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| **Department** | | | Industrial and Organisational Psychology | |
| **Discipline** | | | Career and Organisational Psychology | |
| **Research Focus Area** | | | Psychology of career & human capacity development and retention | |
| **Total Intake for 2024** | | | 19 (13 Masters and 6 PhDs) | |
| **RFA coordinator** | | | Prof Nisha Harry | |
| **Supervision team** | | | Prof Nisha Harry  Dr Cebile Tebele  Dr Elzabé Nel  Dr NS Wendy Mvana  Prof Rebecca (RT) Tladinyane  Prof KP Moalusi  Dr Tshepo (MA) Matjie | |
| Industrial and Organisational Psychology Departmental link: [IOP Research Focus Areas](https://www.unisa.ac.za/sites/corporate/default/Colleges/Economic-and-Management-Sciences/Schools,-departments,-bureau,-centres-&-institutes/School-of-Management-Sciences/Department-of-Industrial-and-Organisational-Psychology/IOP-Research-Focus-Areas) | | | | |
| **Supervision Team details:** | | **Academic Profile** | | **Capacity** |
| **Prof N Harry**  Office: NS Radipere 3-115  Email: [harryn@unisa.ac.za](mailto:harryn@unisa.ac.za)  ORCID : **http://orchid.org/0000-0003-1626-8012**  Institutional repository link: <http://uir.unisa.ac.za/handle/10500/25> | | **Academic Profile**  Nisha Harry (DLitt et Phil) is an associate professor in the Department of Industrial and Organisational Psychology. Prof Harry has supervised several postgraduate research projects and published on the psychology of careers. She favours quantitative studies**.** | | **Capacity**  1 Master’s  1 PhD |
| **Dr Cebile Tebele**  Office: NS Radipere 3-75  Email: Tebelc@unisa.ac.za  ORCID : <http://orcid.org/0000-0002-6067-7254>  Institutional repository link: <http://uir.unisa.ac.za/handle/10500/25> | | **Academic Profile**  Cebile Tebele (PhD Psychology) is a senior lecturer in the Department of Industrial and Organisational Psychology at the University of South Africa. Dr Tebele’s interest areas include generational research, employee turnover and retention, psychological and learning capabilities, graduateness and employability. Cebile has supervised a number of Masters students (both co-supervision and sole supervision) to completion and favours quantitative studies. Qualitative studies are also welcomed. | | **Capacity**  1 Master’s  1 PHD (Co-supervision). |
| **Dr Elzabé Nel**  Office: NS Radipere 3-73  Email: coetzec1@unisa.ac.za  ORCID: <http://orcid.org/0000-0001-9478-0156>  Institutional repository link: <http://uir.unisa.ac.za/handle/10500/25> | | **Academic Profile**  Elzabé Nel (PhD) is a lecturer in the Department of Industrial and Organisational Psychology. Dr Nel has co-supervised postgraduate students and favours quantitative studies on wellbeing (e.g. flourishing) as well as conditions that impede career wellbeing such as counterproductive and unethical behaviour (e.g. workplace bullying). | | **Capacity**  3 Master’s  1 PhD co-supervised |
| **Dr  NS Wendy Mvana**  Office: NS Radipere 3-82  Email: [dyosisw@unisa.ac.za](mailto:dyosisw@unisa.ac.za)  ORCID : <https://orcid.org/0000-0002-9665-9541>  Institutional repository link: <http://uir.unisa.ac.za/handle/10500/25> | | **Academic Profile**  Wendy Mvana (PhD) is a lecturer in the Department of Industrial and Organisational Psychology. She favours quantitative studies focusing mainly on positive psychology constructs. | | **Capacity**  3 Master’s |
| **Prof Rebecca (RT) Tladinyane**  Office: NS Radipere 3-113  Phone: +27823250997  E-mail: [tladirt@unisa.ac.za](mailto:tladirt@unisa.ac.za)  ORCID: http://orcid.org/0000-0002-1336-3586  Institutional repository link: <http://uir.unisa.ac.za/handle/10500/25> | | **Academic Profile**  Rebecca Tladinyane (DLitt et Phil) is an associate professor in the Department of Industrial and Organisational Psychology.   Prof Tladinyane has supervised several postgraduate research projects and published on the psychology of careers and retention. She favours quantitative studies. | | **Capacity**  1 Master’s  1 PhD |
| **Prof KP Moalusi**  Office NS Radipere- 3-116  Email: [moalukp@unisa.ac.za](mailto:moalukp@unisa.ac.za)  ORCID: <https://orcid.org/0000-0002-7223-1313>  Institutional repository link: <http://uir.unisa.ac.za/handle/10500/25> | | **Academic Profile**  KP Moalusi (PhD) is an associate professor in the Department of Industrial and Organisational Psychology. He has supervised several postgraduate research projects and published in different areas of career psychology, psychological contract, gender and equality. He favours qualitative studies. | | **Capacity**  2 Master’s  1 PhD  1 PhD co-supervision |
