

Special points of interest:

- * Participate in ageing and generational dynamics workshops
- * Ageing in Africa is boosted by Optentia researchers
- * Prof. Baart published about care ethics in an age of precarity
- * Read about trust in the digital era
- * A decline in the happiness of Russians are expected
- * Think-methods-Again

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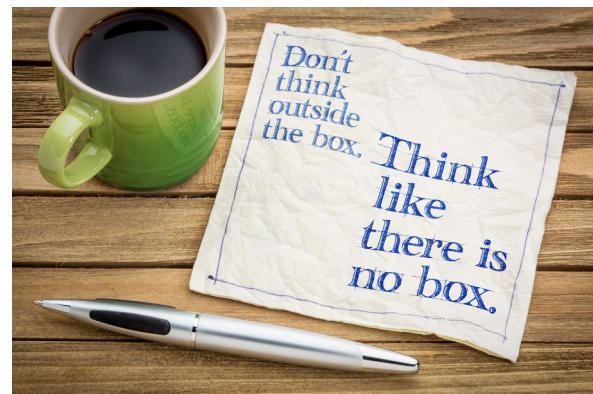
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Dealing with Precarity: Strategy, Communityship and Identity

People's existence is precarious: life entails living with the ever-present risk of death and meeting ongoing survival requirements. Precarity encompasses more than poverty, unemployment, and poor working conditions (Baart, 2021). It is characterised by widespread uncertainty that has an impact on people's psychological, emotional, and social well-being. Increasing inequality and the world-wide pandemic present further challenges to individuals and institutions. Those who live precariously may be considered vulnerable, particularly if they have limited capabilities. But, precarity may also erode capabilities. So, what can researchers and policymakers do?

Optentia-affiliated researchers and PhD candidates focus on research topics relating to precarity and the development of capabilities. From 2020 to 2022, many studies have focused on precarity and pathways to capability. Peer-reviewed articles on these topics have been published in reputable journals (see www.optentia.co.za). The figure on page 3 (this newsletter) shows words used in the titles of our articles and PhD studies.

Living in a precarious world requires that we do not only think outside the box, but that we think



as if there is no box. Consider the following issues (Mintzberg, 2019):

- How do we think about strategy? Is strategic planning an annual event where management formulate strategies and plan the implementation thereof with followers? Mintzberg (2019) points out that strategies emerges gradually through a process of learning. Strategies are rooted where people have the capabilities to learn and the resources to support that. Strategy depends more on **learning** than on planning.
- Do we need leadership or communityship? Individuals and institutions need to re-think their approaches to leadership. If one person is the leader, then everyone else should be followers.

Would we prefer a world of followers? **Communityship** goes beyond leadership and is characterised by energy, commitment, and interest of people in what they do. Leaders play a key role in establishing, and sustaining communityship.

- Can people express their values in work and societies? The basis for identity should be **values** instead of beliefs (Grant, 2021). Individuals whose identities are based on values rather than beliefs are more likely to keep an open mind about how to develop themselves. The capability approach provides a framework for focusing on values, enablement and achievement from a social justice perspective.

Performance of Optentia: 2020-2022

On 28 April 2022, Optentia had 25 permanent staff members with PhDs, 17 without PhDs, and five support staff members. Furthermore, 40 extraordinary professors and eight extraordinary researchers are part of the entity. A total of 34 Master's students, 52 PhD students, and one postdoctoral fellow participate in Optentia. From 2 January to 28 April 2022, 15 (3 PhD and 12 Master's) students completed their studies. Researchers who participate in Optentia have produced 115.18 peer-reviewed article equivalents in 2021. However, these articles still have to be submitted for subsidy claims; therefore the final number of articles might be slightly lower. We produced 43.71 peer-reviewed articles from January to April 2022.



"We produced 43.71 peer-reviewed articles from January to April 2022."

The Optentia Scorecard *by* Prof. Ian Rothmann

Output	2020	2021	2022
Peer-reviewed article equivalents	64.59	115.18*	43.71
Papers: Conferences	1	26	9
Participating Master's students	96	22	34
Completed Master's students	15	6	12
Participating PhD students	35	46	52
Completed PhD students	3	6	3(2)
Post-doctoral fellows	3	1	1
Number of workshops presented	9	13	8
Number of workshop participants	473	700	88

Note: Outputs as on 28 April 2022

* Not audited

Capability Development at Optentia

Optentia has presented various webinars and programmes to build the competencies of participants:

- ATLAS-ti (Prof. B. Smit).
- The “how to” of organisational interventions (Prof. K. Nielsen).
- Evaluating organisational interventions: Understanding what works for whom in which circumstances (Prof. K. Nielsen).
- Mediation, moderation and conditional effects (Prof. L. van der Vaart).
- Mplus from Scratch (Prof. C. Geiser).
- Latent class analysis (Prof. C. Geiser).
- Online Short Learning Programme (SLP) in Research Design.

Prof. J. Hoffman will present his inaugural lecture on 27 May 2022. To celebrate the event, Optentia organised the following workshops:



- Policy instruments in social development, labour, employment and migration that the African Union will implement: Prof. J. Strijdom (4 May 2022).
 - Gerontechnology and health communication: Prof. D. Bohman (18 May 2022).
 - Storying elderliness - the stories of older adults in Hangberg, Cape Town: Mr R. Stroebe (27 May 2022).
- Please note the schedule of the upcoming Trinity 2022 Seminar Series - The Challenges Facing an Ageing Africa and Latin America in the 21st Century. Click [here](#) for more information.
- The second SLP in Research Design will start at the end of July 2022. Please contact Ms [Lynn Booysse](#) if you are interested in registering for the SLP.

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"The Online SLP in Research Design will be presented two times per year."

Some Topics of Current Articles and Theses in Optentia



New Participants in Optentia

Four staff members of the North-West University (NWU), Dr Sibusiso Chalufu, Prof. Emmanuele Mgwashu, Dr Raymond Emekako and Lance Bunt joined Optentia as researchers. Dr Chalufu is currently Executive Director: Student Life and Transformation at the NWU. Prof. Mgwashu is Director: Faculty Teaching and Learning Support at the NWU. Dr Emekako is a senior academic developer at the NWU. Lance Bunt is currently a lecturer in Computer Science and Information Systems. He is a PhD student in computer science.



Dr Sibusiso
Chalufu



Prof. Emmanuele
Mgwashu



Lance Bunt



Dr Raymond Emekako

"Each stitch is symbolic of the journey of the Vaal River."

The Art of Life and Possibilities by Prof. Jaco Hoffman

To celebrate Optentia's new Unit-status and its unshakable link to the Vanderbijlpark Campus of North-West University, the Optentia staff commissioned Lerato Motau to create a public art installation for the Council Room in the new Administrative Building on the campus. The work is a response to the geographical location and premises of the Vanderbijlpark Campus with specific reference to the Vaal River in the language and aesthetic of Lerato's artmaking practice.

The artwork is a long strip of black fabric (4000 x 60mm) that is embroidered with a series of techniques that include pom poms, various kinds of stitching; cross stitch, chain, y-stitch and straight stitches. Each stitch is symbolic of the journey of the Vaal River as a key landmark in the area. Like flowing water, the artwork is saturated with healing energy through words that are spoken and thought, carefully placed inside each pom pom as a methodology of release. The



palette consists of tones of blue and natural colours (even a touch of purple!) made with different kinds of wool and thread with varying thicknesses and textures to create a meaningful composition. This ancient River and its tributaries are responsible for the supply of water to many areas. Both Lerato's maternal and paternal grandparents are from Evaton, and for her this creates a strong ancestral link through the Khapiwa Clan via the Vaal River. As an artist living in Soweto, and nourished through this water source, she sees this as a strong

symbol of connection and the potential of life and possibilities.

