



Conversion intentions amongst South African interns in time of COVID-19: an application of the Theory of Planned Behaviour

Masters in Organisational Psychology
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Dissertation

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Abstract

Internships provide students with the unique opportunity to experience what working for a particular organisation will entail, while simultaneously giving the organisation a chance to evaluate the students' work capabilities and cultural fit before offering them a full-time employment contract. As a result, internships have necessitated deeper understanding, from researchers and employers alike, of what impacts intern conversion rates within host organisations. Drawing on the Theory of Planned Behaviour (TPB) (Ajzen, 1991) this study explored the intention toward conversion into full-time employment within host organisations of the South African intern. The study employed a quantitative design to test the hypotheses that behavioural beliefs (attitudinal beliefs, subjective normative beliefs, and perceived behavioural control beliefs) would influence the intention to convert. A total of 210 respondents completed an online survey. The sample consisted of interns from three South African organisations. Confirmatory Factor Analysis (CFA) of the measurement and structural models found that the hypothesised models fit the data moderately well. Results of the regression analysis showed that both attitudes and subjective norms were significant in determining intention towards converting into full-time employment, however, perceived behavioural control and perceptions of COVID-19 were not significant determinants of conversion behaviour. The study makes three contributions to the literature. First, TPB can be a useful framework to explain interns' intention to convert. Second, the utility of the TPB framework for conversion intentions was established. Third, this study contributes to limited research on the topic and the findings call for longer-term research on intern conversion in the South African context with larger sample groups.

Keywords: Conversion intention, the theory of planned behaviour, attitudes, subjective norms, perceived behavioural control, perceptions of COVID-19

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Internships provide students with the unique opportunity to experience what working for a particular organisation will entail, while also giving the organisation a chance to evaluate the students' work capabilities and cultural fit before offering them a full-time employment contract (Hurst, Good & Gardener, 2011; Rose, 2013). In many organisations, internships have become the primary recruitment strategy used to attract talent into entry-level jobs for university graduates (Sturges, Guest, Conway & Davey, 2002; Rose, 2013). Thus, internships are mutually beneficial in that they both provide a gentler transition from academics to the world of work for students (Garavan & Murphy, 2001; Hurst, Good & Gardener, 2011), and provide organisations with a 'try before you buy arrangement' (Coco, 2000; Rose, Teo & Connell, 2013).

Retaining and increasing intern conversion into full-time employment rates is beneficial for the organisation for a multitude of reasons. First, intern conversion leads to the organisation saving the large amounts of money that would have been spent on attracting, hiring, and training other employees (Sturges & Guest, 2001; Bedingfield, 2005; Hurst, Good & Gardner, 2011). Second, interns are already partially trained which would allow them to contribute to business activities almost immediately (Hurst, Good & Gardner, 2011). Third, interns typically experience higher levels of job satisfaction and commitment (Gault et al., 2005; Cesário & Chambel, 2017).

Despite the noticeable suitability and presence of internships as a recruitment of talent tool, literature on the topic has been largely neglected (Hurst, Good & Garder, 2011; Adams & de Kock, 2015; Rose, Teo & Connell, 2015). Furthermore, literature that focuses on assessing interns' attitudinal behaviours and motivating factors that enhance the likelihood of internship conversion, does not exist (Hurt, Good & Gardner, 2011). The lack of research available on the insights into the conversion of interns into regular employees within their host organisations suggests a clear need for further research into the topic. Lastly, very little research has been conducted on the conversion rates of interns in South Africa (Adams & de Kock, 2015).

The Theory of Planned Behaviour (TPB) is widely used in understanding an individual's intent to perform a specific behaviour. The theory uses three determinants to explain intention being; the attitude toward the behaviour, the subjective norms around the behaviour, and the individuals perceived control of the behaviour (Ajzen, 1991). Drawing on TPB, the present study will take an in-depth look at the role of the interns' attitude, subjective norms, and behavioural control plays in their conversion intention.

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The World Health Organization (WHO) declared coronavirus disease 2019 (COVID-19) a pandemic on 12 March 2020, with the first COVID-19 case in South Africa identified on 5 March. Much like most other countries, South Africa was not able to escape the economic impact of the pandemic (George & George, 2020). The country has faced a national lockdown that forced businesses to close down for the duration of the period. Many of these, which were unable to continue running their day-to-day activities virtually, have faced severe financial ramifications and may not be able to open their doors again. Thus, many organisations and professional services associations might not be able to support the intake of interns into full-time employees after their internship ends this year as a result of these financially strenuous times. Large corporates are going through crisis management and some are having to retrench their people- an additional consideration, and variable to take into account when exploring the intention of interns to apply and obtain full-time jobs in their host organisation. As a result of this unique context, over and above explaining the intention to convert into full-time employment using the Theory of Planned Behaviour, it would be interesting to note whether COVID-19 has changed the intern's perspectives and intentions for staying in the organisation, namely whether the concerns around job security will trump their personal beliefs, attitudes, and behaviours around converting. Experience from previous recessions states that interns will be less likely to find work than they might have expected (Johnston, 2020).

Due to the fragility of the South African economy, high levels of unemployment and poverty exist, thus, the need for job creation is urgent as there is a high demand for young talent within the country. The South African Graduate Employers Association (SAGEA) seeks to bridge the gap between the thousands of unemployed graduates in South Africa, with large organisations that have potential job opportunities. However, despite multiple job campaigns for youth, the unemployment rate among graduates was 31% in the first quarter of 2019, compared to 19.5% the previous year. This indicates an increase in unemployment among graduates (StatsSouthAfrica, 2020). South African human resource practitioners have given time, attention, and resources to attracting talent into their organisations as well as retaining this talent. As stated above, little research has been conducted on interns conversion rates within the South African context. Thus, understanding interns conversion will help the South African organisations plan, adapt, and change their programmes to increase their retention rate and subsequently the return on investment which in turn will impact the levels of unemployment in the country.

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The need to understand the conversion intention of interns within South African organisations is clear. While attracting interns into organisations is important, equally imperative is the conversion rate of the interns into the host organisation as full-time employees. Rose (2014) stated that the intern's perception of his or her status relative to organisational 'insider status' can provide insights into the career transition from a category of intern into regular employment, which is similar to that of one's beliefs, attitudes, and social norms of feeling accepted by the organisation supporting them wanting to become a permanent employee.

Research Question

What explains the intention of interns to seek employment at their host organisations?

Dissertation Structure

This dissertation's structure consists of four sections. The first section will introduce the topic by providing an outline of the existing literature relating to the topic of this study as well as a detailed description of the variables that will be under consideration within this study. This section will be concluded with the list of hypotheses that this study aims to explore. The second section will provide a detailed, step by step outline of the method that was utilised within this study to ensure future replication of the work is possible for other researchers. Section three will discuss the results of the various tests and analysis that was run on the constructs of interest in this study, which will provide an overall statistical representation of the results found. Section four will discuss the main findings found in this study, utilising previous literature as well as the observations made in the context of this study specifically within South Africa. Thereafter, the section will briefly outline both the theoretical and practical implications of this study as well as discuss some of the limitations faced by the researcher. The section will be concluded with recommendations for future research concerning the limitations found. Lastly, the section will provide an overall conclusion of this dissertation.

Literature Review

This section aims to investigate the application of the Theory of Planned Behaviour (TPB) in determining the behavioural outcome of interns to stay in the organisation in which they completed their intern programmes. Firstly, an outline of the literature search procedure will be provided. Then the intention of interns to stay in the organisation and other approaches to predicting their intent to stay will be briefly discussed. Thereafter, an in-depth explanation of the Theory of Planned Behaviour and its determinants will be examined and explored. Subsequently, a brief overview of existing research on the TPB and intention to stay will be explored. Finally, the hypotheses being tested within this study will be presented. This literature review seeks to review and evaluate the theory and existing research available on the constructs of interest.

Literature Search Procedure

The search strategy for this literature review was four-pronged. First, a broad and general search on the Theory of Planned Behaviour was conducted using Wikipedia and Google Scholar. Thereafter, a more specific search was conducted using popular online databases, primarily Emerald, JSTOR, and EBSCOhost using the key terms; Theory of Planned Behaviour/ Behavior, Intention to stay, intern development programmes, and intern programmes. Peer-reviewed journals were then downloaded and added to a construct specific online folder to gain concise definitions of each of these constructs. Subsequently, a specific search for seminal studies as well as research papers written by the theory developers was conducted to gain an in-depth understanding of the theory.

Understanding Internships

Internships are defined as “structured and career-relevant work experiences obtained by students before graduation from an academic program” (Taylor, 1988; 393). Internships provide students with real working experience outside of the classroom, before signing permanently to full-time jobs. It can also be operationalized as student learning experiences alternatively as means to enhance interns’ employability after studying, as opposed to traditional linear career transition into corporates (Hynie., et al, 2011). However, the term cooperative education is sometimes used interchangeably and is more applicable when referring to specific majors’ experiential learning

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programs, for example, those in fields whereby the job requires more integration between work experience and academic learning like engineering, and medical fields (Rose, 2013). Internships can span a wide range of industries, job types, and the degree of formal structure. Other definitions postulate that internships are a career entry point into several post-university career paths (Rose, 2012).

Understanding Conversion Intentions

Conversion is defined as, “the process by which something that is changed from one use, function, or purpose to another” (Merriam-Webster, 2012). Thus, in the case of this study, conversion relates to the change from an intern into a regular full-time employee within the host organisation in which the intern completed their internship. For this study, the term ‘conversion’ was used to encapsulate the desire of the intern to accept the offer by the host organisation to become a full-time employee.

Internship Theory

There is limited existing literature on internships which provides researchers little to build theoretical linkages associated with the conversion of interns into regular employees. There is a severe deficiency in the existing literature around internship theory development, where most research has been descriptive and centres around the overall experience of the internship (Garavan & Murphy, 2011; Rose, 2013). Furthermore, the research which does exist predominantly describes the characteristics and elements that make up a successful internship program from the intern's perspective (Keating, 2012; Rose, 2013). Another main focal point for internship research is that of experimental and/or comparative research investigating the experiences of participants in active internships versus the experience of those who are involved in non-internship programmes (control group) (Rose, 2013). Most of the results from these types of studies have added to the literature on the benefits of internships and the theory around developing successful internship programmes, while little has been done regarding the development of theories relevant to the conversion of interns into regular employees in the host organisation. However, there are three studies which explored interns’ intention to accept job offers as a dependent variable. The first study found that interns who believed that there was a person-organisation fit were more likely to accept the job offer (Resick, Baltes & Shantz, 2007). The second study revealed that ‘intern learning’ supported the relationship between goal clarity and job acceptance intentions (Beenen & Mrousseau, 2010). The last study conducted by Zhao and Liden

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(2011) demonstrated that the host organisations' openness to creativity increased interns' conversion intentions. Prior research has demonstrated that the characteristics of internships such as; job characteristics, learning opportunities, and supervisor support, also contributed to internship satisfaction which, in turn, contributed to their intentions to convert into full-time employees within the host organisation (Rose, 2013).

Internships have become a prevalent method to recruit and select the strongest, young candidates into businesses (Sturges, Guest, Conway & Davey, 2002; Geredes, 2009; Rose, 2013). Despite internships costing organisations more than traditional recruitment methods, the benefits of attracting young 'talent' have proved to be worth the extra expenditure in many cases. This cost is justified by the benefit of internships providing organisations with a 'try before you buy' option, meaning they can observe how interns adapt to the organisation's culture, how they perform amongst their peers as well as other employees and they can assess what interns goals and future plans may be before offering them a full-time position within the company. This provides the organisation with an opportunity to evaluate the employee and allows the intern to evaluate whether or not the organisation is where they would like to be placed permanently (Coco, 2000; Resick, Baltes & Shantz, 2007; Rose 2013).

Despite the popularity of using internships as a method of recruitment, there is a noticeably narrow range of literature on the topic as a whole. There are some specific areas of focus in the internship literature predominantly regarding recruitment sources, organisational attractiveness, and realistic job descriptions (Rose, 2013). However, much of this type of research was deemed irrelevant, thus the call for more specific research zones within recruitment, which could be used more practically by organisations (Uggerslev, Fassina & Kraichy, 2012). Additionally, to date, there is a lack of research that focuses on factors that determine a successful conversion of interns into full-time employees. The gap in the literature has been attributed to the fact that previously internship literature has focused on the learning experience of the program, and thus the literature is centred around the outcomes of the learning opportunity provided to interns, and how this supports their overall employability (Knemeyer & Murphy, 2001).

Table 1 below shows a summary view of some of the existing empirical internship literature. Most of the research speaks to elements of internships that interns deem important such as supervisor

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support, on the job learning, and organisation-fit among other elements. Many of the studies were descriptive and utilised surveys to collect data for their insights and discussions on the topics.

Besides the lack of available literature, one of the main critiques of the body of existing internship literature is the insufficiency of research which is based on sound theoretical grounding resulting in uncertainty around whether organisational theories would be applicable in an internship context (Bartkus, 2007). Thus, the use of the Theory of Planned Behaviour will be employed to deepen the insights gained from this study as well as to test if the theory is applicable in this context.

