

# what's UP @ HRM

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Winter edition  
specials

**New HR Metrics modules**

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management from one  
of our researchers**

**Our HOD named best  
senior researcher in EMS**

**Graduation celebrations**

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## From the editor

With winter approaching, we are also approaching the middle of 2019, and so much has been accomplished in the first six months of the year. We can once again be proud of our staff and students achievements on both the research and teaching front. Not only was our HOD, Prof Alewyn Nel, Best Senior Researcher for 2018 in the Management Sciences division of the EMS faculty but Prof Jenny Hoobler and Stelle Nkomo, meta-analysis article published in the Journal of Management is one of the 10 most-read articles in that journal for 2018. The Autumn Graduation Ceremony, where our students received awards for excellent academic achievements, was, as always, a highlight in our academic calendar. The newly introduced HR-metric modules in our programmes are progressing well, and the structured PhD learning programme is producing excellent researchers. With so much already accomplished this year, I am looking forward to the next six months of performance excellence.

Prof Eileen Koekemoer



# Teaching Matters

## New Structured PhD Programme Producing World-Class Scholars



Our Department began a new, structured PhD programme in 2015, which includes a first-year learning programme in theory, discipline content, and research methods, to ensure our doctoral students produce world-class research. Two students' recent accomplishments demonstrate the success of this programme. Dr Carin Bergh (who graduated in September 2018), and current student and lecturer in the Department, Ms Suzanne Gericke, have had their research accepted for presentation at the Academy of Management (AOM) meetings in Boston, Massachusetts, USA in August 2019. AOM is the top international association of management scholars, with over 20,000 members across 120 countries. (<http://aom.org/about/>) Carin and Suzanne are the first students in our Department to ever present their research at the AOM meetings.

Dr Bergh's paper comes from her thesis work, and focuses on implicit racial bias. In a study of managers and employees in the manufacturing industry in KZN, she found that managers with higher implicit racial bias had employees who reported the managers engaged in a greater number of microaggressions and also viewed them to be more abusive. But, she found that managers who viewed employees more as individuals and less as members of their racial group (i.e., managers who engaged in more individualised consideration), were viewed by employees as less microaggressive and less abusive. And the good news is that individualised consideration, as one dimension of transformational leadership behaviour, can be taught to managers. This paper is co-authored by Dr Bergh's thesis supervisor, Prof Hoobler.

Ms Gericke's paper, co-authored by Profs Hoobler and Koekemoer, meta-analysed all work-and-family research that has been published using African employee samples. Most of the work-family academic research has been done in Western samples. Despite espoused differences in cultural orientations between Africa and "the West," she found that African rates of work-family conflict (negative spillover between domains), as well as work-family enrichment (positive synergies between domains) are quite similar to what employees report in Western studies.

The PhD learning programme is a joint effort between the departments of Human Resource Management and Marketing Management, and the School of Public Management and Administration at UP. (See below photo of all students admitted for 2019.) Students learn from internationally renowned scholars including Prof Jim Walsh, an organisational theorist from the University of Michigan (USA); Prof Ashleigh Rosette, a gender and diversity expert from Duke University (USA); and Prof Michael Ewing, a marketing theorist from Deakin University (Australia). Our goal is to create excellence in the next generation of management scholars. Each year we take approximately five students in the Department of HRM, and, for 2020, admissions close on 31 July. See <https://www.up.ac.za/human-resource-management/article/42281/postgraduate-courses> If you love research, have a curious mind, and are serious about becoming a scholar in Human Resource Management, Industrial-Organisational Psychology, or Organisational Behaviour, we encourage you to apply. We were proud to welcome our 2019 programme admittants Ms Jannet Davel, Ms Kim Doyle, Ms Christina Gossayn, Ms Lerato Mahlatji, and Ms Reynell van der Ross.



# New HR modules presented in our department: Human Resource Metrics

There has been some exciting developments with regard to transforming our programmes to align with industry needs. The Department of Human Resource Management has two new modules at honours and masters' level. The Department is the first in South Africa to offer these modules as part of the Industrial and Organisational Psychology and Human Resources Management programmes. These modules were developed to expose students to HR metrics measurements used in Personnel Practice. Metrics aims to teach students how to analyse the effectiveness and value of HR initiatives such as return on human capital investment, employee engagement and performance, recruitment and turnover. Additionally, these modules are in line with the HR measurement standard of the South African Board of People Practices (SABPP) under its HR management systems model which aims to align HR to the business strategy of organisations. HR metrics therefore ensures the effectiveness and efficiency of HR practices. Students' feedback and experiences indicate that the module is of importance to them as they engaged with and learnt immensely from the practical exposure the module gave them.

