

CEMS _ Research Focus Areas 2023
Department of HRM: Employee Relations RFA

Department	Human Resource Management
Discipline	Conflict Management is a fundamental function of management and ER, HR, LR specialists; Discretionary employee behaviour; Employment/labour/industrial relations in general; High quality employment relations; Organisational cynicism and trust; Workplace commitment, High Performance Work Practices, Global value networks, Flexible Work arrangements, and the like.
Research Focus Area	Employment Relations
Total RFA capacity in Employee Relations for 2023	2*PhD and 5* Masters
Total RFA capacity in the Department of HRM for the 2023 academic year¹	14 PhD and 45 Masters

*Research topics range across two RFAs. Capacity is reflected as the overall figure and not per RFA

Supervision Team details:	Academic Profile	Capacity
Dr AJ de Bruyn ² (Contact person for this focus area) Email: dbruyaj@unisa.ac.za ORCID ID: 0000-0003-0503-5	<p>Dr Anita de Bruyn is a senior lecturer in Labour Relations Management in the Department of Human Resource Management.</p> <p>Anita is a seasoned practitioner and academic in the field of Human Resource Management and specifically employment relations. She is registered as a Master HR Professional with the SA Board for People Practices (SABPP) and serves on the Higher Education Quality Board at the SABPP. She is a certified academic assessor and moderator; presenter at numerous national and international peer reviewed conferences, author of peer reviewed accredited journal articles and serves on the editorial board of several academic journals.</p> <p>Her research focuses on employment relations management in the adoption of new work technologies, which extends her research into two broad categories namely: high performance work practices in different industries and national contexts; global value networks (GVNs) and flexible working arrangements (i.e., virtual teams) as well as collective bargaining.</p>	2 Masters
Dr M Holtzhausen Email: holtzmme@unisa.ac.za ORCID ID: 0000-0001-8339-4591	<p>Dr Maggie Holtzhausen is a Senior Lecturer in Labour Relations Management in the Department of Human Resource Management.</p> <p>She holds a PhD degree from the University of South Africa, focusing on the development of a framework for conflict management within a SA</p>	1 PhD (co-supervision)

¹ If the candidates do not meet the Department's QA standards, we will not be able to take in the proposed number of candidates as per the RFA document.

² Please note that consulting the research focus area leader is no assurance that your application will be approved. If, however, your application is approved, it is also not a guarantee that he/she will be allocated as your supervisor.

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	<p>ER context. She is a National Research Foundation grant holder. Her research area focuses on conflict management and related areas, e.g., leadership, employee voice, organisational culture, employee engagement, organisational trust, conflict types, and interpersonal conflict handling styles.</p> <p>Maggie is the author of peer reviewed accredited journal articles and has co-authored several textbooks in her field. She presented at numerous national and international peer reviewed conferences. She Maggie has wide-ranging industry experience in the field of ER and has been in the academic world for more than ten years, gaining valuable academic experience. She is a certified academic assessor. She has won the Unisa award for Excellence in Tuition in 2015, indicating her passion for her subject field and students.</p>	
<p>Dr M Kirsten Email: kirstm@unisa.ac.za</p> <p>ORCID ID: 0000-0001-5739-9882</p>	<p>Dr Kirsten is a senior lecturer in Labour Relations Management in the Department of Human Resource Management.</p> <p>Dr Kirsten is registered as a Master HR Professional with the SA Board for People Practices (SABPP). She has co-authored several books on employment relations management and human resource management; published articles in accredited journals and presented papers at national and international conferences. She served as Associate Editor of the South African Journal of Labour Relations (now renamed as the African Journal of Employee Relations).</p> <p>She holds a PhD in Industrial and Organisational Psychology. Her study was aimed at constructing a psychological profile for enhancing employment relations in the South African organisational environment. Her research focus in employment relations management is: workplace commitment; discretionary employee behaviour; high quality employment relations; and organisational cynicism and trust.</p>	<p>1 PhD (co-supervision) 1 Masters</p>
<p>Mr N Mdoyi Email: sotshn@unisa.ac.za ORCID ID: 0000-0002-0416-8551</p>	<p>Mr Ndomelele Mdoyi is a lecturer in Labour Relations Management in the Department of Human Resource Management.</p> <p>He is a member of South African Board for People Practices as a HR Practitioner and is a certified assessor and moderator. Mr Mdoyi holds LLM labour Law from Nelson Mandela Metropolitan University and is currently enrolled for his PhD focusing on transformation in South African higher education institutions.</p>	<p>1 Masters (Co-supervision only)</p>

