

SA Journal of Human Resource Management/ SA Tydskrif vr Menslikehulpbronbestuur

Theoretical Research Study

Manuscript Specifications:

Font Type: Times New Roman

Font Size: 12

Line Spacing: 1.5

Page Margins: Bottom & Top = 2.5cm
Left & Right = 2 cm

File Format: Microsoft Word (.doc) or Open Office (.dot) **NOT (.docx format)**

General Formatting: At the last pages of this author guideline

Enquiries: Potential contributors are invited, before formal submission, to enquire whether or not a particular article would be of interest, or to obtain advice about the way in which a manuscript should be prepared for submission.

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Covering letter: When submitting a manuscript, authors should provide a separate covering letter with the following information: the full name(s) and title(s) of the author(s); the position, affiliation (university or organisation), and contact details of each author; and the author to whom all correspondence should be addressed. It should also include a paragraph summarising briefly the nature of the contribution made by each of the authors listed on the article to the research performed.

Length of Manuscript:

About 25 pages text only (maximum), excluding tables, figures and the list of references.

Manuscript Guidelines

Title: Informative but concise eg.: Names of questionnaires, countries, and or authors start with capital letters.

Author: Name(s), include full first name, e.g. Gert P. Roux, not G.P. Roux. The name of the department and the University of each author. **The e-mail address, postal and phone number of the corresponding author should be included.**

Abstract: In English, not more than 250 words. If the article is written in Afrikaans please include an English title in the abstract. The abstract should state concisely the scope of the work and the principal findings, the following should be sub-headings:

- **Orientation** – A brief theme sentence to orientate the reader about the overall issue or problem area addressed in this article.
- **Research purpose** – The main research aim or purpose of the study is stated.
- **Motivation for the study** – The rationale or motivation for the study is provided.
- **Research design, approach and method** – The research design, approach and method is briefly explained with specific reference to the target population and the sample size.
- **Main findings** – The main results/findings of the study is summarized.

- **Practical/managerial implications** – A summary of the practical or managerial implications is briefly stated.
- **Contribution/value-add** – A concluding statement indicates the contribution or value-add of the study in addressing gaps or contradictions in the literature.

Key words: Use five [5] words not already included in the title, separated by a semi-colon. Refer to the discipline; sub-discipline; field; theme; research design; context

Synopsis: Afrikaans articles (or articles in any other official SA language) must also have a synopsis of the article of between 500-600 words in English (the entire synopsis appears in italics).

We also ask that you upload a brief biographical note (entered into the ‘Bio statement’ box during the submission process). This note will appear online in our ‘About the Author’ section should your article be published with us.

Manuscript Contents

The manuscript contains eight sections, namely the introduction (context of the study), research objectives, motivation of the study, research design, results, discussion and the references. All these first-level headings appear in bold capital letters and are centered.

INTRODUCTION (first-level heading)

The author(s) provide a provocative and thought-provoking introduction to the theoretical discourse/debate that will attract the attention of potential readers. In this section the author(s) provide the context or background to the discourse or argument by high-lighting or emphasizing specific aspects relevant or contributing to the discourse or debate. The context or setting of the problem provides the décor against which the problem unfolds. Wherever possible, relevant literature should be cited to provide support for your arguments. (Refer to the quantitative or qualitative guidelines on writing the introduction section).

Purpose of the study (second-level heading)

Against the background or context (explained earlier), in which this debate/discourse unfolds, the purpose of the study should be stated clearly and convincingly (but briefly) in this section of the manuscript.

Current theoretical perspectives (second-level heading)

A complete and a high-level, critical review of the current literature should be provided that illustrates the different theoretical perspectives/ controversies/ limitations on the theory/methodology in a clear, comprehensive and in a balanced (objective) way. The review should reflect a high quality of scientific argumentation and logic in the identification of the limitations/deficiencies in existing theory/methodology. The arguments around these deficiencies/limitations should be presented in a coherent/systematic manner. Existing theoretical perspectives on these problem/issues should be fully and clearly presented.