## Autumn Graduation Ceremony 2019

During the recent 2019 autumn graduation ceremony, the Faculty of Economic and Management Sciences conferred a total of **934 postgraduate** and **1,458 undergraduate** qualifications.

The Department of Human Resource Management conferred, **29 honours degrees, 39 bachelor's degrees** and **13 master's degrees.**

Special congratulations go to one of our staff members, Mr Sakkie van Greunen who graduated with an MPhil in Human Resource Management (cum laude). His thesis, titled "Towards the development of a substantive professional-in-training model for the Human Resource profession" under the supervision of Professor Karel Stanz. His study aimed to provide a professional-in-training model for HR professionals in South Africa. Mr Sakkie van Greunen who is loved among the students, received a standing ovation during the graduation ceremony. Congratulations to all our graduates, and their parents, sponsors, family and friends.



# Annual prize-giving ceremony

At our annual HRM prizegiving function in April we were delighted to once again, celebrate the academic achievements of our top students in HRM, IOP and Labour Relations.

We are very proud of the following prizes and prize winners:



**Human Resource Management Undergraduate prize**  
Best achievement during the three-year study period  
for the degree BCom in Human Resource  
Management  
**Frank Wilkenson (average 87%)**



**AHI Employers Organisation Achievement Award**  
Best achievement in the subject Labour Relations 320  
**Marina Savio**



**Institute of People Management Postgraduate Prize**  
Best overall achievement for the degree BCom Honours  
in Human Resource Management. Dr Jerry Gule from  
Institute of People Management awarded the prize to  
**Jenna Smit**



**Lexis Nexis Book Prize for Labour Relations**  
Best academic achievement in the subject ABV 700 for  
the degree BCom Honours in Human Resource  
Management. This prize is shared by  
**Schalia Oosthuysen and Carmen Latre**



**Institute of People Management Research Prize**  
Best achievement in research modules for the degree  
BCom Honours in Human Resource Management  
**Jenna Smit**



**SABPP Prize**  
Best achievement in the MCom degree in Industrial  
Psychology  
**Lindri Joy du Toit**



We are thankful for our industry partners, the Institute of People Management, SABPP, AHI Employers Organisation and LexisNexis for sponsoring the prizes.

*"I was pleasantly surprised when I arrived for the Annual Prize Giving Ceremony and Dinner, as it was far more than I could have ever imagined. The venue was absolutely stunning and the food was delicious. I greatly appreciated all the effort that went into planning the event, and all the "small" touches like a violin and piano player as well as our beautiful keepsakes. It was a magical evening, and it was very rewarding to be recognized for my academic efforts. Thank you to everyone who had a hand in planning such a wonderful evening and for making the award recipients feel so special." - Carmen Latre*



# Career Network Evening:

## Students meet industry



On the evening of 17 May 2019, HR Tuks hosted, in conjunction with the Department of Human Resource Management, a career network evening for all undergraduate, honours and master's students. The event was held in the newly established Research Hub of the Faculty of Economics and Management Sciences. After the welcome and introduction by the Deputy Chair of HR Tuks, Ms. Mihandi Kirchner and Prof Alewyn Nel, the industry members were invited to present their papers on the current world of work, the future of work and fourth industrial revolution, and employee-employer expectations. After the presentations, the students, colleagues within the department, and industry members enjoyed dinner and beverages before the network session commenced. For the network session, students were divided into groups and each group had a chance to talk to industry members asking pressing questions. The industry members were placed in various break-away rooms and the groups rotated between them in specific time slots. The five industry members are all alumni from UP, and represented four companies, namely SHL (Mr. Jon Dannheimer and Mr. Johannes Nteso), Work Dynamics (Mr. Joaquin Grobler), Sun International (Ms. Mpuseng Tubelo), and HCB Solutions (Ms. Liezel Blignaut). Mr. Sakkie van Greunen did a presentation on the HR Standards as set by the South African Board for People Practices and also concluded the event. The event was thoroughly enjoyed by the students, and the invited guests, and we hope to continue with this initiative in the future.



