

whats UP @ HRM

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*Unique to our
summer edition*

SABPP Awards

PhD Graduation

#ChooseUP

**International
students taking our
modules**

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From the editor

Looking back at 2018, I am proud to be part of the Department of Human Resource Management (HRM) at the University of Pretoria (UP). We have achieved various accomplishments during this year and I am filled with feelings of satisfaction and gratification. In this issue, we celebrate the excellence of our department, our staff (especially Mr Sakkie van Greunen for his SABPP award) and our students and their achievements.

We produced students of high quality (not only at PhD level but also undergraduate level) in 2018 and are especially proud of Frank Wilkinson for his award for best HR student in SA from the South African Board of People Practices (SABPP). We created quite a coffee buzz at the ChooseUP Open Day and are looking forward to attracting more students to our new programmes in 2019.

The presence of international students taking some of our course modules was exciting and provided insight to our students. We presented our research globally and have travelled far to increase our international profile (as far as Canada). After a successful year for our department, a well-deserved break is in order. I am looking forward to a new year filled with endless possibilities for excellence.

Prof Eileen Koekemoer



Meet our HOD



Prof Alewyn Nel has been appointed as Head of our Department, the Department of Human Resource Management in December 2017. As staff we are familiar with his research expertise and teaching experience, his love for the bushveld, his high work ethics and his willingness to always assist wherever he can. We have asked him to share some other qualities and background with us.

Who influenced you to become a lecturer/academic?

Quite a few people. Prof Karina Mostert was my research lecturer at NWU in 2004 whilst I was studying for my Honours in Industrial Psychology. Her passion for research, and the respect I had for her as an academic, instilled the first seed to pursue a career in academia. This notion was further refined by Prof Cara Jonker, who was my MCom mini-dissertation supervisor, and by my PhD promotors, Prof Ian Rothmann and Prof Fons van de Vijver. Each of them definitely had a defined role in my decision to be an academic.

Briefly give your background at the University of Pretoria?

I kicked off my tenure in February 2015 as an Associate Professor in the Department of Human Resource Management. In November 2015, I began to manage the Honours programme, and then in April 2017 was appointed as Acting Head of Department. In December 2017, I was appointed as the Head of Department for a four-year period.

What do you enjoy about working at the University of Pretoria?

The learning culture within the department and Faculty. It is exciting to work in a department and faculty where colleagues are willing to share their expertise.

What aspect of being HOD do you enjoy most?

Providing a framework for my colleagues to advance their careers, and the dynamics of working with a broad spectrum of people and organisations

What are the three most important things for you in a job?

1. Setting and keeping of goals
2. Taking responsibility for results (good and bad)
3. Doing your job with integrity

What, in your opinion, is the difference between hard work and smart work?

Working smarter is not always measurable; for example, working a 80-hour week versus getting as much done in a small amount of time. Rather, it is using your time optimally, being resourceful and focusing solely on receiving the desired results. Keep the focus on core work functions which contribute to achieving the objectives of the organisation, as well as your own career advancement.

How would you describe yourself in three words?

Compassionate, inquisitive, and agile

What do you enjoy doing in your spare time?

Spending time with family and friends, walking and playing with my dogs, and camping somewhere with no electricity or cell phone signal

What are you passionate about?

People, animals and being in the bush somewhere



What do we stand for and who are the Department of Human Resource Management?

Our Staff Composition

1 Professor
1 Lecturer
1 Strategic Professor
1 Extraordinary Professor
3 Senior Lecturers
3 Administrators
4 Part-time lecturers
7 Associate Professors

7 NRF rated researchers
11 SABPP registered staff members
9 HPCSA registered staff members

10

lecturers with more than years
experience



12 female
6 male



Inclusivity
Socially responsible
Integrity
Quality
Academic excellence

Vision



The Department of Human Resource Management aims to be a leading and reputable academic department that provides contemporary scholarship and professional relevance in the fields of Industrial and Organisational Psychology, Human Resource Management and Labour Relations.

VALUES

Research focus areas

Work-life balance
Subjective career success
Psychological ownership
Employee relations
Validation studies
Social identity
Assessment centers
Supervision and student engagement and well-being
Talent management
Leadership
Psychological contract
Abusive management
Work and professional identity
Development or adapting instruments
Gender diversity
Social desirability
Personality

TEACHING AND LEARNING

We provide qualifications that are cutting-edge, significant and aligned with industry needs.

RESEARCH

We are a research-intensive department that is highly regarded, locally as well as internationally, in producing quality research that is internationally competitive, locally relevant and ethically responsible, and which will contribute to the body of knowledge.

SOCIAL IMPACT

We grow future-fit, socially responsible management professionals and leaders in Industrial and Organisational Psychology, Labour Relations and Human Resource Management, to serve the nation in the global interconnected world. We act in the best interest of our industry partners (professional and regulation bodies, professional societies, alumni and other professional networks), our students and our communities by providing professional and academically sound services.

Celebrating Mr Sakkie, our living legend in HR

Mr. Sakkie van Greunen, is well-known in our department and among our students and is often referred to as “a living legend in HR”. This year, Mr Sakkie was awarded for his exceptional teaching and knowledge regarding the SABPP’s National HR Standards, when he was awarded the best HR Standard academic of the year. Although this prize was shared with Prof Nicolene Barkhuizen from the NWU, we are extremely proud of his achievement. This achievement is a true reflection of his passion for Human Resource Management and his love for teaching.

