

## INDUSTRIAL PSYCHOLOGY NEWSLETTER

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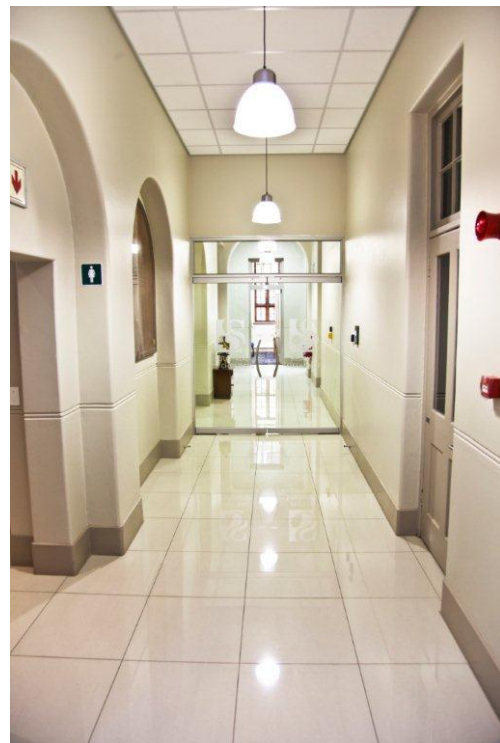
#### UIT DIE VOORSITTER SE KANTOOR



**Prof Johan Malan**

Gedurende die eerste semester van 2013 het die opgradering van die eertydse Bedryfsielkundegebou sodanig gevorder dat ons stelsmatig moes gereed maak om weer terug te trek. Die trek het uiteindelik tydens die winterreses plaasgevind en ons moet 'n spesiale woord van dank aan Mnr Malan Oosthuizen, Fasiliteitsbestuurder, rig, asook aan en ons eie Me Coreli Cillie vir hul onverpoosde ywer om die logistieke uitdagings van die terugtrekking die hoof te bied. Die gebou is vanjaar 'n eeu oud en die argitekte het uit hulle pad gegaan om die eksterne fasade in sy oorspronklike vorm te behou, maar om die binneruimtes te moderniseer en dit so aantreklik en funksioneel moontlik te maak. Die vloeroppervlakte wat aan ons departement toegewys is, het in die proses toegeneem en 'n aantal addisionele kantore is geskep deur die onderverdeling van die buitengewoon groot ou kantore. Ons het ook baie aantreklike gespreksruimtes bygekry wat besonder geskik is vir interaksie met kleiner groepe nagraadse

studente. Daar is selfs 'n nuwe Wi-Fi-laboratorium waar nagraadse studente met hul skootrekenaars toegang tot die internet kan kry.



**Voorportaal**

Ons het dit goed gedink om 'n paar fotos van die gebou in sy nuwe baadjie in te sluit vir lesers wat dit graag sou wou sien.

Die gebou huisves nou ook die Skool vir Wiskundige Wetenskappe en gevolglik moes daar 'n paar aanpassings gemaak word, waarvan die naam van die gebou een is. Die gebou staan tans bekend as die Wiskundige Wetenskappe en Bedryfsielkundegebou.



**Trap na boonste verdieping**

From an academic point of view, 2013, up to this point, has been an exceptional year, despite the discomfort associated with moving back to our old building and settling into the new office spaces. A quick look at the research units published or accepted for publication, will show that we are possibly heading for a new publication record. This is due to the dedicated efforts of a smaller group of dedicated researchers. One of the major contributors to the overall figure is Mr Bright Mahembe, a current doctoral student, who has been working closely with Prof Amos Engelbrecht. Unfortunately he is leaving our department for an appointment at the University of the Witwatersrand. We will especially miss his expertise with respect to data analysis and specifically Structural Equation Modeling. We have reported in the previous newsletter that Proffs Callie Theron and Ronel Du Preez have both been awarded the status of NRF rated researchers. We can now report that the Appointments Committee of Stellenbosch University has graciously promoted both to full professor.

During the course of 2013 our BPsych Equivalence programme was evaluated and approved by the HPCSA. This means that a prospective candidate who complies with the academic prerequisite of having passed a postgraduate module in assessment may apply to be admitted to the programme, irrespective of where the module was followed. The programme entails placement in an organisation under the supervision of a senior psychologist or senior psychometrist; departmental oversight with respect to adherence to the prescribed content of the practicum (ably performed by our co-ordinator, Dr Wim Myburgh), attendance of a series of workshops aimed at the required practical skills, and

preparation for the Board examination. We can accommodate approximately 10 to 12 candidates per semester.



**Psigometrisinterns: Eerste semester 2013**

We wish to again appeal to our alumni and other interested parties to indicate their willingness to act as supervising psychologists for the psychometrist interns and the industrial psychology interns. We especially have significant challenges with respect to finding internships for our master's students. It is further our intention to place articles or news items by alumni in this newsletter – so please send it in.

## CONFERENCES

A paper by Van Huyssteen, L, Terblanche-Smit, M & **du Preez R.** entitled: *Advertising Execution Styles Matter – A Fear-based Experiment on Attitude, Susceptibility, Efficacy and Behaviour*, has been delivered at the *Academy of Marketing Science 16th Biennial World Marketing Congress*, which took place from July 17-20, in Melbourne, Australia. **Prof Ronel du Preez** presented this paper.