# New Staff of the Department of Human Resources

Ms Daphne Pillay is a newly appointed lecturer in the Department of Human Resource Management. She worked for a few years in the private sector before joining the Department of Industrial Psychology at the University of the Free State where she served as a lecturer between 2016 and 2018. Ms Pillay holds a master's degree in Industrial Psychology from the University of KwaZulu-Natal and is a registered Industrial Psychologist with the Health Professions Council of South Africa. She has just submitted her PhD thesis for examination entitled "The effect of internal resiliency factors amongst female leaders in selected higher education institutions". Her PhD aims to develop a model of resilience for women leaders in higher education institutions. Her research interests lie in the feminisation of the labour force, positive organisational behaviour and leadership studies. She is passionate about the cause of female empowerment particularly within the employment sector and plans to use her platform as a researcher to further this cause.





# R Research Matters

Celebrating the excellence  
of our researchers

## Prof Alewyn Nel

During the annual EMS Staff Awards function in June 2019, held in the EMS Research Hub, the top academic achievers in the Faculty were honoured for their excellence in teaching and research.

Teaching and Learning Awards and Research Awards were given to lecturers/researchers who excelled in their respective research and teaching activities. We are very proud of three of our senior staff members, Prof Jenny Hoobler, Prof Deon Meiring and Prof Alewyn Nel, for their nominations in the category Best Senior Researcher in Management Science in the EMS faculty. For the third consecutive year the winner in this category came from the Department of Human Resource Management, and we are proud of our HOD, Prof Alewyn Nel, for winning this award in 2019. In 2018, Prof Nel published three international articles, one in an A\*-rated journal (*Journal of Social and Personality Psychology*), one in an A-rated (*Journal of Personality*), and one in a Scopus and ISI-listed journal (*Emerging Adulthood*). He also published one national article in 2018.



Prof Alewyn Nel receiving the award as Best Senior Researcher in EMS from Dean Elsabe Loots

## Profs Hoobler's and Nkomo's article among the most-read in leading management journal



Stella Nkomo and Prof. Hoobler

Department of Human Resource Management researchers Profs Jenny Hoobler's and Stella Nkomo's meta-analysis article recently published in the *Journal of Management* is one of the 10 most-read articles in that journal for 2018. *The Journal of Management* currently has the top journal impact factor (8.08) in the field of management.

Profs Hoobler and Nkomo, along with their colleagues, Dr Courtney Masterson of the University of San Francisco (USA) and Dr Eric Michel of Northern Illinois University (USA), meta-analysed all studies relating to the business case for women's leadership – that is, the research testing the association between the number or percentage of women leaders in a firm and various measures of that firm's financial performance. While the business case has been a popular way to argue for more women leaders, the authors found very little evidence of it. They then interrogated whether this popular stream of research should rather, in the future, be redirected. They concluded with a detailed research agenda for alternative ways to measure the influence of women leaders on firms, ways that better acknowledge advancements in gender and diversity scholarship.

# 3<sup>RD</sup> WORLD CONFERENCE ON PERSONALITY

2 – 6 April 2019, Hanoi, Vietnam

*Written by: Hilton Oosthuizen*

The third World Conference on Personality was held in Hanoi, Vietnam from 2 to 6 April 2019. The aim of the conference was to create a platform for psychologists from various applied fields of the profession and diverse regions of the world to come together. During this conference different perspectives on personality as pursued in different cultures were presented. Furthermore, it created an opportunity for further cross-cultural collaboration, and facilitated the opening up of new lines of research in the field of personality psychology.

Significant areas of interest at the conference included empirical investigations into the dark side of personality, personality across situations, and cross-cultural personality. Being exposed to cutting-edge research and knowledge from across the world, allows researchers to continuously scrutinise their own research, both in terms of being up to date with and relevant to current trends in the industry. The location of the conference was particularly enjoyable and it exposed us to true Vietnamese culture and traditions. What specifically caught my attention was Vietnamese people's peacefulness, warm-heartedness, tolerance, and respect for other human beings.

