



FROM THE CHAIR'S OFFICE

After a jam-packed first semester, it is time to take a deep breath and recharge as we enter the second half of 2023.

In January this year, one of our lecturers and programme leader of the master's programme – Dr Francois van der Bank – returned to the classroom with a PhD under his belt. Because we know he didn't embark on his doctoral journey solely for the purpose of earning the degree, we are excited to see how he will use his research to empower other researchers and students in their endeavours.

We were privileged to host Dr Elena Ressi, a postdoctoral researcher at the Institute for Human Resource Management at the University of Graz in Austria, as part of the Erasmus+ International Teaching Mobility programme. It is always a pleasure to share our experiences with visiting lecturers and students and broaden our worldview by learning from them.

As we prepare for the second round of implementation of our open online courses on the StellenboschX platform, we celebrate the success and growth we experienced with the first intake. The Department is very proud to be leading the way in this sphere at Stellenbosch University and we are heartened by the positive feedback we've received from students all over the world.

I'm also very proud that we are featuring two

examples of how the Department and its students are using our knowledge and skills to

improve the lives of others. The field of Industrial and Organisational Psychology has much to offer, and these were great opportunities for our postgraduate students to showcase their skills and see how these can be applied to real-life challenges and scenarios.

The Department is always pleased to boast about its top achievers and acknowledge their hard work and dedication. Their stories prove that success is the result of a combination of factors, and that studying towards a postgraduate degree is a challenging and often difficult journey. That makes the victory so much sweeter! A special word of congratulations to the recipient of the Marius Meyer Top Achievement Award. This award serves as a tribute to Marius Meyer and his legacy of recognising people as central to business success and making a strategic contribution to people management in South Africa.

A jam-packed semester justifies a jam-packed newsletter, and we hope that you will enjoy reading this one. So, until December, which will probably be here in the blink of an eye...





Purposeful PhD very pertinent to researchers

At the age of 15, Dr Francois van der Bank – lecturer in the Department of Industrial Psychology – considered becoming a chartered accountant because it sounded like a prestigious and financially prosperous career path. However, after a life-changing experience, he realised he wanted to make a difference in our country and discovered he could do so by combining two of his passions: psychology and business.

His goal, therefore, from the moment he started his tertiary studies, was to register as an Industrial Psychologist. To this end, he completed his undergraduate, honours, master's and finally – in December 2022 – his doctoral degree at Stellenbosch University.

At the start of his career, the thought of entering academia didn't even cross Van der Bank's mind.

"After completing my internship, I worked in a corporate position for a short while, after which I ran a consultancy for seven years. The consultancy specialised in competency modelling and the development of customised work-sample assessments and procedures. My vision was to empower organisations in making both effective and fair decisions about people. I thought that this was to be my life's focus, not knowing that I was being prepared for something else entirely. When the opportunity to enter academia came my way, I knew this was what I had to do. This allowed me a much wider platform to do research and development, and empower others without a constant emphasis on commercialisation."

He began lecturing in the Department in 2013, and his teaching focus has been in psychometrics, research methodology, and strategic human resource management (remuneration). Currently, he is the programme leader for the master's programme and a member of the Departmental Ethics Screening Committee.

"Apart from my PhD, my research emphasis has predominantly been in competency modelling, with my master's students working on critical societal roles such as directors, entrepreneurs, school principals, mayors, and farmers. In terms of professional registration, I also find it rewarding to monitor Industrial Psychology interns. Of course, my favourite role is that of volleyball coordinator for the Department!"

Van der Bank didn't embark on a PhD journey solely for the purpose of earning a degree.

"I saw my PhD as an opportunity to undertake research on a subject I thought to be meaningful. I am immensely grateful to two outstanding HODs – Profs Johan Malan and Aletta Odendaal – and my gifted and inspiring supervisors – Profs Callie Theron and Deon de Bruin. To be frank, I think every time someone completes a PhD in our Department, it is a team effort."

