

INDUSTRIAL PSYCHOLOGY NEWSLETTER Number 10, March 2012



Die tyd het aangebreek vir die eerste nuusbrieff van 2012!

UIT DIE VOORSITTER SE KANTOOR

Tydens die tweede semester van 2011 is die Departement Bedryfsielkunde onderwerp aan 'n eksterne departementele evaluasie. Die evaluasiespan het bestaan uit Prof Gert Roodt (UJ), Prof Karel Stanz (UP) en Mnr Marius Meyer (HUB van SABPP) - 'n werklik indrukwekkende en formidabele span van evalueerders. Die aanbevelings voortspruitend uit die departementele evaluasie het bevestig dat die sake wat ons as uitdagings beskou ook as sulks deur die span geïnterpreteer is. Ons hartlike dank aan die span vir die kollegiale wyse waarop hulle die taak uitgevoer het.

Die departement het met dankbaarheid kennis geneem van die positiewe kommentaar rakende ons onderrigaktiwiteite en die inhoudelike aard van ons akademiese programme. Die algemene funksionering van die departement en sy verhoudinge met sy studente het ook positiewe kommentaar ontklok.

One of the challenges raised is the ratio of postgraduate students to staff members and the time and effort required to ensure an acceptable rate of throughput amongst our master's and doctoral students. This challenge is complicated by the current NQF requirement that honours students also be guided through an individual research project. The trick seems to be to manage the postgraduate student intake in such a fashion

that their ability to make rapid progress is maximized and the amount of staff energy and time required to lead the student to graduation is optimised. This may also cause us to reconsider our supervision practices and revisit the roles of supervisors and students, as well as the nature of the research projects pursued. Whatever the eventual strategy may be, it is imperative that we create more time for the dissemination of research results.

Die Universiteit van Stellenbosch het 'n toenemende aantal ooreenkomste met internasionale universiteite waarvan ons nog nie optimaal gebruik maak nie, hoofsaaklik omdat die studente wat die programme volg wat tot professionele registrasie lei, nie tot dieselfde mate elemente van die geakkrediteerde programme kan uitruil met modules wat in die buiteland gevolg is nie. Die gevolg hiervan is dat ons departement gewoonlik aanbeveel dat ons studente tydens hul magisterstudies 'n oorsese navorsingsbesoek van 'n relatief korter duur inpas nadat hulle die voorgeskrewe kursuswerk voltooi het. Daar is dan ook 'n groeiende aantal studente wat hiervan gebruik maak, maar die moontlikheid word nog nie genoegsaam geëksploiteer nie.

Die kwessie van die lae inskrywingsyfer onder lede van die aangewese groepe is 'n bron van kommer vir die departement, veral op nagraadse vlak. Studente uit hierdie groepe kom verneem dikwels of daar enige beurse vir verdere studie beskikbaar is, net om te ontdek dat hulle uitgelewer is aan studieleninge en ander befondsingsopsies. Die vraag na

interns uit die aangewese groepe word dikwels duidelik wanneer ons potensiele opleidingsinstansies nader met die oog op plasings. Hierdie instansies kan natuurlik 'n minimale belegging maak om te verseker dat hulle wel in hul eie behoeftes voorsien deur 'n nagraadse beurs beskikbaar te maak. Ons is egter dankbaar vir die mate van ondersteuning wat ons tot dusver geniet het en sal graag wil saamwerk aan meer formele netwerkvorming met die bestaande ondersteuningskorps.

Success at limiting the bureaucratic demands associated with academic administration, as well as freeing up time for activities aimed at research dissemination should spill over into research collaborations nationally and internationally. It is our contention that our current research focus areas of "Empowering development of human resources from the designated groups" and "Psychometric challenges facing South Africa" present very powerful opportunities that could be seen as of strategic importance. It is our intention to seek collaboration with researchers and practitioners in order to accelerate the progress with developing a body of knowledge that responds to the urgency associated with these challenges.

Ons sien met opwinding uit na die komende International Association of Cross-Cultural Psychology se 21^{ste} kongres, wat in Stellenbosch aangebied word tydens 17 – 21 Julie 2012, en die daaropvolgende International Congress of Psychology se 30^{ste} kongres vanaf 22 tot 27 Julie in Kaapstad.

