



NEWSLETTER FROM THE DEPARTMENT OF INDUSTRIAL PSYCHOLOGY

CONTENT

- **C**onferences & Publications
- **D**epartmental News
- **E**vents & Other



CONTACT DETAILS

Private Bag X1,

Matieland, 7602

Tel:

+27 21 808 3012

Email:

indpsych@sun.ac.za

Website:

http://academic.sun.ac.za/industrial_psychology

FROM THE CHAIR'S OFFICE

Professor Johan Malan



The year 2014 was a very good year in terms of the number of postgraduate students graduating - we had 14 master's students graduating last year, as well as three doctoral candidates. In terms of our publication output, the year was moderately good, given our actual staff size, as we had a total of seven accredited publications.

The focus upon the research niche areas of the Department is, however, enjoying increased attention through our current activities, as well as the planned activities for the rest of the year. On 11 September last year we had a workshop with delegates from other Psychology and Industrial Psychology departments on the topic of the Psychometric Challenges Facing South Africa. This workshop identified a number of different psychometric challenges facing South Africa. The review of these challenges led the meeting to the identification of a series of educational and training challenges; challenges with respect to research about psychometric instruments and the development, adaptation and review thereof, as well as the possibility of establishing an organisational entity that would allow academic staff members involved in the teaching of, and research in, psychometrics to collaborate with one another regarding the identified challenges and corresponding goals.. On 17 April 2015 we had a follow-up meeting with a smaller number of

delegates in order to translate the identified challenges and provisional goals into action plans. The meeting reviewed the recorded discussion of the earlier workshop and decided to prioritise the establishment of an academic interest group, provisionally named the Psychometric Teaching and Research Interest Group. Departments of Psychology, Industrial Psychology and Educational Psychology will be invited to affiliate with the interest group and to send delegates to its future workshops. The follow-up meeting provisionally envisioned the following core functions for the interest group, namely:

- Evaluating and optimising current ETD activities focused upon undergraduate and postgraduate students, interns and practitioners.
- Promoting psychometric literacy amongst test users (including managerial staff).
- Liaising with the HPCSA and other stakeholders regarding the optimisation of the role of psychometrics in psychological service-rendering.
- The facilitation of research regarding psychometric approaches, practices and instruments.

The planning meeting decided to request funding to have a day workshop on the clarification of the psychometric competencies **associated with international best practice standards** and those that are required to meet the psychometric challenges facing South Africa. This new understanding regarding these competencies will then be translated into proficiency standards applying to the different psychological registration categories.

Amidst incidents of frustration boiling over into civil unrest in many communities, our Department is continually conscientised about the importance of the accelerated development and upward social mobility of people from disadvantaged communities. True to our focus, our first priority is of course the accelerated development of human resources in organisations, but also on facilitating their entry into such organisations. The research output of the Department with respect to these topics has reached such a level that we are planning to organise a day conference during which we will share our findings with respect to the nomological network of learning potential variables determining eventual success at learning performance, as well as ETD practices and organisational characteristics and behaviours that facilitate accelerated development. We have discovered a great multitude of organisations actively involved in similar pursuits and consequently we hope to be able to involve these parties in the planned conference and to engage them in an exchange of ideas regarding best practices in the pursuit of accelerated development.

Ons wil graag ons internskapgewers van harte bedank vir hul onbaatsugtige steun aan ons studente en veral die interns onder ons toesig. Die positiewe terugvoer wat ons van tyd tot tyd ontvang omtrent die kwaliteit en beroepsvolwassenheid van ons studente is werklik 'n riem onder die hart. Ons stel darem nie net belang in positiewe kommentaar nie en wil gevolglik julle nooi om ook konstruktiewe kritiek met ons te deel.

Ons hartelike dank ook aan Christelle Jansen wie dit op haar geneem het om 'n beweging onder die alumni te begin, wat daarop neerkom dat daar op 'n gereelde basis 'n byeenkoms gehou word waartydens alumni met mekaar kan netwerk en ook kan luister na 'n genooide spreker wat 'n praatjie kom lewer oor een of ander tema waarby die alumni belang het.



CONFERENCES AND PUBLICATIONS

Conferences

Ms **Carla Janse van Vuuren** presented a paper at the SAIMS conference in Johannesburg. The paper was titled: *Investigating the influence of wine awards on wine sales.*

Publications

An article by **Prof Amos Engelbrecht, Gardielle Heine** and **Dr Bright Mahembe** titled: *The influence of ethical leadership on trust and work engagement: an exploratory study* was published in the SA Journal of Industrial Psychology.

An article by **Prof Amos Engelbrecht, Gardielle Heine** and **Dr Bright Mahembe** titled: *The influence of integrity and ethical leadership on trust in the leader* was published in Management Dynamics.

A article by **Dr Bright Mahembe** and **Prof Amos Engelbrecht** titled: *A preliminary study to assess the construct validity of a cultural intelligence measure on a South African sample* has been published in the SA Journal of Human Resource Management.

An article by **Marlize Terblanche-Smit, Prof Ronel du Preez** and **Tiaan van der Spuy** titled: *Measuring the impact of branded alcohol advertising and price on brand versus segment consumption* has been published in the International Business and Economics Research Journal.



"A person who never made a mistake never tried anything new." - Albert Einstein.

DEPARTMENTAL NEWS

Proud moments

'n Groot eer het ons Departement te beurt geval deurdat **Lindie van der Westhuizen** as die wenner van die Universiteit Stellenbosch medalje vir die beste magisterstudent in die Fakulteit Ekonomiese en Bestuurswetenskappe vir 2014 aangewys is. Hierdie uitslag is by die Fakulteit se Maart 2015 gradeplegtigheid bekend gemaak. Sy het haar graad met 82% geslaag en boonop 'n gemiddeld van 81% oor al haar studiejare gehandhaaf. Sy sal later vanjaar tydens die Rektor se Toppresteerders Dinee die medalje en 'n sertifikaat ontvang.