**Me Gardiella Heine, Mnr Bright Mahembe, Prof Johan Malan en Me Marietha de Wet, by die SIOPSA-kongres**

'n Referaat van **Me Marietha de Wet** en Me Jacqueline du Toit is aangebied by die SIOPSA Kongres 2013, wat vanaf 29-31 July 2013 te Pretoria plaasgevind het. Die titel van die

aanbieding was: *The scope of bullying among nurses in a public hospital in the Free State – A mixed method study.*

**Prof Johan Malan** en Mnr Bernard Swart, was die outeurs van 'n referaat wat ook by die SIOPSA Kongres aangebied is. Die titel van hierdie referaat was: *The development of an innovation leadership questionnaire.*

A paper by **Prof Amos Engelbrecht** and **Mr Bright Mahembe**, entitled: *The Influence of Emotional Intelligence on the Attitude towards Diversity: A South African Study* was presented at the *First World Conference on Personality*, which was held at Stellenbosch from 19-23 March.

An poster by **Prof Amos Engelbrecht** and **Mr Bright Mahembe** entitled: *The Relationship between Servant Leadership, Organisational Citizenship Behaviour and Team Effectiveness*, was delivered by **Mr Mahembe**, at the *13th European Congress of Psychology (ECP 2013)*, which took place in Stockholm from 9-12 July 2013.

A second poster by **Prof Engelbrecht** and **Mr Bright Mahembe** was also presented at the *ECP Congress*. The details are: Mahembe, Engelbrecht & De Kock. *The Factorial Validity of a Self-Leadership Measure: a South African Study.*

**Prof Johan Malan's** and Amanda van Zyl's poster entitled: *The Moderating Effect of Personality on the Achievement of Work-life Balance and Employee Engagement*, was presented at the same congress (ECP 2013).



**Mr Bright Mahembe, Prof Johan Malan and Dr Gina Görgens**  
at the 13<sup>th</sup> European Congress of Psychology

**Dr Gina Görgens** and Ms R Steyn's paper, entitled: *Optimism, self-efficacy and meaningfulness: towards a salutogenic model*

*of occupational wellbeing* was presented at the *13th European Congress of Psychology (ECP 2013)*, which took place in Stockholm from 9-12 July 2013.

## WORKSHOPS, COLLOQUIA & PRESENTATIONS

**Dr Gina Görgens** delivered a presentation on research at the *Business Management Colloquia* that took place on the 22<sup>nd</sup> of February 2013. The title of the presentation was: *Psychological resources and organisational effectiveness: Data from six studies.*

**Dr Etienne van der Walt** – a neurologist – is working in collaboration with the Faculty of Health Sciences, on *studies about innovation and developing the potential and capacity of people in the working environment*. Our models and the variables that we are currently researching, shows considerable overlap with the variables utilised in their models. **Dr Van der Walt** is interested in a research collaboration with our Department and delivered a very interesting presentation to staff members.

## PUBLICATIONS

An article by **Prof Amos Engelbrecht** and **Mr Bright Mahembe** entitled: *The relationship between servant leadership, affective team commitment and team effectiveness*, has been published in the *South African Journal of Human Resource Management*.

**Prof Amos Engelbrecht, Mnr Francois de Kock en Mnr Bright Mahembe**, was die outeurs van 'n artikel wat in die *SA Journal of Human Resource Management* verskyn het. Die titel van hierdie artikel was: *The factorial validity of a self-leadership measure: A South African study.*

An article by **Prof Callie Theron**, entitled: *Can the ideals of employment equity legislation be achieved by means of psychometric alchemy?*, has been published in the *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

An article by **Dr Gina Görgens** has been published in the *SA Journal of Industrial Psychology*. The title of this article is: *Psychological capital: Internal and external validity of the Psychological Capital Questionnaire (PCQ-24) on a South African sample.*

The title of an article by **Dr Billy Boonzaier, Ms Michelle Boonzaier** and **Ms Yolandi Janse van Rensburg**, which has

been published in the *SA Journal of Human Resource Management*, is: *The job demands-resources model of work engagement in South African call centres*.

An article entitled: *A confirmatory factor analytical study of a servant leadership measure in South Africa*, by **Prof Amos Engelbrecht** and **Mr Bright Mahembe**, has been accepted and published in the *SA Journal of Industrial Psychology*.

An article by De Kock, F. S., Dhladhla, T. J., & **Görgens-Ekermans, G.** (2013), entitled: *The internal factor structure and cross-validation of the General Health Questionnaire (GHQ-28) in a Black South African sample*, has been published in the *Journal of Health Psychology*.

## ACADEMIC VISITS

Prof Zinta Byrne from the Colorado State University, visited our Department from 25 February until 7 March 2013.

Sylvie Vincent-Höper, a postdoctoral student from the University of Hamburg, visited the University of Stellenbosch during March 2013. She worked on *The impact of supervisor's behaviour on employer's well-being and intention to quit*, as well as on *Firm Innovativeness*. These studies were approved by her own University, but she came to South-Africa to do her studies here. During her stay, she also made an presentation to our staff members and our postgraduate students.