A Child

A river is a thing
of joy and pleasure
Where
Does it go?
Where
Does it come from?
We do not know.
A child is a river.
Mantag¹

¹Fourie, C & Maunick, E.J. (2011). Splinters from the Fire/Eclats d'un Feu. Protea Boekhuis

Think, Write, and Build Networks *by* Prof. J. Auerbach

For the last two months I have been in residence at the Stellenbosch Institute of Advanced Study (STIAS). This centre is one of a network around the world that house visiting scholars for periods of time that allow them to work on research in a focused way. Various options exist for academics at all levels of their careers. I am on an Iso Lomso Fellowship, which is specifically aimed at early career researchers and provides teaching buy-out as well as research support, but a wide variety of grants exist and can be explored [here](#). It is a remarkable space because academics from around the world come together to think and write. Everyone presents at least once at a seminar series, and receives feedback from a range of disciplinary perspectives far beyond

what we could usually hope for. My own talk allowed me to get feedback from engineers, physicists, literature scholars, educationalists, biologists and of course anthropologists. It allowed me to hone my research questions that will lead into an interdisciplinary book on communications infrastructure in Africa. At the end of it, I not only received a book contract, but was asked to join the editorial team of the monograph series! At the same time, the residence in Stellenbosch itself has allowed the formation of new friendships and the strengthening of old ones. Participating in the life of Western Cape universities, the many workshops that STIAS hosts, and the formal and informal moments of scholarly engagement has blown fresh air into questions I have



Prof. Jess Auerbach

been thinking of for many years. I would really recommend STIAS for everyone affiliated with Optentia. It is a space of resourcing and reflection that supports the ongoing work we all do. I thank the NWU for supporting my application.

"The new policy will serve countries across the continent for the next 20 years."

Ageing in Africa Given a Boost by Optentia Duo

Optentia is proud to announce that Prof. Jaco Hoffman, Ageing and Generational Dynamics programme leader, and Extraordinary Prof. Isabella Aboderin (Director, Perivoli Africa Research Centre, University of Bristol), together with colleagues of the African Union and HelpAge, this week made a submission on a Revised Draft Policy Framework and Plan of Action on Ageing at the African Union. It was tabled for discussion at the Experts' Meeting of the Fourth African Union Specialized Technical Committee on Social Development, Labour and Employment (STC-SDLE-4), held virtually from 4-8 April 2022. After deliberations, the Experts Meeting delegates recommended the Meeting of

Ministers to endorse the Draft African Union Policy Framework and Plan of Action on Ageing, which was done on Thursday, 7 April 2022.

It has been 20 years since the original AU Policy on Ageing and the new policy instrument will guide countries in Africa regarding a wide range of issues relevant to ageing. These range from

fostering Africa-centred research and training on ageing and later life; adapting and ensuring access to health systems; eliminating and addressing elder abuse; and ensuring adequate income security and the role of technology for Older Persons. The new policy will serve countries across the continent for the next 20 years.



Prof. Isabella Aboderin



Prof. Jaco Hoffman

Care Ethics in the Age of Precarity *by* Prof. Andries Baart

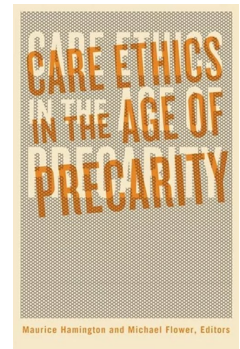
In a world brimming with tremendous wealth and resources, too many are suffering the oppression of precarious existences—and with no adequate relief from free market-driven institutions. In a few keynote lectures for Optentia (2018-2020) Andries Baart has explored the concepts of precariousness, precarity and precarization and social redundancy as possible core stones of Optentia's basic philosophy and program.

Precarity may be described as an emerging abandonment that pushes us away from a decent and liveable life. In a growing body of scholarship centred on social marginalization, the concept of precarity has come to name "the politically induced condition in which certain populations suffer from failing social and economic networks becoming differentially exposed to injury, violence, and death" (Judith Butler). In his explorations, Andries Baart extended the usual interpretation of precarity to a much broader field and showed its relevance for domains as not only labour and poverty, but also youth, ageing, welfare, disability, happiness, education, management, policy and even connected the concept to populism, societal anger, and longing for recognition. It turned out to be an illuminating way of interpreting

actual (neoliberal and global) tendencies underling Africa's huge problems and concerns. Precarity, which largely replaces the more traditional analysis of social problems in terms of poverty, marginalisation and exclusion – could be linked to the other concepts and practices of Optentia's philosophy, especially the capability approach. Baart added to that a variation of Bourdieu's theory of social and cultural capital, the perspective of the ethics of care and his own theory of presence.

Now his 'map of precarity' is published in: Maurice Hamington, Michael Flower (Eds.) (2021). *Care Ethics in the Age of Precarity*. London: University of Minnesota Press. *Care Ethics in the Age of Precarity* assembles an international group of interdisciplinary scholars to explore the question of care theory as a response to market-driven capitalism, addressing the relationship of three of the most compelling social and political subjects today: care, precarity, and neoliberalism.

While care theory often centers on questions of individual actions and choices, this collection instead connects care theory to the contemporary political moment and public sphere. The contributors address the link between neoliberal values, such as individualism, productive ex-



change, and the free market—and the pervasive state of precarity and vulnerability in which so many find themselves. From disability studies and medical ethics to natural-disaster responses and the posthuman, examples from Māori, Dutch, and Japanese politics to the COVID-19 pandemic and the Black Lives Matter movement, this collection presents illuminating new ways of considering precarity in our world.

Care Ethics in the Age of Precarity offers a hopeful tone in the growing valorisation of care, demonstrating the need for an innovative approach to precarity within entrenched systems of oppression and a change in priorities around the basic needs of humanity.

"Precarity may be described as an emerging abandonment that pushes us away from a decent and liveable life."

Funding Success for Dr Japie Greeff

Dr Japie Greeff (Programme leader: Technology, Capability and Functioning) has plenty to smile about: last year he became a full associate of National Institute of Theoretical Physics and Computer Science; and he got a grant for

studying machine learning as applied to bipolar disorder approved. His research interests are gameful interventions, spanning gamification systems, serious games and game-based learning interventions.



Dr Japie Greeff

Writing Retreat for PhD Candidates *by* Nolwandle Lembethe

Optentia hosted a writing retreat from 24-28 January 2022 on North-West University's Vanderbijlpark Campus. This retreat served as an aid to a small group of young academics who are at various stages of writing their doctoral thesis.

One of the most consistent themes I noticed when I spoke to colleagues and friends who were in the process obtaining their PhD's was a lack of community, a lack of continual support. In as much as we could talk on the phone and communicate via emails, there was still a sense of loneliness. This resulted in an inability to trust in oneself and a feeling of being an imposter. This gave me an idea: what if we could get together for a week, write and discuss our research and work out the kinks that get in the way of our writing process? The plan was for the retreat to run from 24-28 January 2022.

The retreat was also attended by Sibusiso Maseko, a UKZN PhD candidate and a UNISA lecturer; Tumi Leta, a Wits PhD candidate and NWU lecturer; Melusi Mbatha, a UNISA PhD scholar and lecturer; Justin Sands, a senior lecturer at St. Augustine College, part-time lecturer at NWU and Fort Hare PhD candidate; and Julia Simango, a UNISA PhD candidate and lecturer who joined via Zoom.

We enjoyed presentations from three distinguished professors in their respective fields and in research. On the first day, we were joined by Prof. Jaco Hoffman from Optentia (NWU), the first professor of Socio-Gerontology in Africa. On the second day, we were joined by Prof. Susan Coetzee-Van Rooy



Nolwandle Lembethe and participants

from UPSET (NWU), an NRF rated researcher and linguist. On the third day of presentations, we were joined by Prof. Edwin Etieyibo from Wits, a prominent figure in African Philosophy and the editor of the South African Journal of Philosophy.