The research by the two representatives of the University of Pretoria, Prof. Deon Meiring and Mr. Hilton Oosthuizen from the Department of Human Resource Management, was very well received and drew particular attention for further cross-institutional and cross-cultural academic collaboration.

Travelling to a foreign country to attend a world conference is academically stimulating and professionally beneficial. It also opens your heart and mind and affords you an opportunity for personal growth by allowing yourself to absorb the virtues of the foreign culture of which you are exposed to.





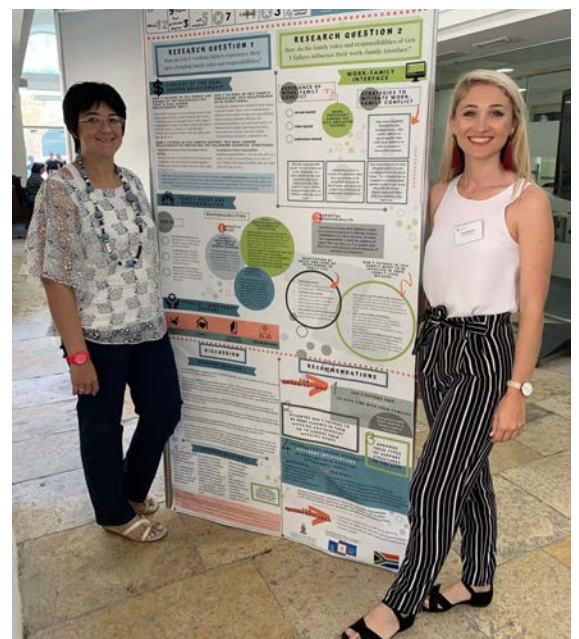
# Staff members attending international conferences in Italy

During May two staff members in our department, Prof Chantal Olckers and Prof Eileen Koekemoer, attended two well-established international conferences in Italy. Prof Olckers attended the European Work and Organisational Psychology Conference (EWOP), which is regarded as one of the top international conferences in the field of Industrial Psychology, where she presented two papers. The one paper was presented as part of the symposium on positive psychology at work and the second paper (co-authored by Prof Koekemoer) was on the indirect effect of career success. EWOP was also well presented by other national researchers in the field from the University of Johannesburg, North-West University and Stellenbosch University.



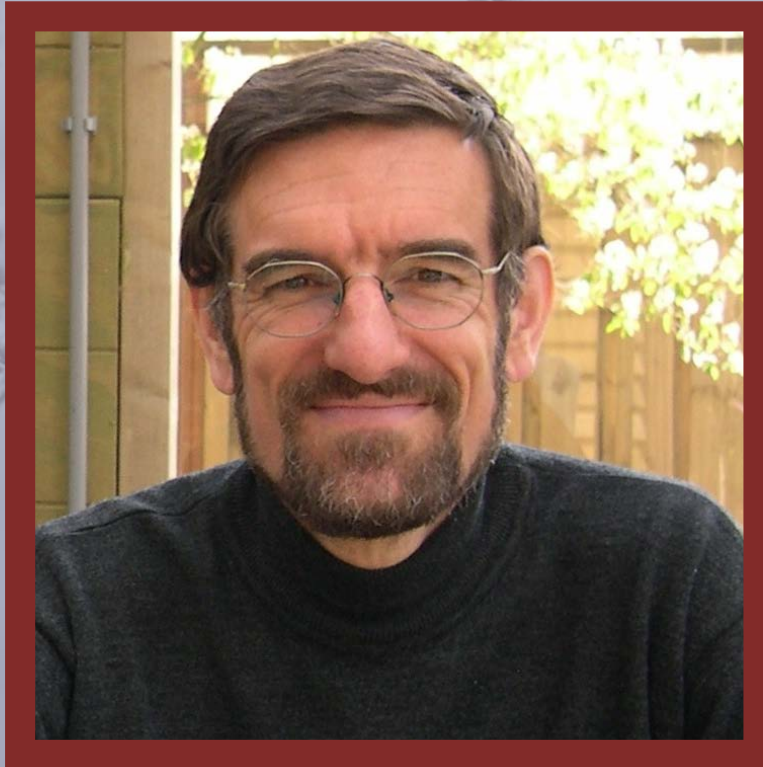
Prof Koekemoer and her former master's student, Ms Ilze Claassen, attended the International Community, Work and Family Conference in Malta. Malta is a small island at the foot of Italy in the Mediterranean Sea. The conference was held in the capital of Malta, Valletta. This conference is a well-established work-family conference hosted bi-annually. Ilze did a poster presentation based on her master's dissertation topic, which entailed exploring the new roles and responsibilities of Generation Y fathers.

