

# South African Journal of Industrial and Organisational Psychology: Annual editorial overview 2015

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## Introduction

The *South African Journal of Industrial Psychology* (SAJIP) celebrated its 40th anniversary in the previous year and continues to provide high-quality scholarly research articles of importance to the study of various areas of specialisation in the field of industrial and organisational psychology (IOP). An extensive study by Porter and Schneider (2014) of the global evolution of the field of industrial and organisational (I-O) psychology indicates a continued strong preference for the traditional term 'industrial and organisational psychology' because of the field's rich history of theory, research and practice in organisational settings. The term 'I-O psychology' denotes a historically sound theory-scientific basis with a broad range of research and practice domains. In the South African context, the research and practice domains in I-O psychology are generally guided by the scope of practice of industrial psychologists. The South African Professional Board for Psychology describes the scope of practice of the industrial psychologist (<<http://www.hpcs.co.za>>; HPCSA, 2011) to include the following: (1) applying principles of psychology to the work situation of relatively well-adjusted adults; (2) conducting assessment and utilising assessment practices; (3) facilitating individual and group processes; (4) exercising consumer psychological practices; (5) doing ergonomic evaluations; and (6) performing psychological interventions and short-term therapeutic counselling interventions. These tasks of the industrial psychologist are focused on optimising individual, group and organisational well-being, performance and effectiveness (Coetzee & Schreuder, in press; Coetzee & Van Zyl, 2014a).

The SAJIP, as the only I-O psychology publication in Africa, serves as an accredited publication medium for scholars, scientists and practitioners who are interested in publishing original research of relevance and interest to the development of concepts pertaining to this scope of practice domains (Coetzee & Van Zyl, 2014b). The core focus and scope of the SAJIP are for its publications to ultimately contribute to the success and performance of organisations, the effectiveness of leaders and teams and the well-being of people in the organisation (SAJIP, 2013, p. iii). This focus is in line with the long-standing tradition of IOP to follow the scientist-practitioner model, which has the implied goal of research to influence practice. Porter and Schneider (2014) emphasize in this regard that the key challenge for scholars and practitioners in the I-O psychology field remains whether future research studies and their findings will have increasing impact on managerial practice. The SAJIP 2015 annual review therefore focuses on a brief review of the potential contribution of the publications to the advancement of IOP theory and practice as well as highlighting some important legislative policy factors impacting on the Journal.

## Contribution to IOP theory and practice

A review of the publications published in the SAJIP vol. 41, no. 1 (2015) shows the trend of robust attention to knowledge creation and confirmation in the predominant field of organisational psychology, followed by contributions to the fields of wellness and personnel psychology and, to a lesser extent, psychological assessment, career psychology and consumer psychology. Table 1 (see Appendix) outlines the various manuscript contributions with regard to primary I-O psychology theme, research design, originating research institution and the potential implications of the relevant research to IOP theory and practice.

The research focus areas of the articles that contributed to the field of organisational psychology mostly address aspects concerning human relations in the workplace (i.e. trust, stereotyping, individual-organisational link, attachment or commitment, leader behaviour, paradigmatic lens in studying human relations and work identity). The theme of human relations is highly relevant in the context of a culturally diverse South African society. The role of leaders in influencing employee attitudes and behaviour in the organisation-employee relations sphere seems to remain a popular theme in the annual SAJIP editions when considering that the article by Mester, Visser, Roodt and Kellerman (2003) in SAJIP vol. 29, no. 2 (*Leadership style and its relation to employee*

TABLE 1: Overview of SAJIP 2015 manuscript IOP themes and research contributions to theory and practice.