| **Dr Tshepo (MA) Matjie**  Office: NS RADIPERE  Email:matjima@unisa.ac.za  ORCID: <https://orcid.org/0000-0001-5767-4995>  Institutional repository link: <http://uir.unisa.ac.za/handle/10500/25> | | **Academic Profile**  MA (Tshepo) Matjie (Dtech) is a Lecturer in the Department of Industrial and Organisational Psychology. He is supervising postgraduate students in different focus areas of Remuneration and Performance Management, Organisational Development, Psychology of career & human capacity development and retention. He is comfortable with both quantitative and qualitative studies. | | **Capacity**  2 Master’s  1 PhD (solo)  2 PhD co-supervision |
| **Model of supervision** | | Students will be allocated to a supervisor but will be required to work independently within the requirements of higher degree studies. Additionally, students will be guided through online tutoring regarding:   1. Research methodology 2. Doing a literature review 3. How to write a research proposal 4. Ethics in research 5. APA 7th edition Referencing   As part of the qualification, students will be expected to write and present a full research proposal to a panel of academics for approval, and obtain ethics clearance from the institutional ethics committee, before continuing with the actual research project. | | |
| **Application procedure** | | Apply for a space in this focus area using the **formal UNISA online application procedure** outlined on <https://www.unisa.ac.za/sites/corporate/default>.  Remember you must first apply for a **student number**. | | |
| **Selection criteria: Master’s/Doctorate** | | Refer to the UNISA application website for general M&D qualification admission criteria. In addition to the admission criteria contained in the *my*Choice brochure, applicants are required to prepare:  **Masters students:** a research outline (max 5 pages) describing the following:   1. A proposed topic and motivation for the study 2. Research problem and objectives 3. A brief review of relevant literature 4. Research design: Motivation for a quantitative or qualitative study 5. Ethics considerations and access to the research context 6. List of references (use APA 7th edition referencing guidelines)   **Doctorate students:**a research outline (max 20 pages) describing the following:   1. A proposed topic and motivation for the study 2. Problem statement and research aims 3. A brief review of relevant literature 4. Research design: Motivation for:    1. a qualitative/ mixed-method choice of study    2. Research participants: Population and sampling strategy    3. Measuring instruments    4. Research procedure    5. Qualitative data analysis 5. Ethics and access to research context 6. Envisaged contribution of the study 7. List of references (use APA 7th edition referencing guidelines)   🖝 To prepare your research outline as required above, **GO TO** the IO Psychology departmental website to **download a research outline guide**:   * **Masters students**: [Apply: Department of IO Psychology/Masters-degrees](https://www.unisa.ac.za/sites/corporate/default/Colleges/Economic-and-Management-Sciences/Schools,-departments,-bureau,-centres-&-institutes/School-of-Management-Sciences/Department-of-Industrial-and-Organisational-Psychology/Masters-degrees) * **Doctorate students:** [Apply: Department of IO Psychology/Doctoral-degrees](https://www.unisa.ac.za/sites/corporate/default/Colleges/Economic-and-Management-Sciences/Schools,-departments,-bureau,-centres-&-institutes/School-of-Management-Sciences/Department-of-Industrial-and-Organisational-Psychology/Doctoral-degrees)   🖝 On the front page indicate the relevant Research Focus Area (RFA) that you are applying for. It must be clear **HOW** your proposed study aligns with the topic and methodological focus of this RFA. | | |
| **Selection procedure** | | In addition to minimum academic requirements, the following criteria will be applied to assess your research outline:   1. **Relevance to the Research focus area.** 2. **Academic merit of the research topic**: Quality in terms of originality and impact of the topic’s reach and significance toward adults in the African/South African-located work context. Applicants must justify the research problem (in practice and in terms of existing research gaps) and the contribution of the study to advance knowledge in the field. 3. Demonstrate clarity about the **core constructs** and a fair knowledge base of the most recent research. 4. Evidence of **critical thinking**: The candidate’s skills and abilities in analysing, applying, and evaluating information. 5. **Academic writing skills:** The extent to which the research outline convey coherent and well-developed arguments that are supported with relevant evidence; the logically sequence of paragraphs; the use of appropriate diction and sentence structures, and the use of correct grammar, punctuation, spelling and syntax. 6. **Access** to the research context and research participants | | |