His study is entitled "Psychological Appraisal in Personal Engagement: The Influence of Mindset" and it investigates the role of psychological appraisal in the development of personal engagement, focusing on goal orientations and core self-evaluation as underlying cognitions influencing how people subjectively interpret objective features in their environment.

"I have always been intrigued by how our 'thinking' affects how we live our lives. My study confirms that it is not only external circumstances that play a role in work motivation but also how people interpret these factors. When one's mindset is focused on purpose, serving others, and being the best version of oneself, one will have more success and joy in life. My study is very pertinent to researchers, as it focuses on the psychological states underlying the desire to engage in research-related activities."

Having now obtained his PhD, Van der Bank is looking forward to presenting this research at the European Congress of Psychology in the UK in July and meeting with other academics.

"Once back in the swing of things, I plan to publish a few articles from my research to make it more accessible to others. Apart from research, I want to "revamp" some of my courses and re-engage in my teaching role – after all, we are here to empower our students! I am also looking forward to spending quality time with my wife and children, walking my dog, Leilah, reading books on Theology, and doing some DIY at my house."

International researcher's first visit to Stellenbosch a great success

Dr Elena Graz, a postdoctoral researcher at the Institute for Human Resource Management at the University of Graz in Austria, visited the Department of Industrial Psychology at Stellenbosch University in April as part of the Erasmus+ International Teaching Mobility programme.

The aim of this programme is to connect university members worldwide and promote the exchange of academic ideas, curricula, teaching methods, and practices in different social contexts. Students and academic and administrative university staff may participate in the programme and visit partner institutions.

Dr Graz, whose main research areas are the labour market and organisational integration of migrants and refugees, inclusive organisational decision-making, and inclusive organisational change, genuinely enjoyed her first visit to South Africa.

"My high expectations in exploring this beautiful country were more than met. South Africa has proved to be an open-hearted country, rich in impressive nature, vibrant culture and, above all, amazing people.

"During my stay in Stellenbosch, I experienced varied days of teaching, stimulating professional discussions, and cheerful informal get-togethers with colleagues and students. I also explored the beautiful surroundings of Stellenbosch and the entire Cape region. For example, I enjoyed hiking Table Mountain, visiting the cute penguins at Boulder's Beach, and touring the Cape of Good Hope. After a wonderful stay in Stellenbosch, I extended my visit and explored the Garden Route for two weeks, which rounded out this amazing trip."

One of the highlights of her trip was the lively and open atmosphere she experienced on the Stellenbosch University campus.

"I loved how the calm and focused atmosphere of the beautiful library went hand-in-hand with the lively hustle and bustle of students between classes, and how everyone sat together and even partied in the Neelsie Student Center. In addition to a good education, I think



that's what university life should be about.

"At the University of Graz, we are committed to combining cutting-edge research with practice and social impact, and to providing our students with diverse opportunities to reflect on our own role in shaping the world around us.

"However, I am deeply impressed by the high standards in combining research and practice at the Department of Industrial Psychology (at SU) and the wonderful and impactful projects that my colleagues employ, not only to provide excellent examples of thinking and developing theories and scientific ideas, but also in teaching how to apply academic thinking in practice. Talking to students during and after class also showed me how active they are – in thought and in deed – in advancing business and society toward a great future. I will try to keep up this spirit and learn from it!

"Considering everything, my visit to South Africa and Stellenbosch University has provided me with the opportunity to enrich my teaching experience, meet wonderful colleagues and students with great ideas, share thoughts and perspectives, and explore some of the most beautiful places in the world. I am grateful for all these experiences and look forward to visiting again soon."

Preparations on track for second intake of online learners

Interest in the Department of Industrial Psychology's open learning offering climbed steadily over the past 10 months, with over 6 000 enrolments in May 2023 for the most popular course – Introduction to Human Resources (HR) Leadership and HR Management Strategies. As on 17 May 2023, enrolments across all four courses totalled 10 804.

