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Department of Industrial Psychology

JULY 2022 NEWSLETTER



FROM THE

CHAIR'S OFFICE

It is hard to believe that the first semester of 2022 has come and gone.

Business has mostly returned to normal after the disruption caused by the COVID-19 pandemic, and I'm happy to report that the Department is back into the full swing of things.

I am pleased to congratulate Dr Mpho Magau and his fellow contributors on the publication of the 8th edition of *Labour Relations – a Southern African Perspective*. We all know a huge amount of work goes into a new textbook. Dr Magau was also instrumental in creating the new biannual publication *SHRM Insights*, which aims to assist HR and business leaders to improve human capital decision-making towards the creation of shareholder value.

I would also like to congratulate Prof Gina Görgens on receiving a C2 rating from the National Research Foundation. Both our Department and students benefit when our staff members contribute to research and knowledge creation in the fields of Industrial Psychology and Human Resource Management. Not only are we ensuring that our students receive a relevant education informed by real-world challenges and topics, but we are also contributing to industry with cutting-edge and researched-based information.

The Department has also entered the field of open online learning by launching the inaugural StellenboschX Professional Certificate Programme

in Strategic Human Resources Management. Building on the Department's PGDip in Strategic Human Resource Management, the certificate programme is an exciting developmental opportunity for any working professional.

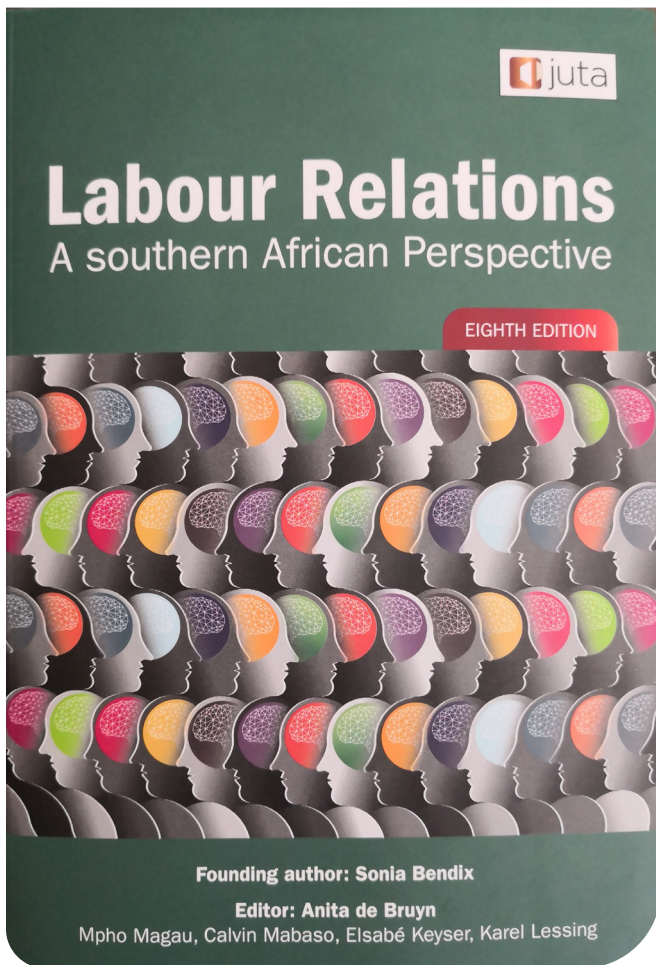
In this edition of the newsletter, we not only congratulate our staff members, but also our top student achievers of 2021. They all overcame different challenges to excel in their respective programmes, and we salute them for their hard work and commitment. It was also our pleasure this year to award the Marius Meyer Top Student Award for the first time to the top student in the inaugural year of the PGDip in Strategic Human Resource Management.

And talking about challenges: Hats off to Dr Angela Marsburg, who completed her PhD and gave birth to her first child in the midst of a pandemic!

As we look forward to another busy semester, I wish everyone all the best for the second half of the year. Before we know it, it will be Christmas, so we should make the most of every day and week ahead.

"Whatever the mind of man can conceive and believe, it can achieve!"





Staff member contributes to two textbooks

Dr Mpho Magau, who joined the Department of Industrial Psychology last year, is proud to see his name amongst those of the outstanding contributors to the 8th edition of *Labour Relations – A southern African Perspective*.

