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UIT DIE VOORSITTER SE KANTOOR



Prof Johan Malan

Die jaar 2012 was 'n redelike uitdagende jaar met 'n redelike mate van onstabiliteit onder die personeel van die Departement. Marietha De Wet was tydens die eerste semester met navorsingsverlof met die oog op haar proefskrif. Dr Gina Görgens was met kraamverlof tydens die eerste semester, en Me Michelle Visser is tans met kraamverlof. Om alles te kroon het die voorsitter ook onder die mes deurgeloop en Prof Callie Theron het op 'n bewame wyse die leisels vasgehou tydens die periode van siekteverlof wat daarop gevolg het.

Die departement moes met die aanvang van die tweede semester, die Bedryfsielkundegebou ontruim met die oog op die herinrigting en verdigting van die gebou op die vooraand van sy 100-jarige bestaansvieringe in 2013.

Tydens die eerste semester het die departement 'n sertifikaat van die SABPP ontvang as geakkrediteerde opleier van

menslike hulpbronpraktisyns. Ons het kort daarna ook die sertifikaat van die HPCSA ontvang wat die MCom (Bedryfsielkunde) akkrediteer vir die opleiding van bedryfsielkundiges. Die HPCSA het ook die voorgestelde B Psig Ekwivalensieprogram wat ons voorgelê het in beginsel goedgekeur. Hierdie program sal ons in staat stel om studente wat aan die gestelde akademiese kriteria, naamlik die suksesvolle voltooiing van Sielkundige assessering en Psigometrika as honneursvakke voldoen, op te lei as psigometriste. In sy vorige vorm het die psigometris interskap ondersteuningsprogram oor die afgelope drie jaar (2010-2012) 38 kandidate vir die Raadseksamen opgelewer, waarvan 36 geslaag het (95% sukses) met 'n gemiddelde persentasie van 76%. Ons gee graag erkenning aan Dr Wim Myburgh en al die toesighoudende sielkundiges vir hierdie uitstaande prestasie.

Die stryd om internskappe te organiseer vir ons magisterstudente is nou meer akkuut as van te vore en ons doen weer 'n ernstige beroep op diegene wat van sulke geleentheid bewus is, of self as toesighoudende sielkundige kan optree om ons daarvan in kennis te stel. Hierbenewens kan u ons gerus kontak met die oog op navorsingsgeleentheid vir ons studente.

Baie dankie aan die personeel, studente, gassprekers en toesighoudende sielkundiges wat dit vir ons moontlik gemaak het om ons opdrag gedurende hierdie periode uit te voer.

CONFERENCES

Die volgende kollegas en studente se referate is aangebied by die *International Congress of Psychology (ICP)* kongres wat vanaf 22-27 Julie 2012 te Kaapstad plaasgevind het. Die besonderhede van die onderskeie aanbiedings is as volg:

Van Tonder, R. & **Malan, D.J.** *Non-remuneration predictors of intention to quit among personal financial advisors.*

Emsley, L. & **Malan, D.J.** *The Social Anxiety Spectrum and work Limitations among Managerial Level Employees.*

Herbert, M. & **Görgens, G.** *Psychological Capital and Employee Well-being: The Moderating Role of Psychological Capital in the Stress-Burnout Relationship.*

Steyn, M & **Görgens, G.** *Optimism, self-efficacy and meaningfulness: Towards a salutogenic model of occupational wellbeing.*

Hauptfleisch, D. & **De Kock, FS.** *The moderating effect of interview structure on racial similarity effects in simulated interview ratings.*

Viljoen, H.H. & De Kock, FS. *Human Capital Return-on-Investment (HCROI) in South African Companies listed on the Johannesburg Stock Exchange (JSE).*

Terblanche-Smit, M. & **Du Preez, R.** *Exploring brand love versus brand liking.*

Robyn, A. & **Du Preez, R.** *Intention to Quit among Generation Y Academics at Higher Education Institutions.*

Mahembe, B. & Engelbrecht, AS. *The Relationship between Servant Leadership, Affective Team Commitment and Team Effectiveness.*



Prof Johan Malan and the Rector, Prof Russel Botman, sharing a serious moment at the opening night of the IACCP-congress

A paper by ms **Samantha Adams** was presented at the *IACCP 2012 Congress* which took place from 17-21 July 2012 at Stellenbosch. Die title of this paper was: *Explaining job applicants' decision to apply: A theoretical review of cross cultural research.*

Prof Amos Engelbrecht and **mr Bright Mahembe** also presented a paper at the IACCP 2012 Congress entitled: *Servant Leadership: Measurement and a Cross-Cultural Perspective.*

Prof Johan Malan also presented a paper at the IACCP 2012 Congress entitled: *Promoting positive job attitudes through core self-evaluations in a South African agricultural context.*

Twee referate waarvan mnr **Francois De Kock** die mede-outeur was, is by die *Assessment Centre Study Group* kongres gelewer wat op 16 Maart 2012 in Stellenbosch plaasgevind het. Die besonderhede van hierdie referate is as volg:

Roodt, G. & **De Kock, FS.** *The lesser of two evils: Can companies afford not to test?*

De Villiers, C. & **De Kock, FS.** *Demographic Similarity Effects in Assessment Center Ratings: An Investigation of Assessor Bias in the South African context.*

Prof Ronel du Preez was die mede-outeur van 'n referaat getiteld: *Toward a 3rd Generation Transition Pedagogy: Enablers and Challenges*, wat gelewer is by die *25th International Conference on the First Year Experience*, wat in Vancouver, Canada, vanaf 16 – 19 July, 2012 plaasgevind het. Die besonderhede van die outeurs is as volg: **Du Preez, R.**, Young, G., Greenhalgh, B., MacMaster, L., Fanella, B & Wagener, W. (2012).

