

CEMS_Research Focus Areas 2023
Department of HRM: HRM and Organisational Behavior RFA

Department	Human Resource Management (HRM)
Discipline	Academics' work experience (work engagement, meaning, leadership); Career management / development; Employee wellbeing; Flexible working Arrangements; High performance work organisations and systems; HRM practices on individual, group and organisational level; Organisational citizenship behaviour; Organisational justice; Positive work behaviour; Retention; Talent Management; Employee remuneration/compensation; executive remuneration
Research Focus Area	HRM and Organisational Behaviour
Total RFA capacity in HRM and Organisational Behaviour for the 2023 academic year	11* PhD and 28* Masters
Total RFA capacity in the Department of HRM for the 2023 academic year¹	14PhD and 45Masters

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

Supervision team details:	Academic Profile	Capacity
Dr Ndayiziveyi Takawira ² (Contact person for this focus area) Email: takawn@unisa.ac.za ORCID: 0000-0003-2748-6867	Dr Ndayiziveyi Takawira is a senior lecturer in the department of Human Resource Management. She is registered as an HR Professional with the South African Board of People Practices (SABPP) and an Industrial Psychologist with the Health Professions Council of South Africa (HPCSA). She completed her PhD degree in Psychology in 2018. She has published several articles in accredited journals. She furthermore contributed to a chapter in the Springer - Psychology of Retention book. Her research interests include employee engagement, job embeddedness, retention, career development, psychosocial factors, (emotional intelligence, career adaptability, self-efficacy and career preoccupations) perceived organisational support and social support. She prefers quantitative methodology research.	1 PhD 1 Masters
Prof Nadia Ferreira Email: ferren@unisa.ac.za ORCID: 0000-0003-0436-9289	Prof N Ferreira is a professor in the Department of Human Resource Management. She completed her doctoral degree at Unisa in 2012, with the title: Constructing a psychological profile for staff retention. She is a registered chartered HR professional (at the SABPP). Prof Ferreira authored and co-authored several articles published in national and international journals and presented papers at several national and international conferences. She has also successfully supervised several masters and doctoral students. She serves as Section Editor of the South African Journal of Industrial and Organisational Psychology (SAJIP). Her main research interest concern is employee and career wellbeing as well as adaptability, job/career embeddedness, organisational commitment and the psychology of retention in the current world of work.	1 PhD 2 Masters

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 she will be allocated as your supervisor.

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<p>Prof Ingrid Potgieter Email: visseil@unisa.ac.za ORCID: 0000-0002-0763-7632</p>	<p>Prof IL Potgieter is a professor in the Department of Human Resource Management. She completed her doctoral degree at Unisa in 2012, with the title: Constructing a career competency model for sustained employability. She is a registered Industrial Psychologist (at the HPCSA) as well as a registered chartered HR professional (at the SABPP). Prof Potgieter authored and co-authored several articles published in national and international journals and presented papers at several national and international conferences. She has also successfully supervised several masters and doctoral students. She serves as Section Editor of the South African Journal of Industrial and Organisational Psychology (SAJIP). Her main research interest concern is employee and career wellbeing as well as employability, psychology of retention and positive coping in the workplace.</p>	<p>1 PhD</p>
<p>Dr Magda Bezuidenhout Email: bezuiml@unisa.ac.za ORCID: 0000-0001-8873-7573</p>	<p>Dr Magda Bezuidenhout is a Senior Lecturer in remuneration management in the Department of Human Resource Management. She completed her PhD in 2016. She has a strong Human Resource practitioner and management background. She is a registered general practitioner at the South African Board of Personnel Practitioners (SABPP); a registered Master Reward Specialist with the South African Reward Association (SARA), a certified academic assessor; presenter at numerous national and international peer reviewed conferences. She has published several articles in accredited journals. As a learning facilitator, Magda is involved in post-graduate supervision and lecturing in the field of remuneration management and particularly executive remuneration. She has also co-supervised an MCom student who graduated <i>Cum Laude</i> in 2018. She furthermore contributed a chapter in a Human Resource Management book entitled "Human Resource Management in Southern Africa. Contemporary Theories and Professional Practice Standards" and is a co-author of the book: "Remuneration Management: A South African Perspective". Her main research interest includes all aspects of employee remuneration (financial wellness), including executive remuneration (both within private and public sectors). This includes all aspects within remuneration that affects Human Resource Management Practices. Magda has over two decades wide-ranging South African Government and Parastatal institution experience in the field of Human Resource Management and 13 years' experience in higher education.</p>	<p>1 PhD (co-supervision) 2 Masters</p>
<p>Dr AJ de Bruyn Email: dbruyaj@unisa.ac.za ORCID: 0000-0003-0503-5</p>	<p>As a senior learning facilitator, Dr Anita de Bruyn is involved in post-graduate supervision and lecturing in the field of employment relations. Anita is a seasoned practitioner and academic in the field of Human Resource Management and specifically employment relations. She is a registered master labour practitioner, serves on the Higher Education Quality Board at the South African Board for People Practices (SABPP); a certified academic assessor; presenter at numerous national and international peer reviewed conferences, author of peer reviewed accredited journal articles and reviewer at several academic journals. Her diverse, academic team members are specialists in employment relations.</p>	<p>1 Masters</p>