This textbook, which is the first on which Dr Magau has collaborated, was published earlier this year. A second book is presently under review.

“It feels humbling to contribute to the body of knowledge in my field and, more importantly, to enable students to succeed in their careers with practical tools and theoretical knowledge,” he says.

“A considerable amount of effort goes into writing a textbook, with several iterations from the editor and numerous reviews aimed at improving the quality of writing. There is a vast difference between writing a textbook and composing a scientific manuscript. Writing a textbook involves gathering practical insights including case studies, industry-based information, and integration of theoretical underpinnings as well as self-assessment questions for the students. A scientific manuscript, on the other hand, requires a clear definition of the problem, followed by a robust research process, through which the final journal article yields theoretical, empirical, and practical value.”

He believes it is important for academics to conduct research and contribute to publications – including textbooks – as it allows them to impart well-balanced practical and theoretical content, thereby creating an engaging student experience during lectures, and ultimately positioning graduates as professional and scientific strategic business partners.

“I feel privileged to have participated in writing specific sections in the textbooks and am honoured to see my name amongst those of the outstanding contributors,” he concludes.

New publication sees the light

Dr Magau was also instrumental in creating the publication *SHRM Insights*, which aims to provide HR and business leaders with critical cutting-edge and research-based information to improve human capital decision-making towards the creation of shareholder value.

The publication will be issued biannually and is structured around the various topics covered in the Postgraduate Diploma in Strategic HR Management, such as people strategy, HR metrics and reporting, HR governance, ethics and risk management, remuneration drivers, labour relations trends, human resource development and executive coaching, talent management, and organisational behaviour. Each lecturer involved in the course will contribute articles covering trends in their specialist fields.

The first issue will be released towards the end of the first semester, while the second issue is planned for December each year.

Human capital disclosure for shareholder value creation

In an article written for this newsletter, Dr Mpho Magau states that human capital disclosure aims to provide the investment community with people-related information to assess how human resource (HR) practices are utilised for improving employee performance, engagement, and experience towards shareholder value creation.



There have recently been growing calls internationally for organisations, particularly those listed on the stock exchange, to improve the extent of human capital disclosure in their annual integrated reports by using predefined HR metrics. In fact, the ISO 30414 recommends the disclosure of human capital according to 58 HR metrics which are divided into 11 categories, namely, (1) compliance and ethics, (2) costs, (3) diversity, (4) leadership, (5) organisational culture, (6) organisational health, safety, and well-being, (7) productivity, (8) recruitment, mobility and turnover, (9) skills and capabilities, (10) succession planning and (11) workforce availability. In addition, the Securities and Exchange Commission (SEC) in the U.S. recently introduced new human capital disclosure (HCD) requirements with key metrics for companies to provide material information concerning people management in their organisations. Another important development is the adoption of the 2014/95/EU Directive on disclosure of non-financial information, which requires companies to become more transparent with information on human rights, diversity, health, safety, social capital and treatment of employees. The International Integrated Reporting Framework (IIRF) now states that companies should adopt integrated thinking when disclosing human capital information in their annual reports to demonstrate how the trade-offs between human, financial, manufactured, intellectual, natural, social and relationship capitals create shareholder value.

Nationally, the South African Board for People Practices (SABPP) has developed an HR reporting framework with metrics guiding the organisations in tracking material people-related information that will assist the compilers of annual integrated reports to improve value-relevant human capital disclosure. Based on these developments, it is important to note that human capital disclosure signals how HR practices play a critical role in maximising people's embodied assets, reduces

information asymmetry in the financial markets, builds investor confidence, lessens the capital cost, and goes a long way towards creating shareholder value. It creates a means of reviewing the kind of information generated through the execution of HR practices. When preparing information to disclose, the HR leaders must now reflect on the following five questions:

1. What are the requirements and guidelines for mandatory disclosure of human capital in terms of the international and local reporting standards?
2. What is the value-relevance of voluntary disclosure of human capital?
3. Which key HR metrics can we use to track the disclosure of human capital information?
4. How is human capital disclosure integrated with sustainability and/or Environment, Social and Governance (ESG) indicators?
5. How can we demonstrate integrated thinking by disclosing the trade-offs between human capital and the other capitals?

