# **Table of Contents**

SA Journal of Human Resource Management

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

### Vol 19 (2021)

## **Opinion Paper**

COVID-19: Considering impacts to employees and the workplace

Mark H.R. Bussin, Christina Swart-Opperman

SA Journal of Human Resource Management | Vol 19 | a1384 | 20 August 2021

#### **Original Research**

6

Reframing performance management praxis at the Harare city council

Samuel Chikwariro, Mark Bussin, Roslyn De Braine

SA Journal of Human Resource Management | Vol 19 | a1438 | 13 January 2021

#### **Original Research**

Quality of work life: Effects on turnover intention and organisational commitment amongst selected South African manufacturing organisations

Vernise Els. Marissa Brouwers, Roslyn B. Lodewyk

SA Journal of Human Resource Management | Vol 19 | a1407 | 19 January 2021

# **Original Research**

27

Occupational stress, uncertainty and organisational commitment in higher education: Job satisfaction as a moderator

Hlanganipai Ngirande

SA Journal of Human Resource Management | Vol 19 | a1376 | 20 January 2021

#### **Original Research**

38

Risk and reward: Experiences of healthcare professionals caring for drug-resistant tuberculosis patients

Avhapfani Musie, Jacqueline E. Wolvaardt

SA Journal of Human Resource Management | Vol 19 | a1191 | 22 January 2021

# **Original Research**

50

A critical appraisal of the recruitment and selection process of the Public Protector in South Africa

Sandiso Bazana, Tayra Reddy

SA Journal of Human Resource Management | Vol 19 | a1207 | 22 January 2021

# **Original Research**

62

Industry 4.0 skills: A perspective of the South African manufacturing industry

Whisper Maisiri, Liezl van Dyk

SA Journal of Human Resource Management | Vol 19 | a1416 | 26 January 2021

## **Original Research**

71

Revisiting the emotional intelligence and transformational leadership debate: (How) does emotional intelligence matter to effective leadership?

Gina Görgens-Ekermans, Chene Roux

SA Journal of Human Resource Management | Vol 19 | a1279 | 27 January 2021

# **Original Research**

Academic talent: Perceived challenges to talent management in the South African higher education sector

Rhodrick N. Musakuro, Frances de Klerk

SA Journal of Human Resource Management | Vol 19 | a1394 | 29 January 2021

## **Original Research**

Relational dynamics amongst personal resources: Consequences for employee engagement

Nicola Vermooten, Johan Malan, Martin Kidd, Billy Boonazier SA Journal of Human Resource Management | Vol 19 | a1310 | 16 February 2021

#### **Original Research**

109

Monetary value of human capital disclosure for predicting future business earnings

Mpho D. Magau, Gerhard Roodt, Gerhardus van Zyl

SA Journal of Human Resource Management | Vol 19 | a1398 | 25 February 2021

# Original Research

123

The relationship between talent management, job satisfaction and voluntary turnover intentions of employees in a selected government institution

Nicolene E. Barkhuizen. Bonaekile Gumede

SA Journal of Human Resource Management | Vol 19 | a1396 | 25 February 2021

#### **Original Research**

The influence of servant leadership on psychological empowerment and organisational citizenship on a sample of teachers

Adrian G. van der Hoven, Bright Mahembe, Desiree Hamman-Fisher SA Journal of Human Resource Management | Vol 19 | a1395 | 26 March 2021

## **Original Research**

147

Perception of the influence of cultural diversity on business performance in the automotive component manufacturing in South Africa

Philani M. Khumalo, Robert W.D. Zondo

SA Journal of Human Resource Management | Vol 19 | a1451 | 30 March 2021

## **Original Research**

154

Maximising training evaluation for employee performance improvement

Kaledi D. Mehale, Cookie M. Govender, Calvin M. Mabaso SA Journal of Human Resource Management | Vol 19 | a1473 | 31 March 2021