Prof. Hoffman gave key insights into the need to be aware of who we are writing to and the need to know the audience we are getting our ideas across to. Prof. Hoffman gave us a great vantage point from the perspective of a PhD evaluator and what will be expected of us once we submit. As candidates, we must write in a concise, clear, and articulate way. It is also crucially important to proofread our work to ensure

that whoever is evaluating us enjoys reading our thesis.

On the second day, we were joined by Prof. Etieyibo; his emphasis was on the the 3 C's of writing: consistency, confidence and community. His presentation's main takeaway was the importance of being stern in our ideas and ensuring that we are consistent in writing every day. He also emphasized the need to be aware that we are all working within an academic community, and as such, it is important to support and encourage each other. For the duration of the writing retreat, we referred to this as the "ubuntu-rization" of research, to always work with each other and not in silos.

"One of the most consistent themes I noticed when I spoke to colleagues and friends who were in the process obtaining their PhD's was a lack of community, a lack of continual support."



Completed PhD: Eugeny Hennicks - Social Well-being

Eugeny Hennicks recently completed her PhD study in Labour Relations Management with Prof. Marita Heyns as supervisor and Prof. Ian Rothmann as co-supervisor.

Her study, which focused on the social well-being of employees in a utility organisation in South Africa, took place against the backdrop of the Covid pandemic. This naturally presented unanticipated challenges but also brought the need to study humans as fundamentally social beings who have a deep need to form strong social bonds, into the spotlight. Although social connectedness is known to benefit health and employee performance factors, the social aspect of well-being has been the least considered element of importance in research despite it being a significant part of overall well-being. Eugeny's study offers new perspectives on this aspect of well-being by demonstrating the centrality of trust as a condition for meaningful social connectedness and collaborative initiative, and by illustrating social well-being associations with subjectively perceived job insecurity, job satisfaction, organizational citizenship behavior, and intention to leave in a developing African country workplace context.

The study also made use of a person-centered approach to distinguish between subpopulations of employees using indicators of social well-being. Three distinct profiles were identified, namely socially well, socially withdrawn, and superficially socially well. Each of the three profiles showed distinct associations with either high or low



Dr Eugeny Hennicks

scores on five dimensions of social well-being (contribution, integration, acceptance, actualization, and coherence). The study further showed that young employees and those with more service years were more evident in the socially withdrawn profile than the superficially social well profile. Younger employees in the socially withdrawn profile (compared to the superficially socially well profile) were also more inclined to experience lower job satisfaction and had higher intentions to leave. Essentially, this research is the first to record which social well-being pro-

files are the most prominent and how diverse profiles relate to trust, job satisfaction, intention to leave and demographic differences.

On a personal note, Eugeny believes that completing her PhD gave her the opportunity to embark on a journey with an unexplored topic that taught her to think more strategically and critically, to articulate better, and to persevere in difficult times, knowing that sustained dedication and zeal are underestimated keys to success.

"Her study, which focused on the social well-being of employees in a utility organisation in South Africa..."



Completed PhD: Deon Kleynhans - Authentic Leadership

As with most things in life, you never know what something entails until you experience it yourself. Deon Kleynhans can attest to this due to the successful completion of a PhD in Human Resource Management under the guidance of Prof. Marita Heyns (promoter) and Prof. Marius Stander (co-promoter).

While requiring hard work and dedication, Deon describes his PhD journey as a "rollercoaster of emotions and experiences.I discovered quite a lot about my abilities and naturally my limitations on route to the finish line."

Due to him being full-time employed, Deon had to work after hours (nights, weekends and holidays) to conquer this challenge. Some days he believed that he made good progress and felt on top of the world, and other days things did not go according to plan, and then the self-doubt crept in. In his view, the assistance of dedicated promoters is indispensable as it helped him to stay motivated and reach the end goal.

When looking back, Deon feels immensely proud as his study, titled "Dynamic organisational capabilities and employee flourish-



ishing in a precarious work context: The role of authentic leadership and trust". He opted for the article route and all manuscripts were accepted for publication in reputable journals such as the South African Journal of Industrial Psychology and Frontiers in Psychology even before the final version of the PhD was submitted to the NWU repository.

His research showed that trust (simultaneously targeting interpersonal and organisational levels as foci) served as important underlying mechanism through which the effect of a positive leadership style such as authentic leadership on dynamic organisational capabilities could be amplified. The study also demonstrated that trust serves



Dr Deon Kleynhans

as an important buffer during times of drastic change that helps individuals to deal with uncertainty, insecurity and job overload, and to preserve positive relations with leaders so that employees can flourish despite their precarious circumstances.

"... trust serves as an important buffer during times of drastic change ..."

Completed PhD: Tessa de Wet - Teacher Capabilities

In December 2022, we reported on the PhD study of Tessa de Wet. Tessa completed her PhD in November 2021. The title of the PhD was: Capabilities, competencies, and functioning of secondary school teachers in a South African context: An integrative framework. Tessa used an open source software for systematic

reviewing the literature on capabilities in one of her studies. An article from the PhD was accepted for publication in Frontiers in Psychology, while two more articles were submitted for publication in other journals. Prof. Ian Rothmann was the promoter of the study.



Dr Tessa de Wet

A Budding Researcher's PhD Journey

As a budding researcher, my heart was set on becoming a capacitated and better researcher. At the time of submitting the thesis for examination in March, I certainly realised just how brave and resilient I had become along the way, and most importantly, the depth and value of what was uncovered.

My PhD thesis looked at Optimal Functioning of Special education teachers in Namibia: The effects of constraints, resources and capabilities. From the perspective of the sustainable employability model (Van der Klink et al., 2016), which is founded on the Capability Approach, the study uncovered that all work values are important for special education teachers. Although all work values were regarded as important, the study uncovered that enablement and achievement were lacking for some values, placing special education teacher sustainable employability at risk. Further, using Latent Profile Analysis, the study uncovered four distinct job demands- resources profiles that had a bearing on special education teacher functioning. The profiling allowed for more detail on the specific number of teachers and the specific demands-resources facing these teachers. Lastly, the study investigated four dimensions of precarious employment and found that they had significant effects on teacher capabilities and functionings.

Based on the findings of the study, special education teachers functioned optimally if they found their work meaningful, experienced fewer negative emotions, performed well, were engaged in their work, felt and functioned



Annelisa Murangi

well, and had less intention to leave their work. For the effective realisation of optimal functioning of special education teachers in Namibia, the findings amplify the critical role of all stakeholders, in ensuring that teachers have favorable work conditions (job demands-resources and precarious work conditions) as well as work capabilities.

The beauty of this PhD journey is this: It gives the Industrial Psychologist a blueprint from which to base and develop targeted interventions to enhance optimal functioning. The journey is worth it in the end.

Prof. Ian Rothmann was the promoter of the study, while Prof. Mirna Nel was the co-promoter.

“... enablement and achievement were lacking for some teacher values...”