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<p>Dr Alda Deas Email: deasaj@unisa.ac.za ORCID: 0000-0002-3034-781X</p>	<p>Dr Alda Deas is a senior lecturer in the Department of Human Resource Management. She is a master practitioner registered at the South African Board for People Practices (SABPP). She completed her PhD in 2017. The study focused on the development of a psychological profile for diverse employees within the higher education environment. She has authored and co-authored a couple of articles published in accredited journals. She also contributed several chapters in books and co-edited the book “Redefining the psychological contract in the digital era: issues for research and practice”. Her main research interest concerns employee retention, the psychological contract and career preoccupations.</p>	<p>1 PhD (co-supervision) 2 Masters</p>
<p>Dr Melissa du Plessis Email: yannim@unisa.ac.za ORCID: 0000-0003-4766-291X</p>	<p>Dr Melissa du Plessis is a senior lecturer in the Department of Human Resource Management. She is registered as a HR Professional with the South African Board of People Practices (SABPP) and an Industrial Psychologist with the Health Professions Council of South Africa (HPCSA). She completed her PhD degree in Psychology in 2018. She has published numerous articles in accredited journals and presented a research paper at an international conference. She furthermore contributed to various chapters in Human Resource Management and Training and Development books. Her research interest is individual and organisational health and wellbeing.</p>	<p>1 PhD (co-supervision) 2 Masters</p>
<p>Dr Louise Engelbrecht Office: NSR 3-15 Email: engell@unisa.ac.za ORCID : 0000-0002-4758-8898</p>	<p>Dr Louise Engelbrecht is a senior lecturer in the sub-section of Human Resource Development in the Department of Human Resource Management at Unisa. She is registered as an Industrial Psychologist and Psychometrist with the Health Professions Council of South Africa (HPCSA) and a Chartered HR professional with the South African Board for People Practices (SABPP). She completed her M.Com Degree with specialisation in Industrial and Organisational Psychology in 2012 at the University of Pretoria. She published a couple of articles, chapters and presented papers at international conferences. She completed her PhD degree in 2021. Her thesis focused on constructing a career satisfaction and employability profile for knowledge workers. Her research interest includes career development, positive career outcomes (employability, career satisfaction, wellbeing, sustainable careers), career cognitions and career resources.</p>	<p>2 Masters</p>
<p>Dr Aleksandra Furtak Email: hyraam@unisa.ac.za ORCID: 0000-0003-1180-5835</p>	<p>Dr Aleksandra Furtak is a senior lecturer in the Department of Human Resource Management, lecturing in remuneration practices. She is registered with the SABPP and the HPCSA as an Industrial Psychologist. In 2020 she graduated with a PhD degree in Industrial and Organisational Psychology focusing on well-being, which is also her main research interest. She furthermore co-authored a book on remuneration management, has published articles in accredited journals and co-supervises students in the Human Resource Management department.</p>	<p>1 PhD 2 Masters</p>

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<p>Dr Maggie Holtzhausen Email: holtzme@unisa.ac.za ORCID: 0000-0001-8339-4591</p>	<p>Dr. Maggie Holtzhausen is a senior lecturer in Employment Relations (ER) in the Department of Human Resource Management. She holds a MPhil degree from the University of Cape Town and a PhD degree from the University of South Africa (Unisa).. Her PhD, focused on the development of a framework for organisational conflict management within a SA ER context. She is a certified academic assessor. The framework considered the role of leadership, organisational culture, employee voice, employee engagement and organisational trust in managing conflict within workplaces. Maggie also presented at numerous national and international peer reviewed conferences; authored peer reviewed accredited journal articles and co-authored several textbooks in her field. Maggie has wide-ranging industry experience in the field of ER and conflict management and has been in the academic world for more than ten years, gaining valuable academic experience. She has won the Unisa award for Excellence in Tuition in 2015, indicating her passion for her subject field and students.</p>	<p>1 PhD (co-supervision)</p>
<p>Dr Monica Kirsten Email: kirstm@unisa.ac.za ORCID: 0000-0001-5739-9882</p>	<p>Dr M Kirsten is a senior lecturer in Labour Relations Management in the Department of Human Resource Management. She 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 the African Journal of Employment Relations). Dr Kirsten completed her PhD in Industrial and Organisational Psychology. The study was aimed at constructing a psychological profile for enhancing employment relations in the South African organisational environment. Her research focus in includes workplace commitment; discretionary employee behaviour; high quality employment relations; and organisational cynicism and trust.</p>	<p>1 PhD (co-supervision) 2 Masters</p>
<p>Dr M Lerotholi Email : lerotmy@unisa.ac.za ORCID: 0000-0002-1496-3874</p>	<p>Dr Mpho Lerotholi is a senior lecture in sub-section of Human Resource Development in the Department of HRM at Unisa. She is registered as a Psychometrist (Supervised) with the Health Professions Council of South Africa (HPCSA) and as an OD/HR specialist with the South African Board for People Practices (SABPP). Prior to the lecturer role, she has worked for 15 years in OD/HR environment for UNISA and NHLS as a specialist and OD senior manager. Her focus areas are Talent management, Organisation development, Performance management, rewards and remuneration. She is busy with her PhD: Talent management, work engagement and retention of professional nurses in Gauteng academic hospitals.</p>	<p>1 Masters</p>

