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| **Department** | | | Industrial and organisational psychology | |
| **Discipline** | | | Industrial Psychology | |
| **Research Focus Area** | | | **Organisational Psychology** | |
| **Supervision team** | | | Prof AP Flotman  Prof N. Martins  Prof D.J. Geldenhuys  Prof O. Ledimo  Prof N. Harry  Dr B. Maphala  Dr E. Nel  Dr A. Van Niekerk  Dr L. Steyn  Mrs Nthabeleng Mdhluli  Ms R. Matabologa  Ms AM Nkome  Ms. MG Kumbi  Ms BS Mahlangu | |
| Industrial and Organisational Psychology Departmental link: [IOP Research Focus Areas](https://www.unisa.ac.za/sites/corporate/default/Colleges/Economic-and-Management-Sciences/Schools,-departments,-bureau,-centres-&-institutes/School-of-Management-Sciences/Department-of-Industrial-and-Organisational-Psychology/IOP-Research-Focus-Areas) | | | | |
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| **Supervision Team details:** | **Academic Profile** | | | **Capacity** |
| **Prof Aden-Paul Flotman1**  Office: NS Radipere 3-111  Phone: +2712429-4879  E-mail: flotma@unisa.ac.za  ORCID: https://orcid.org/0000-0001-5663-7279 | Professor Flotman is an Industrial Psychologist, lecturers and supervises in the fields of organisational wellness, coaching, leadership, and change management.  He explores the following constructs: leadership, attachment and authority, potential space, envy and violence/silence in organisations.  He also prefers qualitative research projects. | | | 1 Master  1 PhD |
| **Prof N. Martins**  Email: martinsm@mweb.co.za  ORCID: 0000-0002-6103-0217 | Prof Martins has experience in organisational culture/climate, trust, organisational development, organisational change and employee engagement and has supervised several postgraduate research projects (qualitative, quantitative and mixed method research). | | | Full  (available for co-supervision only) |
| **Prof O.M. Ledimo**  Office: NS Radipere 3-77  Email: manetom@unisa.ac.za  ORCID: 0000-0002-2853-2717 | Professor Ledimo is the Chair of the Department of Industrial and Organisational Psychology and has working experience in the motor manufacturing industry. She also has consulting experience for various organisations in the public and private sectors, focussing on the fields of organisational development, psychological assessment and employee wellness. | | | 1 Master  2 PhD co-supervision |
| **Mrs Nthabeleng Mdhluli** | Nthabeleng Mdhluli is an Academic Assistant in Industrial and Organisational Psychology. She has completed her MCom IOP degree and she is currently a PhD candidate in IOP. She prefers qualitative and quantitative research projects. | | | Up to 1 Masters student |
| **Prof D. Geldenhuys**  Office: NS Radipere 3-107  Email: geldedj@unisa.ac.za  ORCID:0000-0002-8030-6004 | Professor Geldenhuys focuses on Organisational Neuroscience; Organisation Development & Change; leadership and Coaching. He prefers qualitative studies. | | | Full |
| **Prof N. Harry**  Office: NS Radipere 3-115  Email: harryn@unisa.ac.za  ORCID: 0000-0003-1626-8012 | Professor Harry has supervised several postgraduate research projects and published on the psychology of human capacity development and career retention and organisational development, psychological assessment and employee wellness. She favours quantitative studies. | | | X9 Masters and X2 doctoral students |
| **Dr B. Maphala**  Office: NS Radipere 3-110  Email: maphabpm@unisa.ac.za  ORCID:0000-00002-1343-1307 | Dr Maphala is a Counselling Psychologist, lecturers and supervises in the fields of managerial and organization psychology, coaching and leadership, change management and psychological assessments. She also has consulting experience for various organisations in the public and private sectors, focussing on Leadership Development and Psychological Assessments. | | | Up to 3 Masters  Up to 1 PhD co-supervision |
| **Dr A. Van Niekerk**  Office: NS Radipere 3-105  Email: vnieka2@unisa.ac.za  ORCID:0000-0002-6821-5708 | Dr Van Niekerk is a senior lecturer in Industrial & Organisational Psychology. Annelize lectures on postgraduate level and supervises qualitative postgraduate research projects on masters and doctoral level. Annelize has experience in organisational development and change approaches, organisational development interventions, leadership, personnel psychology, integrity and organisational risk management. | | | Up to 2 Master’s  Up to 1 PhD |