Prof. Mirna Nel, Annelisa Murangi, and Prof. Ian Rothmann during the only in-person meeting (in Windhoek) of Annelisa's entire PhD study

Reflections on my PhD *by* Christiaan I. Bekker

Everything in life teaches you something and completing a PhD – during a pandemic – was no different. Below are some findings from and reflections on my research with Grade 9 and 10 secondary school learners in the Sedibeng district, investigating achievement emotions in two domains, e.g., English and mathematics:

- The learners experienced slightly above average enjoyment and pride.
- Slightly higher levels of anxiety were experienced in mathematics, compared to English.
- Academic boredom scores were slightly higher for English than mathematics in both grades.
- Home language, the ability to focus on schoolwork at home, liking or disliking the mathematics/English teacher, and finding mathematics/English interesting were predictors of achievement emotions.
- Anger and anxiety in English are experienced more by Afrikaans-speaking participants whilst both mathematics and English create emotions of enjoyment and are experienced more by Afrikaans-speaking participants.
- Boredom in mathematics and English contributed to learner burnout and negatively impacted learner engagement. Learners who experience academic boredom in either or both mathematics/English have a diminished sense of satisfaction with their lives, and experienced less engagement and higher levels of burnout.
- Five burnout-engagement



Christiaan Bekker

profiles were identified: the healthy engaged (10.7%), slightly disengaged (31.0%), burned-out (11.0%), well-balanced (27.6%), and moderately burned-out (19.8%).

- Four variables predicted boredom in English: Afrikaans as home language; the final mark for English in the previous examination; caregivers that cannot help with English homework; and disliking the English teacher.
- Four variables predicted boredom in mathematics: Afrikaans as home language; the final mark for mathematics in the previous exam; not the ability to focus on school-

work at home and disliking the mathematics teacher. Turning a 200-page thesis into a 300-word summary feels surreal. The pandemic surely made it more difficult to complete my PhD. One thing is certain – this PhD did not allow me to feel bored at any moment in time. Between approval processes and amendment requests due to COVID-19, and data collection in schools that brought about its own problems, to data analysis at odd (and all) hours of the day – I reflect on the journey with a grateful heart. To all those who contributed to the completion and success of this study, my thanks go out to you.

“One thing is certain – this PhD did not allow me to feel bored at any moment in time...”

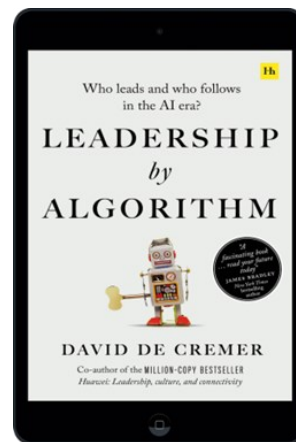


Trust in the Digital Era *by* Prof. Marita Heyns

The First International Network on Trust (FINT) recently focused on the requirement to build trust in the digital era with Professor David De Cremer, a leading management expert and author of the book "Who leads and who follows in the AI Era? Leadership by Algorithm", as one of the guest speakers who shared very interesting views on this topic.

Artificial Intelligence (AI) as a co-worker is already a reality in organisations today, and according to professor De Cremer, its role in our organisations, business and economic systems will continue to expand to the extent that by 2040 we expect our workforce to be totally unrecognisable. This has important implications for future employability, diversity, and management towards inclusiveness – to point but to the tip of the iceberg. Professor De Cremer made it clear that if we want to adopt these automated technologies, it is imperative that we can trust them and that we can create trustworthy workforces through their use.

However, studies indicate that the needed trust is still lacking. For instance, a US study shows that just over 40% of consumers do not trust automated services with their financials and only 4% considers AI to make trustworthy decisions in recruitment and selection processes. Perhaps even more concerning is findings of a survey by Deloitte (2019) which revealed that 44% of organizations who are already using automation have no idea how their automation strategies will affect the workforce, how they will respond to it and how it will affect the workplace culture.



This book presents fascinating insights into what challenges an automated work environment presents for organisations of the future, and what leadership means in the AI age.

Fortunately, many big tech companies, such as Microsoft for instance, is now acknowledging the importance of trust in relation to AI use and is devoting increasing attention to measures by which the trustworthiness of AI use can be improved, including focused attention to the type of leadership skills and styles needed to promote trustworthiness. Given the observed trends, De Cremer makes a convincing case for the need for "Triple AI" – which refers to artificial intelligence, authentic intelligence (as expressed by humans) and augmented intelligence, which comes to light when the first two aspects are combined – to form a cornerstone of successful organ-

isations of the future. This implies that digital upskilling as well as human upskilling, including the need for soft skills such as the ability to instil trust, will be imperative for organisations to thrive in an increasingly automated world.

Contact Prof. Marita Heyns for more information trust research.

Useful websites:

[First International Network on Trust](#)
[The Trustworthiness Research Alliance](#)
[Trust and Distrust in Multilevel Governance](#)

"Artificial Intelligence as a co-worker is already a reality in organisations today..."

Fall of Russian Happiness by Prof. Ruut Veenhoven

Prof. Ruut Veenhoven recently analysed the happiness of the Russian people using the World Database of Happiness. Average happiness rose in Russia after President Putin took office in 1999 and was nearing the level in the European Union as you can see in the figure below. Prof. Veenhoven expects a strong decline of happiness for the Russian population if the war in Ukraine continues, for the following reasons.

- Russian happiness will decline when the material standard of living falls as a result of international sanctions and the cost of war.
- Russian happiness will also decline when the war presses to further restrictions in freedom in the country.
- A military victory will not

offer a remedy, since national pride does not increase happiness very much, while the likely continuation in a civil war with guerilla and terrorism will certainly decrease Russian happiness.

- A restauration of the Russian empire will not add to happiness either, because people live happier in smaller countries. On the rank list of average happiness in nations the USA ranks 46th and below most western nations, while China (60th) and Russia (101th) rank below the world average. Enlarging Russia will not result in happier Russians.

The decline in Russian happiness will also have indirect consequences to be considered.

- Economic recovery will be

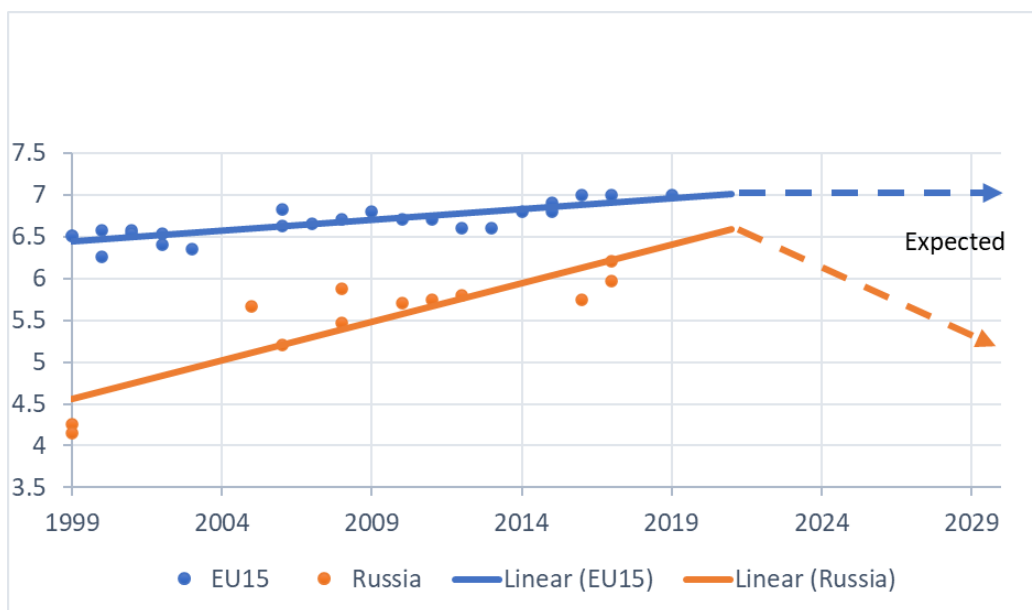
delayed since unhappiness lowers performance at work.

- Russians will live shorter lives since unhappy people die earlier.
- The current political order will be contested since unhappy people are less supportive and more often break rules. Decline of happiness in the population sets the scene for political protest, as was the case in the Arab Spring.

We expect no decline in average happiness in the European Union, but foresee a pause in the rising trend. Happiness wise, war is a losing game; even if you are on the site with the best arms. Happiness may not be everything, but should not be ignored.

