

INDUSTRIAL PSYCHOLOGY NEWSLETTER Number 8, March 2011



Die tyd het aangebreek vir die eerste nuusbrief van 2011!

UIT DIE VOORSITTER SE KANTOOR



Prof Johan Malan: Voorsitter

The Department of Industrial Psychology of Stellenbosch University is preparing for a scheduled audit by the Professional Board for Psychology in June 2011.

The Managed Internship Programme aimed at providing internship training to psychometrists within a managed programme has culminated in a resounding success with 100% of the candidates passing the applicable Board examination. This has led to a dramatic increase in the number of candidates from other universities applying for the internship programme. Our thanks goes to Dr Wim Myburgh for co-ordinating the programme and to every supervising psychologist who has contributed to the development of these psychometrists in training.

With respect to research activities it could be reported that the Department has successfully applied for funding from the Strategic Fund of the University to fund research on the departmental research niche area, namely Empowering Development (of people from the designated groups). Within this focus the Department of Industrial Psychology aims to pursue the following research objectives:

- To, within selected organisational sectors, identify workers with the potential to develop the knowledge, skills and attitudes required for career success and to optimise it scientifically.
- To identify the most effective education, training and developmental strategies that are required to empower those identified as having the potential for development to experience career success.
- To determine which organisational characteristics, behaviour and processes will empower the members of that particular organisation to achieve success.

The Department has already contracted six masters students to pursue research themes associated with this niche area and a further four will be contracted in due course.

A further research niche area has been developed recently, namely Challenges in Psychological Assessment in South Africa. The introduction to this niche area reads as follows:

Organisations exist to profitably combine and transform scarce factors of production into products and/or services with economic utility in a manner that serves the long-term interests of society. The success with which organizations achieve this objective to a significant degree depends on the work performance of their employees. Organisations are managed, operated and run by people. Employee work performance is

not a random event. Employee work performance is determined by a complex nomological network of latent variables characterising the nature of the employee and the nature of the employee's work environment. To the extent that the nature of these determining variables are known and the manner in which they combine to affect work performance are accurately understood, it will be possible to affect the level of work performance of employees through an integrated and coordinated network of human resource management interventions. These interventions are aimed at affecting the level of the determining factors through selection or manipulation.

Assessment plays an important role in scientific human resource management. Information is required for decision-making. Information is required on employee characteristics, environmental characteristics and employee work performance. Decisions need to be taken on the validity of [explanatory, descriptive and diagnostic] hypotheses, on the running of interventions and on the retention, modification or termination of interventions.

Psychological assessment in South Africa is faced by a number of challenges. Although it is not claimed to be an exhaustive inventory, the challenges listed below nonetheless constitute important psychometric research areas worthy of attention:

- [Development and validation of new assessment instruments and/or the validation of existing instruments](#)
- [Construct validation of assessment centers \[AC\]](#)
- [Evaluating the measurement invariance and measurement equivalence of newly developed and/or existing instruments across gender-racioethnic-linguistic groups](#)
- [Identifying and describing the determinants of adverse impact in personnel selection](#)
- [Attempts at improving the predictive validity and selection effectiveness of existing selection procedures](#)
- [Development \[or improvement\] and validation of personnel selection procedures](#)
- [Best practice in personnel selection validation research](#)
- [Exploring rater effects in subjective assessment ratings in the workplace](#)

No specific research topics, research objectives or research initiating questions are presented under each research area. Candidates that have a research interest in any of these areas are invited to contact the lecturers listed under the particular areas via the e-mail addresses provided and to explore in discussion fruitful research objectives.

Psychometric assessment in South Africa is on the one hand burdened by questionable psychometric dogma that is too easily uncritically embraced by too many and questioned by too few. At the same time psychometric assessment in South Africa is confronted with an array of fascinating psychometric problems and exciting psychometric entrepreneurship opportunities. Students interested in psychometrics in South Africa have the privilege of being confronted with exciting opportunities to make a difference by debunking questionable psychometric dogma, by coming up with innovative and creative solutions to prevailing psychometric problems and by innovatively exploiting available psychometric entrepreneurship opportunities.