The above photo of **Lindie van der Westhuizen** and **Professor Callie Theron** was taken at the March graduation ceremony.

The Department of Industrial Psychology would like to congratulate **Léanne Basson, E'louise Botes, Karen Hendrikz, and Jayme Inglis** for obtaining Cum Laude for their Honours Degree.

Congratulations to **Prof van Dyk** who was awarded the academic rank of full professor in the Faculty of Military Science.



Prof Gielie van Dyk (above photo) acts as a research supervisor in our department. After having received his PhD in Psychology at PUCHE University he was appointed as a senior lecturer in the Faculty of Military Science at Stellenbosch University. In 1996 he was appointed as the head of the Department of Industrial Psychology and in 2001 he became the Chair of the School for Human Resource Development, as well as the programme coordinator for B Mil Programme in Human and Organisational Development and Honours in Industrial Psychology (Mil). In 2014 Professor van Dyk became a C2 NRF rated researcher. Apart from his extensive contribution to the academic field, Professor van Dyk was also actively involved in sport. In 1986 he was appointed as the WP athletics coach and in 1993 he became the Chair of the medical committee for

the SANDF Wrestling team. His membership with professional bodies includes the South African Medical and Dental Council, Health Professions Council of South Africa, Psychological Society of South Africa, and the South African Society of Clinical Hypnosis.

Community interaction projects



The above photo is of a group of Honours students presenting their Career Guidance Workshop for Grade 9 pupils at Cloeteville Secondary School. The purpose of the workshop was to help Grade 9 pupils make subject choices.



The photo above shows how Karen Hendrikz helps two Matric learners from Kaymandi High School make career choices. This is part of the community project that is offered by both the Department of Industrial Psychology and Psychology Department.

RACHEL'S ANGELS



On Saturday 7 March 2015, the Department of Industrial Psychology was once again involved in presenting a workshop to more than a hundred mentors and mentees, all participants in the Rachel's Angels programme. Three separate workshops had been presented during the course of 2014 and the trustees of the programme were excited to receive feedback on the progression of the programme.

The workshop took the form of an interactive, reflective process and was developed especially for the Rachel's Angels programme, under the supervision of Mrs Michelle Visser.

Mentors were encouraged to reflect on what they experienced during each of the workshops. They were expected to focus on that which enabled them to successfully mentor their mentees, as well as possible hindrances they experienced in the process. They also reflected on the mentor/mentee relationship.

Specific attention was given to issues such as communication, diversity, leadership, feedback and support.

The mentees were encouraged to reflect on how they experienced the support given by their mentors, how effectively they communicated with each other and how well they felt the mentor understood their personal circumstances, as well as the support they received.

Overall the feedback was positive. Both the mentors and mentees felt the whole programme added value and especially

the mentees felt that their future looked brighter and more positive as a result of the programme.

Some obstacles were identified and good suggestions were made by both groups to ensure that these were eliminated as far as possible in the future.

All in all everyone left the venue in positive spirits and with hope for the next part of the mentor/mentee journey.

Written by **Susan Goosen** (Rachel's Angels Facilitator)



Doctors as Change Agents

As part of the module Doctors as change agent in communities, the Department of Industrial Psychology, of the University of Stellenbosch was contracted by Dr Snyman of the Faculty of Medicine and Health Sciences to evaluate 250 4th/5th year medical students' attempt at development. This was to be done through the use of an interview during the week of the 14-16 January 2015. Mrs Michelle Visser and Trevor Herselman developed a Competency Based Interview (CBI) schedule to be used during the evaluation which ensured that there was a uniform structure to all the interviews, with clear evaluation criteria.

Additionally, a training session was conducted for all interview facilitators to ensure that they were familiar with the instrument. Two interviewers were present in each interview. Each pair had to reach consensus on the scores which would hopefully result in consistent and objective scoring.



Before the commencement of the interviews, some were sceptical towards this new method of assessment. It was soon realised that the interviews would provide interviewers with in depth information on student experiences and developments. Not only were students provided with an opportunity to prove their attempts at development, but interviewers were able to identify common developmental areas in students. Based on student feedback, more than 95% of students reported having a positive interview experience. Many students were happy with the fact that they were being listened to and that they were not experiencing as much pressure compared to an OSCE (Objective Structured Clinical Examination).

This was the Departments first involvement in this type of project, and the feedback has been very positive from both the students and other facilitators. Few developmental areas have been identified and have been

addressed and will commence with the new cycle.

Written by **Trevor Herselman** (Intern) and **Zander Nel** (M1 student) on the 30th of March 2015.



In the above photo (from left) Mr Nel, Miss Hattigh, Dr Synman, Mrs Visser and Mr Herselman discuss the developmental areas of the Doctors as Change Agents programme.

Industrial Psychology Society



The Industrial Psychology Society (IPS) (photos above and below) strives to create an environment that educates, informs and inspires, as well as to facilitate interaction between students and their peers, the department and Industrial Psychology professionals. The IPS has had a successful first term in doing so!

We held a book sale in the first few weeks of the first term, where students could bring their old Industrial Psychology textbooks to be sold and to purchase second-hand textbooks from other students. This initiative allowed students easy access to cheaper textbooks.

Furthermore, DB Hauptfleisch, an industrial psychologist at M3 Human Capital Management, and an alumnus, was invited to speak to the students about "Finding and Developing Potential [in the Agricultural Sector]: The Challenge facing the Human Resource Professional." This is a great way for students to hear more about the profession in practise. We look forward to inviting more professionals to speak to us about how our courses relate to the world of work.

