

*The role of Employer Branding in Talent Attraction and
Talent Retention in South Africa*

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ABSTRACT

The primary purpose of this study is to examine the role of employer branding in talent attraction and talent retention in South Africa. This study seeks to explain and investigate the existing trends in employer branding in a South African context. It focuses mainly on the “best companies to work for” in South Africa and also looks at graduates who are unemployed in South Africa. This study tries to discover the way in which organisations in South African can attract potential talent and retain existing talent using a number of Employer Branding factors.

Concerning the people working in the “best companies to work for”, this study looked at demographics such as gender, race, age, employment status and also total number of years people had been working for current employers. And for graduates, this study looked at demographics, such as gender, race, age, employment status and also total number of years being unemployed. The research was done using an online survey designed on Qualtrics, and the link was sent to employees working in the “best companies to work for” and also to graduates who are unemployed, 99 responses were received from permanent employees and 98 from graduates.

The main findings of the study is that there are a number of values driving employer branding in general for both groups and these factors are identified in order of importance, for example, the first one is Economic value, second is Diversity value, third is Developmental value, followed by Reputation value, Social Value, CSR value and last, Communication media value. I split the groups into two, meaning the findings also showed values driving graduates, particularly for Talent attraction and these values are Diversity value, CSR value, Developmental value, Economic value, Reputation value, Communication value and last, Social value. On the other side, the findings showed values driving Talent retention in order of priority like Economic value, Reputation value, Diversity Value, Developmental value, Social value, Communication value and last CSR value.

DECLARATION

I, Patrick Thabo Kheswa, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Management, Strategic Marketing (MMSM) at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Patrick Thabo Kheswa (584618)

Signed at

On the day of 20.....

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TABLE OF CONTENTS

ABSTRACT	II
DECLARATION	III
ACKNOWLEDGEMENTS.....	IV
LIST OF TABLES	VIII
LIST OF FIGURES	VIII
1 CHAPTER 1: INTRODUCTION	10
1.1 PURPOSE OF THE STUDY	10
1.2 CONTEXT OF THE STUDY.....	10
1.3 PROBLEM STATEMENT	12
1.4 RESEARCH QUESTIONS	12
1.5 DELIMITATIONS OF THE STUDY	13
1.6 DEFINITION OF TERMS FROM DIFFERENT AUTHORS.....	13
1.7 ASSUMPTIONS	14
CHAPTER 2: LITERATURE REVIEW	16
2.1 INTRODUCTION.....	16
2.2 BRANDS AND EMPLOYEES	17
2.3 BRANDING MANAGEMENT AND CORPORATE BRANDING	18
2.4 MARKETING AND BRANDS	19
2.5 PRODUCT DIFFERENTIATION AND EMPLOYER DIFFERENTIATION	21
2.6 BACKGROUND DISCUSSION OF EMPLOYER BRANDING	21
2.7 PROCESS OF EMPLOYER BRANDING	23
2.8 BENEFITS OF EMPLOYER BRANDING	25
2.9 EMPLOYER BRAND ASSOCIATIONS	26
2.10 EFFECTIVE RECRUITMENT, SELECTION AND INDUCTION.....	32
2.11 TALENT RETENTION METHODS	35
2.12 CONCLUSION OF LITERATURE REVIEW.....	39

3	CHAPTER 3: RESEARCH METHODOLOGY.....	42
3.1	RESEARCH METHODOLOGY	42
3.2	RESEARCH DESIGN.....	43
3.3	POPULATION AND SAMPLE	43
3.4	SAMPLE AND SAMPLING METHOD	44
3.5	THE RESEARCH INSTRUMENT	45
3.6	PROCEDURE FOR DATA COLLECTION.....	45
3.7	DATA ANALYSIS AND INTERPRETATION	45
3.8	LIMITATIONS OF THE STUDY	46
3.9	VALIDITY AND RELIABILITY.....	46
3.10	EXPLORATORY FACTOR ANALYSIS – VALIDITY.....	47
3.11	RELIABILITY.....	50
	CHAPTER 4: PRESENTATION OF RESULTS	53
	CHAPTER 5: DISCUSSION OF RESULTS	67
5.1	INTRODUCTION	67
5.2	DISCUSSION PERTAINING TO RESEARCH QUESTION 1.....	67
5.3	DISCUSSION PERTAINING TO RESEARCH QUESTION 2 (<i>WHAT ARE THE EMPLOYER BRANDING FACTORS DRIVING GENERATION “X”</i>)	72
5.4	DISCUSSION PERTAINING TO RESEARCH QUESTION 3 (<i>WHAT ARE THE EMPLOYER BRANDING FACTORS THAT DRIVE TALENT ATTRACTION AMONGST GENERATION “Y”</i>)	75
5.5	DISCUSSION PERTAINING TO RESEARCH QUESTION 4 (<i>WHAT ARE THE EMPLOYER BRANDING FACTORS THAT DRIVE TALENT RETENTION FOR GENERATION “X”</i>).....	79
	CHAPTER 6 - CONCLUSIONS & RECOMMENDATIONS.....	84
6.1	INTRODUCTION	84
6.2	CONCLUSION OF THE STUDY	84
6.3	RECOMMENDATIONS	91
6.4	SUGGESTIONS FOR FURTHER RESEARCH	92

REFERENCES.....93

APPENDIX A – SURVEY.....98

APPENDIX B – QUESTIONNAIRE.....101

**APPENDIX C – DELOITTE “BEST COMPANIES TO WORK FOR:
2013.....104**

ANNEXURES107

LIST OF TABLES

LIST OF FIGURES

Figure 1 - Employed employees working in the “best companies to work for”	51
Figure 2 – Respondents by gender – Employed employees	52
Figure 3 – Respondents type of employment – Employed employees	53
Figure 4 – Respondents age group – Graduates	53
Figure 5 - Respondents by gender – Graduates	54
Figure 6 - Respondents type of employment – Graduates	55
Figure 7 - What are the factors or values driving employer branding in general	55
Figure 8 – Responses pertaining to factor 1	56
Figure 9 – Responses pertaining to factor 2	56
Figure 10 – Responses pertaining to factor 3	56
Figure 11 – Responses pertaining to factor 4	57
Figure 12 – Responses pertaining to factor 5	57
Figure 13 – Responses pertaining to factor 6	57
Figure 14 – Responses pertaining to factor 8	58
Figure 15 – Results pertaining to research question 2	58
Figure 16 – Results pertaining to factor 1 – Employed employees	58
Figure 17 – Results pertaining to factor 2 – Employed employees	59
Figure 20 – Results pertaining to factor 3 – Employed employees	59
Figure 22 – Results pertaining to factor 4 – Employed employees	59
Figure 23 – Results pertaining to factor 5 – Employed employees	60
Figure 26 – Results pertaining to factor 6 – Employed employees	60
Figure 27 – Results pertaining to factor 8 – Employed employees	60
Figure 29 – Results pertaining to research question 3 – graduates	60
Figure 16 – Results pertaining to factor 1 – graduates	61
Figure 18 – Results pertaining to factor 2 graduates	61
Figure 19 - Results pertaining to factor 3 – graduates	61
Figure 21 – Results pertaining to factor 4 – graduates	62
Figure 24 – Results pertaining to factor 5 – graduates	62
Figure 25 – Results pertaining to factor 6 - graduates	63
Figure 28 – Results pertaining to factor 8 – graduates	63
Figure 30 – Results pertaining to research question 4	63
Figure 31 – Results pertaining to graduates and employed employees	65
Figure 33 – Results showing factors driving talent retention in order of importance	78
Figure 34 – Results showing Items within factor 5 in order of importance	78
Figure 35 – Results showing items within factor 2 in order of importance	79
Figure 36 – Results showing items within factor 6 in order of importance	79
Figure 37 – Results showing items within factor 3 in order of importance	79
Figure 38 – Results showing items within factor 8 in order of importance	80
Figure 39 – Results showing items within factor 4 in order of importance	80
Figure 40 – Results showing items within factor 1 in order of importance	81
Figure 41 – Results showing Employer Branding factors in order of importance for Talent attraction and Talent Retention	83
Figure 42 – Results showing Employer Branding factors in order of importance for Talent attraction amongst generation “Y)	84
Figure 43 – Results showing Employer Branding factors in order of	86

importance for Talent retention on generation 'X'

1 CHAPTER 1: INTRODUCTION

1.1 Purpose of the study

The purpose of this study is to investigate the role of employer branding in talent attraction and talent retention. This study seeks to explain and investigate the existing trends in employer branding in a South African context. It focuses mainly on the “best companies to work for” in South Africa and also looks at graduates who are unemployed in South Africa. This study tries to discover the way in which an organisation can attract potential talent and retain existing talent. It also explores the role of employer brand in influencing employee’s perceived differentiation and satisfaction from an internal perspective and investigates mechanisms of employer desirability from the viewpoint of potential talent.

Mishra and Chhabra (2008) stated that organisations are faced with a serious challenge in attracting talented people and retaining them once they have been hired, and suggests that organisations must invest substantially in their employees. Some of the major reasons such as lack of growth, low pay packages and inability to adapt to the organisation has led to high turnover and has been identified as a cause of high attrition rate. Any organisation with a high attrition rate not only has to take care of the high costs of talent acquisition but also high costs of training and development and there could be serious disruptions at customer service level which might impact customer relationship management. On the other side, the organisation loses intellectual capital or knowledge.

1.2 Context of the study

Rasool and Botha (2011) reported that South Africa is experiencing serious skills shortages, especially among qualified workers who can boost the economy of South Africa. This has affected the South African economy and South Africa is unable to participate globally, besides the economy, this also has affected socioeconomic growth and development in general.

Key issues that contribute to a widespread shortage of skills and competencies in South Africa are globalization, an ineffective education system, structural changes in the labour market landscape, no investment in the skills development arena and emigration (Rasool & Botha, 2011).

Taylor (2010) mentioned that the notion of employer branding was developed at the end of the 1990s in the area of tightening labour markets. Since then, the notion has developed in the minds of marketing, HR and talent management professionals. The concept still remains quite controversial though, and it is still responded to hesitantly. Nowadays it has become even harder for HR professionals or organisations to attract talent and that is why organisations must now respond proactively in designing employer brand strategies in order to attract good employees.

Shivaji and Maruti (2013) explained that employer branding should be a targeted long-standing strategy engaging managers' consciousness and employees' intuitions, possible potential employees and related stakeholders within a particular organisation. They further say that employer branding is a prevalent concept within HR professionals, marketing and branding staff including market researchers in the recent past, while at the same time it aims at enticing the right talent and retaining good talent becomes absolutely critical for the success of any organisation.

In India, most organisations are becoming globally strategic and utilise employer brand to attract and retain talent which can possibly lead to business growth and expansion. In addition in a period where skills, knowledge and personal attributes of employees are amongst the main reasonable enablers, organisations cannot ignore the significance of attracting and retaining talented people (Hughes & Rog, 2008).

The presentation of branding ideologies and concepts to human resources management has been called "employer branding". Most organisations are using "employer branding" to attract good talent and also to retain key talent in the organisation and key talent that is engaged fully in the viewpoint, culture and strategy of the organisation (Backhaus & Tikoo 2004).

1.3 Problem statement

The current labour market landscape has changed dramatically. Today's business is driven by technological changes, the economy and globalisation. Therefore it is vital for organisations to have highly skilled and talented employees in order to survive. Organisations are suffering high staff turnover leading to high costs in talent acquisition and loss of valuable knowledge. Many organisations are experiencing challenges in managing their employer brand and attracting and retaining good talent. At the same time, generation Y has higher demands as compared to the "older workforce generation" or aging workforce, so it is important for organisations to keep up with the demands of the "newer workforce generation" by creating employer brand strategies.

Backhaus and Tikoo (2004) mentioned that general organisations frequently focus their branding energies towards developing corporate and product brands, branding can also be applied in the area of talent or human resource management. Botha, Bussin and De Swardt (2011) mentioned that most employer brands must focus on the possible relationship between employer brand concepts that exist, including talent attraction and talent retention, with limited attempts to develop a comprehensible employer brand model that can successfully envisage talent attraction and retention.

1.4 Research questions

a) *What are the factors or values driving employer branding in general?*

This research question is important to the study because we need to investigate factors driving employer branding in South Africa.

b) *What are the employer branding factors driving generation "X"?*

Generation "X" are seen as the older generation, we are trying to investigate factors driving generation "X".

c) *What are the employer branding factors that drive talent attraction amongst generation "Y"?*

The younger generation, also known as generation "Y", could have different employer branding factors so we want

to investigate these factors and see what organisations in South Africa can do to attract them.

d) *What are the employer branding factors that drive talent retention for generation “X”?* Generation “X” is different to generation “Y”; we are trying to investigate factors driving talent retention; we looked at what factors make generation “X” stay in the organisation.

1.5 Delimitations of the study

Although research may well focus on areas of talent attraction and talent retention of existing staff which are part of the employer branding scope, the focus of the study is to eventually report on how employer branding can be used to attract and retain talent in South Africa. The main question of this primary research is to investigate the role of employer branding in talent attraction and talent retention in South African context. At the same time I have covered marketing and branding theory and principles in understanding how it relates to employer branding.

This research covers literature around marketing, brand management and some human resources management.

1.6 Definition of terms from different authors

a) Employer Branding,

One of the very first meanings of employer branding was generated by Ambler and Barrow (1996) as “the package of functional, economic and psychological benefits provided by employment and identified within the employing company” with the main role of employer brand being to “provide a coherent framework for management to simplify and focus priorities, increase productivity, and improve recruitment, retention and commitment,” cited in Backhaus and Tikoo (2004).

Ambler and Barrow (1996) claim that an employer brand is the combination of functional, economic and psychological benefits that the employee perceives to get or have by being employed by the organisation. They also argued that the main purpose of

employer branding is to create a management framework, facilitating the process of prioritizing, increasing productivity, improving the recruitment processes whilst at the same time it assists in retaining the skilled yet fit workforce and encourages their engagement in the organisation.

Employer branding apprehensions and issues are linked to the attracting of potential employees and retaining of top talent. These issues, besides creating an employer brand picture or image, also encompass the processes, procedures and actions, including the culture and leadership of the organisation. An organisation must provide its employee value proposition as an employer (Mandhanya & Maitri, 2010).

Aggerholh, Endersend, and Thomsen (2011) discussed that the employer brand idea is possibly valuable for organisations and that applying brand management to the Human Resources management's services to reinforce the strength of this idea can add tremendous worth to the equity of the organisation from a customer perspective. They further defined employer brand as the set of functional, economic and emotional benefits provided by the organisation, and identified with the concept of the employing company.

Backhaus and Tikoo (2004) define employer branding as a targeted, long-standing plan to manage the consciousness and perceptions of employees, potential employees and related stakeholders like shareholders with regards to a particular organisation.