Table 1

Summary of previous Empirical Internship literature

Study	Sample	Method	Findings
(Alpert, Heaney & Kuhn, 2009)	35 students 20 host organisations 23 faculty	Descriptive Survey	Importance was placed on the level of academic aspect as well as there being some understanding of needs for both the intern and the organisation
(Beck & Halim, 2008)	250 accounting interns	Descriptive Survey	The most important intern outcome was development of personal skills as well as future professional development opportunities within the organisation
(Beebe, Blaylock & Sweettaer, 2009)	290 Public Relations interns	Regression Survey	Learning job skills, strong relationships with supervisor, as well as possible promotion opportunities were all related to satisfaction of interns.
(Blair et al., 1995)	780 interns 4276 non-interns	Regression Survey	Participation in an internship program was positively related to post-graduation starting salary

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(Cannon & Arnold, 1998)	165 Marketing interns	Correlation Survey	Importance was placed more on using internships for career advantage rather than its learning properties
(Chin, Munby, Hutchinson & Steiner-Bell, 2000)	782 educational and nursing interns	Descriptive Survey	48% of interns stated they were a part of an internship so they could try out their preferred career while 38% of interns started they just wanted to participate in the program
(Coco, 2000)	242 Collegiate business interns	Descriptive Survey Secondary data	Internships provide interns with real-world experience and enhance graduates employability, increasing the overall popularity of internships
(D'Abate et al., 2009)	111 business major interns	Correlation Survey	Internship satisfaction was linked to the following characteristics: level of feedback, the significance of the tasks they were asked to complete, the work environment, and support provided by the supervisor.
(Eyler, 1995)	219 interns	Descriptive Survey	Interns stated there were significant benefits related to taking part in an internship program, these being: -Understanding of the organisation -Employment advantage -On the job learning

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(Freedman & Adam, 1996)	7 finance interns 25 finance interns	Observational	Participants stated that the learning that occurs within classrooms is very different from that of workplace learning that one received during an internship program
(Hurst et al., 2012)	141 retail interns	Delphi study Survey	Intern retention is linked to providing supervisor support to interns and employers who fulfil their implicit and explicit obligations to build trust with their interns
(Lam & Ching, 2007)	307 hospitality interns	Correlation Survey	Internship satisfaction was linked to: -Supervision and support received -Team-spirit and culture -Autonomy
(Meredith & Burkle, 2008)	92 interns 12 host organisations	Case Study & Descriptive Survey	Both the interns and the host organisations involved in this study stated that internships provided a bridge between university and industry

Conversion Intentions of Interns Theory

Previous studies have employed the TPB to predict graduate's intention to apply to their graduate program's host organisation (Jaidi, Van Hooft & Ardends, 2011; Adams & de Kock, 2015). However, few have looked specifically at applying the theory to predict the conversion intentions of interns to convert into full-time employees within the host organisation. Table 2 outlines studies that have focused on the conversion intentions of interns as well as full-time employment offered to interns by the organisations and the reasons behind the acceptance of these job offers.

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Table 2

Summary of previous Internship Conversion literature

Study	Sample	Method	Findings
(Hall, Stiles, Kuzma & Iliott, 1995)	173 business school interns 146 employers	Structural Equations Model Survey	Their study showed that interns were more likely to expect a job offer and payment to follow a successful internship
Knemeyer & Murphy, 2001)	137 logistics students 64 host organisations	Descriptive Survey	The study showed that interns have higher expectations in terms of what they feel they should receive from internship programs (for example, pay requests) than what the organisations felt they should provide
(Knouse et al., 1999)	771 former business school alumni interns 346 former non-interns	Regression Survey	The study showed that individuals who patriated in internship programs had an employment advantage over those who did not attend an internship program, however, this advantage only lasted for 6 months
(Liu et al., 2010)	879 universities 51 host organisations 269 interns	Descriptive Questionnaire	96.99% of universities deemed internship programs important for developing learners' practical and social skills. The interns stated that internships provided an opportunity to speed up their adaption to the workplace
(Moghaddam, 2011)	561 interns and students	Correlation Survey	The study showed that interns felt more prepared in terms of business education which made them feel readier for future careers than other students

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(National Association of College Employers (NACE), 2011)	20 000 college students	Descriptive Survey	90% of interns stated that they would accept a full-time offer from the host organisation. Furthermore, the interns stated they internalized the host organisations values
(National Association of College Employers (NACE), 2011)	266 NACE member host organisations	Descriptive Survey	-39.1% of organisations' entry-level hires came from their internship program -57.7% of interns were converted into full-time employees after the program -2010 intern conversion rates were the highest yet since NACE started tracking this in 2001
(National Association of College Employers, 2012b)	48000 college students	Descriptive Survey	-60% of paid student-interns received job offers -37% of unpaid student-interns received job offers -90% of interns who were a part of an internship program stated that they would accept full time offers from the host organisation
(National Association of College Employers, 2012)	280 NACE member host organisations	Descriptive Survey	From 2011 to 2012 there was an 8.5% increase in the number of full-time positions host organisations were giving to interns
(Resick et al., 2007)	299 student interns	Correlation Survey	-Organisational fit was related to choosing the job intention as well as person-organisation fit being related to interns accepting jobs
(Siegel et al., 2010)	121 former interns who are now employees 96 employees who were not former interns	Descriptive Secondary data	-Results showed that interns has higher promotion rates than people who did not join the organisation as interns and non-interns showed higher rates of turnover

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(Zhao & Liden, 2011)	122 interns 122 supervisors	Correlation Survey	-60% of interns received job offers
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Theory of Planned Behaviour

In 1980, Icek Ajzen and Martin Fishbein developed the Theory of Reasoned Action (TRA) which was based on multiple other theories such as Heider's (1946) Balance Theory, Osgood and Tannenbaum's (1955) Congruity Theory, and the well-known Cognitive Dissonance theory developed by Festinger (1957), all of which are theories about human beings and their attitude. Based on literature from the body of theories above, the TRA states that a person's attitude and subjective norms directly influence their intention towards a specific behaviour. Meaning, if the individual deems the behaviour to be positive thus, a positive attitude, paired with the people around the individual who they deem important, support said behaviour thus subjective norms, should result in the individual having a stronger intention to enact the behaviour. Therefore, according to the TRA, an individual's intention is an antecedent of the person's attitude subjective norms, and performance of the behaviour.

However, the TRA was criticised mainly for its limitation of only being able to predict behaviour that was under volition control (Rivis, Sheeran & Armitage, 2009). Paired with multiple other critiques of the theory, Ajzen extended the TRA model to include an additional determinant which was perceived behavioural control (PBC), which was seen to address the limitations identified by other researchers predicting both an individual's intention as well as their behaviour. The extension of the TRA to the TPB which incorporates PBC supported the model to investigate and provide insights into the constraints on behaviour that realistically exist, thus making the model more practical for testing in various contexts (Armitage & Conner, 2001).

TPB is widely used in understanding an individual's intention to perform a specific behaviour. The theory uses three determinants to explain intent; the attitude toward the behaviour, the subjective norms around the behaviour, and the individuals perceived control of the behaviour (Ajzen, 1991). Another factor that explains the intent to perform a specific behaviour is the level of actual behavioural control the individual has. The theory assumes that individuals consider the consequences of their actions before they decide to engage in the behaviour or not. In the case of graduates' intention to stay in the organisation, it would also be interesting to examine the level of

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actual behavioural control because other factors will influence whether or not they will stay, for example, receiving a permanent placement offer or not, promotion opportunities and the recent development of the COVID-19 Pandemic among other factors.

When the TPB was developed it was based on two distinct assumptions, the first is that human beings are rational, and make use of systematic information, and the second is that human beings consider the consequences and repercussions of their actions before they decide whether or not to engage in behaviours (Ajzen, 1991). Figure 1 below shows the TPB model variable relationships.

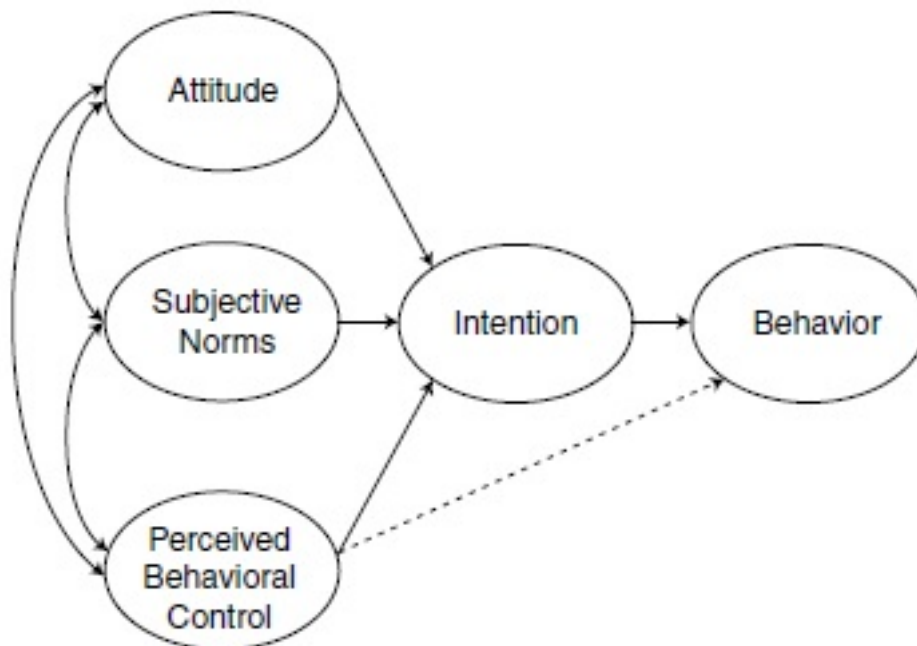


Figure 1. The Theory of Planned Behaviour variable model (Ajzen, 1991).

Defining TPB Determinants

Attitudes. Attitude refers to whether the person is in favour of the behaviour, thus their attitudes towards the specific behaviour. The degree to which a person evaluates a behaviour as either favourable or unfavourable. Thus, it is the outcome of an one's salient behavioural beliefs (e.g. converting from an intern into a full-time employee at the host organisation will provide career progression opportunities) paired with the associated value to the specific belief (e.g. climbing the corporate ladder, which is important to me and my family). Attitude is assumed to have two components that work simultaneously, the individual's beliefs about the consequences of

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the behaviour and the corresponding judgments (positive or negative) about the behavioural outcomes (e.g. my family deeming it valuable for me to become a full-time employee) (Ajzen, 1991).

Subjective norms. Subjective norms speak to the individual's feelings of social pressure toward conducting the behaviour. It is the extent to which a person recognises pressure from significant others (family, friends, loved ones) to perform the specific behaviour (Ajzen, 1991). Thus, it is the outcome of the beliefs of the one's group's perceived approval or disapproval with regards to engaging in the behaviour (e.g. my family and significant others want me to convert into a full-time employee in the organisation in which I completed my internship) and the desire of the person to observe these beliefs (e.g. I want to gain the approval of my family and significant others by becoming a full-time employee at this organisation). Much like attitudes, subjective norms are assumed to have two components that work simultaneously. First, the individual's beliefs about how important people in their lives, would like that individual to behave, and second, the judgments about the behavioural outcome by the individual's family or significant people in their lives (Ajzen, 1991). Thus subjective norms speak to the individual's perceptions about the behaviour.

Perceived behavioural control. PBC outlines the beliefs that the person has about whether or not they hold the necessary capabilities, resources and favorable circumstances to enact the behaviour successfully (Ajzen, 2001), thus whether they can enact the behaviour or not. PBC is assumed to have two aspects, the first aspect relates to how much perceived control the individual has of the behaviour. Ajzen (1991) states that the more difficult the individual deems controlling the behaviour, the less success they will have in performing said behaviour. Second, PBC can be influenced by individuals' past experiences.

Empirical Studies using the Theory of Planned Behaviour

TPB quickly became one of the most popular and frequently cited models used for predicting human social behaviour which can be seen by the graph depicted below in figure 2. TPB's popularity was depicted by running a Google Scholar search for the keywords 'theory of planned behaviour OR theory of planned behaviour' which prorated the stable year by year growth from 22 citations in 1985 to about 342191 citations in total in 2020 so far. The TPB has been applied in a multitude of behavioural domains over the years, such as the intention to attend

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lectures, intention to use condoms, intention to exercise and entrepreneurial intention, to mention but a few areas of human social behaviour (Ajzen, 2020). The TPB was also ranked as having the highest scientific impact score among American and Canadian social psychologists (Ajzen, 2011).

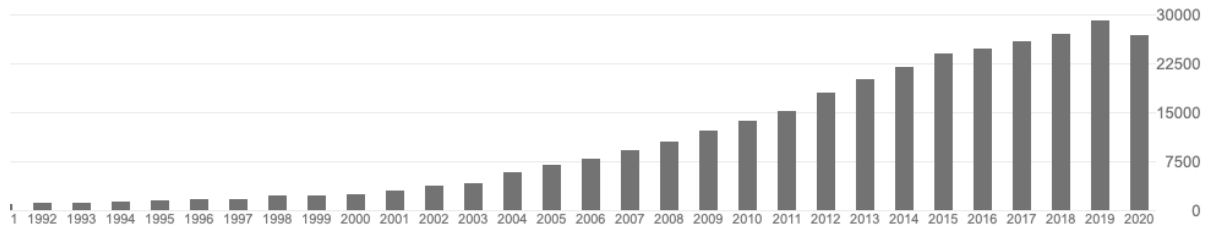


Figure 2. Citations of the TPB per year from 2004-2020

Despite its popularity, the TPB has received a large amount of criticism from other researchers. The debate is largely around the model being inadequate in the explanation of human social behaviour (Wegner, 2002) as well as the limitations of the model and its determinants (Rivis, Sheeran & Armitage, 2009). Ajzen (2011) published a paper titled, *The theory of planned behaviour: Reactions and Reflections* where he discusses the model's limitations and responds to issues raised in various meta-analyses published on the TPB.

Ajzen (2011), notes a large amount of criticism that exists around the TPB despite the theory's notable popularity. He states some researchers outright reject explaining that the theory is inadequate in the explanation of human social behaviour as a result of denying the importance of consciousness as a causal agent (Wegner, 2002) additionally their view of human social behaviour as driven by other unconscious mental processes (Lengfelder & Gollwitzer, 2001; Uhlmann & Swanson, 2004). However, other researchers accept the TPB and its basic assumptions while questioning its sufficiency, and inquire into TPB's limiting conditions (Ajzen, 2011). Ajzen (2011), notes that even when all of the TPB determinants are carefully assessed, they will always contain some random measurement error. Thus, measures of attitude toward a specific behaviour, subjective norms and PCB and intention seldomly have reliabilities over 0.75 or 0.80. He went on to explain that even with what is deemed 'good' measurements, we should only reasonably expect correlations between the theory's constructs to be about 0.60 (Ajzen, 2011). In a meta-analytic review conducted by Armitage and Conner (2001), they found that the TPB accounted for 27% of

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the variance in behaviour and 39% of the variance in intention. Similarly, in a meta-analytic review conducted by Sheeran (2002), intentions accounted for 28% of the variance. Sheeran's (2002), review was a synthesis of results from 10 other previous meta-analyses covering a larger range of different behaviours, reported an overall mean correlation of 0.53 between intention and behaviour, and in Armitage and Conner, (2001) 0.40 overall mean correlation between PBC and intention. Furthermore, attitudes, subjective norms and PBC produced mean correlations with intentions ranging from 0.59 to 0.66 (Armitage & Conner, 2001; Sheeran, 2002; Ajzen, 2011).

