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In this
special edition

What organisations learned from the Covid-19 pandemic

Master's students and staff share their COVID-19 experience

Inspiration from our students



Visit our departmental website for various articles on how to manage your organisation successfully during the pandemic

<http://www.up.ac.za/hrm>

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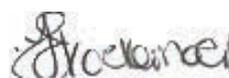
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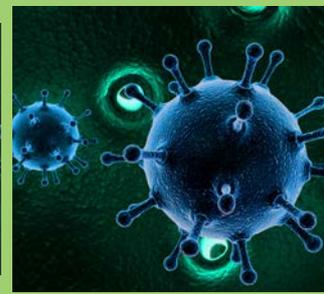
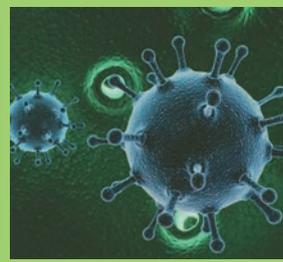
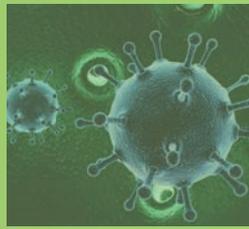
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FROM THE EDITOR

What an unprecedented year 2020 has been! No one could have imagined that we as a university would have had to use online platforms as our main medium of teaching (even if only temporary). Although this can be labelled an unplanned change, online teaching is not totally new to us, given the context and history of student protests in 2016. Nevertheless, staff and students were required to completely shift their mindset and change their commitment this year. One characteristic that comes to mind is the resilience that both staff and students needed to display. Despite the uncertainty and unpredictability surrounding the development of a new normal within our work environment, we performed this task with (various degrees of!) success. Our core business continued - serve our students, provide quality education and do quality research. As a department we engaged with our students continually through online platforms and classes to ensure that we instilled in them the knowledge and skills to overcome even difficult times such as these. Regardless of how tough it was, we endured and made 2020 a success. This year taught us significant lessons, which we shall keep in mind on our road of providing excellent teaching and doing outstanding research.



Prof Eileen Koekemoer



What organisations learned from the Covid-19 pandemic: Research findings of our master's group

The COVID-19 pandemic came as a surprise to many of us. The unprecedented nature of this disease caused major disruption to all people and organisations around the globe. It is reported that three million people in South Africa lost their jobs within the first month of lockdown (Mabuza, 2020). Business people and organisations learnt some hard lessons about doing business in the new world of work.

As part of the Change module of the master's course, the group of 2020 conducted case study research on how organisations responded to COVID-19 and what lessons could be learnt from these case studies (i.e. how did organisations respond to unplanned changes). In analysing the data obtained, seven key factors that organisations should take note of when confronted with unplanned changes were identified.

1 Change has changed

In the past, change was believed to be predictable, and change was often planned and then implemented in a linear manner. However, due to globalisation, change (both planned and unplanned) has become complex and unpredictable. A lesson learnt from the Covid-19 outbreak is that a small incident can have unpredictable and catastrophic consequences (Van Tonder, 2006). Contemporary organisations must understand that change is no longer what it used to be. Therefore, organisations cannot continue to operate the way they did in the past. **Organisations that undergo change have to be flexible instead of rigid in dealing with change. This may require them to change their mindset so that they do not implement hard and fast rules and follow set models.** This approach is critical to the success of organisations, particularly in an uncertain market environment.

2 Effective leadership is critical

Organisations that continued to be successful during the COVID-19 pandemic had strong and effective leadership. **Strong leaders were identified as having the ability to facilitate the change process, provide support to employees and maintain their organisations' values.** Gone are the days when autocratic leadership was believed to be effective. Today's leaders should have the desire to serve their followers and be able to give hope and offer encouragement. This kind of leader is more likely to act ethically and empower followers to grow in both their personal and professional lives.

3

Communication is key

The necessity of **effective, clear and consistent communication** has been emphasised throughout the years. However, the COVID-19 pandemic has re-emphasised the importance of effective communication, especially since face-to-face communication has had to be replaced with electronic and/or online communication. The pandemic has left many employees living in fear of losing their jobs and loved ones. The case studies revealed that people felt uncertain about their future and their roles as employees in the context of a pandemic. Communication that informed employees clearly and consistently about what was expected of them gave them a sense of safety and security, resulting in increased loyalty, engagement, commitment, motivation and productivity.



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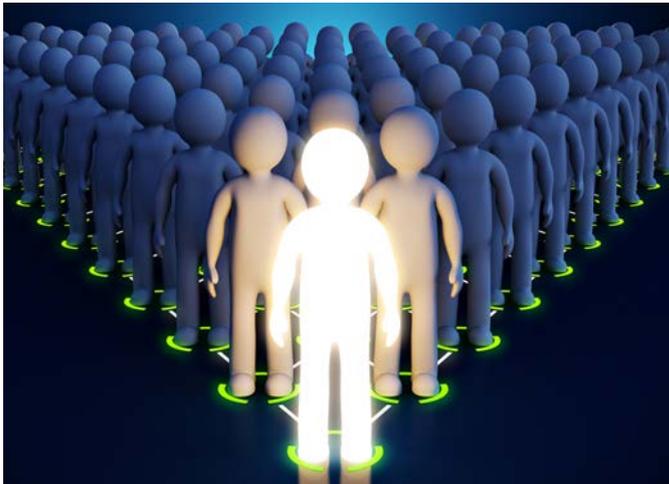
Investment in technology is no longer a luxury



As with communication, there is little doubt about the importance of technology. Since the occurrence of COVID-19, technology has become a hot topic. The pandemic has increased the need for technology and reinforced the belief that technology in organisations is no longer a luxury. Although the lockdown regulations have been eased in South Africa, many organisations continue to operate online, which implies that they need to follow and maintain efficient technological processes. Organisations who had these structures in place before the lockdown, found it easy to operate on a work-from-home basis. This provides evidence that technological innovation is critical in the contemporary organisation and that investment in this area will improve the organisation's chances of successfully facilitating unplanned change.