The IPS is hosting its first social of the year on the 30th of April. The event is being held at the Stellenbosch University botanical gardens, where all Industrial Psychology students and alumni of the department are invited to enjoy an evening of wine and tapas. It is an opportunity for students to interact with each other outside of the classroom, network with Stellenbosch alumni and find out more about life after university.

In the remainder of our term, the IPS will be focussing their efforts on community and company interaction.

Written by **Tayla Boucher** (IPS Chairperson).



Alumni Networking Session

The first Industrial Psychology Departmental networking session took place on the 25th of March 2015 at the newly renovated Mathematical Sciences and Industrial Psychology building at Stellenbosch University. The main objective of these sessions is to create a social platform where individuals are given the opportunity to share and discuss industry-related topics, current challenges and potential solutions so as to exchange ideas with fellow alumni and lecturers from the department.

The need for such an event originated based on the importance of building one's networks, and what better way to do this in partnership with the department. Ultimately, your net worth as an individual is only as strong as your network. Attending the networking sessions is an excellent way of keeping in touch with old classmates, lecturers and pondering over how to get our academic knowledge and its daily application aligned in practice.

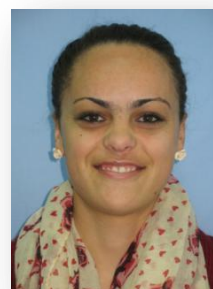
The next session will take place in June; the final date is still to be set. Communication will be sent out closer to the time. Any alumni from the department are more than welcome to join by sending an email to Reinette van Zyl (indpsych@sun.ac.za) for their name to be added to the mailing list. Christelle Jansen (christellejvz@gmail.com) can be contacted if you have any further questions or if you would like to share ideas for future discussion topics. There is a minimal cost involved for all attendees to make provision for some light refreshments. The Department is looking forward to see you at the next session.

Written by **Christelle Jansen**.

Master's Degrees

The following candidates received their Master's degrees at the December 2014 graduation ceremony.

Abrahams, Z.H.



Abrahams, Z.H. (2014). *Illegitimate tasks, personal resources and job resources as antecedents of job crafting.* MComm (Psych). Study leader: Dr Boonzaier, B.

ABSTRACT: In the modern world of work, there has been growing concern regarding the adequacy of traditional job redesign approaches in serving the changing nature of work. It has specifically been argued by Frese and Fay (2001) that in the modern world of work, jobs require a higher degree of initiative due to factors such as global competition, faster rate of innovation, new production concepts, and changes in the job concept. The modern world of work poses a number of challenges which include increased levels of initiative by employees in order to develop their knowledge and skills in order to remain 'current', creative ideas, and an increased need for employees to make more and more decisions on their own. In order to survive in today's challenging market place, employees thus should show high levels of proactivity and initiative.

Job crafting is the process by which

individuals make physical and cognitive changes to the task or relational boundaries of their work (Wrzesniewski & Dutton, 2001). It is proactive behaviour requiring adaptation to challenges and constraints presented by the working environment. It thus would be useful to be aware of the most important factors that contribute to the occurrence of such proactive behaviours. The objective of this research study therefore was to test whether salient job and personal resources, and job demands as depicted by the Job Demands-Resources model account for the variance in job crafting for a sample of employees working within the financial services industry. A literature review was conducted and hypotheses were formulated, and tested by means of an ex post facto correlation design. Data was collected from a sample of 236 employees employed by a company within the financial services industry. A self-administered web-based survey was used for the purpose of collecting the data and participation in the study was voluntary. The data collected was strictly confidential and anonymous. A number of separate measurement instruments to measure the specific latent variables were carefully selected for inclusion in the survey based on their reliability and validity.

The research findings specifically illustrate that employees who receive feedback on their performance as well as those who are engaged in their jobs, are more likely to craft their jobs. The results also show that engagement mediates the relationship between autonomy and job crafting, as well as the relationship between feedback and job crafting (the latter being mediated only partially by engagement). Finally, it was found that proactive personality was positively related to job crafting. The research findings therefore illustrate the importance of specific job- and personal resources in fostering job crafting behaviours. The results,

together with the managerial implications and practical interventions suggested, provide South African managers and industrial psychologists with valuable insight into managing and encouraging job crafting within the workplace.

This research study commenced only once ethical clearance was received from the Research Ethics Committee of Stellenbosch University.

Boers, M.



Boers, M. (2014). *Empirical evaluation of the Steyn-Boers structural model of psychological well-being at work.* MComm (Psych). Study leader: Dr Görgens, G.

ABSTRACT: This study recognised the importance of well-being of employees in today's turbulent working environment. It departed from the notion that the sustainability of organisations is determined by the quality of its workforce and therefore employee well-being is a major priority. The well-being of employees is not a random occurrence, but rather a complex phenomenon. Any attempt to influence or change the well-being of employees should be grounded in a firm understanding of the complexity of the well-being phenomenon.