Sheeran's (2002) meta-analysis was based on 433 hypotheses with a sample size of $N=82107$, table 3 below provides an overview of the findings of the 10 meta-analyses. Correlations ranged between 0.40 to 0.82 and the sample-weighted average correlation derived from all of the studies below was 0.53 with a 95% confidence interval from 0.52 to 0.53 based on the hypotheses and large sample size meaning intentions accounted for 28% of the variance within these 10 studies (Sheeran, 2002). Using Cohen's analysis of interpreting correlations and R^2 which states that $r = 0.10$ is a "small" effect size, $r = 0.30$ is a "medium" effect size, and $r = 0.50$ is a "large" effect size the sample-weighted average correlation, in this case, being 0.53 is seen as a "large" effect size explaining 28% of the variable can thus be considered good (Sheeran, 2002).

Table 3

Meta-analysis of meta-analyses of the intention-behaviour relationship as per Sheeran, (2002).

Authors	n	k	R^2	r
Armitage & Conner (2001)	7318	48	0.22	0.47
Hausenblas et al. (1997)	10621	32	0.22	0.47
Kim & Hunter (1993)	5216	18	0.67	0.82
Milne, Sheeran, & Orbell (2000)	432	4	0.16	0.40
Randall & Wolff (1994)	26906	98	0.20	0.45
Sheeran & Orbell (1998)	2532	28	0.19	0.44
Sheeran & Sutton (1999)	6301	40	0.26	0.51

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Sheppard, Hartwick, & Warshaw (1988)	11566	87	0.28	0.53
Trafimow et al. (1999)	1475	9	0.33	0.57
Van den Putte (1993)	9740	58	0.38	0.62
Overall	82107	422	0.28	0.53

Empirical Studies using TPB to Examine Job Seeking Behaviour

As stated above, very few studies have looked into the factors that explain intern conversion into full-time employees. Fewer studies have discussed the topic using a theoretical framework to guide the research. Three studies using the TPB to investigate intern or similar population groups (namely Gradates) being recruited into employment or applying for jobs will be discussed below. While these studies do not cover conversion intention of interns specifically, they do investigate similar areas such as, job seeking behaviour, job applying behaviour or accepting job offers etc. within graduate / intern population groups.

Jaidi, Van Hooft & Arends (2001) used the TPB to explain the relationship between recruitment information sources and recruiting highly educated graduates. Their study was conducted using a longitudinal design with the target population consisting of a European business school's graduating masters students. In phase one of the study, 1462 master's students were contacted via email to complete a questionnaire, 593 of the 1462 master's students graduated and were deemed the target population for the study. In the first phase of the study, the questionnaire aimed to identify the graduates top three organisation choices where they would have liked to have been employed after graduation. Participants were also asked about their perceptions of recruitment-information sources of the organisation and the TPB variables like job pursuit attitude towards that organisation, for each of the three organisations they mentioned. With the first measurement, the researchers aimed to capture information around the graduate's intentions while the second phase of measurement which happened 6 months later aimed to capture the graduates' job pursuit behaviour for each of the three organisations that they mentioned in the first phase. 146 graduates participated in the second phase of the study as they have gone through either accepting or declining the job offer. Of the 146 participants in the study, 54.9% were female with an average

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age of 24.4 years, the researchers checked for response bias by comparing the phase 2 respondents to the nonrespondents where no significant differences were found in age or gender (Jaidi, Van Hooft & Arends, 2001). The researchers made use of hierarchical linear modelling to analyse relationships of different information sources with the TPB variables, job pursuit behaviour, and actual job choice. The TPB relationships were all supported, and recruitment advertising and positive word of mouth positively related to job pursuit intention and behaviour. The study also found that negative publicity and word of mouth partly related to job pursuit behaviour additionally, on-campus presence related negatively to job pursuit intention and behaviour (Jaidi, Van Hooft & Arends, 2001).

The limitations of this study consisted of three main areas namely, the study design, sample type, and data collection time. The researchers stated that due to the correlational design and self-report measures of the study, casual conclusions could not be drawn, and common method variance may have threatened the validity of their findings. The second limitation surrounded the sample type used within the study, whereby the majority of the participants were French and came from the same educational programme which suggests the ample group being homogenous and hard to generalize the findings to other sample groups within other countries. However, the researchers did suggest that while this could be seen as a limitation to the study it could also be seen as a strength given that most of the existing research on job pursuit behaviour is done on American samples. The third limitation of this study is around their data collection time taking place during a booming economy, which may hinder the generalizability of their findings in other economic settings where countries may be facing economic turmoil (Jaidi, Van Hooft & Arends, 2001). Thus, a clear need to utilise the TPB to examine intention to convert within a different sample group and economic setting arise. While Jaidi, Van Hooft & Arends' (2001) study looks at graduates rather than interns, and job pursuit versus intention to convert from intern to full-time employee, there are similarities and insights in the research which can be used in this study going forward.

A second study used the TPB to explain the role of salient beliefs in a graduate's intention to apply (Adams & de Kock, 2015). The researchers used the TPB to test a model that proposed applicant intention was a function of their attitude towards applying, subjective norms from the expectations of others around them and perceived behavioural control concerning the behaviour of applying. The researchers aimed to provide insight into graduate applicants' decisions to apply

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to organisations. The study made use of a quantitative design to test whether the TPB determinants would influence intention to apply amongst the $N = 854$ prospective job seekers who were studying at a South African University at the time, all of whom made up the sample population for this study. The researchers conducted structural equation modelling which showed a reasonable fit of the proposed model of this study. Furthermore, the latent variable analysis showed that PBC and subjective norms explained intention to apply while attitude towards applying did not have a significant influence on predicting intention to apply which is contradictory to many other studies using the TPB. Limitations of this study surrounded the use of convenience sampling and its tendency to limit generalisability. However, given the large sample size of $N = 854$ within this study, this limitation is somewhat mitigated given the broad range of participants regarding their age, race, area of study and current year of study during the period of research. A second limitation relating to the use of same source data could have led to common method bias which could have been mitigated by using different groups of individuals when collecting the data which in the case of the study was not possible due to the nature of the variables under investigation. Thus self-report measures had to be utilised much like most other research using the TPB (Adams & de Kock, 2015).

The third study utilised the TPB to examine graduate applicant intentions and behavioural beliefs (Adams, Gorgens-Ekermans & de Kock, 2018). This study compared unprotected v.s. protected graduate group job applications. Using both the TPB and social cognitive theory, they investigated how intentions to apply for jobs were shaped by internal factors, namely behavioural beliefs, and external factors, namely protective status. Their sample consisted of a convenience sample of 1023 participants from two South African universities. They made use of a quantitative design with an electronic online survey questionnaire. Results showed that beliefs influenced applicant intentions similarly in both the protected and unprotected groups, however, the relative weights analysis showed differences in the influence of attitude and subjective norm beliefs (Adams, Gorgens-Ekermans & de Kock, 2018). This study had two main limitations, first, the researchers did not measure actual application behaviour, rather they only focused on the intention to apply. Second, limitations relating to the generalisability of the findings exist since the researchers only used final-year students. A further possible limitation arose around the potential that there was socially desirable responding tendencies between the protected versus unprotected

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applicant groups which may have accounted for some of their results (Adams, Gorgens-Ekermans & de Kock, 2018).

All three of these studies used the TPB to investigate job application behaviour amongst graduates, none of which looked at interns who are already working in organisations who are looking to become full-time employees. Thus, a clear need to focus on the space of intern conversion.

Impact of COVID-19 on Intern Conversion

“COVID-19 is both a global health crisis and an international economic threat” (Kniffin et al., 2020, p.65). Country-wide and business lockdowns were implemented across the world to try to curb the spread of the virus. However, the impact of this generated a mass of challenges for employees and employers alike (Kniffin et al., 2020). The COVID-19 pandemic impacted many aspects of internship programs, some internship programs were suspended or cancelled, others had moved virtually, and others continued through the pandemic and various levels of lockdown (Ooi & Yang-Ooi, 2020). Many interns completing graduate placements and internships had to leave their physical place of employment due to the lock-down restrictions. Some individuals completing internship experiences even lost their internship placement, while others entered work arrangements where they were able to work online and thus remotely (Gill, 2020). The government-mandated lockdown, paired with the economic downswing and challenging environment businesses are finding themselves in, the internship context has changed this year, affecting thousands of new graduates who have either entered the market in 2020 or who are in the second or third year of their programmes and who are waiting to be offered full-time jobs (SAGEA, 2020). As a result of this unique context, it is important to consider the implications that COVID-19 has had on interns alongside the determinants of the TPB when investigating their intention to convert.

Therefore, framed by Ajzen’s (1991), Theory of Planned Behaviour, below is a set of hypotheses relating to the variables that might influence conversion rates of interns in South African organisations during the COVID-19 Pandemic.

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Hypotheses:

H1: The Theory of Planned Behaviour will explain significant variance in the conversion of interns to employees in the host organisation.

H.1a: Attitude explains significant variance in the conversion of interns to employees in the host organisation.

H1b: Perceptions of subjective norms explain a significant amount of variance in the conversion of interns to employees in the host organisation.

H1c Perceived behavioural control explains significant variance in the conversion of interns to employees in the host organisation.

H2: Theory of Planned Behaviour can explain the variance in the decision to apply for a full-time job over and above that which is explained by the level of impact COVID-19 had on their decision making.

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Method

The purpose of this section is to describe the method that was employed when applying the TPB to examine the factors which may explain the conversion intention of interns to full-time employees within their host organisation. An overview of the research design, sampling technique, participants, outline of the measures used, ethical considerations, procedure that was followed, and lastly, the statistical analysis which was conducted, will be discussed.

Research Design

The research design can be defined as a plan or strategy that will be employed to empirically test the hypotheses presented in this study (Babbie & Mouton, 2001). A quantitative descriptive design was employed (Hair, Babin, Money, & Samouel, 2003). This design was appropriate to investigate interns' intentions to remain in the host organisation because propositions derived from the TPB were used to guide the measures employed to answer the research question. A cross-sectional approach was used to collect data, this included the observation of a sample, or cross-section of a population made at a particular point in time (Babbie & Mouton, 2007). Lastly, the study made use of an electronic self-administered survey to measure the constructs of interest. The data was collected using a self-report questionnaire which was deployed to participants on the Qualtrics platform. This approach was appropriate as a result of the variables that were being assessed in this study, representing subjective phenomena; according to some research the most effective way of measuring subjective phenomena is by utilizing a questionnaire (Veenhoven, 2012). The use of a cross-sectional, quantitative descriptive design with self-administered surveys was the most appropriate approach to use due to the time constraints associated with completing this Master's dissertation and given the national lockdown the country was in as a result of the COVID-19 pandemic that prohibited meeting other people and moving outside one's place of residence.

Sampling

A non-probability purposive sampling approach was used in this study (Acharya, Prakash & Nigam, 2013). Purposive sampling was the most appropriate approach to use because the researcher targeted a specific group of people for the sample, who met the criteria of; being a South African national, who was currently working in various organisations as an intern. Furthermore,

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purposive sampling was more cost-effective and allowed for specific and focused data collection to occur (Terre Blanche, Durrheim, & Painter, 2006).

Interns working in a group of large professional firms were contacted through their professional Human Resources/ Capital departments. All employees who were currently in an internship-like program were considered as possible participants for the study.

Participants

The participants within this study consisted of young adults who were currently completing an internship type program in three big South African Organisations. The study sample (N = 213) consisted of 54 (41.5%) individual who were working for a large Insurance company, 46 (35.4%) participants who were a part of a large professional services company, and 30 (23.1%) participants who were worked for a large retail company (See Table 4 below). The total sample participants' ages ranged from 21 to 36, with a mean age of 24. There were skewed gender statistics with 82 females (63%) and 47 males (36%). Additionally, the racial distribution was; predominantly White (37%), Black/African (26.2%) followed, Indian (19.2%), Coloured (15.4%), and Asian (1%).

Table 4

Demographic Characteristics.

Demographic	Category	%	N	
Characteristics				
	Race	Black/ African	26.2	34
		Coloured	15.4	20
		Indian	19.2	25
		White	37	48
		Asian	1.5	2
	Prefer not to answer			
Gender	Female	63	82	
	Male	36	47	
	Other/ Non-binary	.77	1	
Organisation type	Insurer	41.5	54	
	Professional services	35.4	46	

Measures

The independent variables under investigation in this study were the determinants of TPB: attitudes, subjective norms, perceived behavioural control as well as the impact of COVID-19 with the dependent variable of the study being conversion intention. The measures that were used in this study have been adapted from previous studies that investigated similar phenomena, all of which used five-point Likert items scales. Initial minor modifications were made to the existing scales' to ensure that they were relevant to the context of internships in South Africa. The specific measures of the dependent variable (conversion intention) and the constructs within the independent variables (TPB determinants) are detailed below.

Conversion intention. The intern's intention to convert to a full-time employee in the host organisation was measured using two items from the intention to stay scale adapted from Tsui and Egan (1992), this adaption was taken from Rose (2013). The first item was, "I intend to remain at my internship company after I complete my internship". Responses indicated on a Likert scale ranged from '1' (strongly disagree) to '7' (strongly agree) (Rose, 2014). For this study, the researcher will modify the responses to a five-point ('1' (strongly disagree) to '5' (strongly agree)) response scale for two main reasons. First, Ajzen (2005) stated that there is "nothing sacred" about a seven-point scale as opposed to a five-point scale, it is up to the researcher and the context in which the study is taking place that indicates whether to have more or less scale points. Secondly, a shorter response scale will allow for quicker responses from the participants, contributing to a possibly higher response rate. The second item was, "It would be extremely rewarding for me to remain in this organisation as a full-time employee?". For this study, the response scale will be modified to a five-point scale for the aforementioned reasons.

Theory of Planned Behaviour. Measures that relate to TPB determinants need to be developed so that they reflect the domain of interest, in this case- the intention of interns to stay in their host organisations (Conner & Norman, 2005; Shukri, Jones & Conner, 2016). The direct measures of TPB were developed following Ajzen's (2002) published recommendations for the measurement of each TPB determinants, being attitude, subjective norm, and perceived

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behavioural control using 5-10 items adapted from Adams and de Kock (2015). The items were modified using Adam and de Kock's (2015) paper to ensure relevance to this study's specific constructs under investigation. All items will use a five-point response scale.

Attitude. The development of eight items was used to measure attitudes towards intention to stay adapted from Adams and de Kock (2015). The items were scored on a five-point Likert-type response scale. The first item relating to attitude was "I will be afforded opportunities for growth (e.g. training and promotions) if I convert to permanent employment in this organisation.". For all eight items, there was a five-point response scale, '1' (strongly disagree) to '5' (Strongly agree). The internal consistency reliability shown by Cronbach's alpha for this scale was 0.83 (Adams & de Kock, 2015).

