

Research Focus Area	Organisational behaviour, dynamics and ethics in the workplace The study specific organisational behaviour constructs / phenomena, in terms of the scales / methodologies used, as well as the combination of constructs and outcomes measured – with the focus on demographical, cross-organisational and cross-sectorial comparisons enhancing the possibility of generalisation.	
Supervision Team	Prof A Nicolaides (Ethics) Prof Anton Grobler Prof Renier Steyn Prof Peliwe Mnguni Dr Allan Feldman Dr Sanchen Henning	
Name Prof Angelo Nicolaides	<p>Academic Profile</p> <p>Prior to joining SBL, Professor Nicolaides was employed at the University of Johannesburg as well as at Vaal University of Technology. He has taught at the primary, secondary and tertiary levels. He is a life-member of the IPE (International Institute for Public Ethics) as well as the Ethics Institute of South Africa (EthicsSA). He is also a member of SAIMS (Institute of Management Scientists), a Senior Member South African Quality Institute (SAQI), the Southern African Society for quality (SASQ) and a member of the SABPP (Master HR Practitioner-Education and Training) and consults with both SMMEs and Corporations. He is active in international research communities and networks, and also serves in editorial positions and as an editorial board member in international journals.</p> <p>He publishes widely and was the Highly Commended Winner at the Emerald Literati Network Awards for Excellence 2007 for the paper: "The implementation of environmental management towards sustainable universities and education for sustainable development as an ethical imperative" published in International Journal of Sustainability in Higher Education and has also been the recipient of numerous research and teaching awards.</p>	Capacity 3
Name Prof Anton Grobler	<p>Academic Profile</p> <p>Professor Anton Grobler holds a Ph.D in Industrial Psychology from the North West University (previously - PU for CHE) and a Bachelors, Honours and Master's degree from the University of Pretoria. He is a qualified Industrial Psychologist, Master People Practitioner and an International Affiliate to the Society of Industrial and Organisational Psychology. Before he joined the Unisa School of Business Leadership in 2013, he held senior positions in Unisa (institutional office) as well as in the South African police Service, where he was involved in various institutional research projects.</p> <p>Prof Grobler has an extensive academic and institutional research record with numerous publications in accredited peer reviewed academic journals and has delivered papers at various national and international conferences. His current research focuses primarily on the leadership, organisational behaviour (including ethics in the workplace), assessment (including instrument design and validation) on individual, group or organisational level and other contemporary HR</p>	Capacity 2

	related research topics such as job search behaviour, specifically employee turnover / retention, etc.	
Name Prof Renier Steyn	<p>Academic Profile</p> <p>Professor Renier Steyn obtained the following degrees in Psychology from the North West University: BA in 1987, Hons BA in 1988 and MA in 1990.</p> <p>He was appointment as Senior Lecturer at the UNISA School of Business Leadership (SBL) in 2008.</p> <p>His academic interests are wide and include applied social psychology and research methodology. He presented several professional papers at peer assessed local and international conferences on various topics ranging from physical fitness and personality to suicide prevention. He furthered his studies in industrial psychology and in 2002 obtained a PhD in Industrial and Personnel Psychology from the North West University. In that study, he applied social cognitive theory and developed a sound and integrated experiential learning intervention directed at the development of managers.</p> <p>In 2006 he obtained the degree DLitt et Phil (Psychology) from UNISA. In his thesis he expanded his research regarding the practical application of social cognitive theory and attributed substantially to the field of Social Psychology. He is currently a post-doctoral research fellow at the Semel Institute for Neuroscience & Human Behavior at the University of California in Los Angeles (UCLA). A further Doctorate was obtained by Prof Steyn in 2014 (North West University), with the focus on gender and gender discrimination in the workplace.</p>	Capacity 2
Name Prof Peliwe Mnguni	<p>Academic Profile</p> <p>Professor Peliwe Mnguni is an organisational and social analyst. She holds the following qualifications: BAdmin (University of Transkei), BA Honours, (University of Cape Town), Master of Arts (Social Research Methods), Master of Business (Leadership and Organisation Dynamics) and PhD (Leadership and Organisation Dynamics). Her previous work experience includes roles in social and organisational research, organisational consulting, human resources management and leadership education in South Africa, Australia, Malaysia and Singapore. Professor Mnguni's research interests include leadership, group and organisation dynamics, gender dynamics, organisational culture, intra and inter-organisational collaboration and the psychodynamics of sustainability.</p>	Capacity 2
Name Dr Sanchen Henning	<p>Academic Profile</p> <p>Dr Sanchen Henning is a Senior Lecturer in the Organisational Behaviour and Leadership area since 2013. She obtained her BA psychology degree in 1989, an Honours degree at the University of South Africa (UNISA), followed by a Master degree in Research Psychology at the University of Pretoria and a DPhil degree in Consulting Psychology at UNISA.</p> <p>In 2000 Dr Henning joined the Marketing Intelligence team in Telkom doing Brand and Communication research, Product research, Customer Satisfaction research as well as participatory action research on community interventions as</p>	Capacity 2