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<p>Dr Tebogo Molotsi Email: molottk@unisa.ac.za ORCID: http://orcid.org/0000-0002-7278-1227</p>	<p>Dr Tebogo Molotsi is a senior lecturer in the department of Human Resource Management. She is registered as a Chartered HR Professional with the South African Board of People Practice (SABPP). She completed her PhD degree in 2021. She has many years practical experience as an HRM manager. Dr Molotsi’s doctoral thesis focused on the management of risk from an HRM perspective within an ODeL university. She specialises in a qualitative methodology, specifically Interpretive Phenomenological Analysis. Dr Molotsi also focussed on human capital risk management in her masters’ dissertation. She published her work in an accredited journal and presented a paper at an international conference on risk management.</p>	<p>2 Masters</p>
<p>Dr Elizabeth Rudolph (Liné) Email: rudolec@unisa.ac.za ORCID: 0000-0001-5568-1702</p>	<p>Dr Liné Rudolph is a senior lecturer in the Department of Human Resource Management presenting Advanced Human Resource Management. During 2019, she graduated towards a PhD degree in Industrial and Organisational psychology focusing on the well-being of employees (caregivers) in the workplace. Prior to joining the academic world, she gained over a decade of wide-ranging experience in the military and corporate sector. She is registered with the SABPP and the HPCSA as an Industrial Psychologist. Her main research interest concerns well-being of employees at work. Dr Rudolph has authored several peer reviewed accredited journal articles and is involved in postgraduate supervision in the Department of Human Resources Management.</p>	<p>1 PhD (co-supervision) 3 Masters</p>
<p>Dr Annette Snyman Email: snymaam@unisa.ac.za ORCID: 0000-0001-5302-8769</p>	<p>Dr Annette Snyman is a senior lecturer in the Department of Human Resource Management. She is an HR Associate (Learning and Development) registered at the South African Board for People Practices (SABPP). She obtained her MPhil Labour Relations degree in 2014. She finalised her PhD in Management Sciences (Human Resource Management) in 2021 with her thesis entitled: “A framework for staff retention in the higher education environment: Effects of the psychological contract, organisational justice and trust”. Ms Snyman has authored and co-authored a couple of articles published in accredited journals. She has also co-supervised an MCom student who graduated <i>Cum Laude</i> in 2018. Her main research interest concerns employee retention, organisational commitment, intention to leave, the psychological contract, organisational justice, -engagement, -citizenship, -support and trust.</p>	<p>2 Masters (co-supervision)</p>
<p>Dr Z van Niekerk Email: vniekz@unisa.ac.za ORCID: 0000-0001-7436-3347</p>	<p>Dr Zelna van Niekerk is a senior lecturer in the Department of Human Resource Management. She is registered as a HR Practitioner with the South African Board for People Practices (SABPP). In 2013 she completed her Masters (M Ed) through the North West University and in 2018 her doctorate, D Ed, with Unisa. In both cases she focused on the education, training, and development (ETD) and wellness of persons with disabilities. She has published and presented papers on the topic at both national and international conferences. Dr van Niekerk also has more than 20 years’ work experience in human resource management and development in both the private and public sector.</p>	<p>1 PhD</p>

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<p>Ms L Diedericks Email: diedel@unisa.ac.za ORCID: 0000-0003-1502-7102</p>	<p>Mrs Diedericks is a registered Industrial Psychologist with approximately 15 years of experience in the private sector within the field of human resource development prior to pursuing her academic career. Her research interests focus on all aspects concerned with talent management. Talent management generally deals with the flow of employees into, through and out of the organisation. Typical topics may include recruitment and selection, leadership and management development, mentoring, and high-potential employee development. Mrs Diedericks is currently enrolled for her PhD in Industrial and organisational psychology. Her research focuses on developing a framework for the identification of high potential candidates within organisations.</p>	<p>1 Masters</p>
<p>Ms Matumelo Dorothy Kola Email: kolamd1@unisa.ac.za ORCID: 0000-0001-5664-0988</p>	<p>Mrs Matumelo Dorothy Kola is a lecturer in the Department of Human Resource Management (HRM) at Unisa. She is a registered HR professional at the South African Board for People Practices (SABPP). Her teaching focus is on Human Resource Management. She is currently registered for her PhD in management UNISA. She also completed her Master of Commerce through Unisa. Her Masters dissertation focused on human resource practices and job design strategies for virtual work environments. Her interest is in the field of research, HRM, policy development, training and development strategies for improved productivity levels within the broader context of work. Her predominant research methodological approach is quantitative and currently expanding her skills in mixed methods.</p>	<p>1 Masters (co-supervision)</p>
<p>Ms L Naidoo Email: naidol@unisa.ac.za ORCID: 0000-0001-7766-8066</p>	<p>Mrs Linda Naidoo is a lecturer in the sub-section of Human Resource Development in the Department of Human Resource Management. She is registered as an HR Associate with the South African Board for People Practices (SABPP). Mrs Naidoo has approximately 7 years working experience in a private higher education institution and 6 years' experience as a lecturer at UNISA. She has a Master's degree (M. Admin) specialising in Human Resource Development which was obtained from the University of Kwa-Zulu Natal (UKZN). She is currently registered for a Doctorate in Commerce specialising in Human Resource Management. Her research focuses on the influence of leadership, employee empowerment on organisational citizenship behaviour within an Open Distance Higher Learning Institution.</p>	<p>1 Masters (co-supervision)</p>
<p>Ms Surette Wörnich Email: warnis@unisa.ac.za ORCID: 0000-0002-4862-7908</p>	<p>Ms Wörnich is a senior lecturer in Human Resource Management in the Department of Human Resource Management. She is registered as a Master HR Professional with the SA Board for People Practices (SABPP). She has co-authored several books on human resource management; published two articles in accredited journals and presented papers at national conferences. She is currently busy with her PhD in Industrial and Organisational Psychology researching the onboarding of newcomers in organisations. Her research focus areas include organisational commitment; the psychological contract; employee engagement and employee retention.</p>	<p>1 Masters (co-supervision)</p>