The Leadership Behaviour Inventory (LBI-2) that was created by Prof H Spangenberg and Prof C Theron and launched by [Jopie van Rooyen](#) during the recent ACSG conference could serve as an example of the products that could emerge from this niche area.

As a result of the new National Qualifications Framework the Department has gone through a substantive redesign of its postgraduate programmes and wishes prospective students to take cognisance of these changes. Whilst the honours programmes are currently only presented in a full-time fashion, the master's programmes are presented in a modular fashion which makes both full-time and part-time study possible.

The HonsBComm(Psych) programme will from 2012 onwards encompass the following modules:

Credits	Module Name
12	Employment Relations and Labour Legislation Arbeidsverhoudinge en - wetgewing
12	Organisational Psychology: Contemporary challenges Organisasiesielkunde: Kontemporêre uitdagings
12	Psychometrics: Measurement theory, Test construction and Decision-making Psigometrika: Metingsteorie, Toetskonstruksie en Besluitneming

Credits	Module name (continued)
12	Strategic Human Resource Management I Strategiese Menslike Hulpbronbestuur I
6	Strategic Human Resource Management II Strategiese Menslike Hulpbronbestuur
12	Research Methodology Navorsingsmetodologie
12	Occupational and Career Psychology Beroep- en Loopbaansielkunde
12	Applied Psychological and Performance Assessment and Professional Ethics Toegepaste Sielkundige en Prestasie-meting en Professionele Etiek
30	Honours Research Project Honneurs-navorsingsprojek

The HonsBComm(Human Resource Management) will encompass the following modules:

Credits	Module Name
12	Industrial Relations Theory and Practice(Perspectives and parties) Arbeidsverhoudingeteorie & - praktyk(Perspektiewe en Partye)
12	Industrial Relations Theory and Practice(Processes) Arbeidsverhoudingeteorie & -praktyk(Prosesse)
12	Organisational Psychology: Contemporary challenges Organisasiesielkunde: Kontemporêre uitdagings
12	Strategic Human Resource Development Strategiese Menslike Hulpbronontwikkeling
12	Strategic Human Resource Management I Strategiese Menslike Hulpbronbestuur I
6	Strategic Human Resource Management II Strategiese Menslike Hulpbronbestuur II
12	Research Methodology Navorsingsmetodologie
12	Labour law Afbidsreg
30	Honours Research Project Honneurs-navorsingsprojek

The MComm(Psych) programme will contain the following modules:

Credits	Module Name
12	Occupational Health and Well-being Beroepsgesondheid en -welsyn
12	Organisational Development and Change Organisasieontwikkeling en Verandering
12	Professional Consultation and Ethics
12	Intermediate Statistics and Computer Usage Intermediêre Statistiek en Rekenaargebruik
12	Strategic and Ethical Leadership Strategiese en Etiese Leierskap
12	Personality in the Workplace Persoonlikheid in die Werkplek
6	Counselling Skills for the Workplace Voorligtingsvaardighede vir die Werkplek
12	Performance Dysfunction in the Workplace Prestasiedisfunksie in die Werkplek
90	Thesis: Industrial Psychology Tesis: Bedryfsielkunde

The structured MComm(HRM) programme will consist of the following modules:

Credits	Module Name
12	Labour economics Arbeidsekonomie
12	Organisational Development and Change Organisasieontwikkeling en Verandering
12	Professional Consultation and Ethics Professionele Konsultasie en Etiek
12	Negotiation Onderhandeling
12	Strategic Organisational Design and Culture Strategiese Organisasie-ontwerp en Kultuur
12	Strategic Corporate Image Management Strategiese Korporatiewe Beeldbestuur
18	Advanced Strategic Management Gevorderde Strategiese Bestuur
90	Thesis: Human Resource Management Tesis: Menslike Hulpbronbestuur

The Department also offers a full thesis option for the MComm(HRM).