IOP theme	Research design	Research institution of contributing authors	Implications for theory and practice
<b>Organisational psychology (n = 7)</b>			
Behavioural trust in the workplace (Heyns & Rothmann)	SA context Population: petrochemical and raw materials industry N = 539 Cross-sectional quantitative Confirmatory factor analysis Structural equation modelling	Optentia Research Unit, North-West University	The study contributes to theory on workplace trust relationships and may potentially contribute to inform organisational development interventions aimed at creating trust between leaders and followers.
Stereotypes among SA employees (Brink & Nel)	SA context Population: selected SA organisations N = 336 Qualitative (multiple case study strategy)	WorkWell Research Unit, North-West University	Study contributes new knowledge on stereotypes in SA work context. The new insights may potentially contribute to human relations in the SA multicultural workplace.
Quality of work life, organisational commitment, perceived external prestige (Ojedokun, Idemudia, & Desouza)	Ghana context Population: public sector N = 137 Cross-sectional quantitative Correlations Hierarchical multiple regression	North-West University Adekunle Alasin University (Nigeria) University of Ghana (Ghana)	Study contributes with regard to improving employee perceptions of external prestige of the company and quality of work life in order to enhance organisational commitment. Findings may potentially be applied in organisational development interventions.
Emotional intelligence and servant leadership (Du Plessis, Wakelin & Nel)	SA context Population: media and pharmaceutical sectors N = 154 Cross-sectional quantitative Confirmatory factor analysis Structural equation modelling	University of the Western Cape University of the Free State	Study contributes to positive organisational behaviour theory. Findings provide insights that may potentially inform emotional intelligence training for the development of servant leaders.
Leadership empowering behaviour, psychological empowerment, organisational citizenship behaviours and turnover intention (Bester, Stander & van Zyl)	SA context Population: Manufacturing industry N = 200 Cross-sectional quantitative EFA Correlations Canonical correlation Hierarchical multiple regression	Optentia Research Unit, North-West University	Study adds new knowledge to positive organization theory and findings can be applied in practice in interventions aimed at developing empowering leadership behaviour for the retention of staff
Paradigm perspective for studying and practising organisational psychology (Geldenhuis)	SA context Non-empirical, theoretical research design	University of South Africa	Study introduces a perspective on social constructionism and relational practices as a paradigmatic lens in studying workplace relations in SA organisational context. The study adds new theory on human relations which extends the individual level perspective in organisational psychology.
Identity theory and research (Coetzee)	SA context Book review	University of South Africa	The book extends theory and research on employee performance, engagement and commitment by introducing the dynamic construct and a measure of work identity that may potentially inform organisational development interventions in the multi-cultural workplace.
<b>Wellness / Wellbeing (n = 4)</b>			
Job characteristics, burnout, recovery experiences (Els, Mostert & de Beer)	SA context Population: employees at a tertiary institution in North-West N = 366 Cross-sectional quantitative Structural equation modelling	WorkWell Research Unit, North-West University	The study adds new knowledge to theory on recovery strategies within SA context and may potentially be used to inform wellness interventions focused on stress (burnout) stemming from work pressure, emotional demands and social support experiences.
Psychological capital(PsyCap), job stress, incivility and job involvement (Setar, Bultendach & Kanengoni)	SA context Population: call centre agents (Durban) N = 104 Cross-sectional quantitative Principal Component Analysis Correlations Hierarchical moderated regression	University of KwaZulu-Natal University of the Free State	Study adds to the extant literature on wellness in call centre environment. New insights are added in terms of PsyCap as moderator of the incivility-job stress/job involvement link. The findings can be used to inform interventions aimed at increasing the wellbeing, civility and job involvement of call centre agents.
Psychological coping profile (Harry)	African context N = 409 Population: Black female call centre agents Cross-sectional quantitative Correlations Canonical correlation SEM	University of South Africa	Study identified link between wellness-constructs (emotional intelligence, cynicism) and resiliency constructs (hard-commitment and hardi-control). The study adds new insights regarding how these constructs can be applied to enhance call centre agents' capacity for dealing with the pressures of a high-stress environment

Table 1 continues on the next page →

TABLE 1 (Continues...): Overview of SAJIP 2015 manuscript IOP themes and research contributions to theory and practice.

IOP theme	Research design	Research institution of contributing authors	Implications for theory and practice
Role identity and burnout (Steyn & de Klerk)	SA context Population: Three client-service companies (accounting executives, call centre consultants and customer and network engineers) N = 100 Qualitative (semi-structured interviews)	University of the Western Cape University of Stellenbosch University of Pretoria	Study extends theory on burnout by linking the construct with role identity as applied in contemporary client service context. Burnout is investigated with regard to how client service employees perceive themselves in relation to the client. New insights revealed role-related expectations of higher burnout employees differ from the expectations of lower burnout employees.
<b>Personnel psychology (n = 4)</b>			
Graduate application intentions and beliefs (Adams & de Kock)	SA context Population: graduates as potential new entrants to marketplace N = 854 Cross-sectional quantitative Confirmatory factor analysis Structural equation modelling	University of Stellenbosch University of Cape Town	The study contributes to recruitment theory by providing new insights about graduate's intentions to apply. The findings may potentially be used to inform recruitment strategies aimed at attracting graduates.
Cross-cultural differences, social desirability and cognitive ability in selection (Odendaal)	SA context Population: adult job applicants N = 1640 Cross-sectional quantitative Principal factor analysis Moderated multiple regression	University of Johannesburg	The study contributes to selection theory and practice and may potentially be used to inform selection decision-making for multi-cultural groups.
Technology acceptance in the workplace (Erasmus, Rothmann & van Eeden)	SA context Population: SAP Enterprise Resource Planning Users N = 241 Cross-sectional quantitative Correlations Structural equation modelling	Optentia Research Unit, North-West University	The study validated the technology acceptance model within a SA context. The findings may potentially inform the recruitment and selection of super users by means of the model and the measures used in the study in order to promote higher levels of returns on information technology investment.
Psychological capital (PsyCap) and reward preferences and satisfaction (Shelton & Renard)	SA context Population: Nursing staff in a private sector hospital group (Nelson Mandela Metropole), nursing staff and care workers from a local non-profit organization, nursing agency and local frail centre N = 116 Cross-sectional quantitative Correlations Tests for significant mean differences (socio-demographic differences)	Nelson Mandela Metropolitan University	Study adds new insights with regard to reward preferences and satisfaction of nursing staff which can be applied in the design of reward packages. Analysis of socio-demographic differences regarding reward preferences and satisfaction (i.e. base pay, contingency pay, benefits, performance and career management, quality work environment, work-life integration, total reward satisfaction) of this population adds new knowledge to retention/talent management theory and practice.
<b>Psychological assessment (n = 3)</b>			
Development and validation of a managerial decision-making self-efficacy questionnaire (Myburgh, Watson & Foxcroft)	SA context Population: Managers in various SA organisations N = 455 Exploratory factor analysis Correlations Confirmatory factor analysis	Psymetric, Psychological Capital Assessment, Inc Nelson Mandela Metropolitan University	The study contributes empirical findings on the development and validation of a new measure (managerial decision-making self-efficacy questionnaire) that may potentially be applied in management development interventions, including in the selection of managers.
Confirming reliability and factor structure of the Rahim emotional intelligence questionnaire in a SA context (Nel, du Plessis & Bosman)	SA context Population: agriculture, medical, mining, media and public service sectors N = 470 (Rahim EQI – 40 m items version) N = 308 (Rahim EQI 30 item version) Cross-sectional quantitative Confirmatory Factor Analysis (Mplus)	University of the Free State University of Western Cape	Study findings confirmed the 20-item version structure of the Rahim EQI in SA context. The findings suggest a strong general factor (emotional intelligence). Tested for its reliability and factor structure in SA context, the Rahim EQI may potentially be used as a pre-measure and post-measure in emotional intelligence training interventions.
Development of a corporate social responsibility leadership questionnaire (Du Preez & Van Zyl)	SA context Population: Purposive sampling of subject matter experts (N = 18) Three-phase mixed method (qualitative and quantitative) ex post facto approach Questionnaire development protocols	University of Stellenbosch	Study provides a framework of items and dimensions of a SA corporate social responsibility leadership measure that can be further empirically tested as a measurement instrument to obtain 360 degree assessments of leadership competencies. This framework may potentially form the basis of the development of a corporate social leadership competency framework.

