

ABSTRACT BOOK

2022



SIOPSA

SOCIETY FOR INDUSTRIAL &
ORGANISATIONAL PSYCHOLOGY OF SA

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BUILDING A BETTER WORLD

INDUSTRIAL PSYCHOLOGY AS A FORCE FOR THE GREATER GOOD



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#Sustainable Organisations
#Authentic Societies
#Significant Practices



APPLICATION PROCESS & REQUIREMENTS

DO YOU HAVE
GREATNESS
WITHIN YOU?

TO BE ELIGIBLE, YOU MUST:

- Be final and/or postgraduate student
- Eligible to work in South Africa
- Have a good academic record (maintain at least a 65% average)

*Programme requirements may vary.

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PSYCHOMETRIC
ASSESSMENT

INTERVIEW

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WELCOME TO THE 24TH ANNUAL SIOPSA CONFERENCE

- BUILDING A BETTER WORLD - INDUSTRIAL PSYCHOLOGY AS A FORCE FOR THE GREATER GOOD

The Annual Conference is one of the major events for SIOPSA. It provides a platform for both practitioners and academics alike to share with members of the Society the latest thinking and research on important topics of the day. In addition, it provides opportunities for emerging Industrial Psychologists to interact with experts in the field. It should also be noted that the Annual Conference provides an opportunity for the Society to strengthen both its membership numbers and income generated from those attending.

According to the World Economic Forum, "...business can be a force for good, as long as its purpose is not merely to make money but serve the community and satisfy societal needs sustainably". Building on our previous Conference theme (Re-humanising work), the theme for the 2022 Conference required us to think beyond the traditional application of Industrial and Organisational Psychology. More specifically, we needed to think about the role of Industrial and Organisational Psychology and its relevance to other stakeholders (and not just organisations) – in essence, Industrial and Organisational Psychology without borders. This thinking informed the theme of the 2022 Conference – *Building a Better World: Industrial Psychology as a Force for Good*.

Three focus areas have guided our Annual Conference programme:

- **Building sustainable organisations**
- **Building authentic societies**
- **Building significant practices**

Several high-calibre individuals were willing to act as keynote speakers for the conference. These individuals were (in order of appearance on the Conference programme):

- *Dr. Imtiaz Sooliman (Gift of the Givers).*
- *Sazini Majopelo (Executive and Development Specialist)*
- *Prof. Jonathan Passmore (CoachHub and Henley Business School) and Windy Maledu (Ahang Human Potential)*
- *Judi Nwokedi (Former Secretary-General of the Black Business Council, South Africa)*
- *Dr. Laura Morgan Roberts (The Alignment Enterprise)*
- *Dr. Ettienne van der Walt (Neurozone).*
- *Jeff Godbout (Global Organization for Humanitarian Work Psychology)*

The Conference Committee successfully integrated topics related to both the science and practice of Industrial Psychology with topics by keynote speakers ranging from building better societies, Humanitarian Work Psychology, mental wellbeing, Neuroscience, to diversity, equity, and inclusivity.

The Conference team would like to thank our sponsors for their continued commitment towards building a better world and aligning their brand with Industrial and Organisational Psychology as a force for the greater good.



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The organisers of the 24th Annual Conference of SIOPSA have called upon IOP practitioners, behavioural experts, researchers, psychologists, business and industry leaders and other interested stakeholders to submit their abstract papers. Approximately 70 abstracts were submitted to the abstract review committee. The focus for this year has been on quality and broadening the speaker pool in terms of diversity as well as being intentional about finding a fresh breed of expert speakers. The quality of submissions was most impressive, and we accepted approximately 80% to be included in the conference programme.

The submission format, review process and acceptance of abstracts were handled by the Abstract Review Committee of SIOPSA. All abstracts submitted for the conference were subjected to a double-blind review process. The Abstract Review Committee was chaired by **Prof. Willie Chinyamurindi** and assisted by **Prof. Marissa Brouwers, Prof. Nasima Carrim, Prof. Melinde Coetzee, Prof. Freddie Crous, Kim Dowdeswell, Ingra Du Buisson-Narsai, Prof. Marieta du Plessis, Dr. Martha Harunavamwe, Prof. Crystal Hoole, Dr. Andrew Johnson, Dr. Bouwer Jonker, Dr. Sane Moleko, Dr. Sharon Munyaka, Prof Petrus Nel, Ruwa Yvonne Ntuli, Prof. Chantal Olckers, Dr. Daphne Pillay, Dr. Dieter Veldsman, Sandra Schlebusch, Dr. Nicola Taylor, Dr. Xander van Lill** and **Dr. Natasha Winkler-Titus**.



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Prof Petrus Nel

Kirstie Meehan Vosloo

Marissa Barnard

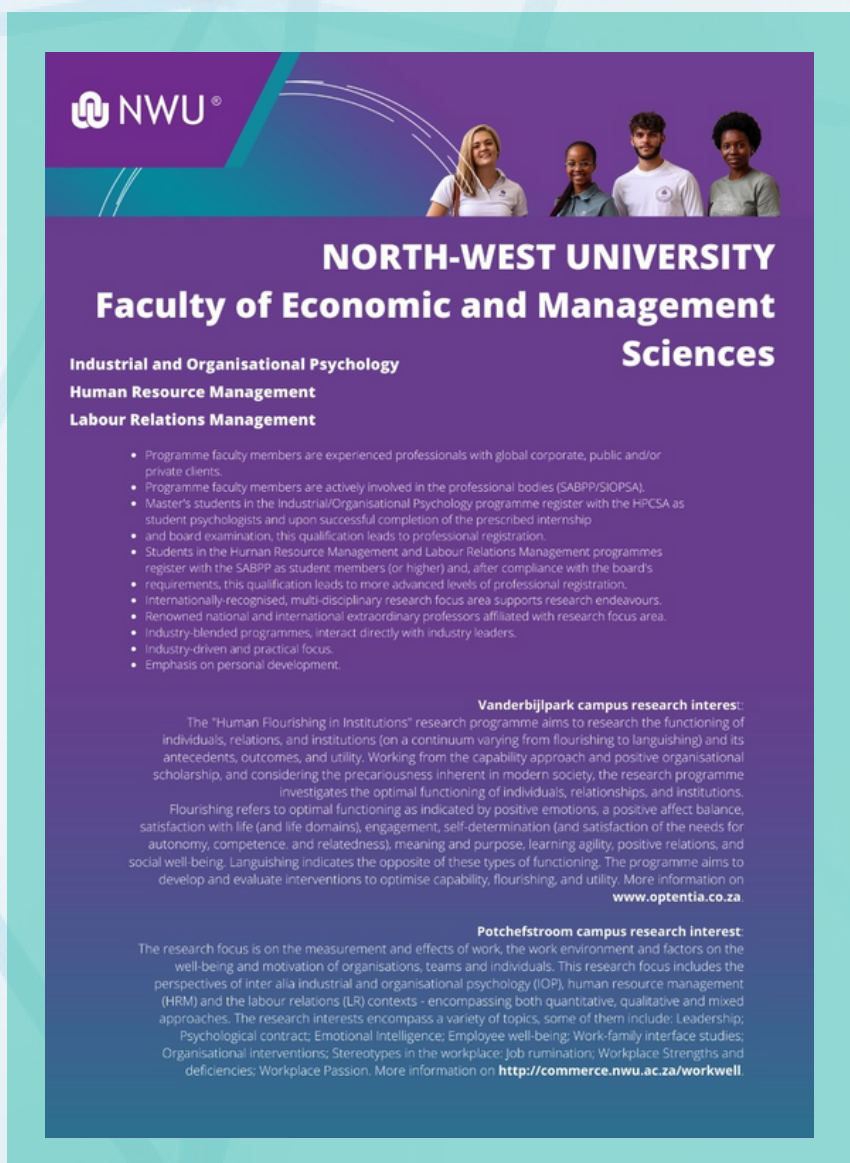
Somona Kabemba

CONFERENCE PROGRAMME DESIGN

ABSTRACT COORDINATOR

ABSTRACT COMPILATION

ABSTRACT TECHNICAL ASSISTANT



NWU

NORTH-WEST UNIVERSITY

Faculty of Economic and Management Sciences

Industrial and Organisational Psychology
Human Resource Management
Labour Relations Management

- Programme faculty members are experienced professionals with global corporate, public and/or private clients.
- Programme faculty members are actively involved in the professional bodies (SABPP/SIOPSA).
- Master's students in the Industrial/Organisational Psychology programme register with the HPCSA as student psychologists and upon successful completion of the prescribed internship and board examination, this qualification leads to professional registration.
- Students in the Human Resource Management and Labour Relations Management programmes register with the SABPP as student members (or higher) and, after compliance with the board's requirements, this qualification leads to more advanced levels of professional registration.
- Internationally-recognised, multi-disciplinary research focus area supports research endeavours.
- Renowned national and international extraordinary professors affiliated with research focus area.
- Industry-blended programmes, interact directly with industry leaders.
- Industry-driven and practical focus.
- Emphasis on personal development.

Vanderbijlpark campus research interest:

The "Human Flourishing in Institutions" research programme aims to research the functioning of individuals, relations, and institutions (on a continuum varying from flourishing to languishing) and its antecedents, outcomes, and utility. Working from the capability approach and positive organisational scholarship, and considering the precariousness inherent in modern society, the research programme investigates the optimal functioning of individuals, relationships, and institutions.

Flourishing refers to optimal functioning as indicated by positive emotions, a positive affect balance, satisfaction with life (and life domains), engagement, self-determination (and satisfaction of the needs for autonomy, competence, and relatedness), meaning and purpose, learning agility, positive relations, and social well-being. Languishing indicates the opposite of these types of functioning. The programme aims to develop and evaluate interventions to optimise capability, flourishing, and utility. More information on www.optentia.co.za.

Potchefstroom campus research interest:

The research focus is on the measurement and effects of work, the work environment and factors on the well-being and motivation of organisations, teams and individuals. This research focus includes the perspectives of inter alia industrial and organisational psychology (IOP), human resource management (HRM) and the labour relations (LR) contexts - encompassing both quantitative, qualitative and mixed approaches. The research interests encompass a variety of topics, some of them include: Leadership; Psychological contract; Emotional Intelligence; Employee well-being; Work-family interface studies; Organisational interventions; Stereotypes in the workplace; Job rumination; Workplace Strengths and deficiencies; Workplace Passion. More information on <http://commerce.nwu.ac.za/workwell>.

Prof Petrus Nel
Prof Crystal Hoole
Prof Willie Chinyamurindi
Kirstie Meehan Vosloo
Marissa Barnard
Lungelo Hlela
Ben Crossley
Riko Smith

SIOPSA EXECUTIVE CHAIR: CONFERENCE
SIOPSA PRESIDENT 2021/22
ABSTRACT REVIEW COMMITTEE CHAIR
CONFERENCE COORDINATOR, SPEAKERS
PROJECT MANAGER, SPONSORS, MARKETING, VOLUNTEER
DELEGATE AND CPD ADMINISTRATION
WHOVA AND TECHNICAL
WHOVA AND TECHNICAL





INTEG and its preceding organisations are functioning effectively for more than 45 years in the HR-field in South Africa – with strong and deep roots in the psychometric sphere. They specialize in developing psychometric instruments, with special reference to the field of integrity.

INTEG PRODUCTS

INTEG Develops and Distributes Psychometric Tests in the professional market in the World of Work.

We are the only suppliers of an entire battery of **Dedicated Integrity** measuring instruments. The following seven instruments constitute the **arsenal of specialist tests** in the Integrity sphere:

1. DEDICATED INTEGRITY TESTS

Measuring Instruments

- IP200 Plus
- IMI
- IP: CULTEG
- BIP
- GIP
- OCB
- CWB

Seven Psychometric Tests

Integrity Profile -200
Managerial & Integrity Disposition
Integrity Measuring Instrument
Integrity Profile : Culture of Integrity
Basic Integrity Profile
General Integrity Profile
Organizational Citizen Behaviour
Counterproductive Work behaviour

Specialist Purpose

Diagnostic Integrity
Special Report
Screening/Selection
Development
Shortlisting
General (Non Work Experience)
Disposition to assisting co-workers & the organisation
Disposition to counterproductive work behaviour in general

2. OTHER PSYCHOMETRIC TESTS

In addition, INTEG also offers 19 **psychometric tests** that are making a further contribution to assessing Integrity from different angles, as well as **covering the specific subjects they are dedicated to**, as mentioned below:

Measuring Instruments

- COPAS – Standard
- COPAS – Version II
- BOP
- PAW - Main
 - EQ
 - MD
 - EO
 - SMO
 - FO
 - MO
- PAW – Short
- CAP
- SAP
- DAP
- DSP
- CAT-DI
- CMI-GA
- WOT
- WOC
- PEP
- RAP Prior
- RAP Post
- RAP General

Nineteen Psychometric Tests

Cognitive & Potential Assessment
Cognitive Profile Assessment – 3 Levels
Brain Orientation Profile
Personality at Work
Emotional Intelligence
Motivational Disposition
Entrepreneurial Orientation
Sales & Marketing Orientation
Financial Orientation
Managerial Orientation
Personality at Work
Comprehensive Aptitude Profile
Security Assessment Profile
Driver Assessment Profile
Domestic Services Profile
Call-Centre Agent Test - DI
Competency Measuring Instrument - GA
Workplace Orientation Test
Workplace Orientation Checklist
Practical English Proficiency

Rehabilitation Assessment Profile

Purpose

Cognitive - Symbolic Items
Cognitive – Verbal & Symbols
Brain Dominance
Comprehensive Personality Profile
Specialized Report
Specialized Report
Specialized Report
Specialized Report
Specialized Report
Specialized Report
Condensed Personality
Aptitude
Security
Driving
Domestic Services
Call Centre Diagnostic Instrument
Generic Assessment of Competencies
Working from Home – Psychometric Test
Working from Home - A Checklist
Verbal/Language

Rehabilitation, e.g., from Prison

The above 26 tests are all developed by the same group/team, 'talk' to each other and were devised and possess South African norms, values and standards.

3. ASSESSMENT CENTRE (AC) & INTEGRITY DEVELOPMENT (ID)

Dr Louis Fick & INTEG-Team Email : integrity2@integtests.com Cell Number : 832514864



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Dr. Imtiaz Sooliman
Founder: Gift of the Givers
Topic: Active Citizenry, the door to SA's Success

Dr Imtiaz Sooliman was born in Potchefstroom, in the North West. He started his schooling in Potchefstroom, but moved to Sastri College in Durban in 1978. He qualified as a medical doctor at the then University of Natal Medical School in 1984.

Dr Sooliman gave up his career as a medical doctor to pursue the field of humanitarian aid, which for him transcends the boundaries of race, religion, culture, class and geography. Alongside his studies and his medical work and throughout his life, Sooliman has been involved in several associations, religious organisations and school-governing bodies progressively as a student, medical doctor and an active member of civil society.

In 1992, he founded the Gift of the Givers Foundation, and has since provided assistance to various communities in need, globally.



Sazini Mojapelo
Executive and Development Specialist
Topic: Making an impact in people's lives and building better societies through creating shared value

Sazini is a trisector leader with experience of working in corporate, government and civil society organisations. Her expertise lies in the development of strategic plans in the social impact, creating shared value, and sustainability space. She is a development specialist by training, an alumni from the Harvard Business school, holds a double major degree in Sociology and Industrial Psychology as well as having obtained a Master's Degree in Development Studies from the University of Cape Town. She is an ardent advocate for youth development, democratization of education and gender equality.



Prof. Jonathan Passmore & Windy Maledu
Topic: Racial Justice, Equity & Belonging



Windy Maledu started her career in L&D as a Training Manager, and built her expertise as Leadership Development Specialist and People Development Manager in different global financial corporations in the past 15 years. She holds an honours degree in Dramatic arts, furthered her studies in Industrial and Organizational behaviour and a Masters in Coaching and Behavioural Change. Windy is an author, speaker and executive leadership coach.

Prof Jonathan Passmore is a UK based chartered psychologist and accredited coach and supervisor. He holds 5 degrees and an MBA and doctorate in occupational psychology. He holds 2 professorship titles from University of Reading, UK and University of Évora, Portugal. His doctoral research focused on the coaching relationships and coach behaviours and led to the development of the Integrated Coaching model. Current research interests include coaching supervision & ethics, neuroscience of coaching, diversity, coach impact evaluation & coaching competences. He is the 2020-21 British Psychology Society Chair of the Coaching Psychology group and Chair of the European University Coaching Network.

Best Practices for AI in Talent Assessments

The use of Artificial Intelligence (AI) in Human Resources has rapidly increased, with up to 88% of organizations implementing AI to achieve more efficient people decisions (Mercer, 2019)

SHL's Best Practices are focused on key recommendations for organizations to successfully navigate the complex and evolving landscape of AI in talent assessment.



Identify Data Requirements

Consider data minimization, quality, diversity, and security.



Prioritize Transparency

Develop transparent AI - no "black box" algorithms.