| **Documents to support application** | | * **Academic Record** * **Proposed research outline** (max 5 pages [masters] or max 20 pages [PhD]) * **One-page** abbreviated **CV** including:   + Academic qualification   + Work experience   + Contact details   + Personal motivation for the study   + Previous research, if any | | |
| **Research scope** | | This research focus area is about producing new knowledge that extends current perspectives on the universal and indigenous *psychology* of emerging adults’, early-, mid- and late-career adults’ career management behaviour, career-life design, career construction, talent retention and development, and sustainable employability. The context of the research is the Afrocentric and evolving Industry 4.0 (digital era) employment settings of the contemporary world of work.  The contemporary science and practice of industrial and organisational psychology are challenged to produce new indigenous, Afrocentric research-based knowledge, and practical applications of attracting, developing and retaining talent that fits into the new global knowledge-driven society, as well as ways to support relevant career development interventions. Industry 4.0 with its boundaryless, digitalised workspaces offer new challenges and opportunities for individuals’ career development, their career wellbeing, flourishing, and thriving, their work engagement, occupational passion, and their commitment to organisations. New career counselling models and organisational supportive conditions and practices are needed to support diverse groups of individuals’ career and employment journeys.  The more turbulent and boundaryless career context has resulted in careers being less ordered and predictable. This trend has further heightened researchers’ interest in the subjective aspects of career success and satisfaction, and the agentic role of individuals in the development and management of their careers and employability.  **Core constructs** of relevance to this research focus area include: psychosocial career meta-capacities (for example, psychological career resources, career anchors, career agility, career wellbeing, employability, graduateness, graduate skills and attributes), personality attributes, career transition, career plateau, career counselling, life design, career construction, career adaptability and resiliency, career wellbeing, career satisfaction, thriving and flourishing, occupational passion, work engagement, psychology of career development, sense of coherence, organisational and job/career commitment, work engagement, emotional intelligence, job embeddedness, career mobility, intrapreneurship and career capital, retention factors, turnover intention, job demands-resources, organisational retention and career culture, and subjective experiences of work. Organisational context conditions that impede career wellbeing such as counterproductive and unethical behaviour, workplace bullying, as well as organisational climate and culture are also constructs of interest. | | |
| **Reading:**  **Subject Field** | | **This is a selection of articles and/or recent books in this research focus area. ‎Further reading over and above these is essential:**  Bocciardi, F., Caputo, A., Fregonese, C., Langher, V., & Sartori , R. (2017). Career adaptability as a strategic competence for career development: An exploratory study of its key predictors. *European Journal of Training and Development, 41*(1), 67-82. Doi: 10.1108/EJTD-07-2016-0049  Coetzee, M. (Ed.). (2019). *Thriving in Digital Workspaces: Emerging issues for research and practice.* Cham, Switzerland: Springer Nature Switzerland AG. **ISBN Print:** 978-3-030-24462-0 . **Online ISBN**: 978-3-030-24463-7 DOI: <https://doi.org/10.1007/978-3-030-24463-7/> <https://doi.org/10.1007/978-3-030-24463-7_16>  Coetzee, M. (2021). When protean career values intertwine with employee-employer obligations: exploring the implications of digital era work mindsets for modern psychological contract practices. In M. Coetzee & A. Deas (Eds) *Redefining the psychological contract in the digital era: Issues for research and practice* (pp. 95-109). Springer Nature Switzerland. <https://doi.org/10.1007/978-3-030-63864-1_6>  Coetzee, M. (2022). Career agility for purposive career exploration: Role of adult learners’ career orientations and digital-era world of work awareness. *African Journal of Career Development, 4*(1), a54. [https://doi.org/10.4102/ajcd. v4i1.54](https://doi.org/10.4102/ajcd.