The main finding of the study was that Gen Y fathers emphasised the supportive role they needed to play in their children's lives and their spouse's career. There is also an increased demand of domestic responsibilities, and the study focused on how these fathers take on their new roles and responsibilities. For Ilze this was a great experience to be exposed to international work-family researchers and scholars (meeting, for instance, some of the authors she cited in her dissertation).



# Fons van de Vijver

## (1952 - 2019)



On 1 June 2019, the academic community was saddened to hear the news of the passing of Professor Fons van de Vijver. He suffered a brain haemorrhage while he was cycling near his home in the village of Maidenwell, Brisbane, Australia. He was airlifted to the Princess Alexandra Hospital in Brisbane, but never regained consciousness.

The passing of Professor Van de Vijver leaves the academic community at large with a huge loss, not only for his research excellence and expertise, but also his academic mentorship of emerging scholars worldwide. He impacted the lives of many aspiring academics during his career, and in South Africa alone, he initiated and shaped dozens of emerging scholars' careers in academia and instilled a strong sense of research culture and conduct locally and internationally.

At the Department of Human Resource Management, his legacy lives on within both Profs Deon Meiring and Alewyn Nel who were former PhD students of his and both were still working on research projects with him at the time of his passing. With Deon and fellow scholars in South Africa, namely Prof Ian Rothmann and Prof. Deon de Bruin, Prof Van de Vijver initiated the South African Personality Inventory (SAPI) project in 2005. This project tapped into Prof Van de Vijver's expertise as a world-renowned cross-cultural psychologist in order to develop an indigenous personality instrument for the diversified South African population. This project is a huge undertaking, and the first of its kind in the world, and is still ongoing after 14 years. Since its inception, the SAPI delivered various A\*- and A-rated articles in top personality and cross-cultural psychology journals, one postdoctoral student, four doctoral students, and dozens of master's students. Numerous students had the privilege to work with Prof Van de Vijver on their research topics, most notably from the North-West University, University of Johannesburg and University of Pretoria.

His colleagues in South Africa and those who knew Prof Van de Vijver will remember him for being an intellectual giant that showed immense humility to others. He demonstrated the essence of a well-rounded academic and a decent human being and was an amazing person to have known. He will be greatly missed. A memorial page has been created for Prof Van de Vijver where everyone can share memories, pictures, videos or other material associated with their experiences with him - link: [www.remembr.com/en/fons.vandevijver](http://www.remembr.com/en/fons.vandevijver)





Dr. Velichko Fetvadjev, Prof Alewyn Nel, Ms Mariaan Botha (UP SAPI master's student), Prof Deon Meiring, and Prof Fons van de Vijver



Prof Deon Meiring, Dr Velichko Fetvadjev (past doctoral student of Prof Fons van de Vijver), Prof Fons van de Vijver, and Prof Alewyn Nel



Prof. Deon Meiring, Prof Alewyn Nel, Prof Carin Hill (SAPI collaborator from University of Johannesburg), and Prof Fons van de Vijver

## Short description of Professor Fons van de Vijver's career:

Prof Van de Vijver held a Chair in Cross-Cultural Psychology at Tilburg University, the Netherlands and an Extraordinary Chair at both the North-West University in South Africa and the University of Queensland in Australia. He was also a senior researcher at the Higher School of Economics in Moscow, Russia.

Prof Van de Vijver is one of the most frequently cited cross-cultural psychologists in Europe. He authored or co-authored over 600 publications covering methodological aspects of cross-cultural comparisons (bias and equivalence), psychological acculturation, multiculturalism, cognitive similarities and differences in the cognitive domain, indigenous personality, response styles, translations and adaptations.