Design for Fairness

Build fairness into the assessment from the beginning.



Rigorously Validate

Hold AI assessments to a high standard regarding validity evidence.



Incorporate Human Oversight

No AI assessment should make decisions without human oversight.



Disclose Intent

Notify when AI is being used and explain how it works.

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SHL



Judi Nwokedi

Former Secretary-General Black Business Council & COO Tourvest

Topic: Corporate Mental Health in a Time of Malpractice and Malfeasance

Ms Judi Nwokedi is the Chief Operating Officer (COO) and Executive Director of Tourvest Holdings. Prior to that, she was the senior vice president of Areva, the leading global nuclear energy generation company, and she remains the President of the South African Nuclear New Build Company. Previously, Judi was the Managing Director of Motorola South Africa, and prior to that held the position of Managing Director of the SABC's public broadcasting. In addition, Ms Judi was responsible for conceptualizing and launching LoveLife, the internationally renowned youth HIV/AIDS prevention programme.



Dr Laura Morgan Roberts

Professor of Practice

Topic: Cultivating and Sustaining Positive Identities at Work: Implications for Diversity, Equity, Inclusion and Justice

Dr. Laura Morgan Roberts is a Professor of Practice at the University of Virginia's Darden School of Business. Laura's research and consulting focus on the science of maximizing human potential in diverse organizations and communities. She has published over fifty research articles, teaching cases, and practitioner-oriented tools for strategically activating best selves through strength-based development. Her influential publications on diversity, authenticity and leadership development have been featured in Harvard Business Review and several other global media outlets.



Jeff Godbout

Original creator and current Chair of the Global Organisation for Humanitarian Work Psychology (www.gohwp.org)

Mr. Godbout's business acumen coupled with his psychological training have helped him develop into a credible and insightful, facilitator, program designer, coach, and leader. He has an extensive background in researching organizational success and applies this knowledge along with his passion for understanding the human dynamics impacting work environments when identifying novel solutions to organizational challenges.

The Values Orientation (VO) Assessment is well suited to the modern organisation that looks beyond personality...
with a focus on employee wellbeing, resilience, diversity and culture fit.

For the organisation that is serious about people evolution...



Title: A Future-fit moral-values-ethics base for Industrial/Organisational Psychologists
Speakers: Dr. Sharon Munyaka, Rav Guinness & Somona Kabemba
Type: Ethics Session

As an Industrial Psychologist operating in the world of work, what is your internalised self-regulatory departure point?

Our session discusses a humane 4th industrial revolution (4IR) workplace and the role of the IO Psychologist who must act uncompromisingly, from a deliberate, justifiable, and relevant IOP Moral-Values-Ethics (MVE) base.

Our session explains Ubuntu as the core moral principle for a humane 4IR workplace. Ubuntu provides an opportunity to create a more ethical and humane workplace that serves the world of work, and humanity at large.

Our session aims to unpack our Ubuntu-Harmony/Authenticity/Justice-Ethics (U-HAJ-E) MVE model and why it is critical in the 4IR. We will discuss how our model can be applied practically in our current reality and how it can guide ethical decision-making when faced with difficult ethical dilemmas in the changing world of work.

Consequently, IOPs will be empowered with the tools to create humane workplaces in a complex landscape. We aim to promote thought and engagement in the role of IOPs within the scope of ethics and explore how IOPs can be a force for the greater good.

Title: IOPs' future-fitness for the fourth industrial revolution: shaping our future pro-actively
Speakers: Prof. Theo Veldsman
Type: Panel Discussion

The overarching, unfolding future challenge confronting IO psychologists will be how to conceive, design, and implement fulfilling and productive humane workplaces within the context of the unfurling 4th Industrial Revolution (4IR), to not only invoke but also contribute to the 5th Industrial Revolution (5IR): the virtuous integration of people and technology.

Rising to this challenge will probably be the future remit of every IO psychologist.

This seminar is the next step in an 18-month future-search research project under the auspices of SIOPSA with the objective of discovering and exploring – five to ten years from now, and using an IOP perspective – the workplace of the future, given emerging trends associated with the unfolding 4IR, and beyond into the 5IR. The objective is to re-imagine the necessary realignment of IOP in all its facets – intent, focus, content, mode of delivery, and capabilities – to the future workplace with the view of making and keeping IOP as a science-practice, future-ready and -fit. At the end of last year, a book was published on the outcomes of the project, entitled Industrial-Organisational Psychologists engaging with the new world of work. The unfolding challenge of future-fitness for the 4th Industrial Revolution.

The aim of this Seminar is to action plan the recommendations made in the book regarding future-fit IOPs. It is made up of five separate, thematic work sessions of 45 minutes each, spread throughout the Conference. The expected, overall outcome of the sessions is to constitute and launch voluntary action teams, able and willing to craft and then drive implementable future-fit solutions regarding the recommendations with respect to a thematic area. All-in-all, the ultimate objective is to empower and enable our discipline and IOPs to take charge of our future by pro-actively shaping it.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good?

Our Panel's contribution to Industrial Psychology as a force for good lies in action-planning the why, what, how, who, and where of ensuring that we as IOPs remain relevant to the emerging, new world rushing upon us by being and becoming future-ready and -fit. Without this readiness and fitness, we will become obsolete, and be shifted to the side as extinct dinosaurs.

Title: The work identity and identity work of Blue-collar workers**Speakers: Susan Venter & Dr. Anne Crafford****Type: Research Paper****Introduction**

Work is an essential part of our lives, playing an important role in how our identity is shaped and influenced. South Africa is plagued by a high unemployment rate and inequitable access to quality education and opportunities, which see many of its citizens seizing the first job opportunity that comes their way, often involving blue-collar work. Blue-collar work is often regarded as undignified work, as its value is not always realised by society at large. Despite the benefits of understanding how individuals identify with work, there are few studies which illuminate the nature of blue-collar work identity, and the associated identity work.

Objectives

This research study had two primary objectives. Firstly, it aimed to provide an understanding of the factors that contribute to, and impact, the work identity of blue-collar workers, and secondly, it aimed to explore the identity work of blue-collar workers in making meaning of their work.

Methods/Approach

As the research was intended to gain an understanding of the factors that contribute to blue-collar workers' work identity, the interpretive paradigm was adopted. A multiple case study approach was used, with four blue-collar workers from a manufacturing company within South Africa, as focus cases. Data was gathered using semi-structured interviews. Data was analysed using the elements of the work-identity model of Oosthuisen (2013) as framework, and the identity work strategies of Caza et al. (2018).

Results and Conclusions

The research suggested that blue collar work identity is impacted by the nature of the job, personal identity, multiple social identities, both within and outside of the work environment, as well as organisational practices such as organisational and industry structure, culture and the leadership and management framework.

Moreover, blue-collar workers used various behavioural, discursive and cognitive identity work strategies in negotiating a meaningful work identity. Finally, the results highlighted the vulnerable nature of this cohort of the population.

Practical Significance and Contribution

This study has implications for organisations wishing to provide their blue-collar workforce with an engaging work environment, as it highlights this workforce's need for meaningful and decent work, and how to achieve this in the organisational context.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The contribution of this paper to IOP is two-fold. Firstly, it explores the work identity of blue-collar workers in South Africa, an understudied group in IOP generally and in South Africa particularly. Secondly, it describes the ways in which blue-collar workers maintain a positive and coherent work identity through various identity work strategies. In so doing, it contributes to an understanding of this important, though often ignored component of the workforce.

Title: The lay of the Land – the latest innovations in the Assessment Landscape – Technology, Legislation and everything in-between**Speakers: David Bischof, Kevin Distiller & Sherwyn Roussouw****Type: Master Tutorial****Introduction**

People Assessments in Industry (PAI) is a SIOPSA interest group/. Our purpose of PAI is to ensure testing exists in the South African context as a value-adding, ethical and fair practice. With this in mind, we will be presenting how the legislative landscape has changed (including the mandate of the HPCSA, the impact of POPI and the establishment of ASSA), and what this means for assessment practices in South Africa. We will also discuss how technological innovations such as Artificial Intelligence, gamification, and big data are disrupting the assessment industry. In this discussion, we will unpack the potential benefits, pitfalls and risks these innovations bring to our industry.

Objective

To raise awareness of how significant legislative and technological changes have impacted on the world of assessments, and to ensure that all IO psychologists and psychometrists have a similar understanding of these changes.

Methods/approach

Traditional literature reviews, and interviews with key subject matter experts to inform the content of the presentation.

Interest and appeal to the audience

We see this session as a crucial foundational session for all conference attendees. It should appeal to the audience as it will be a practical discussion of what these changes entail, why IO Psychologists and psychometrists need to be aware of them, and what the potential impact of these developments will have on their day to day working lives in their practices and jobs.

Important contribution to research/ practice/ theory or knowledge

The presentation will contribute by ensuring that all IO psychologists, regardless of their experience levels, exposure to new developments, and industry exposure will have a consistent and consolidated view of what legislation applies to the work they do in the assessment landscape, what new technologies are available, and how to best apply these to the work that they do, thereby ensuring that the assessment industry in South Africa remains ethical, fair and compliant, whilst providing a positive impact on the candidates that are assessed, and to the companies that utilise this data in their talent management practices.

Title: The prevalence of neuro-myth conceptions and its implications for Industrial Psychology in South Africa

Speakers: Dr. Xander van Lill, Talia Fisher, Andrew Morris, & Ingra Du Buisson-Narsai

Type: Research Paper

Introduction

Industrial psychologists could greatly benefit from drawing on neuroscientific evidence that can complement, not supplant, existing theories and practices. However, to do so, industrial psychologists must engage in a meaningful dialogue with the scholarly work instead of applying spurious assertions that are not supported by the current state of neuroscientific evidence.

Objectives

To gauge the magnitude of prevalent neuro misconceptions and myths in use by IOPS. To advocate for the enhancement of neuroscience foundational knowledge of IOPS.

Methods/Approach

A cross-sectional study aimed at getting an impression of industrial psychologists' knowledge of prevalent neuro misconceptions and myths at one point in time. The study involved a convenience sample (N = 98) of registered student (N = 7; 7%), intern (N = 8; 10%) and industrial (83, 85%) psychologists with a mean age of 40.69 years (SD = 12.66). Robust t-tests and ANOVA was conducted to determine the significance of mean group differences on the knowledge test concerning several categorical variables, such as century of study, level of education, and prior exposure to neuroscientific training.

Results & Conclusions

The study reveals that industrial psychologists in this sample still endorse many neuro mythconceptions. A significant effect was found between mean scores of individuals on the knowledge test for prior neuroscientific training.

A key implication of this result is that there is still much more work to do to inform industrial psychologists about the human brain, at least in the nascent field of applied organisational neuroscience. Applied organisational neuroscience must be incorporated into areas of teaching, training, and research.

Practical Significance & Contribution

It is the first study within South Africa that gauges the general knowledge about the brain and neuromyths amongst IOPS. Our findings showed that general knowledge is the best safeguard against believing in neuromyths. To ignore the findings from this and other studies currently known to inform neuromyths would be a disservice to students. The present results also showed that IOPS could benefit from academic instruction and training on neuroscience.

We suggest that such instruction takes place in undergraduate and postgraduate courses and that emphasis is given to debunking neuromyths, enhancing critical reading skills, and dealing with neuroscientific topics relevant to organisational psychology.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

We find ourselves in the midst of a proliferation of neuro-centred disciplines, which can do more harm than good. For the discipline of Industrial Organisational Psychology within South Africa to be a force for good in business and the wider society, practitioners need to be well informed, ensuring that their interventions are based on scientific evidence. This paper extends the research previously done by Kagee et al (2015) which raised similar concerns about the prevalence of myths held by psychology professionals in South Africa. This paper highlights the potential role of educational institutions in countering myths and falsehoods through a focus on empirical and scientific evidence in their curricula as well as the responsibility of individuals to ensure their practice is governed by evidence.

Title: Workplace Counselling in industrial psychology knowledge base: Where are we and where are we heading?

Speakers: Dr. Andrew Johnson, Prof. Lené Graupner, Sylvia Baloyi, Prof. Ophillia Ledimo, Dr. Rinet van Lill, & Prof. Marieta du Plessis.

Type: Panel Discussion

Introduction

The latest data from the WHO (2017) indicate that 4.6% of South Africans struggle with depression and 3.4% with anxiety. A recent study by Cénat et al. (2021) suggests that the respective statistics might be three to four times higher because of the COVID-19 pandemic. Mental health issues are likely to result in significant loss of labour productivity and demand focussed attention from organisations. Industrial psychologists could play a key role to help alleviate the burden of mental ill-being if they do not shy away from their role as work-based counsellors.

Historically, the role of industrial psychologists as work-based counsellors dates as far back as the mid-twentieth century. In the twenty-first century, several South African scholars have taken up the mantle and argued in favour of the industrial psychologists acting in a counselling capacity within the South African context. We believe that it is time to take stock of the accumulated literature on industrial psychologists' role as work-based counsellors.

Furthermore, we must explore future research avenues that can empower industrial psychologists to alleviate the mental health crises facing the workplace.

Although Industrial Psychologists offer professional services in organisations, they struggle to deal with counselling issues in the workplace. Instead, other practitioners such as Clinical, Counselling and Human Resources tend to be at the forefront when dealing with counselling issues. The HPCSA issued a notice in 2021 that confirms that psychological practitioners across all categories who are appropriately trained and registered may perform counselling services. The IOPs require guidelines and support structure to enable them to offer counselling in the workplace.

Objectives

- The appropriateness of work-based counselling, among other initiatives, to address mental health issues in the workplace.
- The necessity of industrial psychologists' role as work-based counsellors.
- Challenges to industrial psychologists taking up the role as work-based counsellor.
- The current state of the literature on industrial psychologists' role as work-based counsellors.
- Paucities in the literature regarding industrial psychologists' role as work-based counsellors
- The future focus of research on industrial psychologists' role as work-based counsellors.
- To provide an update on the HPCSA and SIOPSA guidelines related to counselling

Practical Significance & Contribution

The panel discussion will contribute to the IOP discipline because:

- It will provide industrial psychologists with a grounding in the importance of industrial psychologists' role as work-based counsellors.
- It will highlight and unpack crucial research that paved the way on for industrial psychologists on the work-based counselling journey.
- Provide scholars with direction about future avenues for interesting research that could empower industrial psychologists to become more impactful work-based counsellors.

- Understanding the HPCSA and SIOPSA guidelines related to workplace counselling

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Even before the Covid-19 pandemic, mental health issues in the workplace resulted in significant loss of labour productivity and required focussed attention from organisations. Now, more than ever, there is a need for Industrial Psychologists to be responsive to mental health and wellbeing needs in the workplace. Our discussion aims to present how Industrial psychologists play a key role to help alleviate the burden of mental ill-being in their role as work-based counsellors.

Title: Implementation of AI Development Centre

Speaker: Adj. Prof Pieter Bronkhorst

Type: Case Study

Not many assessment types and technologies have been impacted by Covid as much as the AC method due to the high levels of interaction between candidates and assessors. This has a significant impact especially on Development Centers. Many leadership development interventions are either parked or shelved due the fact they need face-to-face contact, not a good outcome if we want I/O Psychology to be a force for good.

Over the past two years we have presented some of our work and findings on using AI in AC/DC's and Simulations. This included research on an AI derived Leadership Competence Framework, as well as research on the overlap of an AI scored vs. Human scored results in relation to validity of assessment results.

The implementation of AI in a Development Center setting has been one of our first ventures in applying AI in simulations in practice. This has been done through our Elea (Evalex Leadership Evolution and Acceleration) program where candidates complete a development simulation process and assessment results are scored via our AI Virtual Assessor, EVA.

In this presentation we will be presenting the results of the first couple of Elea implementations. The core question we had to answer was if delegates improved their competence levels after completing the process.

We will be presenting an overview of the Elea program, some validity results, how it has been implemented, and most importantly insights in the improvement of leadership competence using a fully online and AI scored leadership development process. We believe that for I/O Psychology to be a force for good, we need to democratise the accessibility and use of cutting edge technologies like Elea.

Title: Authenticity with workplace friends and immediate supervisors amongst foreign nationals working in South Africa

Speakers: Gamuchirai Tagwi & Prof. Fiona Donald

Type: Research Paper

Rationale

Being 'Oneself' at work can be challenging given the potential risks of doing this at work where norms influence behaviour. This creates challenges for being authentic, especially for minorities, such as foreign nationals, who might experience some aspects of their identities differently from majority groups.

Objective

The study aimed to examine the association between workplace friendship dimensions and relational authenticity with workplace friends and immediate supervisors among foreign nationals working in organisations in South Africa. We proposed that high quality friendships might offer spaces at work where foreign nationals are able to express themselves more authentically than with their immediate supervisors.

Methods

The study was quantitative, cross-sectional, non-experimental, and correlational. The sample included 150 foreign nationals from various business sectors. Non-probability snowball sampling was used. A demographic questionnaire, the Relational Authenticity Scale (Ostermeier et al., 2020) and the Dimensions of Workplace Friendships Scale (Omuris, 2019) were used.