Ons wil enige voornemende nagraadse studente weereens nooi om ons webwerf (www.sun.ac.za/industial_psychology) te raadpleeg met die oog op die programme wat aangebied word (Dosering/Teaching). Let asseblief daarop dat die sluitingsdatum vir aansoeke stiptelik 31 Oktober 2012 is. Die elektroniese aansoekvorms is beskikbaar by www.sun.ac.za onder Voornemende Studente/Nagraads (vind die Online applications-skakel). Let asseblief daarop dat die universiteit se aansoekvorm die departementele vorm insluit.

CONFERENCES

'n Referaat van **Prof Ronel du Preez** en **me Marietha De Wet** is by die *Community Engagement: The Changing Role of South African Universities in Development*-kongres, gelewer. Hierdie kongres het vanaf 8-10 November 2011 in Oos-Londen plaasgevind. Die titel van hul referaat was: *Career guidance for empowerment: The Kayamandi project*.

SYMPOSIUMS en SEMINARE

'n Tweede Etiek-symposium is op 25 Augustus 2011 by die Departement deur me Nanette Tredoux aangebied. Hierdie symposium is baie gunstig deur die bywoners ontvang.

Proff **Johan Malan** and **Ronel du Preez** attended a seminar at the Business School of the University of Cape Town, entitled: *Towards a conceptual framework for the CHEC regional study on graduate attributes*. The guest speakers at this occasion, were Geoff Scott from Australia and Ulrich Teichler of Germany.

PUBLICATIONS

Twee artikels waarvan prof Callie Theron die mede-outeur was, is tydens 2011 gepubliseer.. Die besonderhede van hierdie artikels is as volg:

Moyo, S & **Theron, CC.** (2011). "A preliminary factor analytic investigation into the first-order factor structure of the Fifteen Factor Questionnaire Plus on a sample of black South African managers." *South African Journal of Industrial Psychology*.

Dunbar, H., **Theron, C.C.** & Spangenberg, H.H. (2011). "An investigation into the cross-validation of the Performance Index." *Management Dynamics*.

An article by **Prof Amos Engelbrecht** and ms Jenna Kamps was published in the *South African Journal of Business Management* Vol 42 No 3 2011. The title of the article is: *The influence of emotional intelligence on diversity complexity cognition and the attitude towards diversity*.

STUDENTE

Me Chenelle Swaen is verkies tot die nuwe voorsitter van die IPS vir 2012. Sy word sterkte met hierdie belangrike taak toegewens!



Chenelle Swaen

The year-end function of the IPS took place at the Rustica Wine Farm on the 22nd of September. The function was attended by students, as well as staff members of the Department.

ALUMNIDAG: Twee sessies het die oggend van 8 Desember, voor die gradeplegtigheid van die Fakulteit plaasgevind, waartydens dosente aanbiedings aan belangstellendes, ouers en studente gemaak het. Sertifikate is ook op hierdie geleentheid aan die beste nagraadse studente (Martine Herbert – magister, Nicolene Smuts – magister en Jessica Prinsloo – honneurs) van verlede jaar oorhandig. 'n Sertifikaat is ook aan me Elzette Nell oorhandig wie skoonskip gemaak het in al die derdejaarmodules en ook die beste algehele finalejaarstudent van die Departement was.



Prof Malan oorhandig haar sertifikaat aan Elzette Nell

MASTERS DEGREES – DECEMBER 2011

The following candidates received their master's degrees at the December 2011 graduation ceremony:



N. Brits and her study leader, prof D Meiring

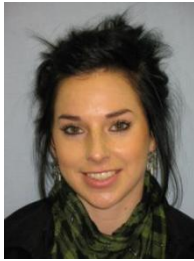
BRITS, N. (2011). *Investigating the construct validity of a development assessment centre*. MComm (Psych). Study leader: **Prof. D Meiring**.

Abstract: Despite the frequent use of ACs both internationally and locally in South Africa, ACs have been widely criticised on the basis of whether they actually measure the dimensions that they intend to measure. The question has often been asked whether ACs are construct valid, since low discriminant- and convergent validity, as well as persistent exercise effects, seem to dominate research findings. This question serves as the driving force of the present study.

The aim of this study is to examine the construct validity of a development assessment centre (DAC). A convenience sample was used to pursue the research objective. The data was received from a private consultant company in the form of 202 individuals' AC ratings who were assessed in a one-day DAC. Twelve competencies were assessed by four different exercises.