CONFERENCES

'n Referaat van **prof Ronel du Preez** en me M Terblanche-Smit van die Departement Ondernemingsbestuur, is aangebied by die "1st EMAC Regional Conference – Marketing Theory Challenges in Emerging Markets" wat deur die Universiteit van Budapest, Hongarye aangebied is vanaf 23-25 September 2010. Die onderwerp van die aanbieding was: "The influence of adolescents' personality on efficacy, attitude and behavioural intention in HIV/AIDS fear appeal advertising".

'n Referaat van **Prof Johan Malan** en me A Pretorius, getiteld: "A descriptive-diagnostic study of the nature of stress among South African winegrowers, is aangebied by die "5th International Conference on Interdisciplinary Social Sciences" wat vanaf 2-5 Augustus 2010 te Cambridge in die Verenigde Koningryk, plaasgevind het.

A paper of which **Prof Deon Meiring** was an co-author, was presented at the 30th Congress of the Assessment Center Study Group (ACSG), at Stellenbosch

Engelbrecht, AS (2010). *The influence of perceived diversity complexity and emotional intelligence on the attitude towards diversity: A South African study*. This paper was delivered at the Annual British Academy of Management (BAM) Conference, University of Sheffield, England, 14-16 September 2010.

PUBLICATIONS

Dr Görgens-Ekemans se artikel is in 'n internasionale joernaal gepubliseer. Die besonderhede is as volg:

Ekemans, G., Saklofske, D., Austin, E., & Stough, C. (2011). Measurement invariance and differential item functioning of the Bar-On EQ-i: S measure over Canadian, Scottish, South African and Australian samples. *Personality and Individual Difference*, 50, 286-290.

'n Artikel oor Dr Görgens het in die jaarlikse publikasie "Research @ Stellenbosch" (die 2010 uitgawe) oor haar navorsing verskyn. Belangstellendes kan gerus lees wat hulle oor haar geskryf het by http://www.myvirtualpaper.com/doc/stellenbosch-University/research_report/2011031001/#0 - die artikel verskyn op bladsy 15.

An article of **Prof Callie Theron** and mr J de Goede, entitled *An investigation into the internal structure of the learning potential*

construct as measured by the APIL-B test battery has been published in the *Management Dynamics*.

Prof Ronel du Preez and mr B Kirsten, were the authors of an article that was published in the *SA Journal of Industrial Psychology*. The title of the article was: *Improvisation theatre as team development intervention for climate for work group innovation*.

'n Artikel van **Prof Callie Theron** en me A Oehley, getiteld: "The development and evaluation of a partial talent management structural model" is gepubliseer in *Management Dynamics*.

WERKSWINKELS

'n Werkswinkel oor etiese aangeleenthede is op 1 September 2010 deur Nannette Tredoux by die Departement, as 'n samewerkingspoging tussen ons Departement en Psytech, aangebied. Hierdie werkswinkel is besonder goed bygewoon deur van die Departement se alumni en persone uit die privaatsektor. Die foto (hieronder) is tydens hierdie geleentheid geneem.



Nannette Tredoux en prof Johan Malan

KAYAMANDI CAREER GUIDANCE PROJECT

2010 marked the first year of many to come for the Kayamandi Career Guidance Project. The successful completion of the project signaled the promising sustainable existence of the project.

The Kayamandi Career Guidance Project is a project that was initiated through a partnership between the Department of Industrial Psychology of the University of Stellenbosch and Kuyasa Empowerment. The project commenced in the second semester of 2010 and the project was conducted through five contact sessions with Makapula High School, Kayamandi.

About 400 grade nine pupils benefited from the career guidance workshop.