Results

The exploratory factor analysis on the Workplace Friendship Scale produced a three-factor structure (Reliability, Similarity and Trustworthiness) which differed from the original scale's six factors.

Experiencing xenophobia at work and being treated differently at work due to foreign status were negatively related to authenticity with friends and immediate supervisors. Additionally, authenticity was significantly higher with workplace friends than immediate supervisors. Furthermore, the friendship dimensions correlated significantly with authenticity in relationships with both friends and immediate supervisors, but only trustworthiness contributed significantly to authenticity in these relationships in the multiple regression.

Conclusion

The results highlight the importance of workplace friendships and contribute to the literature regarding relational authenticity for minority groups in the workplace. The results suggest that organisations need to implement hiring and workplace policies that create teams that incorporate and encourage diversity and inclusion to allow team members to be able to express themselves authentically at work. These would assist in leveraging the benefits of diversity.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

This study contributes to an understanding of how employees who are foreign nationals are able to forge relationships with co-workers that enhance their ability to express themselves authentically. It relates to positive relationships in the workplace between people from different socio-demographic groups and at different organisational levels.

Title: Action planning Future-Fitness for the 4th Industrial Revolution: Changing The World of Work

Speakers: Dr. Ruwayne Kock, Dr. Dieter Veldsman & Ester Kruger

Type: Panel Discussion

New business operating models, hybrid workplace strategies, and a significant shift in what employees want from work, has become the norm when describing the emerging world of work. The future world of work will bring humanity to a crossroads. One direction leads to a future where we thrive and flourish and, through technology, can solve the serious challenges associated with poverty, inequality, and a lack of human dignity.

The other takes us back to the “dark ages” by creating a flourishing environment for the privileged few, dehumanising a large part of the global population, and laying the groundwork for social uprisings in the fight for survival. As IOPs, we have a pivotal part to play in shaping the future of work and enabling the balance between human-led workplace principles, organizational performance, and sustainability as we enter the fourth and fifth industrial revolutions.

This session forms part of the broader SIOPSA Future-Fit research project into the Future of Work conducted in 2020 and 2021 that was published as part of a book entitled “Industrial-Organisational Psychologists engaging with the new world of work: The unfolding challenge of future-fitness for the 4th Industrial Revolution.”

This interactive work session aims to unpack further the insights gleaned from the research and co-create further avenues for action based upon the initial research recommendations. Specifically, the discussion will entail:

- A summarised overview of the research findings from a macro-societal, organizational and individual perspective;
- Collectively discuss the current opportunities to capitalise on as IOPs when engaging with the future of work trends and practices; and
- Share insights from participants on how their organisations are currently dealing with the new world of work challenges, and
- Co-creating recommendations for action for IOPs to enable organisations to embrace the new ways of work

Title: The application of the use of metaphor in coaching and consulting

Speaker: Gail Wrogemann

Type: Master Tutorial

Introduction

Complexity and uncertainty are the realities of today's working environments and require different ways of engagement and adaption. Such realities require a holistic and systemic approach to engagement, transition and transformation, aligning our intra and interpersonal selves within wider teams and the organisational contexts.

Objective

The objective is to demonstrate how the use of metaphor and narrative can be used, in an evidenced based manner, to emerge new understanding, create connection and meaning, in the personal micro space, the team and in the wider macro organisation.

Methods/approach

This tutorial will describe the application of metaphor to understand various contexts, developmental processes, shadow systems, and the use of this in coaching and consulting settings. The approach is from a systems based, psychodynamic and Jungian perspective.

Results and Conclusions

The intentional use of depth psychologies, and working with the unconscious process, assists with the emergence of new insights that benefit personal growth, client engagement, and team and organisational contributions. The use of metaphor connects to our defences and anxieties, projections, as well as the shadow selves and the shadow organisation. This supports us to simplify the complexity of systemic interplay and find innovation solutions and meaning in the developmental journey.

Practical significance and contribution

As a sense-making lens, this perspective can support in understanding what plays out in complex interactions between coaching-consulting practitioners and organisations. Such an approach can also be used for systemic diagnostics.

Interest and appeal to the audience

The use of metaphor encourages inclusion of more creative and intuitive insights, connection and access to lessons from the collective unconscious, and significance for client journeys of integration and solution. This approach can therefore increase understanding about change and transformation for ourselves, individuals and teams, and ultimately organisations.

Important contribution to research/ practice/ theory or knowledge

Complexity theory and theories of complex adaptive systems demonstrate these interactions and complex relationships.

Reflections using such an approach emerges new insights into the complexity of the organisational and human systems of ethical practice, issues such as moral injury, insight into the contexts of give and take, justice, loyalty, trust, trustworthiness, and merit.

Title: A Strengths-Based Positive Psychological Intervention: Using the HERO Aspects to Build Sales Team Performance at a Gauteng Based Organisation
Speaker: Kevin Jooste
Type: Case Study

Introduction/Rationale

The author was approached in August 2021 by a sales-driven private higher education organisation to provide psychological intervention for a disempowered and under-performing sales team.

Findings are presented regarding organisational diagnosis, empirical rationale for the use of the HERO (Hope, Self-Efficacy, Resilience and Optimism) construct as intervention tool, elaboration as to the nature, process, rationale and outcomes of chosen positive psychological interventions, and further reference to both subjective and objective metrics of overall intervention success.

Objective

The aims of this intervention were:

- Identify systemic and people related issues leading to poor sales performance;
- Engage character strengths in focused positive psychological interventions (PPI) on an individual and group level, with specific reference to HERO and PERMAH aspects;
- Execute a positive psychological coaching approach, emphasising the HERO construct;
- Facilitate positive individual and team level development by engaging with mindfulness practice, a step-challenge and mini-intervention of a dietician;
- Increase overall sales performance, and sales conversion capacity on an individual and team level.

Methods/Approach

An eight-person team engaged in a three-month, positive psychological intervention focused primarily on boosting sales performance and sales conversion capacity.

Conducted organisational diagnosis focused on sales, performance-management, training and staff engagement structures. Organisation-wide qualitative research with top salespersons acted as comparison basis of flourishing to languishing individuals.

Individual-level coaching sessions engaged character strengths and PERMAH aspects as fulcrum from languishing to flourishing, whilst team sessions promoted understanding of collective character-strengths, optimising agency and pathways hope, and promoting future directedness by way of the best possible self, the step-challenge and mindfulness practice. Leadership coaching was concurrently conducted with management, with focus on developing the manager as coach.

Results

Sales performance (applications received) increased 19-fold or 1750% between August and end October 2021, whilst conversion ratios increased from 6% to 94% over the same period. Subjective indicators revealed greater utilisation of psychological strengths, improved interpersonal understanding, goal orientation and stress management capacity. Findings and practical value-adds of qualitative and quantitative research efforts were explored with executive management.

Practical Significance and Contribution

This intervention contributes to the IOP discipline by:

- Delineating practical application of the HERO construct in a sales-driven environment;
- Incorporating and providing an efficacy basis for a multidisciplinary approach to people development;
- Providing an example of real-world performance improvement by way of using the HERO construct in PPI's and coaching practice.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The presentation outlines practical performance and individual-level development outcomes of working with psychological strengths in the highly competitive field of sales.

Through individual-level understanding of personal character strengths, application of PERMAH and PsyCap aspects, combined with strengths-based coaching practice, the presentation provides a practical platform from which key aspects of positive psychology are successfully used to enable meaningful individual-level actualisation, and performance improvement, in a field which typically adopts a deficit-based approach to people-and-performance management.

Title: The Journey Continues: AI-enabled video assessments in the South African context

Speakers: Prof. Hennie Kriek & Kim Dowdeswell

Type: Research Paper

Introduction/rationale

The technology train is relentless in its progress in the talent assessment space, with artificial intelligence (AI) just one of the latest in evolving technologies to impact talent management and the field of IO Psychology.

One application of AI that has seen uptake in the South African workplace is AI-evaluated video interviewing, with several local organizations adopting these "video assessments" in response to managing large-volume recruitment programs.

The 2021 SIOPSA conference saw the presentation of the first known construct validation study of an AI-enabled video assessment in South Africa. This paper will propose to continue the journey by examining additional psychometric properties of the video assessment in quest.

Objective

Building on the demonstrated construct validity presented last year, our objective with this paper is two-fold, to:

- explore the reliability of the AI-enabled video assessment, and
- examine potential group differences and adverse impact.

Method/approach

A test-retest design was used to determine the reliability of the AI-enabled video assessment. We mined our database to identify candidates who had more than one set of results, manually verified the duplicates were due to separate applications, and so compiled a sample of 87 diverse participants (an updated mining and analysis will be run prior to the conference). AI-scored interview results from Time 1 were correlated with Time 2 to arrive at a test-retest reliability coefficient.

The examination of group differences and potential for adverse impact arising through the use of the AI-enabled video assessments is still to be undertaken, with a sample of over 1,500 participants.

Results

A one-sample T-test showed the Time 2 mean score differed significantly from the Time 1 mean score, but the practical significance of the difference is small based on the Cohen's d-statistic obtained. This suggests that very little practice effects or learning had taken place, which can cause an artificial inflation of reliability estimates in test-retest reliability studies (Nunnally & Bernstein, 1994). The resulting test-retest correlation coefficient was of good effect size ($r = 0.716$, $p < 0.01$).

Conclusions

The effect size reported in this South African sample of candidates is in line with those reported in international test-retest reliability studies, providing more credence to these results despite the limited sample size. Implications for talent management practices will be discussed.

Title: Oh no, SIOPSA transformation discussion AGAIN. Making sense of the SIOPSA Transformation strategy and how you can be involved in building a better world, one psychologist at a time

Speakers: Dr. Sharon Munyaka & Kim- Lee Wentzel- Ricketts

Type: Master Tutorial

Introduction

Building a better world is not a job for one person. We need all hands-on deck. Our transformation conversation is aimed at creating a safe space where recent IOPs, seasoned IOPs, and friends of the industrial psychology field can make sense of why transformation remains a strategic imperative in SIOPSA.

Objectives

Our aim is to create an open space where all things transformation can be asked. We acknowledge the varying levels of knowledge and experience of transformation amongst our IOP community.

Engage the IOP community on the SIOPSA transformation strategy. Using the SIOPSA transformation agenda, the IOP community has an opportunity to contribute to transformation in the profession.

The IOP community to articulate how they can be involved in transformation initiatives for a better world.

Use dialogue to tackle frequently asked questions about transformation. The invitation to our IOP community is to deepen the transformation conversation. Let's talk.

Methods/ Approach

To create an open space where diversity of thoughts and people will be welcome. Prompts will be provided to invite engagement.

Participants will be invited to use the Miro board to capture their ideas. We will also use Kahoot and Menti as engagement tools which allow people to share ideas and provide feedback.

Practical Significance and Contribution

The open space we want to create will contribute to the IOP discipline by:

- Engaging participants to answer how we are changing the narrative for Industrial Psychology and welcoming new thoughts relating to transformation.
- Asking members of the IOP community on matters relating to representivity, inclusion, belonging, and how we can build a better world.
- Sharing strategies of how we can deepen the transformation conversation within our profession and have diverse voices sharing their opinions, and making sure everyone has a voice.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good?

The focus on the Transformation strategy is to create and pioneer various spaces and environments where businesses and employees feel safe enough to express their thoughts and feelings.

The aim is to challenge businesses to become brave enough to initiate and continue conversations to bring about holistic inclusivity. IOPs are integral in facilitating and supporting these shifts in thinking and simultaneously empowering and encouraging both employees and businesses to collectively create meaningful strides towards a diverse, intentional, and transformed world. IOPs have the opportunity to create meaningful conversations which lead to measurable impact that can truly make a difference in the future world of work.

Title: The Inconvenient Truth: Examining the cost of workplace deviance

Speakers: Prof. Jurgen Becker, Matthew Kleineibst

Type: Research Paper

Introduction

Studies have found that 95% of organisations reported workplace deviance. In addition, 75% of employees admit to having engaged in deviant behaviours such as theft, undocumented absenteeism, and sabotage. Minor and Housman (2015) found that the cost of a bad hire is double the benefit of a superstar employee.

However, the measurement and recording of workplace deviance remains problematic in most organisations. The primary objective of the current study is to explore the reasons why organisations are reluctant to measure workplace deviance. The secondary objective of the study is to measure the impact of workplace deviance in terms of reduced return on investment.

The study is based on a small sample (N=57) of packers in a distribution centre in South Africa.

Objective

Our aims in the study were three-fold:

- Evaluate how much employees vary in terms of their performance and workplace deviance.
- Measure the reduced ROI of workplace deviance
- Position Situational Judgement Test as a viable selection alternative to screen out high-risk employees

Methods/approach

We applied a forced-choice Situational Judgement Test on job incumbents and correlated results with criterion data on productivity, idle time, disciplinary actions and packing errors.

Since the concurrent validation approach made use of job incumbents, we expected restriction of range in terms of the predictors and criterion measures. However, we found significant differences on all criterion metrics compared to high and low scores on the predictor measure.

To answer our second question, we made use of the Brogden-Cronbach-Gleser Utility formula to calculate the ROI that can be expected when using the DRA as part of a recruitment strategy at this level.

The Brogden-Cronbach-Gleser model is fundamentally developed to measure ROI of performance taking into consideration the correlation between predictor and criterion, selection ratio and cost of each assessment.

We expanded the definition to take into consideration the cost of deviant behaviour as well.

Results and Conclusions

Clear differences were found in almost every measure on the SJT. Thus, we can conclude that there is a substantial difference in the Total Risk score between deviant and non-deviant employees which can be attributed almost entirely to Trait and Characteristics as well as Emotions-based Risk. We also found clear differences between high and low-risk employees in terms of absenteeism, picking errors and disciplinary sanctions. Using the Brogden-Cronbach-Gleser Utility formula, we calculated ROI for the low risk and high-risk groups, as well as for the overall sample, we calculated that adopting a robust selection process could add approximately R234 000 per annum in total ROI. However, this is likely a gross underestimation because the sample is based on incumbents and not applicants. Many of our clients seek help with their recruitment process because their current process is working poorly. In these cases, the difference between Low Risk and High-Risk employees would be a more appropriate estimate of the actual value generated, as the SJT aims to limit the selection of high-risk employees while promoting the selection of low-risk employees. Using this calculation, by factoring in the cost of deviant behaviour, we estimate the total value added per annum as R496 000 on a selection frame of 64 employees and a selection ratio of 30%.

The study suggests that the ROI per year can be anywhere between R200 000 to R500 000 depending on the efficacy of the company's previous recruitment strategy. However, the sparsity of data on employee errors is immediately obvious when looking at the prevalence of errors in the 'model', 'average', and 'deviant' employees. We were therefore interested in seeing what happened to the ROI's and value add estimates if the incidents of recorded offences increased by 25%.

We investigated this question by multiplying the error penalty by 1.25 and re-running the ROI calculations. The analyses suggest that even a small increase in deviant behaviour prevention can account for considerable increases in ROI.

Practical Significance and Contribution

This research is valuable because it demonstrates how using a well-researched, robust tool during any recruitment process adds significant value even when selecting small samples.

Whilst many companies feel that it may not be necessary to invest in a proper recruitment process at entry levels, where candidates have low levels of education and earn lower salaries, and where there appears to be a surplus in demand, our research suggests that using an effective tool can lead to significant increases in ROI. The converse is also true – letting employees with high trait-based risk into the organisation may have many direct and indirect costs, especially when large amounts of employees are recruited and selected.

Interest and appeal to the audience

This paper should be interesting to the IOP community because it demonstrates how recognised, robust statistical methods exist that can be used to prove ROI of selection protocols. Due to the relative abundance of inexpensive entry-level workers, many organisations use a trail-and-error approach to selection. This leads to high turnover, low morale and ultimately high training costs. The paper demonstrates that a scientific selection strategy can lead to increased ROI by identifying high potential employees and screening out high-risk employees. In addition, it also demonstrates the societal value that psychometric solutions can have in the selection, placement and development of entry-level and semi-skilled employees.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Standardised psychometric assessments have been successfully applied across personal and professional spheres of life, but most of the research and application has focused on groupings of individuals with high socio-economic status or occupational prospects. South Africa is endowed with a large untapped supply of talented candidates that may not have access to occupational and educational opportunities, and by implication, fall outside of the usual sphere of focus of psychometric assessments. In this presentation we demonstrate that with the aid of technology, broad based access can be granted to large portions of the South African population working in entry level positions. We argue that the benefits of psychometric assessment in general and competency-based assessment in particular need to be extended to the broader base of South Africans.