Table 1 continues on the next page →

TABLE 1 (Continues...): Overview of SAJIP 2015 manuscript IOP themes and research contributions to theory and practice.

IOP theme	Research design	Research institution of contributing authors	Implications for theory and practice
<b>Career psychology (n = 3)</b> Proactive behaviour, strengths use, deficit improvement, hope, efficacy and life satisfaction (Stander, Diedericks, Mostert & de Beer)  Emotional intelligence as psychological resource for student success (Gorigens-Ekermans, Delport & du Preez)  Psycho-social career meta-capacities (Koeckemoer)	SA context Population: first-year university students N = 566 Cross-sectional quantitative Structural equation modelling  SA context Population: first-year students N = 114 Controlled experimental research design Pre-test and post-test design Mixed model repeated measures (ANOVA) Post-hoc tests  International and SA context Book review	WorkWell Research Unit, North-West University Optentia Research Unit, North-West University  University of Stellenbosch  University of Pretoria	The study contributes new knowledge to positive organisational and career behaviour (positive psychology). The findings may potentially be applied in interventions focused on strengthening the personal development and life satisfaction of university students.  The study contributes to theory on student success. The findings may potentially be applied in student development initiatives focused on enhancing their emotional intelligence and psychological resources.  The book extends career theory and adds new insights on contemporary career development constructs, measures and practices. The book contributions may potentially inform career counselling practices relevant to the contemporary workplace.
<b>Consumer psychology/psychological assessment (n = 1)</b> Measurement and dimensionality of construct of consumer awareness (Makanyeza & du Toit)	Zimbabwe context Population: shopping mall consumers (Harare and Bulawayo) N = 400 Cross-sectional quantitative Exploratory factor analysis Confirmatory factor analysis	University of Technology, Zimbabwe University of South Africa	The study contributes to theory on consumer awareness as applied in the Zimbabwean context. The empirically tested measure may be used in consumer awareness research and programmes by marketers and policymakers.
<b>IOP professional practice (n = 1)</b> IOP profession HRM professional competency model (Schutte, Barkhuizen & van der Sluis)	SA context Cross-sectional quantitative N = 483 Population: Diverse populations of HR managers and practitioners Statistical technique: EFA	North-West University, Nyenrode Business University, The Netherlands	The study contributes an empirically validated competence measure to assess the level of competencies of HR professionals in workplace. Three core competencies with underlying sub-elements were identified: <ul style="list-style-type: none"> <li>Professional behaviour and leadership (leadership and personal credibility, solution creation, interpersonal communication, innovation)</li> <li>Service orientation and execution (talent management, HR risk, HR metrics, HR service delivery)</li> <li>Business intelligence (strategic impact, HR business knowledge, HR business acumen, HR technology)</li> </ul>

SA, South African.

*attitudes and behaviour*) has to date been the most downloaded article (66 000 downloads) since 2003.

The wellness or and/or well-being-related research themes mostly build on burnout theory and research and extend coping and job stress research by studying wellness constructs (i.e. recovery experiences, PsyCap, emotional intelligence, hardiness, role identity) from the perspective of positive psychology. The notion of positive organisational behaviour theory and research is highly relevant to the contemporary workplace.

The research themes addressed in the articles that contributed to the field of personnel psychology focus on selection and retention factors. The contributions to selection theory and research focus on graduate application intentions and cross-cultural differences with regard to social desirability and cognitive ability. Positive psychology constructs (i.e. PsyCap and satisfaction) are studied in relation to reward preferences of various socio-demographic differences, all of which are highly relevant to the retention of staff. The concept of technology acceptance is also introduced which provides evidence of the increasing role that technology will play in today's work setting.

The psychological assessment research themes contributed empirical evidence of the psychometric properties of three measuring instruments (i.e. a managerial decision-making self-efficacy questionnaire, the Rahim emotional intelligence questionnaire and a corporate social responsibility leadership questionnaire) that can be used in the South African organisational context.