Mr Francois de Kock attended the *Conference on Fairness in Talent Decisions*, Presented by the Department of IO Psychology, College of Economic and Management Sciences, UNISA and TTS–Top Talent Solutions. Pretoria, 19 March, 2012.

'n Referaat van mnr **Francois de Kock** is gelewer by die *SABPP Provincial Summit* wat op 8 Maart 2012 plaasgevind het. Die titel van hierdie referaat is: *Human Capital ROI measurement: Implications for HR in the province (latest research).*

Mr Francois de Kock was also responsible for the presentation of papers at several congresses that took place during the first part of 2012. The details thereof is:

De Kock, F.S. (8 March, 2012). Human Capital ROI measurement: HR trends and implications for HR in the Western Cape. Paper delivered at *SA Board for People Practices (SABPP) Regional Summit "HR Excellence in the Western Cape"*. 14-16 March 2012. Wallenberg Conference Center, Stellenbosch.

Roodt, G., **De Kock, F.S.**, & Schlebusch, S. (Maart, 2012). The lesser of two evils – can companies afford not to test? *32nd Congress of the Assessment Center Study Group (ACSG)*. Spier, Stellenbosch, from 14-16 Marcj 2012.

De Villiers, C.M., & **De Kock, F.S.** (March, 2012). Demographic similarity effects in assessment centre ratings: An investigation of assessor bias in a South African context. *32nd Congress of the Assessment Center Study Group (ACSG)*. Spier, Stellenbosch, from 14-16 March 2012.

Mr Gawie Cillié attended the *16th World Congress of the International Labour and Employment Relations Association (ILERA)* in Philadelphia, USA, from 2 – 5 July 2012.

WORKSHOPS

Mr **Francios de Kock** attended the Pre-conference workshop of ACSG Congress: How to Use Trait Activation Theory in Assessment Centre Practice, Filip Lievens, Ghent University, Belgium. 14 March, 2012.

A workshop, organised by the IPS on *Labour Relations and Recruitment* was presented by Aileen Klette from Phoenix, to students of the Department on the 16th of May. Out thanks to Aileen and Phoenix!

PUBLICATIONS

'n Artikel van **dr Gina Görgens-Ekermans** en Tamarie Brand, getiteld: *Emotional intelligence as a moderator in the stress-burnout relationship: a questionnaire study on nurses*, het in die *Journal of Clinical Nursing*, verskyn.

An article by **mr Gawie Cillié** and prof Johan Augustyn (emeritus professor of industrial psychology) appeared in the educational supplement to the *Mail and Guardian* on 7 September 2012. The article, *Theory and practice need to find each other anew*, argued that academics must work alongside non-academics with a two-way flow of useful knowledge.

Media24 Rachel's Angels Trust

An innovative empowerment programme to improve grade 11 and 12 leaners' academic abilities and to enrich their life skills is in full swing. Rachel's Angels, a mentorship programme, has operated since 2007 in the Western Cape in association with the University of Stellenbosch. The programme involves senior students from the university as mentors.

In 2011, the Media24 Rachel's Angels Trust identified the need for an effective and integrated mentor model for its mentors, and approached Stellenbosch University's Department of Industrial Psychology to assist them in developing the material for an integrated mentor model. The programme manager, Michelle Visser, and her team developed a mentor profile and job description, assisted in the selection of the mentors, developed a series of training material, and are currently presenting and facilitating the mentor training workshops for the 2012/2013 cycle. Based on feedback from the mentors, the project is very successful: "The session was fun and active, and very educating"; "Such fun, very impressed. Very happy here"; "Awesome work guys! Keep up the good work" and "Thanks for the training. Was successful".

Ronel van Tonder

NEW CERTIFICATE PROGRAMME

The Department of Industrial Psychology, in collaboration with Scholtz Consulting, will be presenting a new Certificate Programme in Personal Mastery in Leadership as from 2013.

The purpose of this programme is to introduce participants to a robust personal mastery based framework that uses, amongst others, self-awareness and experiential learning, to develop an individual leadership development plan, tailor-made for each participant's personality, values, emotional intelligence and current level of leadership skills.

The leadership programme will be presented on a NQF 7 level. It is a two month programme, consisting of 18 hours of workshops, 3 hours of individual coaching and approximately 4 hours of assignment work.

The Course Leader will be **Prof Amos Engelbrecht**. The programme will be presented by Mr. Gert Scholtz of Scholtz Consulting, as well as by some lecturers of the Department of Industrial Psychology, University of Stellenbosch.