Title: The future skills dilemma in Southern Africa: The development of a Future Capabilities Index

Speakers: Dr. Bouwer Jonker, Jana van Heerden, Caroline Marwisa & Prof. Lome Koekemoer

Type: Panel Discussion

The skills required of employees are changing swiftly. Research suggests that the continuation of immanent technology could displace 3.3 million existing jobs in South Africa by 2030; yet it can also engender 4.5 million potential new jobs (Magwentshu et al., 2019). Expectedly, this implicates significant workforce transitions in South Africa. The already-existing challenge organisations face to identify future-fit skills and secure critically skilled talent is exacerbated by the Covid-19 pandemic and a lack of future capabilities research within the South African context. Notwithstanding several research endeavours that have addressed these challenges, the majority have focused on the US or European market, highlighting a significant need for African-based research to support organisations navigating the future skills conundrum.

The panel session intends to explore the future capabilities that are the most critical and in shortest supply within the financial services industry in the African context and identify next steps for organisations to better respond to the needs of the business, particularly regarding future capabilities. The session aims to address the following questions during the panel discussion:

- What skills will be high in demand shortly, and how could organisations address, secure, and develop these critical skills (the future skills conundrum)?
- How can organisations, SETAs, training institutions, and academic institutions partner to collectively reskill/upskill employees in alignment with the Future Capabilities Index?
- How can skills development efforts be redesigned to focus on accelerating future capabilities at scale?
- What practical actions can Human Capital and Learning & Development professionals take to address redundant skills and future-fit skills shortages?

The panel draws on the research concluded by the Work-Well Unit (NWU) on creating a Future Capabilities Index in the financial services industry, as all panel members were involved in the study. Insights will be informed by the knowledge, findings and scenarios experienced by each panellist to allow listeners the opportunity to learn from real-life experiences, practical solutions and research efforts that have been applied.

Specifically, the panel intends to discuss the future capabilities that are the most critical and in the shortest supply within the financial services industry. Additionally, the opportunities for South African financial services organisations to formulate future skills development strategies as they navigate through a volatile, post-Covid world will be discussed.

Title: Promoting digital wellness for the greater good: The impact of remote work characteristics on remote work outcomes of performance and wellbeing

Speakers: Dr. Natasha Winkler-Titus & Vera Ngalo

Type: Research Paper

Orientation

The practice of remote work is not new but with the drastic shift and opening opportunities to create flexible work arrangements, more research is now required to determine the best options for businesses and workers. Remote work characteristics influence worker outcomes like productivity and wellbeing, and research to date has posited social support, job autonomy, workload, and monitoring as likely characteristics.

Research purpose

Wang et al. (2020) proposed a conceptual model of job characteristics and challenges and how it influences remote work outcomes. Our research tested five hypotheses with the intent to model remote work characteristics as it informs outcomes, in the context of a forced change in the work model brought about during the pandemic.

Motivation of the study

The future of work is trending toward hybrid options which imply more workers will fit the category of the remote worker. It is critically important for managers to understand all facets of what makes it a successful work model, for the wellbeing of all workers.

Research approach/design and method

A survey was conducted amongst a non-probability sample of all employees who fit the criteria and 263 completed surveys were analysed. Existing measures were applied and later validated and measured self-reported experience. A quantitative research approach was used, and correlation analysis was used to analyse the data while multiple regression analysis tested the hypothesis.

Main findings

The results validated 3 of the 5 hypotheses. Social support and job autonomy were found to positively contribute toward performance, while it had the opposite effect on wellbeing, which was contrary to the prediction. As predicted, the workload had a negative relationship with performance but interestingly correlated positively with wellbeing. Monitoring had a negative influence on performance and wellbeing.

Practical and managerial implications

Creating a supportive work environment characterised by autonomy and flexibility will contribute to worker outcomes of productivity and wellness. Further insights highlights promoting team connection while managing around work-home interference and setting clear boundaries, will empower workers to combat procrastination and loneliness.

Contribution/value addition

The results presented interesting deviations from what the literature posits and opens areas for more research into how and why these differences may be explained. While self-discipline has been positioned as a contributing factor, this study confirmed it but not in the relationship to other characteristics as was posited.

Title: Personality traits as indicators of stress levels and job satisfaction in South African contact centres

Speaker: Jo-Ann Farinha

Type: Research Paper

Introduction

The purpose of this research was to investigate contact centre related stress in South African contact centres. Specific personality traits increase stress levels and reduce job satisfaction in certain individuals, and vice versa. Ethical issues are paramount and will also be discussed.

Objective

Contact centres are extremely stressful environments, with specific stressors including Overload, Under Stimulation and Intrusive Control. Additionally, these lend themselves towards dehumanising work environments, unless certain practices are executed, including ethical practices.

The objective was to find scientific methods and practices to diminish stress levels in employees in order to improve employee wellbeing (via reliable selection methods and criteria), hereby creating satisfying and healthy work contexts, as well as life and job satisfaction.

Method

Two studies were conducted (N=261). Firstly, the reliability coefficients of the survey were investigated, and ranged between >0.8 and >0.9. Subsequently, the survey as well as a contact centre related stress questionnaire was administered to a sample of insurance sales employees.

Results

The analyses demonstrated that:

- Six personality traits were likely to result in higher levels of stress, based on but not limited to, the Five Factor Model. The traits measured go beyond the Big Five.
- Predictive validity – there were significant differences in performance and stress levels between poor versus top performers, based on specific personality traits, as compared to organisational performance data.

At this point the measure went through a rigorous validation and demonstrated strong psychometric properties. This assessment does not yet link personality traits to contact related stressors, but this is currently in progress.

Conclusion

It is evident that practices that reduce stress need to be adopted in order to achieve satisfying, humane and supportive work environments. This serves the employee, familial context, clients / customers and the organisation.

It is the responsibility of professionals to improve work environments, as well as to apply the utmost ethical practices in the use of any measure, for both selection and development.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The aim of psychology is to create wellbeing and value, at all levels of society. This includes the individual, social context, workplace and the broader societal entity. My research focuses specifically on the impact and reduction of stress of individuals in the contact centre workplace specifically, hereby increasing productivity and job satisfaction, which impacts home life and health. This is specifically pertinent to contact centres, as they have their own unique stressors.

Title: Engaging BIOPs as a force for transformation

Speakers: Dr. Andrew Johnson & Dr. Ruwayne Kock

Type: Case Study

Introduction

The CEE 2020/21 Annual Report states that, “27 years after democracy, South Africa is still a racially divided society in which the majority of people from previously disadvantaged communities still feel marginalised in the workplace”; SIOPSA is a microcosm of that broader racially divided society, where Black Industrial and Organisational Psychologists (BIOPs)

are underrepresented (<35%) in the IOP profession in South Africa. This statistic depicts a profession that lacks diversity of different ethnic groups, thoughts and experiences. The BIOP Caucus was established to address critical issues that currently confront BIOPs by establishing a formal platform that will address the needs of these psychologists.

Objective

The main objective will be to introduce the Caucus as a key objective of SIOPSA's Transformation Plan, and as a formal Interest Group by sharing:

- firstly, our understanding of the BIOP challenges,
- secondly, by discussing its vision, mission, and objectives of the BIOP Caucus; and
- thirdly, to discuss its programme of action as organised around workstreams and the progress made to date.

Methods/approach

In 2020, an Open Space dialogue with approximately 30 experienced BIOPs was facilitated to discuss how to create a more diverse and inclusive IOP profession in South Africa. One of the outcomes of this discussion was to establish a formal network within SIOPSA. The historic launch of the BIOP Caucus took place on 2 August 2021. This first workshop had over 70 black IOPs present and engaged. The focus group discussions generated a wealth of information, which was analysed, categorised, and themed into critical focus areas that needed to be pursued over the short to long term.

Research on similar formation, e.g., the Black Caucus of the American Psychiatric Association, was also conducted.

Results

The key themes from the focus group data analysis included the systemic challenges faced by BIOPs; the lack of social capital and marginalisation; internalised oppression, and the stigmatisation of BIOP identities. The BIOP Caucus was registered as an interest group as part of the SIOPSA Exco in November 2021 and workgroups were established to drive the implementation of these action plans.

Conclusions

The inclusion of the BIOP Caucus as an interest group in SIOPSA Exco sends a clear message to the broader profession and South Africa, that the specific needs of BIOPs matter, and are important to SIOPSA.

Therefore, these needs must be mainstreamed by Exco for separate inclusion and implemented by the dedicated team of workgroups to as a force for good on SIOPSA, business and the broader society.

Practical Significance

Our case study contributes to the DEI discipline because:

- It is the first formal network to engage black psychologists about their challenges experienced in the profession in South Africa.
- It contributes to our understanding of best practice on how to engage black psychologists and how to deal with the challenges experienced by BIOPs in the profession.
- It explores the potential social impact of such an association to SIOPSA, business and the broader society.

Title: MOCK TRIAL WITH THE FOCUS ON THE IOP AS EXPERT WITNESS

Speakers: Natasha Gerber, Anntha Engelbrecht, Ruwa Yvonne Ntuli, Cornel Schoombee, Fran Gwetsa & Danie du Preez

Type: Case Study

Introduction

Industrial Psychologists practicing in the psycho-legal sphere are often tasked with providing the court with independent evidence in the form of a clear, confident explanation of their opinion (Meintjes-van der Walt, 2001). As the landscape is changing for the practice of professional psychology, within a climate of increasing accountability (American Psychological Association, 2015) – this practical case study aims to provide delegates an understanding of all the parties involved, their specific roles, and the process involved in the trial proceedings.

Objective(s)

- Understand the three-fold nature of an expert witness: First, where they have themselves observed relevant facts that evidence will be evidence of fact and admissible as such;

second, they provide the court with abstract or general knowledge concerning their discipline that is necessary to enable a court to understand the issues arising in the litigation; and third, they give evidence concerning their own inferences and opinions on the issues in the case and the grounds for drawing those inferences and expressing those conclusions [AM and another v MEC Health, Western Cape (1258/2018) [2020] ZASCA 89 (31 July 2020)]

- Maintaining professional integrity and independence as an expert witness in providing and serving the Court with unbiased testimony to support a fair and informed adjudication – and the consequences of an expert witness yielding to external influences.
- Provide insights to professional conduct in Court, rules of expert testimony and presenting expert witness evidence.
- Throughout the mock trial, specific ethical considerations will be explored, including but not limited to confidentiality and informed consent, duty to third parties (dual agency), disclosures payment and neutrality, access to records, limits to opinions, dignity, etc.

Methods/approach

The mock trial will be presented in the form of a practical case study and re-enactment (problem-based learning method) to provide attendees with a participatory, discussion-based method of learning.

Results and conclusions

As psycho-legal work is the intersection of psychology and the South African legal system; delegates will have an increased understanding of- and education on the role of the expert witness within ethical and professional boundaries during litigation, by drawing on the knowledge and expertise of experienced Industrial Psychologists and Legal Practitioners working in the personal injury environment and / or possible loss of career- and earnings potential.

Information and knowledge imparted information discussed during this session will enable IOP's present their opinions with confidence, and not be persuaded to abandon their own opinions in favour of those of third parties.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The SIOPSA PLIG committee will endeavour to share psycho-legal information and practice industry experience as part of the Mock Trial presentation at the SIOPSA 2022 Annual Conference in order to empower IP students and interns, new entrants to the industry, and even existing IPs to understand their professional role and integral processes involved in order to undertake psycho-legal work with the highest ethical standards and serve as a positive force for the integrity of the Industrial Psychology profession in the psycho-legal industry.

Title: Living our own contradictions. A case study of the lived experience of two colleagues navigating a world of change

Speakers: Ceridwen Mongie & Brandon Pleaner

Type: Case Study

Introduction

Lived experience is both unique to an individual, and collectively shared. It is the intersection of the personal and the collective. Private stories, and shared stories combined. Of uncertainty, of triumph, and of learning. Many of these moments involve the intersection of work and the space outside of work, complicated in the past two years by these spaces being required to merge more than previously.

This case study, drawing on three white papers, provides an opportunity for a shared dialogue between the audience and the different and intersecting experiences of two colleagues. A dialogue that furthers the critical need to humanise lived experiences in organisations that are grappling with the challenges of change and uncertainty.

A case study of lived experience

Organisational psychology has, and continues, to produce a myriad of theories that help to understand the lived experience of employees. While the theories have broad applicability to organisations, it is at the micro-level, the level of the individual, that they are lived and applied.

Over the past two years, three seminal white papers* exploring how to prepare people for unpredictable change, the human connection individuals and organisations need to flourish, and the evolution of leadership in changing contexts, were published. This case study aims to explore the application of the findings of three white papers to the lived experiences of two colleagues, and to share these experiences with others through open dialogue.

Through dialogue, the colleagues hope to provide a space for reflection, while critically discussing the intersection of theory and experience, and the implications this has for practice as professionals. While aspects of the whitepapers have lived application, in many instances the complexity of lives are such that the theory collides in contradictory ways, with implications for what it means to be an organisational psychologist, to be an employer and employee, a leader, together with all that we are outside of the world of work.

The case study will provide the opportunity for reflection on how theory works in practice, how lives intersect, and how to navigate the transactions between professional practitioner and subject of the same-said research. Through dialogue the case study invites the contribution of others and provides an opportunity for them to reflect on their journey as research-practitioner-subject.

Title: The Role of Coaching in a Coaching Development Centre: Enhancing Goal Flourishing

Speakers: Sandra Schlebusch & Petrus Nel

Type: Master Tutorial

Introduction

Sixty three percent of assessment centres being used worldwide have a developmental purpose (Hughes, Riley, Shafrooshan, Gibbons & Thornton, 2012) while 90% of participants who attended a centre receive feedback about their performance during the centre (Hughes, et. al., 2012). The feedback is about their strengths and development areas (95%), development recommendations/ suggestions (95%) and development planning (85%). The timing of when the feedback takes place varies from directly after each simulation (4%), to more than one week after attending the centre (39%).

An assumption on which feedback rests is that providing people with information on their performance will result in improvement of performance (Bailey & Austin, 2006). Also, the intention of providing an assessment centre participant with feedback is to engage participants in appropriate development activities (Woo et al., 2008). To engage, however, participants need to accept feedback and act positively on it (Kudisch, Lundquist, & Smith, 2002 in Woo et al., 2008). Feedback should also be perceived as accurate and participants should have the motivation to use it (Camp, Blanchard & Huszco, 1986 in Engelbrecht & Fischer, 1995).

The Challenge

On receiving the assessment centre feedback participants respond cognitively, affectively and behaviourally (Dreher & Sackett, 1983 in Woo et al., 2008). The feedback that a participant receives after participating in a simulation or assessment centre might not be the feedback that the participant is expecting. As example, the participant might have performed at a weaker level than what they perceived their performance to be at.

On receiving the negative feedback from the assessment centre results, the participant might be disappointed and experience negative outcomes such as dissatisfaction, being unhappy, being less committed, and even emotional exhaustion (Emmerik, Bakker, & Euwema, 2007). Individuals who interpret feedback negatively and experience emotional hurt, tend to be demotivated to initiate behaviour change and they are not ready to create implementation intentions that will lead to successful behaviour change (Nowak, 2017). These negative outcomes are far removed from the intention of engaging the assessment centre participant in development activities that will result in improved performance.

The challenge is thus to facilitate feedback discussions with assessment centre participants that will lead to engagement in development activities. The development activities include goal setting and experimenting with new behaviours of which the successful behaviours should become habits. These development activities should not only result in performance improvement, but also in the participant's well-being. The person providing the feedback should have competence in creating the appropriate setting for the discussion(s) to take place and to deliver the feedback message in an authentic and motivational manner, leading to the participant taking accountability for development.

The Coaching Development Centre

The coaching development centres combine providing assessment centre feedback with the skill of coaching. The coach-assessor facilitates a discussion with the participant after every exercise. During these discussions the participant receives feedback and coaching, and goal setting takes place before the participant participates in the next exercise. During the final discussion at the centre, the coach-assessor assist the participant to create a development plan that will be implemented on-the-job. The aim of the master class is to share relevant techniques, models, and approaches that will assist with facilitating effective feedback discussions.

Title: Alleviating unemployment of Black IOP Masters graduates within the IO-profession through enabling DEI-practices.

Louise Coetzee & Dr. Ruwayne Kock

Case Study

Introduction

From the research conducted by SIOPSA in 2020 and 2021, the profession of IO-psychology remained significantly compromised in terms of transformational objectives when noting that approximately 35% of all registered IO-Psychologists were Black Psychologists. When engaging with emerging black psychologists at five universities within Gauteng through semi-structured interviews, the following barriers to entry into professionalisation were identified: unemployment bouts, financial constraints, the inability to source internship programmes especially if an international student, a lack of access to formal networks, and lack of constructive feedback for development and improvement when unsuccessful in job-interviews.

The question which emerged for SIOPSA was: How can the SIOPSA alleviate unemployment in the Black Industrial and Organisational Psychology (BIOP)-community contribute to a multi-cultural profession? SIOPSA launched the Internship Management Project to address the reported challenges.

Objective

In order to address the challenges, the SIOPSA Internship Management Programme was designed to explore the following objectives:

- Designing a programme which could be piloted and remains inclusive of the larger community.
- Exploring how employment opportunities could be created for unemployed BIOP Masters graduates, which are fully remunerated and viable.
- Exploring the type of technical- and personal development needs of these emerging black psychologists.