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	His research focusses on employment relations management is on transformation.	
Ms A Rasivhetshele Office: NSR 3-50 Email: rasivm@unisa.ac.za Orchid ID: 0000-0002-6098-4633	Ms Aswindine Rasivhetshele is a lecturer in Labour Relations Management in the Department of Human Resource Management. She is a member of South African Board for People Practices as a HR practitioner and a certified assessor and moderator. She holds a M Com in labour Relations. Her research focus in employment relations management is on conflict management and dispute resolution mechanisms.	1 Masters (Co-supervision only)
Model of supervision	Candidates will be allocated to a supervisor but will be required to work independently within the requirements of higher degree studies. Student to attend a research methodology course presented by the University in the first year of registration. Additionally, the candidate should submit his/her work to be reviewed by a blind peer review process. Take note of Unisa’s Procedures for master’s and Doctoral Degrees available from the following link https://www.unisa.ac.za/sites/corporate/default/Apply-for-admission/Master%27s-&-doctoral-degrees/Policies,-procedures-&-forms for further information.	
Selection criteria: Master’s / Doctorate	Refer to the qualification website for selection criteria. In addition to the admission criteria contained in the myChoice brochure potential students are required to prepare and outline as indicated on the Department’s website. Envisaged contribution of the study <ul style="list-style-type: none"> • Access to the research context – indicate whether you have access to the proposed population/sample to be used as well as how you intend to recruit participants for your study. • List of references (use either APA 7 or Harvard referencing guidelines). Referencing of text in document important 	
Selection Procedure	Follow the Formal UNISA application procedure - outlined on http://www.unisa.ac.za and apply for a student number. 1. Apply for a space in this focus area using the online application procedure. 2. Once you have been accepted in the focus area, you will receive a written confirmation of acceptance and you may register for your studies. Selection of candidates will be in line with Section 37 of the Higher Education Act 101 of 1997 to provide appropriate measures for the redress of past inequalities and to provide clear assessment criteria to avoid any unfair discrimination. Applicants will also receive feedback on their submissions to empower unsuccessful candidates to improve future readmission submissions.	
Research scope	Employment relations is a field of study, of multidiscipline nature (covering economics, sociology, psychology, history, and law (among others) in dealing with contemporary developments regarding the relationship between management and labour (Wilkinson, A.,	