In conclusion, the annual integrated reports and sustainability or ESG reports are useful sources of information for providing human capital disclosure patterns from different companies, which can be used for benchmarking and rating material HR practices. Consequently, HR leaders need to develop competencies in integrated thinking, implementation of sustainability standards, human capital metrics and analytics, critical thinking, stakeholder engagement, corporate governance, forward-looking disclosure, and the ability to search, process and analyse information from a variety of sources. Such competencies will enable HR leaders to facilitate the disclosure of human capital that meets acceptable quality standards.



NRF awards C2 rating to Prof Görgens

The National Research Foundation (NRF) recently awarded a C2 rating to Prof Gina Görgens, associate professor in the Department of Industrial Psychology, in acknowledgement of her standing as an established researcher.

She previously held a Y2 rating as a promising young researcher.

The NRF rating system is a tool for benchmarking the quality of SA's researchers against the best in the world. NRF ratings are allocated based on a researcher's recent research outputs and impact as perceived by international peer reviewers. The rating system encourages researchers to publish high quality outputs in high impact journals/outlets. The rating of individuals is based primarily on the quality and impact of their research outputs over the past eight years.

"Receiving this rating feels like a stamp of approval on my academic career," says Prof Görgens. "Personally, it makes me feel like I'm on the right path. I've achieved a goal I set myself."

Several South African universities use the outcomes of the NRF evaluation and rating process to position themselves as research-intensive institutions, whilst others give special recognition to top-rated researchers

and offer incentives for their staff members to acquire and maintain a rating, for example, by providing grants to fund research. To maintain the rating, a researcher must continue to publish at the same rate and quality.

According to Prof Görgens, she is fortunate that her research and teaching interests are somewhat aligned, which makes it easier to balance her academic and research responsibilities.

Although she aspires to achieve the highest possible rating, she describes herself as a realist who is well aware of what it takes to receive an A and B rating.

"I would like to move up to a C1 rating, which indicates that you have a strong international presence. I'm currently involved in an international project with researchers from Italy, the USA and China which should build my international standing."

Prof Görgens focuses mainly on employee wellness from an Industrial Psychology point of view. More recently she and some of her students have been looking at longitudinal predictors of employee wellness.

"We've also studied various elements of psychological wellness, like financial wellness and job insecurity."

Department enters online learning space

Building on the Department's Postgraduate Diploma (PGDip) in Strategic Human Resource Management (SHRM), the inaugural StellenboschX professional certificate programme was launched recently.

This Professional Certificate in Strategic Human Resources Management is an exciting developmental opportunity for any working professional who wants to improve their understanding of core Human Resource Management (HRM) practices and apply key competencies for optimal organisational performance. The course series will expose people management practitioners (from any field or industry) to Strategic HR Management as a fascinating, practice-based and evolving field in the broader discipline of Industrial Psychology.

It draws from the PGDip in SHRM at Stellenbosch University, supplemented with further practitioner-based perspectives on the Strategic HR function.

Interested participants who don't have the opportunity to study full-time but who want to remain updated on the strategic considerations of HR, will benefit from this compact and flexible learning offering. It is a self-paced course over two months, requiring five to eight hours study per week.

"With the launch of this professional certificate, the Department is entering the field of open online learning," says proud Departmental Chair, Prof Aletta Odendaal.

Visit the page [HERE](#).

PhD recipient follows passion to study Industrial Psychology

An appointment with an Industrial Psychologist set Dr Angela Marsburg on the road to a PhD in Industrial Psychology.

Dr Marsburg, who graduated with her PhD in April this year, had previously obtained a Bachelor of Business Administration (BBA), majoring in Communication Science and Business Management, and had worked in the PR industry for a couple of years.

However, the profession did not meet her expectations, and she decided to consult an Industrial Psychologist. She completed several psychometric tests which revealed that her profile was ideally suited to Industrial Psychology.

She had to complete some catch-up study before UNISA allowed her to register in 2013 for an honours degree, majoring in Industrial Psychology. At the end of that year she was named the top performer in an honours degree in the College of Economic and Management Sciences at UNISA.

She completed her master's degree at Stellenbosch University (SU) in 2017 and was recognised as the top master's student of that year.