- Providing supervision services to support the professional development of these emerging psychologists.

Approach

A qualitative approach was adopted to explore how the lived experiences of the unemployed emerging black psychologists within SIOPSA could define their experienced barriers to entry into the field and enable the construction of set objectives through the Transformation Portfolio in SIOPSA which addresses the need of alleviating unemployment. The case formulation process and research objectives were adopted through applying the PALAR approach (Participative-Action-Learning-and-Action-Research), which emphasises that planned action should inform both learning and research when engaging with the defined community members which should further be instrumental in facilitating social justice.

Results and Conclusions

The results of the study indicates that SIOPSA has been ideally positioned within the field of IO-Psychology to create meaningful engagement opportunities within the larger community. Through this programme, SIOPSA was able to mobilise transformative practices which alleviated unemployment amongst the unemployed black emerging psychologists (n=12) through the pilot Internship Management Programme. Thus, the IO-community has gained the benefit of contributing to transformational objectives within the profession whilst, the development needs of participating professionals continue to inform future training requirements the society may need to provide to both emerging- and supervising psychologists. Future research endeavours may require evaluation research of the system which regulates internship management within the profession, whilst accounting for the transformation barriers that remain reported within the BIOP community across South Africa.

Practical Significance

Our case study contributes to the DEI discipline in the following manner:

- It provides an approach to create a more multicultural profession which enables social justice actualisation.
- It shows how the Case study- and PALAR approaches as applied to DEI, and enable the formation of appropriate interventions required in order to manage the journey towards professionalisation - as experienced by the BIOP-community.
- It deepens our understanding of how to bring about structural changes within SIOPSA and the broader profession to create a more diverse profession.

Title: Work that matters: Positioning a method to design experience-based people practices that delivers on psychological contract expectations

Speakers: Marna van der Merwe & Dr. Dieter Veldsman

Type: Case Study

Introduction

The Covid-19 pandemic, rise of remote work and the “great resignation” has revealed the limitations of current people practices. Employees seeking more meaningful work has led to a re-evaluation of the psychological contract and its role within the employment relationship. The alignment between employer brand, employee value proposition and the employee experience is essential to deliver on psychological contract expectations. However, in practice, these efforts still leave a lot to be desired.

Objectives of the study

The study proposes a practice-informed theoretical framework for designing human-centric experiences, through the lens of the psychological contract.

The study aimed to:

- Identify factors that influence the psychological contract
- Highlight differences and intersections between the employee experience, employer brand, employee value proposition and psychological contract
- Define the implications of this on people practice design

Method and approach

The study utilised an action research approach and multiple case study design. The first phase focused on conceptualising a theoretical framework. The second phase focused on the framework application to three use cases, in a multi-national insurance organization (n = 16 332), over an 18-month period.

Results and findings

The following insights were yielded:

- The psychological contract is key to balancing expectations between employee and organisation and should be a foundational consideration in people practice design
- The intersect between the employer brand and employee experience provides guidance on defining the practices most important to creating compelling experiences
- The intersect of the employer brand and employee value proposition provides insight into the end user, forming the basis of human-centred practice design
- The intersect of the employee value proposition and the employee experience guides how the practice should be authentically delivered
- The integration of these elements collectively contributes towards the management of psychological contract expectations

Conclusion & practical value

The study explored the application of an experience-based design methodology to balance the psychological contract expectations with the employer brand, employee value proposition and lived experiences.

This contributes towards the current literature on these constructs, through the lens of the psychological contract. It also defines a replicable design methodology that contributes to sustainable people practices, by delivering on psychological contract expectations.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The case study shares a replicable methodology for human-centred people practice design, that draws on the fundamentals of the psychological contract and places human beings at the heart of how practices are designed within organisations. This steers an important shift in people practice design, which has the potential to create more sustainable and humane workplaces where people can flourish, emphasising industrial psychology as a (scientific) force for good in organisations.

Title: Work that matters: Positioning a method to design experience-based people practices that delivers on psychological contract expectations

Speakers: Natasha Gerber, JP Venter, Tshepo Tsiu, Tryphina Maitin, Cornel Schoombee, Dean Berndt, & Fran Gwetsa

Type: Panel Discussion

Introduction

As evidenced in numerous court judgements, a 2019 survey among IOP's in the field, and the increased focus of actuarial experts in elucidating on general areas of concern when utilising the IOP report in the quantification process (Algorithm Consultants & Actuaries, 2018; and Munro Forensic Actuaries, 2021) – it is evident that the quality and value of IOP reports in the quantification of a personal injury and / or possible loss of career- and earnings potential matter is viewed as cause for concern amongst a number of role players.

Objective

A working group of the Psycho-Legal Interest group have developed proposed professional practise guidelines to provide practical guidance and education in a particular practice area (IOP's engaged in psycho-legal work) and promote a high level of professional practice in the same. The aforementioned proposed professional practise guidelines will be shared with delegates to invite peer review of the guidelines, raise awareness of the same, and encourage application of such guidelines.

Throughout the discussion and guidelines, specific ethical considerations will be explored, including but not limited to confidentiality and informed consent, duty to third parties (dual agency), disclosures payment and neutrality, access to records, limits to opinions, dignity, etc.

Methods/Approach

The working group draws on the collective experience and knowledge of IOP's within the psycho-legal field, as well as legal- and quantum experts to provide salient input as to the key focus areas in providing the Court and end users of the IOP report with a fair, informed and defensible inferences conclusions. IOP's experienced in the psycho-legal field developed the draft professional practise guidelines.

Results and Conclusion

As one of the strongest forms of evidence available is often expert professional consensus; the panel discussion seeks inputs, consensus and general acceptance of well-supported practical guidance and education pertaining to (amongst others) obtaining, understanding, and integrating various sources of information to present a conclusion with confidence; professional conduct in Court and rules of expert testimony; as well as maintaining autonomy and integrity in providing and serving the Court with unbiased testimony.

Practical significance and contribution

A review of available literature indicates a comparative void of guidelines available for the forensic aspect (or psycho-legal) of industrial psychologists' work and their scope of practice in the area of assessment of workplace injury, incapacity, and claims due to road accidents (also noted in Slabbert, 2016). Thus, such professional practice guidelines may serve as a formal point of reference for IOP psycho-legal practitioners and other key stakeholders in South Africa; and at a later stage, inform broad curriculum outcomes in the provision of standardised, relevant training in aspects of IOP psycho-legal work.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

As evidenced in (amongst others) numerous court judgements, it is evident that the quality and value of IOP reports in the quantification of a personal injury and / or possible loss of career- and earnings potential matter is viewed as cause for concern amongst a number of role players. A review of available literature indicates a comparative void of guidelines available for the forensic aspect (or psycho-legal) of industrial psychologists' work and their scope of practice in the area of assessment of workplace injury, incapacity, and claims due to road accidents (also noted in Slabbert, 2016).

Thus, as Industrial Psychologists practicing in the psycho-legal sphere are often tasked with providing the court with independent evidence in the form of a clear, confident explanation of their opinion (Meintjes-van der Walt, 2001); the development of proposed guidelines to recommend specific professional behaviour and / or conduct for IOP's so as to promote a high level of professional practice in the psycho-legal field was considered practical.

Title: Exploring the professional identity of Black rugby players in South Africa

Speakers: JN (Joey) Mongalo & Dr. Anne Crafford

Type: Research Paper

Introduction

In the South African context, sport has always been deeply intertwined in the nation's ideology and has been used to create and sustain racial boundaries, (Niehaus, 2014) which have accurately reflected the nation's overall structure and its deeply entrenched societal values (Labuschagne, 2020). In the profession of rugby, this has given rise to what Jones (2000) terms 'institutionalised racism', or 'Whiteness', which Moreton-Robinson (2006, p. 389) defines as "the neutral and invisible norm against which other identities are measured and by which they are defined historically". Although research has been conducted on whiteness in sports globally and on rugby in the United Kingdom (Long & Hylton, 2002; Spracklen et al., 2006), limited research has been done on the effects of whiteness on the professional identity construction of Black Professional Sportsmen in South Africa.

Objectives

This study explored the lived experiences of Black professional rugby players in South Africa, with the intent of identifying the ways in which whiteness is reproduced in the profession, and the subsequent effects of this on these players' professional identity negotiation and construction.

Methods/ Approach

The study was conducted from a critical management studies perspective. The first author works in professional rugby, and through his contacts approached 16 participants representative of all the professional rugby unions. Participants were interviewed using a semi-structured interview format which allowed sufficient scope and flexibility, to effectively capture their respective journeys and the impact of whiteness on these. The data was analysed using thematic analysis (Braun & Clarke, 2006).

Results and conclusions

The current study draws attention to the various ways in which whiteness is reproduced in this profession and the implications for the professional identity of Black rugby players, particularly in respect to their sense of belonging and performance in the game. The research highlights the often-challenging journey to professional rugby. Key elements impacting professional identity construction are the mono-cultural setting, language (Afrikaans) and the quota system. The impact of whiteness on professional identity is in respect of players' perceived competence, their (in)congruence within the white setting, and their forced conformity with a white context.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The contribution of this paper to IOP is two-fold. Firstly it explores the adverse impact of whiteness on professional identity which remains understudied in IOP generally and South African organisations in particular. Secondly, it shifts the focus from work organisations to the sporting field, expanding the boundaries of traditional IOP practice and opening possibilities for its application in new settings. By identifying those factors which contribute to building inclusive work settings, IOP's role as a force for good in a divided society is highlighted.

Title: The talent marketplace: matching talent demands with employee aspirations using AI and modern data analytics

Speakers: Prof. Lome Koekemoer & Jessica Renee Towicz

Type: Master Tutorial

Introduction

Rapid digital transformation has enabled organizations to completely reimagine the way they manage talent, but it took a pandemic to truly accelerate this and dramatically change how we approach talent, jobs, and careers (Frankiewicz and Chamorro-Premuzic, 2020).

Major shifts brought about by Covid-19 included leveraging modern technologies that are data-centric, artificially intelligent, and virtually delivered to enable strategic talent decisions.

Many organisations are creating internal talent marketplaces as to attract, retain and develop employees. These talent marketplaces match employees to opportunities and potential roles based on their skills, interests, and preferences for a personalised career development experience (Maurer, 2021).

Objectives

With a focus on Talent Marketplaces, Internal Mobility, and Talent acceleration, the master tutorial intends to provide insight into:

- The latest trends in internal mobility and the use of AI-based talent analytics to enable a talent marketplace.
- Finding ways to measure employees' potential to succeed in various roles and responsibilities to build a robust internal pipeline of potential candidates using AI, data analytics and other methods.
- Exploring ways to identify multiple growth opportunities that could be offered to employees wanting to grow in their career (from mentoring opportunities to stretch assignments to lateral moves to keep staff engaged in their career growth).
- How to visualise and communicate clear paths for employees to entice them to not just stick around but broaden their skills and drive their personal development

Approach

The approach of the session will be highly interactive, using group discussion, gamification, and practical case-studies to bring about learning.

Results

The session aims to clearly articulate the characteristics of a successful talent marketplace, based on the findings of evidence-based research. Delegates will have a clear understanding of practical ways to build a talent marketplace utilising innovative technologies combined with modern talent management principles.

Conclusion

In a disruptive, pandemic-stricken world, it is talent that will differentiate organisations. Talent initiatives that bring together the aspirations of employees, learning opportunities and the talent needs of the business will pave the way for a positive, employee-centered future.

Title: Assessment classification and review processes for South Africa: A best practice approach (ASSA Session)

Speakers: David Bischof, Prof. Sumaya Laher, Dr. Nicola Taylor & Prof. Marie de Beer

Type: Panel discussion

Abstract

Assessment Standards South Africa (ASSA) presents a session to share a best practice approach to assessment classification and review.

As of February 2019, the HPCSA Psychometrics Committee have been dealing with all matters pertaining to test classification, which amongst other areas includes:

- To classify any device, instrument, questionnaire, apparatus, method, technique or test aimed at the evaluation of emotional, behavioural and cognitive processes or adjustment of personality of individuals or groups of persons, or for the determination of intellectual abilities, psychopathology, personality make-up, personality functioning, aptitude or interests by the usage and interpretation of questionnaires, tests projections or other techniques or any apparatus, whether of SA origin or imported, and to report thereon to the Professional Board.
- The Annual publication of a list of psychological tests/psychometric instruments classified by the Professional Board



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Title: Towards guidelines for reskilling of human resources professionals**Speakers: Allen Stroebe, Sarel van Greunen, and Prof. Karel Stanz****Type: Case Study***Orientation*

The research revolves around HR (Human Resources) professionals who have had to manage their organisations virtually and remotely during the COVID-19 pandemic. There is a shortage of guidelines which can assist HR professionals to restructure their organisation and reskill themselves for virtual and remote work.

Research purpose

This research project explored the impact of the COVID-19 pandemic on the ability of HR professionals to respond to change and to develop guidelines for their reskilling to restructure organisational practices.

Motivation for this study

The study aims to identify suggested guidelines to be used by HR professionals to accommodate virtual and remote restructuring while supporting a positive response to change. There is a current skills gap and much unemployment in South Africa. The world is changing extremely quickly and HR needs to update their skills. Hence, this study identifies guidelines to aid HR professionals to provide solutions when change occurs.

Research design, approach and method

The research is qualitative in nature to explore the COVID-19 pandemic responses of HR professionals across different levels of seniority. The semi-structured interview was used as the data collection tool. Semi-structured interviews were conducted with 11 participants, and thematic analysis was used to identify patterns and meaning from the data. Owing to the COVID-19 pandemic restrictions, communications technology was used to conduct the semi-structured interviews.

Main findings

The study generated guidelines for HR professionals to reskill themselves and to guide organisations in converting to virtual and remote practices. These guidelines can also be used to guide HR professionals during any change to align organisational practices and the workforce effectively. The guidelines are structured as a continuous process of reviewing the current purpose of the HR professional. HR professionals have the responsibility to encourage and regulate change to improve and adapt current practices. The findings illustrate these guidelines and provide insight into how HR professionals should follow the guidelines to optimise changes within the organisation and to ensure that employees benefit from it.

Practical implications

The COVID-19 pandemic highlighted that HR professionals do not have structured guidelines to respond to sudden change. HR professionals already familiar with virtual and remote practices had fewer difficulties in responding to this sudden change. Technology is becoming more transparent to people and organisations. The focus should thus be on what makes people human, and to use those attributes to their benefit. Technology can never replace forward-thinking and communication within an organisation.

Contribution of the study

The study will contribute to the HR profession and to how the profession needs to adapt to virtual and remote work being the key function within organisations for the fourth industrial revolution. The guidelines can be used for future research, especially for HR professionals who want to adapt to virtual and remote work. The study can also assist HR professionals to respond effectively to changes in the organisation.

Title: The future-fit response of the industrial/organisational psychologist to the changing world of work

Speakers: Dr. Natasha Winkler-Titus & Kim-Lee Wentzel-Ricketts

Type: Panel Discussion

In this 60-minute interactive, collaborative session, we will unpack the actions of Work Psychologists showcasing what we do and how we respond to the 4th industrial revolution. We invite all IOPs to join us in fun pre-work (pulse survey on Whova) to contribute to the session and then on the day in a gamified and world cafe format, we will workshop the “So What?” for IOPs as science-practitioners.

Three areas will be focused on namely who we serve, what we do, and how our mode of delivery is adapting. We will share case studies, actions as well as the impact of this response, not only from our research and perspective but also learning from each other in the session. The outcome includes ideas and toolkits shared for practitioners, joint action planning, and establishing a collaborative Practitioner Forum for the Response to the changing world of Work.

Title: Measuring and managing remote work performance and well-being

Speakers: Dr. Xander van Lill & Gerda van der Merwe

Type: Research Paper

Introduction

The COVID-19 pandemic had several challenges in terms of talent management practices. Novel contexts, such as virtual work in some professions, have led to concerns regarding the measurement and management of remote work performance and well-being. In this study, we will provide preliminary findings on salient indicators of remote performance and well-being obtained early in the pandemic in 2021. We will further argue that it might be less productive to think of well-being and performance as opposing constructs and that it should instead be seen as two sides of the “talent management coin”. Practical examples of behaviours that could be observed virtually to get a broader impression of performance and well-being will be highlighted.

Objectives

Our aims in the study were to:

- empirically identify preliminary indicators, based on 20 behavioural dimensions of remote performance.
- empirically identify preliminary indicators, based on 20 behavioural dimensions of remote well-being.
- highlight preliminary behaviours that could be used to observe remote well-being and performance.

Methods and Approach

Participants were 336 employees that participated in a larger performance evaluation process. The sample composed of professionals (N = 110; 34%), followed by mid-level managers (N = 83; 26%), lower-level managers (N = 79; 25%), and skilled employees (N = 50, 16%). Observer ratings on work-related behaviours, based on the Individual Work Performance Review (IWPR), as well as remote well-being and performance were collected from managers. The relative importance of the work behaviours for the constructs of remote performance and well-being was determined using dominance analysis.

