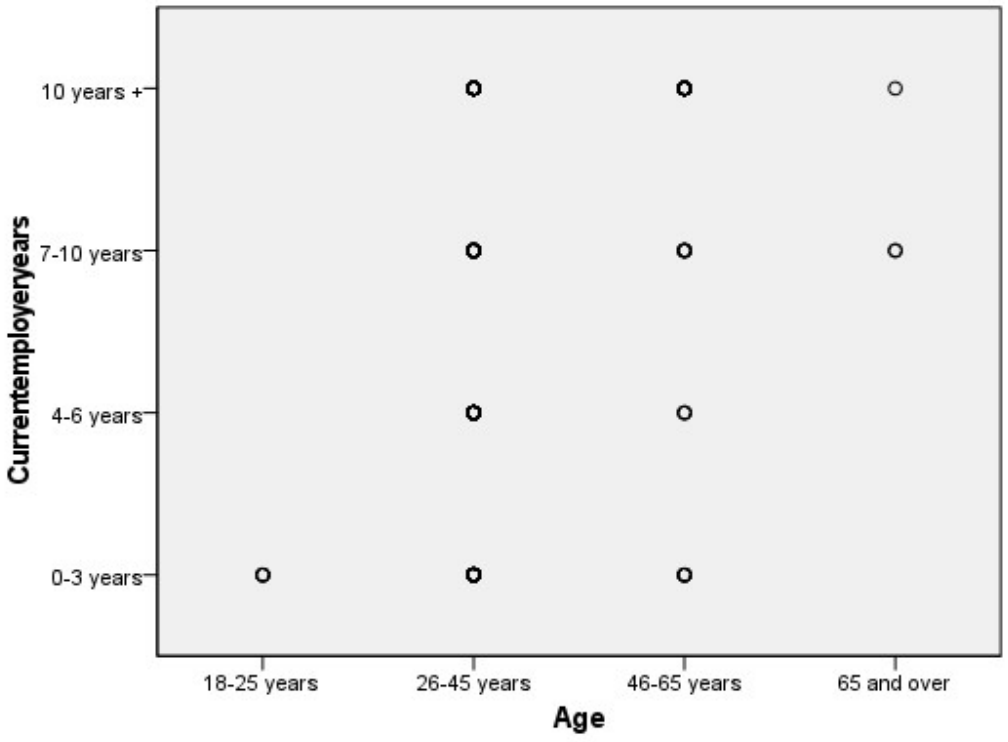



**Figure 11: Number of years at current workplace categorised by age (career stages)**

### 5.3 Chronbach Alpha

Cronbach Alpha for the two latent constructs and proxies (subconstructs and sub-sub-constructs) were calculated using SPSS to check internal consistency. A summary of the assessment results are presented in Table 9; refer to Appendix 5 for details SPSS results. Question Q14.7, 14.13 and 14.20 were deleted to ensure a minimum Cronbach alpha of 0.65 was still achieved for Construct 2 (CTI). However, the reliability of Subconstruct 2.3(Control), Subconstruct 2.4(Perceived support) and Subconstruct 2.5(Decision independence) were not acceptable and therefore were removed from the study analysis from this point onwards.

**Table 9: Chronbach Alpha Results for Construct 1 and Construct 2 (Rousseau, 2000; Heppner, Multon, & Johnston, 1994)**

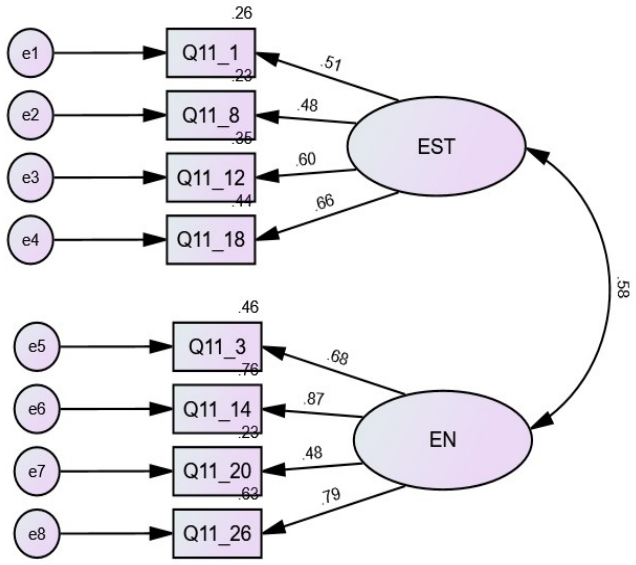
| Latent Constructs | Cronbach Alpha | |
|---|---|---|
| | Literature | Calculated |
| **Construct 1: Psychological contract** | | |
| 1.1: Transactional Psychological contract: | | 0.78 |
| 1.1.1: Employee Short-term | 0.74 | 0.65 |
| 1.1.2:Employee Narrow | 0.82 | 0.79 |
| 1.2: Relational Psychological contract | | 0.85 |
| 1.2.1:Employee Loyalty | 0.72 | 0.83 |
| 1.2.2:Employee Stability | 0.72 | 0.68 |
| 1.3: Balanced Psychological contract | | 0.78 |
| 1.3.1: Employee Dynamic Performance | 0.72 | 0.82 |
| 1.3.2: Employee Internal Development | 0.78 | 0.83 |
| 1.3.3: Employee External Employability | 0.80 | 0.75 |
| 1.4: Transitional Psychological contract | | 0.94 |
| 1.4.1: Employee Mistrust | 0.87 | 0.91 |
| 1.4.2: Employee Erosion | 0.84 | 0.86 |
| 1.4.3: Employee Uncertainty | 0.85 | 0.89 |
| **Construct 2: Career transition inventory (CTI)** (Using only Readiness and Confidence as values > 0.65) | 0.84 | 0.70 Q14.17, Q14.22, Q14.11, Q14.16, Q14.25, & Q14.30 deleted |
| Sub construct 2.1: Readiness | 0.74 | 0.74 |
| Sub construct 2.2: Confidence | 0.79 | 0.77 (Q14.11 and Q14.30 deleted) |
| Sub construct 2.3: Control | 0.55 | 0.53 (Q14.12, Q14.26, and Q14.33 deleted) |
| Sub construct 2.4: Perceived support | 0.77 | 0.45 (Q14.13, 14.20 and 14.27 deleted) |
| Sub construct 2.5: Decision Independence | 0.83 | 0.59 (Q14.7,14.21 & 14.35 deleted) |

## 5.4 Factor Analysis

As mentioned in Chapter 4.7.2, Confirmatory factor analysis (CFI) was done as the sample size was greater than 200 responses (241 responses) which is regarded as a good sample size for multiple regression analysis (Israel, 1992). Also, because the research used preexisting questions to measure the constructs. So, CFA was done in this study to assess if the pre-existing latent constructs had internal consistency. Also, this study has a different context to what the preexisting questions have been used to test before. Based on the following CFA results in Figures 12 to 15, it can be concluded that the subconstructs associated with Constructs 1(psychological contract) are valid, however, Construct 2 did not meet the minimum model fit criteria(Figure 16) stipulated in Chapter 4.12 for CFA. Therefore EFA was done to refine the proxies.

### *5.4.1 CFA for Sub Construct 1.1 (Transactional psychological contract))*

Transactional psychological contract is a latent sub construct measured using two sub-sub-constructs: Employee short-term (EST) and Employee narrow (EN). CFA was used to assess the validity of Transactional psychological contract as a latent sub construct. No questions were removed to improve the validity scores, Transactional psychological contract as a subconstruct is regarded as having a good validity, as only one criterion was not met(RMR), as shown below.

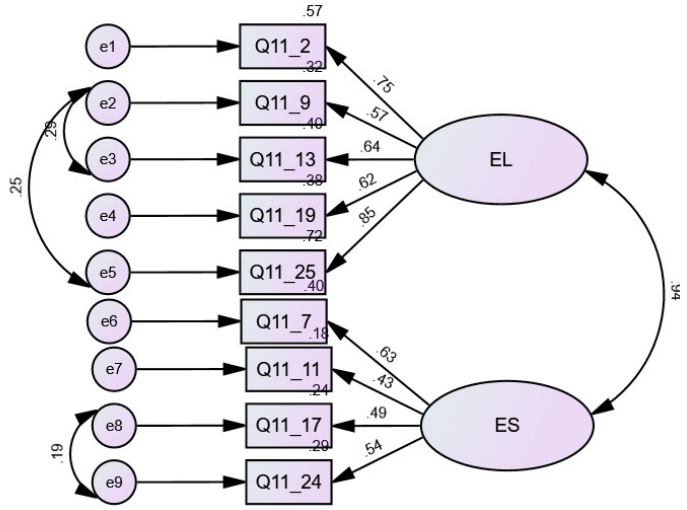



| Model | Default model | Good Fit Criteria |
|---|---|---|
| Chi-square | 25.63 | |
| Degrees of freedom | 19 | |
| Probability level | 0.14 | > 0,05 |
| CFI | 0.99 | ≥ 0,90 |
| RMSEA | 0.04 | < 0,08 |
| RMR | **0.09** | < 0,08 |

**Figure 12: Construct 1.1 standardized factor loadings model and model fit summary**

### *5.4.2 CFA for Sub Construct 1.2 (Relational psychological contract)*

CFA was used to assess the validity of Relational psychological contract as a latent sub construct. Relational psychological contract is a latent sub construct that is measured using two sub-sub-construct, namely Employee loyalty (EL) and Employee Stability (ES). One question was removed to improve the validity scores. Findings were that since all the tests met the good fit criteria, Relational psychological contract as a subconstruct is regarded as having a good validity, as shown below.



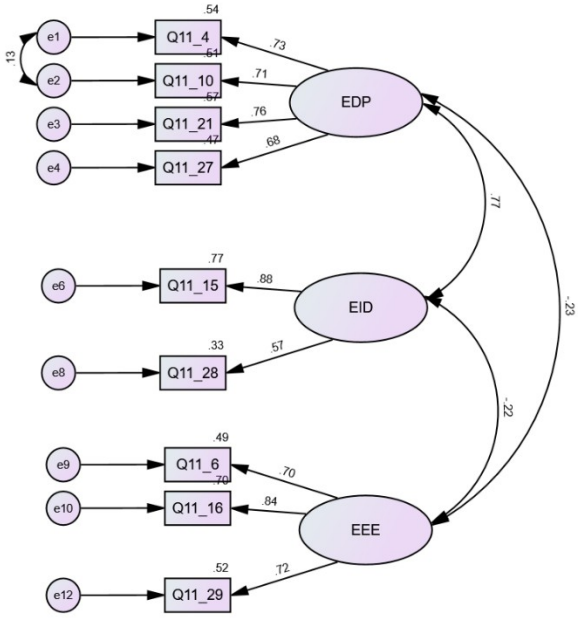

| Model | Default model | Good Fit Criteria |
|---|---|---|
| Chi-square | 34.38 | |
| Degrees of freedom | 23 | |
| Probability level | 0.06 | > 0,05 |
| CFI | 0.98 | ≥ 0,90 |
| RMSEA | 0.05 | < 0,08 |
| RMR | 0.06 | < 0,08 |

**Figure 13: Construct 1.3 standardized factor loadings model and model fit summary (Q11. 30 was removed)**

### *5.4.3*

### *5.4.4 CFA for Sub construct 1.3 (Balanced psychological contract)*

CFA was used to assess the validity of Balanced psychological contract as a latent sub construct. Balanced psychological contract is a latent sub construct that is measured using three Sub-sub-construct, namely Employee dynamic performance(EDP), Employee internal development (EID), and Employee external employability (EEE). Three questions were removed to improve the validity scores. Since all the tests met the good fit criteria, Balanced psychological contract as a subconstruct is regarded as having a good validity, as shown below.



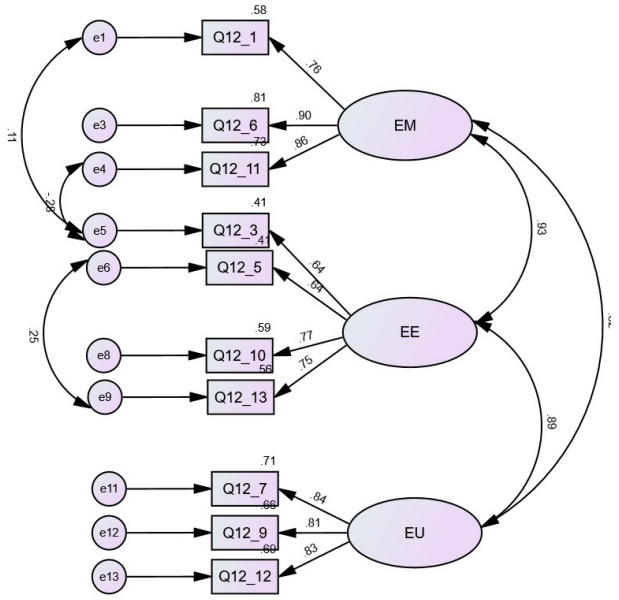

| Model | Default model | Good Fit Criteria |
|---|---|---|
| Chi-square | 28.72 | |
| Degrees of freedom | 23 | |
| Probability level | 0.19 | > 0,05 |
| CFI | 0.99 | ≥ 0,90 |
| RMSEA | 0.03 | < 0,08 |
| RMR | 0.06 | < 0,08 |

**Figure 14: Construct 1.3 standardized factor loadings model and model fit summary (Q11.5 and Q11.22 removed from EID) and (Q23 removed from EEE)**

### *5.4.5*

### *5.4.6 CFA for Sub construct 1.4 (Transitional psychological contract)*

CFA was used to assess the validity of Transitional psychological contract as a latent sub construct. Transitional psychological contract is a latent sub construct that is measured using three Sub-sub-construct, namely Employee dynamic performance(EDP), Employee internal development (EID), and Employee external employability (EEE). Three questions were removed to improve the validity scores. Findings were that since all the tests met the good fit criteria, Transitional psychological contract has good validity, as shown below.

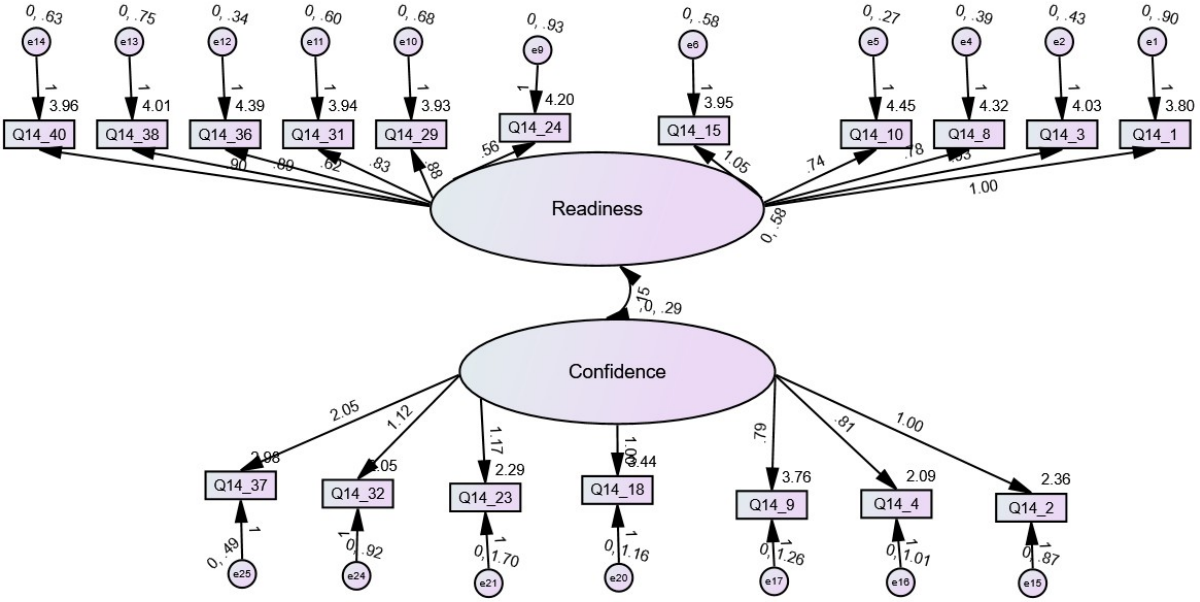



| Model | Default model | Good Fit Criteria |
|---|---|---|
| Chi-square | 28.72 | |
| Degrees of freedom | 29 | |
| Probability level | 0.05 | > 0,05 |
| CFI | 0.99 | ≥ 0,90 |
| RMSEA | 0.04 | < 0,08 |
| RMR | 0.05 | < 0,08 |

**Figure 15: Construct 1.4 standardized factor loadings model and model fit summary (Q12.2 removed from EM), (Q12.8 removed from EE), (Q12.4 removed from EU)**

### *5.4.7 CFA for Construct 2*

Of the 241 respondents, 53 indicated that they have no intention to engage in a career transition; therefore, for Construct 2, the sample size was reduced to 188. These 188 respondents indicated some degree of intent to engage in a career transition and were consequently asked to complete the questions associated with CTI (Section 5 of the survey). Because the sample size is less than 200, this has a significant impact on the validity of the construct; also, the sample has intent to engage in career transition and is not engaging in career transition, so the context is different to that used to test the CTI questionnaire. The criteria for model fit for Construct 2(CTI) were not met, even with attempts to refine the model; therefore, an EFA was explored.




| Model | Default model | Good Fit Criteria |
|---|---|---|
| Chi-square | 253.76 | |
| Degrees of freedom | 134 | |
| Probability level | 0.00 | > 0,05 |
| CFI | 0.89 | ≥ 0,90 |
| RMSEA | 0.69 | < 0,08 |
| Sample size | 188 | >200 |

**Figure 16: Construct 2 standardized factor loadings model and model fit summary**

### *5.4.8 EFA for Construct 2*

All 40 questions for assessing CTI were tested using the EFA assessment process however, only 11 questions were filtered to ensure validity. The results of the EFA was in line with the Chronbach alpha assessment(Table 9), whereby the same two subconstructs (Readiness and Confidence) were viable. As shown in Table 10, regarding adequacy, The Kaiser-Meyer-Olkin Measure of Sampling Adequacy indicates that the factor analysis was meritorious (KMO ≥ 9). With a p-value (sig.) less than 0.05, indicating significants. All comunalities were ensured to be above 0.3. The two-factor model explains 53.16 of the variance, with two subconstructs (components), namely Readiness (subconstruct 1) and Confidence (subconstruct 2). Convergent validity we have all the loadings above 0.5. discriminative validity was ensured by not allowing cross-loading of questions across subconstructs.