## MASTERS DEGREES – MARCH 2013

The following candidates received their master's degrees at the March 2013 graduation seremony:



**Samantha Adams**

**ADAMS, SP. (2013).** *Examining graduate applicant intentions to an organization: The Theory of Planned Behaviour in the South African context*. MComm (Psych). Study leader: **Mr FS de Kock**.

**Abstract:** The fiercely competitive nature of South Africa's skilled labour market has necessitated a degree of awareness, from employers and researchers alike, of factors that potentially attract skilled graduates. Drawing on the Theory of Planned Behaviour (TPB) (Ajzen, 1991) the present study explored the formation of intentions towards job pursuit activities (i.e., submitting an application form) of the South African graduate. The proposed model of applicant intention that was tested in the present study is based on salient beliefs — an applicant's attitude towards behaviour, subjective norm and perceived behavioural control — that determine the development and strength of intentions to apply for a job. The study was conducted in two phases using a mixed method approach. The first phase employed a qualitative design on a sample (N = 32) of students in order to elicit salient beliefs associated with applying to a chosen organisation. Next, we conducted interviews, administered open-ended questionnaires and conducted content analysis to identify applicants' salient behavioural beliefs about applying. The second phase of the study employed a quantitative design to test the hypotheses that behavioural beliefs (attitudinal beliefs, normative beliefs and control beliefs) would influence intention to apply. We administered belief-based measures to a convenience sample (N = 854) of students from a tertiary institution in the Western Cape. Confirmatory Factor Analysis (CFA) of the measurement and structural models found that the hypothesised models fit the data reasonably well and significant relationships between perceived behavioural control and intention to apply were confirmed. Latent variable correlation analysis showed that all three behavioural beliefs (attitude towards behaviour, subjective norm and perceived behavioural control) were significantly related to intention to apply, but only normative and control beliefs showed significant path coefficients when all the beliefs were considered jointly in the structural model. Following the confirmatory factor analysis, we further explored socio-demographic group differences in the levels of, and relationship between, behavioural beliefs and intention to apply to an organisation. The results showed that perceived behavioural control had a significant relationship with intention to apply. The study makes three important contributions to the literature. First, TPB can be a useful framework to explain graduate applicant's intention to apply. Second, the significant role of perceived behavioural control and subjective norm in the formation of graduate applicant

intentions was highlighted. Third, the diagnostic utility of the TPB framework for applicant intentions was established. Finally, the results suggest there might be group differences in behavioural beliefs and intention to apply – a finding that calls for more research on graduate applicant decision-making in the South African context.



**Doré Burger**

**BURGER, DG. (2013).** *Costing conflict: A multiple case study approach to quantifying conflict in the mining industry in South Africa.* MComm (Psych). Study leader: **Mr GG Cillie**

**Abstract:** This study will focus on conflict within organisations in the attempt to gain clarity on this very common phenomenon and to link conflict to financial cost. By gaining a financial grip on conflict this study attempts to give the reader the tools with which to estimate parameters and calculate financial costs within their own conflict situations. The reader will also be able to motivate the need for management to invest in pre-emptive conflict resolution structures. The study will focus on a sample population from the mining sector in South Africa. A multiple case study approach is used in order to understand the intricacies that make conflict a variable, situation-dependant occurrence after which data is collected to calculate a preliminary estimate of the financial costs incurred by the organisation due to hostilities within the sample population. The results of the study indicate that the samples chosen experience different types of conflict and also manage the conflict in different ways. The calculations reflect that conflict impacts on the organisation in a fiscally prominent way. Each case has its own unique major contributors to monetary costs incurred due to conflict depending on case specific attributes. The results clearly show that the financial cost of conflict has a severe impact on an organisation. The structured analysis provided by the study gives the reader a method with which to

calculate the costs of conflict within other cases where conflict is assumed to have a negative impact on performance. In this way it becomes easier for the practitioner to effectively motivate for preventative action.



**Jenny Carstens**

**CARSTENS, J. (2013).** *The influence of diversity management approach on diversity-related outcomes and firm performance.* MComm (Psych). Study leader: **Mr FS de Kock.**

**Abstract:** An emerging perspective of workplace diversity proposes that a well-managed diverse workforce holds inherent advantages for organisational performance. Little empirical evidence exists to support this view, which may partly be due to a lack of operational frameworks for diversity management at the firm level. This study aims to address two research gaps through (1) the development of a diversity management competency (DMC) framework which can guide diversity management efforts, and (2) the evaluation of the relationship between DMC, different diversity management outcomes (DMO), and firm performance. A mixed method approach was followed, which entailed an initial qualitative phase to explore the DMC construct and to develop a DMC measure. Next, a quantitative phase followed that tested (a) the reliability and validity of the instrument, as well as (b) the hypothesised relationships between DMC and important firm outcomes. Data were generated in the qualitative phase through interviewing managers (N = 12), using the Critical Incident Technique (CIT). Content analysis of the transcribed interviews culminated in distinctive diversity management competencies (DMCs), which represent clusters of diversity management practices, and a DMC measure which was subsequently content validated through both the Content Validity Ratio (Lawshe, 1975) and Cohen's (1960) approaches.