Other courses available are "People Analytics and Reporting", "Diversity, Equity and Inclusion (DEI) in the Workplace" and "A Strategic Approach to Talent Management".

The first implementation round has been completed, and feedback obtained was used to prepare these courses for the second round of implementation starting on 4 July. They will now be available for another 12 months.

Courses can be audited for free or students can opt to obtain a verified certificate for a small fee. Each of the four courses attracted enrolments from more than 100 countries, with the most interest coming from the USA, Saudi Arabia, and India.

These courses are hosted on StellenboschX, the open online learning platform used by Stellenbosch University for Massive Open Online Courses (MOOCs). The Department of Industrial Psychology was the first department at SU to adopt this opportunity.

Students can also enrol for the Professional Certificate in Strategic Human Resources Management (HRM), which includes all four courses, graded assessments, and a verified certificate.

This programme does not restrict enrolment to HR professionals; anyone interested in people management is invited to participate. The content is designed in such a way that it provides students with practical advice on how to immediately apply this acquired knowledge in their work settings. Expanding on the Department's Postgraduate Diploma in Strategic HRM, the Professional Certificate in Strategic HRM is an exciting developmental opportunity for any working professional.

Feedback on the courses after the first round of implementation

"I really enjoyed the very informative course content, which will provide value in my career as an HR professional. Thank you to the Stellenbosch team!"

"I thought it was well-planned and it was easy for me to follow. The workload was enough that I was able to finish everything with sufficient time, learn about the topics, and not feel overloaded or rushed. Thank you, Stellenbosch University!"

Department in the media

Two lecturers from the Department of Industrial Psychology featured in the media in the first semester.

In February, Dr Tendai Mariri, a lecturer in labour relations at the Department of Industrial Psychology, joined Africa Melane on the Breakfast Show on CapeTalk to discuss the Mining Indaba that was being held in Cape Town at the time, and the Association of Mineworkers and Construction Union's statement that they did not believe the Indaba would help benefit the majority of mine workers in South Africa.

Dr Mariri concluded that the Indaba's programme focused more on issues around technology and investment than on labour issues. He argued that this was possibly a missed opportunity for the mining industry to send a message that mining is not just about making money and growing production, but also about labour, especially given the industry's history in South Africa.

Listen to the interview [HERE](#).

In May, Jaco Janse van Vuuren from Credens People Solutions was interviewed on the Afternoon Drive on CapeTalk about a study he conducted alongside Dr Francois van der Bank from the Department of Industrial Psychology that was published in the *South African Journal of Industrial Psychology*. The title of the article is: The development of a behavioural competency framework for school principals.

Mr Janse van Vuuren, an alumnus of the Department, and Dr Van der Bank wanted to identify and understand the behaviours displayed by school principals who've succeeded against the odds and managed to turn failing schools around. Through their research, they developed a behavioural framework that lays out 11 key competencies for school principals. See article [HERE](#).

Listen to the interview [HERE](#).

Investor expectations of human capital information in sustainability reporting

by Dr Mpho D Magau

Companies are expected to continuously improve their sustainability or Environmental, Social, and Governance (ESG) reporting to provide investors with information that helps mitigate risk and maximise opportunities. This entails a materiality assessment of key ESG factors either affecting – or able to affect – businesses and stakeholders, to enable investor decision-making based on value-relevant information.



It, therefore, comes as no surprise that human capital metrics are integrated with ESG reporting, but not isolated to reflect the impact of people-related solutions on sustainability, as required by the investment community. Indeed, human capital metrics are fragmented and sparsely incorporated in different ESG reporting frameworks, making it difficult to leverage the true value of people's intangible assets. For this reason, we need to dissect human capital value-relevant information from the "E", "S" and "G".