**Table 10: EFA assessment results**

| | | | Sub Construct (Component) | |
|---|---|---|---|---|
| | | | **1** | **2** |
| **KMO and Bartlett's Test** | Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | | **0.85** |
| | Bartlett's Test of Sphericity | Approx. Chi-Square | | 660.52 |
| | | df | | 55 |
| | | Sig. | | **0.00** |
| **Comunalities** | | | | >0.45 |
| **Total Variance Explained: Extraction Sums of Squared Loadings** | Total | | 4.228 | 1.62 |
| | % of Variance | | 38.438 | 14.72 |
| | Cumulative % | | 38.438 | **53.16** |
| **Rotational Component Matrix** | Q14_1 | | 0.63 | -.282 |
| | Q14_10 | | 0.78 | -.047 |
| | Q14_8 | | 0.75 | -.058 |
| | Q14_15 | | 0.75 | -.193 |
| | Q14_31 | | 0.68 | .015 |
| | Q14_36 | | 0.69 | -.016 |
| | Q14_40 | | 0.73 | .126 |
| | Q14_2 | | -.110 | 0.66 |
| | Q14_9 | | .206 | 0.67 |
| | Q14_37 | | -.227 | 0.78 |

| |
|---|
| Extraction Method: Principal Component Analysis.<br>Rotation Method: Varimax with Kaiser Normalization. |
| a. Rotation converged in 3 iterations. |

## 5.5 Results for Hypothesis 1, 2 and 3

The sample size for H1, H2, and H3 is 241, as mentioned in Table 7. Therefore, the descriptive statistics for these three hypotheses are presented together, followed by the inferential statistics per hypothesis.

### *5.5.1 Descriptive Statistics*

The types of non-events, number of non-events, career stage and types of psychological will be assessed part of the first three hypotheses. Therefore it is vital to understand the description of the data collected.

**Types of non-events**

The types of non-events experienced by the respondents are presented in Figure 17. Denial of promotion ranked as the most common type of non-event. Whilst seven respondents resonated with “other” types of non-events, which they indicated as freezing of job vacancies, unfair remuneration package, retrenchment due to covid-19, and loss of anticipated job offer. For the inferential statistical analysis, the focus will be given to the six non-events with most responses, as the “other” type of non-events can be considered outliners.

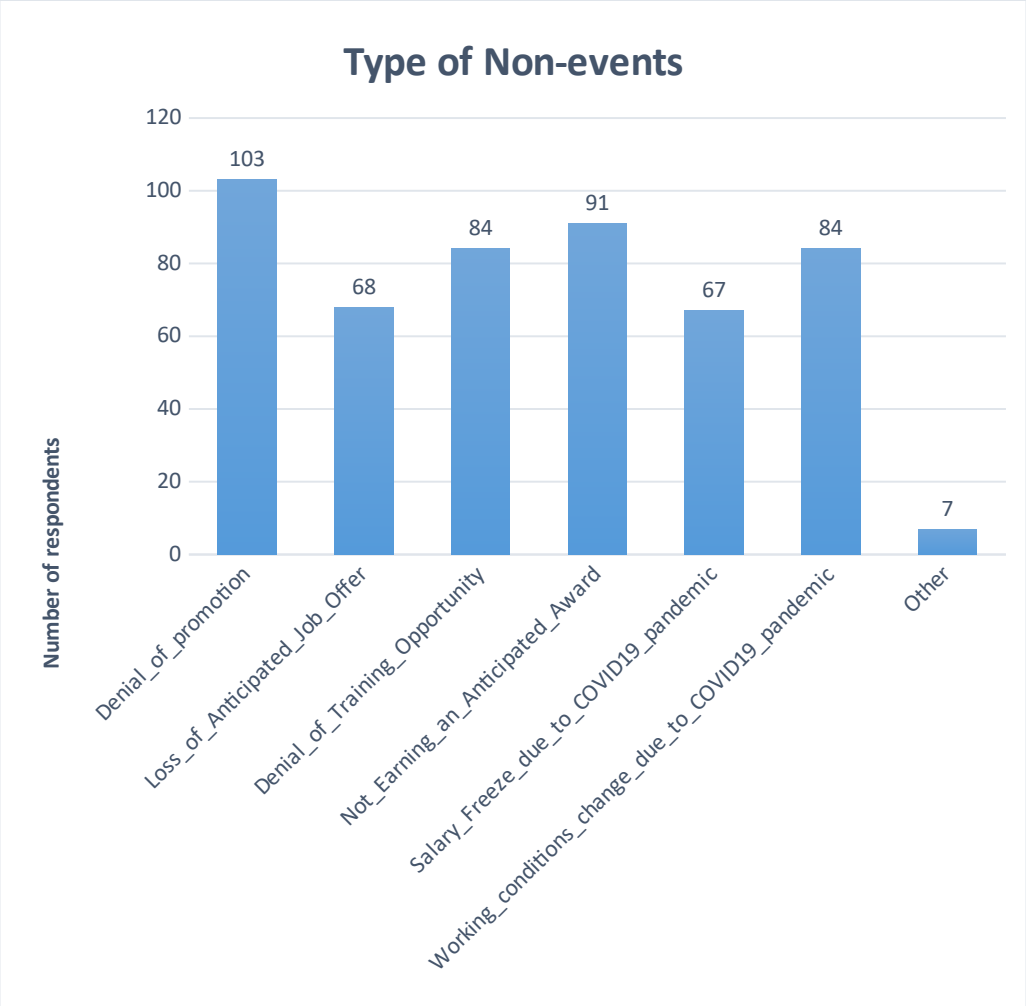



**Figure 17: Type of None - events experienced by sampled knowledge workers**

### Number of non-events

The number of non-events experienced by the respondents ranges from one to six non-events in the workplace, as shown below.

**Table 11: Number of non-events experienced by knowledge workers sampled**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Number of non-events | 1.00 | 91 | 37.8 | 37.8 | 37.8 |
| | 2.00 | 78 | 32.4 | 32.4 | 70.1 |
| | 3.00 | 43 | 17.8 | 17.8 | 88.0 |
| | 4.00 | 19 | 7.9 | 7.9 | 95.9 |
| | 5.00 | 8 | 3.3 | 3.3 | 99.2 |
| | 6.00 | 2 | 0.8 | 0.8 | 100.0 |
| | Total | 241 | 100.0 | 100.0 | |

**Career Stages**

Career Stages statistics were described in Section 5.2.1. There are four career stages; The exploration stage occurs from 15 to 25 years, establishment stage refers to individuals between the age of 25 and 45 years. Whilst maintenance stage, ages 45 to 65 years, and the decline stage start at around 65 years. As shown in Figure 10, the highest number of career transitions were in the establishment career stage.

**Psychological contract**

Table 12 describes the type of psychological contract experienced by respondents who have experienced non-events. Balanced Psychological contract had the highest average compared to the other types of psychological contract.

**Table 12:Descriptive Statistics of Construct 1 (Psychological contract)**

| Type of Psychological contract | Mean | Std. Deviation | N |
|---|---|---|---|
| Transactional Psychological contract | 2.63 | 0.91 | 241 |
| Relational Psychological contract | 3.19 | 0.88 | 241 |
| Balanced Psychological contract | 3.83 | 0.63 | 241 |
| Transitional Psychological contract | 2.94 | 1.12 | 241 |

### *5.5.2 Inferential statistics for Hypothesis 1*

Multiple linear regression was used to assess the relationship between the types of non-events and each type of psychological contract. The following subsections will present the statistical results associated with the following four sub hypotheses:

H1.1: A significant relationship exists between the type of non-events and Transactional psychological contract

H1.2: A significant relationship exists between the type of non-events and Relational psychological contract

H1.3: A significant relationship exists between the type of non-events and Balanced psychological contract

H1.4: A significant relationship exists between the type of non-events and Transitional psychological contract

### H1.1 Results

H1.1, A significant relationship exists between the type of non-events and Transactional psychological contract, whilst the Null Hypothesis ($H1.1_0$) is that there is no significant relationship between the type of non-events and Transactional psychological contract.

Transactional psychological contract was the dependent variable, whilst the predominant six types of non-events were the tested independent variables.

As presented in the Table below, the multiple correlation coefficient (R) is 0.30 indicates a medium correlation. The type of non-events can explain 6%(The adjusted coefficient of determination is 0.06) of the variance in Transactional psychological contract in the sample. The ANOVA results show that the p-value (Sig.) is less than 0.05, which indicates that the model is a good fit for the data. However, based on the p-values shown in the coefficients results below, only **"Denial of Training Opportunity" as a non-event is a good predictor of Transactional psychological contract.** Therefore, the analysis results provide sufficient statistical evidence to support H1.1; there is a significant relationship between the type of non-events and Transactional psychological contract.

**Table 13: Summary of regression analysis results for H1.1**

| Hypothesis | Independent variable (Type of Non-event) | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H1.1: Type of No-event → Transactional psychological contract | Denial of promotion1 | 0.08 | 1.19 | 0.24 | 3.70 | 0.30 | No |
| | Loss of Anticipated Job Offer2 | 0.05 | 0.85 | 0.40 | | | No |
| | **Denial of Training Opportunity3** | **0.24** | **3.79** | **0.00** | | | **Yes** |
| | Not Earning an anticipated Award4 | 0.07 | 1.13 | 0.26 | | | No |
| | Salary_Freeze due to COVID-19 pandemic5 | 0.02 | 0.26 | 0.79 | | | No |
| | Working conditions change due to COVID19_pandemic6 | -0.06 | -1.00 | 0.32 | | | No |

### H1.2 Results

H1.2, A significant relationship exists between the type of non-events and Relational psychological contract, whilst the Null Hypothesis ($H1.2_0$) is that there is no significant relationship between the type of non-events and Relational psychological contract.

As presented in the Table below, relational psychological contract was the dependent variable, whilst the six predominant types of non-events were the independent variables tested. The multiple correlation coefficient (R) is 0.29; this indicates a small correlation. The type of non-events can explain 6%(Adjusted coefficient of determination is 0.06) of the variance in Relational psychological contract in the sample. The ANOVA results show that the p-value (Sig.) is greater than 0.05, which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, none of the types of non-events is a good predictor of Relational psychological contract as the p-values (Sig.) is not less than 0.05 and the Standardized Coefficient Beta(B) value is close to zero. The analysis results provide sufficient statistical evidence to support $H1.2_0$; there is no significant relationship between the type of non-events and Relational psychological contract.

**Table 14: Summary of regression analysis results for H1.2**

| Hypothesis | Independent variable (Type of Non-event) | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H1.2: Type of No-event → Relational psychological contract | Denial of promotion1 | -0.17 | -2.62 | 0.01 | 3.62 | 0.29 | No |
| | Loss of Anticipated Job Offer2 | 0.00 | 0.037 | 0.97 | | | No |
| | **Denial of Training Opportunity3** | -0.10 | -1.65 | 0.10 | | | No |
| | Not Earning an anticipated Award4 | -0.11 | -1.78 | 0.08 | | | No |
| | Salary_Freeze due to COVID-19 pandemic5 | -0.09 | -1.44 | 0.15 | | | No |
| | Working conditions change due to COVID19_pandemic6 | 0.11 | 1.771 | 0.08 | | | No |

### H1.3 Results

H1.3, A significant relationship exists between the type of non-events and Balanced psychological contract, whilst the Null Hypothesis ($H1.3_0$) is that there is no significant relationship between the type of non-events and Balanced psychological contract.

As presented in the Table below, Balanced psychological contract was the dependent variable, whilst the six predominant types of non-events were the independent variables tested. The multiple correlation coefficient (R) is 0.17; this indicates a small correlation. The type of non-events can explain 0.5% (The adjusted coefficient of determination is 0.005) of the variance in Balanced psychological contract. The ANOVA results show that the p-value (Sig.) is greater than 0.05, which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, none of the types of non-events is a good predictor of Transactional psychological contract as the p-values (Sig.) is not less than 0.05 and the Standardized Coefficient Beta(B) value is close to zero. The analysis results provide sufficient statistical evidence to support $H1.3_0$; there is no significant relationship between the type of non-events and Balanced psychological contract.

**Table 15: Summary of regression analysis results for H1.3**

| Hypothesis | Independent variable (Type of Non-event) | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H1.3: Type of No-event → Balanced psychological contract | Denial of promotion1 | 0.03 | 0.42 | 0.68 | 1.22 | 0.17 | No |
| | Loss of Anticipated Job Offer2 | 0.02 | 0.24 | 0.81 | | | No |
| | Denial of Training Opportunity3 | -0.06 | -0.93 | 0.35 | | | No |
| | Not Earning an anticipated Award4 | -0.03 | -0.46 | 0.64 | | | No |
| | Salary_Freeze due to COVID-19 pandemic5 | -0.13 | -1.96 | 0.05 | | | No |
| | Working conditions change due to COVID19_pandemic6 | 0.10 | 1.57 | 0.12 | | | No |

### H1.4 Results

H1.4, A significant relationship exists between the type of non-events and Transitional psychological contract, whilst the Null Hypothesis ($H1.4_0$) is that there is no significant relationship between the type of non-events and B Transitional psychological contract.

As presented in the Table below, Transitional psychological contract was the dependent variable, whilst the six predominant types of non-events were the independent variables in the test. The multiple correlation coefficient (R) is 0.40; this indicates a medium correlation. The type of non-events can explain 14%(The adjusted coefficient of determination is 0.14) of the variance in Transitional psychological contract. The ANOVA results show that the p-value (Sig.) is less than 0.05, which indicates that the model is a good fit for the data. Based on the p-values in coefficients results, **"Denial of Promotion" and "Denial of Training Opportunity" are two types of non-events that were significant predictors of Transactional psychological contract in the given context**, with a Standardized Coefficient Beta (B) being 0.54 and 0.44 respectively. The analysis results provide sufficient statistical evidence to support H1.4; there is a significant relationship between the type of non-events and Transitional psychological contract.

**Table 16: Summary of regression analysis results for H1.4**

| Hypothesis | Independent variable (Type of Non-event) | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H1.4: Type of No-event → Transitional psychological contract | **Denial of promotion1** | **0.24** | **3.91** | **0.000** | **7.57** | **0.40** | **Yes** |
| | Loss of Anticipated Job Offer2 | 0.13 | 2.05 | 0.041 | | | No |
| | **Denial of Training Opportunity3** | **0.19** | **3.10** | **0.002** | | | **Yes** |
| | Not Earning an anticipated Award4 | 0.14 | 2.26 | 0.025 | | | No |
| | Salary_Freeze due to COVID-19 pandemic5 | 0.13 | 2.07 | 0.040 | | | No |
| | Working conditions change due to COVID19_pandemic6 | 0.01 | 0.21 | 0.833 | | | No |

### *5.5.3 Inferential Statistics for Hypothesis 2*

Multiple linear regression was used to assess the relationship between the number of non-events on each psychological contract type. The following subsections will present the statistical results associated with the following four sub hypotheses:

H2.1: A significant relationship exists between the number of non-events and Transactional psychological contract
H2.2: A significant relationship exists between the number of non-events and Relational psychological contract

H2.3: A significant relationship exists between the number of non-events and Balanced psychological contract

H2.4: A significant relationship exists between the number of non-events and Transitional psychological contract

### H2.1 Results

H2.1, A significant relationship exists between the number of non-events and Transactional Psychological contract. The Null Hypothesis ($H2.1_0$) is no significant relationship between the number of non-events and Transitional Psychological contract.

As presented in the Table below, Transactional psychological contract was the dependent variable, whilst the number of non-events was the tested independent variable. There is a negative correlation between the number of non-events and Transactional psychological contract; as the number of non-events increases, the individual's Transactional psychological contract decreases. The multiple correlation coefficient (R) is 0.034 indicates a very small correlation. The number of non-events can explain 0.3%(The adjusted coefficient of determination is -0.003) of the variance in Transactional psychological contract in the sample. The ANOVA results show that the p-value (Sig.) is greater than 0.05 (Sig. of 0.60), which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, the number of non-events is not a good predictor of Transactional psychological contract. The p-values (Sig.) is greater than 0.05 (Sig of 0.60). Also, the standardized coefficient Beta(B) value is close to zero. The analysis results provide sufficient statistical evidence to support $H2.1_0$; there is no significant relationship between the number of non-events and Transitional psychological contract.

**Table 17: Summary of regression analysis results for H2.1**

| Hypothesis | Independent variable | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H2.1: Number of Non-event → Transactional psychological contract | Number of Non-events (X) | -0.03 | -0.53 | 0.60 | 0.28 | 0.03 | No |

### H2.2 Results

H2.2, a significant relationship exists between the number of non-events and Relational Psychological contract. The Null Hypothesis ($H2.2_0$) was that no significant relationship exists between the number of non-events and Relational Psychological contract.

As presented in the Table below, Relational psychological contract was the dependent variable, whilst the number of non-events was the tested independent variable. There is a positive correlation between the number of non-events and Relational psychological contract; this means as the number of non-events increases, the individual's Relational psychological contract increases. The multiple correlation coefficient (R) is 0.08 indicates a very small correlation. The number of non-events can explain 0.3%(The adjusted coefficient of determination is 0.003) of the variance in Relational psychological contract in the sample. The ANOVA results show that the p-value (Sig.) is greater than 0.05 (Sig. of 0.20), which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, the number of non-events is not a good predictor of Relational psychological contract. As the p-values (Sig.) is greater than 0.05 (Sig of 0.20) and the standardized coefficient Beta(B) value is close to zero (B= 0.06). The analysis results provide sufficient statistical evidence to support $H2.2_0$; there is no significant relationship between the number of non-events and Relational psychological contract.

**Table 18: Summary of regression analysis results for H2.2**

| Hypothesis | Independent variable | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H2.2: Number of Non-event → Realtional psychological contract | Number of Non-events (X) | 0.83 | 1.29 | 0.20 | 1.66 | 0.08 | No |

### H2.3 Results

H2.3, A significant relationship exists between the number of non-events and Balanced psychological contract. The Null Hypothesis ($H2.3_0$) is that no significant relationship exists between the type of non-events and Balanced Psychological contract.