1.7 Assumptions

- a) The first assumptions of the research are that organisations and people in general will understand employer branding and the value of talent attraction and talent retention in South Africa. Organisations will now know factors driving the employer branding in general and how to develop these factors to attract and retain employees.
- b) The second assumption is that organisations will see the value of investing in the individual's skills and knowledge including talent retention and make use of the appropriate factors in talent retention to avoid losing intellectual capital, disruptions in customer services which impact customer relationship.

- c) The assumption is the organisation will now know that there is a war for talent and organisations can gain competitive advantage by having the right talent in the right positions. Organisations must now develop an Employer Branding strategy in order for them to stay competitive and current with the aim of talent attraction, talent retention, business continuity and long-term profits.

CHAPTER 2: LITERATURE REVIEW

In this chapter I covered principles of **marketing and branding** and how these principles can be applied in Employer Branding with the aim of attracting and retaining good talent. I covered **marketing and brands** in a general context, touching on how customer needs must be met to make customers satisfied. Brand management principles and definitions from different authors are covered and the way in which brands influence the minds of employees and potential employees. **Product differentiation and employer differentiation** is covered so that we can see how principles of product differentiation can relate to employer differentiation. I have covered **employer branding** at length, touching on the process of **employer branding, employer brand strategic platform and benefits of employer branding**.

2.1 INTRODUCTION

The notion of marketing is to meet customers' needs hence marketing management is the process of categorizing, identifying these needs and responding to the needs appropriately. But simply understanding these needs are not good enough as markets are enormously competitive and competitors can possibly copy products. Therefore, brands as well as products have become companies' most valuable possessions and brand management of the key activities is required (Doyle & Stern 2006).

According to Bains et al. (2008), most companies use some kind of branding to position themselves in the market. This positioning is meant to create advantages, particularly in the form of greater customer recognition and more effective marketing. There are several kinds of brands, including those of products of the company and also the company itself, the so-called "Corporate Brand".

Backhaus and Tikoo (2004) mentioned that a brand is a name, sign or even a figure or a mixture of them which is intended to identify the goods and amenities of one seller or many sellers, for that matter, that differentiates these from their competitors in the same industry or sector.

Doyle and Stern (2006) claim that one of the main aims of managers in an organisation is to build strong brands. A brand is robust when it can provide or offer a maintainable differential benefit. This is when a brand is a special favourite of the customers and it is difficult to reproduce, in addition, strong brands meet functional requirements and satisfy mental or psychological needs that lead to adding value for the consumers.

“Branding/brand is a collection of physical and emotional characteristics associated with a particular identified product or service that differentiates that product or service from the rest of the marketplace” (Egan 2007).

According to Kotler et al., (2008), the marketing mix entails the approaches of communicating with organisation stakeholders like shareholders, employees and leadership. There are four clusters of variables that cover the ways to communicate and these four groups are known as the 4Ps (Price, Product, Place, Promotion), that is, the marketing mix. The reason why I am covering this is because the research in question will concentrate on the ways to talent acquisition, therefore I have to consider different ways to communicate. Marketing mix elements somehow assist to show the possibilities for this. Within the employer brand itself, the traditional marketing mix can be applied in the Human Resources space.

2.2 Brands and employees

Wilden, Gudergan and Lings (2010) acknowledged that common brands meanings focus on customers and not on other stakeholders within the organisation, such as possible employees who are influenced by messages used in the brand. A brand is “essentially a seller’s promise to consistently deliver a specific set of features, benefits and services to the buyers and is intended to identify the goods and services of one seller and differentiate them from those of its competitors”.

The context of employer marketing and branding and employer branding is to be understood as the set of distinctive images of a prospective employer which are manifest in the minds of target groups and/or potential employees. The difficult task for any organisation is to manage the multiple brands that it presents to its various stakeholders e.g consumer brands, company brand and employer brand.

Wilden, et al. (2010) again claims that it is important in this context to link between the human resources management function and marketing. Both marketers and HR practitioners need to be aware of the impact of their actions on each other's branding objectives and as much as possible, need to align their efforts. The employer brand is affected by the other brands of the organisation and aligning internal belief about the organisation and external brand messages is paramount.

2.3 Branding Management and corporate branding

Kapoor (2010) stated that a brand is defined as a name, sign or symbol used to identify items or services of the seller and to differentiate them from the goods of competitors. He further commented that this definition has been claimed to be incomplete as signs and symbols are only a part of what a brand actually is.

Wallstroom, Karlsoon and Salehi-Sangari (2008) described that the main brand is used by a company to convey the corporate identity and values of its stakeholders. Furthermore, they argued that in recent years it has become more common to use this concept and to actually invest in the corporate brand. They further claimed that there has been a shift from the product branding of the past to today's corporate branding. Wallstroom et al. (2008) defined corporate brand as a cluster of functional and emotional values, which promises stakeholders a particular experience.

Backhaus and Tikoo (2004) mentioned that there are similarities between a corporate brand and an employer brand which has the natural consequence that the two often work together and that in many cases it can be difficult to distinguish between them. They further argue that there are two essential differences between the two, important to consider in order to understand their cooperation and how to keep the two terms apart. The first of these differences is that the employer brand has as its sole purpose to communicate the identity of the company as employer, and it is not used at all in communication with customers. The second difference is that the employer brand has an internal as well as external part, both equally important, whilst the corporate brand has its main focus externally towards the customers, with some internal support from the employees.

2.4 Marketing and Brands

Marketing in general provides solutions to customers' needs (figure 1), there are several kinds of needs with basic needs which form part of physiological needs (Kotler et al., 1999). When physiological needs for sustaining human life are satisfied, a person moves on to the next level of important needs like safety, social and esteem needs. The figure below describes the five sequential stages of human needs.



Figure 1 Hierarchy of needs (Koontz & Wehrich, 2007)

Maslow has designed a hierarchy of needs where all human needs are placed in order of importance.

1) **Physiological needs** - these are basic needs to sustain human life.

According to Tikkanen (2007), eating is regarded as a physiological need and this is part of the basic need to sustain human life. Kay (2004) shared that one of the main purposes of marketing activities in general is to create stronger brands and one of the main activities of employer branding could be assumed to be the development of a stronger employer brand with the aim of satisfying the needs and wants of employees (customers) with the creation of a unique employment experience (product).

2) **Safety needs** – the need to be free of physical danger in the society

The safety needs represent the desire to be free from physical danger in the society (Tikkanen, 2007). Employees in the workplace need to be free from danger as well, no one wants to work in an organisation that is not safe.

3) **Affiliation level** – people need to be accepted in society

A sense of belongingness or love needs of the individual represent a variety of needs from a sense of affiliation to a certain group of people (Tikkanen, 2007). Similarly, within Employer Branding, employees want to be affiliated to a group or company that is well recognised.

4) **Esteem needs** happen when a person has finished satisfying other needs

People assess the attractiveness of the pictures or images by how well these images preserve the continuity of their self-concept, providing individuality and enhancing self-esteem of employees within the organisation (Mandhanya & Maitri 2010),

5) **Need for self-actualisation** is the highest need in the hierarchy, according to Tikkanen (2007). This is the highest level, self-actualisation indicates the desire to realise one's full potential.

It is quite apparent that the hierarchy of needs is vital in employer branding. A person needs a job in order to have financial security or stability. This is very much part of safety needs; however the need is satisfied by having a job available in the job market or organisation. A person's needs for esteem are critically important from the employer brand view point. Self-confidence and individual status is part of the esteem needs and a job can have an impact on the esteem needs. A well liked or admired organisation or workplace can enhance a person's status amongst his or her own peers and this is quite critical to understand when branding employers or organisations. The need to self-actualisation links to employer brand of the organisation. (Koontz & Wehrich, 2007)

Senthikumar (2012) says that it is important to understand the basic distinction between talent retention and turnover to establish the appropriate framework. He says that talent retention is the percept of employees remaining in the organisation where high levels are desired, whereas turnover is the opposite of retention because it refers to the percentage of employees leaving the organisation for many reasons.

2.5 Product differentiation and employer differentiation

Khatibi and Robertson (2013) discussed that one of the major roles of the consumer brand is to distinguish a product from that of its competitors in the same sector or industry. The distinction of the organisation as an employer can be ascribed to the strong point of the employer brand's character and the exclusivity and desirability of the psychological contract between the employees and the employer. As the employer brand should mirror the organisational values and objectives, this distinction as an employer should create a differentiation in the values and goals promoted by its employees with a successive flow-on to differentiation in employee performance which will include consumer brand support conduct.

Botha, Bussin and De Swardt (2011) claimed that a differentiated employer value proposition (EVP) adds stimulus to the employer brand; it describes a desired future state relative to the organisation's objectives and preferred viewpoint, thinking and culture. They further mentioned that a differentiated EVP provides a concise and clear refinement of what sets an organisation apart as an employer and is defined as the exclusive set of characteristics and benefits that will stimulate potential candidates to join an organisation and current employees or talent to stay.

Moroko and Uncles (2008) mentioned that the ability to differentiate brands has been linked to consumer and corporate brand health of the organisation and its success, this on its own is regarded as an important step in the brand building process. Having a differentiated employer brand is seen as the key ingredient in winning the "war for talent".

2.6 Background discussion of employer branding

Attracting the correct talent and retaining it, has become a serious requirement for business to succeed. The employer brand includes the organisation's value system, processes, procedures, behaviours towards the aims of attracting, engaging and retaining the organisation's current talent and attracting potential employees. Employer branding is about apprehending the core of the organisation in a way that engages employees and other stakeholders. It is a set of attributes and activities that make an organisation unique and promises a particular kind of employment experience.

Employees are the most significant internal stakeholders as they play an important part in the sustainability and growth of the organisation (Malati & Sehgal, 2013).

According to Mandhanya and Maitri (2010), today there is less talent available and the talent has many more choices regarding their growth and career options. Organisations have a problem of how to attract good talent and how to retain talent. A way to attract and retain good talent is to create challenging yet exciting job descriptions and job profiles. Attracting and retaining talent does not differ much from attracting and retaining customers. He further says that before an organisation can make their customers satisfied, they need to strive and succeed in making their employees satisfied.

Mosley (2007) described that this notion of employer branding was first brought up in the literature in the 1990s in the importance to the “war for talent”, whereas Backhaus and Tikoo (2004) confirm that brands are among an organisation’s most valuable possessions and as a result, brand management is a key activity in many organisations. Although organisations commonly focus their branding efforts on developing product and corporate brands, branding can also be used in the area of the talent and human resources management.

Allen, Bryant and Vardaman (2010) said that retaining valuable staff has benefits as when turnover is high, companies may expect this to influence costs, interruptions in service levels, but also loss in the organisational knowledge base over its competitors. Companies with low staff turnover or attrition rates have increased in profits long term and improved employee confidence and/or morale. In order to improve quality of employment, organisations must develop and implement staff retention management tools concurrently with increasing the loyalty of their employees.

The concept of “Employer Branding” has gained much interest in the past few years and more organisations are seeking to become the “employer of choice”. Even in the current pressing economic climate, it is seen that employer branding still plays a vital role in talent retention and talent attraction. Now that the economy is starting to recuperate, its employees are re-acquiring their sureness and may start looking for other opportunities elsewhere (Backhaus & Tikoo, 2004).

Taylor (2010) mentioned that the concept of employer branding was produced at the end of the 1990s in a time of a tightening labour market. Ever since, the idea has grown in the minds of marketing and marketing professionals. However, the concept remains quite provocative and it is still regarded with doubt. It has become much harder for organisations to attract and retain good talent and organisations have to make long-term employer branding strategies in order to survive.

2.7 Process of employer branding

Maitri (2011) explained that talent retention and talent satisfaction is one of the aspects of talent management and creating a good employer brand will assist in resolving a lot of problems. The devotion created by employer branding is an instrument for managing competent staff members or talent. Development of a talent management strategy begins by creating employer branding. He further says that building a brand is typically a dual process, on one side is the potential talent and the other, current talent within the organisation.

Maitri (2011) suggested that one could measure the procedure of Employer Branding and this can be summarised as follows:

- **Concept phase**, the 360 degree employer brand audit to establish the forte of employer brand in the organisation and again to establish its level of interaction with corporate brand and business strategy and objectives.
- **Design phase**, this is the process of articulating the employer brand strategic plan and it includes defining (EVP) Employer Value Proposition, defining Employer Brand Employee Platform which encompasses things like recruitment and selection and “on-boarding” program or induction, remuneration and benefits, career progression or development programmes, employee research like surveys, reward and recognition programs, internal and external communication systems and general work environment.
- **Integration phase** include things like a dedicated career website for talent acquisition, company intranet as the line of communication internally, career fair

brochures, company newsletters, policies and procedures, recruitment advertising and sports sponsorship and other related CSR programs.

Employer Brand Strategic platform touches on a number of key things within EBI like:

1. Organisation's mission, vision and values
2. Corporate Social Responsibility (CSR)
3. Leadership
4. Corporate reputation and culture
5. People management policies and practices
6. Innovation and Performance Management

Maitri (2011) further mentioned that the employer branding process and procedures should be intended towards corporate branding so that advancement could be created not only among internal employees and customers but for all stakeholders in the organisation including shareholders. He again quoted that market forces are something that cannot be overlooked because employer branding process and methods should be aimed towards building an optimistic appearance of the organisation in the external and internal environment correspondingly.

On the other hand, Khatibi and Robertson (2013) described an easy conceptual model for the employer branding process which focuses purely on the latter stages of the branding process following the creation of the brand itself and studies the relationship between the employer brand, both from internal and external perspectives and the organisational outcomes.

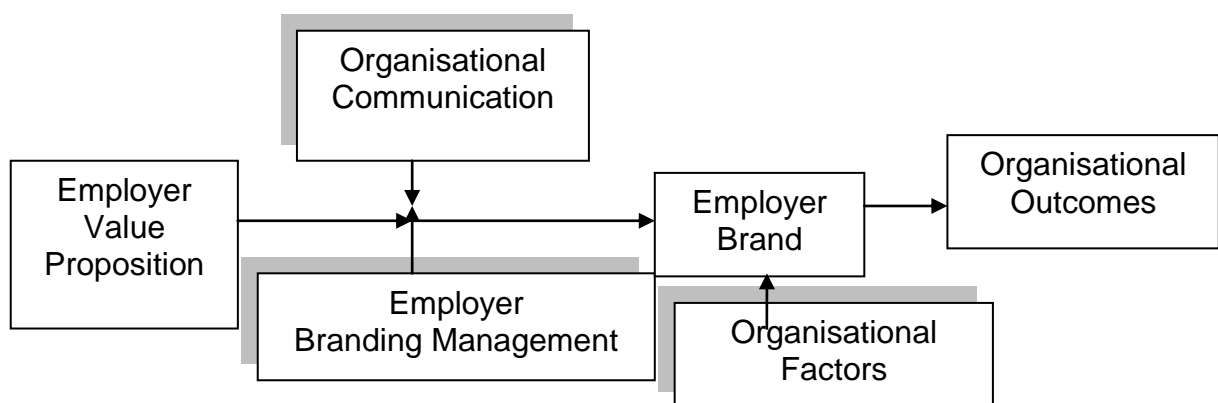


Figure 2 Conceptual Employer Branding Model. Source Khatibi & Robertson (2013)

Barrow and Mosley (2005) stated that employer brand has not only a positive effect on the ability of an organisation to compete for the most suitable and qualified workforce, but there are also other areas affected. The individual is key, a strong employer brand can help in creating more satisfied and happy employees in the organisation, who enjoy working for this employer and are motivated and engaged to perform well. This has been shown to increase productivity and the quality of customer service and in the long term, has been shown to produce more satisfied customers.