5 Agile and flexible organisations will survive and thrive

Agility and flexibility have always been characteristics of the best organisations around the world. Today, all organisations - from a Fortune 500 company to a small bed-and-breakfast place in Benoni - are required to think on their feet and adapt to trends and changes. During the COVID-19 lockdown period, organisations that did not run their businesses with agility and flexibility, struggled to effectively deal with the challenges of the pandemic. Although all organisations were affected by the pandemic, those who were agile experienced fewer consequences. This further implies that organisations should continuously develop their skills and knowledge if they wish to remain agile and able to respond effectively to the continuously changing environment.



6 People are the centre of an organisation

COVID-19 has reinforced the importance of healthy and happy employees. Organisations need the support of their employees to achieve their goals and objectives. Therefore, an organisation that experiences change should focus on considering its people rather than on implementing a plan or a process to drive the change. In the case of COVID-19, this meant that organisations had to allow (and trust) their employees to perform their work from home. The outcomes were employees' greater commitment and increased productivity. Moreover, organisations that showed employees they cared about them were able to maintain their employees' engagement.

Values should be the foundation of change and daily operations

7

In the past, organisations were driven by the need to make a profit. Although profit-making will always be important, research indicates that **value-driven organisations are sustainable**. Organisations that understand that their profitability is determined by people and that they should uphold empathy as one of their values, have been able to inspire their employees to remain loyal during the COVID-19 pandemic.

Values exist at three different levels - individual level, group level and organisational level. On an individual level, values that organisations can promote include motivation, ownership and empowerment. On a group level, the value of collaboration is critical as it bridges the gap between the individual and the organisation, which implies that it is critical to the success of all change-related initiatives. On an organisational level, transparency remains an important value as it promotes open, continuous and consistent communication. An organisation that upholds its values and regards this as an important driving force is likely to be more successful than an organisation that focuses solely on making a profit.



Master's students and staff share their COVID-19 experience

2020

has proven to be a “rollercoaster year”, according to Suné van Huyssteen, a master's student. COVID-19 has caused major disruption and has had a great impact on many people around the world. Among those affected are the students and academic staff who have been forced to learn and teach via an online platform. **For some, this started as a somewhat pleasant experience.** As far as Dr Anne Crafford was concerned, “Level 5 lockdown was not an unpleasant experience. We spent a lot of family time together, baking, cooking, exercising, talking; and there was plenty of time for work because other activities were largely restricted (and fatigue had also not yet set in).” Riko Smith also experienced the lockdown as positive in the beginning as he was able to stay home and spend time with his family. **However, as the year progressed, many staff members and master's students experienced more challenges than they had anticipated.**



A challenge that several students faced was having to fulfil various roles (e.g. as student, parent, and employee) at the same time. For Joey Mongalo, this was extremely tough, especially during level 5 lockdown: “It was tough in the beginning, to be a married man with a wife working from home, a helper who can't come in anymore, and a daughter who is just over a year old at home - it was pretty daunting.” Hlengiwe Nhleko, a single parent, shared the same sentiment. She found home-schooling her children particularly difficult as it put a lot of extra pressure on her. **Even students who were not parents indicated that the pandemic had brought about challenges.** According to Bianca van Heerden, doing her master's during the pandemic was intense. Amalia Magnin, like Joey, found the hard lockdown extremely difficult, especially because she was often the only one in the house who was working.

The master's group found the practical side of carrying out some assignments an obstacle they had to overcome. They had several interviews to conduct for their assignments, especially during the early phases of lockdown. However, due to COVID-19, the people practitioners the students had to interview were busier than usual, which left many students with limited options. Only when the lockdown restrictions eased and people went back to work, could many students structure their work, study and family time more concretely. Yet, it was difficult not to be able to communicate with people face to face. Dr Anne Crafford explained that she missed the contact with colleagues in the office – “the ‘pop into your office and have a quick chat on my way out’ sort of connections”.

The master's group found the practical side of carrying out some assignments an obstacle they had to overcome.

Although social interaction was difficult and the master's students had met only once as a group in their first block week, **they kept on supporting one another.** They did this by sharing assignment resources, job opportunities, funny memes, and motivational quotes via WhatsApp and email. According to many of the students, this is what kept them going throughout the hectic year. **Thus, studying during the COVID-19 pandemic taught them the importance of maintaining a support system.**



Moreover, it gave students and staff the opportunity to gain new skills as they had to learn to adapt, be flexible and maintain high levels of self-discipline. Part of exercising self-discipline entailed structuring daily schedules to make provision for doing work that had to be done and for setting time aside to relax and engage with family members.

...it gave students and staff the opportunity to gain new skills as they had to learn to adapt, be flexible and maintain high levels of self-discipline.