The AC data had several challenges that had to be overcome before statistical analyses could commence. Due to the lack of a sufficient number of indicators, all dimensions had to be combined within their respective global (second-order) factors. This resulted in four single trait (ST) measurement models that were investigated for construct validity before adding exercises into the existing models. The four exercises were integrated into one global exercise effect to determine the existence of exercise effects. Only two of the four ST models were permissible to be examined for any existing exercise effects. The result was two single trait, single exercise (STSE) measurement models. Inter-item correlations were calculated in SPSS, followed by a confirmatory factor analysis on each respective measurement model in EQS used to study the internal structure of the dimensions.

With one dimension as the exception, the results of the CFA imply that the DAC's indicators (i.e. behavioural ratings) in each second-order factor, fail to reflect the underlying dimension, as it was intended to do. When adding the conglomerated exercise effect, only one of the two dimensions had plausible results with good model fit and parameter estimates that leaned towards dimension and not exercise effects. Based on these findings, the validity of the developmental feedback provided to each participant after the completion of the DAC, is doubted. With one dimension as the exception, the present study's results corroborate international research findings on the construct validity of ACs.



M Herbert

HERBERT, M. (2011). *An exploration of the relationships between Psychological Capital, Occupational Stress, Burnout and Engagement: A South African investigation.* MComm (Psych). Study leader: **Dr G Görgens.**

Abstract: Occupational stress and Burnout are serious problems in current day organisations. To this end organisations should actively promote positive psychological health and occupational wellbeing in order to harness the full potential of their workforce and increase organisational performance. Studies from the emerging field of Positive Psychology hypothesize that personal resources, like the constructs of Psychological Capital (i.e. Hope, Optimism, Self-Efficacy and Resilience), may contribute to decreased Stress (Avey, Luthans & Jensen, 2009), Burnout (Schaufeli & Bakker, 2001) and increased work Engagement (Avey, Wernsing & Luthans, 2008). Moreover, it has been proven that the Psychological Capital (PsyCap) constructs are state-like and can be developed (Luthans, Avey & Patera, 2008). It may, therefore, be vital for organisations to identify and develop these positive PsyCap factors, which might moderate the effect of Occupational stress on Burnout, as well as curb the initial experiences of Occupational stress and the subsequent development of Burnout in their employees. The presence of PsyCap may also lead to increased Engagement, which is also known to be associated with less Burnout. The aims of this study were to explore the relationships between Burnout, Employee Engagement, Occupational stress and PsyCap in the South African context, as well as to determine whether PsyCap plays a moderating role in the Occupational stress, Burnout relationship. A non-experimental research design (i.e. exploratory survey study) was used to explore the relationships between these four constructs. In this study, Burnout was defined as a condition characterised by fatigue and exhaustion, divided into Personal Burnout (“the degree of physical and psychological fatigue and exhaustion experienced by the person”), Work-related Burnout (“the degree of physical and psychological fatigue and exhaustion that is perceived by the person as related to his/her work”) and Client-related Burnout (“the degree of physical and psychological fatigue and exhaustion that is perceived by the person as related to his/her