In 2018, she was awarded a Graduate School of Economic and Management Sciences (GEMS) Scholarship to embark on her PhD at SU. This scholarship offers financial aid, coupled with a partially structured support programme, and assists students to obtain a PhD over three years.

During this period, she joined a delegation of PhD students chosen to represent SU at the Coventry University Centre for Trust, Peace and Social Relations annual summer school. In addition, she received the Harry Crossley Foundation Postgraduate Bursary for the 2019-2020 year.

The title of her thesis is: "Development and evaluation of a longitudinal dynamic needs-action model of employee well-being: A psychological perspective."

"I have loved my journey thus far," Dr Marsburg says. "It has been both challenging and wonderful."

"Coming from a position where I know what it's like not to be following your heart or your passion, I'm interested in how best to help people identify and pursue their calling. I'm intrigued by the interrelationship between individuals and their workplaces, particularly now when there are a lot of questions about what the future working world is going to look like."

"What I find most fascinating is learning about people and discovering how to make work better for people and people better for work."

Changing career paths and becoming a student again wasn't easy, since she

got married and became a mother during this time. She owes much to the unfailing support of her husband over this period.

The COVID-19 pandemic extended her studies by approximately six months, as she was delayed by having to undertake a feasibility survey and apply for several amendments, which needed approval from the University's Research Ethics Committee.

Angela is full of praise for her supervisor, Prof Gina Görgens, the Department, her mentor Prof Callie Theron, and the GEMS programme, which allowed her the financial freedom to focus on her studies.

"They really invest in you and your academic future," she adds. "Another benefit is having peers who are in the same boat as you. They know exactly what you're going through."

She can now joke about surviving a PhD during a pandemic whilst being pregnant, but in advising fellow students, she stresses the importance of having a good support structure in place.

"It will be a challenging journey, but with a great support system and a topic you are passionate about, you will get there. Studying for a PhD is not easy. Be mentally prepared and have the right people in your corner."

Angela is presently working as a post-doctoral fellow in the Department of Industrial Psychology and plans to write two or three research articles during her time here.



Dr Angela Marsburg with her supervisor, Prof Gina Görgens, and son Mike.

Department congratulates **top students**

The Department of Industrial Psychology congratulates Bianca Viljoen for being the top honours student in the Industrial Psychology programme. Lara Kelly is the Department's top master's student for 2021, while Dr Johan Groenewald is the first recipient of the Marius Meyer Top Student Award, as top performer in the 2021 Postgraduate Diploma in Strategic Human Resource Management.

Bianca Viljoen

The top Honours student in Industrial Psychology is currently taking a break after successfully navigating a challenging year.

"I gave my studies my all and felt a bit burnt out, which resulted in me not continuing my studies immediately. At present, I am visiting friends in Juneau, Alaska, a place that has always been on my bucket list. I would then like to go and visit family in Oklahoma and make a final stop in New York before returning to South Africa."

For Bianca, the greatest challenge was the one-week vacation students had during the June/July semester break after the first semester's exams were postponed due to COVID-19.

"It would have been nice to have been a little bit more rested before we came back for the second semester, since rest and regrouping are very important."

Reflecting on last year, she says she appreciated her fellow students the most.

"We always looked out for one another and were all in the same boat. We studied together, shared coffees together, made presentations together, laughed AND cried together. If it wasn't for my fellow students and friends in the Department, I wouldn't be where I am today. I also want to commend Mr Van der Bank as my supervisor and lecturer; he is a great asset to have on the team, and I really appreciated his guidance."



The advice she would give to younger students is to take time off for themselves.

"Each person's idea of a break/time off differs, and you should do what is best for YOU. If you take good quality time off, you will have so much more energy when you tackle your next session of work."

She highly recommends that students surround themselves with positive people to enhance their own mood and motivation.

In the future, Bianca would love to become involved in Corporate Social Responsibility projects for a big company/corporation.

"I have a huge passion for charity and helping people, and I would really like to make a change in South Africa by using all of the skills I learned throughout my years at Stellenbosch University."

Lara Kelly

The Department's top master's student chose the master's programme in Industrial Psychology to increase her knowledge base.

"I find the study of human behaviour – what motivates or drives people in the workplace – fascinating," she says.

Lara believes Industrial Psychology adds value by improving the working environment of employees so that they can better realise their potential and operate more efficiently and productively.