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Model of supervision	<p>Candidates will be allocated to a supervisor but will be required to work independently within the requirements of higher degree studies. Additionally, the candidate should submit his/her work to be reviewed by a blind peer review process.</p> <p>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.</p>	
Selection criteria: Master's/Doctorate	<p>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 an outline as stipulated on the Department's website.</p>	
Selection Procedure	<p>Follow the Formal UNISA application procedure - outlined on http://www.unisa.ac.za and apply for a student number.</p> <ol style="list-style-type: none"> 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. <p>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.</p>	
Article submission	<p>As per section 2.6 of Unisa's Procedures for Master's and Doctoral Degrees, it should be noted that from 2020, first time Master's and Doctoral candidates are required to submit a manuscript (s) for publication in a peer reviewed accredited journal as part of the thesis or dissertation phase. Acknowledgement of submission of manuscript (s) form the journal editor should be submitted to the College of Graduate Studies: Master's and Doctoral Examination section by the supervisor. The submission of the manuscript (s) should be done before the final submission of the thesis or dissertation for external examination. In the case of a dissertation, one manuscript is required and in the case of a thesis, two manuscripts should be submitted for publication.</p>	
Research scope	<p>This research focus area focuses on topics related to the management of employees in an organisation and include topics such as leadership, organisational justice, organisational citizenship behaviour, workplace treatment/well-being, work wellness and positive work behaviour, financial wellness of employees, employee selection, retention, workplace flexibility, commitment, employability, high performance work organisations and systems, employee remuneration and workforce diversity. This research focus area also includes specific research with regards to academics within the changing distance, contact and blended higher education contexts.</p>	
Reading: Subject Field	<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> <ul style="list-style-type: none"> • Abbas, S. G., & Roger, A. 2013. The impact of work overload and coping mechanisms on different dimensions of stress among university teachers. <i>@GRH</i>, 3(8), 93–118. doi: 10.3917/grh.133.0093 • Ablanedo-Rosas, J. H., Blevins, R. C., Gao, H., Teng, W.- Y., & White, J. 2011. The impact of occupational stress on academic and administrative staff, and on students: An empirical case analysis. <i>Journal of Higher Education Policy and Management</i>, 33(5), 553–564. doi: 10.1080/1360080X.2011.605255 • African Journals Online (AJOL) • Alzyoud, A. A., Othman, S. Z., & Mohd Isa, M. F. 2015. Examining the role of job resources on work engagement in the academic setting. <i>Asian Social Science</i>, 11(3). doi: https://doi.org/10.5539/ass.v11n3p103 • Anisman, H. (2016). <i>Health psychology</i>. London: Sage. • Archibong, I. J., Basse, A. O., & Effiom, D. O. 2010. Occupational stress sources among university academic staff. <i>European Journal of Educational Studies</i>, 2(3), 217–225. 	

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	<ul style="list-style-type: none"> • Bergeron, D.M., Shipp, A.J., & Furst, S.A. 2011. Organisational citizenship behaviour and career outcomes: The cost of being a good citizen. <i>Journal of Management</i>. http://dx.doi: 10.1177/0149206311407508. • Bernstein, C., & Trimm, L. 2016. The impact of workplace bullying on individual wellbeing: The moderating role of coping. <i>SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur</i>, 14(1), a792 • Bezuidenhout, A. 2015. Implications of distance educator's changing work role for academic workload. <i>Distance Education</i>. http://www.tandfonline.com/action/showCitFormats?doi=10.1080/01587919.2015.1055055 • Bezuidenhout, A. 2018. Analysing the importance-competence gap of distance educators with the increased utilisation of online learning strategies in a developing world context. <i>International Review of Open and Distributed Learning</i>. Accepted for publication, in process. • Bezuidenhout, A. & Cilliers, F.V.N. 2010. Burnout, Work Engagement and Sense of Coherence in female academics in Higher Education Institutions in South Africa. <i>South African Journal of Industrial Psychology</i>: 35(1), 61-80. • Bezuidenhout, A. & Cilliers, F.V.N. 2011. The influence of age on burnout, work engagement and sense of coherence of female academics at two universities in South Africa. <i>South African Journal of Industrial Relations</i>, 35(1), 1-10. • Bezuidenhout, M.L. 2020. The effect of the economic crisis on pay-performance link in South African state-owned enterprises. <i>South African Journal of Business Management</i>, 52(1), a1747. https://doi.org/10.4102/sajbm.v52i1.1747. • Bezuidenhout, M.L., Bussin, M.H.R., & Coetzee, M. 2018. The chief executive officer pay-performance relationship within South African state-owned entities. <i>South African Journal of Human Resource Management</i>, 16 (0), a.983. https://doi.org/10.4102/sNSRarm.v16i0.983. • Bezuidenhout, M.L., & Bussin, M.H. 2020. The year-on-year analysis of the relationship between chief executive officer remuneration and stat-owned company performance in South Africa. <i>South African Journal of Human Resource Management</i>, 18(0), a1411. https://doi.org/10/4102/sajhrm.v18i0.1411 • Bezuidenhout, M.L., Grobler, A., & Rudolph, E.C. 2013. The utilisation of a career conversation framework based on Schein's career anchors model. <i>South African Journal of Human Resource Management</i>, 11(1), Art.#491, 10 pages. http://dx.doi.org/10/4102/sajhrm.v11i1.491. • Bezuidenhout, M.L., Rudolph, E.C., & Furtak, A.M. 2019. Self-perceived employability attributes of adult learners within an open distance learning environment. <i>Journal of Contemporary Management</i>, 16:106-139. • Biswas, 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 • Bwowe, P.W., & Marongwe, N. 2018. Implementing a total reward strategy in selected South African municipal organisations. <i>South African Journal of Human Resource Management</i> 16(0), a927. https://doi.org/10.4102/sajhrm.v16i0.927. • Bussin, M., & Smit, E. 2014. Sustainable remuneration. <i>HR Future</i>, 06, 34-35. • Bussin, MHR & Ncube, M. 2017. Chief executive officer and chief financial officer compensation relationship to company performance in state-owned entities. <i>South African Journal of Economic and Management Sciences</i>, 20 (1), a1644. https://doi.org/10.4102/sajems.v20i1.1644. • Bussin, M., & Mouton, H. 2019. Effectiveness of employer branding on staff retention and compensation expectations. <i>South African Journal of Economic and Management Sciences</i> 22(1), a2412. https://doi.org/10.4102/sajems.v22i1.2412. 	