Subjective norm. Subjective norm was measured by adapting items from Adams and Kock's (2015) study. The scale consisted of five items that assessed a person's perceptions of how their parents, colleagues, and important people in their life felt about them staying in the organisation as a full-time employee. The response format was between '1' (strongly disagree) to '5' (strongly agree). The first item was, "Important people in my life would approve of me staying in this organisation and becoming a full-time employee here. The internal consistency reliability shown by Cronbach's alpha for this scale was 0.87 (Adams & de Kock 2015).

Perceived behaviour control. This construct was measured using seven items, with a five-point response scale, '1' (strongly disagree) to '5' (strongly agree), adapted from Adams and de Kock (2015). The first item was "Whether or not I convert into permanent employment in this organisation is entirely up to me". The internal consistency reliability shown by Cronbach's alpha for this scale was 0.84 (Adams & de Kock 2015).

Perceptions of COVID-19. Due to the COVID-19 pandemic, and the impact and effects it had on interns in the workplace and their intention to convert, items relating to the pandemic were added to the questionnaire. A standard scale measuring COVID-19 impact was adapted to measure the effects of COVID-19 on the intention to convert to full-time employees. The scale consisted of six items that addressed job security and perceived control changes due to COVID-

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19 were added to the questionnaire. This scale also made use of a Likert scale from 1-5, with 1 being strongly disagree and 5 being strongly agree.

Demographic variables. Questions around participants' demographics such as age, race, gender, and organisation type were also present to gain more insights into the sample and results of the study.

Procedure

Ethical approval reference number: 202006008, letter of approval can be found in Appendix A. First, ethical clearance to conduct this research was acquired from the Commerce Faculty Ethics in Research Committee at the University of Cape Town before conducting the research. Approval was obtained to gather data at an insurer, professional services, and a retail organisation was obtained before the data collection began. The American Psychological Association (2009) guidelines were followed and the participating organisations and participants were guaranteed of anonymity and confidentiality.

An online electronic survey using Qualtrics was created. Before the official data collection commenced, the survey was piloted by sending the online survey to six participants (2 participants in each organisation) to identify errors or areas of the survey that could be modified before sending it to the larger sample group. Once the six participants provided positive feedback and confirmed that there were no issues with the survey it was deployed to the full sample groups within each of the three organisations. An electronic link to the survey was sent to each of the contacts within the organisations, from there the representative forwarded to link to the agreed-upon number of individuals. The survey link was sent to a total of 70 interns at the larger insurer, 65 interns at the professional services organisation, and 43 interns from the retail organisation.

Once the survey link was opened, participants landed onto the cover page that outlined the objectives of the study as well as covered the anonymity of completing the survey. Participants were also notified that they could opt-out of the study at any point. Participants were provided with clear instructions on how to answer the questions. Once complete, Qualtrics automatically recorded the responses, and the researcher received an email notifying this. The survey took approximately 11 minutes to complete.

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The survey remained open for four weeks and weekly reminders were sent to each of the representatives from the organisations to forward to the participants as a reminder to complete the survey as well as to gauge the response rate.

Statistical Analysis

The data from the completed surveys were exported from Qualtrics and opened using Stata version 16 to conduct the data analysis for this research (Baum, Schaffer & Stillman, 2011). The researcher started with cleaning and coding the data in order to begin the analyses within the study. Stata 16 allowed for all of the tests to be run within the same software, and there was no need to use other packages like SPSS or Statistica. First Exploratory Factor Analysis was conducted to assess the dimensionality of the factors, then a Confirmatory Factor Analysis was conducted to test varying models in relation to the Theory of Planned Behaviour determinants. This followed by determining the reliability of each scale by measuring internal consistency using Cronbach's coefficient alpha. The researcher then conducted descriptive statistics, correlational, and regression analyses to test the hypotheses under investigation within this study. Last, ANOVA and T-tests were conducted to determine if differences existed amongst variables across specific groups like within various racial groups, organisations and gender.

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Results

This research aims to utilise the TPB determinants to examine the factors that may influence the intention to convert interns into full-time employment within host organisations.

This section covers the results from the Exploratory Factor Analysis (EFA) for each variable scale in this study. Second, the variability of the underlying dimensions of each scale relating to the TPB's determinants were assessed using a Confirmatory Factor Analysis (CFA) is presented. Section three outlines the reliability analysis results. Section four presents descriptive statistics. Section five presents the correlation analysis results and section six outlines the results of the hierarchical multiple regression, both of these sections relate to testing the hypotheses presented in the study. The seventh and final section discussed the results of comparative tests of ANOVA and T-tests analyses.

First, missing values needed to be acknowledged and controlled to ensure the completeness of the dataset before conducting any further analysis. For this purpose of this study, to control for missing values listwise deletion was utilised.

The TPB questionnaire used for this study consisted of a five-point Likert-type response scale, participants were then asked to rate their strength of agreement to each item relating to the 8 items for attitude as well as the 5 items for subjective norms. As a result of these items, the researcher needed to create composite variables for the attitude and subjective norm items by multiplying each item by their corresponding strength weighing. The belief score was multiplied to produce a product score for attitude, the same was conducted for subjective norms as per Ajzen's (2002) guidelines. This resulted in the attitude composite and subjective norm composite variable that was used in all of the analyses conducted during this study.

Exploratory Factor Analysis

The dimensionality analysis was conducted by conducting each TPB determinant to an Exploratory Factor Analysis (EFA) using principal axis factoring. Principal axis factoring was selected as a result of its ability to allow for the presence of measurement error, while oblique rotation was chosen as literature demonstrates that it can be more effective than varimax rotation due to it being able to provide a simpler structure despite underlying factors being related to each other and more complex to explain (Tabachnick & Fidell, 2006). The purpose of conducting the EFAs was to prove uni-dimensionality whereby the items that represented each TPB determinant

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would only measure that intended determinant variable, however, it is important to note that is a rare occasion where researchers would achieve strict uni-dimensionality (Hair et al., 2006). Once all the EFA's were conducted, item analysis was run on the constructs being examined in this study, for the researcher to make final item selections for the tests of the analyses that were to be conducted.

Four preliminary analyses were conducted to assess whether or not necessary conditions were met before conducting EFA's on each of the variables in this study. First, Tabachnick and Fidell (2006) outlined that the correlations between each of the variable items should fall below .30. Second, to deem sampling adequacy and therefore appropriate to be used in EFAs, the Kaiser-Meyer-Olkin measure should be greater than .50 (Williams, Brown & Onsman, 2012). Third, Bartlett's Test of Sphericity should show that each item is correlated with one another, and thus should produce significant results. The fourth condition- Kaiser's criterion, factors need to produce Eigenvalues greater than 1 (Kaiser, 1960). In each of the item scales in this study, all four of the conditions were met, thus an EFA was run on the TPB determinants together, each TPB determinant separately as well as both the Intention to convert and perceptions of COVID-19 scale below.

The TPB scales (attitude, subjective norms, and perceived behavioural control) were all loaded onto an EFA to test the dimensionality of the determinants together. As expected, due to the model of TPB containing 3 determinants, the table below shows the EFA results that produced three separate factors corresponding to the three variables in question.

Table 5

Exploratory Factor Analysis: Theory of Planned Behaviour items

Item	Factor 1	Factor 2	Factor 3
ATT1	0.895	0.276	0.155
ATT2	0.854	0.202	0.050
ATT3	0.850	0.252	0.042
ATT4	0.779	0.249	0.125
ATT5	0.862	0.284	0.223
ATT6	0.864	0.227	0.201
ATT7	0.851	0.222	0.231

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ATT8	0.840	0.271	0.191
SN1	0.182	0.877	0.048
SN2	0.245	0.894	0.090
SN3	0.266	0.835	0.114
SN4	0.341	0.820	0.130
SN5	0.363	0.785	0.124
PBC1	-0.027	0.193	0.622
PBC2	0.209	0.092	0.740
PBC3	0.317	0.177	0.773
PBC4	0.374	0.212	0.690
<hr/>			
Eigenvalues	6.470	4.134	2.280
Total Explained Variance	47%	30%	16%
Cumulative Variance	47%	77%	94%

Note. N=130 after the listwise deletion of missing data. Extraction: Principal axis factoring. ATT= attitude variables, SN= subjective norm variables, PBC= perceived behavioral control.

Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA), is a multivariate statistical test which is conducted to assess the factor structure of a set of observed variables by relating the measured variables to the study's latent variables (Hu & Bentler, 1999). The advantages of conducting a CFA is that it determines how well each of the measures reflects its intended constructs and it provides a method to test for the quality of the measurement under investigation which is deemed important when exploring predictive relationships amongst variables (Kelloway, 1998).

The CFA was conducted to test whether the TPB determinants used in this study to measure the level of attitudes (eight items), subjective norms (five items) and PBC (four items) can be distinguished from one another. 4 models were compared to ascertain which model produced the best fit statistics. (See Table 6 below). The CFA was conducted to assess the extent to which the data fit the model and provides means of testing the hypotheses.

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Table 6

Overall fit indices for the varying models analysed using CFA

Model	χ	DF	CD	CFI	RMSEA	90% CI of RMSEA	
						Low	High
<u>Two-factor</u>							
M1: ATT+PBC & SN	687.67	118	0.99	0.781	0.193	0.180	0.208
M2: ATT+SN & PBC	966.52	118	0.99	0.674	0.236	0.222	0.250
M3: PBC+SN & ATT	736.69	118	0.99	0.762	0.202	0.188	0.216
<u>Three factors</u>							
M4: Three-factor oblique	510.72	116	1.00	0.860	0.162	0.148	0.177

Note. ATT= attitude variables, SN= subjective norm variables, PBC= perceived behavioral control. CD=coefficient of determination, CFI= comparative fit index, RMSEA= root mean square error of approximation.

Table 6 above shows the model fit statistics for 4 models, M1: Attitude + PBC & Subjective Norm, M2: Attitude + Subjective Norm & PCB, M3: PBC + Subjective Norm & Attitude and M4: Three-factor oblique.

The first statistic that the CFA provides is the chi-square value used to test the difference between the observed and expected covariance matrices of the variables, a smaller value closer to zero indicates minimal differences (Hair et al, 2006). In the context of this study, the lowest chi-square value was found in M4: Three-factor oblique, indicating the best fit. It is important to note that in studies with smaller samples, the reliability of the chi-square statistic may be deemed less reliability, thus it is important to examine other fit indices within the CFA (Healy, 2012).

The second column in the CFA table shows the CD value which compares the model with the observed covariance matrix. A CD value above 0.90 is seen to be an acceptable model fit, thus the closer the value is to 1, the better the model fit (Hair et al, 2006). The CD values are all above 0.90, with M1, M2 and M3 being the lowest at 0.99 and M4 being the highest at 1.00 indicating a strong model fit as it is an equal value to 1.

The third column indicates the CFI value which describes the model's discrepancy function

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adjusted for the sample size here a value above 0.90 is seen as an acceptable model fit (Hair et al., 2006). While none of the CFI values was above 0.90, M4 had the highest CFI value of 0.860.

The next column shows the RMSEA value which describes the residual relation within the model, a RMSEA value close to 0 and less than 0.08 is seen to indicate a good model fit (Hair et al., 2006). In this case, all of the RMSEA values were over the threshold of 0.08. While this does not meet the criteria of a good model fit, by looking at it in relation to the other statistics M4 still showed the best model fit.

Ultimately, the three-factor model (M4) saw the best model fit which demonstrated that attitudes, subjective norms and PBC are seen to be three separate factors that correlate with one another. The model does not meet the criteria set (Diamantopoulos & Siguaw, 2000; Hair et al., 2006; Healy, 2012), however it is still clear that the three-factor oblique model (M4) had the best fit within all the fit indices out of the four models presented within this CFA.

Before conducting the CFA, various assumptions needed to be met before the researcher could run a CFA. The first is that the sample group under investigation needs to be attained randomly, which in the case of this study was met due to the use of a purposive sampling from three individual organisations. Second, the P-Plots need to show the multivariate normality of the data. This assumption was met, by looking at the P-Plots and the data along the diagonal line, however, there were a few outliers that were flagged and will be discussed later on in this chapter. Third, the sample size needs to be sufficient to run a CFA, 'sufficient' normally refers to a sample size of above 200. Once the survey was closed, there were a total of 213 responses, however, after cleaning the data and removing cases that had less than 50% of the information, the sample size going forward was 130. However, this assumption is still met because research states that the participants to variable ratio should be 1/10, meaning that for each variable there should be 10 participants (Myers, Ahn, & Jin, 2011). In the current study, there are five variables in question so following the above-mentioned guideline, that would mean the sufficient sample size would be 50, thus a sample size of 130 meets the third assumption of sample size sufficiency. However, the researcher acknowledged the limitation around the relatively small sample size by also conducting and presenting the EFA results in this section.

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Exploratory Factor Analysis

Intention to convert. Table 7 depicts the dependent variable (Intention to convert) which was entered into a separate factor analysis. Both items loaded strongly onto one factor both of which were above 0.77 at 0.840 respectively. Both items were significant and accepted loadings and were thus retained.

Table 7

Intention to convert scale

		INT
INT1	I intend to remain at my internship company after I complete my internship.	0.840
INT2	It would be extremely rewarding for me to remain in this organisation as a full-time employee	0.840
Eigenvalue		1.411
% Total Variance		113%

Note. N=130 after the listwise deletion of missing data. Extraction: Principal axis factoring. INT=Intention to convert

Perceptions of COVID-19. Table 8 below reflects the factor loadings for the COVID-19 items onto the single factor which was identified. Item 5 and 6 had relatively low factor loadings, however, upon removing them from the model, the Cronbach's alpha lowered and thus the decision to keep all items in the COVID-19 scale was made.

Table 8

COVID-19 scale

		COV
COV1	COVID-19 has significantly changed the job market.	0.624
COV2	COVID-19 has negatively affected my chances of getting a full-time position in this organisation.	0.506

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COV3	Due to COVID-19, this organisation will offer fewer full-time positions to interns, compared to previous years.	0.582
COV4	The negative effect that COVID-19 has had on the job market has changed my reasons for wanting to convert into a full-time employee in this organisation.	0.517
COV5	COVID-19 has increased my need for job security.	0.401
COV6	COVID-19 has reduced my emphasis on pay in accepting a full-time position in this organisation.	0.337
Eigenvalue		1.527
Total Variance		118%

Note. N=130 after the listwise deletion of missing data. Extraction: Principal axis factoring. COV= COVID-19

Descriptive Statistics

The descriptive statistics that were analysed were, minimum scores (min), maximum scores (max), standard deviation (SD), median values (P50), Skewness and Kurtosis.