MASTERS DEGREES – MARCH/DECEMBER 2012

The following candidates received their master's degrees at the March 2012 graduation seremony:



Marizanne Badenhorst

BADENHORST, M. (2012). *The relationship between actual pay and pay satisfaction: The moderating effect of expectancy theory dimensions*. MComm (Psych). Study leader: **Mr FS de Kock**.

Abstract: Pay satisfaction is an essential aim in any company's reward system, since various studies indicate that it affects employee job performance. With limited resources and restricted capacity to increase pay, firms require a better understanding of how employee pay satisfaction develops and how employee work-related behaviour is affected by pay satisfaction. The purpose of this study was threefold: First, to investigate the relationship between actual pay and pay satisfaction, and second, to explore the effect that pay motivation dimensions derived from expectancy theory (Vroom, 1964) — pay valence and pay instrumentality — have on this relationship. Lastly, the study aimed to explore the relative effects of these objective (pay) and subjective (pay perceptions) variables on employee job performance. Self-report survey data of managerial employees ($N = 177$) from a South African retail organisation were collected, along with supervisor ratings of job performance and objective actual pay data, for each participant. The Pay Satisfaction Questionnaire (PSQ) and a selfdeveloped Pay Valence and Instrumentality Questionnaire (PVIQ) were administered through an intranet-based survey. Data were analysed with a variety of statistical techniques. Descriptive statistics were used to assess underlying assumptions of the multivariate analysis techniques used to analyse the research data, and to describe the central tendency and dispersion of study variables. Pearson product moment correlations were calculated to assess bivariate relationships. Standard multiple regression analysis was utilised to assess the joint relationship between IVs and DVs, and relative weights analysis (RWA) to assess the relative importance of IVs within respective regression models. Moderated multiple regression (MMR) analysis was used to examine possible moderator effects. To determine whether

mediating (indirect) influences were present, normal theory and bootstrap estimates of indirect effects were obtained. In this research, selected antecedents and consequences of pay satisfaction were investigated. Regarding antecedents of pay satisfaction, the results suggested that actual pay had a small but significant effect on pay satisfaction, but not pay valence, nor pay instrumentality. Pay motivation perceptions (pay valence and pay instrumentality) neither moderated, nor mediated, the relationship between pay and pay satisfaction. The consequences of pay perceptions, in conjunction with actual pay, were also assessed. Pay satisfaction had no statistically significant relationship with job performance ($p > .05$), although actual pay had a moderate association with job performance. Although pay perceptions slightly incremented the validity of predicting performance from actual pay itself, this increment was not statistically significant ($p < .05$). In summary, the present research highlights the central role of actual pay in influencing pay satisfaction and job performance, but questions still remain about the way in which performance results from pay, since pay satisfaction did not mediate this relationship. The implications for future research are discussed and recommendations for research are made.



Richelle Burger

BURGER, R (2012). *Elaboration and empirical evaluation of the De Goede learning potential structural model*. MComm (Psych). Study leaders: **Prof CC Theron** and **Dr G Görgens**.

Abstract: South Africa's past has shaped the way Human Resource management should look to the future. South Africa has a history of racial discrimination that was led by the Apartheid system. The effects of the past have left members of the previously disadvantaged group with underdeveloped job competency potential. This has subsequently led to adverse impact in valid, fair (in the Cleary sense of the term) strict-top-down selection. The fundamental cause of Black under-

representation in higher level jobs is due to the legacy of the previous political dispensation. The root problem is that South Africa's intellectual capital is not, and has not been, uniformly developed and distributed across races. The current situation must be dealt with not only as the situation could potentially become volatile, but also as it is simply the right thing to do. Those individuals from the previously disadvantaged group that have the potential to learn should be identified and subsequently developed. A need therefore exists in South Africa for a method to identify individuals who will gain maximum benefit from affirmative developmental opportunities, especially cognitively demanding development opportunities, and hence display a high potential to learn. A need in addition exist to arrange circumstances to optimise the prognosis that those identified with learning potential will successfully realise their potential. Learning performance is complexly determined. To successfully address the negative effects of the past in South Africa through affirmative development the determinants of learning performance need to be understood. Accelerated affirmative development will be effective to the extent to which a comprehensive understanding exists of the factors underlying learning performance and the manner in which they combine to determine learning performance. The primary objective of this study consequently was to expand on De Goede's (2007) learning potential structural model. Non-cognitive factors were added to the De Goede (2007) learning potential structural model in order to gain a deeper understanding of the complexity underlying learning and the determinants of learning performance. A subset of the hypothesised learning potential structural model was then empirically evaluated. The initial reduced model failed to converge and was subsequently revised by deleting a single causal path from the model. The revised model was found to fit the data well. All paths contained in the final model were empirically corroborated. Suggestions for future research are made by indicating how the model can be further elaborated.