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	<ul style="list-style-type: none"> • Carlson, C., & Bussin, M.H.R. 2020. Relationship between executive pay and company financial performance in South African state-owned entities. <i>South African Journal of Human Resource Management</i>, 18(0), a1211. https://doi.org/10.4102/sajhrm.v18i0.1211 • Catano, V., Francis, L., Haines, T., Kripalani, H., Shannon, H., Stinger, B., & Lozanski, L. (2010). Occupational stress in Canadian universities: A national survey. <i>International Journal of Stress Management</i>, 17(3), 232–258. • Coetzee, M., & Bezuidenhout, M.L. 2019. The relationship between chief executive officer compensation and the size and industry of South African state-owned enterprises. <i>South African Journal of Human Resource Management</i>, 17 (0), a1120. https://doi.org/10.410/sajhrm.v17i0.1120. • Cohen-Charash, Y., & Spector, P. 2001. The role of justice in organizations: A meta-analysis. <i>Organizational Behavior and Human Decision Processes</i>. 86(2):278-321. • Collier, D., Idensohn, K., & Adkins, J. 2010. Income inequality and executive remuneration: assessing the role of law and policy in the pursuit of equality. <i>South African Journal of Labour Relations</i>, 32 (2), 84-109. • Conceicao, S. C. O. 2006. Faculty lived experiences in the online environment. <i>Adult Education Quarterly</i>, 57(1), 26-45. • Cooper, R. and Baird, M., 2015. Bringing the "right to request" flexible working arrangements to life: from policies to practices. <i>Employee Relations</i>, 37(5), p.568. • Cooper, C. L., Quick, J. C., & Schabracq, M. J. 2009. <i>International handbook of work and health psychology</i> (3rd ed.). Chichester, UK: Wiley. • 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 • Cropanzano, R. 2001. <i>Justice in the workplace</i>. Mahwah, NJ: Lawrence Erlbaum Associates. • Darabi, M., Macaskill, A., & Reidy, L. 2016. A qualitative study of the UK academic role: Positive features, negative aspects and associated stressors in a mainly teaching-focused university. <i>Journal of Further and Higher Education</i>. doi: 10.1080/0309877X.2016.1159287 • De Metz, N. & Bezuidenhout, A. 2018. An importance–competence analysis of the roles and competencies of e-tutors at an open distance learning institution. <i>Australian Journal of Educational Technology</i>, 34(5): 27-43. • De Wet, J.HvH. 2012. 'Executive remuneration and the EVA and MVA performance of South African listed companies'. <i>South African Business Review</i>, 16(3): 57-80. Directory of Open Access Journals (DOAJ) • Dhliwayo, D.V., & Bussin, M.H.R. 2019. Accounting for uncontrollable factors in executive incentive scheme designs. <i>South African Journal of Human Resource Management</i>, 17(0), a1084. https://doi.org/10.4102/sajhrm.v17i0.1084 • Friedman, H. S. (2011). <i>The Oxford handbook of health psychology</i>. New York, NY: Oxford University Press. • Gauche, C., De Beer, L.T., & Brink, L. 2017. Managing employee well-being: A qualitative study exploring job and personal resources of at-risk employees. <i>SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur</i>, 15(0), a957. • Geldenhuys, M., & Henn, C.M. 2017. The relationship between demographic variables and well-being of women in South African workplaces. <i>SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur</i>, 15(0), a683. 	

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Department of HRM: HRM and Organisational Behavior RFA