“The current political order will be contested since unhappy people are less supportive and more often break rules ...”

Figure: Average happiness of citizens in Russia and 15 EU countries since 2000



Notes:

- Responses to two questions on life-satisfaction combined: 1-10 step transformed to 0-10 (type I22F) and 0-10 (type I22G)
- The 15 EU member-states in 1999 were: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxemburg, Netherlands, Portugal, Spain, UK and Sweden.
- In estimating the trend, we skipped the years 2020 and 2021 because of the temporary dip in happiness caused by the COVID pandemic

Diverse Talents and Skills Come Together

Diversity and inclusion have always been important topics in the Optentia Research Unit. Recently, a diverse team was formed to collaborate on a publication. Prof. Ian Rothmann, Mai Helmy, Tosin Yinka Akintunde, Farzana Ashraf, Hassan H. Musa and Taha Hussein Musa started collaborating on a peer-reviewed manuscript. The title of the manuscript is: "Comprehensive mapping and network analysis of burnout research and productivity indexed in the Web of Science Core Collection". The team is proud of the diverse backgrounds of its members. The ease of collaboration, while we found ourselves in a pandemic, showed what can be done when people share a mission and values.

The backgrounds of the team members are as follows: Prof. Ian Rothmann is the Director of the Optentia Research Unit in South Africa. He is currently Specialty Chief Editor of Frontiers in Psychology: Positive Psychology and an African advocate for the European Association of Personality Psychology. Mai Helmy is an assistant professor of psychology at Sultan Qaboos University

(Oman). She completed her PhD at Liverpool University (School of Psychology). Mai is interested in studying shape, including symmetry, emotion, cognitive bias, and personality. She is also interested in job satisfaction, work addiction, positive psychology, and cross-cultural psychology. Furthermore, she is an editorial member of the International Journal of Psychological Science. Tosin Yinka Akintunde is a Research Fellow at the Department of Sociology, School of Public Administration, Hohai University, China. With a background in Demography, Social Statistics and Sociology, his research borders on population health issues and trying to understand the social determinants of physical and mental health. He is passionate and interested in conducting research among vulnerable groups (children, mothers, migrants and the ageing population). Farzana Ashraf is an assistant professor in Psychology at COMSATS University, Lahore. She is keen on international research collaboration. Her research interests in quantitative research are neurological and

clinical disorders, psychiatric symptomologies in normative samples, family dynamics, childhood and adolescent malfunctioning, psychological assessment and profiling and quantitative statistical analysis. Hassan H. Musa is a Professor of Molecular Genetics and Immunology at the Faculty of Medical Laboratory Sciences, University of Khartoum, Sudan. He is leading a multidisciplinary research project in Genetics, Genomics, Immunology, and Stem Cell, with a special interest in Cardio-metabolic disease and infectious diseases. Taha Hussein Musa is a research fellow at the Department of Epidemiology and Health Statistics, School of Public Health, Southeast University, China. His research interests focused on Epidemiology, global health, infectious disease, health informatics, community base study, information visualization, and health statistics.

It is a privilege to work with diverse people, young academics, who want to establish themselves in their careers as academics!

"The ease of collaboration, while we found ourselves in a pandemic, showed what can be done when people share a mission and values..."



New Book on Work and Organizational Psychology

In March of this year the textbook "Work and Organizational Psychology" was published under the authorship of Prof. Ian Rothmann, Director of Optentia and Prof. Cary Cooper. Prof. Cooper is the 50th Anniversary Professor of Organizational and Health at the ALLIANCE Manchester Business School, University of Manchester.

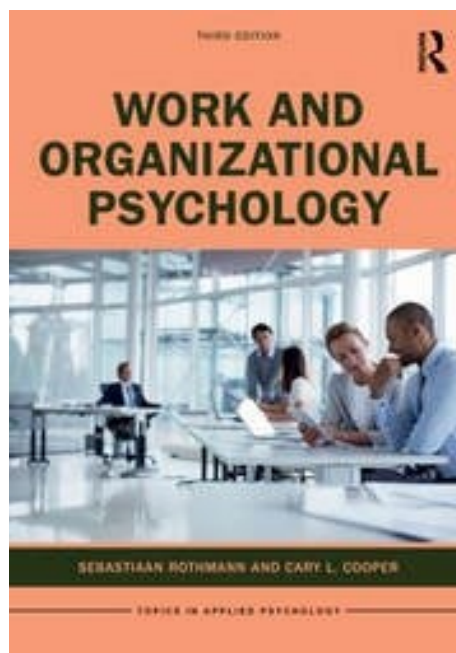
This is the third edition of this book by Rothmann and Cooper (the first in 2008 and second in 2015). It forms part of an original series of Texts in Applied Psychology that consisted of six textbooks intended as comprehensive academic and professional insight into specific areas of professional psychology. These covered Clinical Psychology, Criminal and Investigative Psychology, Educational Psychology, Health Psychology, Sports and Exercise Psychology, and Work and Organizational Psychology, and each text was written and edited by the foremost professional and academic figures in each of these areas. Click [here](#) to read more:



Prof. Ian Rothmann



Prof. Cary Cooper



"It forms part of an original series of Texts in Applied Psychology."

Frontiers in Psychology: Positive Psychology

In March 2021, a new section dedicated to Positive Psychology was launched in Frontiers in Psychology. Frontiers in Psychology is the largest multidisciplinary psychological Journal and holds an Impact Factor of 2.99 and a CiteScore of 3.5. This new section aimed to provide an interdisciplinary platform for disseminating cutting-edge scientific research on the science and practice of positive psychology. But how is the section going?

During the last eight months, the section has grown to be the



Prof. Llewellyn van Zyl



Prof. Ian Rothmann

15th largest (out of 30) in the Journal and received 217 submissions from 6 continents and 55 countries. Prof. Llewellyn van Zyl and Prof. Ian Rothmann recently wrote a paper on the grand challenges for positive psychology.

The title is: Grand challenges for positive psychology: Future perspectives and opportunities. The paper is available [here](#).

Technology and Data Analysis *by* Prof. L. van der Vaart

In the previous edition of Think Again, we introduced the readers to a helpful tool to assist in building your exploratory structural equation models. We are excited to share a new tool in this edition: Click [here](#) to access the tool.

. This new tool can be used to generate Mplus syntaxes for the measurement invariance of (bifactor) exploratory structural equation models with either continuous or categorical indicators. The levels of invariance tested include: configural, metric (weak), scalar/threshold), strict, variance-covariance, and latent

means. You can also upload the results from the generated outputs to receive a neat Microsoft Excel download that compares the model results.

For more information and references to other valuable sources:

- Alamer, A. (2022). Exploratory structural equation modeling (ESEM) and bifactor ESEM for construct validation purposes: Guidelines and applied example. Research Methods in Applied Linguistics. Advanced online publication. <https://doi.org/10.1016/j.rmal.2022.100005>

- De Beer, L.T., & Morin, A.J.S (2022). (B)ESEM invariance syntax generator for Mplus. https://www.stattools.app/b_esem/

“We want to introduce the readers to an online tool (Right Review) that guides researchers in selecting the correct knowledge synthesis method.”

Technology and Knowledge Synthesis *by* Prof. L. van der Vaart

In an information-driven world, we want to continue our collaboration with our smart technology counterparts. For this reason, we want to introduce the readers to an online tool (Right Review) that guides researchers in selecting the correct knowledge synthesis method. Amog et al. (2022) developed this tool which asks five questions of researchers: What is your goal or objective; if your review is about interventions or diagnostic tests, how many; what type of evidence will you be using; what type of analysis will you conduct; and do you have time and/or cost constraints to complete your review? The tool recommends a knowledge synthesis method most suitable for the review question based on researchers' answers.