Steyn (2011) developed a Salutogenic Model of Occupational Well-being in an attempt to depict how positive psychological variables can be combined in a dynamic depiction of the nomological net of variables underlying the phenomenon of well-being in the

workplace. The rationale for her study was that state-like Optimism and Self-efficacy will have a significant and direct positive effect on their Occupational Well-being, partly because of these psychological resources' ability to foster positive expectations about the future, and partly because of the heightened sense of Organisational Commitment and Work Engagement facilitated by higher levels of Optimism and Self-efficacy. As a first adaption to the Steyn (2011) study, this study attempted to explicate the arguments that motivated the adaption and expansion of the original Steyn (2011) Salutogenic Model of Occupational Well-being, into the Steyn-Boers Structural Model of Psychological Well-being at Work. Set within the theoretical frameworks of Positive Organisational Behaviour (POB), the Broaden-and-Build theory (Fredrickson, 2001), as well as Hobfoll's (1989) Conservation of Resource (COR) theory, the focus in this study was on explicating the nomological net of variables underlying Subjective Well-being (SWB) and Psychological Well-Being at Work (PWBW), as two contemporary constructs well integrated into the Occupational Well-being literature. SWB was defined as both Hedonic Well-being (HWB) and Eudaimonic Well-being (EWB). HWB was further defined as Positive Affect (PA) and Negative Affect (NA). Well-being was contextualised in the work domain with Dagenais-Desmarais and Savoie's (2012) Psychological Well-being at Work (PWBW) construct. Hope, Resilience and Gratitude were included as additional psychological resources. Work Engagement was retained in the current study due to its central role in well-being. It was argued that Perceived Organisational Support (POS) and Psychological Ownership should further translate into better well-being and were therefore included in this study.

A non-experimental research design (i.e. survey study) was used to explore the relationships between the various

constructs. A convenience sample of 199 respondents was recruited via a social media network platform, Facebook, (i.e. non probability sampling technique). The measurement instruments included were the Positive and Negative Affect Schedule (PANAS) (Watson, Clark & Tellegen, 1988); Ryff's (1989) Psychological Well-being Scale; and the Index of Psychological Well-Being at Work, developed by Dagenais-Desmarais and Savoie (2012). The four constructs that constitute Psychological Capital (Hope, Optimism, Self-efficacy and Resilience) were measured with the Psychological Capital Questionnaire (Luthans, Avey & Avolio 2007a). Gratitude was measured with the Gratitude Questionnaire-Six-Item form (GQ-6), (McCullough, Emmons & Tsang, 2002) and Work Engagement was measured with the 9-item Utrecht Work Engagement Scale (UWES-9) (Schaufeli & Bakker, 2003). Perceived Organisational Support was measured by the Perceived Organisational Support Scale, (Eisenberger, Huntington, Hutchinson & Sowa, 1986) and Psychological Ownership was measured with the Psychological Ownership Questionnaire (Pierce, O'Driscoll & Coghlan, 2004).

Confirmatory factor analysis (CFA) and item analysis were conducted to evaluate the reliability and validity of the measurement instruments. SEM was used to fit the structural model to the data to investigate the extent to which the abovementioned constructs were significant predictors of SWB and PWBW.

The results of the study revealed that different positive psychological resources predicted different aspects of well-being. For example, Hope had an indirect effect on both PA and PWBW, whilst Optimism had a direct effect on EWB and NA, with an indirect effect on PA and PWBW. Self-efficacy had a direct effect on EWB and Resilience a direct effect on PA. Optimism, as found in the Steyn (2011) study, thus played a very

central role in overall well-being. Gratitude, although it had no direct effect on any of the well-being constructs, affected NA, PA, EWB and PWBW indirectly by working mainly through Optimism. Strong support that Work Engagement and Perceived Organisational Support contribute to the well-being of employees emerged. Psychological Ownership was the only construct that had no direct or indirect effect on well-being. It was argued that a possible explanation for this may be that Psychological Ownership might not be an antecedent to well-being, but rather a dimension thereof. The importance of this study was thus condensed in the knowledge that there are certain important antecedents to the management of PWBW. The results provide a probable explanation of the complex nomological net of variables and their interrelationships with each other, which influence Psychological Well-being at Work.

Brink, E.R



Brink, E.R. (2014). *The relationships between the HEXACO personality dimensions and organisational citizenship behaviours within the civil engineering sector.* MComm (Psych). Study leader: Dr Boonzaier, B.

ABSTRACT: The construction industry is a large, diverse and complex industry. In recent times, this industry has experienced a long-lasting period of inactivity. One sector that forms part of the construction industry is the civil engineering sector. This sector is the

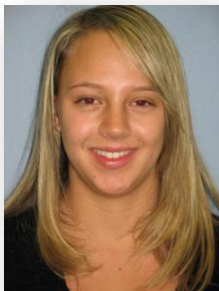
largest contributor to the income of the industry as a whole. Recent reports indicate that the construction companies within this industry are experiencing many challenges in both the internal and external environments.

A preliminary discussion with a number of engineers indicated that these individuals felt as if they were required to do more than what was expected of them in terms of their job requirements. These expectations not only include being expected to voluntarily work overtime and to be tolerant of non-ideal site conditions, but also to informally develop the interpersonal skills necessary to minimise conflict and to motivate and support each other. The majority of the participating companies admitted to having a lack of such voluntary behaviour, namely organisational citizenship behaviour (OCB), amongst their engineers on site. It is for this reason that the core objective of the study was to develop and empirically study a structural model that explains the antecedents that contribute the most to the variance in OCB amongst civil engineers on various sites within South African engineering companies. During the preliminary discussion and subsequent literature review, the main antecedent found was personality.

A quantitative research method with an ex post facto correlation design was utilised, where primary data was collected from a sample of 119 site employees of a number of South African construction companies. The self-administered questionnaire consisted of four sections, three of which were an amalgamation of the three valid and reliable measuring instruments that reflect the central focus of the structural model, i.e. personality, job satisfaction and organisational citizenship behaviour. The collected data was then analysed by means of Partial Least Squares Structural Equation Modelling. The results of the study indicate that certain personality characteristics do

contribute to the occurrence of organisational citizenship behaviour amongst site employees. Within the areas of personality and job satisfaction theories, this research adds to the existing literature on OCB. In order to assist South African industrial psychologists within this industry, managerial implications and suggested interventions pertaining to the research findings are provided.

Davis, S.



