12

28

41

52

Table of Contents

SA Journal of Human Resource Management

Vol 16 (2018)

Opinion Paper

Operationalising performance management in local government: The use of the balanced scorecard

Zwelinzima I. Ndevu, Kohus Muller

SA Journal of Human Resource Management | Vol 16 | a977 | 31 May 2018

Original Research

Investigating strengths and deficits to increase work engagement: A longitudinal study in the mining industry

Pule Mphahlele, Crizelle Els, Leon T. De Beer, Karina Mostert SA Journal of Human Resource Management | Vol 16 | a900 | 27 February 2018

Original Research

Exploring employee retention and intention to leave within a call centre

Nelesh Dhanpat, Faith D. Madou, Phokela Lugisani, Rethabile Mabojane, Mbail Phiri

SA Journal of Human Resource Management | Vol 16 | a905 | 20 March 2018

Original Research

Brains versus beauty in the knowledge economy Richard Ford, Gavin Price, Karl B. Hofmeyr, Manoj Chiba

SA Journal of Human Resource Management | Vol 16 | a897 | 20 March 2018

Original Research

The relationship between readiness to change and work engagement: A case study in an accounting firm undergoing change

Megan Matthysen, Chantel Harris

SA Journal of Human Resource Management | Vol 16 | a855 | 22 March 2018

Original Research

Research trends in the South African Journal of Human Resource Management

Charlotte Pietersen

SA Journal of Human Resource Management | Vol 16 | a825 | 28 March 2018

Original Research

72

83

93

Investigating the impact of a combined approach of perceived organisational support for strengths use and deficit correction on employee outcomes

Crizelle Els, Karina Mostert, Marianne van Woerkom

SA Journal of Human Resource Management | Vol 16 | a882 | 28 March 2018

Original Research

Role stress and turnover intentions among information technology personnel in South Africa: The role of supervisor support

Rennie Naidoo

SA Journal of Human Resource Management | Vol 16 | a936 | 04 April 2018

Original Research

The association between emotional intelligence and entrepreneurship as a career choice: A study on university students in South Africa

Michelle Kanonuhwa, Ellen C. Rungani, Tendai Chimucheka SA Journal of Human Resource Management | Vol 16 | a907 | 05 April 2018

Original Research

Investigating cyberloafing, organisational justice, work engagement and organisational trust of South African retail and manufacturing employees

ISSN: 1683-7584 (print) | ISSN: 2071-078X (online)

102

113

120

134

142

155

Adele Oosthuizen, Gerhard H. Rabie, Leon T. de Beer

SA Journal of Human Resource Management | Vol 16 | a1001 | 03 May 2018

Original Research

Coaching as support for postgraduate students: A case study

Inarid le Roux

SA Journal of Human Resource Management | Vol 16 | a939 | 07 May 2018

Original Research

The impact of social media on recruitment: Are you LinkedIn?

Tanja Koch, Charlene Gerber, Jeremias J. de Klerk

SA Journal of Human Resource Management | Vol 16 | a861 | 07 May 2018

Original Research

Current collective engagement stakeholder strategies for South African labour relations

Popi C. Madlala, Cookie M. Govender

SA Journal of Human Resource Management | Vol 16 | a909 | 10 May 2018

Original Research

The chief executive officer pay-performance relationship within South African state-owned entities

Maada L. Bezuidenhout, Mark H.R. Bussin, Mariette Coetzee SA Journal of Human Resource Management | Vol 16 | a983 | 14 May 2018

Original Research

Total rewards and its effects on organisational commitment in higher education institutions

Calvin M. Mabaso, Bongani I. Dlamini

SA Journal of Human Resource Management | Vol 16 | a913 | 17 May 2018

Original Research

Using Work Integrated Learning programmes as a strategy to broaden academic and workplace competencies

Patient Rambe

SA Journal of Human Resource Management | Vol 16 | a999 | 28 May 2018

Original Research

The importance of metacognition and the experiential learning process within a cultural intelligence-based approach to cross-cultural coaching

Catherine A. van der Horst, Ruth M. Albertyn

SA Journal of Human Resource Management | Vol 16 | a951 | 31 May 2018

Original Research

The impact of resilience and perceived organisational support on employee engagement in a competitive sales environment Anel Meintjes, Karl Hofmeyr

SA Journal of Human Resource Management | Vol 16 | a953 | 31 May 2018

i

179

190



63





201

212

221

Original Research

The impact of team dialogue sessions on employee engagement in an information and communication technology company

Michael A.W. Seymour, Dirk J. Geldenhuys

SA Journal of Human Resource Management | Vol 16 | a987 | 14 June 2018

Original Research

Factors relating to the attraction of talented early career academics in South African higher education institutions

Dorcas L. Lesenveho, Nicolene E. Barkhuizen, Nico E. Schutte SA Journal of Human Resource Management | Vol 16 | a910 | 25 June 2018

Original Research

Transformational leadership and employee organisational commitment in a rural-based higher education institution in South Africa

Wiseman Ndlovu, Hlanganipai Ngirande, Sam T. Setati,

Simbarashe Zhuwao

SA Journal of Human Resource Management | Vol 16 | a984 | 27 June 2018

Original Research

Motivation sources and leadership styles among middle managers

at a South African university

Crispen Chipunza, Lerato L. Matsumunyane

SA Journal of Human Resource Management | Vol 16 | a985 | 09 July 2018

Original Research

Conditions for coaching to contribute to the adjustment of black African professionals