For more information and references to other valuable sources:

- Amog, K., Pham, B., Courvoisier, M., Mak, M., Booth, A., Godfrey, C., Hwee, J., Straus, S. E., & Tricco, A. C. [The web-based “Right Review” tool asks reviewers simple questions to suggest methods from 41 knowledge synthesis methods](#). Journal of Clinical Epidemiology (2022). Advanced online publication.

Knowledge Synthesis Team, [Knowledge Translation Program](#), St. Michael's Hospital. (2019).



Checking In: How Often, How Long, and At What Time

In a recent article, Hopwood and colleagues (2021) highlight that longitudinal researchers are often confronted with questions about how often they should measure the variables under investigation, how long they should continue measuring these variables and the timing of their measurements. The answers are linked to how long it takes for a (psychological) process to unfold, how often changes occur, how long the process continues, and the timing of important events in the process. Ideally, theories (about timing) that guide us should exist, but this is often not the case. Consequently, methodological (i.e. power and convergence) and practical (i.e. feasibility) considerations take precedence over theoretical considerations when designing longitudinal studies. In the absence of theoretical considerations, models are misspecified, results are misinterpreted, findings are mixed, and nonspecific conclusions are drawn. To overcome the theory-method-practice divide,



Prof. Leoni van der Vaart

Think — methods — Again

Hopwood et al. (2021) offer potential solutions by encouraging researchers to reflect on the following questions: (a) How should time be scaled (e.g. clock vs psychological process)? (b) How many assessments are needed (e.g. enough to test multiple possible trajectories)? (c) How frequently should assessments occur (e.g. sampling rates as a function of empirical evidence and weak theory)? (d) When should the assessments

happen (e.g. continuous vs event-based)? In refining longitudinal studies, we have the potential to contribute to (timing) theories that shape future decision-making.

For more information: Hopwood, C. J., Bleidorn, W., & Wright, A. G. C. (2021). Connecting theory to methods in longitudinal research. *Perspectives on Psychological Science*, Article 1745669162110084. Click [here](#) to access the article.

“... theories (about timing) that guide us should exist...”



Postgraduate Student Reflections: Andrew Banda

The title of my PhD is 'Exploring Support Mechanisms in Rural Communities in Zambia for the Well-being of Older People'. The PhD proposal writing took me on an intellectual journey I never expected.

My PhD research focuses on exploring the support mechanisms of rural places as dynamic settings within which the older person's wellbeing is influenced. This involves identifying, understanding, and explaining the elements within rural communities that support the well-being of older persons. To make sense of my research, I am using a mixed-method design to answer my research questions and look at deeper insights that influence the well-being of older people in rural communities for policy and practice development.

During my first year of doctoral studies, I immersed myself in a topic I have a passionate interest in. The remarkable moment of my PhD so far was when the



Andrew Banda

Optentia Research Committee approved my PhD proposal - toiling through the proposal development and presenting it before the committee was overwhelming. However, with support from my supervisor, faculty members, research group members and PhD peers, the presentation went well, and the proposal was approved.

The following two years of my PhD studies will be dedicated to learning, writing manuscripts for papers, and drafting chap-

ters. I plan to generate evidence through publications to influence the discourse on the well-being of rural older people.

"The PhD proposal writing took me on an intellectual journey I never expected."

Postgraduate Student Reflections: Louwna Gie

My PhD study (which focuses on the care economy in Gauteng and in particular how to invest in youth development in relation to long-term care (LTC)) forms part of a larger study. In this larger study, the NWU and Gauteng Department of Economic Development are co-creating the Gauteng Care Economy Strategy (hereon referred to as the Strategy) that aims to create decent employment for unemployed youth, while providing affordable, accessible, appropriate, and equitable LTC to older persons and also contributing towards gender equality in the province. As we are finalising the Strategy and I am preparing for my PhD fieldwork later this year, I thought I

would reflect on my experience of having a larger project linked to my research theme and why I found it valuable. First, it makes my PhD feel practical, useful, and relevant. Second, it enabled me to engage in dialogues on my PhD theme outside the academic sphere - both expanding my understanding of my PhD theme and challenging me to think critically about certain topics. Third, although working on my PhD and the Strategy simultaneously has been demanding at times, it has enabled me to improve my time management skills. Last, and most importantly, it has allowed me to gain an insider's understanding of how a provincial government department operates



Louwna Gie

and decisions are made. I feel that this learning will be invaluable for my PhD, especially when I discuss my findings and make recommendations on how to develop Gauteng's care economy.

Postgraduate Student Reflections: Femada Shamam

Returning to the academic world of studies after 10 years is indescribably daunting. Spurred on by my desire for self-growth and a passion for the field of care and support to older persons, I enrolled with the North-West University to complete my Master's in Social Work. Having had experience of the Optentia Research Unit, I was honoured to be supported by Prof. Jaco Hoffman and Ms Tiisetso Tshela from Health Sciences.

The academic journey commenced with the completion of the Short Learning Programme which laid the foundation for the Master's journey. It was an opportunity to meet the formal supporters as well as the rest of the team; demonstrating the value of learning through collaboration between different disciplines. The practice of group supervision further provided peer-to-peer support and guidance. Informally, this practice of group supervision has created opportunities for us the students to further network outside the core purpose of supporting the respective research studies. I have gained

an added network which I can tap into. I have found the staff within the Optentia unit exceptionally encouraging and willing to assist wherever possible.

The first year of my studies did not progress as I intended with the waves of the coronavirus pandemic wreaking havoc in my work environment. The plan to progress was further hampered by the violent unrest in KwaZulu Natal in July

2021. Feeling despondent and discouraged, a call to my supporter early in 2022 reignited the passion to continue. I am passionate about adding to the body of knowledge within the ageing sector and I know that my Master's journey will produce the outcome I envisage under the guidance and direction of the staff at the Optentia Unit at North West University.



Femada Shamam

"The practice of group supervision further provided peer-to-peer support and guidance."

Postgraduate Student Reflections: Estelle Louw

Building on the research I conducted during my Master's degree, I aim to further explore and understand the nature and scope of unpaid care work through my PhD. This will entail a thorough examination of the current conceptualisations of care work based on time-use data from various international countries. The outcome is to determine whether the current conceptualisation of care work is a definite reflection of what care entails. Through this investigation people's time spent on non-renumerated work will be exam-

ined from a global gendered perspective. Since my journey started as a PhD student in 2021, I anticipated that it will be a difficult and often lonely road for the next few years. However, the structure of this programme is quite unique. Frequent group sessions are arranged with fellow PhD students, promoters and subject experts. These sessions are thought provoking and we share our research ideas and progress with one another in a comfortable environment.



Estelle Louw

Postgraduate Student Experiences: Annelene Oberholzer

I always had a dream to one day start the journey towards a PhD qualification but kept it mainly to myself. I still remember the day when Dr. Petro Erasmus asked (totally coincidental I might add) whether I ever thought of doing research...? It was the right question at the right time. She offered her assistance to guide me through the process and introduced me to Optentia and the wonderful staff. Prof Hoffman and Prof Roos indicated that they will be part of the team that will be my magnetic north on this journey. Everything fell into place and I received many indications that now is the right time for me to start this journey.

The day I finally decided to commit to my studies came with mixed feelings and a lot of anxiety. Shall I be able to finish, shall I know what to do and shall I reach my final goal which is to complete my PhD research (hopefully in time)? The support from my promotor, Prof Jaco Hoffman, and from Prof Roos and Dr. Erasmus, give me the motivation and self-confidence to take one step at a time. The group supervision is also a safe place to ask questions, put ideas on the table and learn from my fellow students. I am confident that with this available support and, of course, long



Annelene Oberholzer

hours of studying I shall be able to reach my goal.