	<p>initiated by the Telkom Foundation, the Social responsibility section of Telkom. In addition, she worked with the Business Improvement Office where Lean methodologies were implemented to improve end-to-end value chain services within the technical service delivery system in Telkom.</p> <p>Her research interests are: organisational behaviour, business process improvement, leadership development as well as marketing and consumer behaviour.</p>	
<p>Name Dr Allan Feldman</p>	<p>Academic Profile Dr Allan Feldman is a Senior Lecturer in the Organisational Behaviour and Leadership area. He holds a MBA as well as DBA degree (University of Pretoria). Dr Feldman has extensive management consulting, teaching and research experience in the areas of organisational strategy, organisational development and human resource management, but his main interest is leadership. Dr Feldman's current research focus is on the impact of social media on organisational behaviour, and the notion of followership within the domain of leadership.</p>	<p>Capacity 2</p>
<p>Research Agenda for Focus Area</p>	<p>As working roles change for individuals and the perspectives of organisational behaviour theories rise or fade for scholars, the experience of "work" still remains a central role in the understanding of life at work. The study of individual and group behaviour in an organisation is an essential component in the early diagnosis of interpersonal, management and leadership challenges, such as employee dissatisfaction, disengagement, conflict, etc. It further serves as a "barometer" to identify pockets of strengths in an organisation, and to utilise it as a transformational tool for behavioural and attitudinal change (change management tool). This research focus area overlaps with Research Focus Area 1: HR as strategic function and enabler for organisational performance, as it also includes the organisational behaviour constructs of organisational commitment, organisational citizenship, employee engagement, etc. This research focus area is aimed at the determination of the impact that leadership behaviour (linked to Research Focus Area 2: Leadership), organisational climate and culture have on these organisational behaviour constructs, and the outcomes and consequences of it on individual, group and organisational level. Outcomes such as job satisfaction and employee turnover / retention will be studied in the diverse workforce in South Africa, with possible African and international comparisons.</p> <p>This research focus area also includes ethics in the workplace, as well as the dynamic concept of fit between the individual and the organisation, studies from an interactionist approach, postulating that behaviour is determined by the interaction between individual traits and the situation.</p>	
<p>Reading: Subject Field</p>	<ul style="list-style-type: none"> • Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. <i>Journal of Occupational Psychology</i>, 63, 1–18. • Aronson, E. (2001). Integrating leadership styles and ethical perspectives. <i>Canadian Journal of Administrative Sciences</i>, 18, 244–256. • Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behaviour: Engaged employees in flourishing organizations. <i>Journal of Organizational Behavior</i>, 29, 147–154. • Brown, M.E., Treviño, L.K. & Harrison, D.A. (2005). Ethical leadership: A social learning perspective for construct development and testing. <i>Organizational Behaviour and Human Decision Processes</i>, 97, 117–134. • Driscoll, C., & McKee, M. (2007). Restorying a culture of ethical and spiritual values: A role for leader storytelling. <i>Journal of Business Ethics</i>, 73, 	