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	<p>Dundon, T., Donaghey, J. and Colvin, A. eds., 2018. <i>The Routledge Companion to Employment Relations</i>. Routledge. London):</p>
<p>Reading: Subject Field</p>	<p>This is a selection of articles and/or recent books in this research focus area. Further reading over and above these is essential:</p> <p>Helfen, M., Schüßler, E. and Sydow, J., 2018. How can employment relations in global value networks be managed towards social responsibility?. <i>Human Relations</i>, 71(12), pp.1640-1665.</p> <p>Murphy, K., Torres, E., Ingram, W. and Hutchinson, J., 2018. A review of high performance work practices (HPWPs) literature and recommendations for future research in the hospitality industry. <i>International Journal of Contemporary Hospitality Management</i>, 30(1), pp.365-388.</p> <p>Townsend, K., McDonald, P. and Cathcart, A., 2017. Managing flexible work arrangements in small not-for-profit firms: the influence of organisational size, financial constraints and workforce characteristics. <i>The International Journal of Human Resource Management</i>, 28(14), pp.2085-2107.</p> <p>Aiswas, S., & Kapil, K. 2017. Linking perceived organizational support and organizational justice to employees' in-role performance and organizational cynicism through organizational trust. <i>Journal of Management Development</i>, 36(5), 696–711. https://doi.org/10.1108/JMD-04-2016-0052</p> <p>Coyle-Shapiro, J. A.-M., Pereira Costa, S., Doden, W., & Chang, C. 2019. Psychological contracts: past, present, and future. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 6, 145–169. https://doi.org/10.1146/annurev-orgpsych-012218-015212</p> <p>Griep, Y., & Vantilborgh, T. 2018. Let's get cynical about this! Recursive relationships between psychological contract breach and counterproductive work behaviour. <i>Journal of Occupational and Organizational Psychology</i>, 91(2), 1–9. Advance online publication. https://doi.org/10.1111/joop.12201</p> <p>Griep, Y., & Vantilborgh, T. 2018. Reciprocal effects of psychological contract breach on counterproductive and organizational citizenship behaviors: The role of time. <i>Journal of Vocational Behavior</i>, 104, 141–153. https://doi.org/10.1016/j.jvb.2017.10.013</p> <p>Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. 2017. Perceived organizational support: A meta-analytic evaluation of organizational support theory. <i>Journal of Management</i>, 43(6), 1854–1884. https://doi.org/10.1177/0149206315575554</p> <p>Meyer, J. P., & Morin, A. J. S. 2016. A person-centered approach to commitment research: Theory, research, and methodology. <i>Journal of Occupational Behavior</i>, 37(4), 584–612. https://doi.org/10.1002/job.2085</p> <p>Organ, D. W. 2018. Organizational citizenship behavior: Recent trends and developments. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 5, 295–306. https://doi.org/10.1146/annurev-orgpsych-032117-104536</p> <p>Redman, T., & Snape, E. 2016. The consequences of dual and unilateral commitment to the organisation and union. <i>Human Resource Management Journal</i>, 26(1), 63–83. https://doi.org/10.1111/1748-8583.12093.</p>

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	<p>Cingolani, I., Panzarasa, P. and Tajoli, L., 2017. Countries' positions in the international global value networks: Centrality and economic performance. <i>Applied network science</i>, 2(1), p.21.</p> <p>De Dreu, C. K. W., & Weingart, L. R. 2003. Task Versus Relationship Conflict , Team Performance , and Team Member Satisfaction : A Meta-Analysis. <i>Journal of Applied Psychology</i>, 88(4), 741–749. http://doi.org/10.1037/0021-9010.88.4.741</p> <p>De Vries, G., Jehn, K., & Terwel, B. W. 2012. When Employees Stop Talking and Start Fighting: The Detrimental Effects of Pseudo Voice in Organizations. <i>Journal of Business Ethics</i>, 105(2), 221–230. http://doi.org/10.1007/s10551-011-0960-4</p> <p>Griep, Y., & Vantilborgh, T. 2018. Reciprocal effects of psychological contract breach on counterproductive and organizational citizenship behaviors: The role of time. <i>Journal of Vocational Behavior</i>, 104, 141–153. https://doi.org/10.1016/j.jvb.2017.10.013</p> <p>Jehn, K. A. (1997). A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups. <i>Administrative Science Quarterly</i>, 42(3), 530–557.</p>
<p>Reading: Research Methodology</p>	<p>This is a selection books on methodology. Further reading over and above these is essential:</p> <p>Babbie, E. 2017. <i>The basics of social research</i> (7th ed.). Boston, MA: Cengage Learning.</p> <p>Bertram, C., & Christiansen, I. 2014. <i>Understanding research, an introduction to reading research</i>. Pretoria: Van Schaik.</p> <p>Brynard, D. J., Hanekom, S. X., & Brynard, P. A. 2014. <i>Introduction to research</i> (3rd ed.). Pretoria: Van Schaik.</p>
<p>Resources: Scholar community</p>	<ul style="list-style-type: none"> • SA Board for People Practices (SABPP) Email: info@sabpp.co.za Web: www.sabpp.co.za • Society for Industrial and Organisational Psychology SA (SIOPSA) Email: info@siopsa.org.za www.siopsa.org.za • International Labour Organisation www.ilo.org.za • Health Professions Council of South Africa (HPCSA) www.hpcsa.co.za • Industrial Relations Association of South Africa www.irasa.org.za • Society for Human Resource Management (SHRM) www.shrm.org • Chartered Institute of Personnel and Development (CIPD) www.cipd.co.uk • American Psychological Association (APA) www.apa.org