Mr. Sakkie is loved among the students and have been affiliated with our Department for more than seven years as part-time lecturer. He is always willing to assist our department by teaching modules and assisting our students. This year Mr Sakkie did exceptional well and made an invaluable contribution to our undergraduate programme, when he taught the third year modules in our department. The students speaks very highly of his knowledge and skills and the fact that he is always willing to walk the extra mile for our students. Sakkie, we are very fortunate to have you in our department and the students are very appreciative of you, as can be illustrated:



Students showing their appreciation

Dear Mr Sakkie
Thank you for being my most enthusiastic, fair-minded and thoughtful lecturer! Your real life examples & advice to prepare for the real world is a pure indication of your commitment to developing us as students and in our future jobs - it was not a wasted effort & I truly appreciate it!
You are one lecturer I will never forget - Stunning! 🙌
Marino Fauro xx

Dear Sakkie,
It has been the most incredible privilege to have been taught by you. I can honestly say that you are, without question, the most benevolent person that I have ever known. I still cannot quite wrap my head around how much you care for your students; without reason or ulterior motive, you are kind and caring towards these students. Your character has caused a paradigm shift for me; I am relatively cynical, and struggled to believe that a person could be kind without wanting something in return - you are living proof that it is possible. I feel honoured to have been a recipient of your tutelage, and I am extremely grateful that you have gone far beyond the call of duty, making yourself available for personal and work-related consultation. Thank you sir, for the impact you have had on my life, and all the lives of your students. I wish you only the very best; and a long, impactful career.
Sincerely, Frank

Dear Sakkie...
Thank you for such an incredible year. The dedication and care you put into your work is so inspiring. I think I've told my parents and all my friends about your energy and teaching methods.
You will be missed.
- Somona Kabemba

Dear Sakkie ♡
Thank you for being the best lecturer I've ever had. You are such an inspiration and your positive attitude and smile is contagious and Thank you for everything!
Celine de Tost
16002505 -

Thank you for being such an interesting, inspirational and caring lecturer. Your work and life lessons will forever stay with me throughout life. It was such an honour to be taught by the one and only Sakkie. Thank you for everything.
Daniella Yasbek ☺

Dear Sakkie,
Thank you for being more than a lecturer, you have been a life mentor, an inspiration to our school & personal lives ☺

Thank you so so much for all your advices and motivations may the Good Lord continue to Bless you to continue being a blessing to others

Thank you so so much
Hoko Mabasa
15131701

The best teachers are those who show you where to look but don't tell you what to see. Thank you for an amazing year
- Precious Tneko

25 YEARS AT UP

Professor Pieter Schaap

Written by: Lynette Govender

Prof Pieter Schaap in the Department of Human Resource Management is celebrating 25 years at the University of Pretoria in 2018, and we are naturally curious about the man behind the professional image. Schaap initially studied food technology and worked at KOO in Montague, Cape Town. During this interlude in his life, he realised that the monotony of working in a laboratory by himself was not his cup of tea. He concedes that he enjoyed the analytical aspects of the job, but he missed the lack of human interaction. This lack was prevalent enough to drive him to the CSIR, where he took a career guidance test to help him assimilate this gap within himself that would not settle.

The response was Industrial Psychology. With this new vocation, he could use his love for all things analytical, combined with people. Industrial Psychology was the missing puzzle piece that also simultaneously initiated his career as an academic. Unbeknownst to him at this stage, assessments and in particular, psychometric assessments would become the core basis of his research focus.

He immediately embarked on his quest to become an Industrial Psychologist and initially registered for this field of study at UNISA, but thereafter completed the rest of his education at UP. After he obtained his Honours degree, he was invited to join the Human Resources Department as a Junior Lecturer. Today, Schaap is the Programme Manager for the honours students and he lectures psychometric testing which determines the correct job fit for applicants in the workplace to the Honours and second year undergraduate students. He describes his teaching style as “I am here to create circumstances for optimal learning. I cannot teach the student, but I create the opportunity to facilitate learning.” He describes his interactions with his students as an opportunity to influence young minds for the world of work, and he advocates practical experience, “let’s learn by doing” to his students. He also uses this knowledge to assist the University in conducting psychometric assessments for selection purposes of UP job applicants.

His research focus areas are: instrument development and validation; psychometrics and skills testing; management, leadership assessment and development centres; training impact analysis and organisational motivation. Quarter of a century later, Schaap has published numerous articles based on quality research and has attended various conferences on global platforms. He says that “working at the University of Pretoria has provided me with the platform to pursue my intellectual curiosity in my discipline.” He has consistently professed his passion for psychometric quantitative research and the measurement of personality, ability and attitude. To be successful within this medium also requires additional skills, such as working with technical applications like MPlus, SPSS and EQS.

Schaap says that research is about discovery coupled with a willingness to be inquisitive. Research takes time, risk, investment and innovation to produce new knowledge that will be accepted for publication in leading journals within his field of expertise. He is currently working on extended structural equation modelling techniques, including Bayes theorem. Schaap intimates that he utilises new techniques to refine theory by revisiting previous research that will either enrich or repute such research findings. He chuckles, and says sheepishly that at times, he becomes engrossed and remains engaged within the dimension of data until he finds a solution to satisfy his probing mind.

On a personal level, he reads Wilbur Smith to relax, and he casually mentions that his wife and children are professional musicians. He recalls meeting his wife Betsie on the steps of his church as his moment of epiphany: “I sat next to this beautiful woman and bombarded her with my interest. Betsie liberated me from bachelorhood, and today, we have two beautiful and talented daughters who together play piano, violin and flute.” Naturally, his home is filled with the sound of music, piano chords intermittently interwoven with the melody that springs forth once the bow touches the strings is food for the soul. Music, especially classical music inspires his critical thinking, but strangely enough, he conducts most of his research in the quiet of night, when you are more than likely to find him deeply immersed in his world of numbers and patterns, seeking solutions on his research quests.



Prof Jenny Hoobler presents Insights Lecture on women's leadership in Australia

In July, Prof Jenny Hoobler was invited to present the annual Insights Lecture at the University of South Australia's (UniSA) Centre for Workplace Excellence in Adelaide, on the topic of women's leadership. She was named one of the UniSA Visiting Distinguished Thought Leaders, a designation awarded to world-leading academic figures whose research has the capacity to make a tangible, strategic contribution for the benefit of UniSA. During her lecture, she shared state-of-the-art research on women's leadership and the value it can bring to organisations. She also shared her recent comprehensive analysis of academic research on the business case for women's leadership, that is, research tying the number of women leaders to company earnings. Other topics she discussed in the lecture included popular beliefs about a 'female way of leading', and the female top leadership advantage.



Prof Jenny Hoobler

Prof Stella Nkomo earns Academy of Management's Distinguished Service Award

In August, Prof Stella Nkomo was awarded the prestigious 2018 Award for Distinguished Service by the Academy of Management (AOM), during their annual conference in Chicago. This lifetime career achievement award recognises long-term, significant contributions in one or more of the following areas: enhancing a field of study, founding or creatively editing a scholarly journal, and unusually effective service to a major professional institution. Prof Nkomo was specifically awarded for her ongoing efforts to improve the quality of university education and management research in Africa, her engagements in preparing for Academy conferences in Africa, and taking an instrumental role in the development of the Africa Journal of Management.