Davis, S. (2014). *The measurement invariance and measurement equivalence of the sources of work stress inventory (SWSI) across gender groups in South Africa.* MComm (Psych). Study leader: Prof Theron, C. and Dr Görgens, G.

ABSTRACT: The primary goal of an organisation, in a capitalistic system, is the maximisation of profit. The task of the human resource function in organisations is to affect the work performance of working man to the advantage of the organisation and in a manner that adds value to the organisation. The management of employee wellbeing/psychological health is one of the human resource interventions with which the human resource function pursues this objective. It is imperative for organisations to be aware of, and sensitive to, negative factors in the workplace, such as occupational stress, that influence employees' health and wellbeing and have a significant effect on job satisfaction and performance (Hamidi & Eivazi, 2010). Prevailing stress levels

need to be monitored regularly if escalating stress levels are to be detected in time to prevent serious personal and organisational problems from developing. The Sources of Work Stress Inventory (SWSI) is an instrument developed in South Africa specifically for this purpose (De Bruin & Taylor, 2005). The inappropriate use of occupational stress assessments across genders can seriously jeopardize the extent to which occupational stress assessments, and the decisions based on them, achieve their intended objectives. In order to avoid making widespread generalisations and untested assumptions which will eventually do a disservice to the field of psychology, the absence of measurement bias (i.e. invariance and equivalence) should be demonstrated instead of simply assumed (Van de Vijver & Tanzer, 2004). Establishing the measurement invariance and equivalence of an instrument across groups should be a prerequisite to conducting substantive cross-group comparisons (Dunbar, Theron & Spangenberg, 2011). It is imperative to empirically ascertain whether the instruments that are used are free of cultural, language, gender, age and racial bias, not only because it is prohibited by the Employment Equity Act 55 of 1998, but also as it is in the interest of good workmanship. Bias is indicated as nuisance factors that threaten the validity of cross-group (cultural) comparisons (Van de Vijver & Leung, 1997). These nuisance factors could be due to construct bias, method bias and/or item bias. Due to the importance of the decisions made, it would seem essential that the information provided by test results apply equally across different reference groups. In this study the specific measurement invariance and equivalence sequence of tests set out by Dunbar et al. (2011) was used to answer a sequence of research questions that examine the extent to

which the SWSI multi-group measurement model may be considered measurement invariant and equivalent or not, and to determine the source of variance if it existed (Vandenberg & Lance, 2000). Upon investigating the measurement model fit of the SWSI, the results indicated that support was found for the hypotheses that the measurement model fits the data of both gender samples independently. Furthermore, support was found for the configural and weak invariance model. However, due to not meeting the requirements for metric equivalence, partial measurement invariance and equivalence was explored.

Du Toit, B.



Du Toit, B. (2014). *The modification, elaboration and empirical evaluation of the De Goede learning potential structural model through the incorporation of non-cognitive learning competency potential latent variables.* MComm (Psych). Study leader: Prof. Theron, C.C.

ABSTRACT: People are often referred to in a Human Resource Development context as the organisation's most important resource in recognition of the important knowledge and learning they bring to the organisation (Bierema & Eraut, 2004). South African organisations experience a shortage of this valuable and important resource due to the country's social political past which was led by the Apartheid system. South Africa today still suffers from the

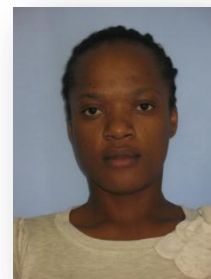
consequences of the history of racial discrimination which was led by the Apartheid system. This system was one of legal racial segregation enforced by the National Party government of South Africa between 1948 and 1993 and it deprived the majority of South Africans of the opportunity to develop and accumulate human capital. South Africa's past has thus left the previously disadvantaged group members with underdeveloped competency potential, as opposed to the not previously disadvantaged group members, and this has subsequently led to adverse impact in valid, fair (in the Cleary sense of the term) strict-top-down selection. This underdeveloped competency potential prohibits these individuals from succeeding in the world of work. Because of the importance of labour it is crucial that the South African labour force be developed to reach its full potential. Adverse impact in personnel selection refers to the situation where a selection strategy affords members of a specific group a lower probability of being selected compared to members of another group (Boeyens, 1989). There thus lies a vast reservoir of untapped human potential in this country, and a method to identify these individuals is required. The fact that adverse impact is created during personnel selection does not necessarily mean that selection procedures are responsible for the adverse impact. Adopting a problem orientation involves using careful analysis to identify the root causes of a problem (Bierema & Eraut, 2004). In South Africa an intellectually honest solution to the problem of adverse impact would be to provide development opportunities, rather than searching for an alternative selection instrument, to those individuals who have been denied opportunities in the past in order to develop skills, abilities and coping strategies necessary for job performance. This does not imply that affirmative action should be abolished; it rather suggests that the focus of this

corrective policy should shift towards a more developmental approach. More emphasis should be placed on providing the previously disadvantaged with the necessary training and development to foster the necessary competency potential to succeed in the world of work. Affirmative developmental opportunities will entail giving previously disadvantaged individuals access to skills development and educational opportunities aimed at equipping them with the currently deficit skills and knowledge. A need exists to identify individuals who will gain maximum benefit from these developmental opportunities and who display the highest potential to learn, as resources for such developmental programmes are scarce. Attempts at accelerated affirmative development will be effective to the extent to which there exists a comprehensive understanding of the factors underlying training performance and the manner in which they combine to determine learning performance (De Goede & Theron, 2010). De Goede (2007) has already conducted a study to identify such individuals. Selection alone, although important and necessary, is not sufficient to ensure successful affirmative development interventions. Additional interventions are required, post-selection, to ensure success. The primary objectives of this study are consequently to build onto De Goede's (2007) foundations and it is therefore necessary to describe De Goede's (2007) model, explain its underlying argument, report on the fit of his proposed structural model and also to report on the findings regarding the specific causal relationships which he proposed. De Goede's (2007) existing learning potential structural model was expanded with the inclusion of additional non-cognitive variables in order to gain a deeper understanding of the complexity underlying learning and the determinants of learning performance. The hypothesised learning