Table 12 below shows the distribution of the data relating to each variable with the sample.

Table 12

Descriptive statistics for each variable scale

Variables	Mean	SD	min	max	P50	Skewness	Kurtosis
ATT	18.40	5.63	4.25	25	19.43	-1.02	3.40
SN	13.84	6.47	2.4	25	13.1	-.050	1.97
PBC	4.00	0.92	1	5	4.25	-1.23	4.38
Intention	3.96	1.23	1	5	4.50	-1.13	3.05
COVID-19	3.51	0.72	1.6	5	3.50	-.086	2.63

Note. N= 130 , SD= standard deviation, min= minimum, max= maximum, P50= medium

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Attitude had a mean score of ($M = 18.40$, $SD = 5.63$), subjective norms ($M = 13.84$, $SD = 6.47$) and PBC ($M = 4.00$, $SD = 0.92$) which were all mean scores above 3 as a result the median scores were also examined and were as follows; attitude ($P50 = 19.43$), subjective norms ($P50 = 13.1$) and PBC ($P50 = 4.25$) showing that majority of the scores lie above the midpoint zone of the 5-point scale. Attitude and subjective norms have P50 scores of above 5 as a result of their product scores being multiplied by their weighting as explained above. This suggests that the sample had relatively positive attitudes, subjective norms and PBC concerning their intention to convert, due to scoring mostly on the agreeable side of the scale. The Kurtosis values range from 1.97 to 4.38, where a kurtosis value of 3 or above is seen to be peaked, thus the attitude and PBC scores may be seen as too peaked from the normal distribution curve. The skewness values for all three of the TPB variables were negative.

Reliability Analysis

Cronbach's coefficient alpha was used to measure the internal consistency reliability of each scale and is reflected below in table 13. Cronbach's alpha values of greater than 0.70 are deemed as having satisfactory internal consistency reliability, the higher the value the stronger the consistency is between items (Hair et al., 2006). The Cronbach's alpha for each scale was > 0.70 , ranging from 0.66 to 0.97. However, the Cronbach's alpha for the COVID-19 scale was below the recommended threshold of above 0.70, at 0.66. Thus, all of the TPB and intention scales in the study either met or exceeded the satisfactory acceptance level of internal consistency reliability. Furthermore, the items for the TPB variables as well as the intention to convert variable all have inter-item correlations of above 0.30 representing the minimum, therefore all of the items were deemed to be reliable and thus retained (Field, 2013).

Table 13

Correlation Matrix for components of the Theory of Planned Behavior

Variables	Mean	SD	1.a	1.b	1.c	2	3
1.a ATT	18.40	5.63	(0.97)				
1.b SN	13.84	6.47	0.56**	(0.95)			
1.c PBC	4.00	0.92	0.42**	0.31*	(0.81)		

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2 INT	3.96	1.23	0.74**	0.67**	0.29*	(0.88)
3 COV	3.51	0.72	0.04	0.12	-0.16	0.07 (0.66)

*Note. N=130. ATT= Attitude variable, SN= Subjective norm variable, PCB= Perceived behavioral control, INT= Intention *p< .05, **p<.001. Scale reliabilities (Cronbach's Alpha) are reported on the diagonal for each item*

Correlation Analysis

Table 13 above describes the correlation analysis was assessed using Pearson product momentum correlation. The relationships between all of the continuous variables were analysed. To test hypotheses 1a, 2a and 3a intention to convert were assessed in relation to the TPB determinants. The P values were classified as follows: *p < .05 and ** P < 0.001. Using Cohen's conventions to report the results, which states a correlation coefficient of 0.10 was considered a weak correlation, 0.30 was seen as a moderate correlation and a coefficient greater than 0.50 was deemed to represent a strong correlation (Cohen, 1988).

Table 13 shows that attitude, subjective norms and PBC had significant positive relationships in relation to the intention to convert. The strongest relationship exists between attitude and intention and subjective norms and intention, (r =0.74, p = < 0.001) and (r = 0.56, p < 0.001) respectively. Both attitude and subjective norms concerning intention had correlations greater than 0.5 and thus represented strong relationships between the variables, supporting both hypothesis 1a and 1b. A moderate correlation existed between PBC and intention, (r = 0.29, p <0.05) therefore also supporting hypothesis 1c. The TPB variable as a whole correlated (r =0.81, p <0.001) with the intention to convert, representing a strong relationship between the two variables.

Finally, the TPB variable in relation to COVID-19 had a correlation of (r = 0.04, p > 0.001) and was therefore not significant, nor did it represent a strong correlation according to Cohen (1988). Consequently, the second hypothesis (H2: Theory of Planned Behaviour can explain the variance in the decision to apply for a full-time job over and above that which is explained by the level of impact COVID-19 had on their decision making.) was not supported.

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Regression Analyses

First, a linear multiple regression analysis was run to test hypotheses 1a, 1b and 1c. Thus, the TPB variables were inputted into the first model of the regression with the dependent variable as intention.

Subsequently, a three-step hierarchical multiple regression analysis was employed to test the TPB variables as predictors of intention to convert while adding control variables such as COVID-19 and the organisation type variables. Before conducting the regression, multiple assumptions were tested and will be discussed below.

Table 14

Multiple regression analysis: DV= Intention

	β	<i>SE</i>	<i>t</i>	<i>p</i>
ATT	0.120**	0.089	8.20	0.000
SN	0.073**	0.012	6.02	0.000
PBC	-0.083	0.079	-1.06	0.292
R ²	0.65**			

*Note. N=130. After Listwise deletion. β = unstandardized beta value, ATT= Attitude variable, SN= Subjective norm variable, PCB= Perceived behavioral control, ** $p < 0.001$*

The result of the linear multiple regression model was deemed significant ($R^2 = 0.65$, $F(3, 127) = 77.83$, $t = 3.44$, $p < 0.001$). Attitude ($\beta = 0.120$, $t = 8.20$, $p < 0.001$) and subjective norms ($\beta = 0.073$, $t = 6.02$, $p < 0.001$) were both seen to be significant predictors of intention to convert, accounting for 65% of the variance in the dependent variable. PBC ($\beta = -0.083$, $t = -1.06$, $p = 0.292$) was seen to be not a statistically significant predictor of intention to convert. Thus, hypotheses H1a and H1b are accepted while H1c is rejected in favor of the null hypothesis.

Table 15

Summary of Hierarchal Regression Analysis: DV= Intention

	β	<i>SE</i>	<i>t</i>	<i>p</i>
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Variable	Step 1:	Step 2:	Step 3			
	TPB	TPB + COVID	TPB + COVID + Org			
ATT	0.120	0.120	0.119**	0.015	8.04	0.000
SN	0.073	0.073	0.075**	0.013	5.99	0.000
PBC	-0.083	-0.085	-0.080	0.081	-0.99	0.326
COVID-19		-0.008	0.031	0.100	0.31	0.758
Org 2			-0.233	0.160	-1.49	0.138
Org 3			-0.215	0.171	-1.26	0.209
R ²	0.650**	0.650**	0.657			
Change in R ²		0.000	0.008			

Note. N=130, β = unstandardized beta value, ATT= Attitude variable, SN= Subjective norm variable, PCB= Perceived behavioral control, β = unstandardized betas, CI= confidence intervals, Low= lower limit; Upper= upper limit ** p <0.001.

Table 15 depicts the results from the three-step hierarchal regression analysis for the dependent variable intention with the TPB variables, then the COVID-19 variable added in the second step and the third step the organisation type variable was added to the regression.

In step 1, the TPB variables explained 64.9% of the variance in intention to convert, showing the model was statistically significant $F(3, 127) = 77.83, p = <0.000$. Subsequently, with the addition of the COVID-19 variable in step 2, the total variance explained in the intention to convert remained at 64.9% $F(4, 126) = 57.92, p = 0.932$ demonstrating that this model was not statistically significant. In the last step, organisation type was added to the model, total variance explained increased to 65.7% however the model remained not statistically significant $F(6, 124) = 39.31, p = 0.209$. Based on the results of the multiple hierarchical regression, only Model 1 containing the TPB variables was deemed statistically significant, the R² change from Model 1 to Model 2 was 0.000, stating no change at all, with the addition of the COVID-19 variable. Model 2 and Model 3 were both deemed not statistically significant, with an R² change of 0.008 from M2 to M3, containing COVID-19 and organisation as added variables to the models. While the total variance explained increased marginally to 65.7% the researcher cannot make any conclusive

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statements about the impact of COVID-19 and the organisation type on interns' intention to convert due to both being not statistically significant and thus neither of the constructs added predictive value to the model.

Meeting the Assumptions of Regression Analyses

The first assumption was that of being normally distributed, to test this assumption a P-P plot is shown in appendix D, figure 7. To meet this assumption, scores need to follow the center diagonal, in the case of this study majority of the residuals do sit on the diagonal with a slight deviation on the tail end of the P-P plot, to further validate if this assumption was met a histogram was also included in appendix D, figure 8, demonstrating the same trend of the majority of the cluster showing normal distribution with a very slight tail on the left side of the distribution. Thus, the assumption of normal distribution was met.

For the next assumption of multi-collinearity to be met the variance inflation factor (VIF) needs to be less than 10 across the variables being investigated, in this study the VIF scores ranged between 1.15 and 2.42 meeting this assumption.

Appendix D, figure 9 shows a scatterplot that illustrates standard residuals against standardized predicted values, it did not show much patterning and thus met the assumption of homoscedasticity. The slight cluster of residuals could be explained due to the measurement scale being restricted as a result of the 1-5 Likert type response scale for all items in the study. To validate this finding the researcher conducted a Breusch-Pagan / Cook-Weisberg test for heteroskedasticity which also showed that residuals were normally distributed and did not show any systematic pattern thus there was homogeneity of variance.

The scatter plot as per appendix D, figure 9 also displayed no curve pattern which was used to test for the assumption of linearity, which was also met as a result of no evidence of residuals being patterned.

The last assumption met was that of the sample size needing to be greater than the number of independent variables present in the multiple regression model (Tabachnick & Fidell, 2006). The first model had 3 variables, the second model had 4 and the third model had 6 variables therefore the sample size had to be, 24, 32 and 48 for M1, M2 and M3 respectively, the sample size used in the regression was 130, therefore, meeting this assumption.

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Before conducting the simple linear regression analysis on the TPB variables the following assumptions were met. Appendix D, figure 4 shows the P-P plot that was used to show normality, majority of the residuals followed the diagonal, over and above this the histogram in appendix D, figure 5 also showed normal distribution thus, this assumption was met. Next, homoscedasticity was tested using the scatterplot which can be found in appendix D, figure 6 which showed no pattern amongst the residuals thus the linearity assumption was met. Finally, the assumption regarding sample size was met given that only 3 variables were being tested in the model, thus the sample size had to be 24, and was thus met being 130 in this study (Tabachnick & Fidell, 2006).

Group Differences

Both ANOVA and T-tests were conducted to assess whether there were differences in intention to convert across racial groups, gender and organisation type. While there were minor differences in the various groups, none of the results were significant ($p > 0.05$), and thus did not represent significant, meaningful differences between the groups. Consequently, the slight differences in these scores in intention to convert were not significant.

One -way ANOVA tests were conducted to investigate whether there were differences in perceptions of COVID-19 impact on intention to convert between racial groups, gender and organisations. Differences between males and females in COVID-19 scores were deemed not statistically significant ($p = 0.443$). However, the one-way ANOVA conducted on the racial groups and COVID-19 variable within this study was significant ($F_{3,127} = 3.71$ $p < 0.05$). Indicating that at least one group had a mean score that was significantly different from the other racial groups. To gain further understanding, a post hoc Scheffe test was conducted to identify which group was significantly different from the rest. The results showed that the white racial group had the highest COVID-19 score compared to the other racial groups. Similarly, another one-way ANOVA was conducted to test whether differences existed in COVID-19 scores between the three organisations under investigation in this study. The results showed that at least one group's mean was significantly different from the others ($F_{2,128} = 7.83$ $p < 0.05$). The researcher followed up by administering a post hoc Scheffe test to gain more insights into which group differed. Results showed that the professional services organisation was significantly different from the insure ($p < 0.05$) as well as the retailer ($p = < 0.05$), suggesting that the professional services organisation

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score the highest COVID-19 impact score between the three organisations. These differences will be discussed in more detail in the discussion chapter.

Conclusion

The results indicated that three hypotheses were supported out of the five tested. TPB, attitude and subjective norms were seen to be significantly related to intention in support of hypotheses 1, 1a, 1b. However, H1c: PBC and H2: impact of COVID-19 were not supported due to the results of the impact of COVID-19 on the intention to convert and PBC being not statistically significant. The main findings of the study are summarised in Table 16 below.

Table 16

<i>Summary of findings</i>	<i>Finding</i>
Hypothesis	
H1: The Theory of Planned Behaviour will explain significant variance in the conversion of interns to employees in the host organisation.	Supported
H1a: Attitude explains significant variance in the conversion of interns to employees in the host organisation.	Supported
H1b: Perceptions of subjective norms explain a significant amount of variance in the conversion of interns to employees in the host organisation.	Supported
H1c: Perceived behavioural control explains significant variance in the conversion of interns to employees in the host organisation.	Not significant. Hypothesis rejected in favour of the null hypothesis.
H2: Theory of Planned Behaviour can explain the variance in the decision to apply for a full-time job	Not significant. Hypothesis

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over and above that which is explained by the level
of **impact COVID-19** had on their decision making.

rejected in
favour of the
null
hypothesis.

Discussion

There is growing popularity of internships as a recruitment and selection tool internationally (Hurst, Good & Gardener, 2011). Within South Africa specifically, there is little research available that provides insights into various factors, influences, supporting tools and mechanisms which underpin intern conversion into full-time employees within host organisations. Previous research surrounding interns has focused heavily on the experience of the internship program through descriptive research methods or investigating the learning and development aspect of the internship program (Sturges, Guest, Conway & Davey, 2002; Geredes, 2009). Very few have investigated intern conversion intention and behaviour specifically (Rose, 2013). Yet understanding factors that influence interns in their intentions to stay in the organisation is paramount to understanding how to retain these talented individuals within the host organisation. Such information holds immense value for industrial psychologists, human resources practitioners and organisations as a whole.