The career psychology research themes are in line with contemporary global trends in the career psychology field to explore positive psychological constructs in enhancing individuals' success and satisfaction (i.e. proactive behaviour, strengths use, deficit improvement, hope, efficacy, life satisfaction, emotional intelligence, psychosocial career meta-capacities).

The consumer psychology research theme made a contribution to not only the field of consumer behaviour but also psychological assessment by presenting the psychometric properties of a measuring instrument in assessing consumer awareness.

The SAJIP vol. 41, no. 1 (2015) edition also showcases a contribution to the IOP profession or practice area with the publication on professional human resource (HR) competencies in the contemporary South African workplace (see Schutte, Barkhuizen, & van der Sluis). I-O psychologists function also in the HR realm of the business—the competencies outlined in the article of Schutte *et al.* are therefore very relevant as additional competencies to the current I-O psychology scope of practice specialist competencies. The competencies may potentially be considered in the education and training of the industrial psychologist and HR practitioner.

The populations that were used in the various research articles reflect a variety of industries, including participants from multi-culturally diverse groups. The type of research designs of the articles appearing in the SAJIP vol. 41, no. 1 (2015) edition remains stable when considering previous editions. The predominant research design is the cross-sectional quantitative approach with only three articles following a qualitative research design and one article a mixed-method design. The article by Gørgen-Ekermans, Delport, & du Preez provides a prime example of an evidence-based practice article with its study of an emotional intelligence intervention and data collected about the efficacy of the intervention.

Overall, in line with the SAJIP manuscript guidelines for authors, the SAJIP vol. 41, no. 1 (2015) edition includes predominantly theory-research-practice articles, implying the presentation of foundational theory and theoretical constructs, research questions or hypotheses, participants, measurement, data analysis, results and discussion and implications for practice. In the light of the IOP scientist-practitioner model, it is recommended that future SAJIP editions encourage scholars to critically review the contribution of the theory and research presented by them with regard to a more in-depth discussion on specific techniques, resources or strategies for practice. I-O psychology is seen as “carving a unique identity as a profession in South Africa” and I-O psychologists and scholars contribute to the discipline through scientific research that reflects an evidence-based orientation (as preferred by practitioners) and a commitment to ensuring best practices in the application of psychology in the workplace (Zugec, Garbharran & Dowdeswell, 2015, p. 41). Evidently, a closer relationship between the IOP discipline (science) and profession (practitioner) would ensure that both areas develop synchronously in order to ensure effective cross-pollination between academia and industry.

The Society for Industrial and Organisational Psychology of South Africa's (SIOPSA) annual conference is one avenue through which evidence-based research practices are showcased and effective cross-pollination between the discipline and profession manifests. The associative oral presentation and research themes presented at the conference could provide an indication of the latest practice-focused areas of interest within the profession (Moyo, 2012). Comparison of the publication themes of SAJIP with those of the SIOPSA conference may provide insight into the (mis)alignment between the scientist and the practitioner. Table 2 provides a summary of the SIOPSA's 17th Annual Conference IOP presentation themes (SIOPSA, 2015).

A relative descriptive comparison between the publications in SAJIP and the oral presentations within the SIOPSA conference (see Table 3) indicates that there may be a potential misalignment between the discipline and the profession within the 2015 cycle. Only the organisational psychology (SAJIP:  $f = 30.43\%$ ; SIOPSA:  $f = 37.04\%$ ) and consumer psychology or psychological assessment (SAJIP:  $f = 4.35\%$ ; SIOPSA:  $f = 1.85\%$ ) themes enjoyed relatively