Learning and teaching online were new to many of the students and staff, and understanding how to communicate with others – especially those you had spent limited time with in person – was a skill that had to be developed to carry out group assignments successfully. Although there were hurdles and challenges to overcome, the master's students felt assured of the support of the department as it constantly communicated with them about the status of their studies. Bianca van Heerden expressed her appreciation as follows: “Overall, I feel they [the department] did everything they possibly could to put us in an okay space and I felt safe that we would finish our degree on time.”

Congratulations

to all the staff and students for working hard and adapting effectively during these uncertain times!



Celebrating the success of our students...

Our first virtual prize giving ceremony

Every year, around April, the Department of Human Resource Management celebrates the academic achievement of its top students in Human Resource Management and Industrial Psychology. Due to the strict lockdown regulations to curb the spread of Covid-19, the event could not physically take place this year. However, thanks to technology, the department was able to conduct their annual, but first virtual, prize-giving ceremony on 18 November 2020. The prize winners, their family members and the sponsors were able to attend the event from the comfort of their own homes.

We are proud to announce our prize winners and sponsors.



Jodie Leong

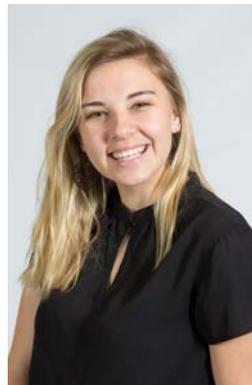
"We are bound only by the limits of our imaginations."

Award for the best achievement over the three-year study period for the degree BCom in Human Resource Management. This award was sponsored by the AHI Employers' Organisation and LexisNexis.

Sune van Huyssteen

"Always do your best. What you plant now, you will harvest later" - Og Mandimo

Award for the best academic achievement in research subjects for the degree BCom Honours in Industrial Psychology. This award was sponsored by the Institute of People Management.



Taylor Montgomery

"So wear your strongest posture now and see your hardest times as more than just the times you fell, but a range of mountains you learned to climb."

Award for the best achievement for the degree BCom Honours in Human Resource Management. This award was sponsored by the Institute of People Management.

Tiffany Webster

"The only person you should try to be better than, is the person you were yesterday"

Award for the best overall achievement for the degree MCom in Industrial and Organisational Psychology. This award was sponsored by the South African Board for People Practices.



Amalia Magnin

"A satisfied life is better than a successful life because our success is measured by others, but our satisfaction is measured by our mind, soul and heart."

Award for the best achievement for the degree BCom Honours in Industrial Psychology. This award was sponsored by Human Capital Business Solutions.

Kim Dowdeswell

"Success isn't about how much money you make; it's about the difference you make in people's lives." - Michelle Obama

Award for the best PhD student in the PhD Learning Programme. This award was sponsored by the Human Resource Management Department.



Our department would like to thank our industry partners, the Institute of People Management, South African Board for People Practices, AHI Employers' Organisation, Human Capital Business Solutions and LexisNexis for sponsoring the prizes.

Award for the
Best Community Project (Read for Africa)
for the degree BCom Honours in Industrial Psychology.



Hesti Groenewald, Cemonn Wegerele, Teagan Routledge, and Bianca van Heerden

More about the Read for Africa project:

Written by Bianca van Heerden

Our group attended the Read for Africa holiday programme at Diepsloot for three days in the June holiday to help the children with their English reading, writing and pronunciation. At first, the idea of working with kids and helping them with their reading, writing and pronunciation seemed a bit daunting. However, within a day it became clear that our skills did help these kids. Throughout this experience, the most valuable lesson we learned was how happy these children were regardless of their circumstances. They came in each and every day with the biggest smiles on their faces; something we all can learn from and apply to our daily lives. Also, once again, it occurred to us that time was invaluable; it was incredible to see what impact the three days had on these children. All we gave were our time and patience, which cost us nothing. Lastly, we learned to give without expecting anything back. With that said, we urge you to visit the Read for Africa Diepsloot holiday programme this coming June holiday. We all feel that we have learned so much more than we ever expected to, and so could you.



Inspiration from our students



The Department of Human Resource Management decided to individually feature the students who were the top academic achievers in 2019, and to get some behind-the-scenes scoops on their secrets to success. The department launched the 'TAKE 5 with ...' campaign online to highlight our students' academic achievements and to give other students, academia and industry a glimpse into their success and were published on.

We asked the top students of 2019 a list of questions and chose their five best answers to post on the Department's website. Some interesting patterns emerged from the students' answers. Many of them indicated that they planned to enter the workplace (specifically the corporate environment), and almost all of them saw themselves as making a difference in the lives of others in the future. One former honours student, Cemonn Wegerle, mentioned that she saw herself in the role of an advocate for mental health and someone who would implement new ways of encouraging a mentally healthy workforce.

Regarding their thoughts about the Covid-19 pandemic: The achievers believed that not only would the roles of industrial psychologists and human resource professionals stay the same on the whole, but these roles would become even more important in the workplace to assist employees to cope in uncertain times. Suné van Huyssteen, currently a master's student, said she was convinced that the role of industrial and organisational psychologists would become increasingly strategic and virtual. According to Taylor Montgomery, now an HR trainee at Mondi Group, the biggest challenge that Covid-19 foregrounded was the need to adapt to the 4th Industrial Revolution.