This study aimed to investigate the predictive utility of the Theory of Planned Behaviour and its determinants of attitude, subjective norms and perceived behavioural control in predicting intern's intentions to convert. It produced empirical results within a relatively unstudied area within internship literature, namely intern conversion intentions. To test the hypotheses posed in this study (see page 27), a quantitative design was employed to a sample ($N = 213$) of individuals currently a part of internship programs in three organisations. Confirmatory factor analysis was used to examine the fit of the developed structural model, and further regression analyses and statistical assessments, contributed to generating more empirical evidence from the research conducted within this study.

The current study sought to explore the utility of the TPB model in investigating the intention to convert into full-time employment behaviour amongst interns, with the addition of COVID-19 impact as an additional variable. Moreover, it sought to contribute to the existing literature around the TPB model as well as internship conversion literature within the South African context. This chapter will outline the main findings of the study as well as explore the limitations and recommendations for future research with concluding remarks to the study.

Psychometric Properties of the TPB Scales

The results obtained from the EFA, CFA and reliability analyses within the study showed strong support for both the intention to convert and Theory of Planned Behaviour (TPB) scales. The results from all of the EFA tests that were conducted showed a unidimensional structure for each scale. These results were in line with large bodies of research on the TPB (Ajzen & Madden, 1986; Ajzen, 1991; Jaidi, Van Hooft & Arends, 2011; Adams & de Kock, 2015). Ajzen (1991) stated that each of the three TPB determinants should load onto three distinct factors thus explaining variance in intention across three different factors.

In line with this thinking, a CFA was conducted to validate that an oblique three-factor structure between attitude, subjective norms and PBC was the best fit. A CFA should indicate the best-fit indices, when compared to a host of other structures (for example when using two of the TPB variables together, with the third variable run separately; Ajzen, 2001). Goodness of fit assessments on the various structures were used to determine if theoretical relationships identified in prior data analysis were supported. The oblique three-factor structure (M4) showed the best goodness of fit statistics when compared to the other 3 structures tested. It is important to note that while the M4 structure was the most supported, it did not meet all of the suggested guidelines (Hair et al., 2006).

Prior research using the TPB has been criticised for having low internal consistency (Armitage & Connor, 2001). This was found to be the case with subjective norm scales, which have often had low Cronbach's co-efficient alpha scores according to the meta-analysis conducted on the TPB variables. This study made use of items relating to subjective norms in addition to a subset of questions relating to the strength of the importance participants place on each of the individuals (whom they deem important) around them. These two scores were then used to create composite variables, as suggested by Ajzen's (2002) guidelines, to mitigate possibly low Cronbach's alpha scores (Sutton, 1998). The Cronbach's alpha for subjective norms in this study was 0.95; a high value with regards to the reliability of the scale.

The attitude scale saw the highest reliability score of ($\alpha = 0.97$) and PBC had a slightly lower reliability score of ($\alpha = 0.81$). However, both alpha coefficients were higher than the suggested cut-off of 0.70 (Field, 2005). All three TPB Cronbach's alpha coefficients in this study proved to be higher than previous studies conducted on graduate's intention to apply for jobs (See page 42 of this study; Adams & de Kock, 2015; Adams, Gorgens-Ekermans & de Kock, 2018). It

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was therefore determined that the TPB measures performed well in the item analysis, as all the TPB scales displayed internal consistency coefficients ranging between $\alpha = 0.81$ to 0.97 (Field, 2013). Similarly, the intention to convert scale used within this study saw a reliability score of 0.88 , which was also deemed to have high internal consistency. Lastly, the impact of the COVID-19 scale saw a slightly lower Cronbach's alpha coefficient of 0.66 , which falls just below the 0.70 threshold. It can, however, be seen to have moderate internal consistency.

In conclusion results of this study show clear support for the utility of the scales, especially when compared to previous studies conducted in similar areas of research. Furthermore, the high internal reliability scores of the TPB variables further highlights the utility of Ajzen's TPB scale (Ajzen, 2011). The same can be said for the intention to convert score that was adapted from Tsui, Egan and O'Reilly (1992) and Rose's (2013) scales, which was further supported by the results from the EFA.

Relationships between TPB Determinants and Intention to Convert

Attitudes and Intention

Many studies that utilised the TPB to examine the relationship between intention and attitude in relation to a vast range of different behaviours have found attitude to have the strongest relationship to intention, compared to that of subjective norms and perceived behavioural control. However, it was noted, that based on the nature of the behaviour under investigation, such studies have found these behaviours to most commonly be either driven by attitude or subjective norms (Armitage & Conner, 2001). This finding is in line with the results of this study, which demonstrated a strong link between attitude and intention ($r = 0.74$, $p < 0.001$), a significant relationship between subjective norms and intention ($r = 0.56$, $p < 0.001$). It can therefore be surmised that the intention to convert is determined by both attitude and subjective norms. These results conform with previous research, which found that attitude and subjective norms significantly predicted job search intention and job pursuit (Jaidi, Van Hooft & Arends, 2001; Van Hooft., et al, 2006). However, in Adams & de Kock's (2015) study, attitude did not contribute to graduates' application intention as much as expected, given that it was assumed to be stronger according to prior research. As this study focused on interns, and not graduates, it can be argued

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that the significance of attitude in this analyses reflects that interns could possibly be in a different life stage, who have worked in the organisation longer than new graduates entering the work place.

Subjective Norms and Intention

As mentioned above, prior studies that have been conducted using the TPB, have often found the relationship between subjective norms and intention to be moderate (Armitage & Conner, 2001). Once again, the findings in the study support this, as the relationship between the subjective norm and intention was seen to be highly significant ($r = 0.56$, $p < 0.001$), which is similar to previous studies conducted within comparable areas of research (Jaidi, Van Hooft & Arends, 2001; Adams & de Kock, 2015).

PBC and Intention

Due to the extension of the Theory of Reason Action (TRA) with the addition of PBC, the relationship between PBC and intention has been closely assessed over a vast range of studies that utilize the TPB to explain various behaviours (Ajzen, 2011). Previous studies that have assessed the relationship between PBC and intention have often found it to be significant (Armitage & Conner, 2001). When examining graduate intention to apply Adams and de Kock (2015) found the PBC and intention relationship to be the strongest when compared both to attitude and subjective norms. Conversely, a study investigating recruiting highly educated graduates using the TPB found that, despite PBC being positively correlated to both job pursuit intention and behaviour, PBC only predicted unique variance in job pursuit behaviour rather than the pursuit intentions as anticipated by Ajzen's (1991) TPB model (Jaidi, Van Hooft & Arends, 2001). This study found the PBC and intention-behaviour relationship to be weaker ($r = 0.29$, $p < 0.05$) than both the attitude and subjective norm and intention relationships, although it was still significant.

Predictors of Conversion Intention

The current study evaluated the TPB variables as predictors of the intention of interns to convert into full-time employees. Attitude towards converting was a significant predictor of intention to convert ($\beta = 0.120$, $t = 8.20$, $p < 0.001$), and together with subjective norms ($\beta = 0.073$, $t = 6.02$, $p < 0.001$) 64.9% of the variance in intention to convert was accounted for. These results suggest that the intern's intentions are strongly influenced by what they believe to be the likely

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outcomes of converting to a full-time employee. Furthermore, these results suggest that the opinions and inputs of those around them do influence their conversion intention and is deemed important (Adams & de Kock, 2015).

PBC ($\beta = -0.083$, $t = -1.06$, $p = 0.292$) was seen to be a not statistically significant predictor of intention to convert, as well as COVID-19 ($f(4, 126) = 57.92$, $p = 0.932$). Interestingly, PBC being a none statistically significant predictor of intention is not aligned to other research within similar research areas. However, it is important to note that results can differ substantially across various population groups and within different areas of research.

Indeed, as a result of studies reporting diverse results when it comes to the predictive ability of PBC, some guidelines could potentially lead to increasing the PBC measurement accuracy. Such guidelines state that, in order to increase potential TBC accuracy, participants need to experience the behaviour under investigation more (Ajzen, 1991). Thus, expanding on this logic, interns would need to experience more conversion activities for their PBC to better predict their intentions to convert, given that they have a clear understanding of what is expected of them, and they are better suited to identify what is in their control in the conversion process.

Given this suggested approach by Beck and Ajzen (1991), it could be used to explain why PBC was deemed not statistically significant in predicting internship conversion in this study. As the majority of the participants responded to the survey in the first half of 2020, where many of them were starting their internship programs and had between 6 to 12 months remaining in their respective programs (at the end of which they would need to either convert into a full-time employee within the host organisation or find alternative full-time jobs) they had experienced few conversion activities. Over and above this, the country went into full national lock-down mid-March 2020 and, given the uncertainty faced by companies during the COVID-19 pandemic, some of the internship programs were cancelled, or all recruitment and promotional activities were put on hold. This resulted in interns being unable to explore the control they may have had over conversion. Measuring PBC amongst interns in the final months of their internship, as well as measuring their actual conversion rates, may show differing results in support of previous research (Rose, 2013).

Effect of Demographic Characteristic on Results

While none of the aims of this study sought to explore demographic characteristics and the differences they may have had on the intention to convert into a full-time employee, the researcher thought it was important to include the analyses, to possibly provide more insights into the main results of the study. Furthermore, previous studies have researched internships and the differences experienced by protected versus unprotected groups as well as between racial groups and gender groups (Jaidi, Van Hooft & Arends, 2001; Sheeran, 2002; Moleke, 2005; Adams, Gorgens-Ekermans & de Kock, 2018).

The first comparison test was conducted on whether differences existed between the two gender groups when it came to intention to convert into full-time employment. While the results were not statistically significant ($p = 0.971$), the researcher noted minor differences between the two groups by looking at the rank scores for females and males as produced by the two-sample Wilcoxon rank-sum (Mann-Whitney test) (Field, 2013). While the results were not statistically significant, and thus no conclusive assumptions can be made, females had a slightly higher rank score in intention to convert than males.

Similarly, when the researcher explored differences in intention to convert amongst racial groups, there was no significant difference between racial groups ($p = 0.531$). However, despite the lack of statistical significance, when examining the rank-sum scores the white group scored the highest in intention to score, followed by the African / black group. The researcher urges caution when interpreting these results, due to the results not being statistically significant.

There was no significant difference between the three organisations and intention to convert ($p = 0.382$). Once again, according to the rank-sum scores, the insurer organisation had the highest intention to convert score, followed by the professional services organisation scoring and, finally, the retailer. However, this could be as a result of the different sample sizes- the majority of the participants came from the insurer, then the professional services organisation, with the smallest sample group coming from the retailer.

Consequently, there were no statistically significant differences found within various demographic groupings in the context of this study. However, minor differences existed, indicating a possible need for further research focusing on demographic differences that may exist about internship conversion rates.

Impact of COVID-19 on Intention to Convert

Based on the results of this study, COVID-19 did not have statistical significance on the intention of interns to convert into full-time employees. This could be as a result of a multitude of reasons. First, the scale used to measure this construct was new and did not have prior reliability statistics. While the scale scored a moderate Cronbach's alpha coefficient within this study there was no prior research or context for the researcher to utilise in better adapting the scale for this specific research context and population. Second, only three determinants of the TPB was measured in this study. Actual behaviour control (ABC) was not measured, which had the potential to have an impact given circumstances realised by the presence of COVID-19, such as organisations making decisions to not offer any full-time contracts to interns at the end of the year, or ending the internships when the country went into lockdown (Ooi & Yang-Ooi, 2020; SAGEA, 2020).

These factors represent just some of the external factors that are out of the interns' control in relation to whether or not they convert into full-time employment. Third, due to the cross-sectional nature of this study, the researcher was unable to gain a view of whether the interns who took part in this study ended up becoming full-time employees within their internship host organisations at the end of 2020. These three assumptions pave the way for more detailed and focused research that can take place within the internship research area given that the COVID-19 pandemic is still active and has greatly affected organisations worldwide. Both the working environment and methods of job recruitment have been drastically altered, therefore new research is necessary to better support human resources and industrial organisational psychologist practitioners (Carnevale & Hatak, 2020).

It is important to note that, despite the lack of statistical significance of COVID-19 in this study, there were minor differences identified when looking at how COVID-19 impacted various demographic groups. There were slight differences between males and females when it came to their perceptions of the impact COVID-19 had on their intention to convert, in which females had a higher rank-sum score (5484) versus males (2900). Whilst this suggests that females felt COVID-19 had an impact on their intention to convert more than males, the lack of statistical significance ($p = 0.451$) cautions against making comprehensive conclusions.

Next, the researcher conducted a one-way ANOVA test to determine whether there were differences between racial groups and COVID-19 impact. The results showed that at least one of

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the means was significantly different from another, and a resultant post-hoc analyses (Scheffe, Hancock, 1999) showed that there was a significant difference between the white and African / black groups, whereby 0.412 difference suggesting that the white group had a higher COVID-19 impact score than the other racial groups. Similarly, the results of a one-way ANOVA using the three organisations and COVID-19 variable also resulted in a statistically significant output, where at least one of the organisations differed substantially from the other two. Results suggested that the professional services organisation scored the highest COVID-19 impact score. This is an important finding as the sample group from this organisation was the second smallest population, so the result is truly reflective of organisational response. Further investigation into the impact that COVID-19 had, and will continue to have, on different racial groups and types of organisations will provide much deeper insights, that could ultimately help practitioners provide tailored solutions to the various groups.

Contributions of the Current Study

The study contributes by addressing the limited available research on internship conversion literature (Bartkus, 2007; Rose, 2013), as well as research that utilises the Theory of Planned Behaviour to explain conversion behaviours (Adams & de Kock, 2015; Adams, Gorgens-Ekermans & de Kock, 2018). The study has important theoretical implications and practical implications.

Theoretical Implications

A key theoretical implication of this study is its contribution to the limited existing body of internship literature. Testing for conversion within the context of internships fills the gap created by previous research, which focused on either the experience of the internship or the learning and developmental activities provided by internships (Bartkus, 2007; Rose, 2015). Additionally, the findings of this study add to the limited internship research that used theoretical frameworks in understanding the constructs. Thus, the use of the Theory of Planned Behaviour (TPB) helps to advance this avenue of research for other researchers to expand and build on. Furthermore, the research process of this study included applying the TPB within the South African context, and within an under-researched population group, namely South African interns. The TPB scales used in this study displayed strong reliability and validity results, demonstrating the theory's utility to

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predict intention and behaviour (Ajzen, 2001). This study's results largely agreed with to the current literature stating that the TPB can successfully measure intention to commit a specific behaviour, and that the theory can be used to better understand the predictive relationship between conversion intention and behaviour (Ajzen, 2012). Finally, this study contributed to the ongoing investigation of the impact of the COVID-19 pandemic on the South African intern. Importantly, this data collection started before the outbreak of the pandemic in South Africa (28 February 2020), and participants were surveyed during the lockdown, whilst the results and discussion sections of the research were written while the pandemic was still active. Therefore, the research adds to some of the earliest found insights into the South African intern during the COVID-19 pandemic that is currently still ongoing.