As presented in the Table below, Balanced psychological contract was the dependent variable, whilst the number of non-events was the independent variable tested. There is a negative correlation between the number of non-events and balanced psychological contract; this means as the number of non-events increases, the individual's Balanced psychological contract with their employer decreases. The multiple correlation coefficient (R) is 0.06 indicates a very small correlation. The number of non-events can explain 0% (The adjusted coefficient of determination is 0.00) of the variance in Balanced psychological contract in the sample. The ANOVA results show that the p-value (Sig.) is greater than 0.05 (Sig. of 0.35), which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, the number of non-events is not a good predictor of Balanced psychological contract. As the p-values (Sig.) is greater than 0.05 (Sig of 0.35) and the Unstandardized Coefficient Beta(B) value is close to zero (B= -0.03). The analysis results provide sufficient statistical evidence to support $H2.3_0$; there is no significant relationship between the number of non-events and Balanced psychological contract.

**Table 19: Summary of regression analysis results for H2.3**

| Hypothesis | Independent variable | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H2.3: Number of Non-event → Balanced psychological contract | Number of Non-events (X) | -0.06 | -0.95 | 0.35 | 0.90 | 0.06 | No |

### H2.4 Results

H2.4, A significant relationship exists between the number of non-events and Transitional psychological contract. The Null Hypothesis ($H2.4_0$), is no significant relationship between the number of non-events and Transitional psychological contract.

As presented in the Table below, Transitional psychological contract was the dependent variable, whilst the number of non-events was the independent variable tested. There is a positive correlation between the number of non-events and Transitional psychological contract; this means as the number of non-events increases, the individual's Transitional psychological contract increases. However, the multiple correlation coefficient (R) is only 0.08 indicates a very small correlation. The number of non-events can explain 0.3%(The adjusted coefficient of determination is 0.003) of the variance in Transitional psychological contract in the sample. The ANOVA results show that the p-value (Sig.) is greater than 0.05 (Sig. of 0.265), which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, the number of non-events is not a good predictor of Transitional psychological contract. As the p-values (Sig.) is not less than 0.05 (Sig of 0.20) and the Unstandardized Coefficient Beta(B) value is close to zero (B= 0.06). The analysis results provide sufficient statistical evidence to support $H2.4_0$; there is no significant relationship between the number of non-events and Transitional psychological contract.

**Table 20: Summary of regression analysis results for H2.4**

| Hypothesis | Independent variable | Coefficients | | | ANOVA | Model Summary Correlation | Hypothesis Supported |
|---|---|---|---|---|---|---|---|
| | | Standardised Beta | t-value | p-value | F | R | |
| H2.4: Number of Non-event → Transtional psychological contract | Number of Non-events (X) | 0.03 | 0.45 | 0.65 | 0.20 | -0.03 | No |

### *5.5.4 Inferential Statistics for Hypothesis 3*

H3: The establishment career stage moderates the relationship between the number of non-event/s and a knowledge worker's psychological contract

Multiple linear regression was used to assess if knowledge workers in the astablishment career stage moderate the relationship between the number of non-event/s and a knowledge worker's psychological contract. Since psychological contract is either one type or the other and cannot be averaged (Rousseau, 2000), the statistical results for the following four sub hypotheses will be present in the following subsections; Figure 17 presents how the moderations for the four sub hypotheses were modelled in SPSS):

H3.1: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Transactional psychological contract

H3.2: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Relational psychological contract

H3.3: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Balanced psychological contract

H3.4: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Transitional psychological contract

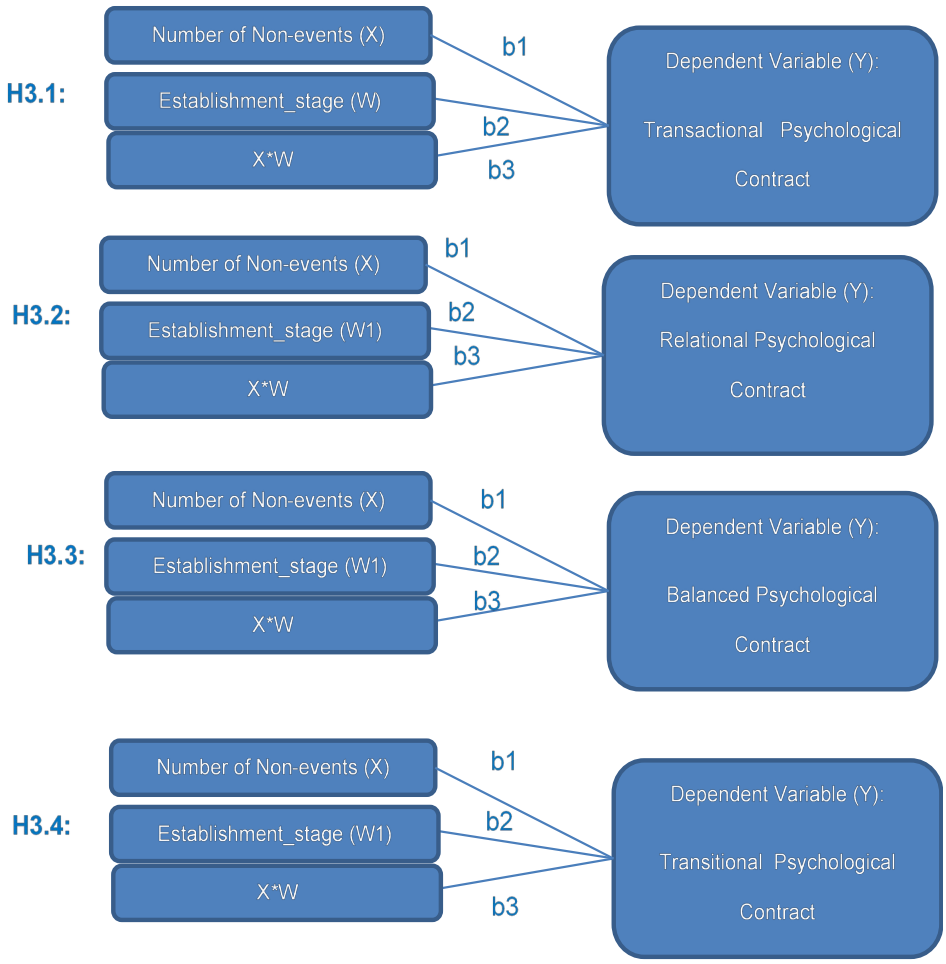



**Figure 18: Four models in SPSS for H3 sub hypotheses**

### H 3.1 Results

H3.1, The establishment career stage significantly moderates the relationship between the number of non-event/s and a knowledge worker's Transactional psychological contract. The Null Hypothesis ($H3.1_0$) was that the Establishment career stage does not significantly moderate the relationship between the number of non-event/s and a knowledge worker's Transactional psychological contract

As presented in the Table below, the number of non-events and Transactional psychological contract have a very small negative correlation. The establishment Stage and Transitional psychological contract have a small positive correlation. Whilst Combined (X_W) has a very small negative correction with Transactional psychological contract.

**Table 21: Correlation results for H3.1**

| | | Transactional |
|---|---|---|
| Pearson Correlation | Transactional | 1.00 |
| | NonEvents(X) | -0.03 |
| | establishment_stage_W | 0.17 |
| | X_W | -0.02 |
| Sig. (1-tailed) | Transactional | . |
| | NonEvents(X) | 0.30 |
| | establishment_stage_W | 0.004 |
| | X_W | 0.37 |
| N | | 241 |

As presented in Table 22, The multiple correlation coefficient (R) is 0.03 without moderation; with moderation, R is improved to 0.17; this indicates an improvement, but the correlation is small. Model 2 (with moderation) explain 2% of the variance in Transactional psychological contract (The adjusted coefficient of determination is 0.02). The ANOVA results show that the p-value (Sig.) has improved but is still less than 0.05 for model 2, which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, moderation is not a good predictor of Transactional psychological contract. Therefore, the analysis results provide sufficient statistical evidence to support Null Hypothesis ($H3.1_0$); there is no significant moderation effect by establishment career stage on the relationship between the number of non-events and Transactional psychological contract.

**Table 22: Summary of moderation regression analysis results for H3.1**

| H3.1: The establishment career stage moderates the relationship between the number of non-events and Transactional psychological contract | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized coefficients Beta** | **t-value** | **p-value** | **F** | **p-value** | **R** |
| 1 | NonEvents(X) | -0.03 | 17.17 | 0.60 | 0.28 | 0.596[b] | 0.03[a] |
| 2 | (Constant) | 2.31 | 17.17 | 0.00 | 2.36 | 0.07[c] | 0.17[b] |
| | NonEvents(X) | -0.04 | -0.31 | 0.76 | | | |
| | establishment_ stage_W | 0.39 | **2.58** | **0.01** | | | |
| | X_W | 0.02 | 0.14 | 0.89 | | | |
| a. Dependent Variable: Transactional | | | | | | | |
| b. Predictors: (Constant), NonEvents | | | | | | | |
| c. Predictors: (Constant), NonEvents, establishment_stage_W, X_W | | | | | | | |

## H3.2 Results

H3.2 was that the establishment career stage significantly moderates the relationship between the number of non-event/s and a knowledge worker's Relational psychological contract. The Null Hypothesis ($H3.2_0$) was that the establishment career stage does not significantly moderate the relationship between non-event/s and a knowledge worker's Relational psychological contract.

As presented in the Table below, the number of non-events and Relational psychological contract has a very small positive correlation. The establishment career stage and Relational psychological contract, however, have a small negative correlation. Combined (X_W), they have very small positive correction with Relational psychological contract.

**Table 23: Correlation results for H3.2**

| | | Relational |
|---|---|---|
| Pearson Correlation | Relational | 1.00 |
| | NonEvents(X) | 0.08 |
| | establishment_stage_W | -0.28 |
| | X_W | 0.04 |
| Sig. (1-tailed) | Relational | . |
| | NonEvents (X) | 0.10 |
| | establishment_stage_W | 0.00 |
| | X_W | 0.27 |
| N | | 241 |

As presented in the Table below, the multiple correlation coefficient ( R) is 0.08 without moderation; with moderation, R is improved to 0.29, this indicates an improvement, but the correlation is still small. Model 2 (with moderation) explain 7% of the variance in Relational psychological contract (The adjusted coefficient of determination is 0.07). The ANOVA results show that the p-value (Sig.) has improved to less than 0.05 for model 2 (p-value of 0.00), which indicates that the model is a good fit for the data. Based on the p-values shown in coefficients results, moderation is not a good predictor of Relational psychological contract. Therefore, the analysis results provide sufficient statistical evidence to support the null Hypothesis $H3.2_0$; there is no significant moderating effect by establishment career stage on the relationship between the number of non-events and Relational psychological contract.

**Table 24: Summary of moderation regression analysis results for H3.2**

| H3.2: Establishment career stage moderates Number of Non-event → Relational psychological contract | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized coefficients Beta** | **t-value** | **p-value** | **F** | **p-value (Sig.)** | **R** |
| 1 | NonEvents(X) | .064 | 1.28 | 0.20 | 1.66 | 0.20[b] | 0.08[a] |
| 2 | (Constant) | 3.68 | 28.94 | 0.00 | 7.41 | **0.00[c]** | **0.29[b]** |
| | NonEvents(X) | 0.15 | 1.35 | 0.18 | | | |
| | **establishment_stage_W** | **-0.61** | **-4.34** | **0.00** | | | |
| | X_W | -0.12 | -0.96 | 0.34 | | | |
| a. Dependent Variable: Relational | | | | | | | |
| b. Predictors: (Constant), NonEvents | | | | | | | |
| c. Predictors: (Constant), NonEvents, establishment_stage_W, X_W | | | | | | | |

### H3.3 Results

H3.3 was that the establishment career stage significantly moderates the relationship between the number of non-event/s and a knowledge worker's Balanced psychological contract. The Null Hypothesis ($H3.3_0$) was that the establishment career stage does not significantly moderate the relationship between the number of non-event/s and a knowledge worker's Balanced psychological contract.

As presented in the Table below, the number of non-events and Balanced psychological contract has a very small negative correlation. The establishment career stage and Balanced psychological contract also have a very small negative correlation. Combined (X_W) they there is still a very small negative correction with Balanced psychological contract.

**Table 25: Correlation results for H3.3**

| | | Balanced |
|---|---|---|
| Pearson Correlation | Balanced | 1.00 |
| | NonEvents(X) | -0.06 |
| | establishment_stage_W | -0.08 |
| | X_W | -0.08 |
| Sig. (1-tailed) | Balanced | . |
| | NonEvents(X) | 0.17 |
| | establishment_stage_W | 0.23 |
| | X_W | 0.11 |
| N | | 241 |

As shown in Table 26, the multiple correlation coefficient (R) is 0.06 without moderation; with moderation, R is improved to 0.09; this indicates an improvement, but the correlation is still very small. Model 2 (with moderation) explain 0.4% of the variance in Balanced psychological contract (The adjusted coefficient of determination is 0.004). The ANOVA results show that the p-value (Sig.) has increased and is greater than 0.05 for model 2 (p-value of 0.56), which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, moderation is not a good predictor of Balanced psychological contract. Therefore, the analysis results provide sufficient statistical evidence to support the Null Hypothesis ($H3.3_0$); there is no significant moderating effect by establishment career stage on the relationship between the number of non-events and Balanced psychological contract.

**Table 26: Summary of moderation regression analysis results for H3.3**

| H3.3: Establishment career stage moderates Number of Non-event → Balanced psychological contract | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized coefficients Beta** | **t-value** | **p-value** | **F** | **p-value** | **R** |
| 1 | NonEvents(X) | -0.03 | -0.95 | 0.35 | 0.90 | 0.35[b] | .061[a] |
| 2 | (Constant) | 3.89 | 40.81 | 0.00 | 0.69 | 0.56[c] | .093[b] |
| | NonEvents(X) | 0.02 | 0.25 | 0.80 | | | |
| | establishment_ stage_W | -0.08 | -0.73 | 0.47 | | | |
| | X_W | -0.07 | -0.75 | 0.45 | | | |
| a. Dependent Variable: Balanced | | | | | | | |
| b. Predictors: (Constant), NonEvents | | | | | | | |
| c. Predictors: (Constant), NonEvents, establishment_stage_W, X_W | | | | | | | |

## H3.4 Results

H3.4 was that the establishment career stage significantly moderates the relationship between the number of non-event/s and a knowledge worker's Transitional psychological contract. The Null Hypothesis ($H3.4_0$) was that the establishment career stage does not significantly moderate the relationship between the number of non-event/s and a knowledge worker's Transitional psychological contract.

As presented in the Table below, the number of non-events and Transitional psychological contract has a very small positive correlation. The establishment stage and Transitional psychological contract have almost no correlation. Combined (X_W), there is no improvement in the very small positive correction with Transitional psychological contract.

**Table 27: Correlation results for H3.4**

| | | Transitional |
|---|---|---|
| Pearson Correlation | Transitional | 1.00 |
| | NonEvents(X) | 0.03 |
| | establishment_stage_W | 0.002 |
| | X_W | 0.03 |
| Sig. (1-tailed) | Transitional | . |
| | NonEvents(X) | 0.33 |
| | establishment_stage_W | 0.49 |
| | X_W | 0.33 |
| N | | 241 |

As presented in the Table below, the multiple correlation coefficient R) is 0.03 with and without moderation. There is almost no correlation. Model 2 (with moderation) explain 1% of the variance in Transitional psychological contract (The adjusted coefficient of determination is 0.01). The ANOVA results show that the p-value (Sig.) has increased and is still greater than 0.05 for model 2 (p-value of 0.98), which indicates that the model is not a good fit for the data. Based on the p-values shown in coefficients results, the moderation (X_W) is not a good predictor of Transitional psychological contract. Therefore, the analysis results provide sufficient statistical evidence to support the Null Hypothesis ($H3.2_0$); there is no significant moderating effect by establishment career stage on the relationship between the number of non-events and Transitional psychological contract.

**Table 28: Summary of moderation regression analysis results for H3.2**

| H3.4: Establishment career stage moderates the number of Non-event → Transitional psychological contract | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized coefficients Beta** | **t-value** | **p-value** | **F** | **p-value** | **R** |
| 1 | NonEvents(X) | 0.03 | .450 | .653 | .202 | .653[b] | .029[a] |
| 2 | (Constant) | 2.93 | 17.420 | .000 | .069 | .976[c] | .030[b] |
| | NonEvents(X) | 0.02 | .148 | .883 | | | |
| | establishment_stage_W | 0.01 | .053 | .958 | | | |
| | X_W | 0.01 | .054 | .957 | | | |
| a. Dependent Variable: Transitional | | | | | | | |
| b. Predictors: (Constant), NonEvents | | | | | | | |
| c. Predictors: (Constant), NonEvents, establishment_stage_W, X_W | | | | | | | |

## 5.6 Results for Hypothesis 4 and 5

The types of psychological, CTI and "intention to engage in a career transition" were assessed hypotheses 4 and 5. "Intention to engage in a career transition" is the dependent variable in Hypotheses 4 and 5. Fifty-three of the respondents indicated that they are not considering career transition in any way. Therefore, the sample size decreased for Hypothesis 4 and 5; as explained in Section 5.1, 188 of the 241 respondents indicated some degree of intention to engage in career transition. Therefore it is vital to understand the description of the data collected associated with these variables for the 188 respondents.

### *5.6.1 Descriptive Statistics*

Construct 1 (types of psychological contract) and Construct 2 (CTI) is based on a scale of 1 to 5. As shown in Table 29, the mean for Balanced psychological contract is the highest amongst the four types of psychological contract whilst the mean for Transactional psychological contract is below 3. Also, the mean for CTI is above 3 (3.25).

**Table 29: Descriptive Statistics for H4 and H5**

| | | Transactional | Relational | Balanced | Transition | Career Transition Inventory | Intent to engage in a Career Transition |
|---|---|---|---|---|---|---|---|
| N | Valid | 188 | 188 | 188 | 188 | 188 | 188 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 |
| Mean | | 2.73 | 3.08 | 3.81 | 3.14 | 3.25 | 3.43 |
| Median | | 2.63 | 3.11 | 3.89 | 3.15 | 3.25 | 3.00 |
| Mode | | 2.25 | 2.33 | 4.22 | 3.40 | 3.05[a] | 5 |
| Std. Deviation | | .88856 | .85245 | .64283 | 1.04393 | .32264 | 1.658 |
| a. Multiple modes exist. The smallest value is shown | | | | | | | |

In Table 30, the respondents with intent to engage in a career transition are described. Seventy-two respondents are actively involved in engaging in a career transition, followed by 67 respondents that have begun tasks around career change and 43 individuals who have barely started tasks around career transition. The one respondent who is on post retire contract and five respondents who indicated they have resigned were kept in the same, as they would still be working in the workplace where the non-event/s took place and have the intention to transition.