Results & Conclusions

The dominant predictor of remote performance was Quantity of Work. By contrast, the dominant predictor for remote well-being was Emotional Resilience. The results support previous findings contending that managers might over-rely on task outputs, as a proxy of overall performance in virtual contexts. This necessitates the expansion of the behavioural repertoire that should be observed virtually. Furthermore, adaptive performance will become an increasingly important indicator of success and assist to integrate the management of remote performance and well-being.

Practical Significance & Contribution

Our research contributes to the IOP discipline because:

- It highlights the indicators of success that might be the most salient to managers when virtually evaluating the success of employees.
- It highlights the need to expand the behavioural repertoire of observers of performance.
- It recognises the importance of including adaptive performance in evaluations of employees' functioning.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Industrial psychologists, as a force for good, should help humans to flourish and perform at work. However, well-being and performance might be wrongfully juxtaposed as opposing constructs and not seen as part of a holistic functioning human when at work. This paper will argue for a more holistic performance measurement and management perspective, as applied to remote working conditions.

Title: Intersectional Identity Work in Sexual and Gender Minorities in South African Organisations

Speakers: Amy Molepo & Dr. Ruwayne Kock

Type: Research Paper

Introduction

Despite the legal protections, sexual (i.e., gay, lesbian, bisexual, and pansexual) and gender (i.e., transgender and gender non-binary) employees continue to face discrimination and stigma in the workplace. Discrimination and stigma have implications for identity work among these minorities at work. Identity work does not occur in isolation but is influenced by social environments. The workplace provides context for negotiating identities and shaping how these minorities negotiate their identities in the workplace. Limited research exists on identity work of sexual and gender minorities in South African organisations.

Objectives

The study aims and objectives were to understand how sexual and gender minorities engaged in identity work. Additionally, this study sought to explore how the intersection of other identities may shape the identity work processes of these minorities. Finally, this study sought to develop a conceptual model on intersectional identity work among sexual and gender minorities in South African organisations.

Methods

Data was collected in the form of 15 semi-structured interviews with sexual and gender minorities working as professionals. Participant interviews were then transcribed and analysed using grounded theory methodology.

Findings and Conclusions

Research findings showed that sexual and gender minorities encounter situational cues in the workplace that indicate the degree to which their identities are welcomed in the workplace. The process of interpreting situational cues in relation to other identities, such as sexual, gender, race-ethnic, and class identities, motivated participants to engage in identity work. This research identified a variety of identity tactics used by participants as they engaged in identity work. The use of identity work tactics were found to be influenced by the power dynamics in the social context of these sexual and gender minorities to engage in identity work in the workplace.

Practical Significance and Contribution

The study contributes to the Industrial and Organisational Psychology discipline because:

- It expands intersectional identity work literature of sexual and gender minority groups in South African organisations.
- It explores the use of identity tactics to facilitate the positive identity construction of sexual and gender minorities in similar contexts.
- It provides a conceptual model to enrich our understanding of the workplace experiences of sexual and gender minorities and stigma in the workplace.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Industrial and Organisational Psychologists (within organisations and private practice) are tasked with promoting the humanity and dignity of the individuals they encounter when carrying out their professional duties. This includes members of the LGBTQ community. This presentation provides industrial psychologists with the knowledge required to develop a deeper understanding of the workplace experiences of LGBTQ employees and drive change within organisations that support the transformation of broader society. Helping industrial psychologists become agents of inclusive change in the workplace and society.

Workplace counselling in the changing world of work: An industrial psychology perspective
Sendry Moralo & Prof. Lené Graupner
Type: Research Paper

Introduction

Workplace counselling is psychological support provided to employees who are experiencing psychological and social problems. The changing world of work, highlighted by the fourth industrial revolution (4IR), introduces many changes such as digitalisation and automation in all sectors of work, which may influence employees' wellbeing. The onset of COVID-19 has exacerbated the implementation of these changes in all industries. Many employees experience fear and anxiety that these new technologies, such as digitalisation and automation, will eventually replace them in organisations.

Objective

The objective of the present study was to explore workplace counselling in the changing world of work as viewed from an industrial psychology perspective.

Methods/Approach

A qualitative research method, utilising a social constructivism approach, was employed, with homogeneous sampling ($n = 22$). The participants included industrial psychology practitioners practising across various institutions in South Africa. Data were collected by conducting virtual semi-structured interviews. Thereafter, content analysis was applied to analyse the collected data.

Results

The results of this study indicate that workplace counselling plays a vital role in assisting employees to adjust and adapt to the changes introduced by the changing world of work. Most participants believed that the onset of COVID-19 led to change accelerating in workplaces, and some participants indicated that COVID-19 drove the 4IR. The findings showed that an industrial psychology practitioner's role in the changing world of work is to enable organisations to be prepared for the changes presented by the 4IR, by providing counselling, coaching, training, and development initiatives.

Conclusions

This study highlighted the importance of organisations implementing proactive and reactive workplace counselling interventions to facilitate support for employees in their attempt to deal with the transition to the new world of work.

Value

The importance of workplace counselling to address anxieties and insecurities among employees are emphasised. In so doing, transitions to the new world of work are eased, and resistance from employees is lessened or minimised.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The presentation reflects on research findings that highlights the critical role of industrial psychology practitioners (IOP) as workplace counsellors. IOPs assists employees and organisations to adapt to the changes, such as remote working, work-life balance, job loss, digitalisation, and automation, presented by the changing world of work which is primarily evident through Industry 4.0 and Society 5.0.

Title: Towards the establishment of HR Practitioners and Work Psychologists Without Borders

Speakers: Prof. Freddie Crous, Neo Mamathuba, & Dr. Renjini Joseph

Type: Panel Discussion

Introduction

The theme of the 2022 SIOPSA Conference rallies its members to "Build a Better World". It is a call for action; a quest to expand its traditional client base; a vision of reaching out to serve society in general, and the powerless/disenfranchised in particular. The aim of this panel discussion is to start exploring the establishment of a formal entity, organised and managed in collaboration with relevant stakeholders, as a possible means of bringing such a vision to fruition, in a structured manner.

Objective

The objective of the panel discussion is to probe the value of a public benefit organisation (or similar legal entity) as a means of enabling humanitarian engagement. The following name is proposed for the organisation: HR Practitioners and Work Psychologists Without Borders.

Underlying issues/themes/questions

- What is the value of such an organisation?
- Is there a need to revisit the proposed name?
- What is already in place, in terms of research and practice?
- Who is to be served?
- What kinds of service are envisaged?
- Who will be involved in delivering such services?
- How will such an entity be structured/governed/managed?
- Where will it be based?

Format of the session

Following an introduction by the panel members, the session will take on a participative nature, with the chairperson facilitating an interactive discussion with the attendees. Suggestions/recommendations will be captured and used as discussion points for follow-up sessions with related partners/societies/professions.

Ethics

"The first step in the evolution of ethics is a sense of solidarity with other human beings." These words by Albert Schweitzer suggest that participants will have contributed to an ethics-related exercise.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Because of the nature of the industrial psychology profession it may be perceived as serving only large organisations (public and private). Establishing a public benefit organisation, HR Practitioners and Work Psychologists Without Borders, should contribute to the view of the profession as a force for good by expanding its practices and skills beyond the current organisational boundaries for the benefit of the community at large and the underserved in particular.

Title: Predicting work engagement among employees in Windhoek, Namibia

Speakers: Mariette Fillipus & Dr. Wesley Pieters

Type: Research Paper

Introduction

Organisations are progressively depending on the strengths of their employees; therefore, they need energetic and engaged employees. Engaged employees develop an abundance of resources which they devote in their job activities.

When challenged with difficulties and limitations, engaged employees are determined to overcome these challenges. Providing employees with job resources and a conducive work environment increases emotional intelligence and subsequently work engagement of employees.

Conclusions/ recommendations

Positive organisational outcomes like work engagement may be enhanced by focusing on job resources (advancement opportunities; growth opportunities; emotional intelligence). This study also suggested that emotional intelligence is critical in ensuring that employees are able to withstand overwhelming job demands which they may encounter. Organisations need to expose employees to growth and advancement opportunities to foster work engagement.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Organisations experienced significant changes over the past few years, thus the need for competent and versatile staff to manage these changes. This paper highlights the interdependent needs of organisations and employees. When organisations invest in their employees; or employees invest in themselves; these resources cultivate more resources and benefits for all stakeholders.

Title: South African Organisations on the Couch. Exploring the unconscious in organisations

Speakers: Louise Tonelli & Calum McComb

Type: Master Tutorial

Introduction

The present, mainly conscious, discourse (Naik, 2014; Petriglieri, 2020) on the identity of South African organisations should include the underlying unconscious manifestations troubling the collective system. The country's (macro level) identity seems to be experienced as fraught with conflict emanating from for example, colonialism, discrimination, inequality, unemployment, poverty, corruption, state capture, and most recently, the Covid-19 pandemic (Igboin, 2021; Long, 2017).

By taking up a reflective role in thinking and acting on critical conscious and unconscious dynamics manifesting in organisations, psychologists have an opportunity to use themselves as a force for good in society towards building sustainable organisations.

Objectives

Putting South African organisations on the metaphorical Freudian couch aims to provide an opportunity for groups to reflect on and share their experiences and preoccupations about the manifesting phenomenon under study as seen from their various organisational roles.

Methods/Approach

The method comprises an OPUS Listening Post (Long, 2013). The presenters take up convenor roles and participants are involved in the event. Over 45 minutes, (1) data is gathered (participants' free association about their experiences), (2) and themes are abstracted (participants analyse the data in part 1). Standard ethical boundaries will be respected (Unisa IOP ERC, 2020_CEMS_IOP_006). A participant information sheet will be uploaded in the chat function of the online platform and made available to participants beforehand, should the online platform accommodate this. Participants will be informed that by remaining in the event they consent to participate. For confidentiality purposes no recordings will be made.

Results & Conclusions

From a Systems Psychodynamic perspective, the group comes together for a specific task manifesting in dynamics (Bion, 1962; Garland, 2010). The group studying the unconscious behaviour of the system, has the task to produce its own results and conclusions as an unconscious representation of the larger system.

Practical Significance and Contribution

- the convenors and participants go beyond the content level of what is discussed in the group.
- both conscious and unconscious dynamics are explored about a specific phenomenon manifesting in the system.
- the group develops contextual empathy – listening to 'the other' and allowing difference in opinions, and relinquishing control over one's own 'correct' view.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The purpose of Industrial Psychology is to understand the nature and structure of organisations towards building sustainable organisations. It is the people within Industrial Psychology which drive whether Industrial Psychology can be a force for good or not. Our master class provides an opportunity for participants to take up a reflective role in thinking and acting on critical conscious and unconscious dynamics manifesting in organisations. Participants are provided opportunities to develop authentic useful insights into the systems they both study and are part of by using themselves as a force for good. Revealing the function of dysfunction and the interplay between psychological and social forces that shape organisations and the experiences of people within them.

Title: Neurodiversity at Work

Speakers: Tiffany Jameson

Type: Master Tutorial

Introduction

Neurodiversity is an umbrella term for individuals' diversity of cognitive ability and can reference conditions such as autism, attention deficit hyperactivity disorder (ADHD), dyslexia, dysgraphia, and other learning differences (Doyle, 2020). The proposal for a tutorial on applying organizational psychology to neurodiversity in the workplace is highly relevant for today's workplace.

Current estimates suggest that three out of twenty people have neurodivergent conditions, a significant portion of the population (Gaul, 2021). With the increase in neurodivergence, organizations can no longer ignore this potential and current workforce group. Organizations must become neuro-inclusive. Embracing a neurodivergent workforce falls heavily on organizational psychology principles through the application of psychological principles of personnel psychology of recruitment, selection, training, and evaluation of employees (Industrial-Organizational Psychology, 2018).

Through research and practice, the implications of neuro-inclusive practices targeted at neurodivergent employees have a significant impact on the overall organization's engagement and well-being through the changes made to the areas associated with personnel psychology. The implementation comes to life using the tools related to both Organisational and Consulting Psychologist practitioners.

Objectives

Attendees will be able to identify processes and practices within the workplace that can lead to great inclusion and retention of neurodivergent workers while also benefiting the more significant worker population.

- Attendees will be able to identify touchpoints within the employee lifecycle for creating neuro-inclusive practices.
- Attendees will learn to identify the recruitment and interviewing process areas that need consideration for neuro-inclusion.
- Attendees will learn the various training and education delivery touchpoints necessary for a successful neuro-inclusive workplace.

Method

The tutorial derives from extensive research on autism, ADHD, dyslexia, and general learning differences in the workplace combined with consulting and organizational psychology implementation within various organizations. Included will be the voices of the neurodivergent community collected through multiple interviews with a vast number of neurodivergent workers and job seekers.

Result

A practical understanding of best practices to approach neurodiversity inclusion and retention in the workplace.

Value to the audience

The increase in exposure of neurodivergent hiring efforts and the vocalicity of neurodivergent employees and advocates over the last decade have increased the focus on the inclusion of cognitively diverse workers. As a significant portion of the worldwide population has a non-visible disability, attendees will be better prepared to create workplaces attracting and retaining this valuable population.



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Title: Quo Vadis? Applied Neurosciences: Integrating research and relevance

Speakers: Prof. Dirk Geldenhuys & Dr Ingra Du Buisson-Narsai, Jenny Venter & Busi Mahlangu

Type: Panel Discussion

Introduction

While the practitioner's aim is to apply research findings to optimise and develop practice, researchers' aim is to undertake research that inform practice (Jones et al., 2019). The profession of Industrial psychology has always placed a significant premium on psychologists' ability to balance the roles of a scientist (developing and testing theories) and practitioner (solving real-world problems) (Van Vuuren, 2010). With applied neuroscience gaining popularity, a similar need developed regarding the roles of researchers and practitioners within this new field of study and practice.

Objective

The objective is to stimulate applied neuroscience research by debating the integration of scholars' and practitioners' needs, to publish and present in this field, using the scope and guidelines of the Journal of Applied Neurosciences as a vehicle.

Method/Approach

Firstly, the panel will discuss how IOP practice fits into Applied Neurosciences research, followed by a discussion of the factors that differentiate the roles of applied neuroscience scholars and practitioners and a model to integrate these roles.

Insights and strategies will be shared regarding ethical research methodologies relevant to practitioners' research, specifically within the field of organisational neurosciences, using the scope and guidelines of the Journal of Applied Neurosciences.

This Journal is dedicated to advancing applied neurosciences through the publication of scholarly work, case study reports, conceptual papers, and reviews.

Results and Conclusion

Organisational Psychologists need to deliver impactful research, which is defined as that which has "an effect on, change or benefit to the economy, society, culture, public policy or services, health, the environment or quality of life, beyond academia". This is of utmost importance when we work cross-disciplinary (Hughes, Davis, Robinson, & McKay, 2021). This panel discussion will stimulate participants to contribute to the discipline and practice of organisational neurosciences.

Significance and Contribution

The panel discussion will aim to leave the participants with:

- Insights into factors that differentiates and integrates the roles of applied neurosciences scholars and practitioners.
- A roadmap for IOP practitioners on how to research, publish and present on Applied Neurosciences practices.
- A raised awareness of ethical and responsible use of Applied Neurosciences in work.

Title: Putting the "cheer" back into leading

Speakers: Eltrone Wilhelm

Type: Case Study

Introduction

Creating a positive leadership development program (LDP) experience is increasingly on the agenda for organisations. This case study focuses on the implementation of a LDP within a global mining organization during the midst of the COVID-19 pandemic and offers learnings from the program informing better practices for future talent audits.

Objectives

Our aims in the LDP were to:

- develop an objective assessment approach to inform formalised individual development plans and
- identify leadership talent bench-strength to inform initiatives in addressing potential gaps for future leaders.

Methods/Approach

This LDP was based on a comprehensive model of effectiveness aligned to the need for a holistic and integrated view of leadership talent at various organisational levels.

Three broad areas were explored, forward-looking potential, backward-looking experience, and foundational success factors.

In designing the assessment solution, the first step was to define the success criteria for each targeted role. Work analysis and role profiling identified the key constructs which were then measured by assessments underpinning predictions of individuals' work performance in relation to each leadership level's defined success criteria.

A mechanical decision-making model was followed, using algorithms to integrate scores in differing areas of performance as well as results drawn from a technology-supported career history interviewing process. Lastly, the assessment data were used to encourage behavioural change against the defined leadership roles' success criteria through reporting and feedback at an individual, group, and organisational level.

Results & Conclusions

The results indicated that participants within the various cohorts are highly dependable, but less likely to be cultural agile and emotionally mature.

Further analysis indicated that engagement levels are similar across the organisation and contradicted the preconceived judgements by the organisation that pockets within the regions may be more engaged than others. Lessons learned from the design, implementation, and feedback received will be shared with delegates to guide future talent audit projects.