In terms of Environmental reporting, investors expect companies to become more transparent in respect of information on resource depletion, Greenhouse Gas (GHG) emissions, pollution and waste, eco-product/process strategy, and nature loss. Disclosed information related to Social reporting that is considered to have a material impact on shareholder value can include human dignity, equality, employee well-being, skills development, employment conditions, employee wealth generation, and community development. From a Governance aspect, investors require information about the ethical behaviour of the governing body and its effectiveness, risk management strategies, methods to maximise opportunities, performance of oversight, and stakeholder engagement. These are some of the ESG metrics that form part of the Global Reporting Initiative (GRI) standards, and approximately 35% of them represent human capital information, mostly in "S" and "G", which can be categorised as (1) human capital returns, (2) human relations, (3) human resource governance, (4) human capital profile, (5) human

resource risk, (6) employee well-being and (7) human capital investment required for investment decision-making.

The question now is, do internal HR reporting practices and information systems enable ESG/sustainability reporting based on investor expectations? In response, the following key considerations could enable HR leaders to provide investors with the required value-relevant information:

- Determine and align investor expectations with internal HR reporting practices.
- Through stakeholder engagement, identify human capital metrics using the ESG requirements and GRI standards.
- Incorporate the GRI-based human capital metrics into HR information systems to produce statistics that are credible and value-relevant.
- Provide a balanced and comparable human capital disclosure in sustainability/ESG and integrated reports.

HR leaders must thus ensure that their internal reporting practices are aligned with the ESG requirements to enable the implementation of information systems that generate outputs to meet investor expectations. This can be done by using the GRI standards to identify value-relevant, comparable, and credible information and thereby reduce the growing skepticism from the markets regarding the lack of human capital disclosure in sustainability reporting.

Collaboration between Department and Faculty of Medicine benefits both

For the past seven years, Industrial Psychology interns and master's students, under the guidance of Dr Michelle Visser, have played an important role in the Doctor as Change Agent in Communities (DrACA) module in the Faculty of Medicine and Health Sciences (FMHS).



According to Ms Maria van Zyl, module chair for DrACA, the FMHS designed and implemented the DrACA module to acknowledge the distinct health and social challenges faced by medical professionals in South Africa.

"The primary objective of this module was to enhance the preparedness of medical students as they transition into clinical practice by equipping them with the necessary knowledge, skills, and competencies to tackle these health challenges effectively," she explains.

With this goal in mind, the FMHS approached the Department of Industrial Psychology several years ago to assist in creating a programme that would enable MBChB students to critically reflect on and consider plans of action to direct their professional development.

As part of the DrACA module, fourth- and fifth-year medical students are required to attend workshops on emotional intelligence, wellness, and collaborative leadership. Over the course of four days during the second semester, the Industrial Psychology interns and master's students host parallel sessions on these topics with groups of 25-30 MBChB students. Medical students are also encouraged to develop a personal development plan.

In the next year, these workshops are followed up

by one-on-one interviews conducted by the interns and master's students under the supervision of Dr Visser. These competency-based interviews comprise standardised questions, including positive and negative indicators to guide the assessment of professional development.

Dr Visser explains that a few adjustments had to be made to the original programme to address all the requirements of the module, but that it is working well now. So well, in fact, that with the renewal of the MBChB curriculum, they've been asked to participate in the students' first year of study too.

Industrial Psychology intern Debbie Coetzee was one of the assessors who conducted the final personal development interviews with medical students in their fifth year in February. She describes it as a great initiative that brings the FMHS and the Department of Industrial Psychology closer together.

"As industrial psychologists, we not only learn new skills but also practice our existing skills by conducting the interviews," she says.

Madri Saayman, who is in the first year of her MCom Industrial Psychology degree, thinks the programme has the potential to be of great value to medical students if they commit to it and see it through. Additionally,

Industrial Psychology interns and master's students themselves benefit from the exposure to a different Faculty.

"Industrial and organisational psychologists study the behaviour of working people, and medical students are faced with unique challenges that are not often encountered in the workplace, so it is very insightful for us to learn more about these factors.