When asked to give their definition of academic success, the answers varied from "strive to be the best you can be" to "a well-balanced lifestyle". Almost unanimously, the students agreed that true academic success went beyond achieving high marks, and that, when you measured success, you should not compare yourself to others. As Teagan Routledge, currently a student assistant in the department, wrote:

"A successful academic career, to me, is one that leaves your mind enriched rather than burned out, a body that is healthy rather than stressed and a heart that is full of love rather than loneliness."

We also asked the academic achievers what advice they would give their younger selves, and whether they had any tips for other "young" students. The most common responses were: enjoy the journey, embrace every opportunity, ask for help (from lecturers and friends), and allow for quality personal time. Kim Dowdeswell, in speaking specifically about the PhD programme, mentioned: "You need to have passion and an abiding curiosity for your field and for understanding the 'why' of things, as well as a desire to become a researcher at heart (whether you intend to enter academia or return to professional practice)."

Finally, we asked the students to list their role models and people they looked up to, and staff members from the department featured in many of their answers. Two of the academic achievers mentioned Professor Jenny Hoobler as someone they admired, especially because she challenged her students to think critically, and she "never stands back for anything or anyone". Other staff from the department they mentioned were Ms Suzanne Gericke, Mr Sakkie van Greunen and Prof. Chantal Olckers. It was also evident that the students placed a lot of value on their families, with two students mentioning their mother as their role model, and another student giving credit to her parents for motivating her to become a better version of herself.

There is a lot to be learned from the department's top achievers, and this campaign allowed us to gather some insights that staff and students can apply in their own lives and studies. The department intends to continue with this campaign and build up a whole database of wisdom and knowledge shared by our wonderful students.

Engaging with our community

The Industrial Psychology students of 2020 were the second group to be introduced to the **Community Service module** offered in our department. Together, the 16 students completed approximately 321 hours of community service under the guidance of Mrs Madele Klingenberg. As with last year, the students had to select and manage their own projects and report back on them in a portfolio of evidence and learning. It is heart-warming to see the kind of impact that the students made in the lives of so many people during the tough time of the Covid-19 pandemic.



Due to the hard lockdown implemented in March this year, the students' ability to travel and access their chosen organisations was restricted. As a result, many of the students participated in community projects online or individually when the lockdown had eased. **This showed the honours students' willingness to lend a hand and make a difference despite the odds.** Some of the projects that the students got involved in were Untamed Love, Built Africa, Kwasa College Primary School, and Bienvenu women's refuge shelter.



Untamed Love

Untamed Love is a charity that is involved in several projects, ranging from providing parcels containing essentials to those who struggle to make ends meet to uplifting the youth. Students assisting with this project presented two sessions on 'job readiness' and 'life skills' to the youth in Tembisa and Olivenhoutbosch.

Built Africa

The honours students also assisted Built Africa, an organisation which seeks to ensure that women and the youth are employed. Part of what they do is to equip unemployed women and young people with tools and skills through teaching modules. Built Africa did not receive many donations this year due to the unexpected situation brought on by Covid-19, and the students assisted the organisation in creating a structured funding proposal.



Kwasa College Primary School

The Kwasa College Primary School project handed out personal protective equipment so that learners could continue attending school at a decreased risk level of being infected by the infamous virus.