Nineteen honours students participated as trainers under the guidance of **Ms Marietha De Wet**, lecturer of the Industrial Psychology Department. Nomandla Bongoza, staff member of Kuyasa, is our local contact person.

The project was an enriching experience for the honours students. The students realized the immense need of the pupils for career guidance and therefore the students experienced their contribution as very meaningful.

The project will be continued in 2011 by the new honours class. The project will expand to providing career guidance to the grade 11 and 12's of Makapula High School along with the grade 9 pupils of 2011.



Ms Marietha de Wet (far right, second row from the back) with her honours students

ACADEMIC VISITS

During October 2010, Proff Rob van Eijbergen and Barbara Wisse from the University of Gronigen in the Netherlands, visited the Department to discuss possible collaboration between the two universities. The aim of this project is to target at least 400 doctoral students from South- and the rest of Africa to follow a programme at the participating Dutch Universities to better their skills for the successful completion of their doctoral studies.

STUDENTE

Me Adelé Bezuidenhoudt (foto bo regs) is die nuwe voorsitter van die IPS vir 2011. Ons wens haar sterkte toe met hierdie belangrike taak!



Me Adelé Bezuidenhoudt

MASTERS DEGREES – DECEMBER 2010

The following candidates received their master's degrees at the December 2010 graduation seremony:

EMSLEY, L. (2010). *The social anxiety spectrum and work limitations among middle level managers.* MComm (Psych).
Study Leader: **Prof DJ Malan.**

Abstract: Social anxiety symptoms are common within the community. They are often unrecognised in many organisations, with resultant significant work impairments. The aim of the study was to explore to what extent the social anxiety spectrum of symptoms influences the performance of managerial employees and how the disorder should be managed in the workplace. The study covers the constructs of social anxiety spectrum, job characteristics, work limitations and perceived performance difficulties. A non-experimental research design was used to explore the relationships between the four constructs.

A convenience sample of 250 managerial employees was approached from two large organizations, one in the private, and the other in the public sector. One hundred and eighteen (118) respondents completed and returned their questionnaires.

The descriptive statistics reflected a mean age of 32 years (range 20 to 56 years), with 50% males and 50% females, and a race distribution of 64% white, 29% coloured, 4% black and 3% Indian for the sample. A high percentage of participants (11%) were found to have social anxiety symptoms above the cut-off score for a diagnosis of the disorder. The results of the present study indicated that social anxiety affects all areas of work. These symptoms were associated with several areas of work limitations and performance difficulties not restricted to social interaction or presentation.

The results indicated that job insecurity increases social anxiety symptoms, work limitations and perceived performance

difficulties. On the other hand, organisational support may act as a buffer against work demands and may decrease work limitations and perceived performance difficulties. Growth opportunities offered by the organisation was found to have a negative relationship with both social anxiety and work limitations. Growth opportunities, as a resource, also moderated the relationship between social anxiety symptoms and perceived performance difficulties by decreasing the perceived performance difficulties. In contrast job insecurity moderated the relationship between social anxiety symptoms and perceived performance difficulties by increasing the perceived performance difficulties experienced. This study highlights the importance of social anxiety symptoms as a barrier to effective work performance. Given the fact that interventions can potentially improve social anxiety and thereby performance, this area deserves much greater research attention.

JANSE VAN RENSBURG, Y-E. (2010). *Engagement in call centres: exploring eliciting factors*. MComm (Psych). Study leader: **Dr B Boonzaier**.

Abstract: The objective of this study was, firstly, to gauge the level of employee engagement amongst a sample of call centre representatives (CCRs) in South Africa and, secondly, to track the paths through which salient personal and job resources affect this engagement. More specifically, the relationships between sense of coherence (SOC), leadership effectiveness (LE), team effectiveness (TE) and employee engagement (E) were investigated.