"This field is so broad and allows for a variety of work stream opportunities. I think Industrial Psychology is a very relevant field in today's world where concepts such as well-being, happiness, diversity and inclusion, organisational culture and work-life balance, amongst other factors, are gaining the importance and recognition that they deserve."

During her time in the Department, she appreciated the guidance and knowledge shared not only by the lecturers but also her class at large.

"We were a diverse group, and it was great to hear all the different perspectives and experiences."

She is currently working as a psychometrist for Psytech Cape and would like to explore all the work avenues offered by the Industrial Psychology degree.

"As mentioned earlier, I think it's such a wide field and therefore I'd like to gain experience in as many of these areas as possible."

She reminds students that whilst the degree can be challenging, it is also very rewarding.

"I'd also advise them to work and engage with their classmates as much as possible as it adds to the fun of learning. I have gained great memories and made lifelong friendships and for that I will always be very grateful."



Dr Johan Groenewald

The ResEd Group Coordinator: Centre for Student Communities at Stellenbosch University, Dr Johan Groenewald, is the first person to receive the Marius Meyer Top Student Award, created in remembrance of Meyer's legacy and his contribution to the HR profession. Meyer, the driving force behind the Postgraduate Diploma in Strategic HR Management, passed away in January 2021.

Dr Groenewald feels very honoured to receive this award.

"I have made a personal commitment to do the best I can in honouring Marius. His passing was a shock to us all. I have proposed the 'Meyer's oath' to my colleagues in a labour law module: *we will highlight the human element in our labour relations.*"

Groenewald is very positive about the diploma and its benefits.

It helped me to better understand myself and the teams I work in, and to strategically understand how to align myself (and assist others) with the vision of our organisation. It gave me tremendous empathy for our HR department."

He could implement the skills he developed

through the diploma to strategically advise his unit to relook at its job descriptions in a job evaluation process, with the help of an outside consultant.

His advice to people considering this diploma, is: Just do it.

And for people who are already enrolled for the programme, he advises: "Work every week and don't fall behind. There is no other way to get the best out of this programme. Also, engage with fellow classmates and lecturers. This has been very helpful for me."



Graduates 2021

Master's degrees completed

BOOYSEN, NICOLE. An examination of the psychometric properties of the Gameful Experience Questionnaire (GAMEFULQUEST) in an online training environment.
Study leader: Dr S Adams

BOTHA, JANA-MARI. An integrated model of proactive behaviour: How to thrive in the fourth industrial revolution.
Study leader: Mr F van der Bank

HEARN, CAITLIN. Exploring the effects of job crafting on the engagement and burnout of South African primary school teachers during the Coronavirus pandemic.
Study leader: Ms M Boonzaier

JANSE VAN RENSBURG, SARAH. The development and empirical evaluation of a values survey for a local government organisation: A contribution towards change management.
Study leader: Prof C Theron

REID, CALIN. The Moderating Role of Gender in the Relationship between General Work Stress and Different Sources of Work Stress. Study leader: Prof D de Bruin

SPARKS, KIM. Development and empirical testing of bullying in the workplace: an explanatory structural model.
Study leader: Ms M de Wet

STEMMET, RUSHKA. How the distressed personality, job demands and resources relate to customer service agents' engagement and burnout. Study leader: Drs Boonzaier/Fontaine

THERON, LIZA. Crafting and self-undermining in the Job Demands-Resources Model for academic staff at a South African higher education institution. Study leader: Dr B Boonzaier

STANDER, ANWEN. Resilience and conscientiousness as predictors of burnout amongst call centre employees.
Study leaders: Prof D de Bruin

SWANEPOEL, KAYLA. Development and evaluation of an academic performance structural model for a sample of tertiary students in South Africa. Study leader: Dr B Boonzaier

PHD completed

MARSBURG, ANGELA. Development and evaluation of a longitudinal dynamic needs-action model of employee well-being: A psychological perspective. Study leader: Prof G Görgens



Siph'esihlesenkosi Giba (EBSK Member & IPS Chairperson) and Michelle Karsten (EBSK Member & MCom Industrial Psychology student) represented the Department at Stellenbosch University's Open Day.

Board exam

One intern, Xander Stander, successfully passed the board exam – which symbolically serves as a 'rite of passage' into the profession of Industrial Psychology – in February 2022.