The DMC questionnaire was then pilot tested on managers (N = 25) from three large companies to make final modifications. The final questionnaire consisted of eleven subscales (DMCs) and 98 items. The data for the quantitative phase were collected by administering on-line questionnaires measuring the study variables (DMC, DMO and firm performance) to managers (N = 77) from different medium to large companies (k = 33). The measures were item analysed and the hypotheses tested through correlation analysis, using SPSS. The measures indicated high internal consistency. A firm-level analysis of the research data showed that DMC, DMO and firm performance were strongly and significantly correlated, as hypothesised. This study makes three major contributions. First, it develops a firm-level DMC framework that outlines specific clusters of diversity management practices expected to contribute to firm performance by means of enhancing key DMOs. Second, it develops and validates a DMC measure which, along with the DMC framework, has practical utility for diagnostic and developmental purposes. Last, the analyses revealed that DMC, DMO and firm performance are significantly and strongly correlated, which may indicate that diversity management has a significant influence on firm performance. Because of the limited sample size, the results of this study should be cross-validated in larger samples. However, the present research creates an agenda for further confirmatory and exploratory studies on the relationship between diversity management and important firm outcomes.



**Jacqueline du Toit**

**DU TOIT, J. (2013).** *The scope of bullying amongst nurses in public hospital in the Free State: A mixed method study.* MComm (Psych). Study leader: **Ms M de Wet.**

**Abstract:** Orientation: Bullying is a form of counterproductive behaviour that is more subtle and more difficult to detect and that can be instigated by either individual or organisational antecedents. Research purpose: This study aims to explore bullying in a public hospital, and strives to contribute to the body of knowledge by providing guidance not only to organisational practitioners but also to employees to assist with the formation of policies and procedures to protect employees against bullying. Motivation for the study: Bullying is currently a substantial phenomenon in schools, and little research exists in South Africa that explains the extent of bullying within organisations. The focus of the study is to explore the possible antecedents and cost of bullying within a public hospital and to provide guidelines for the prevention of bullying behaviour. Research design, approach and method: The design followed was that of a mixed-method study. First, a quantitative approach was used whereby questionnaires were distributed to 77 participants. The questionnaire consisted of five sections, namely demographic particulars, prevalence of bullying and intervention against bullying, types of bullying, Negative Acts Questionnaire and Work Harassment Scale, and the cost of bullying. Data was then analysed by means of descriptive statistics to determine the sample group with the highest prevalence of bullying. The second approach was a qualitative approach that included conducting an in-depth interview with seven participants who volunteered to be interviewed. Main findings: The results represented and discussed suggest that bullying is prevalent in the public hospital in the Free State, and that some of the most prevalent behaviours are that of interrupting someone while they are speaking, belittling someone's opinion, excessive monitoring of work, or flaunting one's status or authority. Antecedents such as attitude, job environment, perception, power and language have been identified as possible causes for bullying behaviour. Whereas anxiety, not looking forward to going to work and constantly feeling tired are some of the psychological cost, a high frequency of sick leave indicated the organisational cost of bullying. Practical/managerial implications: Participants suggested the following interventions that can be implemented by the organisation to possibly prevent bullying behaviour: an orientation programme; a policy on how to interact with staff; complying with the language policy; creating a grievance policy; support groups and training with a specific focus on anger management; emotional intelligence, and coping skills. Contribution: While bullying is prevalent and actively combated elsewhere in the world and in local schools, the importance and consequences thereof should still be realised in South African organisations. This study examined the prevalence of bullying in a public hospital, and the possible antecedents of

bullying behaviour, the cost of such behaviours that should be considered by the organisation, and possible interventions that could be implemented. In line with the literature, South African organisations can benefit from realising the importance and implementation thereof.



**Luiza Dehmann**

**DEHRMANN, L. (2013).** *Cognitive and personalistic predictors of examination success in the SAICA qualifying examination.* MComm (Psych). Study leader: **Prof DJ Malan.**

**Abstract:** The objective of the study was to identify predictors of success in the SAICA Board Examination. The study considered various personality states and traits, cognitive ability, learning and study strategies and academic progress as predictors of academic success of auditing trainees writing the SAICA board examinations in order to qualify as Chartered Accountants. A detailed literature review was undertaken which identified that academic success has successfully been predicted by the Big Five personality traits, cognitive ability, by elements of psychological capital more specifically hope, efficacy, resiliency and optimism. The literature also confirmed the successful prediction of academic success through prior learning achievements and the implementation of study and learning strategies. The research study was an ex post facto, quantitative and exploratory study. The study sample consisted of a group of 126 auditing trainees from three of the Big Four auditing firms who were preparing to write the Public Practice Examination ("PPE"). These students were assessed by means of a test battery consisting of the Basic Traits Inventory, which assessed personality traits, the Ravens Advanced Progressive Matrix, which tested cognitive ability, the

Psychological Capital Questionnaire in order to test positive psychology states, and the Learning and Study Strategies Inventory to test a number of study and learning techniques. The study also gathered biographical information pertaining to past academic results in terms of third year accounting marks and results from their Certificate in the Theory of Accounting. The study identified hope and auditing as strong predictors of success in the PPE SAICA Board examination. It went further to investigate the predictors of success in the qualifications leading up to the PPE. The study confirmed that third year accounting results is a strong predictor of success at the Certificate in the Theory of Accounting (CTA) level. A number of personality states and traits, study and learning strategies and indices of prior academic success, proved to be good predictors of success in the QE1 and PPE SAICA Board Examinations. It further identified prior academic progression as a successful predictor of success in the PPE. The overall conclusion of the study was that the success of the PPE cannot be considered in isolation, but rather based on the identified predictors of personality states and traits, study and learning strategies and academic progress throughout the academic career of an aspiring Chartered Accountant.