**Table 30: Descriptive Statistics for Q13 (Intent to engage in a Career Transition)**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | I have barely begun tasks around career | 43 | 22.9 | 22.9 | 22.9 |
| | I have begun tasks around career change | 67 | 35.6 | 35.6 | 58.5 |
| | I have been actively involved in trying | 72 | 38.3 | 38.3 | 96.8 |
| | I am on a post retirement contract | 1 | .5 | .5 | 97.3 |
| | resigned | 5 | 2.7 | 2.7 | 100.0 |
| | Total | 188 | 100.0 | 100.0 | |

Table 31 further describes the views of respondents who have indicated an intention to engage in a career transition. Answers to question 13.1, show that 127 of the 188 respondents are exploring the option of occupation change, whilst 50 are looking to change positions within the company. Answers to question 13.2, show that 60 of the 188 respondents believe they are in control, and 59 of the 188 respondents believe they have somewhat control over their career transition. Answers to question 13.3, show that 88 of the 188 respondents have confidence in making a career transition successfully, and 61 of them have somewhat confidence in making a career transition successfully.

**Table 31: Descriptive statistics for questions associated with Intent to engage in a career transition**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| 13.1 Type of career transition being considered? | Task change (within the department) | 6 | 2.5 | 3.2 | 3.2 |
| | Position change (within the company) | 50 | 20.7 | 26.6 | 29.8 |
| | Occupation change (leave the company) | 127 | 52.7 | 67.6 | 97.3 |
| | position change or Occupation change | 4 | 1.7 | 2.1 | 99.5 |
| | Self Employement | 1 | .4 | .5 | 100.0 |
| | Total | 188 | 78.0 | 100.0 | |
| Missing | System | 53 | 22.0 | | |
| Total | | 241 | 100.0 | | |
| 13.2 I have the following amount of control over my career transition | No Control | 5 | 2.1 | 2.7 | 2.7 |
| | A litlle in Control | 17 | 7.1 | 9.0 | 11.7 |
| | Neutral | 47 | 19.5 | 25.0 | 36.7 |
| | Somewhat in control | 59 | 24.5 | 31.4 | 68.1 |
| | Complete Control | 60 | 24.9 | 31.9 | 100.0 |
| | Total | 188 | 78.0 | 100.0 | |
| Missing | System | 53 | 22.0 | | |
| Total | | 241 | 100.0 | | |
| 13.3 I have confidence in making a career transition successfully | Not at all | 3 | 1.2 | 1.6 | 1.6 |
| | A Little | 11 | 4.6 | 5.9 | 7.4 |
| | Neutral | 25 | 10.4 | 13.3 | 20.7 |
| | Somewhat | 61 | 25.3 | 32.4 | 53.2 |
| | Very Much | 88 | 36.5 | 46.8 | 100.0 |

| | | | | | |
|---|---|---|---|---|---|
| | Total | 188 | 78.0 | 100.0 | |
| Missing | System | 53 | 22.0 | | |
| Total | | 241 | 100.0 | | |

### *5.6.2 Inferential Statistics for Hypothesis 4*

H4 is that "the type of psychological contract after a non-event has a significant relationship with the "Intent to engage in a career transition".The null Hypothesis ($H4_0$) was that "the type of psychological contract after a non-event does not have a significant relationship with the "Intent to engage in a career transition".

As presented in the Table below, "Intent to engage in a career transition" was the dependent variable(Q13), whilst the type of psychological contracts were the tested independent variables. The multiple correlation coefficient (R) is 0.36 indicates a small correlation. The type of psychological contract can explain 11%(The adjusted coefficient of determination is 0.11) of the variance in the "Intent to engage in a career transition" in the sample. The ANOVA results show that the p-value (Sig.) is less than 0.05, which indicates that the model is a good fit for the data. The p-values indicated in the coefficient results indicate that only Transactional and Balanced psychological contract are a good predictor of the "Intent to engage in a career transition". Therefore, the analysis results provide sufficient statistical evidence to support H4; there is a significant relationship between the type of non-events and Transactional psychological contract.

**Table 32: Summary of regression analysis results for H4**

| **Hypothesis** | **Sub Hypotheses** | **Independent variable (Type of psychological contract)** | **Coefficients[a]** | | | **ANOVA[a]** | **Model Summary Correlation** | **Hypothesis Supported** |
|---|---|---|---|---|---|---|---|---|
| | | | **Standardised Beta** | **p-value** | t-value | **F** | **R** | |
| H4: Type of psychological contract → intention to engage in CT | | (Constant) | | 0.00 | 22.16 | **6.63** | **0.36** | No |
| | H4.1: Transactional psychological contract → intention to engage in CT | **Transactional** | **0.20** | **0.04** | **2.10** | | | **Yes** |
| | H4.2: Relational psychological contract → intention to engage in CT | Relational | -0.07 | 0.49 | -0.70 | | | No |
| | H4.3: Balanced psychological contract → intention to engage in CT | **Balanced** | **0.32** | **0.00** | **3.83** | | | **Yes** |
| | H4.4: Transitional | Transitional | 0.13 | 0.12 | 1.62 | | | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | psychological contract → intention to engage in CT | | | | | | | |

### *5.6.3 Inferential Statistics for Hypothesis 5*

Multiple linear regression was used to assess if CTI moderates the relationship between the type of psychological contract and a knowledge worker's "intent to engage in a career transition". Since psychological contract is either one type or the other and should not be averaged (Rousseau, 2000); the statistical results for each of the four types of psychological contract were considered by running a correlation test first to check if the dependent variable (types of psychological contract) correlated to the independent variable (intent to engage in a career transition). Therefore, the following four sub hypotheses will be assessed and presented in the following subsections (Figure 18 illustrates how the moderations for the four sub hypotheses were modelled in SPSS):

H5.1: Knowledge workers' CTI moderates the relationship between Transactional psychological contract on their intent to engage in a career transition

H5.2: Knowledge workers' CTI moderates the relationship between Relational psychological contract on their intent to engage in a career transition

H5.3: Knowledge workers' CTI moderates the relationship between Balanced psychological contract on their intent to engage in a career transition

H5.4: Knowledge workers' CTI moderates the relationship between Transitional psychological contract on their intent to engage in a career transition

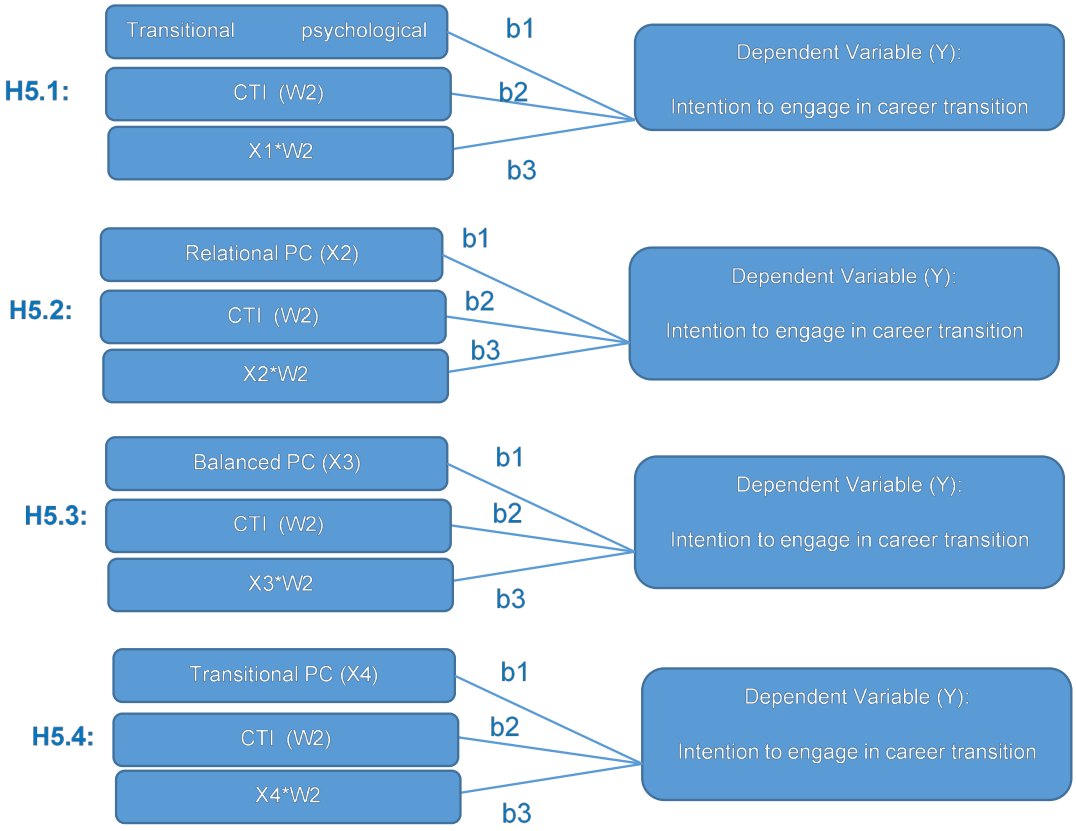



**Figure 19: Four models in SPSS for H5 sub hypotheses**

### H5.1 Results

H5.1 was that CTI significantly moderates the relationship between the Transactional psychological contract and a knowledge worker's "intention to engage in a career transition". The Null Hypothesis ($H5.1_0$) was that CTI does not significantly moderate the relationship between the Transactional psychological contract and a knowledge worker's "intention to engage in a career transition.

As presented in the Table below, Transactional psychological contract and "intention to engage in a career transition" have a positive medium correlation (R>0.3). CTI and "intention to engage in CT". have a small positive correlation. Combined (X1_W) has a small positive correction with "intention to engage in CT".

**Table 33: Correlation results for H5.1**

| | | Intent_to_engage_in a Career Transition |
|---|---|---|
| Pearson Correlation | Intent_to_engage_inCareerTransition | 1.00 |
| | Transactional_Less_average | 0.32 |
| | CTI_Less_average | 0.24 |
| | X1W_Transactional_CTI | 0.22 |
| Sig. (1-tailed) | Intent_to_engage_inCareerTransition | . |
| | Transactional_Less_average | 0.00 |
| | CTI_Less_average | 0.00 |
| | X1W_Transactional_CTI | 0.001 |
| N | | 188 |

As presented in the Table below, the multiple correlation coefficient (R) is 0.32 with and 0.37 without moderation, indicating that the correlation is medium. Model 2 (with moderation) explain 12% of the variance in "intention to engage in a CT". (The adjusted coefficient of determination is 0.12). The ANOVA results show that the p-value (Sig.) is still less than 0.05 for model 2, which indicates that the model is a good fit for the data. Based on the p-values shown in coefficients results for Model 2, Transactional (H4.1) and CTI is a good predictor of "intention to engage in a career transition"; however, the moderation(X1W) is not a good predictor of "intention to engage in a CT". Therefore, the analysis results provide sufficient statistical evidence to support Null Hypothesis ($H5.1_0$); there is no significant moderation effect by CTI on the relationship between transactional psychological contract and "intention to engage in a CT".

**Table 34: Summary of moderation regression analysis results for H5.1**

| H5.1: CTI moderates transactional psychological contract → "intention to engage in a career transition | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | **Variables** | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized Coefficients Beta B** | **t-value** | **p-value** | **F** | **p-value** | **R** |
| 1 | Transactional_Less_average | .589 | 4.54 | 0.00 | **20.57** | **0.00[b]** | **0.32[a]** |
| 2 | (Constant) | 4.921 | 10.07 | 0.00 | **9.80** | **0.00[c]** | **0.37[b]** |
| | **Transactional_Less_average** | **.446** | **2.91** | **0.00** | | | |
| | **CTI_Less_average** | **.660** | **2.72** | **0.01** | | | |
| | X1W_Transactional_CTI | .598 | 0.94 | 0.35 | | | |
| a. Predictors: (Constant), Transactioaal_Less_average | | | | | | | |

| |
|---|
| b. Predictors: (Constant), Transactioaal_Less_average, CTI_Less_average, X1W_Transactional_CTI |
| c. Dependent Variable: Intent_to_engage_inCareerTransition |

### H5.2 Results

H5.2 was that CTI significantly moderates the relationship between the Relational psychological contract and a knowledge worker's "intention to engage in a career transition". The Null Hypothesis ($H5.2_0$) was that CTI does not significantly moderates the relationship between the Relational psychological contract and a knowledge worker's "intention to engage in a career transition.

As presented in the Table below, relational psychological contract and "intention to engage in a career transition have a small negative correlation. CTI and "intention to engage in a career transition" has a small positive correlation. Whilst Combined (X2W) has a small positive correction with "intention to engage in a career transition".

**Table 35: Correlation results for H5.2**

| | | Intent_to_engage_in a CareerTransition |
|---|---|---|
| Pearson Correlation | Intent_to_engage_inCareerTransition | 1.00 |
| | Relational_Less_average | -0.29 |
| | CTI_Less_average | 0.24 |
| | X2W_Relational_CTI | 0.12 |
| Sig. (1-tailed) | Intent_to_engage_inCareerTransition | . |
| | Relational_Less_average | 0.00 |
| | CTI_Less_average | 0.00 |
| | X2W_Relational_CTI | 0.05 |
| N | | 188 |

As shown in Table 36, the multiple correlation coefficient (R) improved from 0.29 without moderation and with moderation is 0.37; this indicates that the correlation improved from small to medium correlation. Model 2 (with moderation) explain 12% of the variance in "intention to engage in a career transition". (The adjusted coefficient of determination is 0.12). The ANOVA results show that the p-value (Sig.) is still less than 0.05 for model 2, which indicates that the model is a good fit for the data. Based on the p-values shown in coefficients results for Model 2, whilst relational psychological contract(H4.2) and CTI is a good predictor of "intention to engage in a career transition"; however, the moderation(X2W), it is not a good predictor of "intention to engage in a career transition"

(p-value >0.05). Therefore, the analysis results provide sufficient statistical evidence to support Null Hypothesis ($H5.2_0$); there is no significant moderation effect by CTI on the relationship between Relational psychological contract and "intention to engage in a career transition".

**Table 36: Summary of moderation regression analysis results for H5.2**

| H5.2: CTI moderates Relational psychological contract → "intention to engage in a career transition | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized coefficients Beta B** | **t-value** | **p-value** | **F** | **p-value** | **R** |
| 1 | **Relational_Less_average** | **-0.56** | **-4.12** | **0.00** | **16.94** | **0.00[b]** | **0.29[a]** |
| 2 | (Constant) | 3.42 | 30.04 | 0.00 | **9.77** | **0.00[c]** | **0.37[b]** |
| | **Relational_Less_average** | **-0.54** | **-4.00** | **0.00** | | | |
| | **CTI_Less_average** | **0.77** | **3.11** | **0.00** | | | |
| | X2W_Relational_CTI | 0.21 | 0.53 | 0.60 | | | |
| a. Predictors: (Constant), Relational_Less_average | | | | | | | |
| b. Predictors: (Constant), Relational_Less_average, X2W_Relational_CTI, CTI_Less_average | | | | | | | |
| c. Dependent Variable: Intent_to_engage_inCareerTransition | | | | | | | |

### H5.3 Results

H5.3 was that CTI significantly moderates the relationship between a Balanced psychological contract and a knowledge worker's "intention to engage in a career transition". The Null Hypothesis ($H5.3_0$) was that the CTI does not significantly moderates the relationship between the Balanced psychological contract and a knowledge worker's "intention to engage in a career transition.

As presented in the Table below, balanced psychological contract and "intention to engage in a career transition have a very small negative correlation. CTI and "intention to engage in a career transition" have a small positive correlation. Whilst Combined (X3W) has a very small negative correction with "intention to engage in a career transition".

**Table 37: Correlation results for H5.3**

| | | Intent_to_engage_in a CareerTransition |
|---|---|---|
| Pearson Correlation | Intent_to_engage_in a CareerTransition | 1.00 |
| | Balanced_Less_average | -0.09 |
| | CTI_Less_average | 0.24 |
| | X3W_Balanced_CTI | -0.03 |
| Sig. (1-tailed) | Intent_to_engage_in a CareerTransition | . |
| | Balanced_Less_average | 0.10 |
| | CTI_Less_average | 0.00 |
| | X3W_Balanced_CTI | 0.34 |
| N | | 188 |

As shown in Table 38 below, the multiple correlation coefficient (R) improved from 0.09 without moderation and with moderation is 0.29; this indicates that the correlation improved but still a very small correlation. Model 2 (with moderation) explain 0.7% of the variance in "intention to engage in a career transition". (The adjusted coefficient of determination is 0.07). The ANOVA results show that the p-value (Sig.) is greater than 0.05 for model 1 and less than 0.05 for model 2, which indicates that model 2 is a good fit for the data. Based on the p-values shown in coefficients results for Model 2, Balanced psychological contract and CTI are a good predictor of "intention to engage in a career transition"; however, the moderation(X3W) is not a good predictor of "intention to engage in a career transition". Therefore, the analysis results provide sufficient statistical evidence to support Null Hypothesis ($H5.3_0$); there is no significant moderation effect by CTI on the relationship between Balanced psychological contract and "intention to engage in a career transition."