Prof Stella Nkomo

PhD candidate and supervisors take best paper award at British Academy of Management conference



BAM track chair, Prof Ashley Braganza (Brunel University), Natasha Winkler Titus (University of Pretoria) and co-chair John Mendy (University of Lincoln)

Natasha Winkler Titus, along with her supervisors, Dr Anne Crafford and Prof Karel Stanz, won the best full paper award in the Organisational Transformation and Change track at the annual conference of the British Academy of Management (4–6 September 2018). The conference was hosted by Bristol Business School and the University of West England and featured topics centred on the theme of ‘Driving productivity during uncertain and challenging times’.

The paper, entitled ‘The influence of identity as power mechanism in unplanned organisational change’, was based on findings of Natasha’s PhD research, and explored the role of identity as a power mechanism in explaining unplanned change forced on an organisation from the socio-political and socio-economic context. Drawing on a case study in Higher Education, the authors used the lens of Fleming and Spicer (2014) to identify four forms of power originating in types of identities, which contributed to the unplanned change. The work makes a valuable contribution to our understanding of unplanned change in organisations, which is currently under-theorised in the change literature.

Reflecting on her conference experience, Natasha said: ‘A PhD journey is like an apprenticeship; this was a critical and special moment on my journey and I value the experience. I learned much, got to network with peers and met the gurus I reference in my writing. I am eternally grateful to my supervisors for their support and guidance.’

SABPP NATIONAL HRM STUDENT EXCELLENT AWARDS

Frank awarded Best HR student in South Africa

Frank Wilkinson, a third-year Human Resource Management student, took part in the South African Board of People Practices (SABPP) National Top Student Recognition Awards and took first position. He received the award at the Human Resource Universities Forum (HRUF) held at the Vaal University of Technology (VUT) in September.

The SABPP Excellence Awards aims to recognise and reward top performing Human Resources (HR) students from all HRUF member Universities in the country. The forum provides an

opportunity for HR students to showcase their talents by competing for the National HR Excellence Award. This year, five higher education institutions nominated their best students based on their academic performance, leadership, community engagement, presentation skills and appreciation of the HR profession. The finalists had to prepare and present an impromptu presentation on the impact of the Fourth Industrial Revolution on HR, after which they were interviewed by a panel of judges consisting of the CEO of the SABPP, an HR director, an academic and an industry representative.

Frank received a R15 000 cash prize, a trophy and a floating trophy, a certificate, a tablet, a smart watch, a textbook, various accessories and a book voucher. He also spoke at the SABPP's 6th Annual Standards Summit on 1 November in Krugersdorp.

We are proud of you, Frank!



Frank Wilkinson



(left) First runner up: Charnte Marthinus, Vaal University,
(in the middle) Winner: Frank Wilkinson, University of Pretoria
and (right) Second runner up: Khanyisa Sam, Nelson Mandela University

Celebrating the graduation of two PhD students

In September, our department held a public lecture ceremony for PhD graduates Dr Carin Bergh and Dr Jaco van der Westhuizen, who completed their PhDs in the department. Carin obtained her PhD in Industrial and Organisational Psychology and Jaco his PhD in Organisational Behavior. During the ceremony, they shared the scientific knowledge they had created through their research. The beautiful event was attended by various staff members from the Faculty and the graduates' friends and family, who celebrated their achievements and contribution to knowledge generation. The department celebrates their success and appreciates their hard work and dedication.



Introducing the thesis of Dr Bergh:



Dr Bergh

Dr Carin Bergh completed her thesis, titled 'Linking manager implicit racial and religious bias to abusive supervision: consequences for diverse employees', under the supervision of Prof J Hoobler. She investigated discriminatory and abusive leadership behaviours in manufacturing organisations that produce agricultural chemicals, from the perspective that abusive leadership behaviours may be a reflection of managers' implicit bias toward members of dissimilar social groups. Multi-level structural equation modelling was used to test the hypotheses, and direct, mediated and moderated relations were tested in a linear regression framework. Confirmatory factor analyses confirmed the factor structure of the various scales. Results of the study revealed that abusive supervision may be a reflection of managers' implicit bias toward employees who are racially different from them, via employees' perceptions of managers' microaggression behaviour. Her study also revealed that employees can still recognise the good in badly behaved managers, and racial bias was associated with lower reports of abusive supervision in managers who exhibited greater transformational behaviours. Overall, her study contributes to the field of organisational psychology by demonstrating that not only does racial bias still exist in the workplace today, but may have become more subtle than earlier forms of racial discrimination.



Introducing the thesis of Dr Van der Westhuizen:

Dr Jaco van der Westhuizen completed his thesis, titled 'Reporting for safety: towards a complexity framework informing the social construction of multi-level stakeholder behaviour', under the supervision of Professor Stanz. He explored social construction of critical incident reporting in air Navigation Service Providers in the aviation industry. A case study methodology was used and semi-structured interviews and focus groups were used to collect data from respondents across different organisational levels. To complement this, inductive coding and a continuous thematic content analysis were used to explore the underlying explanations for reporting behaviour. This informed three case studies reflecting on (1) the conflicting demands that air traffic controllers face, (2) the diverging focus that every organisational level adds to safety management and (3) the complex nature of reporting in a safety management system. His study revealed the need for a complex socio-technical system in the safety domain to decentralise the safety management power distance, strive towards a shared safety logic, understand the social construction of safety and create a sharing knowledge management environment.



Dr Van der Westhuizen



Prof. J Hoobler, Dr C Bergh, Mrs C Smit, Dr J van der Westhuizen, Prof K Stanz, Prof A Nel

International students in our postgraduate classes



Rick Helstoot, Lynn Broxterman, Jessie Leerdam and Michel Mulder

This year our department attracted four international students from the Netherlands, who enrolled in three of our postgraduate modules (one honours module and two masters modules). In addition to promoting the internationalisation of our qualifications, these students add to the diversity in the department and enrich the experience for both local and other international students in terms of academics, social impact and student life. The two female students, Lynn Broxterman and Jessie Leerdam took the MHB783 (Organisational Development and Change) module, which is presented as part of the BComHons degree in HRM. The two male students, Rick Helstoot and Michel Mulder, took both the MKB802 (Organisational Change) and MHB802 (Cross-cultural Psychology) modules, which are presented in the MCom (Industrial and Organisational Psychology) degree. We are delighted to share their experiences and thoughts relating to their growth, learning and fulfilling connections with peers and staff in the department.