work with clients”) (Kristensen, Borritz, Villadsen & Christensen, 2005, p. 197). Employee Engagement was defined as “a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption” (Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002, p.74). Occupational stress is experienced when an imbalance exists between people’s perceived environmental demands and their perceived ability to cope with these demands (Cooper, Clarke & Rowbottom, 1999). Lastly, PsyCap was described as a second-order construct which included Hope, Optimism, Self-efficacy and Resilience (Luthans, Youssef & Avolio, 2007). A convenience sample of 209 permanent employees and support staff of a medium size construction company within the Western Cape, South Africa, participated in the research. The Copenhagen Burnout Inventory (CBI; Kristensen et al., 2005), the Utrecht Work Engagement Scale (UWES-9; Schaufeli & Bakker, 2003), the Perceived Stress Scale (PSS; Cohen, Kamarck & Mermelstein, 1983) and the Psychological Capital Questionnaire-Self Rater Version (PCQ-24; Luthans, Avolio & Avey, 2007) were administered. Consistent with previous research, significant negative relationships were evident between all three dimensions of Burnout and Occupational stress. This indicates that higher Occupational stress is associated with an increased propensity to develop Personal-, Work- and Client Burnout. This was expected as it is known that Burnout develops in reaction to prolonged Stress. The correlational results further revealed that higher levels of Hope, Optimism, Self-efficacy and Resilience (and the PsyCap total score) were associated with lower levels of Occupational stress and Burnout. This suggests that increased levels of PsyCap may probably lead to decreased levels of Occupational stress and Burnout. As expected, multiple moderate positive correlations were evident between the PsyCap sub-dimensions, empirically confirming the discriminant and convergent validity of the dimensions in the South African context. This implies that by developing one of the constructs, the others are also likely to increase. As hypothesised, both Occupational Stress and Burnout was found to relate negatively to Employee Engagement. The results further revealed that higher PsyCap was related to higher Engagement levels and that Optimism and Self-efficacy, as PsyCap sub-dimensions, emerged as the two strongest predictors of Employee Engagement. These results suggest that the development of PsyCap may hold multiple benefits (e.g. increasing Engagement, lessening Stress and subsequent Burnout). Lastly, PsyCap did indeed emerge as a moderator in the relationship between Occupational stress and Personal- and Work Burnout respectively. This suggests that although Occupational stress is inevitable in any work

environment, PsyCap as a personal coping resource, can buffer the development of Burnout over the long term. Limitations of the study as well as suggestions for future research were discussed.



N Smuts

SMUTS, N. (2011). *The elaboration and empirical evaluation of a partial talent management competency model in the nursing profession*. MComm (MHB). Study leader: **Prof CC Theron**.

Abstract: This study stems from an urgent need to understand which factors contribute to nurse practitioners' intention to quit, and consequently what organisations can do to retain these practitioners. There is increased pressure on the healthcare sector, more specifically nursing, due to a severe shortage in this discipline. These shortages are not an isolated phenomenon, but influence the private as well as public sector worldwide, as well as in South Africa.

A multitude of factors contribute to the fact that nursing is a scarce skill worldwide. Some factors are controllable, others not. By isolating the controllable factors, organisations and managers can be equipped to put action plans in place to decrease the impact of this crisis. Processes and action plans to enlarge the nursing pool, and also to retain the current workforce, can contribute to overcoming this challenge.

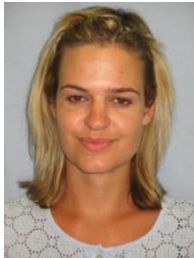
There is proof that the implementation of a structured talent management programme can contribute to overcoming this challenge. Line managers and their competence regarding the management of personnel play a key role in such a talent management programme. This study has as its objective to re-evaluate an existing talent management competency model for line managers, and to propose additional variables that can influence organisational outcomes like job satisfaction, organisational commitment and turnover intention. By understanding which line manager competencies influence organisational outcomes, and the manner in which they influence these outcomes, line managers as well as organisations can be equipped to formulate processes and

programmes that can contribute to the retention of a scarce skill, and importantly, also minimise the impact of a worldwide crisis.

The results of the study indicated that the operationalisation of the talent management competencies failed. The originally proposed model consequently had to be reduced by deleting all talent management latent variables from the model. Poor model fit was obtained for the reduced model. Modifications were, however, made to the reduced model based on modification index suggestions derived from the data. The modified model showed good fit and support was obtained for all the paths in the modified model.

No relationship was initially hypothesised between *Perceived Development Opportunities* and *Psychological Empowerment*. Through the analyses of modification indices, a direct path was however suggested. In the final modified reduced structural model support was found for the path between *Perceived Development Opportunities* and *Job Satisfaction*. *Perceived Job Characteristics* have been found to be significantly related to *Psychological Empowerment* as originally hypothesised. The direct relationship between *A Sense of Mission* and *Psychological Empowerment* has not been corroborated. The final modified reduced structural model also did not suggest a mediated path from *A Sense of Mission* to *Psychological Empowerment*. This is rather surprising as literature clearly illustrates a positive relationship between these two variables. A significant positive relationship has been found between *A Sense of Mission* and *Organisational Commitment*. The relationship between *Psychological Empowerment* and *Organisational Commitment* has not been corroborated. The link between these two latent variables is however well documented in literature (Janssen, 2004). Janssen (2004) conducted a study that found that the positive relationship between empowerment and organisational commitment is moderated by employees' experience of a high level of conflict with their superiors. This could provide a possible explanation why the positive relationship between *Psychological Empowerment* and *Organisational Commitment* in this study was not corroborated. The relationship between *Psychological Empowerment* and *Job Satisfaction* has been confirmed in this study. The relationship between *Job Satisfaction* and its influences on nurses *Intention to Quit* was statistically significant ($p < 0.05$) in the final modified reduced structural model. This is in line with numerous studies confirming this relationship (Chen et al., 2011; Tett & Meyer, 1993; Böckermann & Ilmakunnas, 2009; Scott et al., 2006; Singh & Loncar, 2010). An additional path between *Job Satisfaction*