**Table 38: Summary of moderation regression analysis results for H5.3**

| H5.3: CTI moderates Balanced psychological contract → "intention to engage in a career transition | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | **Variables** | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized coefficients Beta B** | **t-value** | **p-value** | **F** | **p-value** | **R** |
| 1 | Balanced_Less_average | -0.24 | -1.29 | 0.20 | 1.65 | 0.20[b] | 0.09[a] |
| 2 | (Constant) | 3.45 | 29.02 | 0.00 | **5.51** | **.001[c]** | 0.29[b] |
| | Balanced_Less_average | **-0.38** | **-2.04** | **0.04** | | | |
| | CTI_Less_average | **0.96** | **3.82** | **0.00** | | | |
| | X3W_Balanced | -0.49 | -.89 | 0.38 | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | _CTI | | | | | | |
| a. Predictors: (Constant), Balanced_Less_average | | | | | | | |
| b. Predictors: (Constant), Balanced_Less_average, X3W_Balanced_CTI, CTI_Less_average | | | | | | | |
| c. Dependent Variable: Intent_to_engage_inCareerTransition | | | | | | | |

### H5.4 Results

H5.4 was that CTI significantly moderates the relationship between the Transitional psychological contract and a knowledge worker's "intention to engage in a career transition". The Null Hypothesis ($H5.4_0$) was that the CTI does not significantly moderate the relationship between the Transitional psychological contract and a knowledge worker's "intention to engage in a career transition.

As presented in the Table below, Transitional psychological contract and "intention to engage in a career transition has a medium positive correlation. CTI and "intention to engage in a career transition". have a small positive correlation. Whilst Combined (X4W) has a very small positive correction with "intention to engage in a career transition".

**Table 39: Correlation results for H5.4**

| | | Intent_to_engage_in a CareerTransition |
|---|---|---|
| Pearson Correlation | Intent_to_engage_inCareerTransition | 1.000 |
| | Transitional_Less_average | 0.33 |
| | CTI_Less_average | 0.24 |
| | X4W_Transitional_CTI | -0.12 |
| Sig. (1-tailed) | Intent_to_engage_inCareerTransition | . |
| | Transitional_Less_average | 0.00 |
| | CTI_Less_average | 0.00 |
| | X4W_Transitional_CTI | 0.06 |
| N | | 188 |

As shown in Table 40, the multiple correlation coefficient (R) improved from 0.33 without moderation and with moderation is 0.39; this indicates that the correlation improved as is still a medium correlation. Model 2 (with moderation) explain 14% of the variance in "intention to engage in a career transition". (The adjusted coefficient of determination is 0.14). The ANOVA results show that the p-value (Sig.) remains less than 0.05 for models 1 and 2, indicating that the model is a good fit for the data. Based on the p-values shown in coefficients results, whilst Transitional psychological contract(H4.4) and CTI is a good

predictor of intention to engage in a career transition, however with moderation(X4W) is not a good predictor of “intention to engage in a career transition”. Therefore, the analysis results provide sufficient statistical evidence to support Null Hypothesis ($H5.4_0$); there is no significant moderation effect by CTI on the relationship between Transitional psychological contract and the “intention to engage in a career transition”.

**Table 40: Summary of moderation regression analysis results for H5.4**

| H5.4: CTI moderates Transitional psychological contract → “intention to engage in a career transition | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Model** | | **Coefficients[a]** | | | **ANOVA[a]** | | **Model Summary Correlation** |
| | | **Unstandardized coefficients Beta B** | **t-value** | **p-value** | **F** | **p-value** | **R** |
| 1 | **Transitional_Less_average** | **0.53** | **4.80** | **0.00** | **23.05** | **0.00[b]** | **0.33[a]** |
| 2 | (Constant) | 3.45 | 30.43 | 0.00 | **10.71** | **0.00[c]** | **0.39[b]** |
| | **Transitional_Less_average** | **0.47** | **4.26** | **0.00** | | | |
| | **CTI_Less_average** | **0.61** | **2.49** | **0.01** | | | |
| | X4W_Transitional_CTI | -0.31 | -1.06 | 0.29 | | | |
| a. Predictors: (Constant), Transitional_Less_average | | | | | | | |
| b. Predictors: (Constant), Transitional_Less_average, X4W_Transitional_CTI, CTI_Less_average | | | | | | | |
| c. Dependent Variable: Intent_to_engage_inCareerTransition | | | | | | | |

## 5.7 Summary of results

The findings of the results are summarised below.

**Table 41: Summary of Hypothesis testing results**

| **Hypothesis** | **Hypothesis Supported** |
|---|---|
| H1: A significant relationship exists between the type of non-events and the type of psychological contract (Agency) | Yes |
| H1.1: A significant relationship exists between the type of non-events and Transactional psychological contract | **Yes** |
| H1.2: A significant relationship exists between the type of non-events and Relational psychological contract | No |
| H1.3: A significant relationship exists between the type of non-events and Balanced psychological contract | No |
| H1.4: A significant relationship exists between the type of non-events and Transitional psychological contract | **Yes** |
| H2: A significant relationship exists between the number of non-event/s and the type of psychological contract (Agency) | No |
| H2.1: A significant relationship exists between the number of non-events and Transactional psychological contract | No |
| H2.2: A significant relationship exists between the number of non-events and Relational psychological contract | No |
| H2.3: A significant relationship exists between the number of non-events and Balanced psychological contract | No |
| H2.4: A significant relationship exists between the number of non-events and Transitional psychological contract | No |
| H3: The establishment Career stage moderates the relationship between the type of non-event/s and a knowledge worker's psychological contract | No |
| H3.1: The establishment Career stage moderates the relationship between the type of non-event/s and a knowledge worker's Transactional psychological contract | No |
| H3.2: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Relational psychological contract | No |

| Hypothesis | Hypothesis Supported |
|---|---|
| H3.3: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Balanced psychological contract | No |
| H3.4: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Transitional psychological contract | No |
| **H4:** Type of psychological contract after a non-event has a significant relationship with the intent to engage in a career transition | **Yes** |
| **H4.1: Transactional** psychological contract after a non-event has a significant relationship with the intent to engage in a career transition | **Yes** |
| **H4.2: Relational** psychological contract after a non-event has a significant relationship with the intent to engage in a career transition | No |
| **H4.3: Balanced** psychological contract after a non-event has a significant relationship with the intent to engage in a career transition | **Yes** |
| **H4.4: Transitional** psychological contract after a non-event has a significant relationship with the intent to engage in a career transition | No |
| **H5:** Knowledge workers' CTI moderates the relationship between their type of psychological contract on their intent to engage in a career transition | No |
| H5.1: Knowledge workers' CTI moderates the relationship between Transactional psychological contract on their intent to engage in a career transition | No |
| H5.2: Knowledge workers' CTI moderates the relationship between Relational psychological contract on their intent to engage in a career transition | No |
| H5.3: Knowledge workers' CTI moderates the relationship between Balanced psychological contract on their intent to engage in a career transition | No |
| H5.4: Knowledge workers' CTI moderates the relationship between Transitional psychological contract on their intent to engage in a career transition | No |

# Chapter 6: Discussion of Results

## 6.1 Introduction

Based on literate reviewed in Chapters 1 and 2, the results obtained from statical analysis in Chapter 5, the following subsections sought to discuss the results and their implications for each hypothesis.

## 6.2 Hypothesis 1

**H1**: A significant relationship exists between the type of non-events and the type of psychological contract (Agency)

### *6.2.1 Discussion*

Respondents were required to have experienced a non-event as a pre-request to complete the survey. The majority of the respondents resonated with the stipulated six types of non-events. These types of non-events include “Denial of promotion1”, “Loss of Anticipated Job Offer”, “Denial of Training Opportunity”, “Not Earning an anticipated Award”, “Salary_Freeze due to COVID-19 pandemic”, “Working conditions change due to COVID19_pandemic”. Denial of promotion was ranked the highest in terms of the number of respondents that had experienced a denial of promotion as a non-event, as shown in Figure 17,

Four sub hypotheses were used to test for each type of psychological contract included, H1.1 (A significant relationship exists between the type of non-events and **Transactional** psychological contract), H1.2 (A significant relationship exists between the type of non-events and **Relational** psychological contract), H1.3 (A significant relationship exists between the type of non-events and **Balanced** psychological contract), and H1.4 (A significant relationship exists between the type of non-events and **Transitional** psychological contract)

The findings were that Hypothesis 1 was supported as there was a significant relationship between the type of non-events and the type of psychological contract for the two sub hypotheses. H1.1 results indicated that the “Denial of Training Opportunity” as a non-event was a good predictor of Transactional psychological contract(H1.1). Whilst H1.4 results showed that “Denial of Promotion” and “Denial of Training Opportunity” are two types of

non-events that were significant predictors of Transactional psychological contract in the given context.

In Chapter 2.3, Webster and Beehr (2013) article “Antecedents and outcomes of employee: Perceptions of intra-organizational mobility channels”, was mentioned when discussing the theory on non-events. They examined the impact of an individual being denied a promotion on their perception of internal mobility within a company. Their findings were that “promotional justice and organizational commitment mediated the relationship between perceptions of promotion criteria and supervisor rated in-role and extra-role performance, and that having received a promotion in the past predicted attributions that promotions were based relatively more on performance or nonperformance criteria” (Webster & Beehr, 2013, p. 1). They also found that “employees who were not promoted and scored high on ego defensiveness were especially likely to attribute promotion decisions to nonperformance criteria” (Webster & Beehr, 2013, p. 1).

In Section 2.4, Rousseu’s (2000) theory on the types of the psychological contract was shared, where it was mentioned that in a relational psychological contract, “rewards are only loosely conditioned on performance” (Rousseau, 2000, p. 5). Whilst in a balanced psychological contract, “Rewards to workers, are based upon performance and contributions to firm’s comparative advantages, particularly in the face of changing demands due to market pressures” (Rousseau, 2000, p. 5). In a **transactional psychological contract**, the employee is obligated to perform a **limited amount of work** in a short duration of employment. Whilst a **transitional psychological contract** is associated with **an erosion of benefits** associated with working with the organisation.

### *6.2.2 Conclusion*

Based on the above literature and the research findings, it can be concluded that transactional psychological contract and transitional psychological contract are less focused on driving performance than relational psychological contract balanced psychological contract. Therefore individuals with these types of psychological contracts (Transactional and Transitional) are affected more by non-events such as “Denial of Promotion” and/or “Denial of Training Opportunity”. It can be further concluded that “Denial

of Training Opportunity" can significantly predict Transactional Psychological contract or Transitional Psychological contract when assessing knowledge workers in the workplace. Whilst "Denial of Promotion" can be a significant predictor of a Transitional Psychological contract.

According to Lee-Kelley et al. (2007), in the article "An exploration of the relationship between learning organisations and the retention of knowledge workers", getting a promotion is one of six job satisfaction facets associated with knowledge workers as highlighted in Chapter 1. It can be further concluded that "denial of a promotion" is a non-event that can significantly predict a Transitional Psychological contract.

While acknowledging that many companies are looking for opportunities to reduce costs and downsize by reducing staff numbers (Kalidas et al., 2020; StatsSA, 2020; BusinessTech, 2021), and given that there is a shortage of critical skills in South Africa (Rensburg, 2020; pwc, 2021; The skills portal, 2021). Government has a skills development levy provided to businesses to encourage the skills development of employees (SARS, 2021). Based on the findings of the results, it can be recommended that companies explore leveraging the skills development levy to increase their budget allocation to provide training opportunities for critically skilled knowledge workers, given the context within which businesses are currently operating in South Africa.

## 6.3 Hypothesis 2

**H2:** A significant relationship exists between the number of non-events and the type of psychological contract

### *6.3.1 Discussion*

In Chapter 1, it was shared that Lee-Kelley et al. (2007) studied six job satisfaction facets associated with knowledge workers. Then with the data collected, it was found that respondents had experienced between one and six non-events experienced (Figure 17). Therefore, H2 was used to assess if having experienced more than one non-event can predict a knowledge worker's psychological contract.

Four sub hypotheses were used to test for each type of psychological contract included, H1.1 (A significant relationship exists between the number of non-events and **Transactional** psychological contract), H1.2 (A significant relationship exists between the number of non-events and **Relational** psychological contract), H1.3 (A significant relationship exists between the number of non-events and **Balanced** psychological contract), and H1.4 (A significant relationship exists between the number of non-events and **Transitional** psychological contract). However, the findings of the assessment were that the null hypothesis ($H2_0$) was supported, there is no significant relationship exists between the number of non-events and the type of psychological contract

### *6.3.2 Conclusion*

Knowledge workers can experience more than one non-event at the workplace; however, that does not mean the number of non-events has a significant impact on the individual type of psychological contract.

## 6.4 Hypothesis 3

H3: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's psychological contract.

### *6.4.1 Discussion*

In Chapter 1.1, the purpose of the study, it was shared that Super's (1957) theory of career development highlighted that individuals between the age of 25 and 45 are generally in the "establishment stage" of career development and have the agency to choose to explore deeper into a career or change career, whilst Nomikos (1989) drew attention to the idea that knowledge workers' creativity peaks around the age of 40. There are four career stages, as detailed in Chapter 2.5.2. 196 of the 241 viable respondents indicated they were in the establishment stage of their career (Table 8 of Chapter 5.2). H3 was used to assess if the sampled knowledge workers in the establishment stage have agency to agency to engage in career transition.

Four sub hypotheses were used to test for each type of psychological contract included, H3.1 (The establishment Career stage moderates the relationship between the type of non-event/s and a knowledge worker's Transactional psychological contract, H3.2(The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Relational psychological contract), H3.3( The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Balanced psychological contract) and H3.4(The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker's Transitional psychological contract). Findings were that being in the establishment career stage does not moderate the relationship between the type of non-event/s on a knowledge worker's psychological contract. The analysis results for H3, provided sufficient statistical evidence to support the Null Hypothesis ($H3.3_0$); there is no significant moderating effect by establishment career stage on the relationship between the number of non-events and Balanced psychological contract.

### *6.4.2 Conclusion*

When knowledge workers have experienced a non-event/s in the workplace and are in the establishment stage of their career (age of 25 and 45), this does not mean that they have any specific type of psychological contract.

## 6.5 Respondents considering career transition post a non-event/s

While 241 respondents experienced a non-event in the workplace, Fifty-three of the respondents are not considering career transition in any way. The remaining respondents (188) continued to the CTI questions as they are considering a career transition to some degree, including the five respondents who indicated they have resigned as shown in Table 30. The sample of 188 respondents were used to test Hyphothesis 4 and 5 as presented in Section 5.6. The results of the analysis will be discussed below.

## 6.6 Hypothesis 4

H4: Type of psychological contract after a non-event has a significant relationship with the intent to engage in a career transition

### *6.6.1 Discussion*

As presented in Section 2, there are four types of psychological contract with transactional and transitional psychological contract indicating no long term commitment (Rousseau, Psychological Contract Inventory, 2000). While Heppner, et al. (1994), shared correlations between a measure of agency and their developed Career Transitions Inventory. This study sought to assess the relationship between agency (psychological contract) and the "intention to engage in a career transition" using H4.

Four sub hypotheses were used to test for each type of psychological contract(independent variable) included, H4.1(Transactional psychological contract after a non-event has a significant relationship with the intent to engage in a career transition), H4.2( Relational psychological contract after a non-event has a significant relationship with the intent to engage in a career transition), H4.3(Balanced psychological contract after a non-event has a significant relationship with the intent to engage in a career transition) and H4.4(Transitional psychological contract after a non-event has a significant relationship with the intent to engage in a career transition. Findings were that only Transactional and Balanced psychological contract are a good predictor of the "Intent to engage in a career transition". Therefore, the analysis results provide sufficient statistical evidence to support H4; there is a significant relationship between the type of non-events and Transactional psychological contract.

### *6.6.2 Conclusion*

H4 findings support the findings of Heppner, et al. (1994), to the extent that knowledge workers with agency (specifically Transactional and Balanced psychological contract) have an impact on their “Intent to engage in a career transition”.

## 6.7 Hypothesis 5

H5: Knowledge workers’ CTI moderates the relationship between their type of psychological contract on their intent to engage in a career transition

### *6.7.1 Discussion*

The theory for H5 is similar to that of H4. As presented in Section 2, there are four types of psychological contract with transactional and transitional psychological contract indicating no long term commitment (Rousseau, Psychological Contract Inventory, 2000). While Heppner, et al. (1994), shared correlations between a measure of agency and their developed Career Transitions Inventory. H5 sought to assess if Heppner, et al. (1994) Career Transitions Inventory would moderate the relationship between the knowledge workers type of psychological contract on their intent to engage in a career transition.

Four sub hypotheses were used to test for each type of psychological contract(independent variable) included, H5.1(Knowledge workers’ CTI moderates the relationship between Transactional psychological contract on their intent to engage in a career transition), H5.2(Knowledge workers’ CTI moderates the relationship between Relational psychological contract on their intent to engage in a career transition), H5.3(Knowledge workers’ CTI moderates the relationship between Balanced psychological contract on their intent to engage in a career transition) and H5.4(Knowledge workers’ CTI moderates the relationship between Transitional psychological contract on their intent to engage in a career transition). Findings were that even though a knowledge worker’s CTI impacts the “intention to engage in a career transition”, its moderation of the relationship between the type of psychological contract and the “intention to engage in a career transition” is not significant($H5_0$).

### *6.7.2 Conclusion*

Based on the findings, it can be concluded that CTI impacts the “intention to engage in a career transition”; however, it does not significantly moderate the relationship between the type of psychological contract and the “intention to engage in a career transition”. Knowledge workers can use the CTI questionnaire to assess their CTI should they have an intention to engage in a career transition.

## 6.8 Additional Results

The theory shared in Section 2.51 emphasised the impact of relationships on an individual’s agency to engage in career transition (Section 2.5.1). The data collected shared the marital status information of respondents. Sixty-one respondents were single, and 127 respondents were in a relationship.

**Table 42: Relationship status**

| Marital Status | | | | | |
|---|---|---|---|---|---|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Single | 61 | 32.4 | 32.4 | 32.4 |
| | Married | 127 | 67.6 | 67.6 | 100.0 |
| | Total | 188 | 100.0 | 100.0 | |

There is an opportunity to assess if relationships such as marriage moderates the relationship between psychological contract and the intention to engage in a career transition. Marriage can be seen as a support system or constraint when considering a career transition.

# Chapter 7: Conclusions and Recommendations

## 7.1 Principal Conclusions

Based on the five hypotheses studied, the following conclusions can be made (as illustrated in Figure 19).

### *7.1.1 H1: A significant relationship exists between the type of non-events and the type of psychological contract (Agency)*

Denial of promotion ranked as the most common type of non-event experienced by respondents; however, it did not have a significant relationship with any type of psychological contract. This study provided empirical evidence of a significant positive relationship between the type of non-event and two types of psychological contract. “Denial of Training Opportunity” as a non-event is a good predictor of Transactional psychological contract. “Denial of Promotion” and “Denial of Training Opportunity” are two types of non-events that are significant predictors of Transitional psychological contract in the given context.