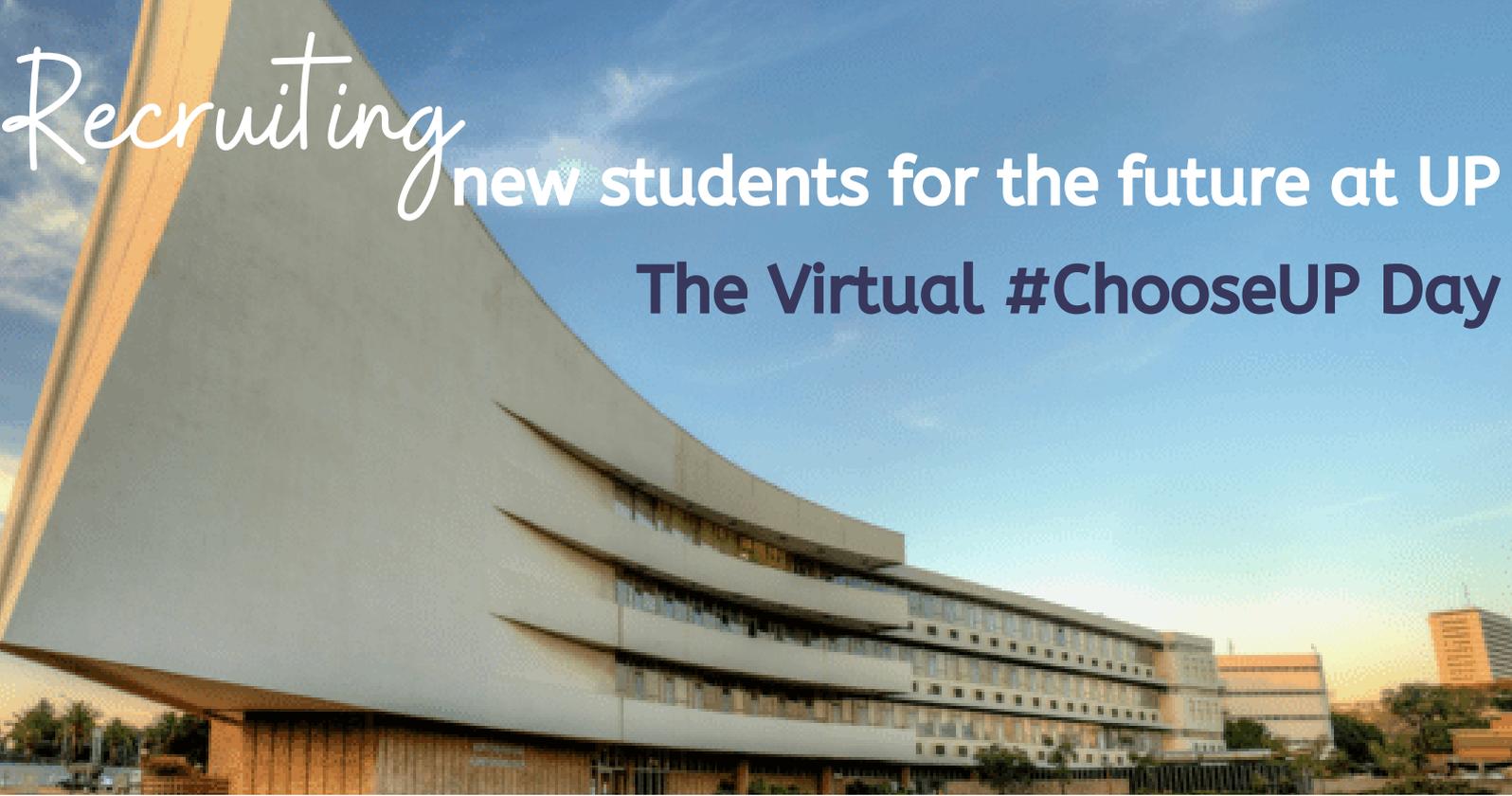


Bienvenu women's refuge shelter

The Bienvenu women's refuge shelter aims to safeguard the poorest and promote the dignity and rights of migrants, refugees, internally displaced people, seafarers, itinerants, and people on the move. Students who aided this project donated personal-care packages, which included hand sanitiser and soap, to the organisation.

The honours students participated individually in a number of other projects, for example, the Mandela Month project, awareness creation of gender-based violence, the Save-a-child project, and the Robin Hood foundation. It is clear that the honours group of 2020 gave back to the community as much as possible. A great highlight for the students was realising that they could use some of the skills they had already acquired through their studies to make a lasting impact. They indicated that it had been a great experience that had taught them how to give without expecting anything in return. One student said, "It really made me learn more about humanity and made me get in touch with kindness and compassion". Well done to UP's Industrial Psychology honours students for making a difference in South African communities, especially during the hard times caused by Covid-19!





Recruiting new students for the future at UP

The Virtual #ChooseUP Day

The University of Pretoria's (UP) first-ever Virtual #ChooseUP Day was successfully held on Saturday 15 August. This exciting event saw approximately 10 000 Grade 12 learners and their parents/guardians visit UP's campuses virtually to get an idea of potential study directions for the future.

#ChooseUP Day takes place annually in August to introduce UP, its staff, campuses, faculties and student services to Grade 12 learners who have received conditional admission offers, subject to their matric/school-leaving results. This year's #ChooseUP Day was transformed into an online event, the Virtual #ChooseUP Day, due to the lockdown stemming from the COVID-19 pandemic and is believed to be the first of its kind for a tertiary institution in South Africa. It was hosted on UP's Virtual Campus, an online platform that allows visitors the opportunity to explore UP's facilities and campus life through a combination of 360-degree panoramas, videos, and course-related information.

Each faculty had the opportunity to showcase their unique degrees and study experiences, and the Department of Human Resource Management formed part of the Management Sciences ChooseUP day presentations. Herewith the link: <https://www.youtube.com/watch?v=v9zcf5zVOjU&list=PL4qwr9NpoVGzpjA3E5-0bcBQ4tgIIXMq&index=4>

The D-HRM also ran two of its own separate campaigns for #ChooseUP, namely, "100 seconds with ..." and "Women's Month in the HR Department". The former consisted of short video interviews - only 100 seconds long - with six department stakeholders, including a former student, a member of the Advisory Board, and several staff members. The interviews were conducted by Somona Kabemba, a student assistant at the department and current master's student in Industrial Psychology, and yielded extremely valuable insights into the department, as well as some personal experiences from the stakeholders.

The D-HRM also celebrated Women's Month in August with a campaign acknowledging the incredible contributions of women that have positively influenced aspiring industrial psychologists and human resource practitioners. Postgraduate students paid tribute to important female role models in their lives by making a video of their messages of appreciation to their female role models. All of the "100 seconds with ..." videos and the Women's Month video can be found on the department's website: <https://www.up.ac.za/human-resource-management/article/2915326/hrm-videos>

The department's involvement with these two campaigns showed that the D-HRM offers incredible experiences and opportunities for future students and collaborators. Stakeholders in the department realise the importance of and give credit to the women in their lives and other role models who have left a positive impact. Besides presenting current students with a broader view of the department, these campaigns gave future students a clear reason to #ChooseUP.



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Celebrating the achievements of *Laureen,* our doctoral student

In 2020, Dr Laureen van Aswegen, a chemical engineer, successfully completed her PhD thesis titled “Power and privilege and identity at the margins: Identity work transitions of lower-echelon managers” under the supervision of professors Stella Nkomo and Nasima Carrim. Although Laureen has degrees in the chemical field, her research for a master’s degree in Business Leadership at Unisa sparked a new interest. It introduced her to organisational development and change management, and she began to understand the psychology of organisations. Her interest in the field of industrial and organisational psychology grew.