He occupied numerous editorial roles, among them the editorship of the *Journal of Cross-Cultural Psychology*. He was the former president of the European Association of Psychological Assessment (EAPA) and the International Association for Cross-Cultural Psychology (IACPP). In 2012, he was part of the organizing committee which hosted the 21st International Congress of the International Association for Cross-Cultural Psychology (IACCP) that took place in Stellenbosch in South Africa. This was a satellite conference of the 30th International Congress of Psychology (ICP) which took place in Cape Town.

Prof Van de Vijver supervised five postdoctoral students and over 40 PhD students, five of whom were from South Africa. He as keynote speaker at local South African conferences and international conferences hosted in South Africa (SIOPSA, IACCP, ICP and WAPP). Apart from the SAPI mentioned before, he was also involved in other projects relating to identity, acculturation and wellbeing as well as diversity in the workplace.

# Publications so far in 2019

Blevins, D. P., Sauerwald, S., **Hoobler, J. M.**, & Robertson, C. J. (2019). Gender differences in pay levels: An examination of the compensation of university presidents. *Organization Science*, 30(3), 600–616

**Carrim, N. M. H.** (2019). Minorities, experiences of workplace gossip. *South Africa Journal of Industrial Psychology*, 45(1), 1-10.

**Carrim, N. M. H.** (2019). The in-betweeners: Racio-ethnic and masculine identity work of Indian male managers in the South African private sector. *Journal of Men’s Studies*, 27(1), 3-23.

**Carrim, N. M. H.**, & Senne, Y. (2019). Life context model, intersectionality, and black feminist epistemology: Women managers in Africa. In E. T. Pereira, & P. Paoloni (Eds.), *Handbook of research on women in management and the Global Labor Market* (pp. 136-155). IGI Global.

Chrobot-Mason, D., **Hoobler, J. M.**, & Burno, J. (2019). Lean in versus the literature: An evidence-based examination. *Academy of Management Perspectives*, 33(1), 110-130.

Griffin, R. W., Phillips, J. M., Gully, S. M., & **Carrim, N. M. H.** (2019). *Organisational Behaviour: Managing people and organisations*. Cengage Learning.

**Koekemoer, E.**, & **Crafford, A.** (2019). Exploring subjective career success using the Kaleidoscope Career Model. *SA Journal of Industrial Psychology*, 45, 1-11.

**Koekemoer, E.**, Le Roux, F., & Jorgensen L. (2019). Exploring the career success of blue-collar workers: Motivators that matter. *Journal of Career Development*, 46(3), 314-331.

Masterson, C. R., & **Hoobler, J. M.** (2019) Domestic employment: Making visible an invisible relationship. *Journal of Management Inquiry*, 1056492619839147, 28(3), 354–358.

**Olckers, C.**, & Van Zyl, L. E. (2019). Positive psychological interventions aimed at managing territorial behaviours within the organisational context. In L. E. van Zyl, & S. Rothmann Sr. (Eds.), *Positive psychological intervention design and protocols for multi-cultural contexts* (pp. 171-191). Springer.

**Olckers, C.**, & Van Zyl, L. E. (2019). Psychometric properties of the psychological ownership questionnaire. *Australian Journal of Psychology*, 71(2), 127-136.

Wassermann, A., **Meiring, D.**, & Becker, J. R. (2019). Stress and coping of police officers in the South African Police Service. *South African Journal of Psychology*, 49(1), 97-108.



# In press articles (to be published later in 2019)

**Carrim, N. M. H.** Minority employees’ ethnic identity in the workplace. In *Oxford Research Encyclopedia of Business and Management*. Oxford University Press.

**Carrim, N. M. H.**, & Dresselhaus, F. Vicarious education, dialogue education and self-efficacy among Indian female students in a Diversity Management course. *Africa Education Review*.