and *Organisational Commitment* was suggested through the analysis of modification indices. The relationship between *Organisational Commitment* and *Intention to Quit* was confirmed in this study as originally hypothesised. Cross-validation of the modified model was recommended.



R Steyn

STEYN, R. (2011). *Optimism, self-efficacy and meaningfulness: A salutogenic model of occupational wellbeing*. MComm (Psych). Study leader: **Dr G Görgens**.

Abstract: From a global perspective, this study aimed to depart from the traditional notion of occupational wellbeing characterised as the absence of strain and stress-related diseases. Positive Organisational Scholarship (POS), the framework for this study, is largely concerned with the investigation of positive outcomes, processes and attributes of organisations and their employees. In essence, this study argued in favour of the cultivation of personal resources, such as optimism and self-efficacy, as well as the establishment of active efforts to instil meaningfulness in, and at work, in order to generate better occupational wellbeing and a sense of enhanced human functioning. A non-experimental research design (i.e. exploratory survey study) was used to explore the relationships between the various constructs. Occupational wellbeing was, for the purpose of empirical validation, firstly measured in terms of the absence of pathology. However, since it was conceptualised from a salutogenic approach in this study, a cognitive-judgemental evaluation of employees' satisfaction with their work-life was also included as a measure of occupational wellbeing. It was argued that optimism may impact on occupational wellbeing, as optimists are described in terms of their ability to anticipate positive outcome expectancies, and engage in continued efforts, despite current adverse circumstances to confront difficulties they encounter (Scheier & Carver, 1985). In turn, highly self-efficacious individuals are those exhibiting confidence in their ability to effectively execute personal strategies to ensure a positive outcome (Bandura, 1986). Drawing from POS, a twofold conceptualisation of meaningfulness was warranted: meaningfulness in work (defined as engagement) and

meaningfulness at work (defined as organisational commitment). The primary aim of this study was consequently to explicate the possible nomological net underlying the complex phenomenon of occupational wellbeing, in terms of the abovementioned variables. A convenience sample of 202 individuals, employed at three organisations across South Africa, participated in the research. The measurement instruments included a 28-item version of the original General Health Questionnaire by Goldberg (1972), and an adapted version of Diener, Emmons, Larsen and Griffin's (1985) Satisfaction with Life Scale (adapted to Satisfaction with Work-life), both utilised to measure occupational wellbeing. The Life Orientation Test-Revised (Scheier, Carver and Bridges, 1994), and the General Self-Efficacy Scale (GSES) of Sherer, Maddux, Mercandante, Prentice-Dunn, Jacobs and Rogers (1982) was utilised to measure optimism and self-efficacy respectively. Finally, the Organisation Commitment Questionnaire (Mowday, Porter & Steers, 1979), and the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003) was used in combination to respectively measure meaningfulness in work (engagement) and meaningfulness at work (commitment). Confirmatory factor analysis (CFA) and item analyses were conducted to evaluate the reliability and validity of the measurement instruments. Correlations were computed between the various variables. A structural model was fitted to investigate the extent to which optimism, self-efficacy and meaningfulness are significant predictors of occupational wellbeing. The results of the model suggested that optimism influences psychological health directly. This indicates that optimists may be inclined to experience greater levels of psychological wellbeing at work. The relationship between optimism and occupational wellbeing (i.e. psychological health) was further highlighted through an indirect causal effect, as mediated through a combination of work engagement and organisational commitment (i.e. meaningfulness). Optimism also causally influenced satisfaction with work life (the other aspect of occupational wellbeing). This indirect effect was also mediated by engagement and organisational commitment. The structural model indicated that no significant paths between self-efficacy and any of the other variables were evident. With the unique combination of positive psychological antecedents included in this research, the study aimed to make a significant contribution to the existing POS theory and literature. The results provide a probable explanation of the complex nomological net of variables (optimism, self-efficacy, and meaningfulness) and their interrelationships with each other, which influence occupational wellbeing within the South African context. Recommendations for future research in this domain

were highlighted. The necessity of interventions rooted in the strength-based approach, underscoring the development of positive psychological capacities in both employees, and organisations, were also advocated.