| **Dr E. Nel**  Office: NS Radipere 3-73  Email: coetzec1@unisa.ac.za  ORCID: 0000-0001-9478-0156 | Dr Nel (PhD) is a lecturer in the Department of Industrial and Organisational Psychology. Dr Nel has co-supervised postgraduate students and favours quantitative studies on employee wellness as well as conditions that impede employee wellness such as counterproductive and unethical behaviour (e.g. workplace bullying). | | | 1 Master  1 PhD co-supervision |
| **Dr L. Steyn**  Office:  Simon Radipere Building 3-104  Phone: +27124293794  [steynl3@unisa.ac.za](mailto:steynl3@unisa.ac.za)  ORCID: 0000-0003-4602-7121 | Linda Steyn is a lecturer in the Department of Industrial Psychology and recently completed her PhD in psychology. She lectures on undergraduate and postgraduate level and co-supervises qualitative postgraduate research projects on master’s level. Her fields of interests are well-being, personal transformation, transpersonal psychology, positive psychology, coaching psychology, career psychology and leadership coaching. | | | Up to 1 Master’s  (Co-supervised) |
| **Ms R. Matabologa**  Office: NS Radipere 3-109  Email: matabrm@unisa.ac.za  ORCID: 0000-0001-5682-7777 | Ms. Matabologa is currently working as an Academic Assistant in the department of Industrial and Organisational Psychology at the University of South Africa. She has completed her MCom (Full dissertation) in I/O Psychology and she is currently registered for her PHD in Industrial and Organisational Psychology. She is presently interested in organisational development and change as her focus areas in the field of I/O Psychology. She prefers qualitative research project. | | | Up to 1 Master’s  (Co-supervised) |
| **Ms AM Nkome**  Office: NSR 3-100  Email: nkomeam1@unisa.ac.za  ORCID:0000-0002-1164-2813 | Ms Mokgobo Nkome is an Academic Assistant in the department of Industrial and Organisational Psychology, currently registered for full research Masters in IO Psychology. Her interest is in employee wellbeing and organisational support interventions. She prefers qualitative research projects. | | | mentee |
| **Ms. MG Kumbi**  Office: NS Radipere 3-109  Email: Kumbim@unisa.ac.za  ORCID: | Ms. Mmehela Giveness Kumbi is currently working as a lecturer in the department of Industrial and Organisational Psychology at the University of South Africa. She has completed her Coursework (M1) in I/O Psychology in 2020 and she currently registered for her master’s mini dissertation in Industrial and Organisational Psychology. She is presently interested in organisational development and wellness as her focus areas in the field of I/O Psychology. | | | mentee |
| **Ms BS Mahlangu**  Office: NS Radipere 3-106  Phone: +2712429-8242  [mahlabs@unisa.ac.za](mailto:mahlabs@unisa.ac.za)  ORCID:  [https://orcid.org/0000-0002-2566-0828](https://orcid.org/0000-0002-2566-0828?lang=en) | Ms. Busisiwe Mahlangu is a lecturer in the department of Industrial and Organisational Psychology at the University of South Africa. She has completed her MPhil IOP degree. Her primary research interests include leadership development and coaching, reflective practice in industrial psychology consulting, employee wellbeing, as well as the neuroscience of organisational behaviour. Qualitative research projects are preferred. | | | Up to 1 Master’s  (Co-supervised) |
| **Model of supervision** | Students will be allocated to a supervisor but will be required to work independently within the requirements of higher degree studies. Additionally, students will be guided through online tutoring regarding:   1. Research methodology 2. Doing a literature review 3. How to write a research proposal 4. Ethics in research 5. APA 7th edition Referencing   As part of the qualification, students will be expected to write and present a full research proposal to a panel of academics for approval, and obtain ethics clearance from the institutional ethics committee, before continuing with the actual research project. | | | |