Lynn Broxterman (honours student)

Lynn Broxterman is a student from the Netherlands in the honours class. She studied at the Free University of Amsterdam and completed her master's degree in policy, communication and organisation (Management and Organisation Sciences). When asked why she chose the Department of Human Resource Management at the University of Pretoria and what she learned while studying in the department, this is what Lynn had to say: 'I chose the Department of HRM because it fits the best with my courses in the Netherlands and my interest in HRM and organisations. What I like about the Department of HRM is that in the Netherlands, there were about 200 students in my study year and most of the time we have classes in a large room. In South Africa, however, we have classes in much smaller groups. Because of this, there is also more interaction. Another difference is the method of education. In the Netherlands, you usually only have an exam at the end of the semester. Sometimes you also have an individual or group assignment in between. We almost never have to present. In South Africa we have to do a lot of presentations, assignments and also an interim exam.

What I like most about the department is that that everyone is very helpful and kind. I also like that everyone really does their best to make you feel at home at the University and to arrange everything you need. The department really tried to help me find a course that matched my interest and to make me feel like part of the department

The department has helped me to gain an appreciation for how the world is interconnected on all levels – environmental, socio-cultural, and geopolitical – and I learned a lot about the culture of South Africa and how organisations function. For example, I learned about the differences between the black and the white people, the poor and the rich etc. This made me even more aware of how important it is that all countries need to help each other, work together and need to connect. The experience also has helped me to improve my English so I can communicate with other people/groups more easily. I did not really experience difficulties in communicating with South African people because everyone is very kind and open. However, because I had already travelled to different countries besides South Africa, I saw a lot of people from other countries and with different cultures. This may make it easier to adapt to diverse cultural groups.’

Jessie Leerdam (honours student)

Jessie Leerdam is an exchange student from Netherlands. She recently moved from ‘s-Gravenzande, a small village between The Hague and Rotterdam, to Amsterdam. She completed a four-year degree in facility management at The Hague University of Applied Sciences and a master’s in organisational sciences at the Free University of Amsterdam, and is doing an extra module through an exchange. When asked why she chose the Department of Human Resource Management and what she learned while studying in the department, this is what Jessie had to say:

‘As a graduated master’s student, the only option to study abroad is to go on an exchange outside of Europe. I was really curious about South Africa, because of the history of the country and also the possibilities to experience a totally different culture than Europe. Furthermore, South Africa was really attractive because of the possibility to travel in South Africa and surrounding countries. I really wanted to study at UP because of the Campus (Hatfield). It’s really nice to live in a complex with different nationalities that is really close to the university and sport facilities. The last reason why I chose UP, and specifically HRM, is because the courses fit best with my current master’s. I was looking forward to learning some new perspectives within organisational sciences. To get enough credits for the Netherlands, I have to take three courses. In the HRM department, I’m taking the honours courses Organisational Development and Change Management, and Management of Diversity. I chose Organisational Development and Change Management to get some new perspectives within organisational sciences. In the communication management department, I’m taking the course Development Communication. The master’s lectures in the Netherlands are during the day, while the lectures in South Africa are during the evening. Most of the master’s students in the Netherlands have a job in addition to their studies. They work during the day and also in the evening. Another difference is the interaction. In the Netherlands, we have a couple of lectures in a really big room; most of the time there is no possibility to start a discussion. I have experienced that in South Africa the classes are really small, so there is a possibility to start a discussion with different opinions. I also experienced differences in examining. In South Africa, you have a lot of presentations, essays, intermediate tests etc before the final exam. In the Netherlands, you usually have one big final exam. In the Netherlands, I have to self-study a lot more than over here. We have to read many more scientific articles and have to know more models and schools of thought and we have to combine them more during the examination. The people are really interested in us as persons from another country with another culture and involved us during the lectures. The lecturers in the department involved us in the lectures and the discussions during the lectures, and tried to help us understand how to prepare for the exams. My experience in the department has helped me gain an appreciation for how the world is interconnected on all levels. Since I completed my master’s and my previous studies in the Netherlands in Dutch, I wasn’t used to expressing myself or writing essays in English. My main goal of studying abroad was to improve my English so that I can properly communicate with people from other countries, with different cultures. It’s also a way to get to know behaviors and habits of other cultures.’

#ChooseUP Open Day 2018

The University of Pretoria “Choose UP Open Day 2018” was held on 4 August 2018, and was a resounding success.

The visitor footprint was approximately 12 000 prospective students who travelled as far as KwaZulu-Natal, Eastern Cape, Mpumalanga and Limpopo to attend this event. The grade 12 learners were accompanied by their families, and whilst some of the students came to finalize their applications and to see the campus, there were some students who were still considering their options. The students attended the various lectures at the different faculties to learn more about possible career options.

Outside in the parking lot of the EMS Faculty, the Department of Human Resources Management’s (D-HRM) stand was created to look like a coffee shop: What’s UP @ HRM Coffee Bar. Prof Alewyn Nel the Head of Department wanted D-HRM to stand out, and to simultaneously place our programmes: Human Resources Management; Industrial Psychology and Labour Relations on the forefront of the minds of prospective students. The concept of the coffee bar was created as a safe, comfortable space to facilitate dialogue between the students, their parents and the lecturers. Since August is a winter month, we thought serving our guests a free hot beverage would add to the relaxed ambience. The aroma of freshly ground coffee beans permeated the Whats UP @ HRM coffee bar, and our visitors sipped on heart shaped foam cappuccinos, hot milky tea and rich hot chocolate, all professionally made by the baristas of Liquid Chefs, served with homemade chocolate chip cookies were a big hit with our guests. Our stand, our staff, our students blended together as one cohesive unit, and we stood out as a showcase of our commitment to the students.



Continue...