Supervision team details:	Academic Profile	Capacity
	<ul style="list-style-type: none"> • Gilson, L.L., Maynard, M.T., Jones Young, N.C., Vartiainen, M. and Hakonen, M., 2015. Virtual teams research: 10 years, 10 themes, and 10 opportunities. <i>Journal of Management</i>, 41(5), pp.1313-1337. • Gong, Y., Law, K.S., Chang, S., & Xin, K.R. 2009. Human resources management and firm performance: The differential role of managerial affective and continuance commitment. <i>Journal of Applied Psychology</i>, 94(1), 263–275. • 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 • 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 • Hadi, N.U., & Ahmed, S. 2018. Role of Employer Branding Dimensions on Employee Retention: Evidence from Educational Sector. <i>Adm. Sci</i>, 8(44). Doi:10.3390/admsci8030044. • Hlaithoa, J.J.R. 2010. Reward strategy as a staff retention tool at the Financial Services Board. Minor Masters Dissertation. University of Johannesburg. • Hoole, C., & Hotz, G. 2016. The impact of total reward system of work engagement. <i>South African Journal of Industrial Psychology</i>, 42 (1). A1317. http://dx.doi.org/10.4102.sajip.v42i1.1317 • Javadi, M.H.M. & Yavarian, J. 2011. Effect of organizational identity and commitment on organizational citizenship behaviour (Case study: Educational Department of Isfahan province). <i>Interdisciplinary Journal of Contemporary Research in Business</i>. 3(2):100-112. • Jensen, M.C., Murhpy, K.J. & Wruck, E.G. 2004. Remuneration: Where we’ve been, how we got here, what are the problems, and how to fix them. ECGI Working Paper Series in Finance, 44/2004. • Katono, I.W., Manyak, T.G., Katabaazi A., & Kisenyi, V. 2012. Organization commitment and organization citizenship behaviour: The moderating role of workplace spirituality. <i>International journal of Business Research</i>. 12(2):114-125. • Kenny, J.D., & Fluck, A.E. 2014. The effectiveness of academic workload models in an institution: a staff perspective. <i>Journal of Higher Education Policy and Management</i>, doi: 10.1080/1360080X.2014.957889. • Khan, S.J.K. & Rashid, M.Z.A. 2012. The mediating effect of organizational commitment in the organizational culture, leadership and organizational justice relationship with organizational citizenship behaviour: A study of academicians in private higher learning institution in Malaysia. <i>International Journal of Business and Social Sciences</i>. 3(8):83-91. • Kinman, G., & Jones, F. 2008. A life beyond work? Job demands, work-life balance, and wellbeing in UK academics. <i>Journal of Human Behavior in the Social Environment</i>, 17(1/2), 41–60. doi: 10.1080/1091135(2008)02165478 • 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 • Kyndt, E., Berghmans, I., Dochy, F., & Bulkens, L. 2013. Time is not enough. Workload in higher education: a student perspective. <i>Higher Education Research and Development</i>, 33(4), 684-698. Doi:10.1080/07294360.2013.863839 • Ladebo, O., & Oloruntoba, A. 2005. The effects of stressors, positive affectivity and coping strategies on well-being among academic staff in a Nigerian agricultural university. <i>Acta Academica</i>, 37(3), 212–233. Retrieved February 14, 2018, from: http://journals.ufs.ac.za/index.php/aa/article/view/904 	

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	<ul style="list-style-type: none"> • Low, C. H., Bordia, P., & Bordia, S. 2016. What do employees want and why? An exploration of employees' preferred psychological contract elements across career stages. <i>Human Relations</i>, 0018726715616468. • Mabunda, P. L. 2010. Information and communication technologies for teaching and learning: Challenges and implications for ODL universities. <i>Progressio</i>, 32(2), 222-244. • Mate Siakwa, G. 2014. Sources of stress and coping strategies adopted by academic senior members in the University of Cape Coast. <i>International Journal of Research in Social Sciences</i>, 4(2), 31–39. Retrieved February, 14, 2018 from: http://ijsk.org/uploads/3/1/1/7/3117743/3_stress_management.pdf • 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 • Mostert, F. F., Rothmann, S., Mostert, K., & Nell, K. 2008. Outcomes of occupational stress in a higher education institution. <i>Southern African Business Review</i>, 12(3), 102–127. doi: http://hdl.handle.net/10520/EJC92877 • Mudrak, J., Zabrodska, K., Kveton, P., Jelinek, M., Blatny, M., Solcova, I., & Machovcova, K. 2016. Occupational well-being among university faculty: A job demands-resources model. <i>Research in Higher Education</i>. doi: https://doi.org/10.1007/s11162-017-9467-x • Naidu, S. 2007. Researching Distance Education. In <i>Encyclopedia of Distance and Online Learning</i> 2nd ed., ed P. L. Rogers. Idea Group, Hershey PA. • National Development Plan. 2011. Retrieved from http://www.npconline.co.za/medialib/downloads/home/NPC%20National%20Development%20Plan%20Vision%202030%20-lo-res.pdf (accessed 30 August 2012). • Ng, C. F. 2006. Academics Telecommuting in Open and Distance Education Universities: Issues, challenges, and opportunities. <i>International Review of Research in Open and Distance Learning</i>, 7(2), 1-10. • Ngobeni, E.K. & Bezuidenhout, A. 2011. Engaging employees for improved retention at a higher education institution in South Africa. <i>African Journal of Business Management</i>, 5(23), 9961-9970. • Nukunah, C., Bezuidenhout, A. & Furtak, A. 2018. The contribution of a private higher education institution to the South African higher education landscape. <i>South African Journal of Higher Education</i>. Accepted for publication, in process. • 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 • Phipps, R. & Merisotis, J. 1999. <i>What is the difference? A review of contemporary research on the effectiveness of distance learning in higher education</i>. Washington: Institute of Higher Education Policy • Poales, J. & Bezuidenhout, A. 2018. Mental health in Higher Education- a comparative stress risk assessment at an open distance learning university in South Africa. <i>International Review of Open and Distributed Learning</i>. Accepted for publication, in process. • Pregnolatsos, M., Bussin, M.H.R., & Schlechter, A.F. 2017. Total rewards that retain: A study of demographic preferences. <i>South African Journal of Human Resource Management</i>, 15, 1-10. • 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 • Rothmann, I. & Cooper, C.L. 2015. <i>Work and Organizational Psychology</i>. 2nd Ed. New York, NY: Routledge. 	