Barrow and Mosley (2005) claim that a well-functioning employer brand affects other organisational functions positively. They state that the cooperation between marketing and HR is improved as the market communication enters deeper into the organisation, and as a result, it can also affect the internal marketing positively and to some extent, it improves the general communication with the organisation.

2.8 Benefits of employer branding

Taylor (2010) claims that there are many benefits to employer branding and those are related to talent acquisition (recruitment), talent retention and performance in general. The benefit to talent acquisition or recruitment is naturally to be able to attract the good talent the organisation is seeking. A very strong employer brand strategy will help to advertise job opportunities and convey good brand messages that help the organisation reach the most relevant talent for them. Therefore, the drive is not necessarily to attract as much talent as possible, but good talent that have a good set of skills and knowledge in order to add value to the organisation. Taylor (2010) further says that if the organisation has a very strong employer brand, it will be so attractive as an employer that it would not have to search for the talent but the talent would eagerly choose them as a preferred employer.

According to Parment and Dyhre (2009), there are companies where both consumers and stakeholders ask more of them and of the employees, than just to be a producer of goods. This in turn, has had a result that companies now use more resources in the quest for well skilled and qualified talent, which they believe will give them a competitive

edge in the market. What is considered to be a talent, according to Parment and Dyhre (2009) and to Barrow and Mosley (2005), is specific to the situation and context and it therefore naturally differs between companies depending on what type of talent they are looking for.

According to Barrow and Mosley (2005), the two types of brand support each other. They conclude that the corporate brand of a company requires qualified employees to build and support its brands and this branding is fundamentally created by people. At the same time, a strong corporate brand can help build the employer brand and thereby attracting more and better quality employees.

2.9 Employer Brand Associations

Shah (2011) mentioned that brand families or associations are the thoughts and the ideas that a brand name registers in the minds of consumers. Brand associations are the elements of brand image. He defined brand image as unifications of the perceptions related to the product-related or service-related attributes and the functional benefits that are encompassed in the brand associations that reside in the consumers' minds, and employer brand image can be defined in similar terms.

Backhaus and Tikoo (2004) claimed that as potential employees also create employer brand associations based on the information sources that are not controlled by the employer, effective employer branding takes a pre-emptive approach by identifying desired brand associations and then striving to create these associations. The practice of constructing and developing desirable brand associations and brand images is supported by a number of areas of recruitment investigation. Employer image has been found to impact applicant attraction to the organisation.

Research question 1

What are the factors or values driving employer branding in general (This applies to both generation Y and generation X)

Aggerholm, Andersen and Thomsen (2011) say that strategic brand processes create, sell and endorse sustainable relationships between an organisation and its existing employees and potential employees under the influence of the varying corporate settings with the purpose of co-creating maintainable values for the individual, the organisation and society as a whole. They further mention that strategic sustainable employer branding processes feature three distinctive characteristics like:

- a) The fastening in and support of the overall business strategy, thus being a strategic branding discipline; see figure 4
- b) The co-creation of values, i.e. continuous re-negotiation of values with stakeholders according to their stakes and expectations and
- c) The creation of sustainable employer-employee relationships concerned towards a continuous reflection on common needs as well as current and future expectations.



Figure 4: Employer branding processes in sustainable organisation, source Aggerholm, W., et al., (2011)

Berthon, Ewing and Hah (2005) claim that there are things or values that retain talent or attract talent in the organisation, like interest value, social value, economic value, developmental, and application value. These five values become the make-up of employer branding in the context of employees' values.

- a) **Interest value** shows to what degree an employee is attracted to an employer that provides an exciting and challenging work environment, has original work practices and makes use of its employees' creativity to produce high-quality yet innovative products and services.
- b) **Social value** is the degree to which potential talent is attracted to an employer that provides a working environment that is fun, happy, and provides a supportive team atmosphere.
- c) **Economic value** is to what degree the individual is attracted to an employer that provides above average remuneration, this talks about the entire total compensation package.
- d) **Developmental value** talks about to what degree employer embraces self-worth, recognition, and confidence, coupled with career-enhancing experiences and a base for possible future employability.
- e) **Application value** is the attractiveness of an employer that provides an opportunity for the employee to apply what they learned in the classroom or workplace and the opportunity of teaching others.

Schlager, Bodderas, Maas and Chachelin (2011) described different values which are regarded as perceived employer brand and expected employer brand like, development value, social value, diversity value, economic value and reputation value.

Aggerholm, Andersen and Thomsen (2011) described employer branding as the co-creation of strategic, sustainable employee-employer relationship; they argued that a reconceptualization of employer branding draws on the three theoretical fields like Corporate social responsibility, Branding and Human Resources Management defined within an exemplar of social constructivism from which the concept of co-creation begins.

Table : Source: Researcher's own summary

Berthon, Ewing and Hah (2005) Sivertzen, Nilsen and Olafsen (2013)	Schlager et al. (2011)
Interest value	Reputation value
Social value	Social value
Economic value	Economic value
Developmental value	Developmental value
Application value	Diversity value
Maitri (2011)	Barrow (2003)
Organisation's mission, vision and values	Vision and leadership Values
Corporate Social Responsibility (CSR)	Fairness and cooperation Corporate personality
Leadership	External reputation
Corporate reputation and culture	Communication
People management policies and practices	Performance management and Reward system
	Recruitment and induction
	Development
	Working environment

In marketing theory, Kotler and Armstrong (2005) recommended positioning and unique customer value propositions; they mentioned that positioning a brand aims to set the product in the minds of a consumer with exact characteristics or qualities with a value proposition. The attributes place importance on the delivery of a specific set of features in the form of economic, functional and psychological benefits. These bring additional worth to meet certain psychological needs, making customers view a specific brand of higher quality more desired than that of the competitors. The customer value proposition is communicated via a number of channels like sales promotion, public relations, advertising, direct marketing and personal selling.

Backhaus and Tikoo (2004) discussed employer branding as an effort made by the organisation to sell its employee value proposition in order to improve talent acquisition or recruitment and talent retention and increase the value of Talent or Human Capital.

The HR functions included under the employer branding umbrella must make provision for the organisational career management programmes. Career management is a planned effort by the organisation to connect individual career needs with the organisation's business strategy and goals. Organisations must demonstrate that they can align career management systems with the new paradigms, taking into account economic pressures coming from outside. Career Management should form part of the employer brand to address the fast paced yet challenging employment environment.

Mishra and Chhabra (2008) mentioned that good valuable staff members are becoming difficult to find in today's economic and competitive environment. Organisations must study the pattern of staff turnover, understand the reasons why people are leaving, and the organisation needs to look at programmes and policies to improve the satisfaction of current talent or employees. Some of the ideas other organisations have looked at are flexi-time, good remuneration and benefits that can be considered to retain valuable employees.

Mishra and Chhabra (2008) mentioned the following programmes:

- a) **Recruitment of top performers from the competitors** – talent retention means be proactive in your approach rather than be alerted by the turnover.
- b) **Mentoring programme platforms that provides transfer of knowledge** – This means a one-on-one relationship with someone who is more experienced. The experienced person shares his or her own knowledge and experience.
- c) **Career visibility** – the existing and potential employees need a clear direction to develop their career potential.
- d) **Work for retired employees once they have left the organisation** - Rethinking the development of project-based roles for retired employees.
- e) **Incentive programs** – development of incentive programs for the top-performers increases the likelihood of their staying.
- f) **Acceleration pool and succession planning** – organisations must look at identifying key individuals who have the potential to take on senior roles in the

future. These key individuals need to be developed accordingly to create bench-strength.

Research question 2

What are the employer branding factors driving generation “X”

Backhaus and Tikoo (2004) mentioned that the external part of employer branding aims to reach the qualified workforce outside of the organisation which the organisation wishes to attract. Through the employer brand, it is possible for the organisation to communicate the advantages of becoming an employee. Essential parts of this are the type of organisational culture, the leadership and the type of employee that are already present, or what career development the organisation has to offer for potential talent.

Alvesson (2004) claimed that “best talent” approach means that an organisation proactively tries to find the best and most qualified talent in the recruitment and selection process. The effect of this is that a large number of resources must be used in the recruitment process and the selection to find such talent. There is therefore a substantial investment in the current workforce and a desire to retain them within the organisation. To achieve this, Alvesson (2004) concludes that it is important to offer career possibilities and interesting work tasks. The principle is that the best company has the best employees, which makes it the best in the market.

Wilden, et al. (2010) suggested that, to ensure that brand signals convey the desired message to the potential talent in the job market, organisations must commit to the effort of employer-branding strategies. Employer branding affects the organisation profile by sending employer brand signals to recruitment markets. These employer brand signals minimize potential employees’ information costs, and influence their feelings or perceptions of job quality and the risk associated with joining the organisation. These signals create expected usefulness for potential talent, which can also be seen as employer attractiveness, an important element of employee-based brand equity. Employer attractiveness is the set of intended benefits that a potential employee sees in working for a specific organisation.

On the other hand, Rousseau (2001) claimed that when an employee starts working for an organisation but has not yet acquired the necessary specific-knowledge and skills, by working for the organisation, employees receive added information and a realistic impression of the employer. As the employee compares pre-employment expectations with actual employment conditions, it is critical that the received signals do not challenge the signals received in the pre-employment phase, to avoid the risk of a psychological contract break-up. Again, accurate and consistent, internal and external communication of sustainable human resources practices through the employee value proposition is critical.

2.10 Effective recruitment, selection and induction

Taylor (2002) proposed that the whole idea of recruitment is to have the right people, in the right jobs at the right time at all times. Poor recruitment practices have been claimed to increase voluntary turnover. Organisations may experience high turnover rates within the first few months of employment if they do not have best practices in recruitment. Promoting the right fit for a job by ensuring that newcomers have accurate expectations of their job and receive sufficient induction or “on-board” training will help to minimise the number of people leaving in the first few months of their employment.

However, the features such as working conditions and employee orientation or induction programmes within the organisation cannot normally be observed by potential employees. In evaluating the attractiveness of a potential employer, potential employees incur costs associated with seeking the information necessary to make an informed, well-calculated decision. They may search for observable information directly and/or make use of information substitutes. Searching for noticeable information is only possible for search characteristics, such as remuneration and location; for experience and trust characteristics (e.g. performance-based remuneration, career progression and work climate). The potential employee needs to make use of information substitutes such as brand signals (Wilden, Gudergan & Lings, 2010).

Rousseau (2001) mentioned that the induction period seems to be significant in terms of organisational influences in forming an individual’s psychological contract. Once an individual’s schema is fully formed, it is unlikely to change; also during the early

socialisation or induction period, newcomers are more inclined to search for additional information to complete their psychological contract, thereby decreasing uncertainty.

Effective retention practices start with good recruitment practices, qualified and motivated talent will stay longer. Poor recruitment practices escalate the rate of turnover in two ways, new staff members that are incompatible and unsettled will leave quickly, experienced staff on the other hand can become highly unsatisfied and the revolving door of recruits that places a repeated burden on their time and performance. Induction is a serious success aspect in recruitment and a large proportion of induction is related to communication and enrolment in benefits (Oladapo, 2014).

Employment branding is the process of designing and developing an image of being a “great place to work for” in the minds of the potential talent and also current staff that exist in the organisation. Product branding is designed to develop a lasting image in the minds of the consumer so that they start to repeatedly associate quality with any product or service offered by the owner of the brand. An employment brand does the same in that it produces an image that makes people want to work for the organisation because it is a well-managed organisation where workers are continually developing, learning and growing. Employment branding must use the tools of marketing, branding, PR, and advertising to change the image applicants have of what it is like to work at that organisation. In a nutshell, employer brand can be said to be both the source and result of all the unequal elements of marketing (Kapoor 2010).

Research question 3

What are the employer branding factors that drive talent attraction amongst generation “Y”

Wilden, et al. (2010) mentioned that many well-developed economies, the ever changing demographics and tight economic conditions have made the labour market more competitive, the competition of attracting and retain good talent has now become important. Organisations need to have strategic investments in talent attraction for suitably skilled employees and most importantly, talent retention. They further stated that Employer Branding in the context of talent acquisition is the package of economic, psychological and functional benefits, those potential talents see within the employment

and that on its own makes them attracted to specific employers. At the same time, the package created by employers also assists in retaining talent.

Moroko and Uncles (2008) mentioned that high quality graduates are bombarded with multi-media campaigns which showcase how organisations create the promise on good career experience and remuneration. The labour market of graduates is targeted by employer branding strategies and activities that are generally successful in attracting suitable graduates. Shivaji and Maruti (2013) stated that organisations must develop, implement and constantly update their Employee Value Proposition to be consistent in the organisation from an internal and external perspective. They further mentioned that in order for organisations to attract talent they need to build career entrepreneurship, create a flexible working environment, embrace diversity and streamline the hiring process.

Mandhanya and Maitri (2010) shared that in today's competitive environment there is less talent and talent has more and more choices to choose from and also employees have choices regarding career options. In order for organisations to attract talent, they must create challenging job profiles and job descriptions, attracting and retaining customers does not differ from attracting and retaining talent. Before organisations make their customers happy, they need to start making their employees happy.

Research question 4

What are the employer branding factors that drive talent retention for generation "X"?

Backhaus and Tikoo (2004) discussed that employer brand image is defined in comparable terms. Function and benefits of the employer brand describe fundamentals of employment with the organisation that are desirable in the objective terms, like remuneration and benefits and leave allowances. Representative benefits relate to perceptions about reputation of the organisation and the social approval applicants imagine they will enjoy if they work for the organisation. In the context of talent acquisition, potential talent or applicants will be attracted to an organisation based on the extent to which they believe that the organisation has the desired employee related attributes. According to figure 3 below, potential employees and/or talent develop an

employer brand image from the brand families or associations that are an outcome of an organisation's employer branding.