“... the fact that Optentia has allowed a forensic accountant like myself to form part of the complex world of social sciences is testament to their innovation.”

Postgraduate Student Experiences: Constant van Graan

When I think of my studies at Optentia, it feels like a circle that has been completed. Having previously been taught by Prof Vera Roos on the intricacies of abnormal psychology as a naïve second-year forensic student in 2007, and then having her as my supervisor for my master's degree in 2018, it is an honour to now have her back as my promotor, and specifically under the well-respected banner of Optentia. This guidance is rounded off with the knowledge and experience of Dr Matthews Katjene, whose continuous words of encouragement has already made the adjustment from the School of Accounting Sciences to Optentia a lot easier.

Talking about accounting – the fact that Optentia has allowed a forensic accountant like myself to form part of the complex

world of social sciences is testament to their innovation. I am grateful for the opportunity, and I want to make the most of it – the future is, after all, multi and transdisciplinary in nature.

The group supervision has been enlightening and I look forward to enrolling for the SLP – the success of my research methodology depends on it!

My studies, which will focus on the dynamics between commercial forensic practitioners and other parties, will hopefully not only aid the forensic accounting profession, but I look forward to honing my skills as a researcher in the process. After all, as Neil Armstrong put it, “Research is creating new knowledge”, and that can only be a good thing.



Constant van Graan

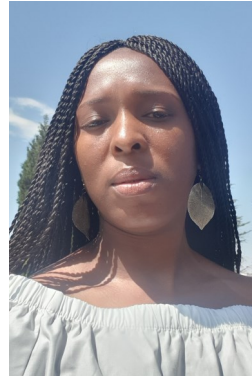
Postgraduate Student Experiences: Lerato Bodman

Ms. Lerato Bodman is a postgraduate student at NWU Optentia Research Unit, Doctor of Philosophy in Social Sciences. Ms. Bodman holds Bachelor of Art degree, Postgraduate Diploma in Management, and Master of Public Administration. She is currently employed at Gauteng Provincial Legislature, as Public Participation Coordinator. Her work entails providing public participation support to governance cluster committees such as Standing Committee on Petitions (SCP), Committee on the Scrutiny of Subordinate Legislation (CSSL), Oversight Committee on Premiers Office and Legislature (OCPOL) and Standing Committee on Public Accounts (SCOPA).

Ms. Bodman has passion on community development and social inclusion. Public participation and citizens participation leads to development of people through their involvement in decision making process on policies and laws that affect their lives. Furthermore, public participation is about inclu-

sivity, that everyone in the society have the right to participate in the legislative processes and everyone voices heard.

Ms. Bodman's study will be on how legislative sector enhance public participation and inclusivity by means of digitisation. Her study is inspired by the adoption of digitisation during the pandemic for ensuring continuation of public participation and reaching out to stakeholders in the legislative sector.



Lerato Bodman



"Public participation and citizens participation leads to development of people through their involvement in decision making."

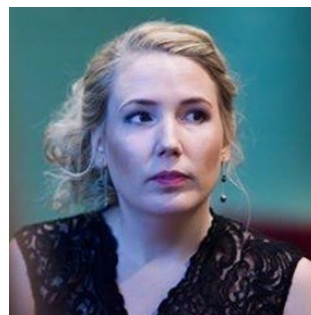
Laura Weiss is Principal Investigator of a Longitudinal Research Project

Laura Weiss started the new year as the new principal investigator of the longitudinal research project '10 Years Up' (10yup.nl) at Utrecht University, the Netherlands, where she works as Assistant Professor at the Self-Regulation Lab, which is part of the Department of Social, Health and Organisational Psychology. She works on this project together with an multidisciplinary team.

The study follows a longitudinal cohort of 500 young adults from age 16 for 10 years. The participants were recruited by random selection from the general population of 16-year old

adolescents. Every three months, they use a mobile app to indicate which goals they are pursuing by swiping right or left, and answer questions about how they go about realizing them. They also fill in questionnaires about various other topics related to their current circumstances, health and well-being. This way, we will be able to determine antecedents and consequences of goal setting and striving as a self-regulation strategy over time. Finding out about young people's choices affect their health and well-being helps us to be able to guide them in the important transition from adolescent to adult. By knowing

which goals are important to them in this period, we can support them in their development.



Dr Laura Weiss

Swinging: A Sociological Framework *by Marina Basson*

Amidst the current media frenzy where, particularly Afrikaans television networks are showcasing documentaries such as *Sex in Afrikaans* and *Swaaibraai* (Afrikaans lingo for swinging), the need for academic research on the influence of swinging or Consensual Non-Monogamy (CNM, hereafter) and its relationship to marriage, has become quite topical.

Not only does academic inquiry contribute to our increased understanding of the antecedents (or enablers) of swinging, but research may also elucidate its potential benefits and challenges to the marital dyad. Do these benefits warrant the lifestyle? Do they increase marital satisfaction? Or, conversely, do the challenges outweigh the benefits and render the marital relationship in trouble?

The analysis of semi-structured interviews conducted in 2021, suggests that various benefits, including swinging's potential for providing a couple with sexual variety, an opportunity to learn new sexual skill sets, to gain freedom to explore bisexuality as well as boosting of their egos and body image. Furthermore, scholars contend that CNM encourages couples to enter into said lifestyle with the utmost trust, honesty and openness. However, the challenges surrounding CNM, as per the views of my participants, include jealousy, divorce, sexual coercion as well as instances of exploitation through certain activities at swinger's clubs. Furthermore, despite the assumption that CNM nullifies the need to engage in infidelity, participants cited how it remains a prevalent part of the 'lifestyle' and is often hidden



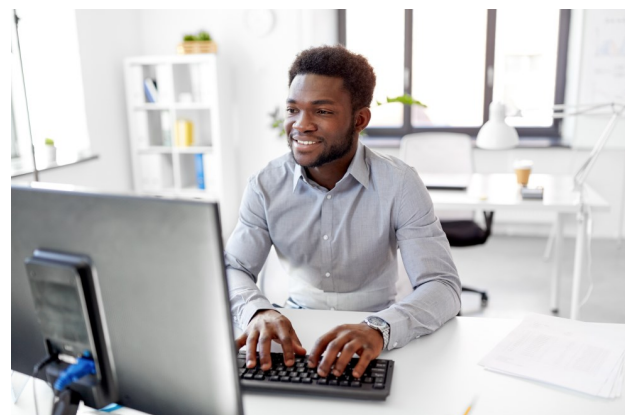
Marina Basson

under the guise of partners just 'swinging'.

As with any other lifestyle, CNM may not be for everyone, and it certainly comes with its own requirements to ensure that it does not disrupt the primary relationship. However, it does speak to the kind of relationship where there is utmost trust, honesty and openness between the dyad. The final draft of this research is planned for submission

at the end of 2022 under the Supervision of Prof. Jacques Rothmann and Prof. Werner Nell.

“... academic inquiry contribute to our increased understanding of the antecedents (or enablers) of swinging...”



Reunion in the USA *by* Dr Lara Roll

Back in 2017, we were lucky enough to have Prof Tahira M. Probst from Washington State University (USA) over at Optentia for a workshop on job insecurity in higher education, kindly supported by the NRF Knowledge, Interchange and Collaboration Grant. Now, about five years later, I am having the opportunity to visit her in Vancouver (Washington, USA) as part of my Marie Curie Postdoctoral Fellowship provided by the European Commission. We are following up on the job insecurity in higher education project we started back then, as well as me presenting my Marie Curie research on

occupation insecurity due to automation to the department and Tahira's lab. Towards the end of my stay here in the USA, I will also give a presentation at the Society for Industrial and Organizational Psychology (SIOP) conference in Seattle. It is an enormous pleasure to finally meet people I had been emailing with for years (e.g., Melissa Jenkins or Andrea Bazzoli) and to be able to catch up with those I have not been able to see in person since the beginning of COVID (e.g., Prof Reeshad Dalal). Hopefully, moving forward, the world will continue to open up and we will be able to see each other face-to-face at



Dr Lara Roll

conferences and during research visits more frequently again.