Problem statement and research objectives (including preliminary literature review) (second-level heading)

When introducing the problem it should convince the reader that the problem is relevant and topical. The decision to address a particular research problem can either be triggered by some need identified in practice, some theoretical problem or by some incompatibilities in opposing academic/theoretical viewpoints. Theoretical or practical evidence should be provided to verify the existence of the problem. The evidence should be focused and specific, yet sufficiently extensive on a theoretical level to warrant further research.

Care should be taken not to create straw dolls (pseudo-problems) that might come apart at a later stage. The researchability of the problem from a practical and ethical point of view should be considered.

A high-level, preliminary literature review should substantiate the existence of the problem. It should also indicate the extent of one's knowledge on each of the sub-problems or sub-goals of the study. A clear void in existing knowledge must be indicated. This preliminary literature review will not only indicate the current extent of knowledge, but it will also indicate the potential contribution of the resolution of the problem.

The problem statement needs to be formulated carefully so that it includes all major variables/ constructs. It is good practice to state a central research goal/objective. The research goal/objective can then be sub-divided into specific research questions or sub-goals. That will dissect the problem into 'chewable chunks'. These 'chunks' should, when combined again, revert to the problem statement, the central goal, and the research question(s). This is only a device to check whether there are any visible gaps or limitations in the problem statement.

Rationale or value-add of the study (second-level heading)

A convincing motivation for the study should be presented. The problem should be substantial or comprehensive in nature and a pressing need must exist to address the problem. Evidence should be presented on the extent and actuality of the problem (e.g. in wellbeing terms) and what impact it would have on, for example, world one, world two or world three knowledge if corrective action is not taken.

RESEARCH DESIGN (first-level heading)

With the problem now properly defined and goals of the study clearly specified, the purpose of the next section is to describe how one would go about in addressing the research question(s) by selecting the appropriate research design (approach and methodology).

Research approach (second-level heading)

This section serves to explicate the specific theoretical perspective or school of thought (such as philosophical analysis; literature review; conceptual (or word) analysis; and theory (or model) building) followed in the study:

- If applicable, state the perspective or school of thought that serves as departure point for the article. Motivate the reason(s) for this perspective.
- If specific presuppositions support the perspective, these should also be stated.

Research method (second-level heading)

Specify which of the following *non-empirical methods** have been used and why this method was chosen. Also indicate where and how this method was used in the study:

The application of any of these research methods takes the form of a substantive/thorough literature analysis which follows a specific method/approach. Please note that research articles are treated in this instance as sources of data and the literature as data.

Targeted body of literature (third-level heading)

Explain which search portal(s) were targeted and why

Gathering the data (third-level heading)

Explain the process and the criteria for selection and inclusion of the data.

Analysis of the data (third-level heading)

Explain the process followed to make sense or to categorise the data.

Presentation of the data (third-level heading)

Explain briefly how the data will be presented

RESULTS (first-level heading)

This section provides a synthesis of the literature grouped or categorised according to some organising or analysis principle. Tables may be used or models may be drafted.

DISCUSSION (first-level heading)

This section normally contains the following eight elements:

- restate the main objective of the study;
- reaffirm the importance of the study by restating its main contributions;
- summarise the results in relation to each stated research objective or research postulate;
- link the findings back to the literature and to the results reported by other researchers;
- provide explanations for unexpected results;
- provide the conclusions and recommendations (implications for practice);
- point out the possible limitations of the study; and
- provide suggestions for future research

REFERENCES (first-level heading)

References begin on a separate page. References cited in the text should all be included in the list at the end of the paper. Full references at the end of the paper, arranged alphabetically by surname, chronologically within each name, with suffixes a, b, c, etc. to the year for more than one per year by the same author. Note that the second and subsequent lines are indented. This journal makes use of the APA reference style. We have an APA style guide which you can be download from the journal website.

Non-empirical Methods:

The differences between these approaches are briefly explained below

Philosophical analysis

The literature analysis for the philosophical analysis aims at analysing arguments or debates in favour or against a particular position. One can distinguish, e.g. normative analysis, ideology critique, phenomenological analysis or deconstruction applications of philosophical analysis.