Practical Implications

The findings from the study can provide a starting point for research into other factors that impact intern conversion within their host organisations. This information can be used by recruitment teams within organisations to help them leverage their retainment strategy, as well as to gain a better understanding of what affects decision making from the intern's perspective (Rose, 2012). Moreover, the need to understand decision-making processes, and what impacts conversion is paramount now more than ever, given the unique context that organisations find themselves in as a result of COVID-19. More research needs to occur within the internship conversion space for the findings from various studies to be used to enhance the effectiveness of internship programs and the rates at which organisations convert their interns into full-time employees (Rose, 2012; Rose 2013).

Limitations and Suggestions for Future Research

This study had various limitations that must be considered when interpreting and understanding the results. Such limitations indicate future avenues of research.

The first limitation of this study was the use of a cross-sectional design approach, where data for the study was collected at one point in time. Given the temporal nature of internships (which often occurring over elongated periods), it is suggested that future studies apply a longitudinal research design approach. This will allow researchers to collect data at multiple points in the research process, which could provide deeper insights into not only the intentions of interns

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to convert but also of their actual conversion rates at later points in their respective programs. Importantly, there is a sizable gap in the time from when interns acknowledge their intention to convert to when they actually become full-time employees. Longitudinal studies will thus be able to measure and investigate this (Beenen & Mrousseau, 2010; Rose, 2012). Previous studies on employee turnover intentions and their actual turnover have demonstrated a clear link between the two states (Kammeyer-Mueller et al., 2005; Steel & Ovalle, 1984). If researchers continue to make use of the TPB measures when investigating factors that explain intern conversion, it is suggested that actual behavioural control is included in the measurement items. This way researchers will gain insights into external factors that have impacted their intentions, as well as being able to map these factors as to whether or not the interns have successfully converted at the end of their programs. These suggestions will provide an insightful overview of intern conversion and behaviour within organisations, a finding that can be used to provide insight and suggestions to organisations themselves to help them with their recruitment of interns that come into their businesses.

The second limitation present in this study relates to the sample population. The sample originated from three distinct organisations, however, the number of respondents that the survey was sent to in each organisation was not equal. As a result, naturally, there were more responses gathered from the organisation that agreed to send the survey to more participants, this is due to that organisation having a much bigger active internship program. It is suggested that for future research, the survey is sent to equal sample populations within different organisations, alternatively, only use populations from one organisation and possibly investigate and compare findings from different internship programs with that organisation (e.g. accounting interns, tax interns, law interns etc.). Additionally, the researchers could make use of certain statistical methods to account for sample size like generalised linear mixed model (GLMM) as an example. Moreover, future researchers could make use of a larger sample group to increase the generalisability of the study.

The third limitation associated with this study is that of theoretical boundaries. While the TPB was able to provide important insights to intern conversion intention, it would be interesting to include additional theories to provide different perspectives and to challenge the findings within this study. The addition of Person-organisation fit theory, signalling theory, actual job pursuit theory, organisational commitment theory or organisational cognitive theory would add depth to the research on interns and provide a more holistic understanding of the factors that can contribute to intern conversion (Jaidi, Van Hooft & Arends, 2001; Bartkus, 2007; Adams, 2013, Rose, 2015; Adams, Gorgens-Ekermans & de Kock, 2018).

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The fourth limitation which exists in this study relates to the COVID-19 scale. While the reliability of the scale measuring perceptions of COVID-19 impact on conversion had a Cronbach alpha of 0.66, removal of items from the scale did not significantly increase the reliability of the scale. This could be attributed to the wording of the items, however, adding more items to the scale may increase the reliability of the scale and is recommended for future research.

Another suggestion for future research of intern conversion is for studies to be conceptualised from a host organisation's recruitment and selection perspective, as well as from the interns perspective. Sparse literature exists on the host organisation's perspective (Beenen & Mrousseau, 2010; Zhao & Liden, 2011). Last, it would be interesting to investigate the role and influence of purpose and values alignment between the intern and the organisation on the interns intention to convert.

Conclusion

In recent years there has been exponential expansion in the use of internships as an entry point into organisational life (Rose, 2013). Despite the growth in popularity of internships, there is a large acknowledged gap when it comes to available research that focuses on factors that explain, predict and impact intern conversion into full-time employees within the host organisation. There is a clear need to continue researching behaviours, factors and relationships that impact interns and their desire and ability to convert into full-time employees (Rose, 2012).

The TPB has proved its value in predicting a broad range of behaviours, as demonstrated by several meta-analytical reviews (Sutton, 1998; Armitage & Connor, 2001; Sheeran, 2002). The TPB was found to be a valid framework to predict intern intention to convert into full-time employees. Both attitude and subjective norm were significantly related to intention to convert. The TPB variables accounted for 65% of the variance in intention to convert.

The findings presented here can be used as a starting point in the future to initiate a strong, theoretical foundation for researching interns in South Africa and factors that influence their conversion rates. The TPB has shown to be a useful tool that can provide key insight into the decision making the process of interns in deciding whether or not they intend on converting into full-time employees within their host organisations. It would be beneficial for future research to focus on internship conversion in conjunction with alternative theories such as actual job pursuit theory, organisational commitment theory or organisational cognitive theory (Jaidi, Van Hooft &

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Arends, 2001; Bartkus, 2007, Rose, 2015; Adams, Gorgens-Ekermans & de Kock, 2018) while also conducting the research within a significantly larger sample group to insure generalisability.

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List of Appendices

Appendix A: Ethics approval



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18/06/2020

Kendra Archary
School of Management Studies
University of Cape Town
REF: 2020/06/008

**Conversion intentions amongst South African interns in time of COVID-19:
an application of the Theory of Planned Behaviour**

We are pleased to inform you that your ethics application has been approved. Unless otherwise specified this ethical clearance is valid until 30-Jun-2021 -

Your clearance may be renewed upon application.

Please be aware that you need to notify the Ethics Committee immediately should any aspect of your study regarding the engagement with participants as approved in this application, change. This may include aspects such as changes to the research design, questionnaires, or choice of participants.

The ongoing ethical conduct throughout the duration of the study remains the responsibility of the principal investigator.

We wish you well for your research.

2020.06.18
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Signature Removed

Jacques Rousseau
Commerce Research Ethics Chair
University of Cape Town
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Appendix B: Questionnaire

The full questionnaire administered within the current study



SURVEY ON CONVERSION TO STAY

This survey is part of an important investigation about the intention to stay in organisations in which you completed your internship programme. Please read each question carefully and answer it to the best of your ability.

There are no correct or incorrect responses; we are merely interested in your personal point of view.

Thank you for your participation in this study.

Kendra Archary

If you have any questions, feel free to contact us using the details below.

Researcher: Kendra Archary

Email: kendraarchary2712@gmail.com

Supervisor: Jeffrey Bagraim

Email: jeffrey.bagraim@uct.ac.za

Please note:

This survey will contribute to the completion of my Organisational Psychology Masters research project on conversion to stay intentions.

Participation in this study does not pose any risks to you as a participant and is voluntary. You may drop-out at any point.

Once you complete and submit this survey, you are acknowledging acceptance that participation in this study has been at your own free will.

All data will be kept confidential and shared only for the purpose of this research project.

All identifying information will be removed from this questionnaire and destroyed as soon as all data has been collected.

Please answer each of the following questions by selecting the option that best describes your

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opinion. Some of the questions may appear to be similar, but they do address somewhat different outcomes.

Think of the company you are currently doing your internship in. Keep this company in mind when answering the following questions.

*The term ‘**Conversion**’ will be used to describe a change in job status from intern position to full-time position in the organisation.

1. Intention TOWARDS CONVERTING

I intend to remain at my internship company after I complete my internship.

Strongly disagree: _____ : _____ : _____ : _____ : _____ : Strongly agree
1 2 3 4 5

It would be extremely rewarding for me to remain in this organisation as a full-time employee

Strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
1 2 3 4 5

2. ATTITUDE TOWARDS CONVERTING

2.1 I will be afforded opportunities for growth (e.g. training and promotions) if I convert to permanent employment in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
1 2 3 4 5

2.2 I will earn a good salary if I convert into full-time employment in this organisation

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
1 2 3 4 5

2.3 I will receive favourable benefits if I convert into a full-time employee in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
1 2 3 4 5

2.4 I will be working in my preferred geographic location if I become a full-time employee in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
1 2 3 4 5

2.5 I would derive some job security from converting into full-time employment in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
1 2 3 4 5

2.6 I would benefit from being associated with his organisation because it has a good reputation as an employer.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely

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1 2 3 4 5

2.7 I desire to convert into a permanent employee in this company because it shares the same values as my own.

Strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
 1 2 3 4 5

2.8 I would feel proud to become part of a team in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
 1 2 3 4 5

Rate the importance of the following workplace characteristics for you

	<i>Not very important</i>		<i>Very Important</i>		
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>1.1 Opportunities for professional growth</i>					
<i>1.2 Pay (salary)</i>					
<i>1.3 Employee benefits(e.g., medical, pension)</i>					
<i>1.4 The geographic location of the organisation</i>					
<i>1.5 Organisation's reputation as an employer ...</i>					
<i>1.6 An organisation with similar values to mine</i>					
<i>1.7 An organisation's values</i>					
<i>1.8 Working as part of a professional team</i>					

3. SUBJECTIVE NORM

3.1 Most people who are important to me think that I should pursue a full-time job in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
 1 2 3 4 5

3.2 My parents support me to pursue a full-time job in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
 1 2 3 4 5

3.3 My friends support me pursue a full-time job in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
 1 2 3 4 5

3.4 My managers support me to pursue a full-time job in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
 1 2 3 4 5

3.5 My colleagues support me to pursued a full-time job in this organisation.

Extremely unlikely: _____ : _____ : _____ : _____ : _____ : extremely likely
 1 2 3 4 5

Generally speaking, how much do you want to do what the following people think you should do?

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	Not at all				Very much
	1	2	3	4	5
2.1 Most people who are important to me					
2.2 My parents					
2.3 My friends					
2.4 My managers					
2.5 My colleagues					

4. PERCEIVED BEHAVIOURAL CONTROL

4.1 Whether or not I convert into permanent employment in this organisation is entirely up to me.

Strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
 2 2 3 4 5

4.2 I can overcome any obstacles or problems that could prevent me from becoming a full-time employee in this organisation.

Strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
 1 2 3 4 5

4.3 My confidence in my abilities will help me become a full-time employee.

Strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
 1 2 3 4 5

4.4 I believe I am capable of converting into full-time employment in this organisation.

Strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
 1 2 3 4 5

4.5 The current job market has increased my motivation to convert into full time employment.

Strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
 1 2 3 4 5

4.6 My motivation will greatly increase the chance that I become a full-time employee in this organisation.

strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
 1 2 3 4 5

5. COVID-19 CONTEXT

5.1. COVID-19 has significantly changed the job market.

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strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
1 2 3 4 5

5.2. COVID-19 has negatively affected my chances of getting a full-time position in this organisation.

strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
1 2 3 4 5

5.3. Due to COVID-19, this organisation will offer fewer full-time positions to interns, compared to previous years.

strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
1 2 3 4 5

5.4. The negative effect that COVID-19 has had on the job market has changed my reasons for wanting to convert into a full time employee in this organisation.

strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
1 2 3 4 5

5.5. COVID-19 has increased my need for job security.

strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
1 2 3 4 5

5.6. COVID-19 has reduced my emphasis on pay in accepting a full-time position in this organisation.

strongly disagree: _____ : _____ : _____ : _____ : _____ : strongly agree
1 2 3 4 5

Demographic Information:

Your Age:

Your Gender

Male

Female

Gender variant

Prefer not to answer

Your race (The categories below reference current equity legislation):

African / Black

Colored

Indian

Asian

White

Other

Prefer not to answer

Your Organisation:

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Appendix C: EFA Dimensionality results for TPB determinants

Table 9

Attitude scale

		ATT
ATT1	I will be afforded opportunities for growth (e.g. training and promotions) if I convert to permanent employment in this organisation.	0.947
ATT2	I will earn a good salary if I convert into full-time employment in this organisation	0.867
ATT3	I will receive favourable benefits if I convert into a full-time employee in this organisation.	0.876
ATT4	I will be working in my preferred geographic location if I become a full-time employee in this organisation.	0.823
ATT5	I would derive some job security from converting into full-time employment in this organisation.	0.931
ATT6	I would benefit from being associated with his organisation because it has a good reputation as an employer.	0.920
ATT7	I desire to convert into a permanent employee in this company because it shares the same values as my own.	0.910
ATT8	I would feel proud to become part of a team in this organisation.	0.900
Eigenvalue		6.442
Total Variance		95%

Note. N=130 after the listwise deletion of missing data. Extraction: Principal axis factoring. ATT=Attitude variables

Attitude. Table 9 reflects the factor loadings for the items onto the single factor which was identified. All eight items loaded strongly onto one factor, ranging from 0.832 to 0.947, all of which were above the threshold of above 0.77 (Hair et al., 1998). These were significant and acceptable loadings for the sample size.

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Table 10

Subjective norms scale

		SN
SN1	Most people who are important to me think that I should pursue a full-time job in this organisation.	0.884
SN2	My parents support me to pursue a full-time job in this organisation.	0.926
SN3	My friends support me to pursue a full-time job in this organisation.	0.877
SN4	My managers support me to pursue a full-time job in this organisation.	0.896
SN5	My colleagues support me to pursue a full-time job in this organisation.	0.873
Eigenvalue		3.974
Total Variance		96%

Note. N=130 after the listwise deletion of missing data. Extraction: Principal axis factoring. SN=Subjective Norm variables

Subjective norms. All five items were loaded onto a single factor (see table 10, appendix C). All five items loaded above .77 on the factor at between 0.873 to 0.926. Thus, all of the items were retained. The subjective norm items explained 96% of the total variance.