**TABLE 2:** Overview of SIOPSA's 17th Annual Conference IOP paper presentation themes.

IOP theme	Research institution of contributing authors
<b>IOP professional practice (n = 9)</b>	
Ethics issues in consulting psychology: Different shades of Grey (van Vuuren)	Ethics South Africa
Future fit and Ethics (Guest & Meiring)	TTS, University of Pretoria
Crafting an Examined Personal Stance as a Work Psychologist: Who am I and What do I Stand for? (Veldsman)	University of Johannesburg
From Self-Serving to Purpose-Driven Professionals: In Pursuit of an Envisioned Legacy. (Veldsman)	University of Johannesburg
Moving IO Psychologists into the role of Transformational Business Partner: Practical Learnings. (Long)	CEB
Industrial/Organisational Psychology for the 21st Century: Finding, Absorbing and Radiating Light (Rothmann)	Optentia Research Unit, North-West University
A Critical Review of two decades of Qualitative Research in Psychology, IOP and HRM in South Africa. (O'Neil & Koekemoer)	University of Pretoria
The Industrial Psychologist as Mental Skills Coach in Sport: Proposing a Strength Based Philosophy. (Stander)	Optentia Research Unit, North-West University
Training Opportunities for Registration as a Registered Counsellor or Psychometrist in South Africa. (Van Eeden, Van Deventer & Erasmus)	University of South Africa
<b>Wellness / Wellbeing (n = 4)</b>	
Thriving: Mental Fitness for the Corporate Athlete. (Kruger)	BIOSS
Job Demands & Resources as Antecedents of Work Engagement; A Diagnostic Survey of Nursing Staff. (D'Emiljo & Du Preez)	University of Stellenbosch
An Investigative Study into the understanding of Mental Toughness in the deployment area. (Schoemann)	SANDF
Psych Need Satisfaction, Engagement, Turnover Intention of Teachers: Effect of School Principal. (Fouche & Rothmann)	Optentia Research Unit, North-West University
<b>Forensic psychology (n = 1)</b>	
The IOP Expert Witness in Court: Some Things I wish I had known as an Emerging Expert Witness (Donaldson)	Barbara A. Donaldson, Inc
<b>Coaching psychology (n = 1)</b>	
Systems Psychodynamic Coaching – Focusing on Vertical and Horizontal Relationships (Cilliers)	University of South Africa
<b>Organisational psychology (n = 20)</b>	
Humanitarian Work Psychology (HWP): A Roundtable Discussion on Using Organisational Psychology for the Greater Good (Meyer, Veldsman & Renard)	University of Cape Town, University of Johannesburg, NMMU
Breaking through Tradition: The Meaning of Work for Women Leaders (Mayer, Surtee & May)	University of South Africa
Exploring decision-making in cross-cultural management teams. (Koornhof)	EOH
Big Data Requires Big Judgement - Exploring the Role of Insight IQ for the Organisations Knowledge. (Pleaner)	CEB
Towards Flourishing Institutions (Rothmann)	Optentia Research Unit, North-West University
Organisational Culture Deterrent or Retention Tool? (Stadler & Letchima)	TTS, South African Taxi Association
Conflict Resolution Style Preference and Emotional Intelligence. ((Levie & Isreal)	WITS
A Case Study: Using Innovative Workshops to Grow Team Motivation after Restructuring in a Mine. (Long)	CEB
Psychological Ownership, Work Engagement and Happiness: How are they related? (Olckers & George)	University of Pretoria
Minimizing exposure to behavioural risk of bank tellers. (Bergh)	CEB
The Implementation of a Leadership Succession Project in a Large Corporate Organisation. (Dannheimer)	TTS
Designing and Implementing a Blended Leadership Development Experience for Succession Candidates. (Conradie & Visser)	TTS
Mental models and ineffective leadership behaviour in South African management practice: a theory of action perspective. (Johnson)	Eskom
The Relative Importance of Various Predictors of Intention to Quit among South African Employees. (Stevens, Goodman & Kock)	University of Cape Town
Business Driven Action Learning: A Systemic Model for Learning within a State Owned Company (Pillay)	Eskom
Moving from Integrated Talent Management to Enterprise Talent Management: A Case Study from Illovo (Pleaner & Banks)	CEB, Illovo
People as THE key element in responding to Business Challenges of the Digital Economy. (Craffert & Visser)	University of the Western-Cape
A Case Study: The Design and Implementation of a Comprehensive Leadership Measurement Framework. (De Klerk & Teasdale)	University of Stellenbosch, Eskom
Is Strategic Potential all about Cognition? (Distiller)	BIOSS
Are Diversity Programmes Worth it? Understanding Employee Perceptions of LGBT Diversity Programmes in the Workplace. (Grant & Huntington)	CEB
<b>Ergonomics and sustainability (n = 1)</b>	
Hybrid Electric Vehicles: Driving Towards Sustainability. (Riga & Thatcher)	WITS
<b>Career psychology (n = 2)</b>	
Psychobiographical analyses of Entrepreneurs [4]: The Career Development of Albert Wessels (1908–1991). (Van Niekerk & Fouche)	NMMU
Organisational Interventions that facilitate the career success of Black South African employees. (Roux & Malan)	University of Stellenbosch
<b>Psychological assessments (n = 14)</b>	
The Validation of a Decision-Making Style Inventory: The JvR Impuls (Voster)	JvR Psychometrics
The real cost of English Functional Illiteracy (Pretorius & Uys)	EOH, Kaleidoprax
The Evaluation of Predictors of Two Subjective Career Success Instruments (du Toit, Koekemoer, Nel & Bester)	North-West University, University of Pretoria, CEB
Implementing Assessment Strategies Globally: Special reference to Africa. (Kriek)	TTS / University of South Africa
Employment Equity Act Amendments and the Relevance of Assessment Centres in an Emerging Market (Gericke)	EOH Human Capital Solutions
The Practical Implementation of Supervised Online Assessments for Entry-level Test Takers Implications and Solutions (de Wet)	TTS
A Case Study in the use of Development Centres to Assess Behaviour at Multiple Levels of Complexity. (Pleanery)	CEB
Online Assessment: Contributions of Technology to Best Practice Psychometric Testing. (Lewis)	TTS
The Role of the Psychometrist in Unsupervised Online Assessment. (Guest)	TTS

Table 2 continues on the next page →

**TABLE 2 (Continues...):** Overview of SIOPSA's 17th Annual Conference IOP paper presentation themes.

IOP theme	Research institution of contributing authors
Effective Competency Design and Assessment Centre Practices for Leadership in an Emerging Market. (Gericke)	EOH Human Capital Solutions
Moving beyond Assumptions through real-life application of Psychometric Data. (Olivier & Visser)	CEB
The Construct Validity of a Learning Styles Inventory in South Africa: How You Learn Inventory. (Voster)	JvR Psychometrics
The Focus of Organisations Moving from Competency Based Measurement to Business Strategy Assessment. (Kriek & Wilhelm)	TTS
The Psychometric Properties of the Experience of Work and Life Circumstance. (Kekana & Schaap)	University of Pretoria
<b>Consumer psychology/psychological assessment (n = 1)</b>	
Observations on the Broader Shifts seen from Business-Led to Consumer-Led Innovations (Chantell Ilbury)	Consultant
<b>Neuro-psychology (n = 1)</b>	
Brain and Business: Applying Neuroscience to Organisational Behaviour. (du Buisson-Narsai & Van Deventer)	University of South Africa