"The field of Industrial and Organisational Psychology has so much to offer prospective working individuals in terms of the life skills they can learn, the personal resources available to them, explanations for behaviour

that they did not think could even be explained, and things to watch out for to ensure their 'tanks' do not run empty," she concludes.

Feedback from medical students indicates that they perceive this module as one that prioritises their individual growth, rather than focusing only on academic and clinical aspects.

"The module provides a platform for personal improvement through self-reflection, self-awareness, and self-care. Many students regard this module as crucial for their personal and professional development," says Ms Van Zyl.

Honours students host workshops to improve skills and employability

A group of honours students from the Department of Industrial Psychology at Stellenbosch University recently presented a series of workshops aimed at improving the skills and employability of unemployed individuals.



A total of five workshops – conducted in collaboration with the Department of Labour and the community of Lwandle in Somerset West – were presented in April and May. This forms part of the Industrial Psychology 744 (Career Psychology) module. Students were assessed on the workbook they compiled, their group presentation, and their individual presentation skills.

The workshops covered topics such as entrepreneurship, "do's and don'ts" for CVs, and interview skills.

One student said: "I presented a section on entrepreneurship involving predominantly young black women. It was a fulfilling experience being able to educate the attendees on how to establish a business and explain the different avenues and funding opportunities available to them. I hope they left the workshop feeling empowered."

Another student shared: "It was such a deeply enriching experience. It's incredible being given the opportunity to have a meaningful impact on the lives of people within our community that extends beyond merely achieving our academic results. If we were able

to spark inspiration, stir up passion, or cause a moment of self-reflection, we have done well."

Most attendees were unemployed people from rural areas of the Western Cape, and the students created a supportive and inclusive learning environment for all.

The students' lecturer, Ms Marietha de Wet, expressed her pride in their professionalism and commitment to making a positive impact in the community, showcasing the power of young people in addressing social issues, and driving positive change.



Hard pays off for top students

The Department of Industrial Psychology extends its congratulations to Marisha de Vos for being the Department's top master's student in 2022. Honours students Brendon Barnard and Jolene Goussard achieved top marks in the Industrial Psychology and Human Resource Management honours programmes respectively, while Kim Norton received the 2022 Marius Meyer Top Achievement Award as the top performer in the Postgraduate Diploma in Strategic Human Resource Management.



Marisha de Vos, who was also a top honours student, feels proud of and humbled by this acknowledgement.

She chose to study for a master's degree in Industrial Psychology because of her strong passion for working with people and helping others achieve their full potential,

whilst also assisting organisations to achieve their strategic intent and business goals.

"This passion fuelled my willingness to begin the journey of becoming a behavioural scientist and specialist in the field of Industrial and Organisational Psychology (IOP). Consequently, completing this master's degree was a necessary and highly valued part of the journey.

"In my opinion, we have a simple objective of creating a happier workforce that drives business outcomes in a meaningful and sustainable way. Most of us spend more than a third of our lives at work, so we can operate under the assumption that, if we are happier at work, we are happier in life. Therefore, the value that we bring as IOPs is unparalleled – happier workforces promote economic growth, and happier communities contribute positively to global society."

Marisha completed both her honours and master's degrees while COVID restrictions were still in place, and she appreciates the Department's efforts in enabling its students to continue their studies under those circumstances and remaining resilient and determined.

"I also appreciate the camaraderie and support amongst all the students. The master's journey can be lonely at times, but the relationships you develop and

the support you get from your classmates are what ultimately get you over the finish line.

"If you have a passion for Industrial Psychology, and a desire to become a registered practitioner in the future, then the master's degree is well worth it. I can personally confirm that the master's degree offered by Stellenbosch University fully equips one to complete a practical internship. That being said, it does require focus, willingness, and drive – so having the end goal in mind is a key motivator."

Marisha is currently working as a Performance Management Specialist for Absa Group Limited and her long-term career goal is to establish her own independent practice in South Africa.