**Crafford, A.** Work identity non-western contact (chapter). In *Identifying non-Western Contacts*.

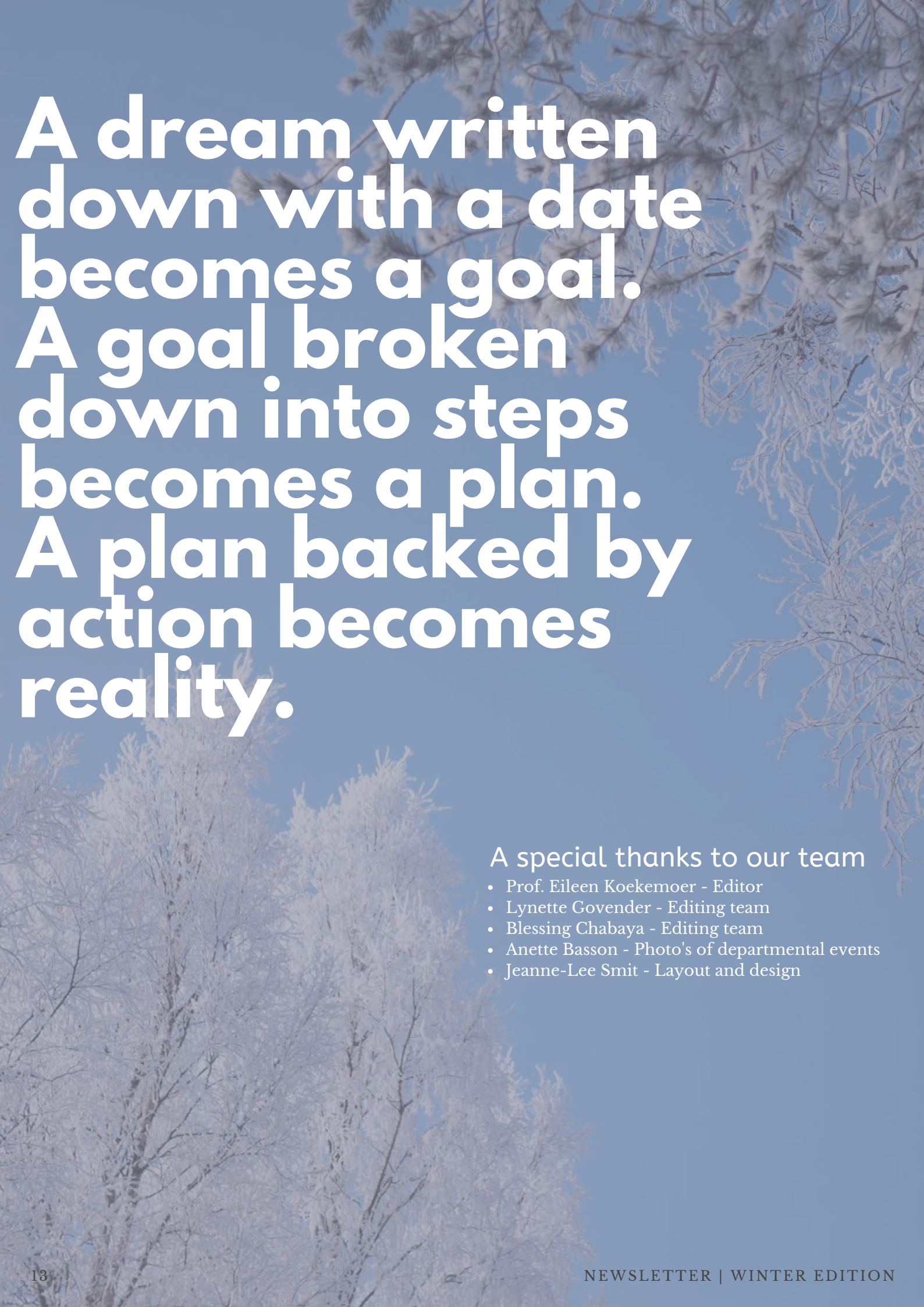
**Meiring, D.** An examination of the construct validity of an electronic in-basket exercise using computer-based simulation technology. *South African Journal of Industrial Psychology*.

Van Zyl, L. E., & **Olckers, C.** (2019). 'The Mental Health Continuum-Short Form in organisational contexts: Factorial validity, invariance and internal consistency' *European Journal of Mental Health*.

Van Zyl, L. E., Oost, E., **Olckers, C.**, & Rispens, S. Work engagement and task performance within a global Dutch IVT consulting firm: The mediating role of innovative work behaviours. *Human Performance Management*.

Van Zyl, L. E., Rispens, S., & **Olckers, C.** (2019). Work engagement and task performance within a global Dutch ICT consulting firm: The mediating effect of innovative work behaviours. *Current Psychology*.





**A dream written  
down with a date  
becomes a goal.  
A goal broken  
down into steps  
becomes a plan.  
A plan backed by  
action becomes  
reality.**

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