	<p>205–217.</p> <ul style="list-style-type: none"> • Erben, G.S. & Güneşer, A.B. (2008). The relationship between paternalistic leadership and organizational commitment: Investigating the role of climate regarding ethics. <i>Journal of Business Ethics</i>, 82, 955–968. • Ferris, G. R., Treadway, D. C., Perrewé, P. L., Brouer, R. L., Douglas, C., & Lux, S. (2007). Political skill in organizations. <i>Journal of Management</i>, 33, 290–320. • Golden, T. 2007. Co-workers who telework and the impact on those in the office: understanding the implications of virtual work for co-worker satisfaction and turnover intentions. <i>Human Relations</i> 60, 11, 1641-1667. • Grojean, M. W., Resick, C. J., Dickson, M. W., & Smith, D. B. (2004). Leaders, values and organizational climate: Examining leadership strategies for establishing an organizational climate regarding ethics. <i>Journal of Business Ethics</i>, 55, 223–241. • Larmer, R.A. (2002). <i>Ethics in the workplace: Selected readings in business ethics</i> (2nd ed.). Belmont, CA: Wadsworth Thomson Learning. • Mayer, D.M., Kuenzi, M., Greenbaum, R., Bardes, M. & Salvador, R. (2009). How low does ethical leadership flow? Test of a trickle-down model. <i>Organizational Behavior and Human Decision Processes</i>, 108, 1–13. • Meglino, B.M. & Ravlin, E.C. (1998). Individual values in organizations: Concepts, controversies, and research. <i>Journal of Management</i>, 24, 3, 351-389. • Paillé, P & Grima, F. (2011). Citizenship and withdrawal in the workplace: relationship between organisational citizenship behaviour, intention to leave current job and intention to leave the organisation. <i>The Journal of Social Psychology</i> 151, 4, 478-493. • Parboteeah, P.K. & Cullen, J.B. (2013). <i>Business ethics</i>. New York, NY: Routledge. • Parboteeah, P.K. & Kapp, E.A. (2007). Ethical climates and workplace safety behaviours: An empirical investigation. <i>Journal of Business Ethics</i>, 80, 3, 515–529. • Ruiz-Palomino, P. & Martínez-Cañas, R. (2014). Ethical culture, ethical intent, and organizational citizenship behaviour: The moderating and mediating role of person–organization fit. <i>Journal of Business Ethics</i>, 120, 95–108. • Schein, E.H. (2004). <i>Organizational culture and leadership</i>. (3rd ed.). San Francisco, CA: Jossey-Bass. • Terborg, J.R. (1981) Interactional psychology and research on human behaviour in organizations. <i>The Academy of Management Review</i>, 6, 4, 569-576. • Treviño, L.K., Brown, M. & Hartman, L.P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. <i>Human Relations</i>, 56, 5–37. • Treviño, L.K., Weaver, G.R. & Brown, M.E. (2008). It's lovely at the top: Hierarchical levels, identities, and perceptions of organizational ethics. <i>Business Ethics Quarterly</i>, 18, 2, 233–252. • Tsai, M. & Huang, C. (2008). The relationship among ethical climate types, facets of job satisfaction, and the three components of organizational commitment: A study of nurses in Japan. <i>Journal of Business Ethics</i>, 80, 565-581. • Walumbwa, F.O., Mayer, D.M., Wang, P., Wang, H., Workman, K. & Christensen, A.L. (2011). Linking ethical leadership to employee performance: The rules of leader-member exchange, self-efficacy, and organizational identification. <i>Organizational Behavior and Human Decision Processes</i>, 115, 204–213.
Reading:	<ul style="list-style-type: none"> • Cooper, R.C. & Schindler, S.S. (2003). <i>Business research methods</i>. London:

Research Methodology	<p>McGraw-Hill Education.</p> <ul style="list-style-type: none"> • Hofstee, E. (2006). <i>Constructing a good dissertation: A practical guide to finishing a master's, MBA or PhD on schedule</i>. South Africa: EPE Publishers. • Mouton, J. 2001. <i>How to succeed in your master's and doctoral studies: A South African guide and resource book</i>. Pretoria: Van Schaik Publishers. • Rosnow, R.L. & Rosenthal, R. (2008). <i>Beginning behavioural research: A conceptual primer</i> (6th ed.). Upper Saddle River, NJ: Pearson/Prentice Hall. • Zikmund, W.G., Babin, B.J. Carr, J.C., & Griffin, M. (2013). <i>Business Research Methods</i> (9th ed). Cengage Learning.
Additional resources i.e. scholar and industry communities	<p> http://www.ethicsa.org/ http://www.iipe.org/ www.bench-marks.org.za www.emrbi.com/ http://www.ibe.org.uk/ </p>
<p>Potential research projects/topics/titles Focus areas are crystallised in:</p> <ul style="list-style-type: none"> • Studies would be encouraged where a contemporary organisational behaviour (including ethics in the workplace) research lens is employed, with the focus on the testing of theories and the development of models to explain the dynamics of and phenomena in modern work life. • Demographic studies with the focus on the impact of differentiated workplace practices on individual behaviour, in order to empower organisations and practitioners to develop need-based strategies and processes to enhance positive organisational behaviour, is also considered to be relevant to this research focus area. 	