### *7.1.2 H2: A significant relationship exists between the number of non-events and the type of psychological contract (Agency)*

While descriptive statistics showed a higher number of career transitions in the establishment stage of knowledge workers in the sample. It can be concluded that the number of **non-event/s has no significant impact on an Individual’s psychological contract.**

### *7.1.3 H3: The establishment career stage moderates the relationship between the type of non-event/s and a knowledge worker’s psychological contract*

Again whilst the descriptive statistics showed a higher number of career transitions in the establishment stage of knowledge workers in the past. It was concluded that the establishment career stage **does not moderate** the impact of the type of non-event/s on a knowledge worker’s psychological contract.

### *7.1.4 H4: Type of psychological contract after a non-event has a significant relationship with the intent to engage in a career transition*

It was further found that transactional and balanced psychological contracts are a good predictor of the “Intent to engage in a career transition” when a knowledge worker has experienced a non-event.

### *7.1.5 H5: Knowledge workers’ CTI moderates the relationship between their type of psychological contract on their intent to engage in a career transition*

CTI has a significant relationship with the intent to engage in a career transition. However, knowledge workers’ CTI **does not moderate** the impact of their psychological contract on their intent to engage in a career transition.

It can therefore be concluded that while it may be thought that since **Transitional** psychological contract is associated with mistrust and uncertainty and may lead to intent to engage in a career transition when a knowledge worker experiences a non-event in the workplace, the study found that this was not true. The findings conclude that if a knowledge worker has experienced a non-event such as “Denial of Training Opportunity”, there is a significant chance that the individual has a **Transactional** psychological contract with their employer and subsequently a significant chance that they have an intent to engage in a career transition.

## 7.2 Implications for Management and other relevant Stakeholders

This study contributes to the literature in the fields of “Organisation Behavior/Studies, Human Resource Management, and Industrial Relations” and “General & Strategy management”. While knowledge workers will benefit from this research’s findings, there are also positive implications for management and other relevant Stakeholders.

As a result of low economic growth and restrictions due to the COVID-19 pandemic, many companies are looking for opportunities to reduce costs and downsize by reducing staff numbers (Kalidas et al., 2020; StatsSA, 2020; BusinessTech, 2021). This affects the budgets assigned to research and development. Given that there is a shortage of critical skills in South Africa (Rensburg, 2020; pwc, 2021; The skills portal, 2021). There is an

opportunity for businesses to access risk associated with knowledge workers that are critical skills that may have a transactional psychological contract with their employer. So that organisations can assess if they can afford to lose the employee if they are have been denied training opportunities. The government in South African incentivise company's to support the training and development of their employees via the skills development levy (SARS, 2021), so there is a motivation for companies to assess this as an opportunity to not only provide training opportunities but also benefit from the inventive (Olson, 2021).

Mentors, coaches, and career councils can use this research when advising knowledge workers on their agency's role in the decision-making process when discussing intent to engage in a career transition. They can share that the number of non-events is not a good predictor of the type of psychological contract(H1), whilst some types of non-events are a good predictor of a type of psychological contract ( as mentioned for H2). Thus better accessing the context of a knowledge worker will enable Mentors, coaches, and career councils to advise knowledge workers more extensively. They also have a responsibility to highlight the types of psychological contracts that have a less significant relationship with the intent to engage in a career transition(H4). They can also share the importance of readiness and confidence as CTI when exploring career transition(H5).

All of the above can be done while acknowledging that many structural factors have some degree of influence on the individuals' intention to transition.

### 7.3 Limitations of the Research

When studying psychological contracts, only the employees perspective was considered. This is a limitation of the study; however, because the focus is on individual agency, this limitation could not be avoided (Guest, On meaning, metaphor and the psychological contract: a response to Rousseau, 1998).

The sample of knowledge workers with the intention to engage in a career transition was less than 200. Snowball sampling usually takes a long time; the survey was run for up to 6 weeks (Biernacki & Waldorf, 1981)., If the data collection had been run for a more extended period, this limitation could have been overcome.

The research does not consider the new digital context that some knowledge workers are required to operate within since the start of the COVID 19 pandemic; this new social setting could have an impact on the individual agency when faced with a non-event. It can also impact the individual's decision-making process when considering to engage in a possible career transition.

If the study looked at knowledge workers as a population, there would have been an opportunity to compare the psychological contract of knowledge workers with and without non-events. This would have helped assess the impact on psychological contract in more detail.

### 7.4 Suggestions for Future Research

There is an opportunity to study knowledge workers and the impact of non-events, whereby the research can compare the psychological contract of knowledge workers with those without non-events. This would have helped assess the impact on psychological contract in more detail.

There is a need to assess the impact of a non-event on individuals that have transitioned. This longitudinal study would help assess an individual's agency before and after career transitioning, providing details about the change in psychological contract in more detail.

Impact of relationships (e.g. Mentor, spouse, social networking) on the intent to engage in a career transition when there is a none event in the workplace.

A potential further study is to understand the driving agency factors that motivate the immigration of knowledge workers.

Lastly, the impact of the Covid-19 pandemic on the failure of knowledge workers to engage in a career transition.

### 7.5 Concluding Remarks

This research was an opportunity to assess the individual's agency perceptive instead of the structural perfective on career transition. Thus contributed to the body of knowledge in a career transition and psychological contracts, two mature fields. This research also was an opportunity to study knowledge workers with non-events in the South African social setting. However, more research is still needed, especially regarding non-events in the workplace.

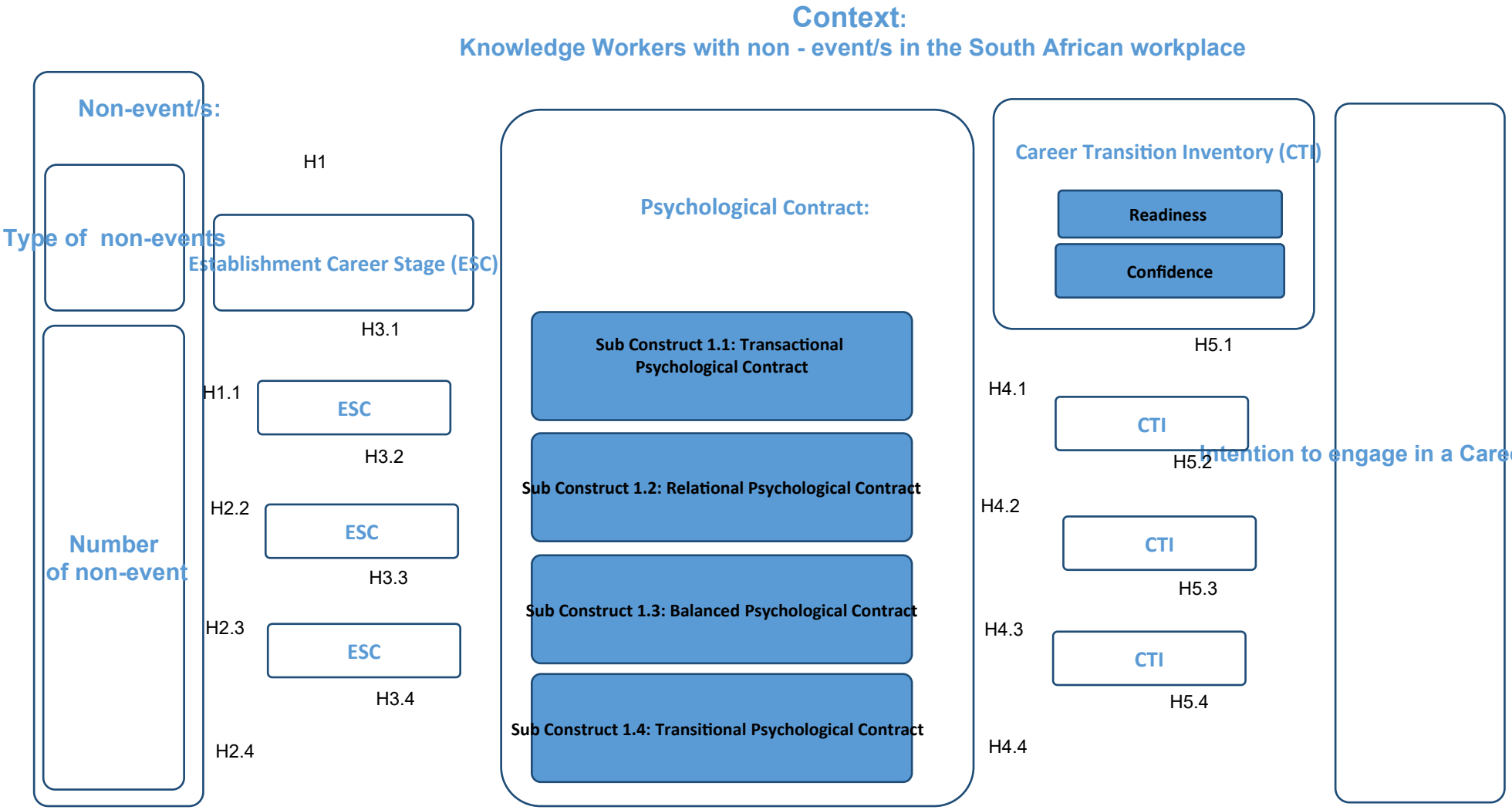



**Figure 20: Conceptual Model with hypotheses tested in research (green arrows indicate significant positive relationship)**

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# APPENDICES

## Appendix 1: Questionnaire

**Section 0: Cover of survey (including consent request)**

**“Impact of non-events on knowledge workers’ psychological contract and career transition”**

This survey should take no more than 20 minutes to complete. Your completion of this survey is voluntary, and you may withdraw from the process at any time. Your responses and participation are, however, valuable to me, and I would appreciate your assistance.

Your participation is anonymous, and only aggregated data will be reported. This will ensure confidentiality and anonymity will be maintained.

Please do not hesitate to address any enquiries about the questionnaire or the research study to:


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## Section 1: Demographics

| **Demographic Questions:** | **Scale** | | | | | |
|---|---|---|---|---|---|---|
| 1. Age of respondent | 18-25 years | 26-35 years | 36-45 years | 46 to 55 years | 56 to 65 years | 66 and over |
| 2. Gender | Female | Male | Prefer not to say | | | |
| 3. Ethnic Group | African | Asian/Indian | Coloured | White | Other | |
| 4. Marital status | Married | Single | Other | | | |
| 5. Nationality | South African | Other | | | | |
| 6. Highest university or equivalent qualification obtained? | 1 - Diploma | 2 - Bachelors | 3 - Honours | 4 - Masters + | Other | |
| 7. How many jobs since leaving university? (including promotions e.g. 3) | | | | | | |
| 8. Number of years employed in current company | 0-3 years | 4-6 years | 7-10 years | 10 years + | | |
| 9. What is your current job? | Executive | Management | Professional | Technical | Other | |
| **Non-event:** | | | | | | |
| 10. What type of non-event/s have you experienced? | 1 - Denial of promotion | 2 - Loss of anticipated job offer | 3 - Denial of training opportunity | 4 - Not earning an anticipated award | 5 - Salary freeze due to COVID-19 pandemic | 6 - Working conditions change due to COVID-19 pandemic |

## Section 2: Psychological contract

| **11. Consider your relationship with your current employer after the non-event/s: "To what extent have you made the following commitment or obligation to your employer?"** | **Scale** | | | | |
|---|---|---|---|---|---|
| 11.1 Quit whenever I want | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.2 Be loyal to this organisation | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.3 Perform only required tasks | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.4 Accept increasingly challenging performance standards | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.5 Seek out development that enhances my value to this employer | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.6 Build contacts outside this firm that enhance my career potential | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.7 Remain with this organisation indefinitely | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.8 I have no future obligations to this employer | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.9 Make personal sacrifices for this organisation | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.10 Accept new and different performance demands | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.11 Not look for a job elsewhere | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.12 Leave at any time I choose | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.13 Take this organisation's concerns personally | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.14 Do only what I am paid to do | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.15 Build skills to increase my value to this organisation | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.16 Increase my visibility to potential employers outside the firm | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |

| | | | | | |
|---|---|---|---|---|---|
| 11.17 Do what it takes to keep my job | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.18 Work here for a limited time only | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.19 Protect this organisation's image | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.20 Fulfil a limited number of responsibilities | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.21 Respond positively to dynamic performance requirements | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.22 Make myself increasingly valuable to my employer | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.23 Build skills to increase my future employment opportunities | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.24 Be a steady employee | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.25 Commit myself personally to this organisation | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.26 Only perform specific duties I agreed to when hired | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.27 Continuously exceed my formal accountabilities and goals | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.28 Actively seek internal opportunities for training and development | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.29 Seek out assignments that enhance my employability elsewhere | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 11.30 Make no plans to work anywhere else | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |

## Section 3: Transitional psychological contract

| **12. Consider your relationship with your current employer: "To what extent do the items below describe your relationship with your employer?"** | **Scale** | | | | |
|---|---|---|---|---|---|
| 12.1 I cannot believe what this employer tells me | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |

| | | | | | |
|---|---|---|---|---|---|
| 12.2 This employer is not trustworthy | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.3 My job security is diminishing over time | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.4 It's difficult for me to predict the future of this relationship | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.5 I'm getting less pay for more work | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.6 I have no trust in this employer | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.7 I cannot anticipate what my future relationship with the employer will be | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.8 I'm doing more for less | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.9 It's difficult to anticipate my future commitments | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.10 I expect less from this employer tomorrow than I receive today | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.11 Inconsistency exists between what this employer says and does | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.12 My commitments to this employer are uncertain | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |
| 12.13 Expect increasing demands from this employer for little return | 1 – not at all | 2 – slightly | 3 – somewhat | 4 – moderately | 5 – to a great extent |

## Section 4: Intent to engage in a career transition

| **13. Identity** | **Scale** | | | | |
|---|---|---|---|---|---|
| 13. Following the non-event/s I have experienced with my current employer | I am not looking to change my career | I have barely begun tasks around career change | I have begun tasks around career change | I have been actively involved in trying to make a career transition over a year | Other |
| 13.1 Type of career transition being considered? | 1 – Task change (within the department) | 2 – Position change (within the company) | 3 – Occupation change (leave the company) | Other | |

| | | | | | |
|---|---|---|---|---|---|
| 13.2 I have the following amount of control over my career transition | 1 – No control | | | | 5 – Complete control |
| 13.3 I have confidence in making a career transition successfully | 1 – strongly disagree | | | | 5 – strongly agree |

## Section 5: Career transition inventory (CTI)

| **14. Career transition inventory** | **Scale** | | | | |
|---|---|---|---|---|---|
| 14.1 I believe I am ready to risk some of the security I now have in my current career in order to gain something better | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.2 The career transition process may be too complex for me to work through | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.3 I feel as though I have a driving force within me to work on this career transition right now | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.4 I have never been able to go through career transition very easily. I doubt I will this time. | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.5 If you think you are really calling the shots in your career transition, you are only fooling yourself. | 1– strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.6 People in my life are disappointed and resentful that my career transition affects their lives adversely | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.7 Career choices affect others and I must take the needs of others into account when making a career transition | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.8 Even though there are risks, I think there is a realistic hope of finding a better career choice | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.9 The risk of changing careers seems serious to me | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.10 My effort, creativity, and motivation will lead me to a new career | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.11 Some would say that this career transition is a risky venture, but the risk doesn't bother me | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.12 I am hoping that the right career counsellor will tell me what I should do with this career transition | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 - strongly agree |
| 14.13 People whom I respect have said they think I can make this career transition | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |

| | | | | | |
|---|---|---|---|---|---|
| 14.14 I am concerned about giving up the security of what I am presently doing to make a career transition | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.15 The risks of this career transition are high but I am willing to take the chance | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.16 I don't feel that I have the talent to make a career transition that I will feel good about | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.17 This isn't one of those times in my life when I really feel propelled to make a career transition | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.18 It seems natural with something as scary as a career transition, that I would be preoccupied with worrying about it | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.19 The outcome of this career transition process is really up to those who control the "system" | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.20 Significant people in my life are actively supporting me in this career transition | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.21 While family and relationship needs are important to me, when it comes to this career transition I feel I must focus on my own needs | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.22 I don't feel much internal "push" to work hard at this career transition | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.23 I am not one of those people who was brought up to believe I could be anything I wanted to be | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.24 At this point in my life I really feel the need for more meaning in my work, that keeps me moving at the career transition process | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.25 In dealing with aspects of this career transition, I am unsure whether I can handle it | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.26 If my career transition is destined to happen it will happen | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.27 The risks of career transition seem too great given my current resources and the potential pay-offs | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.28 It is hard for me to juggle this career transition given the responsibilities I feel for people in my life | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.29 Each day I do something on this career transition process, I would say I'm motivated | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.30 I feel confident in my ability to do well in this career transition process | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |

| | | | | | |
|---|---|---|---|---|---|
| 14.31 I am feeling challenged by this career transition process and this knowledge keeps me motivated | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.32 The magnitude of this career transition is impossible to deal with | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.33 It would be awful if this career transition didn't work out right | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.34 Important people in my life (partner, teacher, parents) have said things that led me to believe I should limit my career options | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.35 My family (partner or friends) are important to me but I can't put too much importance on their desires with regards to this career transition | 5 – strongly agree | 4 – agree a little | 3 – neither agree nor disagree | 2 – disagree a little | 1 – strongly disagree |
| 14.36 Even though the solution to this career transition is not readily apparent. I believe I will successfully work through it | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.37 The number of unknowns involved in making a career transition bothers me | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.38 Recent events in my life have given me the shove I needed for this career transition | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.39 Luck and chance play the major role in this career transition process | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |
| 14.40 Even though this may not be the best time for other people in my life, I feel the need to engage in career transition | 1 – strongly disagree | 2 – disagree a little | 3 – neither agree nor disagree | 4 – agree a little | 5 – strongly agree |

# Appendix 2: Ethical clearance

Gordon Institute of Business Science
University of Pretoria

**Ethical Clearance Approved**
4 messages

**Masters Research** <MastersResearch@gibs.co.za>
To: "20808072@mygibs.co.za" <20808072@mygibs.co.za>
Cc: Masters Research <MastersResearch@gibs.co.za>


Gordon Institute of Business Science
University of Pretoria

**Ethical Clearance Approved**

Dear Caroleen Naidoo,

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.