Currently the industrial psychology literature related to call centres highlights the negative aspects of the call centre work environment and its resultant adverse impact on worker wellbeing. Call centres have been labelled the modern equivalent of 'assembly lines in the head', 'electronic sweatshops' or 'satanic mills'. High stress levels, high staff turnover and emotional burnout are factors synonymous with call centres. Call centre agents are regarded as emotional labourers. Emotional labour refers to the organizationally prescribed presentation of feeling or affect and is central to understanding how employees package emotion to fit organizational norms. This, many times, results in emotive dissonance and a clash between real feelings and a fake display of feelings.

A review of the literature reveals the lack of employee engagement amongst CCRs to be a central concern in this fast-emerging global industry. The question also arises as to whether the above depiction of call centres is universal to all

centres or not. A further initiating question of the study highlights the nature of the antecedents of engagement in call centres. The study population consisted of CCRs (N = 217). Thirty-five percent of the CCRs were from Pretoria, 50% from Cape Town and 15% from Johannesburg. This study group included 90 males (42%), 122 females (56%) and five respondents (2%) who did not indicate their gender. The average age of the respondents was 29,2 years; the mean organizational tenure was 3,3 years, whilst the average period of serving in a team was 1,2 years.

Fourteen call centres located across South Africa were approached. Of the 14 call centres, seven consented. Of these, three are located in Cape Town, three in Pretoria and one in Johannesburg. The services that these call centres offer range from client support, selling services, products and insurance, providing technical and human resource support to internal personnel, offering telephonic support with regards to client/patient care, handling queries on disease and drug use and providing emotional support and counselling. Anonymity and confidentiality was assured.

A cross-sectional survey design was used and a non-probability convenient sample of CCRs was selected. A quantitative research approach was followed whereby a positive psychology paradigm underpinned the examination of the level of engagement, and of specific personal and job resources that could enhance engagement within the call centre environment.

The measuring instruments comprised the Utrecht Work Engagement Scale to measure engagement, the Team Diagnostic Survey to measure team effectiveness, the Leadership Practices Inventory to gauge leadership effectiveness, and the Orientation to Life Questionnaire to measure sense of coherence.

Data was captured using Microsoft Excel, and Statistica 9, LISREL 8.8 and Smart-PLS to analyse the data.

The average level of engagement for the sample was 4,18. When comparing CCR levels of engagement with occupations scoring highest on engagement [farmers and managers, with average scores of 4,24 and 4,22 respectively (Schaufeli & Bakker, 2003)], it appears that this sample of South African call centres does not reflect the typical 'sweatshops' as reported in the literature. Instead, this sample of call centres in South Africa seems more like 'sweetshops' (Boonzaier & Boonzaier, 2008).

All path coefficients in the model were found to be significant, except for the relationship between leader effectiveness and

engagement. The leadership practices of team leaders do not predict employee engagement in call centres.

Other factors that elicit work engagement in call centres should be identified and explored. For example, a need exists for studies investigating psychological capital, group emotional intelligence and teamwork in call centres as factors enhancing engagement. Furthermore, multi-level analyses by conducting structural equation modelling at the group level also hold promise. Finally, the psychometric properties of the Team Diagnostic Survey need to be tested within the South African context.

PRETORIUS, M. (2010). *Validation of the selection battery used by the Military Academy of the South African National Defence Force*. MComm (HRM). Study leader: **Prof CC Theron**.

Abstract: The objective of this study is to determine whether the psychometric evaluation procedure, used by the South African Military Academy to make selection decisions, can validly predict academic performance of first year learners, whether this procedure is fair and whether the procedure is efficient. The sample used for this study consisted of three year groups (First Year Students of 2001, 2002 and 2003) enrolled at the Military Academy. In theory specific learning behaviours (learning competencies) are instrumental in attaining academic performance. These learning behaviours, in turn, depend on and are expressions of a complex nomological network of person-centered characteristics (learning competency potential). Differences in learning performance can be explained in terms of learning behaviours. Learning competencies are instrumental in achieving the learning outcomes for which the academic programme exists.