International students in our masters classes

Rik Helsloot (masters student)

Rik Helsloot is a master's student originally from Puttershoek and Strijen, which are small villages close to Rotterdam, the Netherlands, but he lived in Zambia in his first year. He completed a bachelor's degree in Business Administration and a Master's degree in Business Information Management at Erasmus University in Rotterdam. Rik had the following to say about why he chose the department and his experiences and thoughts relating to their growth and learning:

'I visited South Africa in 2010 and I really liked the country. There is beautiful nature, kind people, and a lot of possibilities to travel around. When I did some research, I found out that UP was one of the better universities in the country and a real student city. That is what made me choose UP. I chose HRM because I wanted to do something different from my studies back in the Netherlands and have always been interested in psychology. Therefore, this was the best fit for me.

Education here is a lot more opinion-based. It is really your view on the subject that matters, as long as you can support your statements, of course. In the Netherlands, I had a lot more textbook learning. I was very excited to see the beautiful nature and I was not disappointed.

What I like most about the Department of HRM is that everybody seemed very excited to have foreign students in class. All staff and students were very interested in how we do things in the Netherlands and how we look at South Africa. This was very welcoming.

My experience has helped me gain the ability to communicate effectively with and among diverse cultural groups, especially during the MHB 802 (Cross-cultural Psychology) course. During the group assignment we had to react to emails from employees who had troubles. These ranged from feeling stuck in their job, to people who were HIV positive. In our group we had a lot of different opinions on how to respond. However, it was good to see that the more we did, the more effective we became. This showed me that as long as you invest time in different cultures, you will get along.'

Michel Mulder (masters student)

Michel Mulder is a master's exchange student from Baexem, a small village in the south of the Netherlands. He previously studied for a Bachelor's degree in Human Resource Management at the University of Applied Sciences in Breda, and is currently doing his Master's degree in Organisation Studies (OS) at the University of Tilburg in the Netherlands. Michel was asked why he chose the Department of Human Resource Management as well as what he enjoyed and what he learnt while studying in the department. This is what Michel had to say:

'From the moment I decided to study abroad, I was focused on a country outside Europe for the ultimate experience. South Africa roused my interest because of its rich history. My decision was clear when I discovered that my home university had a partnership with the University of Pretoria. My previous experiences during my bachelor's and master's degrees made me choose HRM. I thought it would be very interesting and valuable to increase my knowledge within the fields of HRM and OS from a South African context. What I like most about the department is the small scale of the study programme, it enables an open and interpersonal study climate. I experienced this from the beginning of my exchange programme when I was welcomed in a very kind and open way by both the students and lecturers. I am really grateful for that because it made it far easier to find my way here in Pretoria. I enjoyed the interaction during the classes, which enabled me to get involved in class discussions.

My experiences in the department have affected my perception with regard to worldwide interconnection, especially at the department. I took two courses: Cross-cultural Psychology and Change Dynamics. The first course gave me a better insight and understanding of South African culture, which shows similarities with the Dutch culture due to the diversity in cultures. A multicultural society is very valuable, but it can simultaneously be very challenging, which is reflected in both countries. The second course made clear that organisations face similar global changes that increase their dynamics and complexities. For instance, changes that adopt to topics (New Way of Working or Sustainability) are brought to the attention all around the globe. Both courses have clarified how our world is currently interconnected.

My experience here helped me gain the ability to communicate effectively with and among diverse cultural groups, especially during the group assignments and the interactive moments in class. I discovered another way of working together and communicating. In the Netherlands, I am used to a working method that mainly focuses on being efficient in both collaboration and communication. Here, in contrast, I felt a strong focus on extensive discussions in which everyone is and should be involved. Certainly, such discussions slow down the process, but they actually enable everyone to play their part in the group. This insight helped me to adopt this way of working together and to communicate more effectively.'

HR Tuks host successful networking event for students and industry leaders

Written by: Francis (Frank) Wilkinson (Chairperson of HR Tuks)

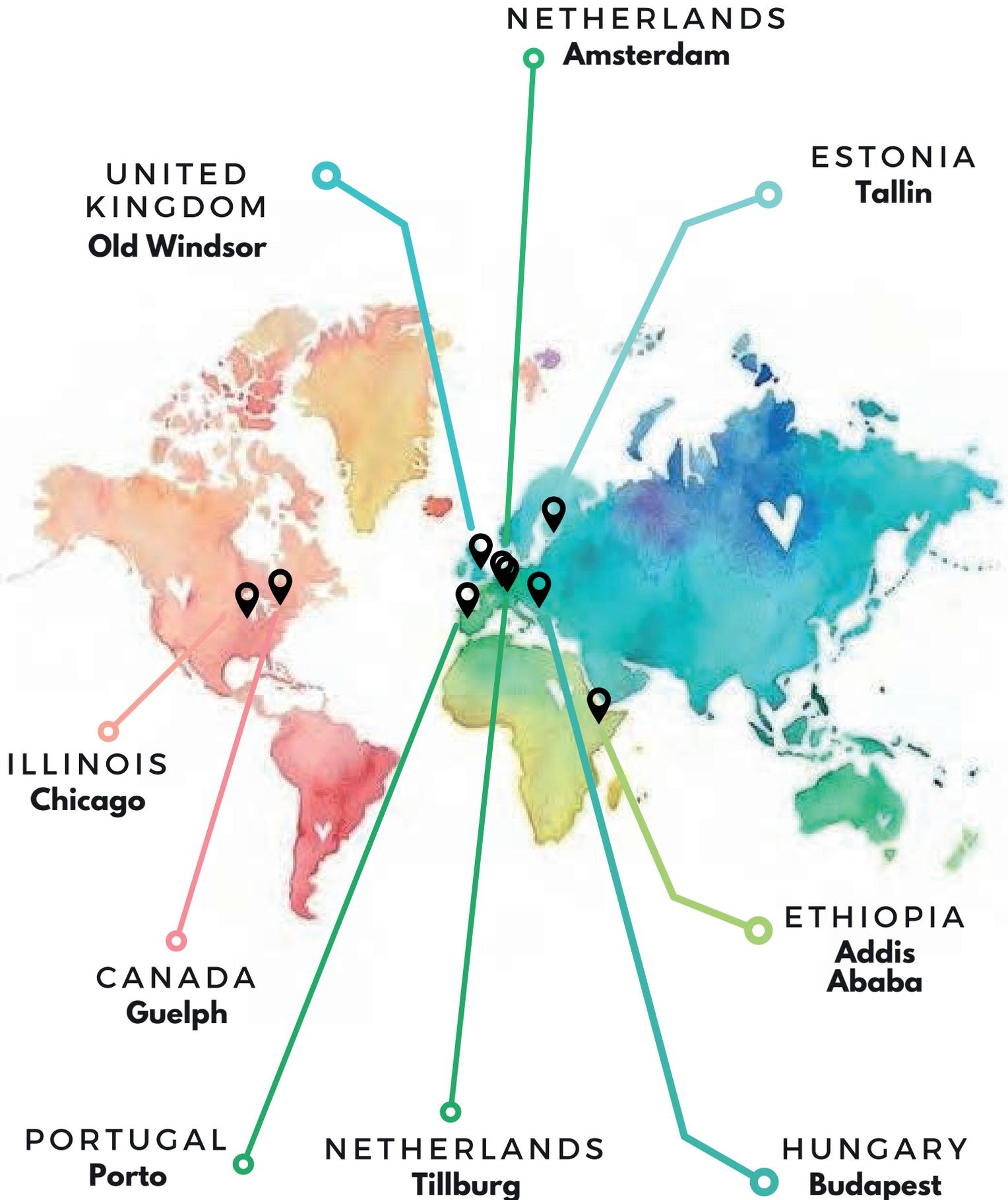
This year, HR Tuks held their first ever HR Networking event in collaboration with the SABPP and the Department of Human Resource Management at the University of Pretoria; it was a huge success! With six titans of the HR industry (including the SABPP, Michael Page, PWC, AEL Mining Services, Human Capital Solutions, and the Technology Innovation Agency) and over 40 students from undergraduate to master’s level involved, this event has built a strong foundation for the futures of companies and students alike. After many hours of planning and organisation, Chairperson Frank Wilkinson and Head of Academics and Mentorship Hesti Groenewald, aided by the HR Tuks committee, managed to pull off an exceptional event! It began with interactive presentations, where entertaining and engaging speakers informed students of their experiences in the field, their roads to success, as well as priceless advice for the students’ future careers. There was a break during which delicious snacks and drinks were served, courtesy of the Department of Human Resource Management, and the students engaged with the companies and each other. The evening ended with an innovative session of ‘speed networking’, where the students were given a chance to meet with the people behind the successful companies on a more informal and interpersonal level. Hard questions were asked, witty banter was exchanged, valuable tips were given, laughs were heard, but most importantly, networks were developed!