In her thesis, she focused on the unexamined role of national, cultural, societal and historical dynamics of power and privilege in the identity work of the lowest level of managers in organisations. In her study, she made use of constructivist grounded theory, narrative inquiry and critical discourse analysis to inform her multi-method qualitative research approach, which, she noted, was the hardest part of completing her PhD. The study aimed to identify how first-level managers had approached management in the past and how they approached it within the context of the political power shifts in South Africa from pre- to post-apartheid. She further assessed the degree to which managerialism and the changing political context were linked to managers’ self-identity. Her study found that post-apartheid “South African organisations remain sites for perpetuating social injustice through complex societal-organisational interdiscursive practices that serve to maintain an unequal distribution of power, social oppression and exclusion”.



Laureen has always been an activist and interested in diversity and inclusion. At the same time, she has always been fascinated by newer and better technologies, which is what drew her to engineering. It is no surprise that every job that Dr Laureen van Aswegen has taken on has combined her passion for people and technology. Her work experience is vast, but noteworthy is her appointment as the first woman general manager of a brewery. In that capacity she played a big role in the merger between South African Breweries and Anheuser-Busch InBev. She recently relocated to the Netherlands and is now the global director of value engineering at Pétanque NXT.

The feedback Laureen received on her thesis made her burst into tears. Prof Stella Nkomo described her research as “unprecedented”. Laureen acknowledged that her accomplishment was due to the marvellous PhD programme in the department and her two fully aligned and exceptionally brilliant supervisors. She ascribed her career and academic success to her desire for life-long learning. Whenever she is curious about how or why something works, Dr Laureen van Aswegen is bound to learn about it. She noted, “I think that anyone who wants to go forward in life and wants to have a fulfilling career can benefit from mastering personal mastery. For me, personal mastery in something gives me confidence and performance in what I’m doing”.

Lastly, Dr Laureen van Aswegen expressed great gratitude to the department for its support and praised the way it is run. She acknowledged that many people worked behind the scenes, but she gave special thanks to professors Nasima Carrim, Stella Nkomo and Jenny Hoobler and Mrs Christa Smit. She praised all the people who work in the department and whose dedication ensures that every student is in good hands.

Profiling two of our staff member's excellence and academic achievements and how they inspire

Prof Jenny Hoobler

Professor Jenny Hoobler can boast an illustrious career and her achievements bring honour to the Department of Human Resource Management. In addition to serving on various boards and committees from as early as 2002, Prof Hoobler was elected in 2019 to a six-year leadership track in the Academy of Management's division of Gender and Diversity in Organisation. This division consists of 1 800 members from 120 countries. Her leadership roles will culminate in her chairing the division in 2024. Professor Hoobler is also a trailblazer closer to home. She has published several outstanding journal articles on, for example, leadership, abusive supervision, work-family conflict and bias in the workplace. In 2019, her article "The business case for women leaders" was one of the top ten most read articles in the coveted Journal of Management (A-rated journal, impact factor of 8,08). Currently, she serves as the special issue editor of the African Journal of Management.



Professor Hoobler's excellence in her field of research has resulted in her appointment as the associate editor of the Journal of Applied Psychology (JAP), which is arguably the top-ranked journal in the field of industrial and organisational psychology and has been classified as an A-rated journal in the Australian Business Deans Council's journal quality list. The JAP has an impact factor of 8,7 and an acceptance rate of 5-10%, which testifies to the excellence of the journal. As an associate editor, Professor Hoobler evaluates about 100 manuscripts (excluding desk rejects) per year, and will be doing so for a 6-year term. She said, "I am proud to be the first Africa-based scholar to ever serve as associate editor of the Journal of Applied Psychology, putting the University of Pretoria on the JAP masthead for the world to see."

Professor Jenny Hoobler maintains professional affiliations with renowned associations such as the Academy of Management, American Psychological Association, Society for Industrial and Organisational Psychology, Society for the Psychological Study of Social Issues, and the Southern Management Association. On many occasions, she has presented at prestigious conferences in countries around the world, for example, Nigeria, Kenya, Botswana, the United States of America, Hawaii, Canada, Greece, and Germany. More recently, in early November 2020, she facilitated and presented the EMS Talk webinar on the importance of "trying on" a leader identity.

Even with her busy schedule, Professor Hoobler remains committed in her role as a full professor and doctoral programmes manager in the department. Based on her high impact research profile and her excellent overall performance as a professor at the university, she received the University of Pretoria Exceptional Academic Achievers Award in 2020. This award is typically granted to academics who have maintained continuous exceptional achievement in undergraduate and postgraduate teaching and learning, research, community service and administration, and who enjoy exceptionally high stature among their peers. The department congratulates Professor Jenny Hoobler on her invaluable contributions and accomplishments.

Prof Nasima Carrim



The Department of Human Resource Management has a reputation for its staff members being leading experts in their respective fields. One such staff member is Professor Nasima Carrim who has shone the spotlight on the department through her significant contribution to the first-ever textbook on diversity management to be published in South Africa. Prof Carrim is the leading co-editor of this book, titled *Managing diversity in the South African workplace*, and she received valuable input from over 10 contributing authors from around the country, including our very own head of department, Prof Alewyn Nel. In an interview on SAFM, Prof Carrim said that the inspiration for the book came from her students, who voiced their concern about the use of American-based textbooks for diversity management courses in South Africa. The book sheds light on the state of transformation in both the public and private sectors and argues that transformation has taken place at a relatively slow pace.