Christine de Villiers

DE VILLIERS, CM. (2012). *Demographic similarity effects in assessment centre ratings: An investigation of assessor bias in the South African context.* MComm (Psych). Study leader: **Mr FS deKock.**

Abstract: Assessor bias remains an interesting and important topic for Assessment Centre (AC) practitioners, candidates and clients, but it has received relatively little research attention. By using social identity theory, this research project studied the effects of demographic characteristics (gender, age and race) on ratings in assessment centres. We studied main and interaction effects of assessor and assessee demographic variables on ratings in a national sample of managers (N = 220). Descriptive statistics (means, SD) and inferential statistical analysis (moderated multiple regression) were used to test for both main and interaction effects (between assessor and assessee characteristics) of demographic variables on ratings. The regression analysis revealed a highly statistically significant ($p < .001$.) gender main effect (for assessor) — male assessors consistently rated assessees higher than female assessors did. Neither assessor nor assessee race had a main effect on ratings ($p > .05$). Age showed no main or interaction effects, although evidence of possible interaction effects was seen in descriptive statistics. Demographic similarity did not seem to affect assessment centre ratings in the present study. Recommendations for future research and AC practice are made.



Nondlela Ditsela

DITSELA, NJ. (2012). *Factors involved in subjective career success of soldiers in the SANDF: An exploratory study.* MComm (Psych). Study leader: **Prof GA van Dyk.**

Abstract: Since the 1970s, economic recession, industrial restructuring, technological changes, and intensified global competition has changed the nature of work. Consequently, employees have changed, many organisations are changing and jobs are minimized to keep up with global demands. However, military organisations and jobs seem to be lagging behind. Although the military is recruiting young generations, many of its jobs are still traditional military jobs that pose heavy demands and dangerous circumstances on the soldiers, hence, the purpose of this particular study. The aim of this study is to explore the relationship between subjective career success (SCS), work circumstances (WC) and personality factors (PF) of soldiers in the South African National Defence Force (SANDF). The existence of the relationship between the variables was explored through a non-experimental controlled inquiry. The variables under study were defined as follows: subjective career success is characterised by increase in the level of skills, increase in self-esteem, increased autonomy and responsibility in the position the person holds, and working with interesting colleagues; WC is defined as working conditions in which physical, mental, and emotional activities are directed towards accomplishing a specific task. Work circumstances encompass job demands, job characteristics, salary, and job security of soldiers; and PF includes locus of control in the workplace, self-efficacy and assertive behaviour in the workplace. A sample of 57 participants was selected from officers (Second Lieutenant – Captain and equivalent rank) studying at the South African Military Academy (here referred

to as SAMA), Faculty of Military Sciences, Stellenbosch University. Another sample of 113 Non-Commissioned Officers (NCOs) (Leading-Seamen – Chief Petty Officers) was selected from SAS SALDANHA (South African Naval Gymnasium). In total, a sample of 170 was drawn for this research. Correlation analysis was used to determine the relationship between independent variables and dependent variable; and multiple regression analysis was used to determine factors that explain SCS of soldiers in the SANDF. The results showed a significant partial relationship between job characteristics and SCS. Furthermore, a significant correlation emerged between salary satisfaction and satisfaction with job security. Insignificant relationship emerged between job demands and SCS. Insignificant results also emerged in the relationship between locus of control, self-efficacy and assertive behaviour (PF) and SCS respectively. As a result, it was concluded that WC have a partial relationship with SCS; and PF does not have any relationship with SCS. However, the results of the multiple regressions analysis provided that only job security satisfaction, salary satisfaction, locus of control and self-efficacy explain SCS, concluding that WC and PF in this research partially explain SCS of soldiers.

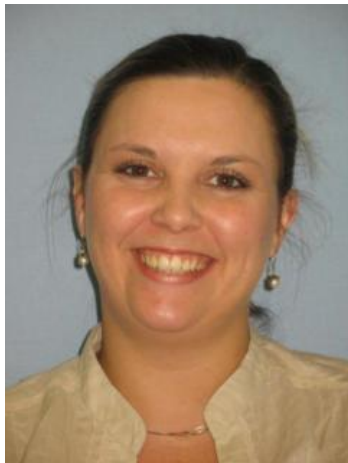


DB Hauptfleisch

HAUPTFLEISCH, D.B.(2012). *The moderating effect of interview structure on race-group similarity effects in simulated interview ratings.* Study leader: **Mr FS de Kock.**

Abstract: This study investigated race-group similarity effects as a form of interviewer bias in selection interview ratings. Social Identity Theory predicts that interviewers would assign higher ratings to interviewees of the same social group (the so-called in-group) primarily through the mechanism of similarity attraction. Research findings up to now have lent only partial support to this hypothesis. This study argues that interview structure may help to explain inconsistent research findings since structure could inhibit the functioning of the similarity-

attraction mechanism. The present research pursued two objectives, namely (1) to determine the degree to which race-group similarity (between interviewer and interviewee) exerts a biasing effect on selection interview dimension ratings, (2) to determine whether same-group bias increases when interview structure is experimentally diminished. This experimental study manipulated the degree of structure in interviews (high- and low-structured conditions) and compared the degree to which race group similarity effects were evident under each condition. Interviews were simulated by showing video-taped interview segments to a sample of participants and asking them to rate interview dimensions on rating scales that had been compiled to reflect the degree of structure in each condition. The data were analysed using Hierarchical Linear Modelling (HLM) and multiple regression analysis to determine whether similarity effects were present in the interview rating data. The results support the hypothesis that racial similarity effects are found under low-structured conditions, as well as the hypothesis that interview structure moderates the influence of similarity effects. However, racial similarity effects were also found with the highly structured condition. Although these effects were smaller than in the low-structured condition, they were statistically significant. Future research should attempt to replicate this study as a field study to test the generalisability of the findings.