%20v4i1.54)  Coetzee, M. & Schreuder, D. (2018). Proactive career self-management: exploring links among psychosocial career attributes and adaptability resources. *South African Journal of Psychology*, *48*(2), 206-218. Doi: 10.1177/0081246317719646  Gawke, J.C., Gorgievski, M.J., & Bakker, A.B. (2017). Employee intrapreneurship and work engagement: A latent change score approach. *Journal of Vocational Behavior, 100*, 88-100. Doi: <https://doi.org/10.1016/j.jvb.2017.03.002>  Hall, D. T., Yip, J., & Doiron, K. (2018). Protean careers at work: Self-direction and values orientation in psychological success. *Annual Review of Organizational Psychology and Organizational* *Behavior, 5*, 129–156. https://doi.org/10.1146/annurev-orgpsych-032117-104631  Hirschi, A. (2018). The Fourth Industrial Revolution: Issues and implications for career research and practice. *The Career Development Quarterly, 66*, 192-204. Doi: 10.1002/cdq.12142  Howe, D.C., Chauhan, R.S., Soderberg, A.T., & Buckley, M.R. (2021). Paradigm shifts caused by the COVID-19 pandemic. *Organizational Dynamics, 50*, 1-9. <https://doi.org/10.1016/j.orgdyn.2020.100804>  Lent, R.W. (2018). Future of work in the digital world: Preparing for instability and opportunity. *The Career Development Quarterly, 66*, 205-219. Doi: 10.1002/cdq.12143  Nilforooshan, P., & Salimi, S. (2016). Career adaptability as a mediator between personality and career engagement. Journal of Vocational Behavior, 94, 1-10. Doi: [http://dx.doi.org/10.1016/j.jvb.2016.02.010](https://psycnet.apa.org/doi/10.1016/j.jvb.2016.02.010)  Potgieter, I.L., Ferreira, N., & Coetzee, M. (2019). *Theory, research and dynamics of career wellbeing: Becoming fit for the future. C*ham, Switzerland: Springer Nature Switzerland. **Print ISBN**978-3-030-28179-3 **Online ISBN** 978-3-030-28180-9 DOI: https://doi.org/10.1007/978-3-030-28180-9  Rudolph, C.W., Lavigne, K.N., & Zacher, H. (2017). Linking dimensions of career adaptability to adaptation results: A meta-analysis. *Journal of Vocational Behavior, 102*, 151-173. Doi: <http://dx.doi.org/10.1016/j/jvb.2017.06.003>  Sultana, R., Yousaf, A., Khan, I., & Saeed, A. (2016). Probing the interactive effects of career commitment and emotional intelligence on perceived objective/subjective career success. *Personnel Review, 15*(4), 724-742. Doi: 10.1108/PR-11-2014-0265 | | |
| **Reading:**  **Research Methodology** | | **This is a selection of articles and books on research methodology. Further reading over and above these is essential:**  **Quantitative research methodology**  Hair, J.F., Babin, B.J., Anderson, R.E. & Black, W.C. (2019). *Multivariate data analysis*. Cengage.  Salkind, N.J. (2014). *Exploring research*. 8th edition. Cape Town: Pearson. Web Center for Social Research Methods visit the World Wide Web at: <https://socialresearchmethods.net/>  **Qualitative research methodology**  Creswell, J.W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.) Thousand Oaks, CA: Sage.  Nowell, L.S., Norris, J.M., White, D.E., & Moules, N.J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria*. International Journal of Qualitative Methods, 16*, 1-13. <https://doi.org/10.1177/1609406917733847>  Vasileiou, K., Barnett, J., Thorpe. S., & Young, T. (2018). Characterising and justifying sample size sufficiency in interview-based studies: systematic analysis of qualitative health research over a 15-year period. *BMC Medical Research Methodology, 18*(1), 148. https:doi.org/10.1186/s12874-018-0594-7. PMID: 30463515; PMCID: PMC6249736. | | |
| **Resources: Scholarly community** | | Prominent journals to consult:  Journal of Vocational Behavior  Journal of Career Development  Journal of Career Assessment  Career Development Quarterly  Career Development International  International Journal of Human Resource Management  South African Journal of Industrial Psychology | | |
| **Potential M&D research focus areas or research projects**  To be directed by sound literature review, a basic methodological understanding of research as well as availability of research context and participants. | | | | |
| **Unit of Analysis** | **Research Focus** | | | |
| **Variables** | **Master’s students**  Exploring associations between core constructs (see research scope)  Exploring the prediction role of core construct variables on an outcome variable (construct), for example, personality and career adaptability on career satisfaction and turnover intention  Exploring the mediation and/or moderating role of core construct variables in the link between other core constructs  **PhD students**  Constructing new psychosocial models that explain the relationship dynamics between core constructs (see research scope) in order to inform career counselling and career development support interventions, organisational retention strategies and practices, talent development practices, or employability development interventions | | | |
| **Individuals and groups & Organisation Phenomena** | Note: analysis of individuals and groups is a sub-aspect of analyses on variable level  Differences between individuals from diverse socio-demographic groups (for example, age, generations, race, gender, geography, tenure, job level, organisational type, profession, employment status) on core constructs (see research scope) | | | |