Learning competencies, in turn, can be explained in terms of learner characteristics. In order to differentiate between candidates who have better or poorer training prospects in terms of a construct orientated approach to selection, a performance hypothesis on the person-centered drivers of the learning competencies is used. It is argued that the degree of competence in: (1) the core cognitive processes/competencies that constitute learning (transfer and automatization) and are necessary to create meaningful structure in novel learning material, (2) the intellectual drivers of these learning competencies (fluid intelligence and information processing capacity), (3) proficiency in English and (4) past academic performance, should discriminate between better or poorer academic performance of learners attending the academic programmes at the SA Military Academy. The grade point

average of the first year first semester academic results is used as a measure of the criterion construct.

Almost all of the results obtained in this study support the theory and propositions made by the performance hypothesis. Only one variable, accuracy of information processing, did not perform as predicted by the performance hypothesis. Prior learning explained the most variance in the criterion ($r=0,431^2$). The inter-correlation amongst the predictors is used to infer the proportion of unique variance each predictor accounts for in the composite criterion. A regression of the composite criterion on the array of predictors revealed that only memory and understanding and prior learning uncovered relevant and unique information about determinants of performance on the criterion not conveyed by the remaining predictors in the model. The remaining predictors in the selection battery can consequently be considered redundant since they provide no new information not already conveyed by understanding and prior learning. When Y_{GPA} is regressed on the weighted combination of understanding and prior learning, only prior learning significantly explains unique variance in Y_{GPA} when included in a regression model already containing understanding. In the light of the reported findings there is no need to create a combined weighted linear predictor composite which would form the basis of the actuarial mechanical decision rule that would guide selection decisions. Prior learning proved to be the only predictor that warrants inclusion in the actuarial mechanical prediction rule that will form the basis of selection decisions. In terms of the derived actuarial prediction rule the expected criterion performance of all applicants could consequently be estimated by inserting the measures obtained during selection of prior learning into the derived regression equation. The use of this equation could be regarded as permissible to the extent to which the criterion estimates correlate significantly with Y_{GPA} . Since the criterion estimates correlate 0,431 and statistically significantly ($p<0,05$) with Y_{GPA} , the predictions derived from this equation are valid.

The findings of this research suggest that black and white students were sampled from the same population and therefore the use of the single, undifferentiated prediction rule would lead to fair selection decisions. To answer the question whether the selection procedure under investigation is adding any value to the organization, utility analysis is done based on the Taylor-Russell utility model as well as the Naylor-Shine interpretation of selection utility. A criterion-referenced norm table that expresses the risk of failure conditional on expected academic performance is derived from the use of only prior learning. Recommendations for further research are put forward.

SINGLETON, N. (2010). *Biographical predictors of leadership performance in the South African fruit packing industry*. MComm (Industrial Psychology). Study leader: **Mr FS De Kock**.

Abstract: Research literature acknowledges that relationships may exist between certain biographical factors (e.g., age, gender and educational level) and training performance. Although learnerships are seen as important training instruments in South Africa (Strong, 2000) the ability of biographical factors to predict learnership performance has never been investigated in the local context. This study made use of a combination of quantitative and qualitative research designs to investigate the relationship between biographical factors and learnership performance. In this study, measures of age, gender, educational level and learning performance were collected from learners ($N=340$) who completed the *National Certificate: Fruit Packing and Grading Processes*-learnership. Statistical analyses, i.e., correlation, multiple regression and analysis of covariance (ANCOVA) were used to investigate the relationship between the predictors and the criterion. Correlation results ($r_{rho} = .343$) showed a statistically significant ($p < .01$) positive relationship between educational level and learnership performance. In addition, the multiple regression analysis results suggested that the three independent variables in combination accounted for 11.5% of the total variance in learnership performance. However, only one of the independent variables, i.e., educational level, contributed significantly ($\beta = 0.355$; $t = 6.556$; $p < .001$) to prediction of learnership performance. The interaction between educational level and gender was statistically significant, since the interaction term explained unique variance in the learnership performance not accounted for by the other main effects, $F = 3.967$, $p < .05$. In the qualitative component of the study, basic individual interviews were conducted with learners ($N=20$) who were selected by means of a combination of purposive - and convenience sampling. The aim of the exploratory basic individual interviews was to provide further clarity on the results of the quantitative analyses. Thematic analyses of the interview content suggested that factors such as facilitator and group attributes, organisation support and career planning may have influenced individuals' learnership performance. The implications of the results are discussed and areas for further research are highlighted.