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Model of supervision	<p>Candidates will be allocated to a supervisor but will be required to work independently within the requirements of higher degree studies. Additionally, the candidate should submit his/her work to be reviewed by a blind peer review process.</p> <p>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.</p>	
Reading: Research Methodology	<p>This is a selection books on methodology. Further reading over and above these is essential:</p> <ul style="list-style-type: none"> • African Digital Library • Anderson, L. 2006. Analytic Autoethnography. <i>Journal of Contemporary Ethnography</i>, 35(4), 373-395. • Archer, E. 2012. <i>Introduction to Atlas.ti</i>. 4th ed. Pretoria: Unisa. • Babbie, E. R. 2010. <i>The practice of social research</i> (12th ed.). Belmont, CA: Wadsworth. • Braun, V., & Clarke, V. 2013. <i>Successful qualitative research: A practical guide for beginners</i>. London: Sage Publications. 	

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	<ul style="list-style-type: none"> • Creswell, J. W. 2014. <i>Research design: Qualitative, quantitative, and mixed method approaches</i> (4th ed.). Thousand Oaks, CA: Sage Publications. • Ellis, C. 2004. <i>The ethnographic I: A methodological novel about autoethnography</i>. Walnut Creek, CA: AltaMira Press. • Flick, U. 2014. <i>An introduction to qualitative research</i> (5th ed.). London: Sage Publications. • Garson, G. D. 2015. <i>Structural equation modeling</i>. Retrieved June 28, 2017, from: http://www.statisticalassociates.com/sem_p.pdf. • Google Books:Basic Concepts in the Methodology of the Social Sciences • Hair, J. F., Celsi, M., Money, A., Samouel, P., & Page, M. 2016. <i>The essentials of business research methods</i> (3rd ed.). New York, NY: Routledge. • Merriam, S. B., & Tisdell, E. J. 2016. <i>Qualitative research: A guide to design and implementation</i> (4th ed.). San Francisco, CA: Jossey-Bass. • Mouton, J. 2001. <i>How to succeed in your master's and doctoral studies: A South African guide and resource book</i>. Pretoria: Van Schaik. • Mouton, J. 2006. <i>Understanding social research</i>. Pretoria: Van Schaik. • Naidu, S. 2007. Researching Distance Education. In <i>Encyclopedia of Distance and Online Learning</i> 2nd ed., ed P. L. Rogers. Idea Group, Hershey PA. • Onwuegbuzie, A.J. & Leech, N.L. 2005. On becoming a pragmatic researcher: the importance of combining quantitative and qualitative research methodologies. <i>International Journal of Social Research Methodology</i>, 8(5):375–387. • Research Methodology in Social Sciences • Saunders, M., Lewis, P., & Thornhill., A. 2016. <i>Research methods for business students</i> (7th ed.). Harlow, UK: Pearson Education. • Salkind, N. J. 2016. <i>Exploring research</i> (9th Ed.). Upper Saddle River, NJ: Pearson Education. 3 • Salkind, N. J. 2010. <i>Encyclopedia of research design</i>. Thousand Oaks, CA: Sage. • Saunders, M., Lewis, P. & Thornhill, A. 2016. <i>Research methods for business students</i> (7th ed.). Harlow, UK: Pearson Education. • Smyth, J. D. 2016. Designing questions and questionnaires. In Woolf, C., Joye, D., Smith, T. W. & Fu, Y. (Eds). <i>The SAGE handbook of survey methodology</i>. London: SAGE Publications Ltd. 4 • Terre Blanche, M., Durrheim, K. & Painter, D. 2006. <i>Research in practice: Applied methods for the social sciences</i> (2nd Ed.). Cape Town: UCT Press.5 	
Resources: Scholar community	<p>SA Board for People Practices (SABPP) Email: info@sabpp.co.za Web: www.sabpp.co.za</p> <p>Society for Industrial and Organisational Psychology SA (SIOPSA) Email: info@siopsa.org.za Web: www.siopsa.org.za</p> <p>Health Professions Council of South Africa (HPCSA) Email: info@hpcsa.co.za Web: www.hpcsa.co.za</p> <p>South African Reward Association (SARA) E-mail: saraservices@vdw.co.za Web: http://www.sara.co.za/</p> <p>American Psychological Association (APA) Tel: (800) 374-2721 or (202) 336-5500</p> <p>Society for Human Resource Management (SHRM) www.shrm.org</p>	