This new initiative has allowed students to find out exactly what the HR industry is like in the real world, and afforded companies an opportunity to market themselves in a fresh, exciting way. In the years to come it will no doubt be grown and developed into an even more successful event, but these young students have set the bar high!



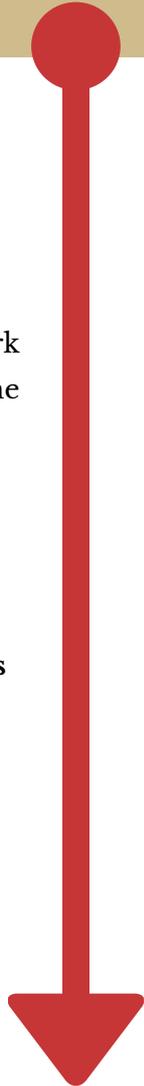
TAKING OUR RESEARCH GLOBALLY

Conference papers presented across the globe



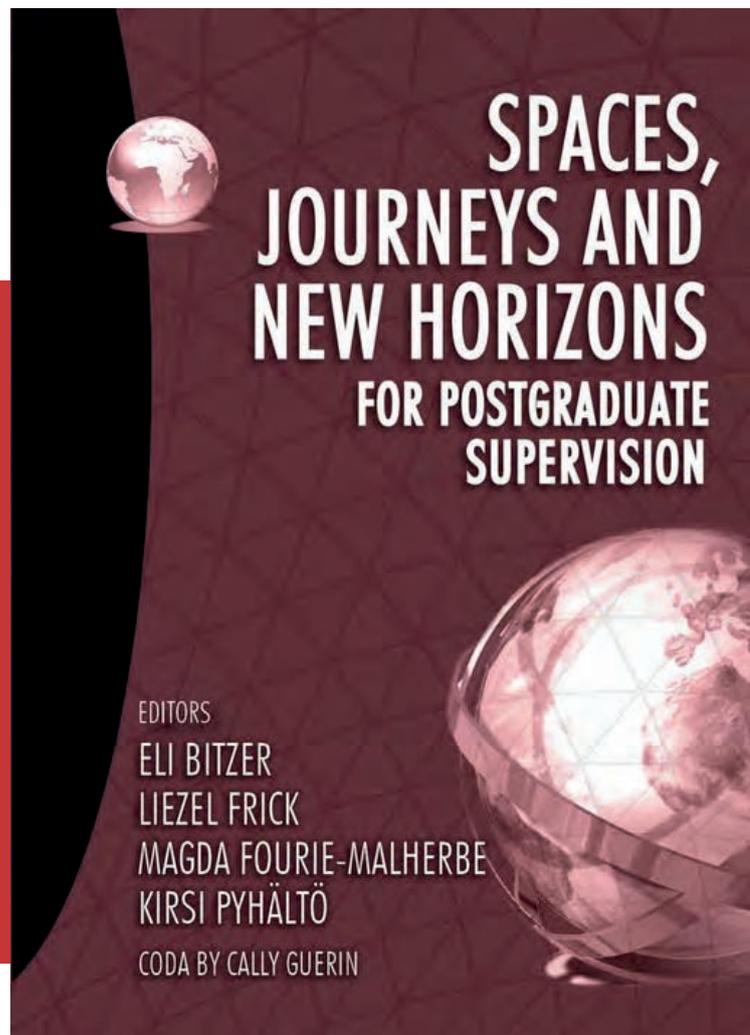
International conference papers presented in 2018