Elzette Pieterse-Landman

PIETERSE-LANDMAN, E. (2012). *The relationship between transformational leadership, employee engagement, job characteristics and intention to quit*. MComm (Psych). Study leader: **Mr GG Cillió**

Abstract: In the current recessive times, in which the war for talent is rife, organisations and researchers are increasingly taking interest in how not only to retain their talent, but also to optimise their leadership and engagement practices to

maximise organisational outcomes through their talent. However, research on the dynamics of the relationships between specific leadership behaviours, employee engagement, work-related factors and employee intention to quit is limited to investigating single constructs, or only the relationships between two constructs. This study attempted to gain some insights into the relationships between perceived leader behaviour, employee engagement, job characteristics and employee intention to quit by testing a conceptual model of hypothesised relationships derived from research on the body of literature relating to these constructs. A non-experimental quantitative research design was applied using a sample of managers in a local JSE-listed manufacturing organisation (n = 185). Participants completed a questionnaire that measured the perceived presence of the transformational leadership style, experienced work engagement, perceived motivating potential of work and employee intention to quit. Reliability analysis was done to assess the measurement properties of the respective measures, and all scales showed adequate reliability. Univariate relationships between the measured ordinal variables, using Spearman correlations, corroborated all hypothesised relationships between the respective constructs. The results indicate that there are significant positive relationships between transformational leadership and employee engagement, the motivating potential of a job and employee engagement, and transformational leadership and the motivating potential of a job. Also significant negative relationships exist between transformational leadership and intention to quit, and employee engagement and intention to quit. The mediating effects of employee engagement, as measured using Sobel's test, confirm engagement to be a mediator of the relationship between transformational leadership and intention to quit, as well as of the relationship between the motivating potential of a job and intention to quit. This study adds to existing literature on intention to quit, transformational leadership, employee engagement and job characteristics (motivating potential of a job) by providing insights into the strength and directions of relationships among these constructs. Furthermore, it provides valuable insights into the mediating effects of the engagement construct. The findings of this study provide valuable information to consider in business practice for the development of interventions aimed at mitigating turnover behaviour and maximising organisational outcomes through an engaged workforce. The limitations and recommendations of the study provide insights into possibilities that could be explored in future research.



Shaun Ryan

RYAN, S. (2012). *The relationship between shared vision, cohesion, role clarity, mutual trust and transformational leadership within a team setting*. MComm (Psych). Study leader: **Mr FS de Kock**.

Abstract: New and innovative work structures are being employed in organisations today, especially in the way in which work is approached (Rico & Cohen, 2005). This experimentation has arisen because organisations are seeking better ways of achieving productivity targets and addressing customer demand (Arnold, Barling & Kelloway, 2001). These new work structures are team-based structures, which are widely purported to be the ideal, since teams can respond rapidly because of their multiplicity of skills (Kogler Hill, 2010). Furthermore, high performing teams with this multiplicity of skills should display certain characteristics or behaviours required to achieve results. This study suggests four team characteristics that are necessary for team success, namely shared vision, cohesion, role clarity and mutual trust. This study furthermore explores the role of the team leader in nurturing the above-mentioned characteristics at a team level, since current thinking on leadership suggests that a leader should be able to inspire, motivate and be a role model for his/her team members (Bass & Avolio, 1994), all of which are behaviours characteristic of a transformational leader; thus transformational leadership is the focal point in this study. To determine the effect of transformational leadership on team characteristics, a convenience sample (N = 73) consisting of various nursing wards within a large public sector hospital was used in this study. The measurement model used in the present study fitted the data satisfactorily, RMSEA = .077 ($p > .05$, 95% CI [.024, .12]). The hypothesised structural model — where transformational leadership affects all four team characteristics directly, without latent interrelationships between team characteristics — was then fitted to the data, showing poor fit, χ^2 (df 50, N = 73) = 213.49, $p < .05$. Despite the poor initial structural model fit, the subsequent results indicated that the hypothesised relationships between transformational leadership and team characteristics

(hypothesis 2 through to hypothesis 5) were all significant ($p < .05$). The modification indices were then investigated for indications of possible model improvement and it was indicated that three additional β paths (i.e. a link between shared vision and cohesion; a link between trust and shared vision; and a link between shared vision and role clarity) were to be considered for addition. The modification indices, in addition, also illustrated that two Γ paths (i.e. the link between transformational leadership and cohesion and the link between transformational leadership and shared vision) were to be considered for deletion. The structural model was respecified based on modification indices and expected $\Delta \chi^2$ statistics, and fitted to the data, leading to acceptable fit, RMSEA = .079 ($p > .05$, 95% CI [.048, .070]). This indicated an improvement over the unmodified model. However, further research based on a larger sample would be needed to verify these suggested path additions and deletions. Overall, the results of the study support the key role that transformational leadership plays on desirable team characteristics. The limitations and implications of the findings of this study are discussed and recommendations for future research are also highlighted.



VILJOEN, HH. (2012). MComm (HRM) (Full Thesis). *Human Capital Return-on-Investment (HOROI) in South African Companies listed on the Johannesburg Stock Exchange (JSE)*. Study Leader; **Mr FS de Kock**.