**Paul Fourie**

**FOURIE, P. (2013).** *The impact of merger-related employee status on engagement, burnout and counterproductive work behaviour of employees of a South African commercial bank.* MComm (Industrial Psychology). Study leader: **Prof DJ Malan.**

**Abstract:** The banking industry today is seen as a demanding world of work where employees are constantly exposed to high demands and this may have an influence on their work engagement levels and their organisational commitment. It seems that in this industry, employee turnover and

absenteeism levels are high, and some employees seem to be de-motivated in their work. The impact of this changing world is most evident in changes in the employment relationship that exist between employer and employee. Employees are expected to give more in terms of time, effort, skills and flexibility, whereas there is a strong perception that employees receive less in terms of career opportunities, lifetime employment and job security. It is in view of the above work complexities that employee engagement has become a focus area, and in particular, to understand the mediating effects of certain psychological conditions in relation to work engagement. Should either employment party not fulfil its contractual terms in any way, the psychological contract will be breached or violated and the employee might attempt to balance the situation by reducing his or her job efforts and making use of various counterproductive work behaviours. Transformation or change of the working circumstances, such as during or after mergers, seem to present a serious challenge to the employment relationship and the prevailing levels of job satisfaction, organisational commitment and productivity. The research question for this study was: "To investigate whether differential exposure of employees of a retail bank to change-related stressors is associated with different configurations of perceived job demands and job resources, affective states, psychological contract, job engagement, burnout and counterproductive work behaviour, and to study the relationships between these variables with the view to understanding the development of the job engagement, burnout and performance-related behaviours of these employees". This study utilised a quantitative descriptive research design to analyse the data using statistical procedures. All the data was statistical in nature. The sample (n = 300) comprised of employees of three main levels on the organigram such as, team leaders, team managers and employees, from the Regional Head Office in Pretoria. The primary research tool utilised to conduct the study was a self-compiled questionnaire. This was hand delivered and collected from all respondents. The six questionnaires constituting the composite questionnaire were: the Maslach Burnout Inventory (MBI-GS), Counterproductive workbehaviour Inventory (CWB), Utrecht Work Engagement Scale (UWES), the Job Characteristics Inventory (JCI), Psychological Contract Inventory (PCI) and the Warwick-Edinburgh Mental Well-being Scale (WEMWBS). The descriptive statistics reflected a majority of participants had been working for 1 to 4 years (34%) and 5 to 9 years (33%). The largest percentages of participants (74%) were team members while other participants were defined as team leaders (22%) and team managers (4%). The majority of these participants (59%) were also appointed

prior to the merger while the median was calculated at 3 years for the amount of years the participants have remained in their current job band (salary structure). A very high percentage of participants (82%) did not manage people directly nor indirectly (83%). It was found that an inter-correlation existed between the demographic variables and the psychological constructs, confirming that the number of years employed was associated with a lower likelihood of psychological withdrawal. While the years of employment in the same position related positively with absorption, and negatively with perceived job resources, the level of abuse experienced, showed a positive association with the degree of psychological contract adherence by the employee and a negative correlation with the extent of perceived contract violation. Evidence was also found for the moderating effect of work engagement in the relationship between well-being and work engagement and between work engagement and some of the counterproductive work behaviour dimensions. Evidence also revealed that mental well-being was experienced some of the time and counterproductive work behaviour almost never. The higher burnout scores, coupled with the simultaneous higher level of work engagement could possibly be viewed as an exploitable factor. The limitations of the current study and recommendations for organisations are discussed. This study highlights the fact that virtually all the comparisons between the pre-merger appointees and the post-merger appointees were insignificant. Burnout was however much more evident with the post-merger group. Employee or employer obligations towards the respondents were also viewed as insignificant, irrespective of the differences in psychological contract each employee experiences.



**Carl Herman**

**HERMAN, C (2013).** *Developing emotional intelligence for increased work engagement, organisational commitment and satisfaction with work life.* MComm (Psych). Study leader: **Dr G Görgens.**