Although the book emphasises race and gender differences in public and private sector organisations, it also highlights other important diversity topics, such as sexual orientation, generational differences and religion, which are often overshadowed in diversity conversations.

In affirmation of her academic stature, Prof Carrim has been elected to serve as an executive member of the Society for Industrial and Organisational Psychology of South Africa (SIOPSA) and as the chairperson of the Diversity and Inclusion Interest Group. In her role, which commenced in August 2020, she hopes to give a voice to members of society, and to industrial and organisational psychologists (IOPs) within SIOPSA, who have been marginalised. Prof Carrim aims to elevate marginalised IOPs of the future generation and to attract their interest and retain their involvement, by working closely with industry and higher education institutions.

Lending credence to her achievements, Prof Carrim contributes toward transformation in the fields of HR and IOP beyond national borders. She is a member of the Gender, Diversity and Organisation Division of the Academy of Management, a world renowned institute. She also represents Management Sciences on the Diversity and Inclusion Committee of the University of Pretoria's Faculty of Economic and Management Sciences (EMS). Recently, Prof Carrim hosted the SIOPSA online webinar on women in the workplace, and, as part of the "EMS Talk" webinar series she conceptualised and facilitated a webinar on the controversial Clicks-Tresemme advertisement. Prof Carrim has also featured in a number of newspaper and media articles as well as several radio and TV interviews on platforms including The Star News, PowerFM, MetroFM, and NewzroomAfrica. The department congratulates Prof Nasima Carrim on her invaluable contributions and accomplishments.

Disseminating our research to the broader community of readers in South Africa

Click on the link to view the article

EXPERT ADVICE: On Boss's Day, here's how to identify and deal with workplace bullying

Professor Nasima MH Carrim

https://www.up.ac.za/human-resource-management/news/post_2929610-expert-advice-on-bosss-day-heres-how-to-identify-and-deal-with-workplace-bullying

Four leadership themes for building an inclusive South African culture

Professor Alewyn Nel and Joey Mongalo

https://www.up.ac.za/human-resource-management/news/post_2924149-four-leadership-themes-for-building-an-inclusive-south-african-culture-

Creating racial harmony and well-being in workplaces – UP Human Resource Management experts offer advice

Professor Jan Alewyn Nel, Professor Nasima MH Carrim and Blessing Chabaya

https://www.up.ac.za/human-resource-management/news/post_2922654-creating-racial-harmony-and-well-being-in-workplaces-up-human-resource-management-experts-offer-advice-

Taking a new approach to work-life balance amid COVID-19 – UP prof offers employees and employers pointers

Professor Eileen Koekemoer

https://www.up.ac.za/human-resource-management/news/post_2914362-taking-a-new-approach-to-work-life-balance-amid-covid-19-up-prof-offers-employees-and-employers-pointers

It's time to get real: Leadership lessons from the COVID-19 pandemic

Professor Jenny M Hoobler

https://www.up.ac.za/human-resource-management/news/post_2913395-its-time-to-get-real-leadership-lessons-from-the-covid-19-pandemic

Expert Opinion: Home-bound or office-bound after COVID-19, what will your choice be?

Madelé Klingenberg

https://www.up.ac.za/human-resource-management/news/post_2910724-expert-opinion-home-bound-or-office-bound-after-covid-19-what-will-your-choice-be

Nine types of 'remote-work personalities' to look out for in your colleagues

Professor Nasima Carrim

https://www.up.ac.za/human-resource-management/news/post_2904358-nine-types-of-remote-work-personalities-to-look-out-for-in-your-colleagues

Five things you must do to get ready to work at the office again

Jenny Hoobler and Christa Smit

https://www.up.ac.za/human-resource-management/news/post_2897471-five-things-you-must-do-to-get-ready-to-work-at-the-office-again

HR in a post-COVID-19 world: UP expert on embedding a 'people over profit' culture

Liesel Pheiffer Blignaut

https://www.up.ac.za/human-resource-management/news/post_2896483-hr-in-a-post-covid-19-world-up-expert-on-embedding-a-people-over-profit-culture-

Will working from home boost gender equality?

Prof Jenny Hoobler

https://www.up.ac.za/human-resource-management/news/post_2894592-will-working-from-home-boost-gender-equality

Five types of horrible (remote) bosses and how to handle them – UP expert

Professor Jenny Hoobler

https://www.up.ac.za/human-resource-management/news/post_2891783-five-types-of-horrible-remote-bosses-and-how-to-handle-them-up-expert