potential structural model was empirically tested and evaluated and achieved good close fit. Modification indices calculated as part of the structural equation modelling suggested a specific addition to the existing model that would improve the fit. One modification was subsequently made to the model after the consideration of the full range of fit indices, standardised residuals, modification indices and parameter estimates. No paths were removed. This decision was taken because the path-specific hypotheses that were tested referred to the specific paths when they were included in the specific model. Deleting insignificant paths from the model would therefore change the original hypotheses. The final revised structural model achieved good fit.

The limitations of the research methodology, the practical implications of this study, and recommendations for future research are also discussed.

Mashigo, A.C.L



Mashigo, A.C.L (2014). *Factors influencing work readiness of graduates: an exploratory study.* MComm (Psych). Study leader: Prof. van Dyk, G.A.J.

ABSTRACT: The world of work is increasingly changing, and to keep up with the changes, organisations are recruiting recent graduates with the aim of facilitating growth and continual improvement. The challenge is that these graduates do not necessarily possess the kind of competencies required to survive in the work environment. There are many

challenges in the work environment that can affect the performance of graduates, and this requires certain competencies which graduates rarely possess. On the basis of the literature overview it is proposed that EI, SOC and PsyCap could contribute to strengthening graduates' personal resources and contribute to their work readiness and ultimately their performance in the work environment.

The aim of this study was to explore the relationships between emotional intelligence (EI), psychological capital (PsyCap), sense of coherence (SOC) and the work readiness (WR) of graduates. The main argument of this study was that the personal resources of EI, SOC and PsyCap may make meaningful contributions to the work readiness of graduates and subsequently their performance in the work environment. The existence of relationships between these variables was statistically investigated and the necessary conclusions were drawn.

A sample of 183 participants was drawn from two universities in Africa. Participants completed existing reliable and valid instruments measuring EI, SOC and PsyCap. WR was measured using the recently developed WRS. Correlational analysis was undertaken to determine the relationships between EI, SOC, PsyCap and WR. Multiple regression analysis was undertaken to determine whether the independent variables (EI, SOC and PsyCap) contribute to WR. Results revealed significant positive relationships between several subscales of EI, PsyCap and the subscales of WR, more specifically with organisational acumen and work competence. Very low correlations and insignificant correlations were found between SOC and the subscales of WR. The multiple regression analysis revealed comprehensibility as the best predictor for personal work characteristics; emotional reasoning, emotional expression and optimism as best

predictors for organisational acumen; efficacy and emotional self-management as best predictors for work competence and efficacy as the best predictor for social intelligence. The conclusion that was drawn from this study was that EI and PsyCap contribute to WR, more specifically to organisational acumen and work competence.

Pretorius, D.J.



Pretorius, D.J. (2014). *Modification, elaboration and empirical evaluation of the De Goede learning potential structure model: rising above adversity.* MComm (Psych). Study leaders: Ms Visser, M. & Prof Malan, DJ

ABSTRACT: The current study is an attempt to acknowledge the existing inequalities South Africa faces, while presenting a solution to reach the ideal of equal opportunities so many South Africans strive for each day. The catalyst for the current study is the observed shortage in skills, knowledge and general abilities among those South Africans who were previously denied developmental and equal educational opportunities. Through addressing the challenges faced by those most at risk of not achieving learning performance success, an attempt is launched to uncover the factors that should be considered when evaluating learning potential. The study is directly aimed at addressing the failures of previous affirmative development attempts. The core belief of the author remains in line with the current government's view, namely that successful affirmative

development is the most effective way to correct the injustices of the South Africa's past.

Through scientific assistance to the corporate sector, Industrial Psychologists can play a leading role by using the practice of selection as a vehicle to drive the process of affirmative development in a responsible manner through selective developmental opportunities. The author has attempted to identify cognitive and non-cognitive learning performance variables that are to be considered when considering learning performance success. The current study is an elaboration of previous research presented by De Goede (2007) that was based on the findings of Terry Taylor (1989, 1992, 1994, 1997).

The current learning potential structural model is an elaboration of the De Goede (2007) learning potential structural model. The author has proposed additional non-cognitive variables as an attempt to gain a more thorough understand with respect to what constitutes success in learning performance. By adding more variables to the existing nomological network that constitute learning performance, the author attempted to uncover a more holistic insight into the construct of learning performance success.

The research was conducted using a sample of 395 grade 9 school learners from previously disadvantaged communities in the Cape Town area, including Bonteheuwel, Mannenberg and Goodwood. All the learners in the sample group successfully completed term 1 and 2 passing English first language, Afrikaans second Language, Mathematics and Science. The proposed hypothesised expanded learning potential structural model was empirically evaluated. The fit of the measurement model achieved exact fit. The researcher extended the investigation by considering the full range of fit indices, standardised residuals, modification indices and

parameter estimate. From the results obtained the researcher modified the structural model, by removing one of the interaction effects. The results of the final revised structural model achieved good fit. Only five of the paths in the final model were empirically corroborated. Support was found, indicating that a statistical significant positive relationship exist between Learning Motivation and Tenacity, Conscientiousness and Resilience, Parental Quality and Learning Motivation, Grit and Cognitive Engagement as well as Grit and Learning Motivation. In addition to these findings, the researcher also presented some limitation to the research methodology, practical implications as well as recommendations for future research.