STEVEN, DF. (2010). *Academic staff perceptions and the identification of critical success factors in a merger of two academic institutions*. MComm (Psych). Study leader: **Prof MK du Toit**.

Abstract: The aim of this investigation is two-fold: to ascertain the perceptions and reactions of academic staff to a merger, and its impact on them; and secondly, to identify factors which are critical to merger success.

Although the two institutions had agreed on some form of closer relationship, the process was accelerated by a decision by the Department of Education to use mergers as a means of initiating change in South Africa's post-school education system.

Despite many superficial similarities, the two institutions were dissimilar. Only operational and financial factors were considered. The human factors were ignored. This was critical as the two institutions were totally different with regards to organisational culture and academic standards. The resulting conflicts in these areas proved to be a major stumbling block to the success of the merger.

Technikon A, regarded as the institution of choice, had been subjected to a variety of rapid environmental changes in the few years immediately prior to the merger. These changes had sapped staff morale. In addition, significant financial mismanagement had almost crippled the institution.

While the staff of neither institution was in favour of the merger, and both staff associations approached the Department of Education to stop it, the merger went ahead. However, the staff association of Technikon B publicly and vociferously opposed the merger, based on their fears that Technikon A's perceived incompetent management and weak financial position would impact negatively on them.

Instead of integrating "best practice" systems, the weak Technikon A management allowed Technikon B to "make the running" and introduce only their systems into the merger. In effect, this turned the merger into a hostile take-over and allowed for the total deculturation of Technikon A.

The perceptions of a sample of Technikon A academic staff were canvassed, both pre- and post-merger. The pre-merger predictions were accurate and there was almost unanimous consent as to the outcomes of the post-merger environment.

Comparisons were made with other academic mergers in South Africa and overseas – notably Australia – and parallels drawn with the merger in question. In all cases, the perceptions of staff were very similar.

From the literature, a list of critical merger success factors was compiled, against which the present merger was compared. Given that this merger failed to successfully address almost all of the success criteria, the merger must, therefore, be regarded as a complete failure.

VAN DER NEST, J. (2010). *Exploring the moderating effect of emotional intelligence on the relationship between narcissism and workplace aggression*. MComm. Study leader: **Dr G Görgens**.