**Masters Research**

Gordon Institute of Business Science, University of Pretoria

Main Tel: +27 11 771 4000
Direct Tel:

Email: mastersresearch@gibs.co.za
Web: www.gibs.co.za.
Physical Address: 26 Melville Road, Illovo, Johannesburg

# GIBS ETHICAL CLEARANCE APPLICATION FORM 2021/22

**G. APPROVALS FOR/OF THIS APPLICATION**

When the applicant is a student of GIBS, the applicant must please ensure that the supervisor and co-supervisor (where relevant) has signed the form before submission

**STUDENT RESEARCHER/APPLICANT:**

29. I affirm that all relevant information has been provided in this form and its attachments and that all statements made are correct.

| | |
|---|---|
| Student Researcher's Name in capital letters: | CAROLEEN NAIDOO |
| Date: | 15 Jul 2021 |
| Supervisor Name in capital letters: | ALBERT WOCKE |
| Date: | 15 Jul 2021 |
| Co-supervisor Name in capital letters: | |
| Date: | 15 Jul 2021 |

**Note:** GIBS shall do everything in its power to protect the personal information supplied herein, in accordance to its company privacy policies as well the Protection of Personal Information Act, 2013. Access to all of the above provided personal information is restricted, only employees who need the information to perform a specific job are granted access to this information.

**Decision:**

Approved

**REC comments:**

Date: 22 Jul 2021

# Appendix 3: Code book

| Demographics | | | | |
|---|---|---|---|---|
| **Sub construct** | **Label** | **Question** | **Coding** | **Measure** |
| | Response | | None | Scale |
| | Age | 1. Age of respondent | 1 = 18-25 years<br>2 = 26-45 years<br>3 = 46-65 years<br>4 = 65 and over | Ordinal |
| | Gender | 2. Gender | 1 = Male<br>2 = Female<br>3 = Prefer not to say | Nominal |
| | Ethic_Group | 3. Ethnic group | 1 = African<br>2 = Asian/Indian<br>3 = Coloured<br>4 = White<br>5 = Other | Nominal |
| | Marital_Status | 4. Marital status | 1 = Single<br>2 = In a relationship<br>3 = Married<br>4 = Divorced<br>5 = Widow | Nominal |
| | Nationality | 5. Nationality | 1 = South African<br>2 = Zimbabwean<br>3 = Congolese<br>4 = Indian | Nominal |
| | Highest_Quailification | 6. Highest university or equivalent qualification obtained? | 1 = Diploma<br>2 = Bachelors<br>3 = Honours<br>4 = Masters<br>5 = Certificate | Nominal |
| | NumberOfJobs | 7. How many jobs since leaving university? (including promotions e.g. 3) | None | Scale |
| | Currentemployeryears | 8. Number of years employed in | 1 = 0-3 years | Nominal |

| | | | | |
|---|---|---|---|---|
| | | current company | 2 = 4-6 years<br>3 = 7-10 years<br>4 = 10 years + | |
| | CurrentJob | 9. What is your current job? | 1 = Executive<br>2 = Management<br>3 = Professional<br>4 = Technical<br>5 = Other | Nominal |
| | | | | |
| **Non-event** | | | | |
| **Sub construct** | **Label** | **Question** | **Coding** | **Measure** |
| | TypeOfNonevents | 10. What type of non-event/s have you experienced? | 1 = Denial of promotion<br>2 = Loss of anticipated job offer<br>3 = Denial of training opportunity<br>4 = Not earning an anticipated award<br>5 = Salary freeze due to COVID-19 pandemic<br>6 = Working conditions change due to COVID-19 pandemic<br>7 = Freezing of job vacancies<br>8 = Unfair remuneration package<br>9 = Retrenchment due to COVID-19<br>10 = Loss of anticipated job offer<br>11 = Loss of anticipated job offer<br>12 = None | Nominal |
| | Denial_of_promotion1 | | 0 = No<br>1 = Yes | Nominal |
| | Loss_of_Anticipated_Job_Offer2 | | | |
| | Denial_of_Training_Opportunity3 | | | |
| | Not_Earning_an_Anticipated_Award4 | | | |
| | Salary_Freeze_due_to_COVID19_pandemic5 | | | |
| | Working_conditions_change | | | |

| | | | | |
|---|---|---|---|---|
| | _due_to_COVID19_pandemic6 | | | |
| | Freezing_of_ job_vacancies7 | | | |
| | Unfair_remuneration_package8 | | | |
| | Retrenchment_due_ to_COVID19 | | | |
| | ContractEnded10 | | | |
| | NoSuccessionPlanning11 | | | |

**Construct 1: Psychological contract – Sections 2 and 3 in survey**

| Sub-sub-construct | | Label | Question | Coding | Measure |
|---|---|---|---|---|---|
| **Sub construct 1.1: Transactional psychological contract** | Sub-sub-construct 2.1.1: Employee short-term | Q11.1 | 11.1 Quit whenever I want | 1 = not at all<br>2 = slightly<br>3 = somewhat<br>4 = moderately<br>5 = to a great extent | Ordinal |
| | | Q11.8 | 11.8 I have no future obligations to this employer | | |
| | | Q11.12 | 11.12 Leave at any time I choose | | |
| | | Q11.18 | 11.18 Work here for a limited time only | | |
| | Sub-sub-construct 1.1.2: Employee narrow | Q11.3 | 11.3 Perform only required tasks | | |
| | | Q11.14 | 11.14 Do only what I am paid to do | | |
| | | Q11.20 | 11.20 Fulfil a limited number of responsibilities | | |
| | | Q11.26 | 11.26 Only perform specific duties I agreed to when hired | | |
| **Sub construct 1.2: Relational psychological contract** | Sub-sub-construct 1.2.1:Employee loyalty | Q11.2 | 11.2 Be loyal to this organisation | 1 = not at all<br>2 = slightly<br>3 = somewhat<br>4 = moderately<br>5 = to a great extent | Ordinal |
| | | Q11.9 | 11.9 Make personal sacrifices for this organisation | | |
| | | Q11.13 | 11.13 Take this organisation's concerns personally | | |
| | | Q11.19 | 11.19 Protect this organisation's image | | |
| | | Q11.25 | 11.25 Commit myself personally to | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | this organisation | | |
| | Sub-sub-construct 1.2.2: Employee stability | Q11.7 | 11.7 Remain with this organisation indefinitely | | |
| | | Q11.11 | 11.11 Not look for a job elsewhere | | |
| | | Q11.17 | 11.17 Do what it takes to keep my job | | |
| | | Q11.24 | 11.24 Be a steady employee | | |
| | | Q11.30 | 11.30 Make no plans to work anywhere else | | |
| **Sub construct 1.3: Balanced psychological contract** | Sub-sub-construct 1.3.1: Employee dynamic performance | Q11.4 | 11.4 Accept increasingly challenging performance standards | 1 = not at all<br>2 = slightly<br>3 = somewhat<br>4 = moderately<br>5 = to a great extent | Ordinal |
| | | Q11.10 | 11.10 Accept new and different performance demands | | |
| | | Q11.21 | 11.21 Respond positively to dynamic performance requirements | | |
| | | Q11.27 | 11.27 Continuously exceed my formal accountabilities and goals | | |
| | Sub-sub-construct 1.3.2: Employee internal development | Q11.5 | 11.5 Seek out development that enhances my value to this employer | | |
| | | Q11.15 | 11.15 Build skills to increase my value to this organisation | | |
| | | Q11.22 | 11.22 Make myself increasingly valuable to my employer | | |
| | | Q11.28 | 11.28 Actively seek internal opportunities for training and development | | |
| | Sub-sub-construct 1.3.3: Employee external employability | Q11.6 | 11.6 Build contacts outside this firm that enhance my career potential | | |
| | | Q11.16 | 11.16 Increase my visibility to potential employers outside the firm | | |
| | | Q11.23 | 11.23 Build skills to increase my future employment opportunities | | |

| | | | | | |
|---|---|---|---|---|---|
| | | Q11.29 | 11.29 Seek out assignments that enhance my employability elsewhere | | |
| **Sub construct 1.4: Transitional psychological contract** | Sub-sub-construct 1.4.1: Employee mistrust | Q12.1 | 12.1 I cannot believe what this employer tells me | 1 = not at all<br>2 = slightly<br>3 = somewhat<br>4 = moderately<br>5 = to a great extent | Ordinal |
| | | Q12.2 | 12.2 This employer is not trustworthy | | |
| | | Q12.6 | 12.6 I have no trust in this employer | | |
| | | Q12.11 | 12.11 Inconsistency exists between what this employer says and does | | |
| | Sub-sub-construct 1.4.2: Employee erosion | Q12.3 | 12.3 My job security is diminishing over time | | |
| | | Q12.5 | 12.5 I'm getting less pay for more work | | |
| | | Q12.8 | 12.8 I'm doing more for less | | |
| | | Q12.10 | 12.10 I expect less from this employer tomorrow than I receive today | | |
| | | Q12.13 | 12.13 Expect increasing demands from this employer for little return | | |
| | Sub-sub-construct 1.4.3: Employee uncertainty | Q12.4 | 12.4 It's difficult for me to predict the future of this relationship | | |
| | | Q12.7 | 12.7 I cannot anticipate what my future relationship with the employer will be | | |
| | | Q12.9 | 12.9 It's difficult to anticipate my future commitments | | |
| | | Q12.12 | 12.12 My commitments to this employer are uncertain | | |

| Identity – Section 4 in survey | | | | |
|---|---|---|---|---|
| **Sub construct** | **Label** | **Question** | **Scale** | **Measure** |
| | Q13 | 13. Following the non-event/s I have experienced with my current employer | 0 – I am not looking to change my career<br>1 – I have barely begun tasks around career change<br>3 – I have begun tasks around career change<br>5 – I have been actively involved in trying to make a career transition over a year<br>6 – I am on a post retirement contract<br>7 – Resigned | |
| | Q13.1 | 13.1 Type of career transition being considered? | 1 = Task change (within the department)<br>2 = Position change (within the company)<br>3 = Occupation change (leave the company)<br>4 = Position change or Occupation change<br>5 = Self-employment | Ordinal |
| | Q13.2 | 13.2 I have the following amount of control over my career transition | 1 = No control<br>2 = A litlle in control<br>3 = Neutral<br>4 = Somewhat in control<br>5 = Complete control | |
| | Q13.3 | 13.3 I have confidence in making a career transition successfully | 1 = Not at all<br>2 = A little<br>3 = Neutral<br>4 = Somewhat<br>5 = Very much | |

| Construct 2: CTI – Section 5 in survey | | | | |
|---|---|---|---|---|
| **Sub construct** | **Label** | **Question** | **Scale** | **Measure** |
| **Sub construct 2.1: Readiness** | Q14.1 | 14.1 I believe I am ready to risk some of the security I now have in my current career in order to gain something better | 1 = strongly disagree<br>2 = disagree a little<br>3 = neither agree nor disagree<br>4 = agree a little<br>5 = strongly agree | Ordinal |
| | Q14.3 | 14.3 I feel as though I have a driving force within me to work on this career transition right now | | |
| | Q14.8 | 14.8 Even though there are risks, I think there is a realistic hope of finding a better career choice | | |
| | Q14.10 | 14.10 My effort, creativity, and motivation will lead me to a new career | | |
| | Q14.15 | 14.15 The risks of this career transition are high but I am willing to take the chance | | |
| | Q14.17 | 14.17 This isn't one of those times in my life when I really feel propelled to make a career transition | | |
| | Q14.22 | 14.22 I don't feel much internal "push" to work hard at this career transition | | |
| | Q14.24 | 14.24 At this point in my life I really feel the need for more meaning in my work, that keeps me moving at the career transition process | | |
| | Q14.29 | 14.29 Each day I do something on this career transition process, I would say I'm motivated | | |
| | Q14.31 | 14.31 I am feeling challenged by this career transition process and this knowledge keeps me motivated | | |
| | Q14.36 | 14.36 Even though the solution to this career transition is not readily apparent. I believe I will successfully work through it | | |
| | Q14.38 | 14.38 Recent events in my life have given me the shove I needed for this career transition | | |
| | Q14.40 | 14.40 Even though this may not be the best time for other people in my life, I feel the need to engage in career transition | | |

| | | | | |
|---|---|---|---|---|
| **Sub construct 2.2: Confidence** | Q14.2 | 14.2 The career transition process may be too complex for me to work through | 1 = strongly disagree<br>2 = disagree a little<br>3 = neither agree nor disagree<br>4 = agree a little<br>5 = strongly agree | Ordinal |
| | Q14.4 | 14.4 I have never been able to go through career transition very easily. I doubt I will this time. | | |
| | Q14.9 | 14.9 The risk of changing careers seems serious to me | | |
| | Q14.11 | 14.11 Some would say that this career transition is a risky venture, but the risk doesn't bother me | | |
| | Q14.16 | 14.16 I don't feel that I have the talent to make a career transition that I will feel good about | | |
| | Q14.18 | 14.18 It seems natural with something as scary as a career transition, that I would be preoccupied with worrying about it | | |
| | Q14.23 | 14.23 I am not one of those people who was brought up to believe I could be anything I wanted to be | | |
| | Q14.25 | 14.25 In dealing with aspects of this career transition, I am unsure whether I can handle it | | |
| | Q14.30 | 14.30 I feel confident in my ability to do well in this career transition process | | |
| | Q14.32 | 14.32 The magnitude of this career transition is impossible to deal with | | |
| | Q14.37 | 14.37 The number of unknowns involved in making a career transition bothers me | | |
| **Sub construct 2.3: Control** | Q14.5 | 14.5 If you think you are really calling the shots in your career transition, you are only fooling yourself | 1 = strongly disagree<br>2 = disagree a little<br>3 = neither agree nor disagree<br>4 = agree a little<br>5 = strongly agree | Ordinal |
| | Q14.12 | 14.12 I am hoping that the right career counsellor will tell me what I should do with this career transition | | |
| | Q14.19 | 14.19 The outcome of this career transition process is really up to those who control the "system" | | |
| | Q14.26 | 14.26 If my career transition is destined to happen it will happen | | |
| | Q14.33 | 14.33 It would be awful if this career transition didn't work out right | | |

| | | | | |
|---|---|---|---|---|
| | Q14.39 | 14.39 Luck and chance play the major role in this career transition process | | |
| **Sub construct 2.4: Perceived support** | Q14.6 | 14.6 People in my life are disappointed and resentful that my career transition affects their lives adversely | 1 = strongly disagree<br>2 = disagree a little<br>3 = neither agree nor disagree<br>4 = agree a little<br>5 = strongly agree | Ordinal |
| | Q14.13 | 14.13 People whom I respect have said they think I can make this career transition | | |
| | Q14.20 | 14.20 Significant people in my life are actively supporting me in this career transition | | |
| | Q14.27 | 14.27 The risks of career transition seem too great given my current resources and the potential pay-offs | | |
| | Q14.34 | 14.34 Important people in my life (partner, teacher, parents) have said things that led me to believe I should limit my career options | | |
| **Sub construct 2.5: Decision independence** | Q14.7 | 14.7 Career choices affect others and I must take the needs of others into account when making a career transition | 1 = strongly disagree<br>2 = disagree a little<br>3 = neither agree nor disagree<br>4 = agree a little<br>5 = strongly agree | Ordinal |
| | Q14.14 | 14.14 I am concerned about giving up the security of what I am presently doing to make a career transition | | |
| | Q14.21 | 14.21 While family and relationships needs are important to me, when it comes to this career transition I feel I must focus on my own needs | | |
| | Q14.28 | 14.28 It is hard for me to juggle this career transition given the responsibilities I feel for people in my life | | |
| | Q14.35 | 14.35 My family (partner or friends) are important to me but I can't put too much importance on their desires with regards to this career transition | | |

# Appendix 4: Consistency matrix (GIBS, 2019)

<table>
<tr><td colspan="4">Research question: “How do non-events in the work domain (e.g., denial of promotion, loss of anticipated job offer or denial of training opportunity) influence future decisions about career transitions?” (Sullivan & Al Ariss, 2021)</td></tr>
<tr><th>Hypothesis</th><th>Sections in literature review</th><th>Data collection tools</th><th>Analysis technique</th></tr>
<tr><td rowspan="2">H1: A significant relationship exists between the type of non-events and the type of psychological contract (Agency)</td><td>Section 2.3: theory on non-events (Sullivan & Al Ariss, 2021)</td><td>A web-based self-administered questionnaire:<br>Question 10 in Section 1 of the survey, enquired on the type of non-event experienced</td><td rowspan="4">Descriptive Statistics<br>Cronbach alpha used to test the reliability of Construct 1, the four sub constructs of psychological contract.<br>CFA used to test the validity of of Construct 1, the four sub constructs of psychological contract.<br>Inferential statistics included, multiple linear regression</td></tr>
<tr><td>Section 2.4:Types of psychological contract (Rousseau, 1995) (Rousseau, 1998) (Rousseau, 2000)</td><td>Questions in Section 2 and Section 3 of the survey, assessed the respondent's psychological contract</td></tr>
<tr><td rowspan="2">H2: : A significant relationship exists between the number of non-events and the type of psychological contract (Agency)</td><td>Section 2.3: Theory on non-events (Sullivan & Al Ariss, 2021)</td><td>A web-based self-administered questionnaire:<br>Question 10 in Section 1 of the survey, enquired on the type of non-event experienced</td></tr>
<tr><td>Section 2.4:Theory on types of psychological contract (Rousseau, 1995) (Rousseau, 1998) (Rousseau, 2000)</td><td>Questions in Section 2 and Section 3 assessed the respondent's psychological contract</td></tr>
</table>

| Hypothesis | Sections in literature review | Data collection tools | Analysis technique |
|---|---|---|---|
| **H3:** The establishment Career stage moderates the relationship between the type of non-event/s and a knowledge worker's psychological contract | Section 2.5.2: Super's (1957) theory on career stages | Question 1 in Section 1 of survey asked for respondent's age. This was aggregated to determine the career stage of respondents. | Descriptive Statistics<br>Cronbach alpha used to test the reliability of Construct 1, the four sub constructs of psychological contract.<br>CFA used to test the validity of of Construct 1, the four sub constructs of psychological contract.<br>Inferential statistics included, moderation multiple linear regression |
| | Section 2.3: Theory on non-events (Sullivan & Al Ariss, 2021) | Question 10 in Section 1 of the survey enquired on the type of non-event experienced | |
| | Section 2.4: Psychological contract: (Rousseau, 1995) (Rousseau, 1998) (Rousseau, 2000) | Section 2 and 3 of the survey assessed the type of psychological contract. | |

| Hypothesis | Sections in literature review | Data collection tools | Analysis technique |
|---|---|---|---|
| **H4:** Type of psychological contract after a non-event has a significant relationship with the intent to engage in a career transition:<br>H4.1: Transactional | Section 2.4: Psychological contract: (Rousseau, 1995) (Rousseau, 1998) (Rousseau, 2000) | Section 3 questions assessed the psychological contract. | Descriptive Statistics<br>Cronbach alpha used to test the reliability of Construct 2 (CTI).<br>CFA used to test the validity of of Construct 2 (CTI)<br>Inferential statistics included, moderation multiple linear regression |
| | Section 2.5.1: Career transition: (Sullivan & Al Ariss, 2021) (Heppner et al., 1994) | Section 4: Four questions enquired about readiness to engage in a career transition. | |
| **H5:** Knowledge workers' CTI moderates the relationship between their type of psychological contract on their intent to engage in a career transition | Section 2.5.2: Career transition inventory: (Heppner et al., 1994) | Section 5 of the survey: 40 questions were asked to assess if the respondents have the necessary CTI to make a career transition | Descriptive Statistics<br>Cronbach alpha used to test the reliability of Construct 2 (CTI).<br>CFA used to test the validity of of Construct 2 (CTI)<br>Inferential statistics included, moderation multiple linear regression |
| | Section 2.4: Psychological contract: (Rousseau, 1995) (Rousseau, 1998) (Rousseau, 2000) | Section 3 questions assessed the psychological contract. | |
| | Section 2.5.5: Intent to engage a in a career transition: (Heppner et al., 1994) | Section 4: Four questions enquired about readiness to engage in a career transition | |