R van Tonder

VAN TONDER, R. (2011). *Non-remuneration predictors of intention to quit among personal financial advisors*. MComm (Industrial Psychology). Study leader: **Prof DJ Malan**.

Abstract: In insurance sales organisations, the Personal Financial Advisors (PFAs) serve a pivotal function in the relationship between the organisation, product and customer. The organisation invests a great deal of time and money in recruiting, training and retaining good PFAs. However, turnover amongst these employees seem to remain high within the first 36 months of employment. The aim of this study was to explore the non-remuneration predictors of burnout and intention to quit amongst PFAs in order to shed some light on the turnover problem. Specific constructs were identified in a pilot study which would not necessarily have been explored by the organisation and may have gone unacknowledged or overlooked. These constructs are emotional labour, self-efficacy, time wasted on non-sales activities, supervisor support and their relationship with burnout and intention to quit. A convenience sample of 608 PFAs was approached from one insurance sales organisation. One hundred and twenty two (122) respondents completed and returned their questionnaires. The descriptive statistics of the sample reflected a mean age of 35 years (range 21 to 61 years), with 66% males and 34% females, and a race distribution of 64% White, 19% African, 10% Coloured and 7% Indian. The majority of the population had been working for 13 to 24 months (46%). Overall, the sample produced a satisfactory to good representation of the demographic statistics of the total population available to the researcher. Both quantitative and qualitative research techniques were utilised in this study. Analysis of the qualitative data supported the role of the theoretical constructs chosen for inclusion and additional sources of job stress were identified. Pearson productmoment correlation analysis was used to analyse the questionnaire

data, followed by multiple regression analyses with work burnout, client burnout and intention to quit as dependent variables, and the remaining constructs as the predictors. Both a measurement and structural model was tested; both produced acceptable goodness-of-fit statistics. From all of the above-mentioned analyses, significant relationships were found to exist between time wasted on non-sales activities, self-efficacy and burnout, self-efficacy, burnout and intention to quit, and burnout and intention to quit. Conclusions were drawn from the obtained results and recommendations are made with respect to future research, as well as with respect to the management of burnout and intention to quit in the sales environment.

PERSONEELSAKE

Dr Gina Görgens het op 26 Augustus 'n praatjie oor Emosionele Intelligensie ("*Emotional Intelligence: What is it and how can I change it?*") ten bate van vrouemaandvieringe in die Suid-Afrikaanse Weermag, gelewer.

Mr Francois de Kock has been promoted to Senior Lecturer in the Department with effect from 1 January 2012..

Me Carla Guse is as deelydse dosent by die Departement aangetel en sal verantwoordelik wees vir die aanbieding van Bedryfsielkunde 224 en Bedryfsielkunde 324.

Dr Gina Görgens-Ekermans en haar eggenote, Johan, se eersteling, Hannah Leah, is op 17 Februarie gebore. Baie geluk aan die egpaar Görgens.



Hannah Leah

SPANBOUDAG: 'n Baie aangename spanboudag is weer verlede jaar op Vrydag, 4 November deur die Dekaan van die Fakulteit Ekonomiese en Bestuurswetenskappe vir personeel

aangebied. Personeel van die onderskeie departemente het mekaar in vlugbal die styd aan aangedurf. Die dag is met 'n Baie gesellige spitbraai afgesluit.

Op die foto (hieronder) is die spelers van Departement Bedryfsielkunde in 'n hewige stryd gewikkel!



Prof Callie Theron, me Samantha Adams, prof Ronel Du Preez, Jaco Janse van Rensburg, Dempers Meyer en prof Johan Malan, hard aan die speel!

NEWS SNIPPITS!

- ❖ 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**