Practical Significance & Contribution

This case study contributes to the IOP discipline through providing a holistic technology-supported assessment model for understanding the talent bench strength within an organisation, assisting with aligning selection, development, succession, and retention strategies and ultimately building better and sustainable organisations.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

This case study contributes to the industrial / organisational discipline (as a force for good) through providing a holistic technology-supported assessment model for understanding the talent bench strength within an organisation, assisting with aligning selection, development, succession and retention strategies and ultimately building better and sustainable organisations

Title: Criteria for the selection of personality questionnaires in workplace applications: A scientist-practitioner perspective

Speakers: Prof. Hennie Kriek

Type: Master Tutorial

Introduction

Since the development of psychological assessment, personality testing has advanced substantially, and continues to evolve in the wake of the Fourth Industrial Revolution (4IR) and as technology progresses. One significant consequence is that an array of personality assessments incorporating varying designs/techniques, formats, applications, and properties is available for use by IOPs.

How then do IOPs equip themselves with the right personality questionnaires that are fit for purpose, maximise value while ensuring utility, and that ultimately contribute to building a better world? Or, is personality simply personality and any personality questionnaire will suffice?

Objectives

The aim of this tutorial is to present criteria from a scientist-practitioner perspective for the selection of personality questionnaires in twenty-first century workplace applications.

Methods/Approach

An international review of various personality questionnaires applied in the workplace was conducted to identify prevalent criteria that can guide the selection of appropriate personality questionnaires. When identifying the criteria, new trends and developments were considered and the future of personality assessment was taken into account, while also being appreciative of the history of personality assessment in conjunction with the usefulness and myths surrounding personality testing.

Results & Conclusions

The findings supported that the selection of a personality questionnaire for application in the workplace should follow a deliberate approach informed by pertinent criteria. This tutorial presents those criteria, which include:

- Understanding the difference between measuring criterion-focused occupational personality scales (COPS) and psychological constructs
- Measuring new world of work constructs and appreciating technology orientation and the 4IR
- Considering the design of assessments (e.g. classical test theory vs item response theory (IRT) and the incorporation of web technology)
- Taking into account the item response format (e.g. ipsative vs normative vs quasi-ipsative formats)
- Means to control for social desirability/faking
- Contemplating the number of dimensions and dealing with the band width vs fidelity dilemma
- Ease of use and training requirements

Practical Significance & Contribution

The tutorial contributes to the IOP discipline because:

- It equips IOPs with useful criteria for the better selection and application of personality questionnaires
- It engenders better understanding and appreciation for the past, present, and future of personality assessment
- It contributes to building best practices when using personality assessments

This case study contributes to the industrial / organisational discipline (as a force for good) through providing a holistic technology-supported assessment model for understanding the talent bench strength within an organisation, assisting with aligning selection, development, succession and retention strategies and ultimately building better and sustainable organisations

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Title: Action-planning future-fitness for the Fourth Industrial Revolution: The capabilities, education, training, and development required to make industrial/organisational psychologists future-fit

Speakers: Dr. Shirleen Titus, Natacha Starke & Lynette Siziba

Type: Panel Discussion

As Industrial Psychologists practicing during the 4th industrial revolution, how do we implement an education, training and development framework to enable the IOP, from emerging to experienced IOP, to obtain the pertinent expertise, at the appropriate maturity level, to have the desired impact on the world of work?

In our session, we discuss the IOP capabilities framework as found through our research, entailing the personal attributes and abilities; frame of reference; knowledge, expertise and skills; personal, interpersonal and organisational abilities; leadership abilities; style/attitude; and conduct; needed to thrive in the current landscape.

Our session aims to unpack how, as the IOP community, we determine an ETD philosophy through which to implement the changes needed in Education, Training and Development. We further seek to identify the custodians of change and support the delivery of the capabilities framework within a real-time, boundary less ETD community of practice.

Consequently, IOPs will be empowered with the expertise needed to navigate their careers and demonstrate relevance within the world of work, leaving a credible and sustainable legacy for multiple stakeholders.

Title: The role of HR professionals in contributing to toxic leadership in a selected organisation.

Speakers: Tatiana Page & Dr. John Mgwenya

Type: Research Paper

Introduction

There is a growing body of knowledge on the role of human resource (HR) professionals in relation to workplace bullying, but their role in perpetuating a toxic leadership culture in organisations remains unscrutinised. HR professionals are uniquely positioned to influence toxic leadership since they are required to cultivate and sustain the organisation's leadership culture.

Objectives

The aim of the study was to identify gaps in HR practices which could contribute to toxic leadership in organisations. The following research objectives intended to facilitate the achievement of the aim:

- to examine the contributory factors that enable toxic leadership by HR professionals
- to identify the gaps in HR practices that contribute to toxic leadership, and
- to recommend solutions to address these gaps in HR practices

Methods/Approach

A phenomenological case study was carried out at a South African organisation to gain insight into the practices of HR professionals. A total of 15 participants were selected by means of a stratified purposive sampling method and semi-structured interviews were used as the data collection method. The data was coded and categorised resulting in four themes which supported the study's objectives.

Results and conclusions

The study revealed that as a consequence of the inherent role conflict, the HR professional is confronted with competing demands from organisational stakeholders. The HR professional will implement a variety of tactics to alleviate this conflict, and this is likely to create toxic outcomes. Three themes were identified that contribute to creating gaps in HR practices that support toxic leadership; Toxic HR Practices, Challenges faced by HR Professionals and Business Results at any Cost.

Practical Significance and Contribution

This study contributes to the IOP discipline in the following ways:

- It highlights the inherent role conflict of the HR professional and the gaps in HR practices that contribute to toxic leadership.
- It contributes to the extant literature on dark behaviours amongst toxic leaders and the negative impact on the practices of HR professionals in organisations.
- Suggested guidelines and recommendations are offered to address the gaps in HR practices and strengthen the ethical stewardship of HR professionals in the workplace.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

This study highlights the need for IO professionals to recognise how they could inadvertently support toxic leadership. By virtue of their roles, IO professionals must manage multiple paradoxes, including balancing human interests and facilitating meaningful practices to support business performance.

Given the multiple paradoxes at play and the changing world of work, it requires them to regularly engage in self-reflective and introspective practices to ensure the organisational system and people are not negatively impacted. Consequently, this will preserve the profession's integrity.

Title: Is South Africa ready for hybrid? Or are we making things worse?

Speakers: Robert Jardine, Dr. Ruwayne Kock, & Dr. Andrew Johnson

Type: Panel Discussion

Introduction

The Next Normal of work is emerging with hybrid work and a digitally empowered workforce as a key tenet. Hybrid work can improve how we leverage diverse talent, create more flexibility, and improve the well-being of remote teams, if done right. It can also worsen inclusion, collaboration and bias in remote teams, if not done well. In some ways the Pandemic pushed most of us off a cliff into a hybrid world and expected us to fly. And for most part we have, but is it sustainable for our context?

Rationale

South Africa is one of the most unequal countries in the world. Twenty-seven years after democracy, the majority of black ethnic groups (i.e. Black African and Coloured ethnic groups) still experience workplace inequalities that contribute to the high unemployment and poverty of these groups in South Africa.

A flexible and digitally empowered workforce could contribute to lessening unemployment advancing the socio-economic status of these groups, and others.

However, this inequity has also caused differing access to technology and digital preparedness that in could in fact, worsen inequality in a hybrid work context.

In this Panel discussion we focus on how practitioners and leaders could become aware of the promise and perils of hybrid work in South Africa with a key focus of real-life storytelling and narratives from the ethnic groups.

Objectives

The objective of this Panel is to facilitate a critical discussion of hybrid work, inclusion, and bias by focusing on key theories, approaches and practices. We will present an integration of findings from academic research and evidence-based consulting practices in private sector organisations. The Panel will help participants to understand how they may be unintentionally worsening inequality in the South African hybrid context and what focus points of bias and inclusion should be considered in empowering a digitally empowered workforce. The evidence for this Panel stems from various theories, such as 1) Social Cognitive Neuroscience; 2) Social Identity Theory; and 3) Authenticity at Work Theory; 4) Critical Social Science, e.g., Action Science

Methods/Approach

The Panel presentation framework will cover:

- Hybrid Work as the Next Normal ,
- The reality of systemic inequality, bias and inclusion, and
- Narrative examples from marginalized groups and case studies in private sector organisations.

Results and Conclusion

This Panel presentation aims to leave participants with theoretical and practical insights that will enable them to critically evaluate their roles in creating spaces that encourage authenticity at work, promote inclusion, break bias and prioritise equity.

Practical Significance

This Panel contributes to both DEI and Industrial and Organisational Psychology disciplines by demonstrating the value of having critical views and approaches to work and showing how practitioners and leaders can help to embed DEI in the hybrid work corporate culture of private sector organisations.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

This presentation uses an understanding of individual, group and organisational behaviour to better interrogate organisational processes.

In particular, this presentation will focus on the degree to which current organisational and talent management processes are benefitting or worsening inequality in a hybrid South African workforce. With a better understanding of the unintended consequences of the current status quo surrounding talent management and retention in a hybrid South African workforce, we will be able to use industrial psychology as a force for good.

Title: From handed over, to handled - Preparing staff for the new world of working
Speakers: Busisiwe Mahlobo & Michael Lourens
Type: Case Study

Introduction

Amongst the many hard learnings, the Covid pandemic has taught the world over the past two years, two stand out pertaining to the world of work. First, that the only constant is change, and second, the critical place digital capabilities hold to organizations' success.

This case study shares key learnings from an organization embarking on a transformation process, aimed at bringing staff members along the journey of multiskilling, levelling up and being a cornerstone of the strategic drive of characterising a customer-led business.

Objectives

This case study will walk delegates through how the organisation:

- Gained a good understanding of people's current capability as well as potential against what good will look like in the future;
- Understood current staff's ability to make the shift to the new reality and where the gaps might be; and
- Gained key talent insights which fed into targeted training interventions and learning programmes.

Methods/Approach

To achieve the organisation's stated objectives, a four-stage process was followed. First, the design phase consisted of a series of focus groups, interviews, and the observation of work, to define "what good looks like".

As part of the design phase, specific workshop engagements with subject matter experts (SMEs) were consulted for the development of a custom situational judgement test (SJT) to tap into aspects of potential for performance not covered by other envisioned measures.

Second, the entire population of impacted employees – almost three thousand individuals hailing from across the provinces of South Africa completed the pre-assessments, which included:

- the custom designed SJT;
- a cognitive ability test;
- a personality questionnaire; and
- an operational knowledge-based test.

Third, impacted employees undertook an 18-month readiness programme termed a "learning journey", whereby multi-format learning avenues were utilized. Evaluations of the individuals' progress were undertaken by trained observers within the organization.

Finally, on completion of their individual learning journeys, employees completed the SJT and knowledge test again, the cognitive ability test and personality questionnaire (where the original results were outside of the assessment validity periods), and feedback was provided regarding their performance and completion of the learning journey activities. All the sources of information were consolidated to provide individual- and group-level views to inform next steps.

Results and Conclusion

The results achieved and key learnings noted throughout the process and during the final post-assessment phase will be shared, as well as the various dashboards that enabled decision-making for the organisation. Implications for talent management practices and similar organisations planning future transformations – or in the midst of their own – will be discussed.

Practical Significance

Sharing this case study provides delegates with learnings gained from instituting a formalized learning journey to prepare current staff for the new realities of work informed by revised organisational strategy.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

This presentation showcases academic learning, in action. It highlights the unique contributions made at an individual level (from the onset, participants were openly engaged in forums and notified about expectations and planned outcomes - end to end), at a team level (leaders were intimately involved in crafting an approach toward meaningful conversations) and at an organizational level (through the comprehensive understanding of bench strength within a critical capability and avenues worth exploring to enable, upskill and drive people towards flourishing) - all in the height of a pandemic.

Title: Building better practices: A Master class in Responsibly navigating future careers
Speakers: Dr. Shirleen Titus & Dr. Natasha Winkler-Titus
Type: Master Tutorial

Introduction

Work is central to satisfy human need and nurture individual wellbeing, promote the welfare of society, ensure fairness, equity, and justice. The changing world of work influence the work people do. Work becomes more location-agnostic and thus careers could become multifaceted.

Workers are working for multiple employers simultaneously, while pursuing interest not specifically related to one career objective. IOP's are instrumental in guiding career development for individuals and supporting career management practices in organisations.

Therefore, this session will share new insights on how the field of career management is shifting.

Research and practice show new variables in work design, the gig economy and job polarisation are shifting how we think about careers. The master tutorial will introduce the characteristics of the changing world of work and cover the following objectives:

- Career development-protean and boundary less careers and related theories.
- The multiples trends in how and where people work combined with the shifting nature of career development implies that managing talented individuals and harnessing a future talent pipeline will become a competitive advantage (Ivaldi et al., 2021).

Approach/Method

This is an interactive learning event that will challenge practitioners to think critically about practices to facilitate career development. It draws on the latest research and knowledge of experienced professionals researching and practicing in the field of career development.

The session is anchored in:

- Career construction theory and practice
- The Psychology of working theory
- Social cognitive career theory

A critical principle of the tutorial is to integrate theory and practice.

Learning Outcomes

- Discover appropriate development standards, frameworks, and tools e.g., Development Assessments and IDP templates
- Insights on best practices and creative alternative approaches to development in the new world of work
- Facilitated learning and coaching methodology bringing to life the frameworks and tools shared
- Ensuring all participants understand that developing people is a collaborative practice and confirm key players involved
- Experiment with real life personas relevant to the future of work, raising the spotlight on priority skills gaps and how to close them

Significance and value add to participant

- Engaging process that nurtures peer learning
- Key take-aways and tools for the future of work
- New innovations and technologies impacted by Covid-19

Title: Do work orientations shape reward preferences?

Speakers: Dr. Janine Victor & Prof. Crystal Hoole

Type: Research Paper

Introduction

Establishing what motivates and satisfies employees is an important task. After all, employees have a need to feel valued in the workplace. Our research focused on identifying what employees seek from the work that they do based on how they approach their work from a job, career and calling orientation perspective.

Objective

There is a dearth of empirical work attributed to understanding what drives reward preferences in the new world of work. The specific objective of this study was to determine whether work orientations (or people's relations to their work) are significant predictors of a desire for financial and/or non-financial rewards.

Methods/approach

Non-probability convenience sampling was used to collect data from the final sample (N = 639). A multiple regression analysis was used to explore whether work orientations were statistically significant predictors of financial and non-financial reward preference categories among South African employees.

Results

The results of this research study revealed that career orientations predicted preferences for financial rewards. Career and calling orientations predicted preferences for non-financial rewards. Job orientations were not statistically significant predictors of reward preferences.

Conclusion

This study aligned with previous research pertaining to the predictive significance of work orientations on reward preferences.

Value

The findings of this study emphasise that work orientations can be used when rewarding employees. This could further be used in recruitment, retention and other talent management strategies. The study adds valuable practical and theoretical contributions to the existing body of knowledge.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Many people spend most of their working lives trying to find meaning in what they do. The idea of work orientations allows individuals to answer the question "why do we immerse ourselves in work?".

When individuals reflect on why they do what they do, they start identifying with their job(s).

They attempt to make sense of whether they connect with their work or whether they only engage in a particular career to earn a living to survive.

Work orientation theory in accordance with reward preferences can help employees discover what satisfies them both financially and emotionally, while also making an impact from what they do.

Title: "Leadership Reflective Practice for the Greater Good - Possible or Pipe Dream?"

Speakers: Ingra Du-Buisson Narsai, Dr. Andrew Johnson, Rob Jardine, & Zahirah Light Phatudi

Type: Master Tutorial

Introduction

The aim of reflective practice as an adult learning strategy is for professionals to take a meta-cognitive self-perspective that is intuitive. Then, through evaluating internal and external data, cognitive action is taken through connecting with others at an emotional empathic level rather than controlling others' actions.

Objectives

- To share approaches to leadership reflective practice (including social sciences and the neurosciences)
- To provide insights into neuroscientific frameworks that can aid in the application of reflective practices
- To advocate for enhanced reflective practice processes in IOP and corporate SA, creating real conversation about personal, organizational, and societal transformation

Methods/Approach

Panel members will share examples of how reflective practices have been used in formal leadership development, including "reflection-in-action" and "reflection-on-action" and the awareness and use of storytelling or narrative approaches, particularly in change management and personal leadership programmes. Lastly, practices on how to cultivate a curious mind will be examined.

Results and Conclusions

Reflective practice as a process concentrates on problem setting as opposed to problem-solving. A reflective practitioner is an artist who deals with a thought-provoking or concerning phenomenon and then tries to make sense of this phenomenon by surfacing and critiquing personal understandings to express impending action (Schon, 1983, p. 50).

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Objectives

- To share approaches to leadership reflective practice (including social sciences and the neurosciences)
- To provide insights into neuroscientific frameworks that can aid in the application of reflective practices
- To advocate for enhanced reflective practice processes in IOP and corporate SA, creating real conversation about personal, organizational, and societal transformation

Methods/Approach

Panel members will share examples of how reflective practices have been used in formal leadership development, including "reflection-in-action" and "reflection-on-action" and the awareness and use of storytelling or narrative approaches, particularly in change management and personal leadership programmes. Lastly, practices on how to cultivate a curious mind will be examined.