Supervision team details:	Academic Profile	Capacity
	<p>Chartered Institute of Personnel and Development (CIPD) www.cipd.co.uk</p> <p>American Psychological Association (APA) www.apa.org</p> <p>International Labour Organisation www.ilo.org.za</p> <p>Commonwealth of Learning</p> <p>The Guardian Higher Education Network (professionalnetworks@mail.guardian.co.uk)</p> <p>African Council for Distance Education (ACDE)</p> <p>Australasian Council on Open, Distance and E-learning (ACODE) Email: exec@acode.edu.au Web: www.acode.edu.au</p> <p>British Institute for Learning and Development E-mail: info@thebild.org Web: www.thebild.org</p> <p>Canadian Network for Innovation in Education (CNIE) Web: www.cnie-rcie.ca</p> <p>Distance Education Association of New Zealand (DEANZ) - the New Zealand association for professionals working in flexible, open and networked education E-mail: admin@deanz.org.nz Web: www.deanz.org.nz</p> <p>Distance Education Association of Southern Africa (DEASA) email: mandeip@unisa.ac.za Web: www.deasa.org.za Botswana, Lesotho, Mozambique, Namibia, South Africa and Swaziland</p> <p>Distance Education Association of Tanzania (DEATA) Email: Bhalalusesa@ed.udsm.ac.tz</p> <p>European Association for Distance Learning (EADL) E-mail: kveen@eadl.org Web: www.eadl.org</p> <p>European Association of Distance Teaching Universities (EADTU) Email: secretariat@eadtu.nl Web: www.eadtu.nl</p> <p>European Distance and E-Learning Network (EDEN) Email: secretariat@eden-online.org Web: www.eden-online.org</p> <p>Ghanaian Distance Education Association (GHADAEA) Email: ucew@ug.gn.apc.org</p> <p>Indian Distance Education Association (IDEA) Email: kakatiya@ap.nic.in</p> <p>Inter-American Distance Education Consortium (CREAD) Web: www.cread.org</p> <p>International Council for Open and Distance Education (ICDE) E-mail: icde@icde.no Web: www.icde.org</p> <p>The West African Distance Education Association (WADEA) Email: iae.ad@ug.gn.apc.org</p> <p>Zambia Association for Distance Education (ZADE) Tel: +260 1 290719</p>	

Supervision team details:	Academic Profile	Capacity
	Zimbabwe National Association of Distance and Open Learning (ZINADOL)	
POTENTIAL M&D RESEARCH FOCUS AREAS OR RESEARCH PROJECTS³		
Unit of Analysis	Research Focus	
Organisational citizenship behaviour	Relationship between organisational citizenship behaviour and leadership	
Organisational justice	<ul style="list-style-type: none"> • Relationship between leadership and organisational behaviour. • Fairness of HR practices such as selection, performance management, compensation, and training 	
Flexible working Arrangement	Workplace flexibility and employee behaviour/well-being	
Talent Management	Employee retention, psychological contract and career preoccupations	
Career management development /	<ul style="list-style-type: none"> • Career success/satisfaction, employability, career adaptability, career anchors/values, psychological career preoccupations • Career counselling 	
Retention	<ul style="list-style-type: none"> • Influence of various psychological and psychosocial variables on retention (such as emotional intelligence, career adaptability, perceived organisational support, job embeddedness, work engagement, self-esteem, hardiness, living standards, friendship at work, etc.) • Psychology of retention 	
Employee wellbeing	<ul style="list-style-type: none"> • Influence of various psychological and psychosocial variables on retention (such as emotional intelligence, self-esteem, hardiness, living standards, friendship at work, etc.) • Psychology of wellbeing 	
HRM practices on individual, group and organisational level	Exploring/investigating how various human resource management practices such as for example diversity management interventions, employee assistance programmes (EAPs) can enhance employee and organisational well-being.	
Work experience/wellness of academics within	<p style="text-align: center;">Possible topics in this research focus area</p> <ul style="list-style-type: none"> • Work-experiences (positive and negative)/coping/work engagement/sense of coherence/commitment/ meaning of academics within different contexts 	

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.

Supervision team details:	Academic Profile	Capacity
<p>changing distance, blended, hybrid (TEL) higher education contexts</p>	<ul style="list-style-type: none"> • The influence of Technology Enhanced Learning (TEL) on academics' work experiences • stress/burnout/dissatisfaction • Talent management/talent development/ capacity building • Job-demands/ job-resources • Turnover/retention of academics • Faculty work related well-being/work wellness • The changing role of the contact learning/blended learning/ODL academic • The impact of remuneration practices/decisions on the wellness of academics (during the COVID-19 lockdown) <p>Individual level:</p> <ul style="list-style-type: none"> • Explore the lived experiences/Stories/ of academics in different contexts • Sense making/ finding meaning in academic work • Exploring work as a calling/ coping/ work engagement/ stress/ sense of coherence and burnout of academics • Exploring work-related well-being and coping with stress • Flourishing of academics in various contexts • Mental health of academics in a changing world of work • Talent management, work engagement and retention of academics in various contexts <p>Group level:</p> <ul style="list-style-type: none"> • Effective Induction and/or on-boarding practices of academic staff members • Professional development of academics • Effective human capital development processes of academics • Psychological flourishing within an academic context <p>Organisational level:</p> <ul style="list-style-type: none"> • Investigating the impact of Human Resource Management practices on the role of academics • Exploring practices of governance, management and leadership of academics • Critically reflect on new trends in academe that may have an impact on the academic work environment 	
<p>Remuneration /Rewards</p>	<ul style="list-style-type: none"> • The influence of remuneration on various organisational factors and organisational behaviours • Income inequality and executive remuneration • Sustainable remuneration • Exploring remuneration governance within organisations • Reward strategy as an effective employee retention tool • Remuneration management and employee wellbeing • Post Covid 19 employee benefits • Managing employee remuneration in the new normal 	
<p>Workplace commitment</p>	<p>The antecedents and consequences of workplace commitment (i.e. organisational, union and dual commitment)</p>	
<p>Discretionary employee behaviour</p>	<p>The antecedents and consequences of organisational citizenship behaviour and counterproductive work behaviour</p>	
<p>High quality employment relations</p>	<p>The consequences of organisational support, organisational justice, psychological contract fulfilment/violation in an employment relations context</p>	

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Supervision team details:	Academic Profile	Capacity
Organisational cynicism and trust	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	