**TABLE 3.** Comparison of relative frequency of themes in SAJIP vs. SIOPSA's 17th Annual Conference.

SAJIP theme	Relative frequency in %	SIOPSA themes	Relative frequency in %
Organisational psychology (n = 7)	30.43	Organisational Psychology (n = 20)	37.04
Wellness / Wellbeing (n = 4)	17.39	Wellness/Wellbeing (n = 4)	7.41
Personnel psychology (n = 4)	17.39	Personnel psychology (n = 0)	0
Psychological assessment (n = 3)	13.04	Psychological assessment (n = 14)	25.93
Career psychology (n = 3)	13.04	Career psychology (n = 2)	3.7
Consumer psychology/psychological assessment (n = 1)	4.35	Consumer psychology/psychological assessment (n = 1)	1.85
IOP Professional Practice (n = 1)	4.35	IOP Professional Practice (n = 9)	16.67
-	-	Neuro-psychology (n = 1)	1.85
-	-	Ergonomics and Sustainability (n = 1)	1.85
-	-	Coaching psychology (n = 1)	1.85
-	-	Forensic psychology (n = 1)	1.85

the same amount of attention within the 2015 cycle. Interestingly, popular academic (Coetzee & Van Zyl, 2014a) and practitioner (Moyo, 2012) IOP research and presentation themes that dominated the last decade within South Africa, such as wellness or wellbeing (SAJIP:  $f = 17.39\%$ ; SIOPSA:  $f = 7.41\%$ ) and career psychology (SAJIP:  $f = 13.04\%$ ; SIOPSA:  $f = 1.85\%$ ) received less attention in both domains.

From an academic perspective, personnel psychology research (SAJIP:  $f = 17.39\%$ ; SIOPSA:  $f = 0\%$ ) increased dramatically as opposed to the 2014 publication cycle within SAJIP (Coetzee & Van Zyl, 2014a, 2014b) and received no attention within the SIOPSA conference. Similarly, research on psychological assessment measures, techniques and approaches (SAJIP:  $f = 13.04\%$ ; SIOPSA:  $f = 25.93\%$ ) as well as IOP professional practice (SAJIP:  $f = 4.35\%$ ; SIOPSA:  $f = 16.67\%$ ) themes seemed to be more popular within the practitioner sphere than within the academic domain. Similarly, emerging psychological practice areas such as neuro-psychology, ergonomics and sustainability, coaching psychology and forensic psychology (SAJIP:  $f = 0\%$ ; SIOPSA:  $f = 1.85\%$ ) featured within the SIOPSA conference. None of these areas have been covered in the most recent edition of the SAJIP. However, the SIOPSA themes are aligned to trends within the early part of the last decade within both SAJIP (Coetzee & Van Zyl, 2014a) as well as high impact international journals (Cascio & Aguinis, 2008). The profession may only now be catching up to the 'latest' research trends of 2004. Morris, Wooding and Grant (2011) indicate that there is a significant time lag of up to 17 years in translating research into practice. As such, practitioners may be slow in their adoption of cutting edge research trends

(Grimshaw, Eccles, Lavis, Hill & Squires, 2012) which could explain the significant difference between the areas covered in SAJIP and the SIOPSA conference. This does, however, present various unique challenges and opportunities for the SAJIP that could be explored as part of its strategy to enhance its impact to stimulate an increase in its citation ratios and to stay relevant.

In summation, the future is not without its challenges. It is imperative for IOP scholars, scientists and practitioners to ensure that their research areas and practice domains remain relevant. They should keep an open mind for interdisciplinary collaboration, innovations, and application of I-O psychology research and theory on the practice of IOP in the fast-changing global and local economy. Collaboration amongst scholars, scientists and practitioners to integrate theory, research and practice innovations will help to move the field forward and maintain its energy and dynamism over time.

## Changes in the DoHET research output policy: Implications for SAJIP

On the 11 March 2015, the Department of Higher Education and Training (DoHET) published the new Research Outputs Policy [ROP] (DoHET, 2015a) which will take effect on 01 January 2016 (DoHET, 2015b). The DoHET has been mandated to manage the implementation of South Africa's drive to develop into a knowledge-based economy. As such, the DoHET is the body which is responsible for the implementation, allocation and management of the research output subsidy system through the ROP within South Africa.

The policy is an extensive update from the original *Research Outputs of Higher Education Institutions* policy, which was published in 2003 (DoHET, 2003). The overall purpose of the ROP (DoHET, 2015a) is to facilitate the publication of higher quality, as opposed to quantity, research outputs and to empower higher education institutions to facilitate such through public funding or subsidy. At its core, the policy aims to provide guidelines on the measurement and evaluation of research outputs in line with the implementation of the DoHET's mandate.

Although the ROP's (DoHET, 2015a) policy framework provides more structured and measurable criteria for the evaluation of research outputs, a number of the proposed changes will affect the publication of scientific journals within South Africa. As custodians for research in the field of industrial and organisational psychology within South Africa (Coetzee & Van Zyl, 2014a), the *South African Journal of Industrial Psychology* (SAJIP) needs to inform its constituents of the proposed changes and its possible impact on the publication process. Table 4 highlights the new provisions within the policy and the possible implications for SAJIP.