Rossouw, G.J.



Rossouw, G.J. (2014). *Critical leader behaviour in the emerging South African economy.* MComm (Psych). Study leaders: Prof Engelbrecht, A.S. & Prof Uys, J.S.

ABSTRACT: Leadership is, without a doubt, one of the most valuable commodities in business. It is no secret that organisations depend greatly on leaders for their success, and that the effectiveness of the organisation is related to the effectiveness of its leaders. Organisations worldwide are continuously searching for the finest leaders to organise and lead their organisation to optimal performance. However, leadership is much more

complex than initially meets the eye. A great many researchers have conducted decades of research on the topic and have not yielded irrefutable evidence on leadership. Although research has succeeded in defining different types of leadership and leader influencing, and power tactics, the characteristics, behaviour and situational factors of effective leadership are still under contention. The phenomenal complexity and elusive character of the leadership construct should be considered as a problem whose resolution would greatly enrich our knowledge. For social and organisational psychologists, understanding leadership, its behaviours and processes, forms a fundamental, if not chief element of group and organisational processes. These processes can arguably lead to group, and thus organisational effectiveness. In this study, leadership is explored from the basis of social learning theory and focused specifically on South Africa's emerging economy. Bandura, the founder of social learning theory, advocates that people learn their behaviour by observing those who are superior and desirable to them, and then imitate their behaviour. According to this theory, leaders have a very direct effect on the behaviour of their subordinates, which enables them to mould employee behaviour by being a good role model. In addition, literature on leadership has corroborated that role modelling is one of the most effective influencers on employee behaviour. This study attempts to uncover which leadership behaviours is conducive to organisational effectiveness. This information can be useful to all other potential or current leaders in the South African economy, and the insights gained from the study can be used as a valuable framework from which they can lead their organisations through their own behaviour.

The objective of this research project is thus to come to a deeper understanding of what the critical leadership behaviour

in the emerging South African economy looks like. Through acknowledging the complexity of human behaviour and the leadership construct we want to comprehend what behaviour it is that makes leaders successful. Individual, in-depth interviews with a number of South Africa's most successful business leaders is seemingly the best method of uncovering what these 'effective leader behaviours' are. These interviews create an understanding of how successful leaders view leadership and what behaviour they (as the experts on leadership behaviour) deem important.

The repertory grid interview technique is utilised in this qualitative study, to uncover how these leaders perceive leadership. This is an attempt at coming closer to understanding what the cunning logic of nature's design looks like, in terms of effective leader behaviour.

This study focuses on South Africa in the current emerging economy, and aims at providing insights into the specific leader behaviour that is conducive to organisational effectiveness. These insights can be used as a starting point from which leaders can cultivate their own behaviour to mould a desired organisational culture, and reach organisational objectives.

Van't Wout, M.C.



Van't Wout, M.C. (2014). *Factors influencing career maturity in the South African National Defence Force: A*

diagnostic approach. MComm (Psych).
Study leader: Prof van Dyk, G.A.J.

ABSTRACT: The Military Skills Development System (MSDS) of the South African National Defence Force (SANDF) is the military contribution towards the South African National Skills Development Strategy. The purpose of this study was to determine if the SANDF is succeeding in contributing towards youth development, by investigating the career maturity (CM) of MSDS members. The adolescent years are a critical time for youth to explore and confirm their career choices, and to make major decisions at what can be perceived as a turning point in their lives. The factors that influence CM were investigated in order to determine the most suitable focus for possible career guidance programmes or interventions within the MSDS. A sample of 310 MSDS members was used to gather information on CM and the most prominent factors that have an impact on CM were identified from the literature review. Data was collected by means of administering five questionnaires; The Career Maturity Inventory- Revised short form (CMI-R), The Career Decision Self-Efficacy scale short form (CDSE), The Military Hardiness Scale (MHS), the Seven Habits Profile (SHP) and a Biographical Information Form (BIF). The CM of the MSDS members was found to be moderate. MSDS members seem to have high levels of confidence in their abilities to make career decisions (self-efficacy) and they perceive themselves as being hardy and having very good life skills. Moderate and weak, positive relationships were discovered between all twenty of the factors (scales and subscales of independent variables) and CM (dependent variable); however, they were not all significant. Multiple regression analysis resulted in a set of predictor variables (factors) which were used as the focus for recommendation

on how CM may be improved for MSDS in the SANDF. These factors include: self-efficacy, seeking occupational information, self-appraisal, commitment, challenge, conscientiousness and continuous improvement.



Doctorate Degrees

Dr Roux, S.M.

Shayne Roux (photo below) is currently a group manager for Talent and Organisational Effectiveness at Distell. In 1986 Shayne was appointed as the Human Resources Officer at Pioneer Foods where he speedily climbed the corporate ladder to a managerial position in 1987. After having held a consultation and various managerial positions at Pioneer Foods, Shayne was appointed by Distell in 2000 as a SAP HR Project Manager. In 2008 he was awarded his Honours degree Cum Laude and was awarded Best Honours Student in Industrial Psychology. He proceeded with his studies and obtained the Master's degree in 2010, again Cum Laude, followed by his PhD in Industrial and Organisational Psychology at Stellenbosch University in 2014. His membership to professional bodies includes the Society for Industrial and Organisational Psychology (SIOPSA), Assessment Centre Study Group of South Africa (ACSG), Health Professions Council of South Africa (HPCSA), and the South African Board for People Practice (SABPP).



Roux, S.M. (2014). *The impact of positive organisational factors on the career success of black employees in the South African work environment: An exploratory study.* PhD (Industrial Psychology). Study leader: Prof Malan, D.J.