Abstract: The management of human capital requires meaningful measures of human capital effectiveness that enable better strategic human resource decision-making. Existing measures, such as Human Capital Return on Investment (HCROI), allow human resource managers to quantify the bottom-line impact of human capital expenditure, but little is known about how HCROI varies within the population of listed companies. As a result, users of these

metrics rarely know how they 'measure up' against their competitors in the absence of normative information. If human capital is considered a source of competitive advantage, measures of human capital effectiveness should also allow for normative comparisons. The present study extracted audited financial data from McGregor BFA (2010) and described the central tendency and dispersion of HCROI of Johannesburg Stock Exchange (JSE) listed companies (N = 319). In doing so, it established a set of benchmarks for human capital effectiveness measures across industry and company size categories, as well as described temporal changes over the financial years surveyed (2006 - 2010). Even though South Africa is considered to have a very low labour force productivity level compared to other countries (Schwab, 2010 in World Competitive Report, 2010/2011), the results showed that the grand median HCROI ratio for South African listed companies was higher (M = 3.03) than those from published figures from the USA, EU and UK (PwC Saratoga, 2011). This descriptive research also explored the influence of company size (small, medium or large) and company industry (N = 42) on human capital effectiveness (as indexed by HCROI). No statistically significant differences ($p > .05$) between the median HCROI ratios across company size categories were found, although notable differences in medians of HCROI across company industry categories were observed. HCROI also showed temporal fluctuations over the study period, reflecting economic cycle influences, but year-on-year changes were bigger when the mean HCROI was used — median HCROI remained relatively stable year-on-year. From the research, several recommendations are made regarding the appropriate use of these HCROI benchmark data. Also, this descriptive study lays a solid foundation for future explanatory research aimed at investigating the antecedents, correlates and consequences of human capital return-on-investment (HCROI) as an indicator of human capital effectiveness. The present study contributes to human capital metrics literature by demonstrating how human capital effectiveness indicators can be calculated from audited financial results available in the public domain, and in doing so, attempts to encourage greater use of human capital reporting in financial reporting standards.

The following candidates received their master's degrees at the December 2012 graduation ceremony:



A Crouse

CROUSE, A (2012). *The effect of rater-ratee personality similarity on ratings of lecturers' task orientated work behaviours*. MComm (Psych). Study leader: **Mr FS de Kock**.

Abstract: As a means to measure job performance, performance appraisal plays a central role in effective individual and organisational management (Behn, 2003). Sound performance management and performance measurement are fundamental to a productive workplace and critical for a high-performing organisation (Jordan, 2002). Performance appraisal research has shifted its emphasis from psychometric issues to the examination of rater cognitive processes and the social and contextual variables which affect performance evaluation. Since raters are important factors in successful performance measurement, one line of research has investigated the effect of similarity, between rater and ratee, on subsequent performance ratings. These studies have mostly relied on similarity measures based on physical similarity characteristics, such as demographic variables. The inconclusive nature of these studies' findings suggests that the complexity of interpersonal similarity and its effect on ratings has most likely been oversimplified. In the social-cognition literature, substantial evidence exists that rater-ratee acquaintance shifts the focus of similarity judgment to "deeper", sometimes unobservable, characteristics, like values, motives and attitudes. This research study investigates whether rater-ratee similarity in Big Five personality traits unduly influences task-orientated performance ratings. Self-report personality data (IPIP; Goldberg, 2006) were collected from university lecturers and their students (N = 152). Actual lecturer task performance assessment data (end-of-semester student feedback ratings) were gathered concurrently. Data were analysed through polynomial regression analysis and response surface methodology. Results indicated that ratee (i.e., lecturer) extraversion ($r = .357$), conscientiousness ($r = .413$) and openness ($r = .178$) had significant main effects on

average performance ratings. Also, rater-ratee personality similarity in extraversion ($p < .001$), neuroticism ($p < .01$) and openness ($p < .001$) had a significant effect on performance ratings, with the effects of agreeableness and conscientiousness also approaching significance. The present study further extends earlier research by using task performance ratings as criterion measures — as opposed to earlier studies that used contextual performance ratings — and also used “upward” ratings of seniors, instead of peer- or ‘downward’ ratings of performance, as was done in earlier studies of personality similarity effects. The results suggest that (a) earlier conclusions that personality similarity does not affect performance ratings seem to be premature, (b) more research is needed to investigate why personality similarity affects ratings and last, (c) we do not yet understand the boundary conditions that affect this phenomenon.



A Grundlingh

GRUNDLINGH, A (2012). *Intrapersonal and interpersonal predictors of leadership success in the military: An exploratory study*. MComm (Industrial Psychology). Study leader: Prof GAJ van Dyk.