## Concluding remarks: SAJIP annual review 2015

The focus during the next five years would be to enhance the international exposure of the SAJIP as well as to enhance its impact and span (through increased international citations). One envisioned strategy would be to pull more international researchers to publish within the Journal by involving the SAJIP's national and international board members more actively in developing the strategic direction of the Journal. In this regard, the SAJIP welcomed new additional board members:

### National board

- Prof. Mark Bussin - University of Johannesburg, Optentia Research Unit (North-West University), South Africa
- Dr. Rica Viljoen - Mandala Consulting Group (Pty) Ltd, South Africa
- Dr Steve Bluen - University of Witswatersrand, South Africa

### International board

- Prof. Peter Cappelli - University of Pennsylvania, United States of America
- Prof. Elias Mpofu - University of Sydney, Australia
- Prof. Lize (A.E) Booysen - Antioch University, United States of America
- Prof. Mike Aamodt - Radford University, United States of America
- Prof. Jerome Rossier - University of Lausanne, Switzerland

Similarly, the SAJIP's national operational editorial board have also increased in capacity. The SAJIP editorial board are privileged to welcome another two research methodologists to

the section editor team, Dr. Leon De Beer (NWU, Potchefstroom) and Prof. Matthew Cole (Lawrence Tech University, USA).

The SAJIP is privileged to welcome individuals with such impact and influence to the SAJIP editorial team, and national and international boards. The Journal's editorial board will aid the editorial team to uphold and maintain SAJIP's stature as one of Africa's premier Industrial Psychology journals, in line with international standards and compliance to the revised South African research output policy. Although the ROP (DoHET, 2015a) provides clarity on important matters which were previously open to interpretation, it has introduced significant changes which may impact the research behaviour of individuals and the function of academic journals within the South African context. Although only new aspects directly impacting on the Journal were highlighted in this editorial, it is suggested that researchers and scholars from academic institutions carefully study the contents of the ROP (DoHET, 2015a) as various provisions may have serious implications for stakeholders. However, the editorial team believes that the ROP (DoHET, 2015a) is a valuable document which may lead to higher quality research outputs and evidently contribute to enhancing the stature of science within the South African context.

The SAJIP 2015 mid-year report (AOSIS, 2015) shows that the journal attracted during 2015 54 815 new visitors, with 18 041 returning visitors. The visitors originated mostly from the following countries: Africa (18 628 new visitors, 10 658 returning visitors), America (8852 new visitors, 1297 returning visitors), Europe (9484 visitors, 2297 returning visitors), Asia (15 517 visitors, 3350 returning visitors) and Oceania (2334 new visitors, 439 returning visitors). The SAJIP had 3 246 872 downloads in total since 2009 and received 210 citations since 2015. As a further testament to the impact and span of the SAJIP, its Scopus impact factor has dramatically increased during the past three years and the Journal will be taken up in a new Thomas Reuter Indexer during the 3rd quarter of the 2015 cycle.

For more than 70 years (since 1945), researchers and scholars globally have been contributing to the I-O psychology literature and, in South Africa, the SAJIP has been a major role player since 1974 (41 years) in that evolution. It is evident from the past SAJIP editions and, again, from the present edition, that the extant literature and research in the I-O psychology domain as represented by the publications continue to present valuable insights into a vibrant discipline and its practice. The editors would like to express their sincere gratitude toward the scholars who continue to submit high-quality manuscripts to the SAJIP in order to evolve the South African perspective on I-O psychology, the reviewers who assist with the review of manuscripts and, most importantly, the section editors of the SAJIP who selflessly devote their time and energy to the peer review process. Their contributions to the SAJIP are highly valued!

The Editorial Board would also like to issue a special word of thanks to AOSIS, the publishers of the Journal, the system



TABLE 4. Provisions of the DoHET Research Output Policy (2015a): Implications for SAJIP.