| **Application procedure** | Apply for a space in this focus area using the **formal UNISA online application procedure** outlined on <https://www.unisa.ac.za/sites/corporate/default>.  Remember you must first apply for a **student number**. | | | |
| **Selection criteria: Master’s/Doctorate** | Refer to the UNISA application website for general M&D qualification admission criteria. In addition to the admission criteria contained in the *my*Choice brochure, applicants are required to prepare:  **Masters students:** a research outline (max 5 pages) describing the following:   1. A proposed topic and motivation for the study 2. Research problem and objectives 3. A brief review of relevant literature 4. Research design: Motivation for a quantitative or qualitative study 5. Ethics considerations and access to the research context 6. List of references (use APA 7th edition referencing guidelines)   **Doctorate students:**a research outline (max 20 pages) describing the following:   1. A proposed topic and motivation for the study 2. Problem statement and research aims 3. A brief review of relevant literature 4. Research design: Motivation for:    1. a qualitative/ mixed-method choice of study    2. Research participants: Population and sampling strategy    3. Measuring instruments    4. Research procedure    5. Qualitative data analysis 5. Ethics and access to research context 6. Envisaged contribution of the study 7. List of references (use APA 7th edition referencing guidelines)   E To prepare your research outline as required above, **GO TO** the IO Psychology departmental website to **download a research outline guide**:   * **Masters students**: [Apply: Department of IO Psychology/Masters-degrees](https://www.unisa.ac.za/sites/corporate/default/Colleges/Economic-and-Management-Sciences/Schools,-departments,-bureau,-centres-&-institutes/School-of-Management-Sciences/Department-of-Industrial-and-Organisational-Psychology/Masters-degrees) * **Doctorate students:** [Apply: Department of IO Psychology/Doctoral-degrees](https://www.unisa.ac.za/sites/corporate/default/Colleges/Economic-and-Management-Sciences/Schools,-departments,-bureau,-centres-&-institutes/School-of-Management-Sciences/Department-of-Industrial-and-Organisational-Psychology/Doctoral-degrees)   E On the front page indicate the relevant Research Focus Area (RFA) that you are applying for. It must be clear **HOW** your proposed study aligns with the topic and methodological focus of this RFA. | | | |
| **Selection Procedure** | In addition to minimum academic requirements, the following criteria will be applied to assess your research outline:   1. **Relevance to the Research focus area.** 2. **Academic merit of the research topic**: Quality in terms of originality and impact of the topic’s reach and significance toward adults in the African/South African-located work context. Applicants must justify the research problem (in practice and in terms of existing research gaps) and the contribution of the study to advance knowledge in the field. 3. Demonstrate clarity about the **core constructs** and a fair knowledge base of the most recent research. 4. Evidence of **critical thinking**: The candidate’s skills and abilities in analysing, applying, and evaluating information. 5. **Academic writing skills:** The extent to which the research outline convey coherent and well-developed arguments that are supported with relevant evidence; the logically sequence of paragraphs; the use of appropriate diction and sentence structures, and the use of correct grammar, punctuation, spelling and syntax. 6. **Access** to the research context and research participants. | | | |
| **Documents to support application** | Academic Record  Proposed research outline (3 pages [masters] or 5 pages [PhD])  One-page abbreviated CV including:   * Academic qualification * Work experience – especially regarding integrity * Contact details * Expression of interest (see selection criteria) * Previous research, if any | | | |