Abstract: The contemporary military environment characterised by new technologies, advanced capabilities, novel knowledge and skills sets, and an increased participation of non-state actors is leading to a rapidly expanding, non-linear, multi-dimensional battle space. Military operations are becoming more distributed in time, space, and purpose. The military arena is becoming progressively more joint, multinational and interagency in nature. Military leaders have a mounting responsibility to teams and groups and their organisations to accomplish a variety of very diverse missions. Furthermore, military operations other than war have emerged as a fundamental approach to warfare, increasing dispersion of forces across wider areas of influence and rapidly changing situations. Scholars and strategists are of the opinion that militaries are in an era of “new wars”. The latter are contextual

elements evident in current conflicts and are likely to be seen in future conflicts as well. Unquestionably, the landscape in which military leaders must operate has affected the competencies and training needed to be successful. The aim of this study was to explore the possible relationships between emotional intelligence (EI), psychological capital (PsyCap), sense of coherence (SOC) and leader success of junior officers in the South African National Defence Force (SANDF). The researcher argues that these intrapersonal and interpersonal skills (EI, PsyCap and SOC) are necessary for any contemporary leader to successfully fulfil his role in his military position and to fit the leadership profile set out by the organisation. The existence of relationships between the variables for this study was statistically investigated and the necessary conclusions were drawn. All the challenges discussed in this study for the SANDF link with each other and “cry” for education in EI, PsyCap and SOC. Future officers of the SANDF need to have the potential, skills, knowledge, education and competency to be specialists in the challenges of the next decade. Education in these variables can possibly assist leaders in their daunting tasks and ultimately contribute to leader success. A sample of 170 ($n=170$) junior officers, from the rank of Candidate officer (CO) to full Lieutenant (Lt), was drawn from the South African Military Academy (SAMA), Faculty of Military Science, Stellenbosch University. Participants completed existing valid and reliable instruments measuring their EI, PsyCap, SOC and leader success levels. Leader success was measured in terms of extra effort, effectiveness and satisfaction of the leader. Correlation analysis was done to determine the relationships between the independent variables and the dependent variable. Multiple regression analysis was done to determine which of the intrapersonal and interpersonal predictors contributed to leader success of junior officers in the SANDF. The results revealed significant positive relationships between the different components of EI, especially interpersonal EI skills, and the different components of PsyCap and leader success. Significant but low correlations were found for the intrapersonal EI skills, resilience (a component of PsyCap) and leader success. Significant but very low correlations and insignificant correlations were found between SOC and leader success. The multiple regression analysis was in line with the correlation results showing that total PsyCap (the strongest predictor) and total EI significantly made contributions to explaining and predicting leader success. The multiple regression analysis, in line with the correlation results, showed that SOC did not make a contribution to predicting leader success. The conclusion that was drawn from this study was that total EI and total PsyCap contribute to leader success.



J Nicholls

NICHOLLS, J. (2012). *An investigation into the manifestation of resilience in different organizational cultures.* MComm (Industrial Psychology). Study leader: Prof MK Du Toit.

Abstract: Drawing from the fields of positive psychology and career psychology, this research endeavours to study the manifestation of resilience in the workforce population and the elements or attributes which contribute to resilience. More particularly, this paper examines the evident paradigm shift in the changing world of work, as well as whether the culture of the organisation has the potential to play a role in the manifestation of such resilience. The RS-25 by Wagnild and Young (1993) was used to determine levels of resilience and in-depth interviews were conducted in order to expand upon the evidence of resilience. The outcome was that many factors such as positive emotions, individual differences, learned resourcefulness, positive appraisal, positive affectivity, altruism, gender, birth order, emotional intelligence, locus of control, self-directedness, human agency, motivational forces and challenges experienced, sense of coherence and psychological stamina were identified as contributing factors to the level of resilience in an individual. The amalgamation of these factors was solely reliant on the different appraisal of situations and the perceived level of difficulty that was presented by a challenge or hardship, which differed from one person to another. It was largely recognized that resilience is a construct that is learnt and accrued from a very young age. In addition, the greater the hardships experienced, the more resilient a person could become. Moreover, organisational cultures seemed to play a particular role in preparing or enabling employees to become acclimatized or more accustomed to a harsher working world, which required more acts of resilience pertinent to growth and survival. Whether resilience is an inherited trait or learned attribute is not clear.

The main aim of this study is to gain insight into the manifestation of resilience in the lived worlds of individuals who overcame severe tribulations. An existential-phenomenological epistemology informed the in-depth interview method applied. The persons interviewed had different ideas about this problem, ranging from the viewpoint that either nature or nurture, or an interaction between the influence of the social environment and inner individual personality qualities, were contributory factors.



A Robyn

ROBYN, A. (2012). *Intention to quit among Generation Y in Higher Education Institutions in the Western Cape.* MComm (Psych). Study leader: **Prof R du Preez.**

Abstract: Talent retention is currently an international challenge across industries, and especially for academic staff at higher education institutions (HEIs) in South Africa. It may be argued that HEIs are more dependent on the intellectual and creative abilities and commitment of their academic staff than most other organisations. For an HEI to maintain a long-term trajectory of excellence in terms of both research outputs and teaching, a strong focus on retaining a younger generation of skilled academics is needed. Unfortunately, in many fields HEIs have to compete with industry to retain these employees. At the same time, the academic profession has increasingly fallen behind the private sector in terms of remuneration, amongst others, resulting in a shortage of young academics in South African HEIs. An investigation into the intention to quit amongst Generation Y academics at HEIs therefore is justifiable. A mixed-method research design, including both qualitative (focus groups and blog) and quantitative phases (a self-administered questionnaire), was applied. Academics (n = 189) at six HEIs in South Africa were sampled. The Pearson