"I have a deep passion for our country and its potential, and therefore my aim is to use my qualification and experience to contribute to the South African economy and the growth of local businesses."

Brendon Barnard, the top honours student in Industrial Psychology, was quite surprised to hear that he had received this accolade.

After obtaining a BSc degree in Biodiversity and Ecology and experiencing some conflict about his future direction, Brendon took a gap year and went for career guidance. When

it was determined that Industrial Psychology would be a good fit for him, he restarted as a special student, studied for two years, and finally completed his honours degree in Industrial Psychology last year.

It wasn't an easy journey, and he experienced a number of challenges:



STUDENT ACHIEVEMENTS

"Where do I start? Burnout. Persistent doubts that I would make it into the master's programme. Burnout. Loss of my social life. Burnout. Bad diet: I made porridge out of bran muffin easymix – it's quite tasty. Burnout ... My cell group saw me through some *rough* times. Their friendship, prayers, spicy banter, and free dinners were invaluable in keeping me going."

Whilst studying, he valued the company of his classmates, some of whom became close friends. He states that he was quite intentional in investing in mutually encouraging friendships, and he advises younger students to do the same.

"I am also thankful to my supervisor, Dr Francois van der Bank, for his encouragement, support, and guidance throughout the year."

Brendon is currently busy with his first year of a master's degree in Industrial Psychology.

Jolene Goussard, the top honours student in the Human Resource Management programme, agrees that her classmates were a big part of her success.

"We went through many ups and downs during our honours year and having 'teammates' with whom one could tackle the obstacles made it so much easier. I will forever cherish the connections and memories that I made. During my time at the Department, I learned a lot about myself by being pushed outside my comfort zone

and having the opportunity to interact with a diverse group of people."

Jolene completed a BCom degree in Management Sciences before embarking on an honours degree in Human Resource Management (HRM).

"My interest in HRM started when I studied Industrial Psychology as an elective module in my first year. Ever since then, I have loved the 'people' side of a business. After my final year of undergraduate studies, I knew that I was not yet finished and decided to apply for the HRM Honours degree.

"The workload and due dates were tricky to juggle, which made it difficult to maintain a healthy work-life balance. This made it incredibly challenging to stay positive and keep on going during stressful times. Luckily, I had a great support system that continuously encouraged me."

Jolene is currently back in her hometown where she is pursuing her HR dreams at Upington Toyota.



First intake for BPsych Equivalence Programme in 2023



The purpose of the BPsych Equivalence Programme is to supplement the BCom (Industrial Psychology) and Honours BCom (Industrial Psychology) as academic programmes with the professional skills required to meet the learning outcomes associated with the BPsych degree structure and the training and examination guidelines for psychometrists. The Department of Industrial Psychology's first intake for the 2023 BPsych Equivalence Programme included the following students. Front row: Roedie Bates, Marius van der Westhuizen and Shuaib Davids. Second row: Lauren Gardner, Thuli Chauke, Jessica Makhari, Maryam Gangat, Mikayla Eagles and Carli Wust. Third row: Kashiefa Brandt, Leann Groenewald, Adelene van Rooyen, Savannah Thackwray and Maruerette Osborne. Back row: Londiwe Dlamini, Nina Marais, Lee-Ann Sula and Lesley Scott.

Hybrid model of PGDip a great help to working students

Kim Norton, the recipient of the Marius Meyer Top Achievement award as the top performer in the Postgraduate Diploma in Strategic Human Resource Management, enrolled for this qualification because she wanted to elevate the role of Human Resources at AMC Classic – the support, sales, and marketing arm of AMC Cookware – where she is the HR manager.

"I oversee the people management aspects of the company by ensuring that my strategic plan for HR is in line with the overall strategic plan of the company, that my departmental goals align with company goals, and that the service we offer to the various other departments in the company in terms of their people management needs is comparably aligned."

Having obtained the qualification, she now has a broader understanding of how much a strategic approach to human resources can add to a business. There were several highlights and challenges along the way.