Abstract: The aims of this study were to explore the relationships between narcissism, workplace aggression (WA) and emotional intelligence (EI), as well as to determine whether EI plays a moderating role in the relationship between narcissism and WA. A non-experimental research design (i.e. exploratory survey study) was used to explore the relationships between the three constructs. Narcissists are described as individuals who have a grandiose sense of self-importance or uniqueness, where they exaggerate their special talents and achievements. They are typically prone to rage, shame, inferiority, and humiliation when they are criticized by others (American Psychiatric Association, 2000). WA was defined as the efforts by individuals to harm others with whom they work, or have worked, or the organisations in which they are currently or were previously, employed (Neuman & Baron, 1997a). EI was defined as the capacity to effectively perceive, express, understand and manage emotions in a professional and effective manner at work (Palmer & Stough, 2001). A convenience sample of 134 academic (permanent and temporary) and support staff (middle and upper level) of two tertiary educational institutions within the Western Cape participated in the research. The Greenberg and Barling (1999) WA scale (that measures aggression towards colleagues, subordinates and supervisors), the Narcissistic Personality Inventory (NPI, Raskin & Hall, 1979) and the Genos Emotional Intelligence Inventory (Gignac, 2008) were administered. Weak significant negative relationships were evident between EI and each of the dimensions of WA. This indicates that higher EI is associated with a decreased propensity to engage in verbal aggressive behaviours. EI may enable individuals to apply better coping mechanisms and display more appropriate emotional reactions to events which may induce aggressive behaviour. It was, furthermore, hypothesised that a significant negative relationship exists between EI and narcissism. Contrary to the expectation, a significant weak positive relationship emerged between the NPI and EI. It was also found that significant positive relationships emerged between six of the seven dimensions of EI and narcissism. The findings may indicate that individuals with a fragile high self-esteem (overt narcissists) may also be „emotionally intelligent“. Individuals with high levels of narcissism may use emotional regulation strategies to manage their own and other’s emotions in order to maintain their fragile self esteem. No significant relationship emerged between the NPI (total score) and any of the aggression subscales. This result may be due

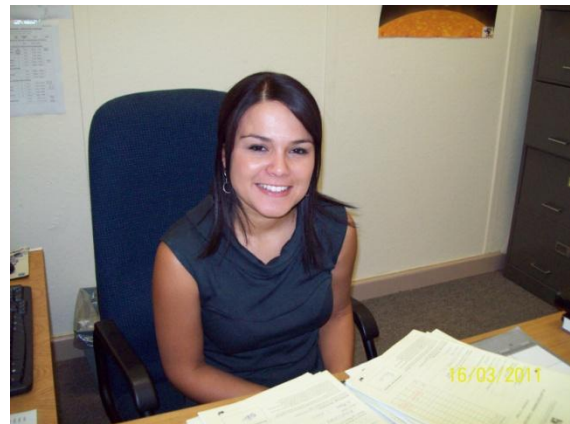
to methodological limitations (e.g. restriction of range) or the absence of an ego-threat eliciting cue in the questionnaire, which may have attenuated the results. However, two significant positive relationships emerged between the NPI dimensions of Entitlement and Exploitativeness with the Verbal Aggression towards a colleague subscale. Due to the fact that no significant relationship between narcissism (total score) and WA emerged in this study, the proposed hypo that EI moderates the relationship between narcissism and WA, could not be investigated. The limitations of the study and recommendations for future research were discussed.

PERSONEELSAKE

Prof Ronel du Preez en **Dr Gina Görgens-Ekermans** was die ontvangers van die Rektorstoekenning vir Voortreflike Onderrig - 2010

Me Helene Viljoen het die Rektorstoekenning vir Voortreflike Dienslewering (2010) ontvang.

Ms Samantha Adams has been appointed as Junior Lecturer at the Department as from January 2011.



Ms Samantha Adams

Ms Linda Hall and ms Chené Roux served as part-time lecturers in the Department during the last semester of 2010.

Mnr Francois de Kock en sy vrou Sulene, se dogtertjie, Jana, is op 31 September 2010 gebore.

Me Michelle Visser en haar eggenote het ook op 10 Desember 2010 die ouers van 'n babadogter, Mia, geword.

Ms Coreli Cillie represented the Boland Veterans team at the South African Veterans Interprovincial Badminton Tournament that took place in Rustenburg from 6-16 August 2010.

NEWS SNIPPITS!

- ❖ Die Fakulteit Ekonomiese en Bestuurswetenskappe het weer aan die einde van 2010 'n baie suksesvolle spanboudag vir die personeel van die verskillende departemente gehou. Daar is eers heerlik vlugbal gespeel, waartydens spanne van die verskillende departemente mekaar die stryd aangesê het. 'n Baie smaaklike spitbraai is daarna aangebied.
- ❖ 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**