ABSTRACT: This study is rooted in career psychology with implications for career management. In addition, the study draws from various fields including the positive organisational behaviour paradigm. The underlying assumption of this study is that certain organisational and individual factors influence the experience of subjective career success amongst black employees in the South African work environment. In order to evaluate this assumption an attempt was made to gain an understanding of the antecedents of subjective career success. An overview of the literature led the researcher to the conclusion that transformational leadership, job resources, supportive organisational climate, psychological empowerment, and psychological capital (PsyCap), could be regarded as antecedents of subjective career success. Based on the literature, a theoretical model was developed that portrays a sequential

process within which the identified variables play roles that vary in salience, depending on the stage in the sequential process. A mixed-methods research design was employed to guide the investigation. More specifically, the study consisted of a qualitative strand, followed by two quantitative strands. In the qualitative strand (Phase 1), a semi-structured interview was used to obtain information about the factors influencing career success from 30 black employees in white-collar jobs from three different South African organisations. The purpose of the qualitative strand was two-fold, firstly to seek confirmation that the instruments utilised covered the most salient issues. Secondly, to obtain guidance on how to supplement constructs that were not adequately covered, before continuing with the subsequent quantitative strands. The outcome of Phase 1 provided evidence of sufficient coverage of the variables as based on the literature review. However, it was decided to add three questions to the job resources measuring instrument, as well as two items to the supportive organisational climate instrument. During both the quantitative strands, survey research was used. To facilitate the collection of data during the survey research, an electronic web-based questionnaire was compiled. Standardised questionnaires were utilised to measure each of the ten constructs. The purpose of Phase 2 was to pilot test the composite questionnaire. A total of 220 usable questionnaires were analysed during Phase 2 with regard to the psychometric properties associated with each of the constructs. Evidence of the psychometric properties was obtained by means of internal consistency, confirmatory and exploratory factor analysis. All the instruments used in Phase 2 had acceptable reliabilities and goodness-of-fit, with the exception of the psychological capital instrument (PCQ). More specifically, less than satisfactory reliability coefficients were

observed for resilience ($\alpha = .60$) and optimism ($\alpha = .48$). On the basis of this, no changes were made to the content of the instruments for use in Phase 3. However assumptions about the factorial structure of the job resources scale had to be revisited. The outcome of Phase 2 was a set of reliable and valid measuring instruments that could be used with confidence. The purpose of Phase 3 was to evaluate thirteen propositions guiding the current study. A total of 418 usable questionnaires were analysed during Phase 3. During Phase 3, further confirmation was found that all the instruments used had acceptable reliabilities, as well as goodness-of-fit. In addition, correlation analysis, step-wise multiple regression and structural equation modelling (variance and covariance-based) were employed. All the independent variables were significantly related to the dependent variable, subjective career success, except for objective career success (past). Job resources, psychological capital and supportive organisational climate, however, were the only significant predictors of career success. In order to evaluate the appropriateness of the proposed sequential model, both variance and covariance-based structural equation modelling were used. Model exploration was facilitated by the use of variance-based structural equation modelling. Both non-significant paths, as well as significant, but weak paths, were removed during the exploration process. The covariance-based approach allowed the utilisation of modification indices to arrive at an optimal model. A model consisting of only the significant paths were subjected to covariance-based structural equation modelling. The modification indices suggested adding three direct paths between subjective career success and transformational leadership, job resources, as well as supportive organisational climate. However, in the optimal model, the direct path between transformational

leadership and subjective career success was excluded due to not being statistically significant. In the optimal model all the proposed paths were significant. Acceptable goodness-of-fit was obtained for this optimal model. The results of Phase 3 provided evidence supporting the majority of the thirteen propositions that guided the current study. With the unique combination of variables, this study can be seen as making a contribution to the existing theory and literature by explicating the interrelationships between transformational leadership, job resources, supportive organisational climate, psychological empowerment, psychological capital (PsyCap), and subjective career success. The researcher made recommendations for future research, as well as for scientific and practical interventions regarding the development of subjective career success.



"A diamond is just a piece of charcoal that handled stress exceptionally well"
– Unknown.

EVENTS & OTHER

PROF KLAUS MELCHERS



Prof Klaus Melchers from Ulm University in Germany presented a guest lecture at the Department on 23 March 2015 on the topic: *What are the Effects of Candidates' Knowledge of the Performance Dimensions that are Targeted in Assessment Centres and Selection Interviews?*

Klaus Melchers is a professor at Ulm University in Germany. After having received his Ph.D. in experimental psychology from Philips-University Marburg in Germany he was appointed as an assistant professor at the University of Zurich in Switzerland. In 2012 he became the first full professor for Work and Organisational Psychology and established a new Personnel and Organisational Psychology group at Ulm's Psychology department. His main research interests include personnel selection (with a focus on assessment centres and employment interviews), personality measurement in the work context, and performance appraisal.

Klaus' work has been published in journals such as the Journal of Applied Psychology, Personnel Psychology, Human Performance, Psychological Review, and the International Journal of Selection and Assessment.



Our students assisting with registration at a SABPP breakfast session at Old Mutual on the 25th of July 2014.



These are photographs of the Honours welcoming function, but most importantly the best Honours student (Jayme Inglis) and the best Master's student (Trevor Herselman) of 2014.



The photo above was taken at the Departmental year-end function at the Spice Route.



The IPS year-end function which was held at Beyerskloof on the 17th of October 2014.



The above photo was taken at the Faculty Year End Function. It traditionally encompasses a knockout volley ball competition. As one can see, the partakers were figuratively and literally knocked out!



...And then they say our lecturers aren't hot? Excuse the pun! This sneaky photo of Professor Callie Theron was taken when the air-conditioners were out of order.



*Newsletter prepared by
Ms Reinette van Zyl.*