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Table 11

Perceived behavioural control scale

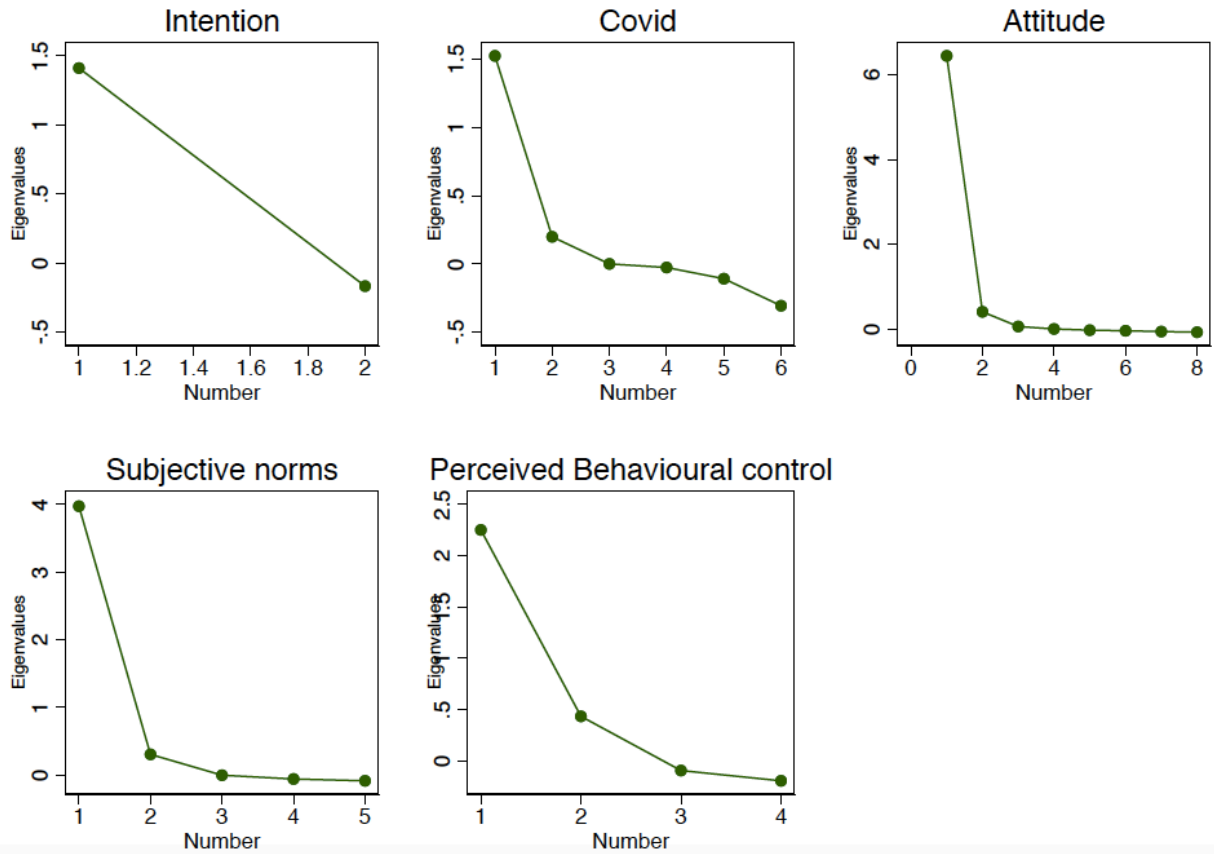
		PBC
PBC1	Whether or not I convert into permanent employment in this organisation is entirely up to me.	0.541
PBC2	I can overcome any obstacles or problems that could prevent me from becoming a full-time employee in this organisation.	0.721
PBC3	My confidence in my abilities will help me become a full-time employee.	0.877
PBC4	I believe I am capable of converting into full-time employment in this organisation.	0.818
Eigenvalue		2.251
Total Variance		94%

Note. N=130 after the listwise deletion of missing data. Extraction: Principal axis. PBC= Perceived behavioural control

Perceived behavioural control. Four items loaded onto one factor (see appendix C). The items were significant and accepted for the sample size (Hair et al., 1998). Item one had a lower loading relative to the others however, once removed it did not impact the Cronbach's alpha and was retained in the model, to keep four items for the PCB measurement.

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Appendix D: EFA Scree plots with Eigenvalues



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Appendix E: Regression analyses

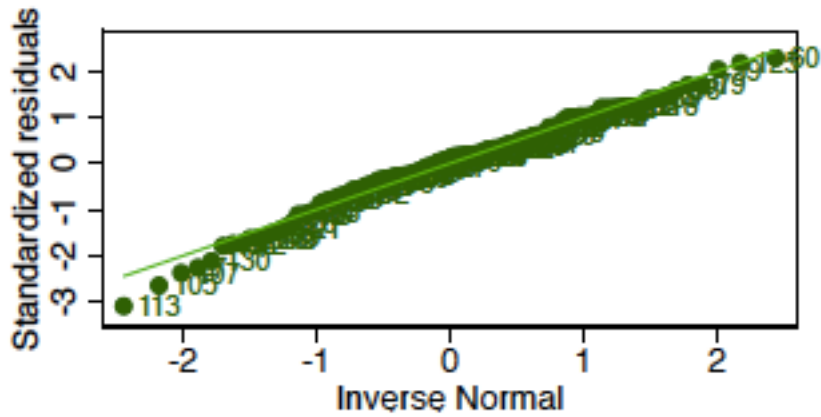


Figure 4: Assumption testing - P-P Plot used to test normality in regression analysis for linear regression analysis

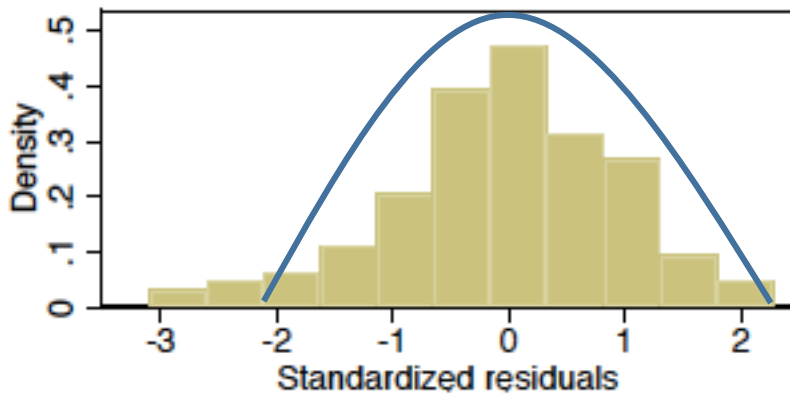


Figure 5: Assumption testing – Histogram used to test normality in linear regression analysis

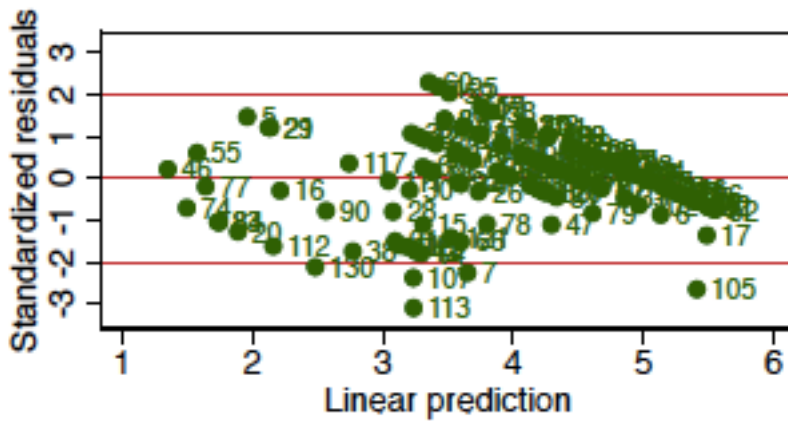


Figure 6: Assumption testing - Scatterplot testing linearity and homoscedasticity in linear regression analysis

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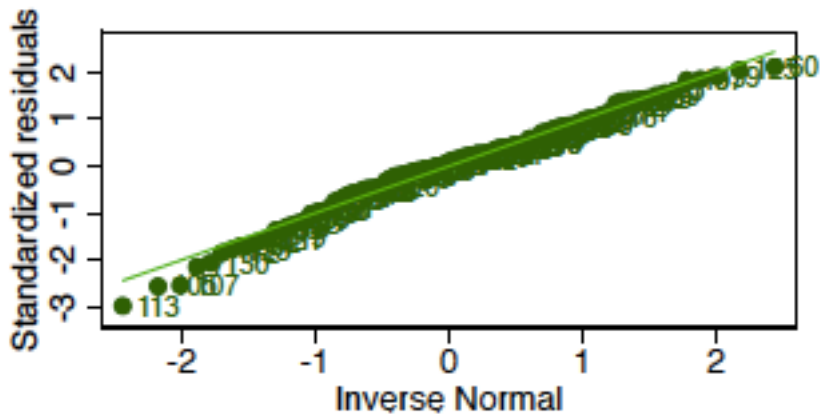


Figure 7: Assumption testing - P-P Plot used to test normality in hierarchical multiple regression analysis

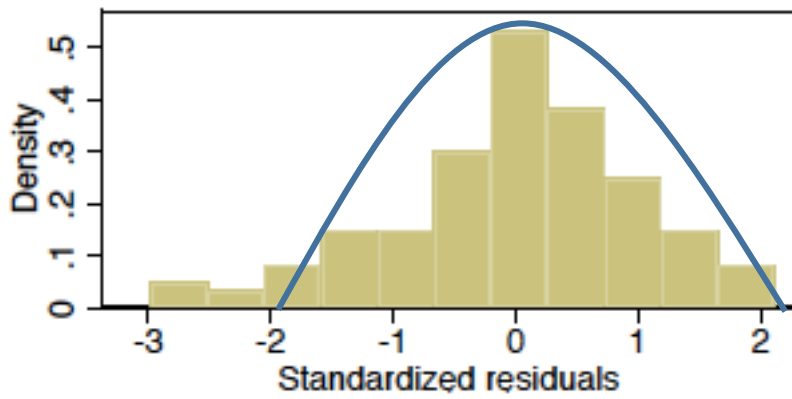


Figure 8: Assumption testing – Histogram used to test normality in hierarchical multiple regression analysis

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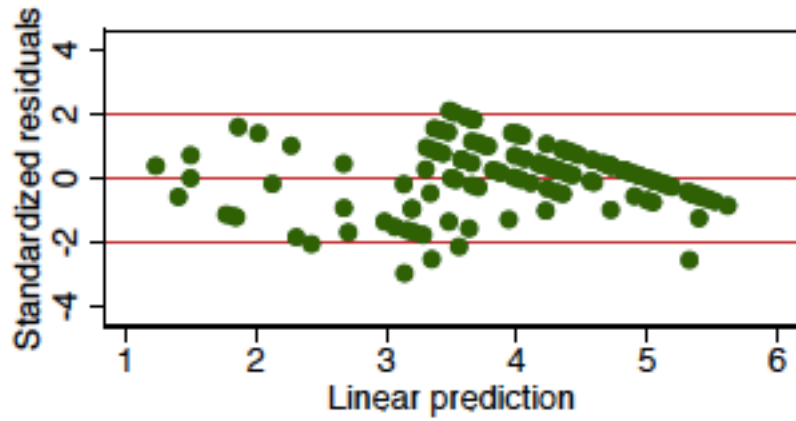


Figure 9: Assumption testing - Scatterplot testing linearity and homoscedasticity in hierarchical multiple regression analysis

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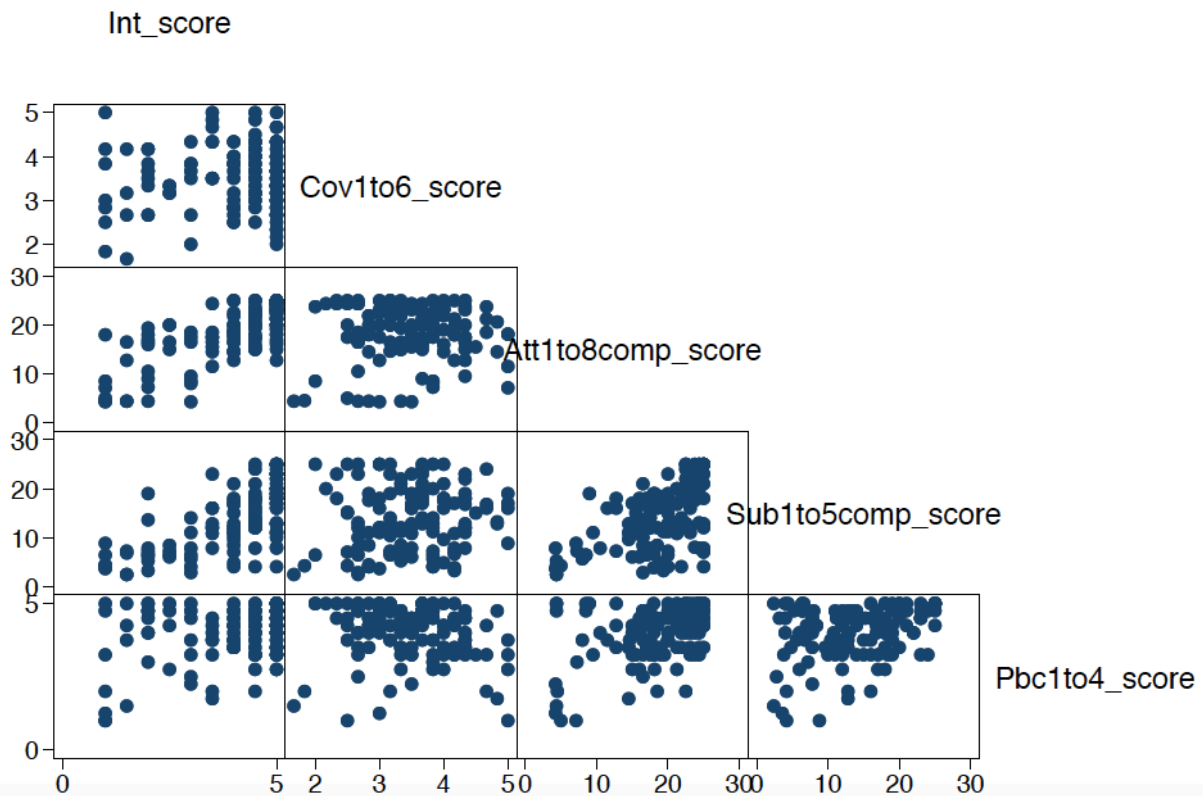


Figure 10: Scatterplot mat