- Carrim, NMH** (2018). Equality, Diversity and Inclusion in South Africa. Equality, Diversity and Inclusion in Under-Researched Countries: A Research Agenda. Academy of Management Conference, Chicago, Illinois, USA, 10-14 August 2018, Symposium
- Carrim, NMH** (2018). Indian women's upward mobility in corporate South Africa. International Conference on Gender Research. Porto, Portugal, 12-13 April 2018
- Crafford, A., Masombuka, V., Marx, C., & Carey, M.** (2018). The role of content and embodiment in shaping (or mis-shaping) the professional identity of people of colour. Paper presented at the European Group for Organizational Studies (EGOS) colloquium, 5-7, July 2018, Tallin, Estonia.
- Guo, Wenjuan, Hancock, Julie, Casper, Wendy J., Greenhaus, Jeffrey H., Kossek, Ellen E., & **Hoobler, Jenny M.** 2018. Family-friendly workplace policy: Current topics, trends, and future directions. Panel symposium. Meetings of the Academy of the Management, Chicago, Illinois.
- Hoobler, Jenny M., & Koekemoer, Eileen.** 2018. Generalizability of work-family studies to the Global South? A meta-analytic test using South African research. Meetings of the Africa Academy of Management, Addis Ababa, Ethiopia.
- Hoobler, Jenny M., & Masterson, Courtney.** 2018. Pulling back the curtain: An exploration of domestic employment relationships. Meetings of the Academy of the Management, Chicago, Illinois.
- Meiring, D.** (2018). Cross-Cultural methodology tricks Fons taught us in a post-apartheid South Africa: A sixteen year journey and a legacy. Tilburg Conference on Methods and Culture in Psychology, 15 June 2018, Tilburg, Netherlands.
- Meiring, D., Hill, C., Van de Vijver, F. J. R., Nel, J. A., & Fetvadjev, V. H.** Unravelling the Factor Structure of the South African Personality Inventory: A fifteen- year journey. 24th International Congress of the International Association for Cross-Cultural Psychology (IACCP), 30 June - 5 July, Guelph, Canada.
- Olckers, C. & Van Zyl, L. E.** (2018). Evaluating the psychometric properties of the Psychological Ownership Questionnaire. 9th European Conference on Positive Psychology 2019 (ECP), 27-30 June 2018, Budapest, Hungary.
- Steele, Clarissa R., Joshi, Aparna, **Hoobler, Jenny M., Leslie, Lisa, & Rosette, Ashleigh S.** 2018. Gender, promotion, and leadership: Challenges and future research directions. Panel symposium. Meetings of the Academy of the Management, Chicago, Illinois.
- Taniguchi, M. & **Carrim, NMH** (2018). Gender equity index of Social Watch (GEI) presentation at the panel symposium What's in a box? Opening Pandora's box on equality and diversity indices, Academy of Management Conference, Chicago, Illinois, USA, 10-14 August 2018, Symposium.
- Thornton, G.C., III, & Reynolds, D., (Chairs) (2018). Panel Discussion: Authorities for Assessment Center Practice: Laws, Regulations, Standards, Guidelines, and Ethics. **Meiring, D., Schlebusch, S., & Lowman, R.** (2018). Code of Ethics for Assessment Center Practice in South Africa. Paper presented at the 41st International Congress on Assessment Center Methods, 9-10, October 2018, Old Windsor, United Kingdom.
- Van der Westhuizen, J., & **Stanz, K.** (2018). Social Complexities: The Missing Link in Critical Incident Reporting Systems. Paper presented at the International Cross-industry Safety Conference (ICSC) 2018, Amsterdam, 31 October-2 November 2018.
- Winkler Titus, N., **Crafford, A., & Stanz, K.** (2018). Caught off guard: how a socio political and socio economic context forced change in an organisation. Paper presented at the European Group for Organizational Studies (EGOS) colloquium, 5-7, July 2018, Tallin, Estonia.
- Winkler Titus, N., **Crafford, A., & Stanz, K.** (2018). The influence of identity as power mechanism in unplanned organisational change' Full Paper presented at the British Academy of Management (BAM) University of West England, 4 to 6 September



Chapter 11 (in Section B) of this book was written by Dr Sumari O’Neil and a former master’s student Mrs. Carla Dos Santos, both from the Department of Human Resource Management at the University of Pretoria, highlights the problem of completion time for students on their master’s coursework journeys. These students are mostly not interested in becoming researchers or proceeding to doctoral study which distinguishes them from other levels of study regarding student experiences, student expectations and supervision effort. The authors consider it important for the education of coursework master’s students to include clear requirements and expectations for the ‘mini-dissertation’, and for the roles of the supervisors and students to be clarified before any supervision takes place. They also suggest that the standards for coursework master’s research dissertations should be more uniform to ensure the alignment of student, supervisor and examiner expectations.

O’Neil, S.M. & Dos Santos, C. (2018). Factors affecting time to completion of mater’s mini-dissertation students. In E. Bitzer, L. Frick, M Fourie-Malherbe, & K. Pyhäntö (Eds.), *Spaces, journeys and new horizons for postgraduate supervision*, 5th in the series of ‘Studies into Higher Education’, pp. 176-193. African SUN press: Stellenbosch, SA.



Publications 2018

Adams, B. G., Naude, L., Nel, J. A., Van de Vijver, F. J. R., Laher, S., Louw, J., & Tadi, F. (2018). When There Are Only Minorities Identity and In-Group / Out-Group Orientations of Emerging Adults in Four South African Ethnocultural Groups. *Emerging Adulthood*, 6(1), 7-16.

Cilliers, J., Mostert, K., & Nel, J. A. (2018). Study demands, study resources and the incremental contribution of personality in predicting the engagement of first-year university students. *South African Journal of Higher Education*, 32(1), 49-70.

Fetvadjev, V. H., Meiring, D., Van de Vijver, F. J. R., Nel, J. A., Sekaja, L., & Laher, S. (2018). Personality and behavior prediction and consistency across cultures: A multimethod study of Blacks and Whites in South Africa. *Journal of Personality and Social Psychology*, 114, 465–481. <https://doi.org/doi:10.1037/pspp0000129>

Hoobler, J. M., Masterson, C. R., Nkomo, S. M., & Michel, E. J. (2018). The business case for women leaders: Meta-analysis, research critique, and path forward. *Journal of Management*, 44(6), 2473-2499.
In press articles (open access)

In press articles (open access)

Bergh, Carin, & Hoobler, Jenny M. Implicit racial bias in South Africa: How far have manager-employee relations come in "the Rainbow Nation?" *Africa Journal of Management*

Blevins, Dane P., Sauerwald, S., Hoobler, Jenny M., & Robertson, Christopher J. Gender differences in pay levels: An examination of the compensation of university presidents. *Organization Science*.