Provision No.	ROP provision wording	Implication for SAJIP
2.1	<i>"The focus of policy must be on growing research and innovation, improving the quality of research, ensuring coherence of the policy frameworks guiding these areas across the higher education and research communities and strengthening particular areas identified as important for national development."</i>	As part of SAJIP's strategic direction (Coetzee & Van Zyl, 2013), a greater emphasis has been placed on the quality of manuscripts. A number of initiatives have already been implemented to assist in this regard: (a) increased number of operational editorial staff to enhance capacity, (b) diversification of the national and international editorial board, (c) employing methodological and statistical consulting editors, (d) increasing international exposure of the journal through special editions, (e) increasing the number of international peer-reviewers, (f) employing stricter publication guidelines and (d) implementing initiatives to upskill reviewers.
2.3	<i>"As a general rule, research output emanating from commissioned research or contracts paid by contracting organisations will not be subsidised by the Department"</i>	Authors need to state potential conflict of interest and indicate whether research has been commissioned by other parties. Although this practice is not as prominent in the field of IOP as in Medicine, the SAJIP has taken a stance on ensuring objectivity and transparency in relation to the publication process.
2.4	<i>"Peer Review is understood to be the pre-publication refereeing or evaluation of complete manuscripts by independent experts in the field in order to ensure quality and determine whether manuscripts are publishable or not. Additional proxies to determine quality, such as bibliometric data, discipline specific panels of experts and post-publication reviews may in future be utilised by the Department"</i>	Although the SAJIP has strict double-blind peer review processes, the national and international editorial boards are utilised to aid in providing post publication feedback. This practice has been utilised since 2001.
2.5	<i>"Research outputs published electronically may be recognised if the publications meet the specified criteria outlined in this policy"</i>	All the specified criteria outlined in the policy are currently being met.
2.7	<i>"The policy does not support differentiation within types of output, for instance, all journal outputs receive the same level of subsidy irrespective of whether they are published internationally or locally. In future, however, the Department may consider introduction of such measures as 'high' or 'low' impact journals; citation indexes or other relevant and appropriate quality measurements after due and extensive consultative process with the sector"</i>	SAJIP is currently in the evaluation process for a Web of Science listing. However, the Journal's Google Scholar and Scopus impact factors have dramatically increased during the past 2 years, which provides an indication of the quality and impact of the publications. A number of other initiatives have already been implemented to assist in this regard: (a) increased number of operational editorial staff to enhance capacity, (b) diversification of the national and international editorial boards, (c) employing methodological and statistical consulting editors, (d) increasing international exposure of the journal through special editions, (e) increasing the number of international peer-reviewers, (f) employing stricter publication guidelines and (d) implementing initiatives to upskill reviewers. Further, the focus of the SAJIP in the 2016 cycle would be to enhance its international impact through focusing on increasing its citation ratios. A number of activities to this effect is currently being developed. Finally, as a testament to the impact and span of the Journal, its Scopus impact factor has dramatically increased during the past three years and the Journal will be taken up in a new Thomas Reuter Indexer during the 3rd quarter of the 2015 cycle.
4.2	<i>The integrity of scholarship should also be taken into consideration when recycling previously published work and dividing research outcomes between articles</i>	Sophisticated plagiarism and self-plagiarism software is employed by the Journal to aid in the identification of recycled publications. A strict rejection policy is applied to instances where plagiarism is detected.
5.9	<i>"Editors-in-chief of the journals are responsible for applying to have their journals included on approved lists. The Department only administers the List of accredited South African Journals and does not administer the process for inclusion of journals onto the other approved indices (locally or internationally)"</i>	The Journal is listed on various international research indexes in line with the DoHET (2015b), such as Scopus and SciELO SA. Further, the Journal is also to be taken up in a new Thomas Reuter index during the third quarter of 2015. AOSIS has been instrumental in the indexing of the Journal in these indexes, implying SAJIP's compliance with the DoHET (2015b) in this requirement.
5.10	<i>South African journals which, in the opinion of the editor, comply with the following criteria may apply to the Department for inclusion in the List of accredited South African Journals: (a) The purpose of the journal must be to disseminate research results and the content must support high level learning, teaching and research in the relevant subject area; (b) Articles accepted for publication in the journal must be peer reviewed; (c) At least 75% of contributions published in the journal must emanate from multiple institutions; (d) The journal must have an International Standard Serial Number (ISSN); (e) The journal must be published at the frequency it is intended to be published, e.g. quarterly, biannually, annually or biennially; (f) The journal must have an editorial board, with more than two-thirds of the editorial board members beyond a single institution, and which is reflective of expertise in the relevant subject area; (g) The journal must be distributed beyond a single institution; and (h) Journals must include English abstracts if their language of publication is non English.</i>	Although SAJIP complies with all of these criteria, it is important to note that the Journal is exempt from the stipulated requirements in Section 5.10 as a result of its listing in the following indices, in accordance with the DoHET (2015b): Scopus and SciELO SA. The Journal has, however, to comply with the strict requirements of these indices in order to stay indexed. Further, the Journal is to be taken up in Thomas Reuter's new Indexer as of the 3rd Quarter of 2015. Our publisher, AOSIS, has also initiated the process of having the Journal listed in both the IBSS as well as the Norwegian Lists.
5.18	<i>The Department encourages the development of local language journals.</i>	SAJIP accepts publications in both English and Afrikaans.
6.8	<i>Evidence of the pre-publication peer review process must be provided for every book or chapter submitted for subsidy. The peer-review evidence must be clear and unambiguous.</i>	Although this provision relates to specialist books and specialist chapters, the SAJIP has adopted a developmental approach to upskilling and empowering researchers through peer-reviews. Comprehensive peer-review reports are submitted to each author upon completion of the double-blind peer review process. The SAJIP online web system keeps track of every activity associated with the peer-review process in order to ensure the authenticity and transparency of the peer-review process for auditing purposes.

administrators, Duncan Hooker and Kyle Paule, for the efficient support provided to SAJIP authors, editors, section editors and reviewers, and specifically Ms. Trudie Retief for managing the processes associated with the Journal's listing in the high ranking international indices. Specifically, the Board's gratitude is expressed for the Journal's listing in the new Thomas Reuter Index list during the 3rd quarter of this year. Finally, reflecting on the SAJIP's achievements over the

years and the year of 2015, the Board feels confident that the SAJIP will only grow from strength to strength!

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### Competing interests

The authors declare that they have no financial or personal relationships which may have inappropriately influenced them in writing this article.

## Authors' contributions

Prof Melinde Coetzee wrote up the editorial review. Prof Llewellyn van Zyl contributed extensively to the content of the editorial review.

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