**Abstract:** Highly competitive organisations are aware that their competitive edge lies within their human capital. In order for such organisation to stay ahead investing in best practices regarding people management and development is of paramount importance. In recent times, work engagement has been empirically linked to many positive organisational outcomes (Bakker, Demerouti, & Verbeke, 2004; Salanova, Agut, & Peiro, 2005; Schaufeli, Taris, & Bakker, 2006a). However, research on practical organisational interventions, aimed at increasing work engagement, is scant. Engaged employees often experience positive emotions (Bakker & Demerouti, 2008). Happy people are more sensitive to opportunities at work, more outgoing and helpful to others, more confident when interacting with others and more optimistic when taking on challenges. According to Bakker, Schaufeli, Leiter, and Taris (2008) engagement not only stems from job resources, but from personal resources as well. Building on Fredrickson's (2000) Broad and Build theory of positive emotions, it is argued in this study that Emotional Intelligence (EI) is a personal resource that has not been studied in relation to work engagement. EI refers to the capacity to effectively perceive, express, understand and manage emotions in a professional and effective manner at work (Palmer & Stough, 2001). EI regulation abilities (e.g. emotional management and control) help increase individuals' coping and / or resilience when more positive affect is experienced, according to Fredrickson's Broad and Build theory, and should therefore be a particularly important personal resource for the enhancement of work engagement. The development of EI has progressively been gaining positive momentum and various studies have provided empirical support to suggest that EI can be developed (Dulewicz & Higgs, 2004; Fletcher, Leadbetter, Curran, & O'Sullivan, 2009; Gardner, 2005; Gorgens-Ekermans, 2011; Nelis, Quoidbach, Mikolajczak, & Hansenne, 2009; Slaski & Cartwright, 2003). By using the Swinburne University Emotional Intelligence Test (SUEIT) theoretical framework, it is argued that by developing emotional recognition and regulation abilities, specifically that of emotional management, employees would be better able to manage their positive and negative emotions, thereby improving their positive psychological state at work, which should increase their level of engagement. It is furthermore argued that increased EI will also affect other positive organisational outcomes, such as organisational commitment

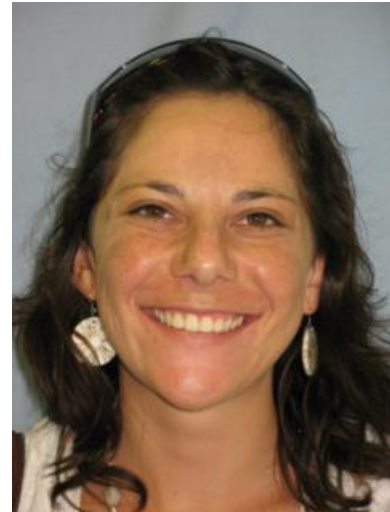
and satisfaction with work life. To this end, an EI training intervention programme was implemented and evaluated within an international courier company based in Cape Town, South Africa. A controlled experimental design (two-group pre- and post-test design) was utilised for the research. The EI training programme was evaluated in terms of its effect on EI, work engagement, organisational commitment and satisfaction with work life. A second objective of the study was to investigate and replicate previous research on the interrelationships between the constructs in the study within a South African sample. The total sample consisted of 35 full time employees. Three assessments were conducted (one week before the start of the intervention, immediately after the completion of the training, and two and a half months thereafter) The findings of the study demonstrated limited empirical support for the notion that EI training could improve levels of EI. Although definite trends to suggest this were evident in the data, the results were not statistically significant. Empirical evidence further suggested partial and weak support for work engagement and satisfaction with work life levels increasing as a result of the intervention. Unfortunately no support for organisational commitment levels improving as a result of the training was found. In terms of exploring and replicating the interrelationships between the constructs in the study, favourable results were found. Significant positive relationships emerged between all the related constructs. The results, however, need to be interpreted in terms of the limitations that were identified for this study. The results suggest that more research is required in this domain.



**Gardielle Heine**

**HEINE, G (2013).** *The influence of integrity and ethical leadership on trust and employee work engagement.* MComm (Psych). Study leader: **Prof AS Engelbrecht.**

**Abstract:** This study investigated the emerging concept of work engagement and how organisational leaders can exert influence on it. It was therefore important to obtain understanding of and deeper insight into the impact of these key stakeholders on the employee's work engagement and related concepts. The aim of the study was to investigate existing relationships between constructs that play a significant role in the relationship between leader and follower in the organisation. These constructs include integrity, ethical leadership and trust in the leader, and the effect these constructs have on employee work engagement. The study thus was undertaken to obtain more clarity about these aspects. Based on research on the existing literature, a theoretical model depicting how the different constructs are related to one another was developed and various hypotheses were formulated. Data for the purpose of the quantitative study were collected by means of an electronic web-based questionnaire. A total of 204 completed questionnaires were returned. The final questionnaire comprised four subscales, namely the 17-item Utrecht Work Engagement Scale (UWES), the 14-item Leader Trust Scale (LTS), the 17-item Leadership of Ethics Scale (LES), and the 9-item Behavioural Integrity Survey (BIS). The postulated relationships and the conceptual model were empirically tested using various statistical methods. Reliability analysis was done on all the measurement scales and adequate reliability was found. The content and structure of the measured constructs were investigated by means of confirmatory and exploratory factor analyses. The results indicated that good fit was achieved for all the refined measurement models. Subsequently, Structural Equation Modelling (SEM) was used to determine the extent to which the conceptual model fitted the data obtained from the sample and to test the relationships between the constructs. The results indicated positive relationships between trust in the leader and work engagement; ethical leadership and work engagement; ethical leadership and trust in the leader; integrity and ethical leadership; and integrity and trust in the leader. The present study contributes to existing literature on work engagement and ethical leadership by providing insights into the nature of the relationships among these constructs. The study also identifies practical implications to be considered in management practices in order to enhance and encourage these constructs, as well as the relationships between these constructs in the workplace. The limitations and recommendations present additional insights and possibilities that could be explored through future research studies.