product-moment correlation coefficients indicate that employee engagement, transformational leadership, job satisfaction, and remuneration, reward and recognition have a significant negative impact on intention to quit. Based on the multiple regression and partial least square (PLS) path modelling results, it was found that only employee engagement and job satisfaction have a significant negative impact on intention to quit. Therefore, the latter variables have the most significant impact on intention to quit amongst the sampled population. However, the PLS path modelling results suggest that, by including employee engagement, transformational leadership, job satisfaction, and remuneration, reward and recognition in the prediction of intention to quit, 45% of the variance will be explained. Relationships between the independent variables were also found: between employee engagement and job satisfaction; between transformational leadership and employee engagement; between transformational leadership and job satisfaction; and between remuneration, reward and recognition and job satisfaction. This study contributes to the body of knowledge on intention to quit among academics, and specifically the sought-after Generation Y academics. The findings serve as input for the development of efficacious retention strategies and mechanisms to retain Generation Y academics at HEIs in South Africa.



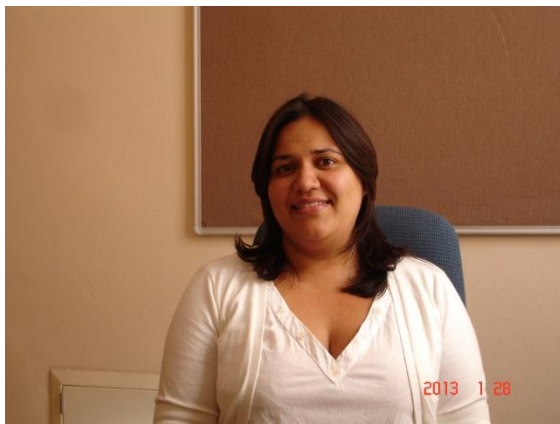
Mr Tendai Mariri



Mr Francois de Kock

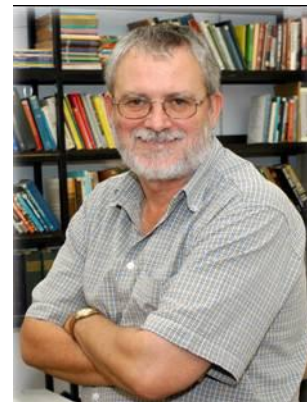
PERSONEELSAKE

Three new staff members has joined the Department at the beginning of 2013, namely **mr Francois van der Bank**, **mr Tendai Mariri** and **ms Lisa Bailey**.



Ms Lisa Bailey

Mr Gawie Cillié made a presentation, *Marikane: Understanding conflict*, at the Alumni class day of the Faculty of Economic and Management Sciences on 11 December 2012.



Mr Gawie Cillie

Mr Gawie Cillie gave a talk on *Trade Unions* to a group of top grade 11 learners from the high schools in Stellenbosch.



Mr Bright Mahembe

Mr Bright Mahembe, currently a PhD student at the Department, was recently appointed as a research assistant.

Me Coreli Cillie het weer vanjaar die Boland verteenwoordig by die SA Veterane Inter-Provinsiale pluimbaltoernooi wat vanaf 4-11 Augustus te Pretoria plaasgevind het.

Ms Samantha Adams will do her internship during 2013 at the Military Psychological Institute in Pretoria and will thus be away from the Department until the beginning of 2014.

Mr Francois de Kock het die Departement aan die einde van November 2012 verlaat en het 'n pos vanaf 1 Januarie 2013 by die Universiteit van Kaapstad aanvaar.

Studente



Schalk Albertyn

Mnr Schalk Albertyn (foto links onder) is verkies tot die voorsitter van die IPS vir 2013. Sterkte word hom en die inkomende bestuur toegewens met hierdie belangrike taak!

Die beste studente van 2012 is aangewys. Me K Swart, met 'n gemiddelde persentasie van 86% is as die beste derdejaarstudent aangewys. Me Sonja van der Bank, was ons beste honneursstudent met 'n gemiddelde persentasie van 81% en mnr Shaun Ryan was die top magisterstudent met 'n gemiddelde persentasie van 77%. Weereens, ons gelukwensinge aan hierdie kandidate!



Me Sonja van der Bank, Prof Johan Malan en Me Kate Swart, by die sertifikaatorhandigingsereemonie

NEWS SNIPPITS!

- ❖ Die Departement Bedryfsielkunde het gedurende Julie 2012 die Bedryfsielkundegebou ontruim, aangesien omvattende bouwerk en veranderinge aan die gebou aangebring word. Die Departement is tans gehuisves in die Ou Instandhoudingsgebou, Hammanshandweg, Stellenbosch. Volgens beplanning sal die Departement tot ongeveer middel 2013 hier gehuisves wees.
- ❖ Dis moet groot genoegdoening en trots dat ons aankondig dat twee van ons personeellede NRF-graderings ontvang het, naamlik **Prof Callie Theron** (C2-gradering) en **Prof Ronel Du Preez** (C3-gradering).



Prof Ronel du Preez



Prof Callie Theron

- ❖ Students and practitioners interested in CPD points should visit CPD Well. Go directly to:
<http://www.unistel.co.za/cpdwell/index.html>

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Newsletter prepared by **Ms Amanda Terblanche**