"I completed the diploma over one year, which means I had four modules per semester, and at times it felt quite busy. One of the elements I found most useful was that as I learned something, I was able to directly implement components of that learning into my work – whether by putting together a business case for a proposal, tweaking, or changing something that wasn't fit for purpose anymore. I really enjoyed the Strategic Human Resources Management subject itself and spent a lot of time coming to grips with the subject matter. It was extremely valuable information, as was the exposure to talent management, organisational behaviour, remuneration and benefits, and labour law."

The fact that the diploma followed a hybrid model (online, with a week on campus) made it possible for Kim – as a single working mother – to enrol. She could work on material independently, participate in discussion forums, watch video lectures on Teams, and study when it was convenient for her, all within the

framework of deadlines for assignments.

"Having completed my BCom through distance learning, I knew what to expect from a course that wasn't on-site, but I was quite blown away by how interactive the course was, and the value this added to the experience."



The diploma has made her stop and consider how every task fits into the overall pattern of the strategic plan.

"I feel the diploma has enabled me to show the value HR brings to the company. HR has always brought value – but now I feel I have the information to justify this – and it is visible through how I approach my role and the planning that goes into it, as well as the daily work itself."

Her advice to people considering this diploma is to pace themselves.

"The diploma offers valuable information to you as a person for your own career growth, and to whichever organisation you'll be applying the knowledge, but there is a large volume of work, and it isn't easy. However, the benefits definitely outweigh the hours sacrificed. I can wholeheartedly recommend the diploma for people already working in a generalist type of role and additionally for those in specialist roles who want to add a wider body of knowledge. People who work in line management roles but wish to move into executive-level positions will also benefit from the diploma as people are central to an organisation; they're often the main cost and leading source of anxiety, so it makes sense for a company to invest in ensuring that its senior managers and HR managers have a professional and strategic approach to human resources management."



Apply for our 2024 Postgraduate Diploma in Strategic Human Resource Management

CLOSING DATES

International applicants: 1 October

South African applicants: 30 October

Please contact indpsych@sun.ac.za for more information

CLASS OF 2023

The Department of Industrial Psychology is proud of its students who decided to continue their education by registering for postgraduate degrees. Completing an honours or master's degree requires hard work and dedication, as our top students can attest, but the support of classmates and lecturers makes the journey a little easier. Meet the master's and honours classes of 2023.



Photo credit: SCPS Photos

The master's class, from front to back, left to right. **Row 1:** E Chinembiri; M Buys; MF Saayman; EJ van Lill; Z Robberts; M Janse van Rensburg; Dr F van der Bank (programme leader). **Row 2:** C van Eeden; CH Dekker; CB Marshall; N Greyling; E Brink. **Row 3:** NM Beere; G van den Berg; I Badenhorst; A Abdallah. **Row 4:** B Barnard; W Saxby; T Lovell; BF Pendock; C Sithole. Top row: J Kyegereka; JC Gericke; RJ Nel; WA Engelbrecht; BP Zangwa. Insert: BJ Molosi



Photo credit: SCPS Photos

Here is the 2023 honours class with their lecturers and support staff in the front row, from left to right: Ms M Boonzaier, Dr T Mariri, Dr J Pienaar, Ms M de Wet, Ms P Fortune and Ms R Peters.

GRADUATES 2022

MASTER'S DEGREES COMPLETED

BEELDER, JAEN. Towards a best practice approach for the assessment of loss of earnings. Study leader: Dr F van der Bank

BUPILO, MERCY. A qualitative investigation of the management of mental health in the workplace. Study leader: Dr S Adams

COETZEE, LISA. Fear of COVID-19 and call centre operator engagement and burnout. Study leader: Prof B Boonzaier

CORNELISSEN, NATHAN. Grit, sense of belonging and mindfulness as predictors of adjustment and retention at university. Study leader: Ms S Goosen