PUBLICATIONS FOR 2020

Publications

- Harunavamwe, M., **Pillay, D.**, & Nel, P. (2020). The influence of psychological capital and self leadership strategies on job embeddedness in the banking industry. *SA Journal of Human Resource Management*, 18, 1–11. <https://doi.org/10.4102/sajhrm.v18i0.1294>
- Koekemoer, E.**, Olckers, C., & Nel, C. (2020). Work-family enrichment, job satisfaction, and work engagement: The mediating role of subjective career success. *Australian Journal of Psychology*, 72,(4), 347-358 <https://doi.org/10.1111/ajpy.12290>
- Morton, N., Hill, C., **Meiring, D.**, & van de Vijver, F. J. R. (2019). Investigating measurement invariance in the South African Personality Inventory: English version. *South African Journal of Psychology*, 50(2), 274–289. <https://doi.org/10.1177/0081246319877537>
- Nkomo, S. M** (2020). Intersecting viruses: a clarion call for a new direction in diversity theorizing. *Equality, Diversity and Inclusion: An International Journal*, 39 (7), 811-821
- Olckers, C.**, du Plessis, M., & **Casaleggio, R.** (2019). Authentic leadership, organisational citizenship behaviours, and intention to quit: the indirect effect of psychological ownership. *South African Journal of Psychology*, 50(3), 371–384. <https://doi.org/10.1177/0081246319891658>
- Pillay, D.** (2020). Positive affect and mindfulness as predictors of resilience amongst women leaders in higher education institutions. *SA Journal of Human Resource Management*, 18, 1–10. <https://doi.org/10.4102/sajhrm.v18i0.1260>
- Smallfield, J., **Hoobler, J. M.**, & Kluemper, D. H. (2020). How team helping influences abusive and empowering leadership: The roles of team affective tone and performance. *Journal of Organizational Behavior*, 41(8), 757–781. <https://doi.org/10.1002/job.2450>
- van Zyl, L. E., **Olckers, C.**, & Roll, L. C. (2020). The Psychometric Properties of the Grit-O Scale Within the Twente Region in Netherlands: An ICM-CFA vs. ESEM Approach. *Frontiers in Psychology*, 11, 1–17. <https://doi.org/10.3389/fpsyg.2020.00796>

Book Chapters

- Pillay, D. (2020). Optimism and adaptability within the South African higher education sector. In V. E. Zyl, A. Campbell, & L. Lues (Eds.), *Chaos Is a Gift?: Leading Oneself in Uncertain and Complex Environments* (1st ed., pp. 101–114). KR Publishing.



Conference attendance in 2020 (mostly virtually)

Due to travel restrictions around the world, the majority of conferences were either cancelled, postponed or presented virtually in 2020. Some of the conferences which were attended by staff in our department or where virtual presentations were done include:

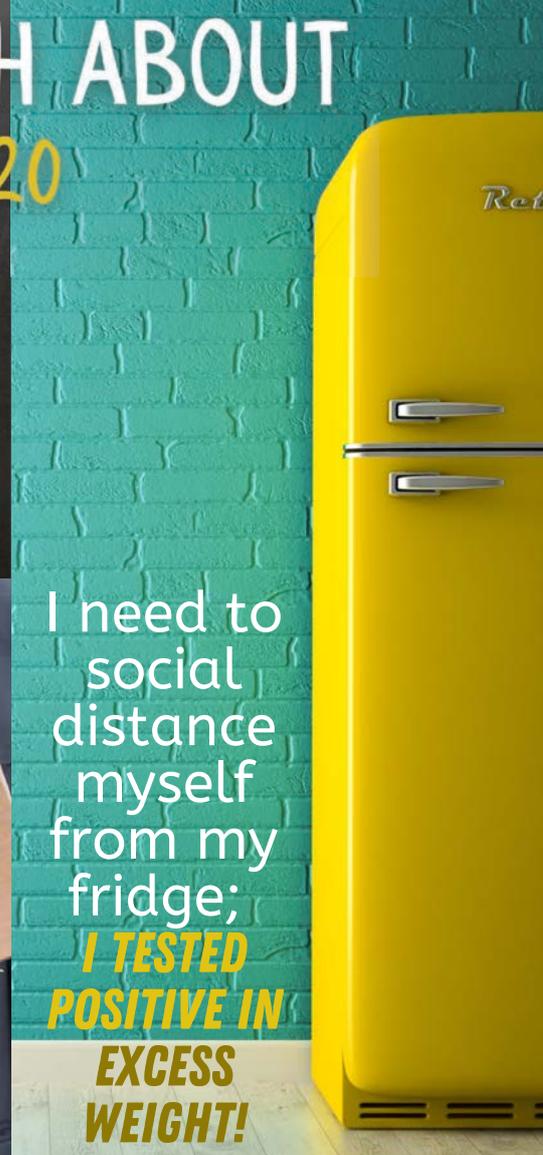
- Meetings of the Academy of the Management** (various virtual presentations by Prof Jenny Hoobler, and Prof Nassima Carrim).
- Africa Academy of Management** (paper presented by Prof Jenny Hoobler earlier in the year)
- Careers in Context (under auspices of Academy of Management)** – Paper presented by Dr Anne Crafford and Prof Eileen Koekemoer in person in Vienna, in Feb 2020.
- Work Family Research Network Virtual conference** (Pre-recorded presentations by Prof Pieter Schaap, Prof Eileen Koekemoer, and Dr Anne Crafford)

SOMETHING TO LAUGH ABOUT

at the end of 2020



Never thought my hands,
will one day consume more
alcohol than my liver...never!



I need to
social
distance
myself
from my
fridge;
**I TESTED
POSITIVE IN
EXCESS
WEIGHT!**

We want to publicly
apologize to
the year 2019
for all the bad things
we said about it.



Lockdown seems like a
NETFLIX SERIES...
just when you think its
over, they release the
next season.



I'm not planning
adding this 2020 to my
age...
I didn't even use it!



**I'M STARTING
TO LIKE THIS
MASK THING...
I WENT TO THE
SUPERMARKET
AND SAW TWO
PEOPLE I OWE
MONEY TO,
THEY DIDN'T
RECOGNIZE
ME.**



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