Results and Conclusions

Reflective practice as a process concentrates on problem setting as opposed to problem-solving. A reflective practitioner is an artist who deals with a thought-provoking or concerning phenomenon and then tries to make sense of this phenomenon by surfacing and critiquing personal understandings to express impending action (Schon, 1983, p. 50).

Title: Action-Planning Future-Fitness for the Fourth Industrial Revolution: Critical Industrial/Organisational Psychological research regarding the changing world of work
Speakers: Prof. Crystal Hoole and Prof Petrus Nel

Type: Panel Discussion

As a profession, we need to adapt our research practices to the changing world of work and the needs of the different stakeholders in this space. We need to urgently address our outdated research paradigms and conduct research that is relevant, impactful, and meaningful.

Towards this end, this session will provide an overview of a new aspirational research model that could be used to address these emerging issues.

More specifically, the interactive discussion will culminate in the following outcomes:

- a process to identify research that is worth doing,
- a platform where different stakeholders can communicate their needs,
- the role of SIOPSA in facilitating the matching of like-minded individuals regarding research to be conducted and research services, and
- the communication of applied and impactful research through alternative channels.

Ultimately, this session will allow for community members to engage in the creation of an action plan to take forward the aspirational research model and create value for multiple stakeholders in the field of work psychology.

Title: Student engagement and learning approaches during COVID-19: The role of study resources, burnout risk, and student leader-member exchange as psychological conditions

Speakers: Dr. Melissa Reynell van der Ross, Prof. Chantal Olckers, & Prof. Pieter Schaap

Type: Research Paper

Introduction/ rationale

Against the backdrop of an increase in withdrawal behaviour among students, a decline in students' well-being, an increase in students' stress levels, and students' experiences of academic isolation during the COVID-19 pandemic, it becomes imperative to explore aspects which, according to positive psychology, would promote the engagement of students.

Objectives

The primary aim of this study was to explore the interplay of psychological conditions (e.g. meaningfulness, availability, and safety) that influenced student engagement. The promotion of students' engagement is important as it is believed to enhance their abilities not only to perform well academically but also to learn how to learn and to become lifelong learners in a global and knowledge-based society.

As a student's approach to learning has profound implications beyond the classroom, this study also aimed to gain an understanding of tertiary learning quality and to explore students' learning approaches by extrapolating from work done using the job demands-resources model.

Methods/Approach

Using purposive, non-probability sampling, and a cross-sectional survey research design, data were collected from electronic surveys completed by 1 594 undergraduate students enrolled at a South African university.

Results and Conclusions

The findings of the study revealed that the conditions of meaningfulness (study resources), availability (burnout risk), and safety (student leader-member exchange) significantly influenced student engagement, providing support for extending Kahn's (1990) theory beyond the employer-employee context to include a focus on the student context. In exploring outcomes that supported students in becoming lifelong learners, this study highlighted the important contribution of engagement.

Practical significance and contribution

The study demonstrated that Kahn's (1990) theory carried implications beyond the workplace and held true in a student learning environment. The study further extrapolated from the job demands-resources model and/or the study demands-resources model and expanded on the existing understanding of how student engagement influenced learning approaches that reflected the students' intentions to understand the meaning of their work. Notable in this regard was the study's findings that study resources were of the greatest importance in explaining student engagement. Based on the results obtained, the study could make a call on policy-makers to think carefully and holistically about approaches to gauge student engagement.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

As industrial and Organisational Psychologists, we draw on the general theories and principles of psychology as we study aspects related to people in the workplace (Provenzano-Hass, 2017) and aim to improve the overall workplace effectiveness.

Our study explored the conditions that enabled engagement and optimal functioning within the HE context by exploring the psychological conditions that enabled engagement among students and investigating the outcomes of engagement on the students' intent to understand the meaning of their work (i.e. students' learning approaches).

To do this, the study used the study demands-resources (SD-R) model (Mokgele & Rothmann, 2014) as a framework and applied the psychological conditions as conceptualised by Kahn (1990) beyond the employee-employer context to include a focus on students in an HE context.

Title: Cheating and unsupervised online assessments

Speakers: Fred Guest

Type: Master Tutorial

Introduction

Over the past 15 years, unsupervised online assessments have become standard practice. In a time of remote working and social distancing, their use has increased. These online assessment products and methods allow for far wider use of assessments through online delivery, thus giving more access to objective assessments for even very remote candidates. It also represents an opportunity for practitioners to deliver accurate assessments faster, more efficiently, and more accurately.

Cheating in unsupervised online assessments is a recurring theme. Practitioners are concerned that the unsupervised nature of these assessments, particularly cognitive ability tests, may compromise the reliability and validity of results. The primary consideration is whether the unsupervised nature of administration will allow test-takers to artificially inflate or improve their results through outside assistance or cheating.

Objectives

This master tutorial explores the risks associated with unsupervised online assessments, highlight the various forms of cheating, offer proven best practice solutions to manage risks, and recommend policy guidelines that will enhance the fair use of assessment results in talent decisions.

Methods/Approach

Building on guidelines from the International Test Commission, scientific literature and current best practice, the master class will:

- Investigate the extent to which job applicants cheat on unsupervised online assessments;
- Highlight the different security threats or forms of cheating ranging from faking, cheating by proxy and item 'piracy' or item leakage;
- Consider the impact of these forms of cheating on test validity and fair use;
- Discuss several strategies to mitigate cheating risks, including test choice, item banking, controlled access, honesty contracts, and virtual or remote proctoring;
- Discuss the advantages and disadvantages of using virtual or remote proctoring to mitigate cheating risk; and
- Provide policy guidelines on selecting and implementing various best practices to reduce risks.

Results and Conclusions

Cheating is a valid concern, and practitioners are responsible for ensuring that assessment results remain valid and can be used fairly. Implementing remote proctoring solutions seems to be a viable alternative to physical proctoring. However, this option has some significant disadvantages which need to be considered. Available evidence suggests that cheating behaviour is far less common than expected and that candidates who intend to cheat during assessments will not necessarily be perturbed by supervision. Numerous best practice options will allow practitioners to mitigate, control, and manage the risks associated with unsupervised online assessments.

Practical significance and contribution

This master tutorial will contribute to the practitioners' ability to evaluate the cheating risks associated with unsupervised online assessment. Practitioners will gain insights and frameworks that will guide them in implementing practices to mitigate, control and manage risks through better test choice, assessment process enhancements and policy implementation.

Title: Facilitating return-to-work of cancer survivors: Exploring the role of Industrial and Organisational Psychologists

Speakers: Phodisho Thubakgale & Prof. Elrie Oosthuizen

Type: Research Paper

Introduction

Despite an increase in the number of cancer diagnoses amongst the working age, there had been a rise in the number of cancer survivors. Therefore, organisations should prepare themselves for the return-to-work of cancer survivors.

Our research focussed on exploring the role of IOP in the return-to-work process of cancer survivors. We present the findings of the cancer survivors' return-to-work experiences and the role of the IOP in this regard.

Objectives

Our aims in the study were:

- To explore the RTW experience of cancer survivors.
- To explore the role of the IOP in the return-to-work process of cancer survivors.
- To provide recommendations on the role of the IOP in the RTW process to organisations.

Methods/Approach

The research design consisted of two phases of data collection, one focusing on cancer survivors to obtain information on RTW experiences, and phase 2 focusing on the role of the IOP in the RTW process based on the findings of phase 1. The sampling strategy employed to recruit participants for the study for both phases, was purposive sampling method.

A qualitative approach was applied to directly obtain experiences of cancer survivors from their own perspectives and the role of the IOP from a representative of the IOP community. Data was analysed through qualitative methods for both phases.

Findings and Conclusions

A total of six themes emerged from both phases. In phase 1, themes included (1) The importance of support; (2) Personal experiences of RTW; (3) Burden of post treatment; and (4) Cancer survivors' recommendations/suggestions to organisations.

In phase 2, two themes emerged, namely (1) Providing support during the RTW process of cancer survivors, and (2) Enhancing cancer survivors' RTW experiences.

Practical significance and contribution

Our research contributes to the IOP discipline because:

- It is one of the few studies in South Africa to focus on and emphasize the role of IOP in the return to work of cancer survivors.
- The study provides a comprehensive framework for future studies on the topic of reintegration of employees who have been absent from the workplace due to illness.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

The reintegration of employees is a critical aspect on promoting and supporting wellbeing. The benefit of the study is two-fold, first to ensure and prioritize wellbeing of employees in the workplace, secondly to enable organization to provide the right support to employees returning to work.

The study is proof that Industrial Psychology is a force for good as it articulates the role of the profession in enabling organisational wellbeing through creating conducive environment for employees to thrive and perform optimally.

Title: How can career resources and career adaptability help your career success?

Speakers: Chrisna Minnaar & Prof. Eileen Koekemoer

Type: Research Paper

Introduction

In the current turbulent career environment, employees are continuously confronted with career development challenges which impacts their career success experiences. Career adaptability has become a crucial aspect in relation to managing one's occupation effectively during the new world of work.

In this regard, career resources can also assist individuals with the effective management of change and challenges, and support employees in achieving their career development goals.

Objectives

This study focused on how career adaptability and career resources influenced employee's career success. More specifically, the study aimed to determine whether career adaptability and career resources are significant predictors for subjective career success (SCS).

Methods/Approach

The empirical study entailed a cross-sectional survey design with a sample of 247 SA employees. Data was collected during the Covid-19 pandemic and included permanently employed individuals with minimum three years' work experience within any corporate industry in SA. Statistical analyses included confirming the construct validity of instruments involved, descriptive statistics, correlation analysis, and a stepwise regression analysis, using SPSS software.

Findings and Results

Findings confirmed significant relationships between career resources, career adaptability, and SCS. Overall both career resources and career adaptability predicted SCS.

Furthermore, certain career resource subdimensions loaded more significantly with SCS than others, including occupational expertise, job challenges, career involvement, networking and career exploration.

Additionally, the two subdimensions of career adaptability that had the highest predictive power with SCS were responsibility and independence, and goal and future orientation.

Conclusions

This indicates that within this SA sample, career adaptability and career resources enhance the level of SCS. Therefore, it is encouraged that organisations create working environments that focus for example on networking, career involvement and goal and future orientation to promote the level of SCS amongst their employees.

Interest and appeal to the audience

Given the impact of the new world and Covid-19 on changing career prospects, this study provides knowledge on specific career interventions that organisations can use to increase their employee's career success.

Important contribution to research/ practice/ theory or knowledge

While career success has been widely researched on an international level, the current study focuses on it within the unique context of South Africa and within the context of Covid-19.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

This study focused on how career adaptability and career resources influenced employee career success. More specifically, the study aimed to determine whether career adaptability and career resources are significant predictors of subjective career success (SCS).

Given the impact of the new world of work and Covid-19 on changing career prospects, this topic provides knowledge on how to enhance career success, and ultimately the job satisfaction levels, of employees within the unique context of South Africa.

Title: How the pandemic changed our adaptability and resilience

Speakers: Melandi Olivier & Marna van der Merwe

Type: Case Study

Introduction

Personality traits are known to remain reasonably stable in individuals throughout their lifetime. However, research has also shown that significant changes in our lives can alter our preferences.

For the past two years, the world has collectively experienced trauma as the COVID-19 pandemic wreaked havoc on every aspect of our lives. Physically—our health, well-being and family-life, and emotionally—feeling anxiety, uncertainty, stress, resulting in increased instances of burnout and mental health issues.

However, little has been explored in relation to core attributes like personality, and furthermore, how that has impacted our preferences in the way we work.

Objectives

The pandemic has impacted us all in so many ways, both emotionally and physically. It is certainly true that collective trauma can bring people closer together, but it would be a mistake to assume we have all experienced the past few years in the same way. SHL's research team examined the impact of the COVID-19 pandemic on adaptability and resilience, as measured by selected personality preferences assessed by the Occupational Personality Questionnaire, OPQ, an established and proven measure of personality.

Methods/Approach

The study was conducted using a sample of 4,574 respondents for the pre-COVID-19 period (October 2019-February 2020) and 6,820 respondents for the post-lockdown period (March to August 2020). The findings also support the idea that critical periods in our lifetime can cause personality changes. Using the OPQ we investigated how competency scores differed across the pre-pandemic and post-pandemic time period. Scores on the Universal Competency Framework (UCF) competencies, specifically Adaptability and Resilience, were calculated from selected OPQ personality scales using standard equations which have been proven to predict performance in the workplace.

Results and Conclusion

The findings reveal consistent shifts in self-reported measures of personality related to adaptability and resilience due to the pandemic. Results showed that even for those usually able to draw on strengths in adapting to change and coping with pressure, this period of time was significantly more taxing and demanding than others.

Practical Significance and Contribution

As we move into living with COVID-19 and begin recovering from our collective trauma, this case study provides valuable insights for individuals and organizations who are in the process of finding ways to heal and re-build, especially in the midst of the Great Resignation.

Leaders have to acknowledge things are different now—in fact, personality changing is a sign of what we have suffered. Priorities have also changed (e.g., Profit to purpose, etc.) and leaders that are able to evolve their mindsets, cultures, and priorities are those that will succeed in flourishing organizations of tomorrow.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

As we move into living with COVID-19 and begin recovering from our collective trauma, this case study provides valuable insights for individuals and organizations who are in the process of finding ways to heal and re-build, and improve employee wellness and engagement, leveraging of behavioural insights and preferences.

Title: Predictive validity of various cognitive measures in the South African context

Speakers: Prof. Marie de Beer

Type: Research Paper

Introduction

International meta-analytical research has shown that cognitive assessment is generally the best predictor of academic and training results and work performance.

It is important to conduct ongoing research to evaluate the predictive validity and practical utility of various cognitive measures that are used in the South African context.

Objectives

The aim of the study was to evaluate predictive validity of different cognitive measures in the South African context using academic results as criterion data.

Methods/Approach

Participants were secondary school learners from different language and culture groups.

A variety of cognitive assessments were administered at different times.

Sample sizes for the cognitive tests varied with 334 for Ravens, 512 for the Senior South African Individual Scale – Revised (SSAIS-R), 838 for the Learning Potential Computerised Adaptive Test (LPCAT), between 143 and 838 for the Differential Aptitude Test (DAT) form R, 324 for DAT Form S and 281 for DAT Form L.

Sample sizes for the available academic results varied between 312 and 614.

Practical Significance & Contribution

The research contributes to the IOP discipline because cognitive assessments are mostly included in any assessment battery. Whereas training results in industry are often difficult to compare or to generalise from, academic results serve as a useful criterion measure to evaluate the predictive validity and practical utility of different cognitive assessment measures that are widely used.

How the presentation contributes to building a better world: Industrial Psychology as a force for the greater good

Cognitive assessment results have been shown to have the best predictive validity for training and job performance results. Empirical research results available for different cognitive measures in the South African context and use of solid criterion data can add to the understanding of and confidence with which cognitive measures can be used to screen or select candidates for available training or work opportunities.

Title: Advancing Diversity, Equity and Inclusion (DEI) efforts through people analytics and metrics

Speakers: Dr Ruwayne Kock, Dolly Nqonji, Julio Ferraz, Meisha-Ann Martin, & Tunji Oki

Type: Panel discussion

Introduction

The 2021 Commission of Employment Equity report showed that White and Indian population groups in South Africa remain over-represented in relation to their economically active population (EAP) at the top management level. The African and Coloured population groups remain grossly under-represented. Although this representation reporting is important, DEI metrics need to assess an organisation's efforts and then act on the resulting data to ensure the advancement of the DEI mission. South African organisations need clearer and concise ways to track Diversity, Equity and Inclusion (DEI) efforts.

Approach

The goals of this session are to discuss the key DEI metrics and the challenges surrounding DEI measurement, to advance DEI efforts through people analytics and metrics. The panel discussion will provide both global and local perspectives on DEI analytics and metrics.

This panel discussion will last for 60 minutes and consist of the following elements:

- Brief introduction of the context and purpose (5 mins)
- Each panel member will share their experience and learning on how to advance DEI efforts through people analytics and metrics. (25 mins – 5 mins per panellist)
- Discussions and Q&A (20 mins)
- Closing remarks (5 mins)

Open-ended questions will be used to stimulate discussion between the audience and panel members during the Q&A period.

Conclusion

It is critical to measure and track DEI progress to ensure that employees of all ethnic backgrounds in South Africa feel valued and engaged. This panel brings together experienced panellists who will discuss how their organisations work to move the needle on DEI efforts, by sharing learnings from the DEI journeys of their own organisations.

Value

This panel discussion contributes to our understanding of how the role of industrial psychology can be a force for good, to advance DEI efforts through its data driven approach to behavioural science and practice.



Assessment, Consulting, & Technology Solutions

Overview

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