Carrim, N.M.H. (2018). Minorities' experiences of office gossip. *South African Journal of Industrial Psychology*.

Carrim N.M.H. & Dresselhaus, F. (2018). Vicarious Education, Dialogue Education and self-efficacy among Indian female students in a diversity management course. *Africa Education Review*.

Carrim NMH. (2018). Behind the mask: Hybrid identity work of Indian women managers in corporate South Africa. *African and Asian Studies Journal*.

Carrim, NMH. (2018). The in-betweeners: Racioethnic and masculine identity work of Indian male managers in the South African private sector. *The Journal of Men's Studies*.

Chrobot-Mason, Donna, Hoobler, Jenny M., & Burno, Jasmine. Lean In versus the literature: An evidence-based examination. *Academy of Management Perspectives*.

Fetvadjev, V. H., Meiring, D., Van de Vijver, F. J. R., Nel, J. A., & De Kock, F. S. Self–other agreement in personality traits and profiles across cultures: A multirater, multiscale Study in Blacks and Whites in South Africa. *Journal of Personality*. doi.org/ 10.1111/jopy.12367

Fetvadjev, V.H., Meiring, D., Van de Vijver, F.J.R., & de Kock, F.S. (2018). Examining behavior prediction from trait ratings between self and peer-rated personality dispositions across ethnic groups in South Africa. *Journal of Personality*. <https://doi.org/doi.org/ 10.1111/jopy.12367>

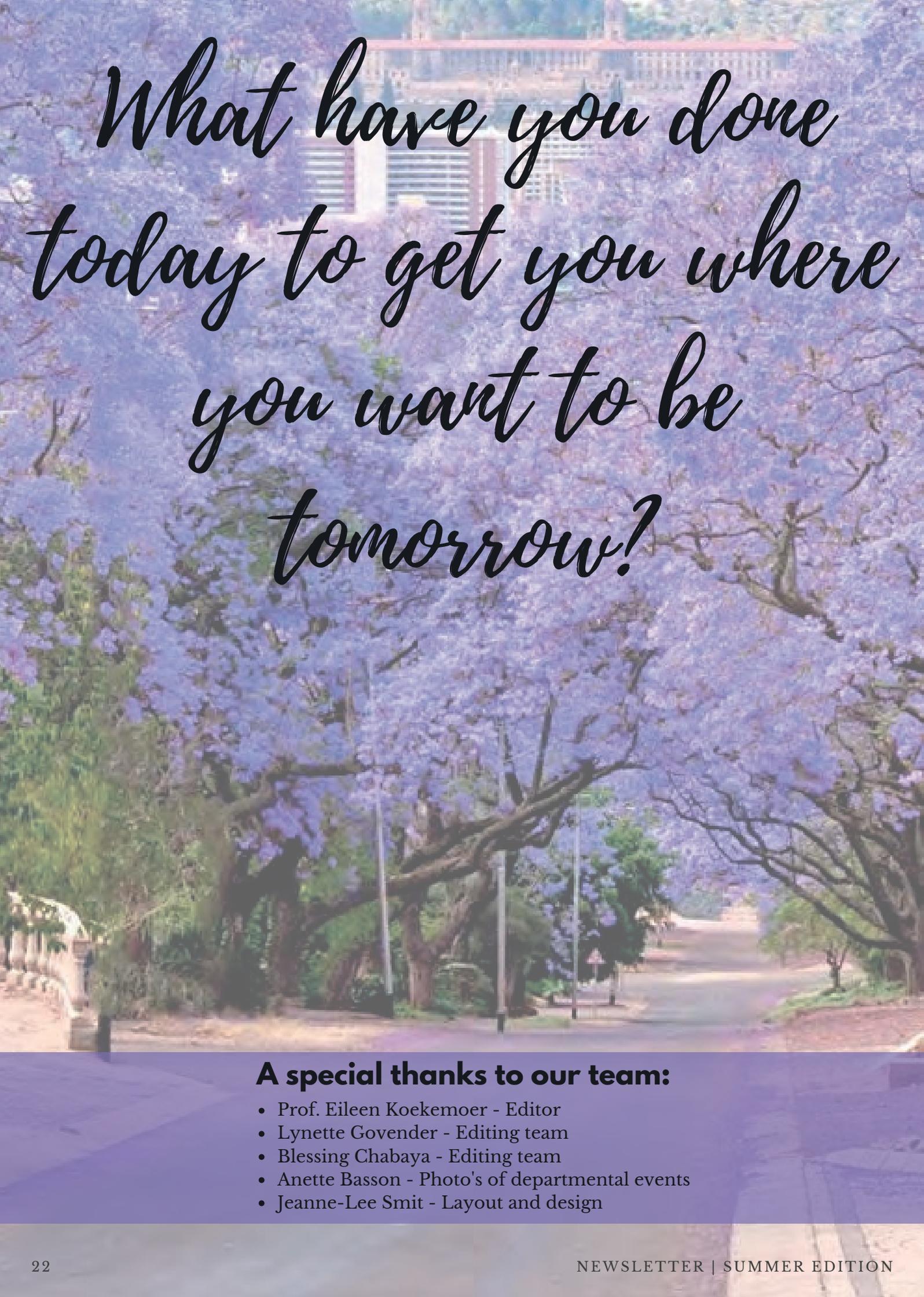
Kanengoni, H., Nzitonda, C. & Buitendach, J. H. Psychological capital and work behaviour-related outcomes amongst South African church ministers. *South African Journal of Psychology*.

Koekemoer, E., Le Roux, F & Jorgensen L. Exploring the career success of blue collar workers – motivators that matter. *Journal of Career Development*

Olckers, C & Van Zyl, L. Psychometric properties of the Psychological Ownership Questionnaire. *Australian Journal of Psychology*

Park, Haesang, Hoobler, Jenny M., Wu, Junfeng, Liden, Robert C., Hu, Jasmine, & Wilson, Morgan S. Abusive supervision and employee deviance: A multifoci justice perspective. *Journal of Business Ethics*.

Stoffberg, A., Meiring, D., & Becker, J. R. (2018). Stress and coping of Police Officers in the South African Police Service. *South African Journal of Psychology*. <https://doi.org/10.1177/0081246318763059>



*What have you done
today to get you where
you want to be
tomorrow?*

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