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Potential M&D research focus areas or research projects³	
Unit of Analysis	Research Focus
High Performance Work Practices (HPWP) in different industries and national contexts	<ul style="list-style-type: none"> The link between high performance work practices and organisational performance: empirically validating the conceptualization of HPWP according to the AMO model in a particular industry such as the Aviation, Aeronautical and Marine, automotive, alternative energy industries or SOE's
Global value networks (GVNs)	<ul style="list-style-type: none"> Network management practices to handle field-level and organisational-level constraints for the management of multi-employment relations in GVNs in a particular industry such as the Aviation, Aeronautical and Marine, automotive, alternative energy industries – Only doctorate studies) Employment relations practices in a global trade organisation (comparative country investigation in same organisation – Only doctorate studies)
Flexible working arrangements (i.e. virtual teams).	<ul style="list-style-type: none"> Exploration and investigation of various types of workplace environments that facilitates such engagement levels on FWA; Management of particular FWA (such as virtual teams) to become 4IR compliant, in specific industries such as Aviation, Aeronautical and Marine, automotive, alternative energy industries or SOE's.
Workplace commitment	<ul style="list-style-type: none"> The antecedents and consequences of workplace commitment (i.e. organisational, union and dual commitment)
Discretionary employee behaviour	<ul style="list-style-type: none"> The antecedents and consequences of organisational citizenship behaviour and counterproductive work behaviour
High quality employment relations	<ul style="list-style-type: none"> The consequences of organisational support, organisational justice, psychological contract fulfilment/violation in an employment relations context
Organisational cynicism and trust	<ul style="list-style-type: none"> Antecedents of organisational cynicism and trust in employment relations and the influence of organisational cynicism and trust on relational attitudes and behaviour in the workplace
Conflict Management	<ul style="list-style-type: none"> Investigate how conflict should be managed within organisations to contribute to organisational performance. Consider typical aspects which may potentially add value to the people (and specifically conflict) management of organisations (e.g., leadership, organisational culture, communication, employee voice) to determine how these aspects will influence experiences of conflict on individual, group, or collective level within an organisational ER context.

³ The department will be meeting with industry leaders later in the year to determine their needs in terms research within the HRM field. In addition, academics work according to a niche area that is aligned with national research fund (NRF) purposes. Candidates to indicate in their application whether they would be open to change their proposed topic based on the needs identified within the HRM industry or an academic's niche area. The aim of this is to ensure that research within the HRM field is current and addresses problems within the industry.

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	<ul style="list-style-type: none">• Consider various conflict management styles and types and how these should be managed• Investigate collective bargaining as a means to manage conflict• Consider alternative dispute resolution practices• Collective bargaining transformation models or frameworks for particular industries such as Aviation, Aeronautical, Marine, automotive, alternative energy or specific SOE's (doctorate study only)
Employment/labour/ industrial relations in general	<ul style="list-style-type: none">• Investigate how workplaces and its employees - and thus ER - are affected by workplace practices such as employee voice, organisational culture, collective bargaining practices, alternative dispute resolution, disciplinary procedures, justice perceptions, etc.