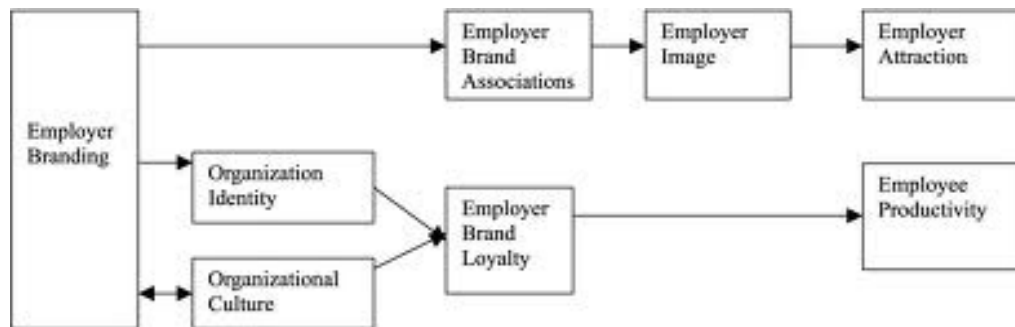


Figure 3: Employer branding framework, source Backhaus and Tikoo (2004)

Employer branding brand equity refers to the result of how potential employees and current talent within the organisation know the brand, as well as propelling potential talent or employees to apply. The brand itself encourages current employees to stay within the organisation and this is talent retention. The Employer Brand equity is a desired result of the Talent and HR Management activities mentioned above (Backhaus & Tikoo, 2004).

Martin, Beaumont, Doig and Pate (2005) stated that the first aim is to create and deliver employee value to the actual employees working within an organisation. Employers are evaluated based on employees' value perception working in a specific company. The human resources management is responsible for optimising employer value during the whole relation between employers and employees by giving employees a high employer value proposition. Delivering high employer value to employees is closely linked to the service profit chain as the first part of internal service quality which consists of elements like workplace design, how the job is designed, employee selection and development, employee rewards and recognition programs and tools for servicing the customers.

2.11 Talent Retention methods

Khatibi and Robertson (2013) explained that the theory of management usually highlights the importance of organisations' attracting, developing and keeping talented employees. Retention of employees is seen as a relevant and positive aim of

organisations, and practices, such as employer branding, which have the potential to enhance talent retention are considered to be valuable due to their role in developing this outcome. However, the value of talent retention as an outcome does need to be seen in some respects. They further stated that while some employees are lost to competitors, others leave to join existing and potential organisations and this cannot be ignored.

It is also possible that very low employee turnover may be ambiguous as a pointer or employer branding victory if staff are loyal to the employer simply to enlarge tenure-based rewards and not sufficiently engaged in the organisation's goals (Moroko & Uncles, 2008).

Oladapo (2014) discussed that one of the main concerns of many organisations today is talent retention. Retention is seen as a strategic prospect for many organisations to hold onto competitive employees or workforce. Attracting and retaining a talented workforce keeps many executives and HR thinking of possibilities and opportunities of obtaining a competitive edge. Retention is improved when employees are offered good remuneration and benefits, have a supportive work culture, can develop and grow and most importantly, have work-life balance.

2.11.1 Psychological contract

De Vos and Meganck (2009) mentioned that the concept of a psychological contract was first introduced by Rousseau (1996) as being employees' perception or beliefs regarding work conditions in the exchange agreement between themselves (employees) and the organisation. It is said that it creates sentiments and good attitudes which form and control behaviours of employees and it has been linked to the promise or commitment, organisational culture, unmet prospects and disloyalty or trust.

A balanced psychological contract is necessary for an ongoing, pleasant-sounding relationship between the employee and the organisation. However the destruction of the psychological contract can be a sign to the participants that the parties no longer share a common set of goals, objectives and values (Sims, 1994, cited in Armstrong, 2006).

Backhaus and Tikoo (2004) maintain that the purpose of the internal employer branding is to retain, motivate and stimulate the key competence already present within the

company. This is done by raising the expectations of the employees and by maintaining a beneficial organisational culture, thereby creating loyal and motivated employees. Rousseau (2001) proposed that a psychological contract is grounded in an individual's plan of the employment relationship. The plan develops early in life when employees develop generalized values about mutuality; hard-work and these values are influenced by peer groups, school, family, and interactions with working individuals within the organisation.

When the psychological contract is satisfied, the employee is more likely to be loyal and fully engaged, however if the psychological contract is broken, there will be a decline in employee engagement and productivity which will then lead to an impact on staff turnover (Moroko & Uncles, 2008).

2.11.2 *Organisational culture*

Wheeler et al. (2006) mentioned that many organisations with strong organisational cultural involvement increased talent retention, in addition to increased satisfaction and promise or commitment. The concept of organisational culture was first introduced by Pettigrew (1979), this is linked to basic assumptions and values the employees of the organisation have and how this has been passed on to the newcomers of the organisation, and is evidenced by the ways in which people behave in the organisation (Backhaus & Tikoo, 2004).

2.11.3 *Compensation and Reward*

The importance of remuneration has been extensively discussed in the academic arena and recent studies have emphasised that there is a link between reward and recognition and talent retention. Pay and received money influences a person psychologically, economically and sociologically in the form of a position and standard of living, making it presumably relevant to any individual (Chew & Girardi, 2008). Remuneration has been

defined by Price (2000) as cash or money and its counterparts which employees receive for their services rendered to the employer.

Taylor (2002) claimed that the importance of pay seems to have contrary views. Based on economics, basic law of supply and demand, low paying organisations will suffer from workforce skills or talent and employees will avoid working for them if they can have a higher paying job. Although the basic postulation is that most people have jobs to make a living, HR professionals and psychologists believe job satisfaction and organisational commitment play a role in minimizing staff turnover (Price 1997).

2.11.14 Career Entrepreneurship

Shivaji and Maruti (2013) described that when you provide entrepreneurship, you are moving from “loyalty” to a committed mind set. In a “loyalty” mind set people are rewarded simply by being there for a long time. In a commitment culture, organisations clearly define what employees are being offered in return for their services and again provide them with internal coaching to empower employees to lead and manage their own careers. Career entrepreneurship starts by getting employees to set their own career goals, however employers should provide them with the tools to reach the goals they desire and again measure the accomplishment.

Mishra and Chhabra (2008) described that retaining valuable staff is becoming difficult in today’s competitive environment, organisations need to evaluate and monitor the pattern of attrition rate. Over and above compensation, benefits and flexible working hours, there are other talent retention strategies that an organisation can look at like:

1. **Recruiting of top performers** before they get a better offer, retaining good talent requires organisations to be proactive, constantly reminding top performers of the value they bring to the organisation
2. **Mentoring program and knowledge transfer**, this is all about a less experienced person shadowing a more experienced person and again sharing of knowledge and transferring the knowledge.

3. **Better career visibility**, current employees need to know what career options are available.
4. **Work options for retired employees**, looking at programmes and project-based work for employees who have retired from the organisation.
5. **Incentive programs**, by implementing incentive programmes for your top performers, this will assist with talent retention.
6. **Succession management and acceleration pool**, organisations need to identify successors who assume senior positions in the future, a good succession plan is required to manage this development.

2.12 Conclusion of Literature Review

Shah (2011) described employer branding as the core of employment experience, providing critical points that start with employer brand awareness, continuing the tenancy of employment, even extending that into the retirement of employees. Employer branding must be unique with a distinguishable employee value proposition to increase employee satisfaction which may lead to talent retention and high levels of productivity. Organisations that do not make an effort to develop an effective employer brand in the minds of existing staff and potential staff, in the long run could possibly face serious financial difficulties than those who have an employer brand.

Sivertzen, Nilsen and Olafsen (2013) stated that all organisations try their best for a sustainable competitive edge in order to gain good profits and survive in a highly competitive marketplace. Good and valuable talent is crucial for competitive advantage because they regularly represent capital knowledge within the organisation. Having a competitive advantage requires an organisation to use its resources fully and have high level of competent staff who are willing to produce good results which will, then, lead to profits.

Backhaus and Tikoo (2004) concluded by saying that employer branding represents the organisation's efforts to promote itself from both within the organisation and also outside the organisation, this is about how the organisation has distinguished itself from its competitors and to prove itself desirable as an employer of choice. This is a relatively new approach to how people should be recruited and retained in the organisation by providing exclusive employment experience that could possibly lead to competitive advantage. Employer branding has a serious potential to be a priceless concept for both employers and managers. Managers as well as HR practitioners can make use of the employer brand as a guide under which they can direct different employee recruitment and talent retention activities into a well-coordinated human resource strategy, integrating career management activities, recruitment, staffing as well as keeping training and development of talent under one umbrella. This will have a substantially different effect than each of the procedures or processes would have alone.

The literature covered on employer branding highlighted its positive influence on organisation outcomes, one of them being talent retention which plays a significant role. In addition to that the literature emphasises the importance of retaining valuable talent in the organisation in order to sustain itself and have a competitive edge. Based on what I have covered in the literature, it is proven that employer branding is a fairly new concept and those organisations that are applying it, have experienced a decline in staff leaving the organisation for different reasons.

Employer branding has a powerful impact on the success of any organisation, both from the internal perspective, meaning talent already employed and the external perspective, meaning the prospective talent coming from outside. It is important that HR professionals work hand-in-hand with the branding and marketing team in designing employer branding. One thing that must be done is the alignment with the strategy, vision and mission of the organisation, thereafter there will be specific plans within the employer branding strategy that underpin this, like Employee Value proposition, reengineering of culture, company positioning, corporate branding strategies which touch on brand equity and brand loyalty because this plays a significant role in attracting and retaining good talent.

I covered a lot of marketing theory and principles which somehow can be used in the employer branding strategies like marketing mix, brand equity, promotion mix, product and service differentiation and positioning. By applying the same principles in the employer branding strategies, this can give the organisation a competitive edge and organisations can become “employer of choice” or “best company to work for,” a status list which Deloitte runs on an annual basis. It has been proven in the marketing theory that a strong brand and a good company reputation, including good corporate social responsibility can create brand equity with the positive outcome of increased customer loyalty which leads to profits and sustainability of the organisation. Similarly with employer branding, a strong brand, good HRM practices, including talent management and good corporate social responsibility can create that brand equity which can have a very positive impact on increased employee loyalty and decreased employee turnover.

Collaboration and strategic partnerships between the organisation’s leadership, HR practitioners and Branding staff should be solid in order for this work; this will facilitate consistent messaging within the organisation and again externally.

In developing these strategies around employer brand, the organisation needs to bear in mind the following: this must be measured, specific goals must be established and metrics obtained in the development phase must be used to measure the ongoing effect. At the same time the organisation should measure the effectiveness of different aspects of employer branding, talent acquisition messages, quality of talent and talent retention methods.

3 CHAPTER 3: RESEARCH METHODOLOGY

This study sought to explain and investigate the existing trends in employer branding in the South African context. It focused mainly on the “best companies to work for” in South Africa as well as on unemployed graduates. This study looked at ways in which an organisation can attract potential talent and retain existing talent.

It explored the function and role of the employer brand in influencing employees’ perceived differentiation and satisfaction from an internal perspective and investigated components or factors of employer attractiveness from the perspective of potential talent such as graduates.

3.1 Research methodology

According to Bryman (2012), research method is a method for collecting data and this can be done in different ways. It involves a specific research instrument such as questionnaires, surveys, structured interviews or participant observation where the researcher listens or even watches others.

The research design has three possible methodologies and that is quantitative, mixed method and qualitative. The quantitative methodology tends to have a more deductive approach and frequently aims to test what the theory says using a number of factual information items, whereas qualitative methodology is more likely to generate theory rather than to test any existing one (Greener, 2008).

Creswell (2003) mentioned that qualitative researchers often rely on the methods of gathering information like structured interviews, semi-structured interviews, participant observation, non-participant observation, field notes or reflexive journals.

In order to gain insights into what drives employer branding in talent attraction and talent retention in South Africa and to further clarify the concepts and effects anticipated from the literature, a structured survey was used on employees who are working for “best companies to work for”. The same structured survey was used for graduates. For both graduates and employees working for “best companies to work for”, this was quantitative.

3.2 Research Design

Research designs are generally procedures for research that extend the decisions from wide assumptions to comprehensive methodologies of data collection and data analysis. The plan itself involves a number of decisions that have to be taken in the order in which they make sense and given an order in their representation as well. The general decision involves which design should be used for a specific topic or study. What should inform the decision, has to be worldview assumptions the researcher brings to the study (Creswell, 2003).

Creswell (2003) described three kinds of designs like qualitative, mixed methods and quantitative. Inevitably, the three approaches are not as distinct as they first appear. Both qualitative and quantitative approaches should not be seen as polar opposites, instead they represent different end results on a range. Often the difference between these two approaches, qualitative and quantitative research, is framed in terms of using words which means qualitative, rather than numbers which means quantitative, or using closed-ended questions, this means quantitative hypotheses, rather than open-ended questions which are qualitative interview questions.

For the purpose of this study, quantitative research was used. **Quantitative research** is a means of testing objective theories by studying the relationship between different variables. These variables are, in turn, measured typically on instruments so that numbered data can be analyzed using statistical methods or procedures.

3.3 Population and sample

3.3.1.1 *Population*

My targeted population for this research was graduates who are unemployed coming from different universities in South Africa. I particularly looked at what are the things they are looking for when they are looking for employment. The research has focused on employees who are employed in the “best companies to work for”. The job seekers (Graduates) will be more on Talent Attraction and employees who are employed in the

“best companies to work for”, the focus points will be on Talent Retention, what make them to stay in the organisation in which they are currently employed.

See appendix D (“Best companies to work for”).

3.4 Sample and sampling method

Bryman (2012) said that it is important you have a large number when it comes to quantitative research because there could be many factors that enter the statistics of size of the sample and besides you want a sample size to be big enough so that the study has the ability to examine the statistical effect. In quantitative research, the larger the number, the more statistical power you have to study. Having statistical power means that the probability of your research will identify a statistical effect when it happens.

Purposive sampling is a non-probability form of sampling; the researcher does not really need to seek to sample research participants on a haphazard basis. The main aim of purposive sampling is to sample participants or cases in a strategic way so that those sampled are applicable to the research questions that are being posed. In this case I have not been able to generalize (non-probability sample) the results to the population, I tried to get the sample as representative as possible.

Table 1 – Sample Size **Profile of respondents**

Quantitative approach

COMPANY	POSITION	NUMBER TO BE SAMPLED
Various “best companies to work for”	General staff	100 plus
Universities	Graduates/Job seekers	100 plus
Total		200 plus

3.5 The research instrument

I have chosen survey as a research instrument to collect data; it is quite an efficient method for systematically collecting data for my study. Survey research provides a numerical or quantitative description of attitudes, trends or opinions of a particular population by examining or studying a sample of that population. I only did cross-sectional studies and the pilot and/or preliminary study was also done with four graduates to test my instrument and validate constructs covered in the survey. I wanted to know whether my survey was easy to complete without any difficulties, and also to see whether the statements used are clear to enable me to remove or change any statement which would not produce usable data.