**Daleen Myburgh**

**MYBURGH, D. (2013).** *The development and validation of a generic non-managerial performance measure.* MComm (Industrial Psychology). Study leader: **Prof CC Theron.**

**Abstract:** The human resource function attempts to proactively and reactively affect the work performance of employees through advice, diagnosis and interventions in a manner that will benefit the quality of the product and service an organisation provides to the market. In this study a generic performance construct (that can be applied to non-managerial, individual positions), was defined based on previous studies in the area of generic performance. A South African performance measure was designed accordingly that can be used to obtain multi-rater assessments of the generic, non-managerial, individual performance construct. This questionnaire was validated by evaluating the fit of the measurement model, using confirmatory factor analysis. Most of the data for this study was obtained from OK Furniture. A few questionnaires were completed by a non-probability sample of non-managerial personnel from a variety of organisations. The total sample size comprised of 205 respondents. Item and dimensionality analysis was performed on the 12 subscales to assess the success with which they represented the underlying performance constructs. In the item analysis two items were identified as somewhat problematic but both were judged not to be sufficiently problematic to delete them from the GPQ. Results from the dimensionality analysis showed satisfactory evidence that the items of each subscale reflect a common underlying factor. A spectrum of goodness-of-fit statistics was used to assess the measurement model fit. The hypothesis of exact fit was rejected but the hypothesis of close fit could not be rejected ( $p > .05$ ). The position that the measurement model fits the data closely in the population was found to be a tenable position. The fit indices reflected good model fit in the sample.

The measurement model parameter estimates indicated that the indicator variables represented the latent performance dimensions satisfactorily. Discriminant validity was investigated. Mixed evidence on discriminant validity was obtained. The sample size of this study was satisfactory when viewed from the perspective of statistical power given the method of item parcelling that was used, but a larger and more representative sample would have been preferable in that it would have allowed the GPQ measurement model to be fitted with individual items as indicator variables. Another limitation seemed to have been the language of the questionnaire. Informal feedback suggested that some respondents, especially those that are not fluent in English, struggled to fully understand all the questions. Recommendations for future research are made.

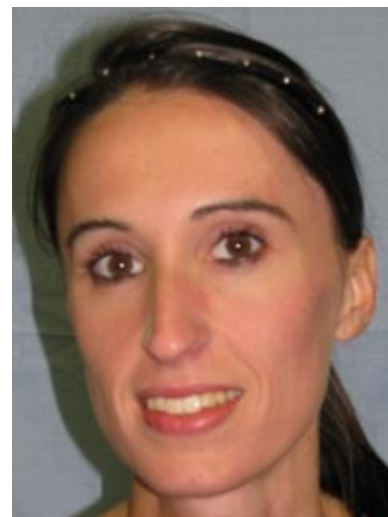


**Menanteau Swart**

**SWART, M. (2013).** *The development and empirical evaluation of a comprehensive leadership – unit performance structural model.* MComm (Psych). Study leader: **Prof CC Theron.**

**Abstract:** Organisations cannot exist without humans. The behaviour of the working man is not a random event and specific factors influence employees to excel. Not only is the behaviour of individual employees influenced by these factors, but the behaviour of a collective work unit as well. This study focuses on the impact of specific leadership competencies on the performance of the collective work unit within an organisation. A leader exerts pressure on a unit to perform. What leadership competencies lead to successful work unit performance? To answer this question in a valid and credible manner, the study focuses on the development of a structural model to indicate the relationship between leadership competencies and work unit performance. The leadership-for-

performance framework designed by Spangenberg and Theron (2004) aspires to explicate the structural relationship existing between leader competencies and the dimensions of organisational unit performance. The Performance Index (PI) and the Leadership Behavioural Inventory (LBI) comprise the leadership-for-performance range of measures. The PI was developed as a comprehensive criterion measure of unit performance for which the unit leader could be held responsible. The basic PI structural model has been developed to explain the manner in which the various latent leadership dimensions measured by the LBI affect the eight unit performance latent variables that are assessed by the PI. As part of ongoing research of the leadership-for-performance range of measures designed by Spangenberg and Theron (2004), this study takes the initial steps towards establishing a comprehensive leadership-work unit performance structural model. The literature review aids in developing a logical argument that culminates in a complex hypothesis about the way work unit performance is influenced by leadership dimensions. The research methodology is then discussed. The results indicate that the proposed structural model fits the data quite well. Although the majority of the structural relationships between the unit performance dimensions received support, almost no support was found for the postulated structural relationships between the second-order leadership competencies and the unit performance dimensions. Additionally, suggestions for future research are made by indicating how the model can be elaborated and improved.