# **Original Research**

165

Openness to change and conservation in value-laden decisions

Christoff Prinsloo, Charlene Lew

SA Journal of Human Resource Management | Vol 19 | a1468 | 09 April 2021

#### **Original Research**

176

Time-use preference and adaptation in relational exchanges

Angela Glover, Charlene Lew

SA Journal of Human Resource Management | Vol 19 | a1452 | 13 April 2021

# **Original Research**

188

Job performance: Working conditions of urban teachers in Zimbabwean schools

Victor C. Nawenya

SA Journal of Human Resource Management | Vol 19 | a1454 | 14 April 2021

201

# Original Research

Leadership development process maturity: An Afrocentric versus Eurocentric perspective

Hendrik C. (Hekkie) van der Westhuizen, Lia M.M. Hewitt SA Journal of Human Resource Management | Vol 19 | a1495 | 19 April 2021

#### **Original Research**

211

Exploring the role of a total rewards strategy in retaining South African police officers in Limpopo province

Ndivhudzannyi R. Mukwevho, Mark H.R. Bussin

SA Journal of Human Resource Management | Vol 19 | a1391 | 21 April 2021

# **Original Research**

219

Perceived career management challenges of academics at a South African university

Nina Barnes, Marieta du Plessis, José Frantz

SA Journal of Human Resource Management | Vol 19 | a1515 | 22 April 2021

#### **Original Research**

232

Selection of industrial and organisational psychology master's students: Exploring the predictive validity of a person–job fit approach

Karina Olivier, Antoni Barnard, Annelize van Niekerk

SA Journal of Human Resource Management | Vol 19 | a1477 | 28 April 2021

#### **Original Research**

244

The influence of leadership behaviours on talent retention: An empirical study

Michelle R. Mey, Paul Poisat, Carmen Stindt

SA Journal of Human Resource Management | Vol 19 | a1504 | 28 April 2021

# **Original Research**

253

An explorative-descriptive qualitative-constructivist study of three African leaders' experiences and perceptions regarding the translation of shared African human values into leadership and business practice

Vusumuzi M. Vilakati, Willem J. Schurink

SA Journal of Human Resource Management | Vol 19 | a1433 | 29 April 2021

# **Original Research**

265

Exploring the use and influence of human resource policies within South African municipalities

Lonwabo Makapela, Nontsikelelo D.P. Mtshelwane

SA Journal of Human Resource Management | Vol 19 | a1534 | 30 April 2021

## **Original Research**

279

Personal leadership as an antecedent of servant leadership amongst bank managers in South Africa

Clement Bell, Lia M. Hewitt

SA Journal of Human Resource Management | Vol 19 | a1459 | 03 May 2021

#### **Original Research**

290

Burnout, employee engagement and self-perceived employability in the South African public sector

Rudolf M. Oosthuizen, Claude-Hélène Mayer, Ntombifuthi J. Zwane SA Journal of Human Resource Management | Vol 19 | a1340 | 12 May 2021

# **Original Research**

302

Information technology competencies for entry-level human resource strategic partners

Renjini M. Joseph, Adele Thomas, Penny Abbott

SA Journal of Human Resource Management | Vol 19 | a1327 | 12 May 2021

#### **Original Research**

314

Investigating the impact of human resource management practices on employee engagement, and the moderating role of strategy implementation in Egypt

Mohamed M. Saad, Hazem R. Gaber, Ashraf A. Labib

SA Journal of Human Resource Management | Vol 19 | a1412 | 13 May 2021

#### **Original Research**

323

Relationship between manager credibility, strategic alignment and employee motivation

Daisy Lees, Nelesh Dhanpat

SA Journal of Human Resource Management | Vol 19 | a1517 | 13 May 2021

# **Original Research**

334

Understanding intention to quit amongst artisans and engineers: The facilitating role of commitment

Samuel Siwela, Francois van der Bank

SA Journal of Human Resource Management | Vol 19 | a1409 | 31 May 2021

## **Original Research**

350

African business leadership: Perspectives from aspiring young leaders

Matete Lerutla, Renier Stevn

SA Journal of Human Resource Management | Vol 19 | a1467 | 31 May 2021

# **Original Research**

359

The development of an organisational effectiveness model

Shirleen Titus, Crystal Hoole

SA Journal of Human Resource Management | Vol 19 | a1509 | 17 June 2021

#### **Original Research**

376

Owner-managers' transformational leadership behaviours and human resource strategies: A case of small fast-food restaurants in South Africa