Heidi M. le Sueur, Valerie Tapela

SA Journal of Human Resource Management | Vol 16 | a946 | 10 July 2018

Original Research

Undergraduate students' perceptions of factors affecting job satisfaction

Rhyno van der Schyff, Doret Botha, Suria Ellis

SA Journal of Human Resource Management | Vol 16 | a949 | 11 July 2018

Original Research

Exploring the causal relationship between the antecedents and consequences of talent management for early career academics in South African higher education institutions

Dorcas L. Lesenveho, Nicolene E. Barkhuizen, Nico E. Schutte SA Journal of Human Resource Management | Vol 16 | a912 | 12 July 2018

Original Research

Talent measurement: A holistic model and routes forward

Gregory J. Lee

SA Journal of Human Resource Management | Vol 16 | a990 | 16 July 2018

Original Research

A micro-level outcomes evaluation of a skills capacity intervention within the South African public service: Towards an impact evaluation

Petronella Jonck, Riaan de Coning, Paul S. Radikonyana

SA Journal of Human Resource Management | Vol 16 | a1000 | 18 July 2018

Original Research

Transport anxiety and work performance

Ienni Gohind

SA Journal of Human Resource Management | Vol 16 | a943 | 23 July 2018

Original Research

Do talent management strategies influence the psychological contract within a diverse environment?

Paul Poisat, Michelle R. Mey, Gary Sharp

SA Journal of Human Resource Management | Vol 16 | a1044 | 30 July 2018

Original Research

Reward preferences in South Africa's media industry

Mark H.R. Bussin, Nokwanda N. Thabethe

SA Journal of Human Resource Management | Vol 16 | a1010 | 31 July 2018

Original Research

Generational differences in workplace motivation

Marita M. Hevns, Marilvn D. Kerr

SA Journal of Human Resource Management | Vol 16 | a967 | 08 August 2018

Original Research

Gender pay gap in salary bands among employees in the formal sector of South Africa

Adeboye M. Adelekan, Mark H.R. Bussin

SA Journal of Human Resource Management | Vol 16 | a1018 | 16 August 2018

Original Research

Expatriate mentoring: The case of a multinational corporation in Abu Dhabi

Desere Kokt, Tommy F. Dreyer SA Journal of Human Resource Management | Vol 16 | a974 | 22 August 2018

Original Research

The combined influence of self-leadership and locus of control on the job performance of engineering workforce in a power generation utility: An empirical perspective

Patient Rambe, Disebo L. Modise, Crispen Chipunza SA Journal of Human Resource Management | Vol 16 | a952 | 23 August 2018

Original Research

Assessing organisational justice as a predictor of job satisfaction and employee engagement in Windhoek

Weslev R. Pieters

SA Journal of Human Resource Management | Vol 16 | a928 | 27 August 2018

Original Research

Multiculturalism in the workplace: Model and test

Leon T.B. Jackson, Fons J.R. van de Vijver

SA Journal of Human Resource Management | Vol 16 | a908 | 04 September 2018

Original Research

Psychological capital as a moderator in the relationship between occupational stress and organisational citizenship behaviour among Nigerian graduate employees

John K. Aderibigbe, Themba Q. Mjoli

SA Journal of Human Resource Management | Vol 16 | a1030 | 20 September 2018

Original Research

Implementing a total reward strategy in selected South African municipal organisations

Patrick W. Bwowe, Newlin Maronawe

SA Journal of Human Resource Management | Vol 16 | a927 | 02 October 2018

ii

340

298

308

320

330

350







398



370

228

241

251

261

271

282

291

407

416

431

Original Research

The role of psychological capital in the relationship between authentic leadership and work engagement

Marieta du Plessis, Adre B. Boshoff

SA Journal of Human Resource Management | Vol 16 | a1007 | 15 October 2018

Original Research

Unravelling managerial competencies and the profitability of small technology-oriented businesses: A case of public access venues in an emerging economy

Patient Rambe

SA Journal of Human Resource Management | Vol 16 | a1045 | 16 October 2018

Original Research

Investigating the validity of the Human Resource Practices Scale in South Africa: Measurement invariance across gender

Renier Steyn, Gideon de Bruin

SA Journal of Human Resource Management | Vol 16 | a1038 | 18 October 2018

Original Research

441

Motivational factors for engaging in dirty work entrepreneurship among a sample of African immigrant entrepreneurs in South Africa

Charles Cobbinah, Willie T. Chinyamurindi

SA Journal of Human Resource Management | Vol 16 | a1025 | 30 October 2018

Original Research

Impact of demographic variables on emotional intelligence levels amongst a sample of early career academics at a South African higher education institution

Matthew Marembo, Willie T. Chinyamurindi

SA Journal of Human Resource Management | Vol 16 | a1051 | 07 November 2018

Original Research

Factors that influence employee perceptions about performance management at Statistics South Africa

Maria Sachane, Adéle Bezuidenhout, Chris Botha

SA Journal of Human Resource Management | Vol 16 | a986 | 20 November 2018

Reviewer Acknowledgement

SA Journal of Human Resource Management | Vol 16 | a1140 | 27 November 2018

iii

450

2010

459

467