3.6 Procedure for data collection

The research instrument was used as the primary method I used to collect data about specific constructs I have. The use of an instrument is needed to start data collection which included my goals for data collection and possible target data the research was expecting, who were relevant people in respective “best companies to work for” and also graduates who are unemployed from university.

The research instrument was designed on **QUALTRICS** and communicated to all graduates and employees working for “best employees companies to work for”.

3.7 Data analysis and interpretation

Welman and Kruger (2001) described that once data is collected, it has to make sense. In order to do this, we must organise and code it so that we can analyse it, however, this does not apply to data obtained in psychological tests. Coding means to provide values to the numerical codes that were used in the survey. For example male was coded as 1 and female as 2.

Empirical analysis was applied, as previously mentioned, this study looked at factors driving employer brand and how it affects talent attraction of graduates and the retention of talent in the South African context. Further to all this, I tested the role of employer

brand in respect to gender and employment status for employees working in the “best companies to work for”.

3.8 Limitations of the study

As much as there are many companies who have the status of “best employer to work for”, not all of them have participated in the data collection, only five organisations participated in this, and again these companies are only based in South Africa and are from different industries. On the other hand, when it comes to graduates, the survey was completed by a number of specific universities in South Africa and not all universities participated in this research. I used Social Value as part of my survey, however not all statements were considered after the exploratory factor analysis, only two statements were considered and three statements were kicked out.

3.9 Validity and reliability

"Asking the irrelevant or wrong questions actually is the basis of most validity errors. Devices to guard against asking the wrong question are unfavourably important to the researcher (Kirk & Miller, 1986).

Creswell and Maietta (2002) mentioned that validity checks or verifies attempts to ensure that research results are applicable not only to the population from which the sample was drawn, but that the results would also be valid across various times, people and settings.

Greener (2008) described three different kinds of validity like construct validity, face validity and internal validity. In face validity the researcher can easily see that the methods used for the research are valid and make sense, whereas construct validity means that the methods chosen actually evaluate what the researcher thinks they will measure. Internal validity relates to causality.

The research instrument used in this study has been used by other authors outside of South Arica so the instrument used and the data used is seen as valid and reliable.

3.10 Exploratory factor analysis – Validity

This is the degree to which findings can be generalised across a social setup, and the external validity signifies a problem for qualitative researchers because of their propensity to employ case studies and small samples (Bryman, 2012). My approach to this research was online and face-validity cannot be measured at all. I relied solely on data received from the online surveys, however my research instrument was piloted before it was sent to my targeted group, this really helped me to see whether people were able to answer the questions without any difficulty or hesitation.

Bryman (2012) described internal validity as meaning whether there is a match between the theoretical ideas they develop and the researcher's observations. Internal validity tends to be a strength of qualitative research because the lengthy participation in the social life of a particular group over a long period of time, allows the research to ensure a higher level of congruence between observations and concepts.

Exploratory Factor Analysis helped me to also identify the hidden or underlying constructs which may or may not be apparent from direct analysis, e.g. in other factors I proposed 8 factors or constructs and the exploratory factor analysis found 7. To test the validity of all the constructs I covered in the survey, an exploratory factor analysis was performed to determine whether the individual statements or questions load onto the Employer Brand constructs as intended in the survey.

Originally the survey consisted of a number of constructs and statement like:

- 6.1, 6.2, 6.3, 6.4 and 6.5 (Reputation value)
- 7.1, 7.2, 7.3, 7.4 and 7.5 (Economic value)
- 8.1, 8.2, 8.3, and 8.4 (Diversity value)
- 9.1, 9.2, 9.3, 9.4 and 9.5 (Social value)
- 10.1, 10.2, 10.3, 10.4, and 10.5 (Development value)
- 11.1, 11.2, 11.3 and 11.4 (Application value)
- 12.2, 12.2, 12.3, 12.4 and 12,5 (CSR value)

- 13.1, 13.2, 13.4, 13.5, 13.5 and 13.6 (Organisation communication value)

An Exploratory Factor analysis has produced one or more factors from the items/statements under consideration.

Joseph, Willian and Barry (2009) apply the following criteria to determine the number of factors:

1. Cumulative percentage explained by the factors > 60%
2. Eigen values > 1 (also called the Kaiser Guttman rule)
3. Look at a significant decline in the Scree plot
4. A newer method like a Parallel plot can also be used

Bartlett's test for Sphericity must be conducted to determine if it is useful to conduct Factor analysis. If the correlation structure between the individual variables (in the Factor Analysis) is too weak, then it is not worthwhile to conduct a Factor analysis, see my Factor analysis Table 1. The KMO value will provide a measure of the appropriateness of conducting a Factor analysis. The KMO value differs between 0 and 1 with 0.5 as a cut-off point to conduct Factor analysis (Joseph, Willian & Barry 2009).

According to Joseph, Willian and Barry (2009), the output shows a 65.21% cumulative variance which is explained by 8 factors. Eight factors have Eigen values larger than 1, the scree plot suggested 8 factors. Using these criteria, this means that the items/statements may be reduced to 8 factors. Eight factors were thus used for the rotation.

Regarding the Rotation method, before the components can be calculated, rotation method must be chosen, principal axis factoring was used with varimax rotation. Two main rotation methods exist, namely Orthogonal or Oblique. The orthogonal method ensures that the rotated components (factors) are NOT correlated with each other. This is the preferred method if further modeling like regression is to be performed. The Oblique method allows for correlation between the rotated components (or constructs), this method is preferred when the correlation between constructs needs to be explored

(Joseph, Willian & Barry, 2009). They further recognized that the most recommended orthogonal method is the Varimax method and Quartimin is recommended for the Oblique method. After the extraction and rotation of the factors, the communalities and factor loadings are produced.

The exploratory factor analysis has been produced (see Table 2). The output shows the factor loadings and communalities for the 8 extracted factors.

The communalities indicate the extent to which an individual item 'relates' to the factor structure (the rest of the items). A value near 1 indicates that an item has communalities or has a lot in common with the rest of the items. Items with low communalities (0.2 or lower) should be considered for removal and the factor analysis repeated (Joseph, Willian & Barry 2009). No items had communalities **below 0.2.**

The loading of an item indicates the extent to which an individual item 'loads' onto a factor. A value near 1 indicates that an item loads highly on a specific factor. A loading of 0.40 and larger can be considered as meaningful (See Table 3).

Please note that for an item to load on a factor an item was said to load on a given factor if the factor loading was 0.40 or greater for that factor and less than 0.40 for the other factors. If an item has loadings of greater than 0.40 on more than one factor, the item is 'cross-loading', closer inspection is warranted and a decision made to which factor the item belongs. Cross loadings may be the result of ambiguity in the item/statement (Joseph, Willian & Barry, 2009).

The individual statements (items) can now be allocated to each of the 8 factors according to their individual factor loadings. These 8 factors should then form the constructs or dimensions in the survey.

1. Factor 1 “**CSR Program value**” contains 6 items (12.1, 12.2, 12.3 12.4, 12.5 and 13.4) – 13.4 (*Offers site tours for students to learn about the organisation*) which comes from Communication media is now part of this factor or value.
2. Factor 2“**Reputation value**” contains five items (6.1, 6.2, 6.3, 6.4 and 6.5)
3. Factor 3 “**Developmental value**” contains 6 items (10.3, 10.4, 10.5, 11.1, 11.2 and 11.3 of which statements one and two were not theoretical or logical so what makes this value is **empowering people*room for creativity and*

*innovation*mentoring and coaching*good promotion opportunities*hands on inter-departmental experience*opportunity to teach others what you have learned** (11.1, 11.2 and 11.3 comes from application value which was not recognized after factor analysis)

4. Factor 4 “**Organisation communication media**” contains 4 items (13.1, 13.2, 13.3 and 13.5) and item (Partnership with government) was not recognized or did not fit well with this factor.
5. Factor 5 “**Economic value**” contains 4 items (7.2, 7.3, 7.4 and 7.5) and 7.1 non-monetary reward) was not recognized, as a result it was dropped.
6. Factor 6 “**Diversity value**” contains 3 items (8.2, 8.3, and 8.4) and the item (8.1 “promoting diversity”) was not recognized.
7. Application value was not valid to be used in this study (10_1,10_2, and 10_3) was not used as a separate factor.
8. Factor 8 “**Social value**” only has 2 items (9.1 and 9.2) and other items such as 8.3 strong team spirit, 8.4 Induction program and 8.5 Family oriented environment is regarded as a limitation. Generally, a construct should entail three items, therefore it is a limitation.

3.11 Reliability

Bryman (2012) mentioned that internal reliability, by which he means whether, when there is more than one observer, members of the research team agree about what they hear and see. The study focused on the knowledge and opinions of the subject, which decreases the possibility of bias in the responses and/or answers on employees in “best companies to work for”. The other 60+ graduates from university might not have enough knowledge about employer branding, hence the pilot study of 4 graduates was done before the actual field research study. However, any graduate should know more or less what they are looking for from their potential employer.

Joseph, Willian and Barry (2009)’s Item analysis is done to assess the reliability of the different dimensions or constructs in the survey via Cronbach’s Alpha values. Dimensions can also be referred to as constructs or concepts.

The overall Cronbach's alpha value for reliability can be interpreted as follows:

1. Cronbach's alpha above 0.8 - good reliability
2. Cronbach's alpha between 0.6 and 0.8 - acceptable reliability
3. Cronbach's alpha below 0.6 - unacceptable reliability

Gronbach alpha per factor

Construct	Items deleted	Cronbach	Reliability
Factor 1 CSR value 12.1,12.2,12.3,12.4,12.5,13.4	None	0.89	Good
Factor 2 Reputation value 6.1, 6.2, 6.3, 6.4 and 6.5	None	0.86	Good
Factor 3 Development value 10.3, 10.4, 10.5, 11.1, 11.2 and 11.3	2	0.84	Good
Factor 4 Organisation Communication media value 13.1, 13.2, 13.3 and 13.5	1	0.78	Acceptable
Factor 5 Economic value 7.2, 7.3, 7.4 and 7.5	1	0.80	Good
Factor 6 Diversity value 8.2, 8.3, and 8.4	1	0.82	Good
Factor 8 Social value 9.1 and 9.2	3	0.63	Acceptable

As a result all the constructs were found to be reliable.

3.12 Computing Factor-based scores

A variable that contains factor-based scores is sometimes called a factor-based scale. A less sophisticated approach to scoring involves the creation of new variables that contain factor-based scores instead of true principal component scores. Although factor-based scores can be created in a number of ways, the following method has the advantage of being relatively straightforward and is commonly used. To calculate factor-based scores for Component 1(or Construct 1), first determine which survey items had high loadings on that component (Joseph, Willian & Barry, 2009).

For a given respondent, add together that respondent's responses to these items and divide by the number of items. The result is that participant's mean score on the factor-based scale for Component 1(or Construct 1). Repeat these steps to calculate each participant's mean score for the other components.

Calculation:

The score for Factor 1 is calculated as follows:

- Corporate Social Responsibility value score = $(Q12.1 + Q12.2 + Q12.3 + Q12.4 + Q12.5 + Q13.4)/6$
- Development value score = $(Q10.3 + Q10.4 + Q10.5 + Q11.1 + Q11.2 + Q11.3)/6$
- Organisation Communication media value = $(Q13.1 + Q13.2 + Q13.3 + Q14.5)/4$
- Social Value = $(Q9.1 + Q9.2)/2$
- Diversity value = $(Q8.2 + Q8.3 + Q8.4)/3$
- Economic value = $(Q7.2 + Q7.3 + Q7.4 + Q7.5)/4$
- Reputation value = $(Q6.1 + Q6.2 + Q6.3 + Q6.4 + Q6.5)/5$

CHAPTER 4: PRESENTATION OF RESULTS

4.1. Introduction

This chapter presents the results and the findings of the research are described. The findings and results were compiled by analysing and evaluating the information gathered from the survey.

There are a number of organisations that participated in this report including the graduates who come from different universities who are unemployed. Regarding the “best companies to work for” the survey was designed via Qualtrics and a link was sent using email to the senior HR people who then cascaded the link down to the employees across the organisation. A link for the graduates was sent through via a number of Universities, social media (LinkedIn, Facebook and twitter). During this research, 95 responses from “best companies to work for” were received and 98 from the graduates who are unemployed.

4.2. Descriptive statistics – Employed employees

Employed employees working in the “best companies to work for”

Figure 1

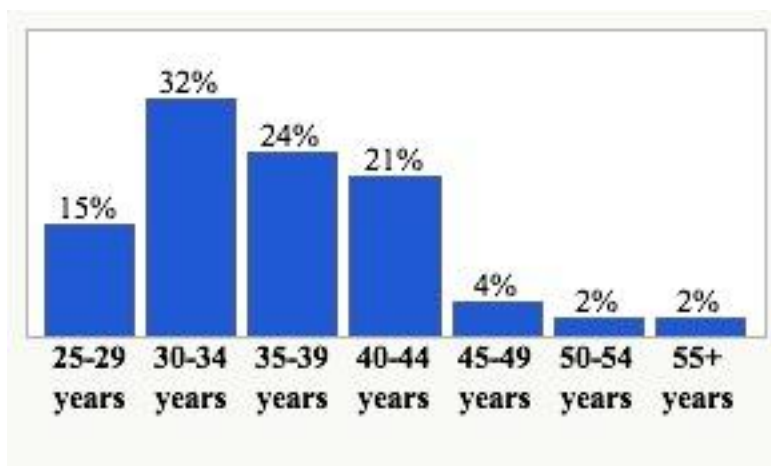


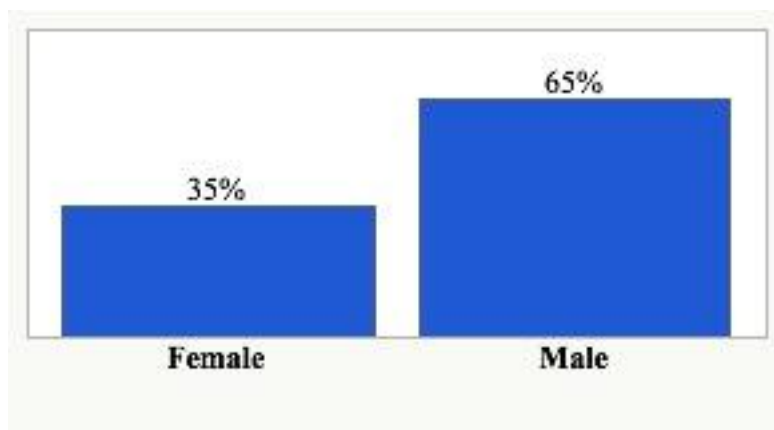
Figure one shows that the highest percentage (32%) came from the age group of 30-34, followed by 35-39 age group with a percentage of 24%, third by 40-44 age group with a

percentage of 21%. The fewest respondents came from 55+ age group with a percentage of 2%

Level	Count	Prob
25-29 years	14	0.14737
30-34 years	30	0.31579
35-39 years	23	0.24211
40-44 years	20	0.21053
45-49 years	4	0.04211
50-54 years	2	0.02105
55+ years	2	0.02105
Total	95	1.00000

Figure 2

Figure 2 shows that most of the respondents were males with a percentage of 65% and females with a percentage of 35%.