Literature Review

A comprehensive and a critical analysis of the literature should be provided that illustrates the different theoretical perspectives, trends or debates with regard to the phenomenon under investigation. The literature

review should be presented in a clear, comprehensive and balanced (objective) way. The literature analysis should reflect a high quality of scientific argumentation and logic in the identification of the limitations/deficiencies in existing theory/methodology. The arguments around these deficiencies/limitations should be presented in a coherent/systematic manner. Existing theoretical perspectives on these problem/issues should be fully and clearly presented.

Conceptual analysis

The literature analysis for conceptual analysis should be characterised by clarification and elaboration of the meaning of words and concepts through either generic differentiation or conditional type of conceptual analysis.

Theory or model building

In the case of theory or model building, the literature study will be characterised by a search for linkages between theoretical ideas or concepts in order to find coherence, an explanation for or a causal link between theoretical propositions. It is aimed at explaining phenomena through a new theory, hypothesis or model.

General Specifications of Manuscript

Layout

- The text should be 1.5-spaced.
- Start each paragraph at the margin (no tabs to indent first line). Place a blank line between paragraphs to separate.

Heading styles

- First level headings: (Boldface, upper case, centred, on a separate line, 14pt)
- Second level headings: (Boldface, normal case, justified at left margin, on a separate line, 12pt)
- Third level headings: (Boldface, normal case, justified at left margin, on a separate line, 10pt)

Citations in the text

- In referring to a work by three, four or five authors all the relevant names have to be furnished in the **first** reference to the work, e.g.: the traditionalist personality (Riesman, Denney & Glazer, 1968, p. 40) restrains him from doing...
- In **later** references to this work only the first author's name is stated, and the abbreviation '*et al.*' is used: ...due to his "other-directness" modern Western man in a sense is at home everywhere and yet nowhere (Riesman *et al.*, 1968, p. 40)...
- In referring to a work by six or more authors, cite only the surname of the first author followed by *et al.* (italicized and with a full stop after "al"), and the year for the first and subsequent citations. **In the reference list, provide the initials and surnames of the first six authors, and shorten any remaining authors to *et al.***
- When titles of journals or books are mentioned, they should be italicised, not underlined.
- If the citation follows a quotation, place the parentheses after the quotation marks but before the end punctuation. For example: 'for the future of telecommunications' (Smith 1987).
- Single quotation marks are used for all quotations; to highlight a quote within a quote, please use double quotation marks. If citations are longer than 30 words, please do not use single quotation marks; rather indent the citation and italicise it, positioning parentheses containing the author(s), year and page numbers of the publication cited on the line after the citation, right aligned.

Tables and figures

In Step 4, upload all tables, figures, images, and supplementary files:

- Tables should be saved and uploaded as separate Word (.doc) or RTF (.rtf) files, not DOCX (.docx).
- Ensure all personal identifying information is removed from the supplementary files as per the [provided instructions](#). Please note that this is not required for book reviews.
- Figures and images should be saved and uploaded using high quality image formats: BMP, TIFF, EPS, JPEG (uncompressed); not GIF or compressed JPEG.
- Audio and video files should be saved and uploaded using the MPEG format (MP3 for audio and MPEG for video).

Acronyms: If a phrase with an established acronym is used (eg SAN Parks – South African National Parks), and appears more than five times, please include the acronym in brackets after first mention of the phrase, then use the acronym only. Please note that acronyms should not be used in abstracts.

Units: The use of units should conform to the SI convention and be abbreviated accordingly. Metric units and their international symbols are used throughout, as in the decimal point (not the decimal comma), and the 24-hour clock.

Spacing and punctuation: There should be one space (not two) between sentences; one space before unit terms (e.g. 5 kg, 5 cm, 5 mmol, 5 days); no space before % or °. Thousand/millions are marked with a space, not a comma (e.g. 1 000, 1 000 000) Ranges are expressed with an extended hyphen, not with a short hyphen.

Dates, italics, and spelling: Dates are written in the following style: 12 July 1908. Phrases within the text that are not English (for example, *et al.*) should be italicised. British (not the American) spelling convention is followed, for example organisation, not organization.

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The Editor, SAJHRM. E-mail: <mailto:editor@sajhrm.co.za>

Note: Ensure that the article ID [reference] number is included in the subject of your email correspondence.