"We are following up on the job insecurity in higher education project."

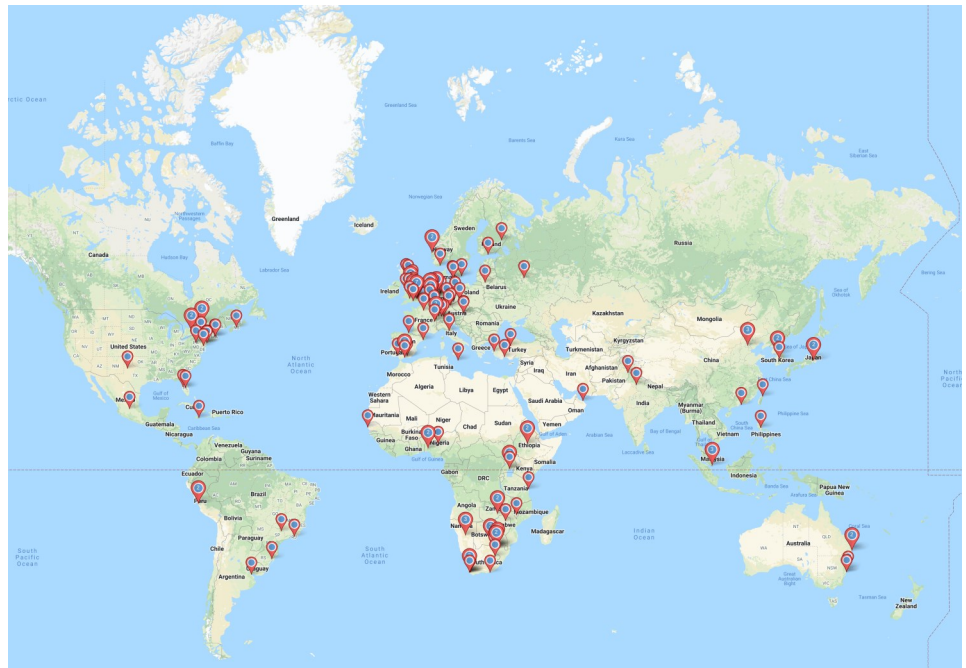


Mapping Optentia's International Collaboration

During March 2022, Optentia acquired software to map the international networks of the research entity. In 2010, Optentia had almost no international collaborators. Click [here](#) to see the

map of collaboration. Optentia collaborates in research with 193 institutions and people nationally and internationally. These collaborations included, joint funding applications and research pro-

jects, joint publications, workshops and discussions, coaching and empowerment of Optentia participants. The red balloons represent the current networks of Optentia.



“Optentia has strong research networks in the United Kingdom and Europe, but also in Africa, Asia, North America and South America.”

RYSE—RUSA Project by C. Pretorius and G. Rodgers

On Friday, 11 February 2022, the RYSE-RUSA project invited 16 young adults in Zamdelato share their views on the resilience-

enabling mechanisms of young people in their community. Through the use of cellphilms, a short movie was created on mo-

bile phone. They were asked to plan and create a 2-5-minute movie based on what they believed to be okay.



Back (from left to right): Carla Pretorius (Researcher), Zandile Kumalo, Nombulelo Mokoteli, Mohapi Motaung, Kamohelo Rantai, Palesa Sejake, Siyamthanda Matsela, Senokoane Kgotsa and Gerhard Rodgers (Researcher); Front (from left to right): NAME, Dineo Mofokeng, Lesego Sepesa, Phemelo Matsoso, Zoliswa Thukwayo, Andile Mohapi, Ngobani Ntuli, Pogiso Maphomane, Priscilla Mokhati

Research Collaboration with Ghent University

The Optentia Research Unit is currently hosting Kim Dierckx, a researcher from Ghent University. Kim is working on an international collaborative research project between the Department of Developmental, Personality and Social Psychology (Ghent University, Belgium), the North-West University and Stellenbosch University (SU). The researchers aim to understand better the curious "fair process effect" and its boundary conditions.



Kim Dierckx

Research in Belgium and at Stellenbosch University has revealed some particularly beneficial consequences of procedural fairness enactment by societal actors. Procedural fairness enactment refers to the extent that authorities make their decisions in an ethical way, without a priori favouring one party over the other, relying on accurate information, granting those affected by the outcome the opportunity to voice their opinion. Kim's team found that people derive some clear personal benefits from the perception that they and other people belonging to the same ethnic group are treated procedurally fairly by societal actors – irrespective of the outcomes of the decisions of these actors. These include higher subjective well-being (happiness), higher self-esteem, and even better (self-reported) academic success.

Most importantly, their results have also revealed beneficial consequences for societal cohesion. Specifically, they found that procedural fairness perceptions are associated with institutional trust, which translates into greater willingness to comply with laws and regulations and, thus, better "societal citizenship

behaviour". Moreover, procedural fairness perceptions also promote general trust (i.e. "if authorities can be trusted, so can other people in society"), which benefits intergroup relations. Again, these results were obtained irrespective of participants' ethnicity, perceived relative deprivation, socio-economic status and language group.

Kim is a PhD student and a teaching assistant at the Department of Developmental, Personality and Social Psychology, Faculty of Psychological and Educational Sciences, Ghent University (BE). His research interests include intergroup relations, diversity, inclusion, and cognitive neuroscience. For his PhD, he studies how societal actors can use procedural fairness as a societal engi-

neering tool to foster intergroup relations, manage diversity, bolster inclusion and create compliant and prosperous citizens. He has published in various AI scientific journals, including the Journal of Ethnic and Migration Studies, Group Processes and Intergroup Relations and Personality and Individual Differences. Currently, he is a visiting scholar at the North-West University in the context of a research stay sponsored by the FWO (Flanders Scientific Research Fund). During his stay in South Africa, he will be involved in a collaborative research project with the School of Industrial Psychology and Human Resource Management and the Optentia Research Unit.

"Procedural fairness enactment refers to the extent that authorities make their decisions in an ethical way."



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Books

Boyd, G., & Reardon, J. (2020). Rebuild: The economy, leadership and you - A toolkit for builders of a better world. Evolutesix Books..

Hom, P. W., Allen, D. G., & Griffeth, R. W. (2020). Employee retention and turnover: Why employees stay or leave. Routledge.

Hamington, M., & M. Flowers, M. (2022). Care ethics in the age of precarity. University of Minnesota Press.

Mintzberg, H. (2019). Bedtime stories for managers: Farewell to lofty leadership - welcome engaging management. Berrett Koehler Publishers.

Mintzberg, H. (2015). Rebalancing society: Radical renewal beyond left, right, and center. Berrett Koehler Publishers.

Mehmetoglu, M., & Mittner, M. (2022). Applied statistics using R: A guide for the social sciences. SAGE.

Upcoming Events (Click [here](#) to go to the Optentia Research Calendar)

Useful Websites

- <https://goodorganisations.com>
- <https://youtube.com/c/GoodOrganisations> is an informative YouTube channel
- www.refseek.com is a search engine for academic resources.
- www.worldcat.org - search the content of 20,000 global libraries.
- <https://link.springer.com> - access to more than 10 million scientific documents: books, articles,
- <http://repec.org> - Volunteers from 102 countries collected nearly 4 million publications
- www.science.gov is a U.S. government search engine.
- www.pdfdrive.com is the largest website for free download of PDF books.
- www.base-search.net is one of the most powerful search engines for academic research texts.