Frequencies

Level	Count	Prob
Female	35	0.35354
Male	64	0.64646
Total	99	1.00000

The sample was dominated by males with (64.65%) and followed by females (35%).

Figure 3

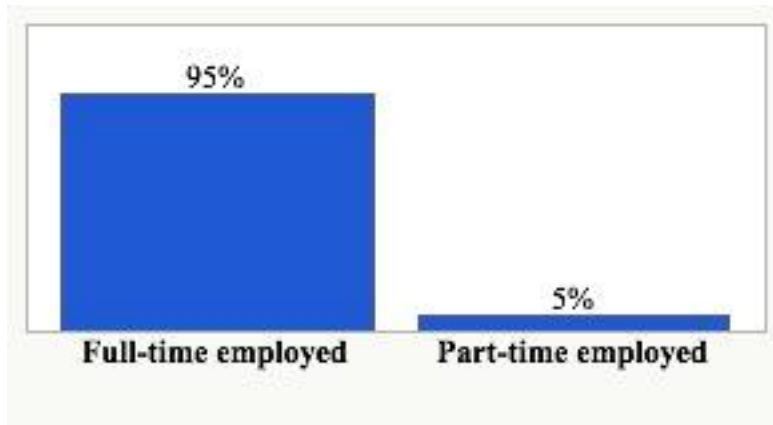


Figure 3 shows that respondents when it comes to type of employment is dominated by full-time employed with 95% and 5% for part-time employed.

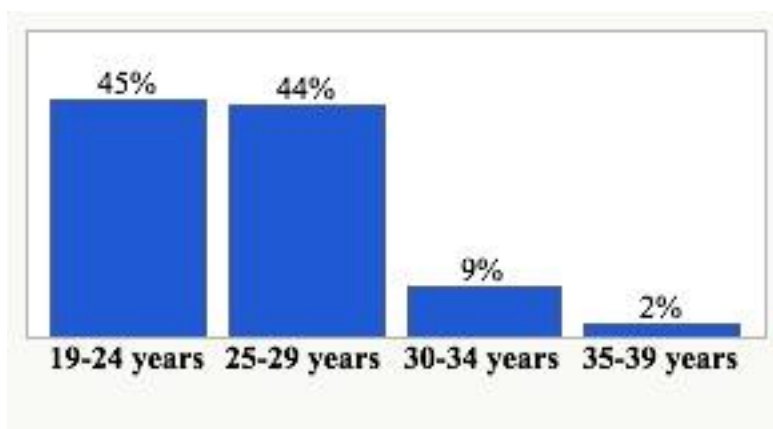
Frequencies

Level	Count	Prob
Full-time employed	94	0.94949
Part-time employed	5	0.05051
Total	99	1.00000

4.3. Descriptive statistics – graduates who are unemployed

Graduates who are unemployed are described below. Figure 4 shows that most of the respondents came from the age group of 19-24 with a percentage of 45% and 44% on the age group of 25-29 and 9% from 30-34 age group and lastly 2% from 35-39%.

Figure 4



Frequencies

Level	Count	Prob
19-24 years	44	0.44898
25-29 years	43	0.43878
30-34 years	9	0.09184
35-39 years	2	0.02041
Total	98	1.00000

Figure 5 - Gender

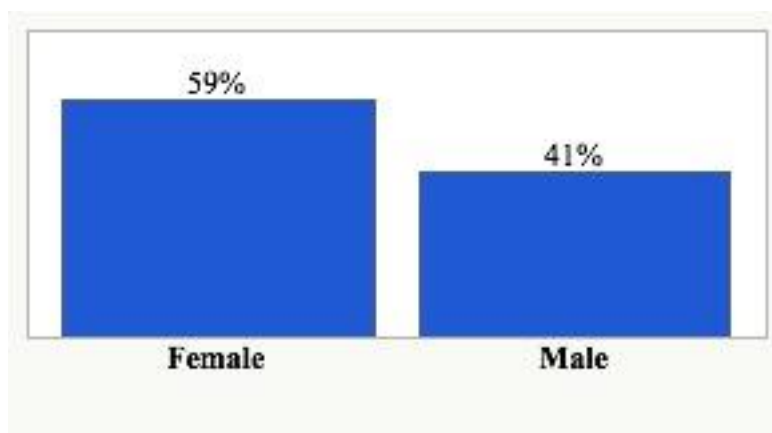
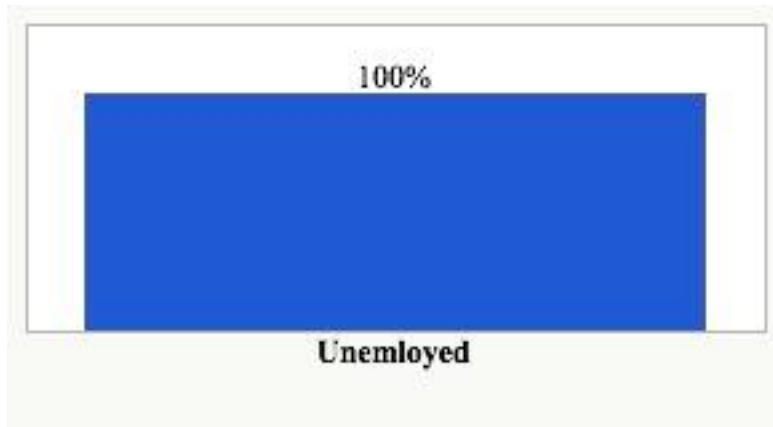


Figure 2 shows that most of the respondents came from females with a percentage of 59% and males with a percentage of 41%.

Frequencies

Level	Count	Prob
Female	65	0.59091
Male	45	0.40909
Total	110	1.00000



All respondents were unemployed. (100%)

Figure 6

Level	Count	Prob
Unemployed	110	1.00000
Total	110	1.00000

Only unemployed people were part of this survey.

4.4. Results pertaining to Research question 1 (*What are the factors or values driving employer branding in general*)

Figure 7

Combined (Graduates and Employed employees)	Name	Mean	Std Dev
Factor 1	CSR value	3.21	0.67
Factor 2	Reputation value	3.51	0.59
Factor 3	Developmental value	3.55	0.47
Factor 4	Communication media value	3.14	0.68
Factor 5	Economic value	3.61	0.54
Factor 6	Diversity value	3.59	0.52
Factor 8	Social value	3.34	0.66

Figure 7 shows how respondents from both groups (employed and graduates) rated different factors, the higher the mean, the higher the value or factor. Factor 4 (Communication media value) is the highest with the score of 3.61, followed by Factor 6 (Diversity value) with a score of 3.59, factor 3 (Developmental value) with a score of 3.55, factor 2 (Reputation value) with a score of 3.51, factor 8 (Social value) came to 3.34 and the lowest is factor 4 (Communication media value) with the score of 3.14

Figure 8

CSR Program Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q12_1	7.39%	13	14.77%	26	44.32%	78	33.52%	59
Q12_2	2.84%	5	18.18%	32	36.93%	65	42.05%	74
Q12_3	2.84%	5	18.18%	32	28.41%	50	50.57%	89
Q12_4	1.71%	3	9.71%	17	27.43%	48	61.14%	107
Q12_5	4.00%	7	18.86%	33	39.43%	69	37.71%	66
Q13_4	3.45%	6	17.24%	30	38.51%	67	40.80%	71

Figure 8 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked. According to this value the highest item is Q12_4 with a percentage of 61.14% followed by Q12_3 with 50.57%, Q12_2 with 42.2% and Q12_4 with 40.80% and the lowest item in the this value is Q12_1 with 33.52%.

Figure 9

Reputation Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q6_1	4.37%	8	7.10%	13	30.05%	55	58.47%	107
Q6_2	1.09%	2	5.46%	10	24.04%	44	69.40%	127
Q6_3	2.19%	4	3.83%	7	21.86%	40	72.13%	132
Q6_4	2.76%	5	10.50%	19	28.73%	52	58.01%	105
Q6_5	3.31%	6	6.08%	11	31.49%	57	59.12%	107

Figure 9 shows different how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked. In this value the highest item is Q6_3 with 72.13, followed by Q6_2 with 69.40%, Q6_5 with 59.12%, Q6_1 with 58.47% and the lowest is Q6_4 with the percentage of ??

Figure 10

Development Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q10_3	1.10%	2	4.97%	9	30.39%	55	63.54%	115
Q10_4	1.11%	2	3.33%	6	27.78%	50	67.78%	122
Q10_5	1.67%	3	4.44%	8	27.78%	50	66.11%	119
Q11_1	1.12%	2	6.74%	12	32.58%	58	59.55%	106
Q11_2	0.00%	0	6.74%	12	37.64%	67	55.62%	99
Q11_3	0.56%	1	7.91%	14	25.99%	46	65.54%	116

Figure 10 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 11

Communication Media Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q13_1	4.49%	8	16.29%	29	39.89%	71	39.33%	70
Q13_2	7.30%	13	17.42%	31	42.13%	75	33.15%	59
Q13_3	5.03%	9	12.85%	23	36.31%	65	45.81%	82
Q13_5	6.74%	12	11.80%	21	38.20%	68	43.26%	77

Figure 11 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 12

Economic Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q7_2	1.12%	2	6.18%	11	20.79%	37	71.91%	128
Q7_3	1.69%	3	3.93%	7	26.97%	48	67.42%	120
Q7_4	1.67%	3	4.44%	8	21.11%	38	72.78%	131
Q7_5	3.35%	6	4.47%	8	24.58%	44	67.60%	121

Figure 12 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 13

Diversity Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q8_2	1.12%	2	4.49%	8	38.76%	69	55.62%	99
Q8_3	1.12%	2	2.81%	5	19.66%	35	76.40%	136
Q8_4	2.26%	4	2.82%	5	31.07%	55	63.84%	113

Figure 13 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 14

Social Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q9_1	3.41%	6	9.09%	16	39.20%	69	48.30%	85
Q9_2	2.26%	4	9.60%	17	38.42%	68	49.72%	88

Figure 14 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

4.5. Results pertaining to Research question 2 (*What are the employer branding factors generation “X”*)

Figure 15

	Employed
Factor 1 CSR value	2.94
Factor 2 Reputation value	3.71
Factor 3 Developmental value	3.61
Factor 4 Communication media value	3.1
Factor 5 Economic value	3.76
Factor 6 Diversity value	3.65
Factor 8 Social value	3.38

Figure 15 shows the difference in how each factor or value was rated in order of importance, Factor 5 (Economic value) is the highest with a score of 3.76 followed by factor 2 (Reputation value) with the score of 3.71, Factor 5 (Diversity) with a score of 3.65, Factor 3 (Development value) with a score of 3.61, Factor 8 (Social value) with a score of 3.38 and the lowest score is factor 1 (CSR Value) with a score of 2.94.

Figure 16

CSR Program value for Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q12_1	8.89%	8	20.00%	18	44.44%	40	26.67%	24
Q12_2	3.33%	3	26.67%	24	38.89%	35	31.11%	28
Q12_3	4.44%	4	30.00%	27	37.78%	34	27.78%	25
Q12_4	3.33%	3	12.22%	11	42.22%	38	42.22%	38
Q12_5	7.78%	7	27.78%	25	48.89%	44	15.56%	14
Q13_4	5.49%	5	25.27%	23	42.86%	39	26.37%	24

Figure 16 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 17

Reputation value for Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q6_1	1.09%	1	2.17%	2	21.74%	20	75.00%	69
Q6_2	1.08%	1	2.15%	2	12.90%	12	83.87%	78
Q6_3	1.08%	1	0.00%	0	16.13%	15	82.80%	77
Q6_4	1.09%	1	4.35%	4	26.09%	24	68.48%	63
Q6_5	3.26%	3	1.09%	1	23.91%	22	71.74%	66

Figure 17 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 20

Development value Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q10_3	1.08%	1	4.30%	4	30.11%	28	64.52%	60
Q10_4	1.09%	1	2.17%	2	25.00%	23	71.74%	66
Q10_5	1.08%	1	3.23%	3	22.58%	21	73.12%	68
Q11_1	2.22%	2	5.56%	5	26.67%	24	65.56%	59
Q11_2	0.00%	0	1.11%	1	35.56%	32	63.33%	57
Q11_3	1.12%	1	5.62%	5	28.09%	25	65.17%	58

Figure 18 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 22

Communication Media Value Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q13_1	4.44%	4	13.33%	12	41.11%	37	41.11%	37
Q13_2	10.00%	9	20.00%	18	47.78%	43	22.22%	20
Q13_3	3.30%	3	7.69%	7	40.66%	37	48.35%	44
Q13_5	6.67%	6	14.44%	13	47.78%	43	31.11%	28

Figure 22 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 23

Economic value for Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q7_2	0.00%	0	3.26%	3	11.96%	11	84.78%	78
Q7_3	1.09%	1	2.17%	2	15.22%	14	81.52%	75
Q7_4	1.09%	1	2.17%	2	15.22%	14	81.52%	75
Q7_5	1.09%	1	3.26%	3	21.74%	20	73.91%	68

Figure 23 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 26

Diversity value Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q8_2	2.17%	2	1.09%	1	36.96%	34	59.78%	55
Q8_3	2.17%	2	0.00%	0	14.13%	13	83.70%	77
Q8_4	2.17%	2	1.09%	1	30.43%	28	66.30%	61

Figure 26 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

Figure 27

Social Value for Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q9_1	0.00%	0	9.89%	9	38.46%	35	51.65%	47
Q9_2	2.20%	2	7.69%	7	43.96%	40	46.15%	42

Figure 27 shows the difference in how each statement was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix A for statements and values asked.