**Sunelle van Heerden**

**VAN HEERDEN, S. (2013).** *A further modification, elaboration and empirical evaluation of the De Goede Learning Potential Structural Model.* MComm (Psych). Study leader: **Prof CC Theron.**

**Abstract:** As a direct result of having segregated amenities and public services during the Apartheid era where Black individuals were provided with services inferior to those of White individuals, the country is currently challenged by serious and debilitating issues such as a skills shortage across most industry sectors, high unemployment and poverty rates, and inequality in terms of income distribution as well as in terms of racial representation in the workforce. The country is furthermore facing social problems such as high crime rates and high incidence of HIV/AIDS. A discussion is put forward that these challenges are the consequence of a larger problem. The larger problem being the fact that knowledge, skills and abilities are not uniformly distributed across all races. The situation is that in the past, and still now, White South Africans have greater access to skills development and educational opportunities. It is this fundamental cause that must be addressed in order to create a sustainable solution to the challenges described above. It is therefore argued that a means to overcome the challenges the country faces as a result of Apartheid is through skills development – specifically affirmative action skills development. Affirmative action skills development will entail giving previously disadvantaged Black individuals access to skills development and educational opportunities as to equip them with the currently deficit skills, knowledge, and abilities. It is proposed that affirmative action skills development is one of the most effective mechanisms through which the aforementioned problems facing the country might be alleviated. A need was therefore identified for Industrial Psychology researchers to assist organisations to identify the individuals who would gain maximum benefit from such affirmative action skills development opportunities. To achieve this, an understanding is required of the factors that determine whether or not a learner will be successful if entered into an affirmative action skills development opportunity. Some studies have already been conducted regarding this need. One such study was conducted by de Goede (2007). The primary objective of this study consequently was to expand on De Goede's (2007) learning potential structural model. Non-cognitive factors were added to the De Goede (2007) learning potential structural model in order to gain a deeper understanding of the complexity underlying learning and the determinants of learning performance. A subset of the hypothesised learning potential structural model was then empirically evaluated. The measurement model was found to have a good fit. However, the first analysis of the structural model failed to produce a good fit to the data. The analysis of the standardised residuals for the structural model suggested the addition of paths to the existing structural would probably improve the fit of the model. Modification indices calculated as

part of the structural equation modeling pointed out specific additions to the existing model that would improve the fit. The model was subsequently modified by both adding additional paths. Furthermore, when considering the modification of an initially proposed structural model, the question should not only be whether any additional paths should be added, but should also include the question whether any of the existing paths should be removed. To this end the unstandardised beta and gamma matrices were examined and it pointed to insignificant paths that could be removed. The model was subsequently also modified by removing insignificant paths. The final revised structural model was found to fit the data well. All paths contained in the final model were empirically corroborated. The practical implications of the learning potential structural model on HR and organisations are discussed. Suggestions for future research are made by indicating how the model can be further elaborated. The limitations of the study are also discussed.

## PERSONEELSAKE



**Prof Callie Theron**

Dit het die Departement te beurt geval dat twee van ons senior personeellede, Prof Callie Theron en Ronel du Preez, albei bevorder is tot volprofessor.



**Prof Ronel du Preez**

An article in which **Ms Marietha de Wet** was interviewed by Danie Keet from *Die Burger on Skills for the 21<sup>st</sup> Century*, for

Career Management, appeared in *Die Burger* of Saturday, the 2<sup>nd</sup> of February.

**Me Amanda Terblanche** het Boland by die Suid-Afrikaanse Veterane Tennistoernooi wat vanaf 29 April tot 3 Mei 2013 in die Strand plaasgevind het, verteenwoordig

**Prof Amos Engelbrecht** het aan die einde van April 2013 'n baie ernstige hartoperasie ondergaan en was tot aan die einde van Julie 2013 met siekteverlof. Hy het baie goed herstel en is terug op kantoor.

**Dr Gina Görgens** and **Prof Ronel du Preez** were successful in their application and received FINLO funds for the presentation of an *Emotional Intelligence developmental programme* amongst the Extended Development Programme students of the EMS and Science faculties.

**Me Coreli Cillie** het Boland by die Pluimbal Meesterstoernooi wat vanaf 4-10 Mei 2013 in Robertson plaasgevind het, verteenwoordig. Sy het Boland ook verteenwoordig by die SA Veterane Nasionale Interpro Toernooi wat vanaf 3-9 Augustus in Rustenburg plaasgevind het

**Mr Bright Mahembe** who acted as a research assistant at the Department, has accepted an appointment at the Wits University. The photo (below) was taken at his farewell luncheon.



**Mr Richard Hunter, Prof Johan Malan, Prof Callie Theron, Mr Bright Mahembe and Prof Amos Engelbrecht**

**Mr Tendai Mariri** was invited as appointed Ambassador of the World Business Dialogue, to the 16<sup>th</sup> World Business Dialogue that took place from 10 – 15 March 2013 in Cologne, Germany. His purpose is to encourage international students to participate in the intercultural and interdisciplinary discussion of the World Business Dialogue.

## Studente



**Mnr Pierre Cronje**

Mnr Pierre Cronje is verkies tot die nuwe voorsitter van die IPS vir 2014. Sterkte word aan hom en die inkomende bestuur toegewens met hierdie belangrike taak wat hulle verrig.

## NEWS SNIPPITS!

- ❖ Students and practitioners interested in CPD points should visit CPD Well. Go directly to: <http://www.unistel.co.za/cpdwell/index.html>

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Newsletter prepared by **Ms Amanda Terblanche**