# Appendix 5: Detailed construct reliability statistical results

## A5.1 Cronbach's alpha for Construct 1 – SPSS results

**Table 43: Construct 1 (psychological contract) reliability statistics – SPSS results**

| Construct | Reliability statistics | | |
|---|---|---|---|
| | Cronbach's alpha | Cronbach's alpha based on standardised items | N of items |
| Transactional psychological contract | 0,778 | 0,778 | 8 |
| Relational psychological contract | 0,847 | 0,846 | 10 |
| Balanced psychological contract | 0,785 | 0,787 | 12 |
| Transitional psychological contract | 0,940 | 0,940 | 13 |

**Table 44: Construct 1 (psychological contract) item-total statistics – SPSS results**

| Construct | Item-total statistics | | | | | |
|---|---|---|---|---|---|---|
| | Question | Scale mean if item deleted | Scale variance if item deleted | Corrected item-total correlation | Squared multiple correlation | Cronbach's alpha if item deleted |
| Transactional psychological contract | Q11_1 | 18,67 | 43,748 | ,366 | ,203 | 0,772 |
| | Q11_3 | 18,34 | 40,493 | ,511 | ,394 | 0,749 |
| | Q11_8 | 18,17 | 43,225 | ,381 | ,175 | 0,770 |
| | Q11_12 | 17,95 | 42,876 | ,403 | ,277 | 0,767 |
| | Q11_14 | 18,61 | 37,823 | ,666 | ,589 | 0,720 |
| | Q11_18 | 18,12 | 40,840 | ,510 | ,285 | 0,749 |
| | Q11_20 | 18,37 | 43,167 | ,408 | ,211 | 0,766 |
| | Q11_26 | 18,80 | 40,399 | ,609 | ,532 | 0,734 |
| Relational psychological contract | Q11_2 | 27,25 | 58,415 | ,664 | ,492 | 0,822 |
| | Q11_7 | 28,42 | 59,712 | ,590 | ,416 | 0,829 |
| | Q11_9 | 27,76 | 59,411 | ,545 | ,432 | 0,834 |
| | Q11_11 | 28,43 | 63,463 | ,394 | ,206 | 0,847 |
| | Q11_13 | 27,78 | 59,147 | ,606 | ,424 | 0,828 |
| | Q11_17 | 26,85 | 63,697 | ,453 | ,260 | 0,841 |
| | Q11_19 | 26,57 | 62,630 | ,518 | ,372 | 0,836 |
| | Q11_24 | 26,56 | 64,147 | ,493 | ,310 | 0,838 |
| | Q11_25 | 27,43 | 55,029 | ,775 | ,634 | 0,810 |
| | Q11_30 | 28,67 | 63,081 | ,428 | ,290 | 0,844 |
| Balanced | Q11_4 | 43,05 | 48,635 | ,558 | ,494 | 0,756 |

| | | | | | | |
|---|---|---|---|---|---|---|
| **psychological contract** | Q11_5 | 43,03 | 46,120 | ,645 | ,532 | 0,744 |
| | Q11_6 | 42,79 | 55,768 | ,134 | ,429 | 0,798 |
| | Q11_10 | 43,24 | 50,000 | ,491 | ,470 | 0,763 |
| | Q11_15 | 42,99 | 46,975 | ,592 | ,626 | 0,750 |
| | Q11_16 | 42,91 | 57,175 | ,035 | ,490 | 0,810 |
| | Q11_21 | 42,88 | 49,561 | ,576 | ,516 | 0,756 |
| | Q11_22 | 42,75 | 47,888 | ,650 | ,654 | 0,747 |
| | Q11_23 | 42,17 | 54,817 | ,375 | ,224 | 0,776 |
| | Q11_27 | 42,82 | 48,847 | ,561 | ,461 | 0,756 |
| | Q11_28 | 42,93 | 48,921 | ,502 | ,309 | 0,761 |
| | Q11_29 | 42,79 | 56,468 | ,088 | ,459 | 0,803 |
| **Transitional psychological contract** | Q12_1 | 35,72 | 175,728 | ,711 | ,683 | 0,935 |
| | Q12_2 | 35,93 | 175,571 | ,692 | ,703 | 0,936 |
| | Q12_3 | 36,01 | 179,175 | ,622 | ,511 | 0,938 |
| | Q12_4 | 35,46 | 175,275 | ,706 | ,626 | 0,935 |
| | Q12_5 | 35,15 | 175,566 | ,651 | ,607 | 0,937 |
| | Q12_6 | 35,78 | 170,995 | ,824 | ,748 | 0,932 |
| | Q12_7 | 35,46 | 174,108 | ,752 | ,655 | 0,934 |
| | Q12_8 | 34,93 | 177,129 | ,647 | ,655 | 0,937 |
| | Q12_9 | 35,30 | 176,335 | ,731 | ,636 | 0,935 |
| | Q12_10 | 35,64 | 174,447 | ,721 | ,546 | 0,935 |
| | Q12_11 | 35,36 | 172,240 | ,778 | ,689 | 0,933 |
| | Q12_12 | 35,63 | 172,868 | ,734 | ,632 | 0,935 |
| | Q12_13 | 35,15 | 173,703 | ,730 | ,634 | 0,935 |

## A5.2 Cronbach's alpha for Construct 2 – SPSS results

**Table 45: Construct 2 (career transition inventory) item-total statistics – SPSS results**

| Career transition | Reliability statistics | | |
|---|---|---|---|
| | Cronbach's alpha | Cronbach's alpha based on standardised items | N of items |
| All Questions for Sub Construct 4.1: Readiness and for Sub Construct 4.2: Confidence | .665 | .697 | 24 |
| Q14_17,Q14_22, Q14_11, Q14_16, Q14_25, & Q14_30 deleted | .700 | .735 | 18 |

**Table 46: Construct 2 (career transition inventory) item-total statistics**

| | Item-total statistics | | | | | |
|---|---|---|---|---|---|---|
| | Question | Scale mean if item deleted | Scale variance if item deleted | Corrected item-total correlation | Squared multiple correlation | Cronbach's alpha if item deleted |
| All Questions for Sub Construct 4.1: Readiness and for Sub Construct 4.2: Confidence | Q14_1 | 76.53 | 72.946 | .338 | .509 | .643 |
| | Q14_3 | 76.30 | 74.178 | .383 | .587 | .642 |
| | Q14_8 | 76.01 | 75.182 | .371 | .523 | .645 |
| | Q14_10 | 75.88 | 75.712 | .386 | .561 | .645 |
| | Q14_15 | 76.38 | 73.895 | .333 | .568 | .645 |
| | Q14_17 | 78.01 | 80.396 | -.026 | .363 | .683 |
| | Q14_22 | 78.05 | 81.334 | -.061 | .411 | .685 |
| | Q14_24 | 76.13 | 75.528 | .262 | .268 | .652 |
| | Q14_29 | 76.40 | 75.706 | .250 | .537 | .653 |
| | Q14_31 | 76.39 | 72.978 | .435 | .451 | .636 |
| | Q14_36 | 75.94 | 77.686 | .241 | .527 | .655 |
| | Q14_38 | 76.32 | 73.566 | .353 | .430 | .643 |
| | Q14_40 | 76.37 | 72.255 | .454 | .527 | .634 |
| | Q14_2 | 77.97 | 77.154 | .167 | .330 | .661 |
| | Q14_4 | 78.24 | 77.426 | .148 | .281 | .663 |
| | Q14_9 | 76.57 | 74.300 | .276 | .321 | .650 |
| | Q14_11 | 76.87 | 73.677 | .295 | .480 | .648 |
| | Q14_16 | 78.48 | 80.091 | .003 | .426 | .677 |
| | Q14_18 | 76.89 | 76.684 | .158 | .353 | .662 |
| | Q14_23 | 78.04 | 74.897 | .178 | .257 | .662 |
| | Q14_25 | 78.15 | 77.222 | .144 | .467 | .663 |
| | Q14_30 | 76.03 | 76.871 | .273 | .682 | .653 |
| | Q14_32 | 78.28 | 76.364 | .193 | .486 | .658 |
| | Q14_37 | 77.35 | 75.930 | .167 | .536 | .662 |
| Q14_17, Q14_22, Q14_11, Q14_16, Q14_25, & Q14_30 deleted | Q14_1 | 60.14 | 54.969 | .395 | .488 | .675 |
| | Q14_3 | 59.91 | 55.832 | .474 | .541 | .671 |
| | Q14_8 | 59.62 | 56.985 | .450 | .486 | .675 |
| | Q14_10 | 59.49 | 57.192 | .499 | .546 | .674 |
| | Q14_15 | 60.00 | 55.166 | .437 | .541 | .672 |
| | Q14_24 | 59.75 | 56.509 | .374 | .205 | .679 |
| | Q14_29 | 60.02 | 56.818 | .351 | .428 | .681 |
| | Q14_31 | 60.01 | 55.176 | .495 | .415 | .668 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Q14_36 | 59.55 | 58.655 | .377 | .455 | .683 |
| | Q14_38 | 59.94 | 55.397 | .424 | .409 | .673 |
| | Q14_40 | 59.98 | 54.390 | .522 | .498 | .664 |
| | Q14_2 | 61.59 | 60.800 | .097 | .308 | .707 |
| | Q14_4 | 61.86 | 61.382 | .059 | .270 | .711 |
| | Q14_9 | 60.19 | 57.254 | .269 | .298 | .690 |
| | Q14_18 | 60.51 | 60.540 | .085 | .324 | .710 |
| | Q14_23 | 61.66 | 59.317 | .097 | .227 | .715 |
| | Q14_32 | 61.90 | 61.910 | .022 | .333 | .715 |
| | Q14_37 | 60.97 | 60.683 | .058 | .511 | .716 |

### *A5.2.1 Cronbach's alpha for Construct 2.1 – SPSS results*

**Table 47: Sub Construct 2.1(Readiness) Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .741 | .786 | 13 |

**Table 48: Sub Construct 421 (Readiness) Item-Total Statistics**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|---|
| Q14_1 | 45.78 | 35.808 | .553 | .478 | .700 |
| Q14_3 | 45.55 | 36.890 | .644 | .526 | .695 |
| Q14_8 | 45.26 | 38.151 | .606 | .485 | .703 |
| Q14_10 | 45.13 | 38.726 | .631 | .533 | .704 |
| Q14_15 | 45.64 | 35.762 | .632 | .538 | .692 |
| Q14_17 | 47.27 | 49.159 | -.301 | .244 | .811 |
| Q14_22 | 47.31 | 50.792 | -.398 | .343 | .815 |
| Q14_24 | 45.39 | 39.950 | .320 | .203 | .730 |
| Q14_29 | 45.65 | 37.650 | .503 | .423 | .709 |
| Q14_31 | 45.65 | 36.967 | .603 | .403 | .698 |
| Q14_36 | 45.19 | 39.835 | .519 | .418 | .714 |
| Q14_38 | 45.57 | 36.781 | .549 | .402 | .702 |
| Q14_40 | 45.62 | 36.771 | .587 | .480 | .699 |

### *A5.2.2 Cronbach's alpha for Construct 2.2 – SPSS results*

**Table 49: Sub Construct 2.2 (Confidence) Reliability Statistics**

| | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|---|
| All Questions | 0.519 | 0.488 | 10 |
| Q14.11 and Q14.30 deleted | 0.704 | 0.712 | 8 |

**Table 50: Sub Construct 2.2 (Confidence) Item-Total Statistics**

| | | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|---|---|
| Original list of Questions | Q14_2 | 25.40 | 20.862 | .340 | .209 | .459 |
| | Q14_4 | 25.68 | 20.625 | .357 | .251 | .453 |
| | Q14_9 | 24.01 | 21.160 | .251 | .238 | .483 |
| | Q14_11 | 24.30 | 26.405 | -.201 | .258 | .614 |
| | Q14_16 | 25.92 | 20.619 | .330 | .333 | .459 |
| | Q14_18 | 24.33 | 20.778 | .286 | .263 | .472 |
| | Q14_23 | 25.48 | 19.695 | .277 | .136 | .473 |
| | Q14_25 | 25.59 | 19.591 | .436 | .418 | .425 |
| | Q14_30 | 23.46 | 27.448 | -.319 | .435 | .599 |
| | Q14_32 | 25.72 | 19.359 | .474 | .399 | .414 |
| Q14.11 and Q14.30 deleted | Q14_2 | 17.64 | 24.114 | .395 | .202 | .676 |
| | Q14_4 | 17.91 | 24.014 | .396 | .246 | .675 |
| | Q14_9 | 16.24 | 25.049 | .247 | .215 | .707 |
| | Q14_16 | 18.15 | 23.201 | .447 | .261 | .664 |
| | Q14_18 | 16.56 | 23.991 | .340 | .252 | .687 |
| | Q14_23 | 17.71 | 23.147 | .301 | .135 | .703 |
| | Q14_25 | 17.82 | 22.210 | .544 | .391 | .642 |
| | Q14_32 | 17.95 | 22.377 | .541 | .398 | .644 |

### *A5.2.3 Cronbach's alpha for Construct 2.3 – SPSS results*

**Table 51: Sub Construct 2.3 (Control) Reliability Statistics**

| | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|---|
| Before Deleting Questions | .435 | .437 | 6 |
| Q14.12, 14.26, and 14.33 deleted | .525 | .528 | 3 |

**Table 52: Sub Construct 2.3 (Control) Item-Total Statistics**

| | | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|---|---|
| All Questions | Q14_5 | 15.99 | 11.593 | .310 | .189 | .334 |
| | Q14_12 | 15.53 | 12.133 | .206 | .057 | .394 |
| | Q14_19 | 15.53 | 11.074 | .299 | .192 | .334 |
| | Q14_26 | 14.21 | 12.850 | .152 | .059 | .423 |
| | Q14_33 | 14.66 | 13.039 | .083 | .028 | .467 |
| | Q14_39 | 15.07 | 11.968 | .232 | .104 | .378 |
| Q14.12, 14.26, and 14.33 deleted | Q14_5 | 5.79 | 4.123 | .421 | .187 | .296 |
| | Q14_19 | 5.34 | 3.914 | .354 | .159 | .399 |
| | Q14_39 | 4.87 | 4.668 | .251 | .069 | .559 |

### *A5.2.4 Cronbach's alpha for Construct 2.4 – SPSS results*

**Table 53: Sub Construct 2.4 (Perceived support) Reliability Statistics**

| | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|---|
| All Questions | .020 | .001 | 5 |
| Q14.13, 14.20 and 14.27 deleted | .449 | .450 | 2 |

**Table 54: Sub Construct 2.4 (Perceived support) Item-Total Statistics**

| | | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|---|---|
| All Questions | Q14_6 | 13.30 | 4.873 | .081 | .138 | -.096[a] |
| | Q14_13 | 11.14 | 5.760 | .047 | .210 | -.028[a] |
| | Q14_20 | 11.19 | 6.997 | -.198 | .310 | .234 |
| | Q14_27 | 12.63 | 5.121 | .057 | .071 | -.055[a] |
| | Q14_34 | 13.42 | 5.197 | .058 | .133 | -.054[a] |
| Q14.13, 14.20 and 14.27 deleted | Q14_6 | 2.00 | 1.497 | .290 | .084 | . |
| | Q14_34 | 2.12 | 1.680 | .290 | .084 | . |

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

### *A5.2.5 Cronbach's alpha for Construct 2.5 – SPSS results*

**Table 55: Sub Construct 2.5 (Decision Independence) Reliability Statistics**

| | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|---|
| All Questions | .143 | .148 | 5 |
| Q14.7,14.21 & 14.35 deleted | .594 | .594 | 2 |

**Table 56: Sub Construct 2.5 (Decision Independence) Item-Total Statistics**

| | Item-Total Statistics | | | | | |
|---|---|---|---|---|---|---|
| | | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| All Questions | Q14_7 | 12.65 | 8.302 | .024 | .164 | .165 |
| | Q14_14 | 12.73 | 7.694 | .164 | .192 | -.002[a] |
| | Q14_21 | 12.56 | 9.339 | -.048 | .188 | .234 |
| | Q14_28 | 13.22 | 7.223 | .262 | .266 | -.115[a] |
| | Q14_35 | 12.96 | 9.538 | -.054 | .174 | .235 |
| Q14.7,14.21 & 14.35 deleted | Q14_14 | 2.81 | 1.749 | .423 | .179 | . |
| | Q14_28 | 3.30 | 1.889 | .423 | .179 | . |

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.