4.6. Results pertaining to Research question 3 (*What are the employer branding factors that drive talent attraction amongst generation "Y"*)

Figure 29

	Graduates
Factor 1 CSR value	3.49
Factor 2 Reputation value	3.31
Factor 3 Developmental value	3.49

Factor 4 Communication media value	3.18
Factor 5 Economic value	3.45
Factor 6 Diversity value	3.53
Factor 8 Social value	3.3

Figure 29 shows the difference in how each factor or value was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

Figure 16

CSR Program value for Graduates	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q12_1	5.81%	5	9.30%	8	44.19%	38	40.70%	35
Q12_2	2.33%	2	9.30%	8	34.88%	30	53.49%	46
Q12_3	1.16%	1	5.81%	5	18.60%	16	74.42%	64
Q12_4	0.00%	0	7.06%	6	11.76%	10	81.18%	69
Q12_5	0.00%	0	9.41%	8	29.41%	25	61.18%	52
Q13_4	1.20%	1	8.43%	7	33.73%	28	56.63%	47

Figure 16 shows the difference in how each statement in the factor was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

Figure 18

Reputation value for Graduates	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q6_1	7.69%	7	12.09%	11	38.46%	35	41.76%	38
Q6_2	1.11%	1	8.89%	8	35.56%	32	54.44%	49
Q6_3	3.33%	3	7.78%	7	27.78%	25	61.11%	55
Q6_4	4.49%	4	16.85%	15	31.46%	28	47.19%	42
Q6_5	3.37%	3	11.24%	10	39.33%	35	46.07%	41

Figure 18 shows the difference in how each statement in the factor was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

Figure 19

Development value for Graduates	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N

	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q10_3	1.14%	1	5.68%	5	30.68%	27	62.50%	55
Q10_4	1.14%	1	4.55%	4	30.68%	27	63.64%	56
Q10_5	2.30%	2	5.75%	5	33.33%	29	58.62%	51
Q11_1	0.00%	0	7.95%	7	38.64%	34	53.41%	47
Q11_2	0.00%	0	12.50%	11	39.77%	35	47.73%	42
Q11_3	0.00%	0	10.23%	9	23.86%	21	65.91%	58

Figure 19 shows the difference in how each statement in the factor was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

Figure 21

Communication Media Value for Graduates	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q13_1	4.55%	4	19.32%	17	38.64%	34	37.50%	33
Q13_2	4.55%	4	14.77%	13	36.36%	32	44.32%	39
Q13_3	6.82%	6	18.18%	16	31.82%	28	43.18%	38
Q13_5	6.82%	6	9.09%	8	28.41%	25	55.68%	49

Figure 21 shows the difference in how each statement in the factor was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

Figure 24

Economic value for Graduates	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q7_2	2.33%	2	9.30%	8	30.23%	26	58.14%	50
Q7_3	2.33%	2	5.81%	5	39.53%	34	52.33%	45
Q7_4	2.27%	2	6.82%	6	27.27%	24	63.64%	56
Q7_5	5.75%	5	5.75%	5	27.59%	24	60.92%	53

Figure 24 shows the difference in how each statement in the factor was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

Figure 25

	1		2		3		4	
Diversity value for Graduates	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q8_2	0.00%	0	8.14%	7	40.70%	35	51.16%	44
Q8_3	0.00%	0	5.81%	5	25.58%	22	68.60%	59
Q8_4	2.35%	2	4.71%	4	31.76%	27	61.18%	52

Figure 25 shows the difference in how each statement in the factor was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

Figure 28

	1		2		3		4	
Social value Graduates	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q9_1	6.98%	6	8.14%	7	40.70%	35	44.19%	38
Q9_2	3.45%	3	11.49%	10	32.18%	28	52.87%	46

Figure 28 shows the difference on how each statement in the factor was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

4.7. Results pertaining to Research question 4 (*What are the employer branding factors that drive talent retention for generation “X”*)

Figure 30

	Employed
Factor 1 CSR value	2.94
Factor 2 Reputation value	3.71
Factor 3 Developmental value	3.61
Factor 4 Communication media value	3.1
Factor 5 Economic value	3.76
Factor 6 Diversity value	3.65
Factor 8 Social value	3.38

Figure 30 shows the difference in how each factor or value was rated in order of importance, the respondents were given a statement to rate how important or less important this is to them. Please see appendix B for statements and values asked.

4.8. Summary of results

As previously mentioned, during this research, 95 responses from “best companies to work for” were received and a large number came from the age group of 30-34 followed by 35-39, then 40-44 and the lowest group is people that are 55 years plus. When it comes to gender 65% were males and 35% were females and the employment status was 95% permanently employed people, while 5% were part-time employed employees.

98 responses were received from the graduates who are currently unemployed and seeking employment. 45% were in the age group of 19-24 and 44% come from 25-29 age group, 9% come from 30-34 age group and 2% from 35-39 age group. 59% were females whereas 41% were males and obviously all of them are unemployed.

Results pertaining to research question 1 (***what are the factors or values driving employer branding***), Research question 2 (***What are the employer branding factors or values driving generation “Y” and generation “X***), Research question 3 (***What are the employer branding factors that drive talent attraction amongst generation “Y”***), Research question 4 (***What are the employer branding factors that drive generation “X”***). All the results showed a number of factors that were rated by both groups (graduates and employed employees), these factors are (factor 1-CSR value, factor 2-Reputation value, factor 3-Development value, factor 4-communication media value, factor 5-Economic value, factor 6-Diversity value, factor 8-Social value). The responses had to rate between 1 and 4 (1=not very important, 2=reasonably important, 3=important and 4=very important)

CHAPTER 5: DISCUSSION OF RESULTS

5.1 Introduction

In this chapter, the results and findings of the research are described. The results and findings were compiled by evaluating and analysing the information gathered from the surveys. The research results are discussed as per the research questions, descriptive statistically analysis was used to identify percentages to answer all questions or statements in the survey. Not all respondents answered all of the questions therefore percentages reported correspond to the total number of graduates and employed employees answering the individual questions.

5.2 Discussion pertaining to research question 1

Results pertaining to Research question 1 (***What are the factors or values driving employer branding in general***): this applies to both group graduates and employed

Figure 6 was mentioned in the previous chapter, this describes the factors that drive employer branding, take note that this is combined (graduates and employed employees). I decided to come up with figure 31 which then shows the highest factor to the lowest factor that drives employer branding.

Figure 31

Combined (Graduates and Employed employees)	Name	Mean	Std Dev
Factor 5	Economic value	3.61	0.54
Factor 6	Diversity value	3.59	0.52
Factor 3	Developmental value	3.55	0.47
Factor 2	Reputation value	3.51	0.59
Factor 8	Social value	3.34	0.66
Factor 1	CSR value	3.21	0.67
Factor 4	Communication media value	3.14	0.68

Backhaus and Tikoo (2004) described that function and benefits of the employer brand describe fundamentals of employment with the organisation that are desirable in the objective terms, like remuneration and benefits and leave allowances

As described in the figure 31, economic value is sitting at 3.61 mean combined (graduates and employed employees). Economic value covered statements such as retirement benefits, market related salary, high job security and good health benefits have a positive influence on employer branding. This shows that these are very important to both groups. These results show that economic value is crucial in employer branding, this is important to both graduates when it comes to talent retention and this value is also important when it comes to talent attraction in South Africa, particularly in the “best companies to work for”. So results show that economic value has positive relations with the intention to apply for a job at an organisation level and has economic value.

Berthon, Ewing, and Hah (2005) described that Economic value is to what degree the individual is attracted to an employer that provides above average remuneration, this concerns the total compensation package, whereas Taylor (2002) claimed that the importance of pay seems to have contrary views. When we need to talk about economics, basic law of supply and demand, low paying organisations will suffer loss of intellectual property or good talent so it is important that organisations pay a good salary. So research findings clearly show that talent retention is positively influenced by the economic value and graduates themselves are attracted to employers or organisations that promote a good economic value as part of their employer branding strategy.

Figure 12

Economic Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q7_2	1.12%	2	6.18%	11	20.79%	37	71.91%	128
Q7_3	1.69%	3	3.93%	7	26.97%	48	67.42%	120
Q7_4	1.67%	3	4.44%	8	21.11%	38	72.78%	131
Q7_5	3.35%	6	4.47%	8	24.58%	44	67.60%	121

Figure 12 shows that Q7_4 (High job security) is sitting at 131, this means that both groups feel that high job security is important to them as compared to Q7_3 (Market related salary) which has been the lowest. The second item was Q7_2 (Retirement benefits), so this shows that people are concerned about their retirements benefits. Shah (2011) concurs that employer branding is the core of employment experience, providing

critical points that start with employer brand awareness, continuing the tenancy of employment even extending that into the retirement of employees.

According to my findings, diversity value is sitting at 3.59 mean; this particular value consisted of items like challenging work tasks, job satisfaction and interesting tasks, so both groups feel that this value has a direct yet positive influence when it comes to employer branding.

Figure 13

Diversity Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q8_2	1.12%	2	4.49%	8	38.76%	69	55.62%	99
Q8_3	1.12%	2	2.81%	5	19.66%	35	76.40%	136
Q8_4	2.26%	4	2.82%	5	31.07%	55	63.84%	113

Figure 13 shows that Q8_3 (Job satisfaction) is far more important in this value as compared to Q8_2 (Challenging tasks) which had the lowest score. Q8_4 (Interesting tasks) came last in this regard.

Developmental value is sitting at 3.55; this is the 3rd highest value according to the research findings. Maitri (2011) explained that the devotion created by employer branding is an instrument for managing disaster of competent staff members or talent. Development of people is critical when it comes to employer branding, whereas Berthon, Ewing, and Hah (2005) claimed that developmental value talks about to what degree employer embraces Self-worth, recognition confidence coupled with career-enhancing experiences and a base for possible future employability.

Figure 10

Development Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q10_3	1.10%	2	4.97%	9	30.39%	55	63.54%	115
Q10_4	1.11%	2	3.33%	6	27.78%	50	67.78%	122
Q10_5	1.67%	3	4.44%	8	27.78%	50	66.11%	119
Q11_1	1.12%	2	6.74%	12	32.58%	58	59.55%	106
Q11_2	0.00%	0	6.74%	12	37.64%	67	55.62%	99
Q11_3	0.56%	1	7.91%	14	25.99%	46	65.54%	116

Figure 10 shows that Q10_4 (Room for creativity and innovation) is far more important as compared to Q11_2 (Hands on interdepartmental experience). Maitri (2011) mentioned that innovation is key and should be part of the Employer Brand Strategic platform.

Q10_5 (Mentoring and Coaching) is number three on this value. Mentoring programs platform that provides transfer of knowledge, this means a one-on-one relationship with someone who is more experienced. The experienced person shares his or her own knowledge and experience to the trainee or mentee (Mishra & Chhabra, 2008).

Reputation value is sitting at 3.51; it consisted of statements like company image and well-known brand, company reputation, leadership of the organisation, well known innovative products, good brand to have on resume. Sivertzen, Nilsen and Olafsen (2013) defined reputation as a set of characteristics which are socially constructed for an organisation, based on its previous actions in the public eye.

Backhaus and Tikoo (2004) discussed that employer brand image is defined in comparable terms, representative benefits relate to perceptions about reputation of the organisation and the social approval that potential applicants imagine they will enjoy if they work for the organisation. My research findings shows that as much as this value is only number three on the list, it is still important and has direct positive influence when it comes to employer branding.

Figure 9

Reputation Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q6_1	4.37%	8	7.10%	13	30.05%	55	58.47%	107
Q6_2	1.09%	2	5.46%	10	24.04%	44	69.40%	127
Q6_3	2.19%	4	3.83%	7	21.86%	40	72.13%	132
Q6_4	2.76%	5	10.50%	19	28.73%	52	58.01%	105
Q6_5	3.31%	6	6.08%	11	31.49%	57	59.12%	107

Figure 9 shows that Q6_3 (Leadership of the organisation) is the first one that is more important than any other item in this value and Q6_4 (Well-known innovative products) came last. Mandhanya and Maitri (2010) mentioned leadership of the organisation, culture, processes and procedures create an employer brand picture when it comes to talent attraction and talent retention. On the other hand, Backhaus and Tikoo (2004) agreed that the primary aim of employer branding is to communicate the essential parts like the type of organisational culture, the leadership and the type of employee that are already present, this really helps when it comes to talent attraction.

Sivertzen, Nilsen and Olafsen (2013) emphasized that employer branding is based on attractiveness, reputation of the organisation and attracting of potential talent. They further stated that reputation can be seen as an intangible and valuable source in the resource-based view which, in turn, contributes to the attainment of sustainable competitive advantage for any organisation.

Social value is sitting at 3.34 and it consisted of (People first attitude and Employee wellness centre program). Q9_2 (Employee wellness centre program) is the first one according to figure 13. Social value is the degree to which potential talent is attracted to an employer that provides a working environment that is fun, happy, and provides a supportive team atmosphere as explained by Berthon, Ewing, and Hah (2005). During my research, three items under this value were not recognized like “Strong team spirit, Induction program and family oriented environment”. This appears as a limitation to me and I strongly believe that social value has a significant impact on talent retention and talent attraction.

Corporate Social Responsibility value came to 3.21, basically it came 2nd from the last. Maitri (2011) mentioned that Corporate Social Responsibility should be part of the Employer Brand Strategic platform.

Figure 11

Communication Media Value	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q13_1	4.49%	8	16.29%	29	39.89%	71	39.33%	70
Q13_2	7.30%	13	17.42%	31	42.13%	75	33.15%	59
Q13_3	5.03%	9	12.85%	23	36.31%	65	45.81%	82
Q13_5	6.74%	12	11.80%	21	38.20%	68	43.26%	77

Communication media value came to 3.14, was the lowest, and can be seen as less important when it comes to employer branding. According to figure 11, Q13_3 (Advertising using local radio stations) came to 82, meaning this item is far more important, followed by Q13_5 (Social Media recruitment). Sivertzen, Nilsen and Olafsen (2013) described social media as web-based services that allow job seekers to construct a public or even private profile within a bounded system, it is supposed to connect to a

list of other users with whom they share a connection and traverse their list of connections and those made by general members of the public within the system. They further mentioned that social media platforms are capable of destroying the organisation's reputation and at the same time these platforms can assist organisations to build a very good reputation, social media can be used as a useful tool to attract potential talent. So this item (Social media recruitment) is quite useful when it comes to employer branding, especially for talent attraction.

5.3 Discussion pertaining to research question 2 (*What are the employer branding factors driving generation "X"*)

Figure 15 shows the employer branding factors in terms of most important to least important. When it comes to Employed employees, Economic value is more important to them 1, Reputation value 2, Diversity value 3, Developmental value 4, Social value 5, Communication value 6 and CSR value 7.

Figure 15

	Employed	Graduates
Factor 1 CSR value	2.94	3.49
Factor 2 Reputation value	3.71	3.31
Factor 3 Developmental value	3.61	3.49
Factor 4 Communication media value	3.1	3.18
Factor 5 Economic value	3.76	3.45
Factor 6 Diversity value	3.65	3.53
Factor 8 Social value	3.38	3.3

Khatibi and Robertson (2013) reported that employer brand can be described as the package of economic, functional and psychological benefits provided by the employer. The economic value looks came out first when it comes to this; from the research findings it is apparent that employed employees strongly believe that this value is highly important to them. So employers should make this a value number in the employer brand pyramid. This value covered items like Q7_2 (Retirement benefits), Q7_3 (Market related salary), Q7_4 (High job security) and Q7_5 (Good health benefits). According to figure 23 Q7_2 came out top, this shows that employed employees are more concerned now about their retirement benefits and it will be good to capture this as part of the Employee Value Proposition. Both Q7_3 and Q7_4 have the same score and this is market related

salary and high job security. Kapoor (2010) acknowledged that employer branding starts with the initial brand awareness and must continue throughout the employment life cycle of an employee and extend into retirement.