DAVHANA, TANGEDZANI YVONNE. Exploring the statutory recognition of the Human Resource Management profession: A qualitative study of three cases in Africa. Study leader: Dr Y Fontaine

DE VOS, MARISHA. Critical success factors of the coach-client relationship: The influence of culture. Study leader: Prof A Odendaal

DOUGALL, CAITLIN. Fostering employee engagement in virtual teams: A qualitative study. Study leader: Dr S Adams

DUBE, OPRAH NOTHANDO. Perceptions towards the professionalisation of Human Resource Management in South Africa. Study leader: Prof A Odendaal

FOURIE, LINDA. The impact of the changes in ways of working on employee engagement and well-being during the COVID-19 pandemic. Study leader: Ms M de Wet

FRIELINGS DORF, KARA. Development and evaluation of an engagement and burnout structural model for millennials. Study leader: Ms M Boonzaier

HALLE, REBECCA. The development and empirical testing of a safety leadership - safety behaviour structural model. Study leader: Mr T Mariri

JONKER, NICHOLA. An investigation of the influence of a gamified intervention on psychological determinants of savings intention. Study leader: Dr S Adams

KLUE, CHEVONNE. Evaluation of hope, courage, and love of learning as predictors of academic performance. Study leader: Ms S Goosen

MANAMELA, DOLIK KWENA. The moderating role of resilience on the effect of work-family conflict and occupational stress on burnout of deployed soldiers at the South Africa-Zimbabwe border. Study leader: Dr O Mthembu

MANGANYI, TIYISELA. Exploring psychological safety, supportive leadership behaviour and voice behaviour on employee engagement in the South African mining sector. Study leader: Ms L Bailey

MCKINLEY, AMY. Investigating the efficacy of gamification in an online positive psychology intervention (OPPI) aimed at increasing employee wellbeing. Study leader: Dr S Adams

MOLENAAR, REBECCA. Development and empirical evaluation of a job insecurity and psychological well-being structural model. Study leader: Prof G Görgens

NEL, ASHLEIGH. Blue-collar employee work engagement, burnout and psychological capital: A stakeholder approach to employee wellbeing. Study leader: Ms L Bailey

PRETORIUS, ANNIKA. Predicting burnout and engagement in South African public secondary school teachers based on physical educational resources, positive organisational practices, psychological capital, work overload, and learner-to-teacher bullying. Study leader: Ms M Boonzaier

RAMOS, MATTHEW. Socially desirable responding in self-report instruments: A cognitive process perspective. Study leader: Prof A Odendaal

SIBENYA, APHIWE. Identifying the shortcomings of an employee value proposition for young African females

in an energy company operating in South Africa. Study leader: Prof M Bussin

SIBIYA, GOODNESS. The effect of military organisation-salient factors on affective commitment in the South African Air Force. Study leader: Dr O Mthembu

SMITH, SOPHIA. The influence of job characteristics, psychological capital, work schedule and chronotype on the engagement, burnout and general health of shift workers. Study leader: Ms M Boonzaier

TARR, SALLY. Job insecurity and affective organisational commitment: Development and empirical evaluation of two structural models. Study leader: Prof G Görgens

VERGOTTINI, DANIELLE. An investigation into factors impacting first-generation students' intention to terminate their undergraduate studies. Study leader: Ms L Bailey

WHITFIELD, LIAM. The effect of character strengths on job performance in virtual teams. Study leader: Ms S Goosen

ZIRZOW, MAIKE. A phenomenological exploration of the South African perspective on psychological harassment in the workplace. Study leader: Ms M de Wet

PHD COMPLETED

VAN DER BANK, FRANCOIS. Psychological appraisal in personal engagement: The influence of mindsets. Study leaders: Profs CC Theron & D de Bruin

BOARD EXAM

Four interns successfully passed the board exam – which symbolically serves as a 'rite of passage' into the profession of Industrial Psychology – in February 2023. They are: Lisa Coetzee, Marisha de Vos, Cailin Reid and Linda Semanya.