Lebohang Ntlhanngoe, Crispen Chipunza

SA Journal of Human Resource Management | Vol 19 | a1482 | 28 June 2021

# **Original Research**

385

Predictors of affective commitment at municipalities in the Nkangala district, Mpumalanga

Thulani B. Skosana, Molefe J. Maleka, Thulie L. Ngonyama-Ndou SA Journal of Human Resource Management | Vol 19 | a1567 | 30 June 2021

## **Original Research**

396

Mindset shifts for the Fourth Industrial Revolution: Insights from the life insurance sector

Lynne Molloy, Linda C. Ronnie

SA Journal of Human Resource Management | Vol 19 | a1543 | 22 July 2021

# **Original Research**

409

Wokers' awareness of alcohol breathalyser test in the workplace and their alcohol consumption patterns

Vusi Mthimkhulu, Hugo D. van der Walt

SA Journal of Human Resource Management | Vol 19 | a1627 | 22 July 2021

# **Original Research**

417

The effect of talent management practices on employee retention at the Namibia University of Science and Technology: Middle-level administration staff

Jacobina Amushila, Mark H.R. Bussin

SA Journal of Human Resource Management | Vol 19 | a1485 | 23 July 2021

# **Original Research**

428

Exploring the relevancy of random and scheduled alcohol breathalyser testing in high-risk jobs within safety-sensitive work settings

Vusi Mthimkhulu, Hugo D. van der Walt

SA Journal of Human Resource Management | Vol 19 | a1632 | 23 July 2021

#### **Original Research**

437

Formalising human resource practices in family-owned accommodation Small and Medium-sized Enterprises (SMEs): Integrating owner-manager's personal characteristics with aspects of the UTAUT model

Willard Nyamubarwa, Crispen Chipunza

SA Journal of Human Resource Management | Vol 19 | a1595 | 26 July 2021

## **Original Research**

448

Relationship between organisational commitment and effectiveness of human resource management practices in a South African information technology company

Lebogang N. Setsena, Christian T. Botha, Leigh-Anne Paul-Dachapalli SA Journal of Human Resource Management | Vol 19 | a1586 | 28 July 2021

#### **Original Research**

459

Investigating the impact of technostress on productivity and overall life satisfaction of managers working at a South African ferrochrome smelting company

Daniël J. le Roux, Petrus A. Botha

SA Journal of Human Resource Management | Vol 19 | a1649 | 19 August 2021

# **Original Research**

471

The impact of talent management on job satisfaction of registered nurses in Malawian public hospitals

George L. Dzimbiri, Alex Molefi

SA Journal of Human Resource Management | Vol 19 | a1513 | 23 August 2021

## **Original Research**

480

Investigating the effects of employee empowerment on turnover intention in a mining organisation

Khayalethu Ngqeza, Nelesh Dhanpat

SA Journal of Human Resource Management | Vol 19 | a1564 | 31 August 2021

# **Original Research**

492

Anchoring human resource management to sustain employee performance at Johannesburg Metropolitan Municipality

Samuel Sixpence, Roslyn de Braine, Mark Bussin, Morris Mthombeni SA Journal of Human Resource Management | Vol 19 | a1611 | 10 September 2021

# **Original Research**

503

The development and validation of the Rewards Desirability Inventory Janine A. Victor, Crystal Hoole

SA Journal of Human Resource Management | Vol 19 | a1599 | 14 September 2021

#### **Original Research**

515

Professional women and maternity transition: Guidelines for maternity coaching in organisations

Heidi M. Le Sueur, Elaine Boulton

SA Journal of Human Resource Management | Vol 19 | a1559 | 28 September 2021

#### **Original Research**

528

Juggling between work, studies and motherhood: The role of social support systems for the attainment of work–life balance

Augustine Osei Boakye, Rebecca Dei Mensah, Magdalene Bartrop-Sackey, Patricia Muah

SA Journal of Human Resource Management | Vol 19 | a1546 | 19 October 2021

#### **Original Research**

:38

How do job characteristics influence the motivation of millennial hospitality employees?