| **Research scope** | **The research agenda focuses on addressing methodological, practice and literature gaps in the following and related areas:**   * Employee retention and work engagement * Employee assistance programme * Employee wellness, burnout and stress management * Emotional labour, emotional contagion, meaning of work * Envy, shame and organisational silence * Organisational culture, subcultures and values * Organisational climate; employee satisfaction; employee motivation * Organisational effectiveness models and organisational high-performance models * Organisational trust * Organisational violence * Organisational change and the facilitation of change * Organisation development * Organisational change models and frameworks * Organisational commitment and employee engagement * Organisational justice and labour practices * Personality factors and emotional intelligence * African Union Agenda 2063: Productive transformation in the changing world of work | | | |
| **Reading:**  **Subject Field** | **This is a selection of articles and/or recent books in this research focus area. ‎Further reading over and above these is essential:**  Coetzee, M. Martins N, Basson J S. & Muller H. (2006). The relationship between personality preferences, self-esteem and emotional competence. *SA Journal of Industrial Psychology, 32* (2), 64 – 73.  Feil, S., & Olteanu, A. (2018). Abduction, hermeneutics, and the interpretation of interpretations. *Human Arenas*, *1*(2), 206–222.  Geldenhuys, D.J. (2015). Social constructionism and relational practices as a paradigm for organisational psychology in the South African context. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde, 41*(1), Art. #1225, 10 pages. <http://dx.doi.org/10.4102/sajip.v41i1.1225>  Johnson, S. M. (2019). *Attachment theory in practice: Emotionally-focused therapy with individuals, couple, and teams*. London: Guildford Press.  Ledimo, O. (2012). A longitudinal study of changes in employee satisfaction during organisational transformation: Developing a diagnostic model  Martins, N. & Coetzee, M. (2009). Applying the Burke-Litwin model as a diagnostic framework for assessing organisational effectiveness. *SA Journal of Human Resource Management, 7(1),* Art.#177, 13 pages. DOI:10.4102/sajhrm.v7i1.177. (available from: <http://www.sajhrm.co.za>).  Olivier, B.H. (2018) Psychometric validation of an Organisational Performance Questionnaire (OPQ) based on the Burke-Litwin model, Journal of Psychology in Africa, 28:1, 46-51, DOI: 10.1080/14330237.2017.1409479  Van Niekerk, A., & May, M.S. (2019). Co-constructing integrity: A conceptual framework. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde* 45(0), a1498. [**https://doi.org/10.4102/sajip.v45i0.1498**](https://doi.org/10.4102/sajip.v45i0.1498)  Veldsman, T., & Johnson, A. (2016). Leadership: perspectives from the frontline. Randburg: Knowres. | | | |
| **Reading:**  **Research Methodology** | **This is a selection books on methodology. Further reading over and above these is essential:**  Cone, J.D. & Foster, S.L. (1993). *Dissertations and theses from start to finish*. Washington, D.C.: American Psychological Association  Creswell, J.W., & Creswell, J.D. (2017). Research Design (5th Edition).  Mouton, J. & Marais, H.C. (1992). Basic concepts: Methodology of the social sciences. Pretoria: Human Sciences Research Council. | | | |
| **Resources: Scholar community** | South African Journal of Industrial Psychology: [www.sajip.co.za](http://www.sajip.co.za)  South African Journal of Human Resources Management: [www.sajhrm.co.za](http://www.sajhrm.co.za)  Society of Industrial and Organisational Psychology South Africa (SIOPSA): [www.siopsa.org.za](http://www.siopsa.org.za)  Society of Industrial and Organisational Psychology (SIOP) [www.siop.org](http://www.siop.org) | | | |
| **Potential M&D research focus areas or research projects**  *To be directed by sound literature review as well as availability of research context, participants and data* | | | | |
| **Unit of Analysis** | | **Research Focus** | | |
| **Individual, group or organisation** | | Researching sub-cultures in organisations  Facilitation of change  Longitudinal study of change efforts in any of the listed areas | | |