Mothepane Seghobane, Desere Kokt

SA Journal of Human Resource Management | Vol 19 | a1698 | 20 October 2021

#### **Original Research**

547

Is benevolence the pinnacle of an employment relations trust hierarchy?

Lukas I. Ehlers

SA Journal of Human Resource Management | Vol 19 | a1655 | 26 October 2021

#### **Original Research**

557

The relationship between self-leadership, the future of human resource management, and work engagement

Cecilia M. Schultz

SA Journal of Human Resource Management | Vol 19 | a1701 | 28 October 2021

## **Original Research**

569

The relationship between talent management, transformational leadership and work engagement: An automotive artisan perspective

Pieter K. Smit, Cecile M. Schultz, Catharina E. van Hoek
SA Journal of Human Resource Management | Vol 19 | a1578 | 28 October 2021

#### **Original Research**

579

Capacity building as a strategic tool for employment equity implementation in the financial sector

Reward Utete

SA Journal of Human Resource Management | Vol 19 | a1532 | 29 October 2021

#### **Original Research**

589

Self-perceived employability among undergraduate students at a South African university

Doret Botha

SA Journal of Human Resource Management | Vol 19 | a1685 | 08 November 2021

# **Original Research**

600

Performance management as a mediator for work engagement and employment relationships in the public sector in South Africa

Godfrey Maake, Cornelia P. Harmse, Cecilia M. Schultz

SA Journal of Human Resource Management | Vol 19 | a1507 | 09 November 2021

# **Original Research**

612

The moderating role of career adaptability on the relationship between workplace spirituality and employee mental and physical health

Herring Shava, Willie T. Chinyamurindi

SA Journal of Human Resource Management | Vol 19 | a1437 | 16 November 2021

#### **Original Research**

623

Factors influencing intention to leave of younger employees in an academic institution

Thapelo D. Chaacha, Elrie Botha

SA Journal of Human Resource Management | Vol 19 | a1519 | 22 November 2021

# **Original Research**

635

Recognising stressors and managing stress in Bulawayo Metropolitan Province primary schools

Victor C. Nawenya

SA Journal of Human Resource Management | Vol 19 | a1549 | 30 November 2021

## **Original Research**

647

A study of job satisfaction and work engagement at the National Treasury of South Africa

Refiloe L. Thokoa, Vinessa Naidoo, Tessie H.H. Herbst SA Journal of Human Resource Management | Vol 19 | a1557 | 03 December 2021

## **Original Research**

657

#### A measurement scale for assessing intellectual capital disclosure

Mpho D. Magau, Gerhard (Gert) Roodt, Gerhardus van Zyl SA Journal of Human Resource Management | Vol 19 | a1645 | 09 December 2021

## **Original Research**

671

The impact of emotional intelligence on behavioural factors during transition: A case of the Free State Technical and Vocational Education and Training colleges

Sarone D. Motlhanke, Matsidiso N. Naong

SA Journal of Human Resource Management | Vol 19 | a1641 | 13 December 2021

# **Original Research**

681

Constructive interpersonal leadership relations in knowledge-based organisations: A theoretical framework

Marianne Louw, Rachel Barker

SA Journal of Human Resource Management | Vol 19 | a1636 | 17 December 2021

#### **Original Research**

691

The future and the role of human resource management in South Africa during the Fourth Industrial Revolution

Cecilia M. Schultz

SA Journal of Human Resource Management | Vol 19 | a1624 | 17 December 2021

#### Correction

702

Corrigendum: The influence of flexible work arrangements on employee engagement: An exploratory study

Marcel Weideman, Karl B. Hofmeyr

SA Journal of Human Resource Management | Vol 19 | a1522 | 26 July 2021

#### Correction

703

Erratum: Burnout, employee engagement and self-perceived employability in the South African public sector

Rudolf M. Oosthuizen, Claude-Hélène Mayer, Ntombifuthi J. Zwane SA Journal of Human Resource Management | Vol 19 | a1787 | 19 November 2021

# **Reviewer Acknowledgement**

704

SA Journal of Human Resource Management | Vol 19 | a1851 | 21 December 2021