Reputation came second as part of the factors driving employer branding for employed employees. Botha, Bussin and De Swardt (2011) recognized that the employer brand strategic platform should consist of value, mission, vision of the organisation, corporate reputation, leadership and culture. This value included items like Q6_1 (Company image and well-known brand) Q6_2 (Company reputation), Q6_3 (Leadership of the organisation), Q6_4 (Well-known innovative products), Q6_5 (Good brand to have on resume). Employed employees are taking Q6_2 (Company reputation) as a more important item in this value, the research findings show that if the company has a good reputation, it triggers talent attraction and talent retention. As part of the employer branding, this item should be taken more seriously. Q6_3 (Leadership of the organisation), followed closely to Q6_2, reputation is related to the leadership of the organisation.

Schlager, Bodderas, Maas and Chachelin (2011) described different values that are regarded as perceived employer brand and expected employer brand like diversity value amongst other values. Diversity value consisted of Q8_2 (Challenging tasks), Q8_3 (Job satisfaction) and Q8_4 (Interesting tasks). According to my research findings, Employed employees strongly believe that Q8_3 (Job satisfaction) is far more important and there is a big gap between other items Q8_2 (Challenging tasks) and Q8_4 (Interesting tasks).

Backhaus and Tikoo (2004) indicated that negative perceptions of the employment reality is that organisation must use employer branding to advertise its economic and psychological benefits including career opportunities, personal growth and development. My research findings show that employed employees rank this value high as well and this should be used in the employer branding strategies, this value consisted of items like Q10_4 (Room for creativity and innovation), Q10_3 (Empowering environment), Q10_5 (Mentoring and Coaching), Q11_1 (Good promotion opportunities), Q11_2 (Hands on interdepartmental experience), Q11_3 (Opportunity to teach others what you have

learnt), Q10_5 (Mentoring and Coaching), is number one on this value, for mentees (Mishra & Chhabra, 2008).

Mentoring programs are platforms that provide transfer of knowledge, this means that one-on-one relationship with someone who is more experienced. The experienced person shares his or her own knowledge and experience to the trainee or mentee. On the other hand, Shivaji and Maruti (2013) reported that, in a commitment culture, organisations clearly define what employees are being offered in return for their services and again provide them with internal coaching to empower employees to lead and manage their own careers.

Social value is the degree to which potential talent is attracted to an employer that provides a working environment that is fun, happy, and provides a supportive team atmosphere (Berthon, Ewing & Hah, 2005). This value came as number five factor that drives employer branding for employed employees; Q9_1 (People first attitude) and Q9_2 (Employee Wellness Center or program), Q9_1 item is more important to them, what this represents is that, employed employees are more concerned about “people first attitude”.

Kapoor (2010) investigated that communication media is considered more important when communicating the employer brand of the organisation, there are a number of employer branding activities and platforms that can be used to communicate the employer branding like, career website, On-campus visits, Employee Referral program, Newspaper ads, Career fairs, Graduate programs, sponsorships and online social networks. It is quite clear that the communication media are not as important for employed employees, however when it comes to unemployed graduates, it is more important.

Figure 22

Communication Media Value Employed	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q13_1	4.44%	4	13.33%	12	41.11%	37	41.11%	37
Q13_2	10.00%	9	20.00%	18	47.78%	43	22.22%	20
Q13_3	3.30%	3	7.69%	7	40.66%	37	48.35%	44
Q13_5	6.67%	6	14.44%	13	47.78%	43	31.11%	28

Figure 22 shows that Q13_3 (Advertising using local radio stations) is a more important item for employed employees as compared to graduates who felt that Q13_4 (Social media recruitment) is more important to them.

Maitri (2011) suggested that while measuring the impact of Employer Branding during the Integration phase includes things like a dedicate career website for talent acquisition, company intranet as the line of communication internally, career fair brochures, company newsletters, policies and procedures, recruitment advertising and sports sponsorship and other related Corporate Social Responsibility programs. My research findings shows that this value (CSR Program) for Employed employees is not as important to them however graduates felt that this value is more important to them. The analysis shows that Q12_4 (Offering internships and graduate programs) ranked higher for both groups (employees and graduates).

5.4 Discussion pertaining to research question 3 (*What are the employer branding factors that drive talent attraction amongst generation “Y”*)

Figure 14 shows the employer branding factors in terms of most important to least important. For graduates the table shows that, Diversity value came 1, developmental value 2, CSR value 3, Economic value 4, Reputation value 5, Communication media value 6 and Social value 7. When it comes to Employed employees, Economic value is more important to them 1, Reputation value 2, Diversity value 3, Developmental value 4, Social value 5, Communication value 6 and CSR value 7.

Figure 14)

	Employed	Graduates
Factor 1 CSR value	2.94	3.49
Factor 2 Reputation value	3.71	3.31
Factor 3 Developmental value	3.61	3.49
Factor 4 Communication media value	3.1	3.18
Factor 5 Economic value	3.76	3.45
Factor 6 Diversity value	3.65	3.53

Factor 8 Social value	3.38	3.3
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In discussing the graduates; for an organisation to attract graduates or generation Y, there are 5 values (Diversity, developmental, CSR program, Economic, Reputation and Communication) that should be part of their Employee Value proposition.

Figure 19

Development value for Graduates	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q10_3	1.14%	1	5.68%	5	30.68%	27	62.50%	55
Q10_4	1.14%	1	4.55%	4	30.68%	27	63.64%	56
Q10_5	2.30%	2	5.75%	5	33.33%	29	58.62%	51
Q11_1	0.00%	0	7.95%	7	38.64%	34	53.41%	47
Q11_2	0.00%	0	12.50%	11	39.77%	35	47.73%	42
Q11_3	0.00%	0	10.23%	9	23.86%	21	65.91%	58

Figure 19 (Development value for graduates) came second according to the research findings, from what I can see this is a true reflection, because graduates still do not have much experience related to what they have learnt, this value is more important to them. Backhaus and Tikoo (2004) mentioned that the external part of employer branding aims to reach the qualified workforce outside of the organisation by addressing and promoting essential parts such as leadership, culture and career development opportunities that the organisation has to offer for potential talent.

Figure 25

Diversity value for Graduates	1		2		3		4	
	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q8_2	0.00%	0	8.14%	7	40.70%	35	51.16%	44
Q8_3	0.00%	0	5.81%	5	25.58%	22	68.60%	59
Q8_4	2.35%	2	4.71%	4	31.76%	27	61.18%	52

Figure 25 shows that Q8_3 (Job satisfaction) is more important, this result is similar to figure 12 where graduates were combined with employed employees. However graduates strongly believe that Q8_4 (interesting tasks) is the second most important item in this item and in figure 12 this was the least interesting item.

When it comes to CSR Program value came second for the graduates. Aggerholm, Andersen and Thomsen (2011) described that employer branding can be seen as the co-creation of strategic, sustainable employee-employer relationship, they argued that a reconceptualization of employer branding draws on the three theoretical fields like corporate social responsibility. Item Q12_4 (Offering internships and graduate programs) is the highest in this value, the research findings showed that graduates would love to be given internship and graduate programs when they leave university, so employers or organisations should consider this item in this value as important. Interestingly enough, Q12_3 (Offering bursaries to the general community) came second; it shows that employers must really consider offering bursaries to the general community as part of their Employer Brand strategy.

Economic value came fourth on the list and can be seen as important when it comes to talent attraction for graduates – Figure 24 shows Q7_4 (High Job security) is a more important item in this value, the research findings this time also came out top when we combined graduates and employed employees.

Figure 24

	1		2		3		4	
Economic value for Graduates	% of Total	N	% of Total	N	% of Total	N	% of Total	N
Q7_2	2.33%	2	9.30%	8	30.23%	26	58.14%	50
Q7_3	2.33%	2	5.81%	5	39.53%	34	52.33%	45
Q7_4	2.27%	2	6.82%	6	27.27%	24	63.64%	56
Q7_5	5.75%	5	5.75%	5	27.59%	24	60.92%	53

Schlager, Bodderas, Maas and Chachelin (2011) articulated that there are a number of things that influence economic value in employee’s attitudes. Some of the benefits might constitute the most obvious factors and items in a person’s choice of employer and have been mentioned as being a very important determinant of employer attractiveness. The economic value provides a hard measure for potential talent, as a result it can easily be seen or recognized by them and most importantly, economic value influences current employee satisfaction and potential talent.

Reputation value is number five for graduates. Cable and Graham (2000) described that the employer’s reputation as a job seeker’s beliefs about the employer about how other people evaluate an employer. Items such as “good reputation”, “well-known products”,

“good reputation of the company among friends”, a good brand to have on resume are mentioned, so reputation value is closely related to perceived external status which in return creates employee identification with the brand or the organisation itself. Figure 18 shows that Q6_4 (Leadership of the organisation) is far more important for the graduates.

Communication media value is the second last one although it might not appear as significant to attract graduates to an organisation. Kapoor (2010) mentioned that anything related to branding fell under a communication or marketing umbrella, employer brand may not have been eminent from the consumer brands, organisations who have strong brands or service are more likely to attract good talent. He further described that from the internal perspective, there are three top communication media an organisation can use to communicate its employer brand like performance appraisals and training and development programs.

Sivertzen, Nilsen and Olafsen (2013) concurred that the use of social media positively relate to the reputation of the organisation, which in return is positively linked to intentions to apply for a job at a particular organisation.

Now from the external perspective, social media can be seen as one of the communication media or platforms an organisation can use to attract potential talent externally. Kapoor (2010) mentioned other communication media an organisation can use to communicate employer brand especially externally, like career website, On-campus visits, Employee Referral program, Newspaper ads, Career fairs, Graduate programs, sponsorships and online social networks.

Social value does not seem to be significant when it comes to graduates, however Schlager, Bodderas, Maas and Chachelin (2011) concluded by saying that social value which include items like “people-first” attitude, “social image of a company”, “respectful environment”, “friendly relationships among co-workers” can attract potential talent more often than the good reputation of the organisation or products. My research findings contradict this. The graduates as per my findings clearly show that item Q9_1 (People first attitude) is more important for them. Schlager, Bodderas, Maas and Chachelin

(2011) concurred, saying that organisations should build a social culture that focuses on “people-first” attitude, this helps when it comes to talent attraction and talent retention.

5.5 Discussion pertaining to research question 4 (*What are the employer branding factors that drive talent retention for generation “X”*)

Chhabra and Aparna (2008) mentioned that retaining employees is far more important than recruiting them, as talented people have many opportunities out there for them. It is therefore important for organisations to make talent retention the number one priority and make talent acquisition number two.

Research question 3 (What are the employer branding factors driving generation “X”) touched on employer branding factors driving generation “X”). The results described in research question three are used to answer research question 4. Here we are looking at how Employer Branding can be used as strategies to manage talent retention. Kapoor (2010) discussed that being an “employer of choice” entails more than just talent attraction and talent retention, employees should not only join the organisation but they should stay. He further proposed three metrics for measuring ROI on employer branding like quality of hire, retention rate and employee referral rate of new recruits.

Backhaus and Tikoo (2004) stated that employer branding’s main objective is to provide a clear framework for the organisation to simplify and focus its priorities with the aim of increasing productivity, recruitment, retention and commitment. On the other hand, Moroko and Uncles (2008) concurred that employees are regarded as resources that are more difficult to replicate, organisations that nurture an employer branding can secure and retain the most significant employees who will then confidently promote the brand of the organisation.

Figure 33

	EB FACTORS DRIVING TALENT TENTION IN ORDER OF IMPORTANCE	SCORE
1	Factor 5 Economic value	3.76
2	Factor 2 Reputation value	3.71
3	Factor 6 Diversity value	3.65
4	Factor 3 Developmental value	3.61
5	Factor 8 Social value	3.38
6	Factor 4 Communication media value	3.1
7	Factor 1 CSR value	2.94

According to my research findings, in order for organisations to keep employees committed, loyal and retained in the organisation the most important factors are mentioned in figure 34. Q7_2 (Retirement benefits) showed clearly that this item is very important when it comes to talent retention within the economic value. Q7_3 (Market related salary), Q7_4 (High job security) and Q7_5 (Good health benefits) came second and Q7_5 (Good health benefits). I propose the following as part of talent retention in this value.

Figure 34

ITEM IN ECONOMIC VALUE	ITEMS IN ORDER OF PRIORITY
Q7_2 (Retirement benefits)	1
Q7_4 (High job security)	2
Q7_3 (Market related salary),	3
Q7_5 (Good health benefits)	4

Employed employees suggest the importance of this item in this value, the research findings shows that if the company has a good reputation, it triggers talent attraction and talent retention. Figure 34 clearly shows that item Q6_2 (Company reputation) as number priority, Q6_3 (Leadership of the organisation), followed closely to Q6_1 (Company image and well-known brand), followed by Q6_5 (Good brand to have on resume and lastly reputation Q6_4 (Well-known innovative products). So organisations must address these items in this order of priority.

Figure 35

ITEMS IN REPUTATION VALUE	ITEMS IN ORDER OF PRIORITY
Q6_2(Company reputation)	1
Q6_3 (Leadership of the organisation),	2
Q6_1 (Company image and well-known brand)	3
Q6_5 (Good brand to have on resume).	4
Q6_4 (Well-known innovative products),	5

Diversity value consisted of items such as Q8_2 (Challenging tasks), Q8_3 (Job satisfaction) and Q8_4 (Interesting tasks). According to my research findings and figure 36, Employed employees strongly believe that Q8_3 (Job satisfaction) is far more important and there is a big gap between other items Q8_2 (Challenging tasks) and Q8_4 (Interesting tasks). In order for the organisation to retain employees, reputation value is considered important.

Figure 36

ITEMS IN DIVERSITY VALUE	ITEMS IN ORDER OF PRIORITY
Q8_2 (Challenging tasks)	1
Q8_3 (Job satisfaction)	2
Q8_4 (Interesting tasks).	3

Figure 37 and my research findings show that employed employees ranked this value high as well and this should be used in the employer branding strategies and talent retention methodologies, Q10_5 (Mentoring and Coaching), is number one on this value, followed by Q10_4 (Room for creativity and innovation), Q11_1 (Good promotion opportunities), Q11_3 (Opportunity to teach others what you have learnt), Q11_3 (Opportunity to teach others what you have learnt) and the last item is Q11_3 (Opportunity to teach others) (Mishra & Chhabra, 2008). On other hand Taylor (2002) concurred that organisations must create a pleasant work environment, competitive pay and career development opportunities because employees are likely to stay and this leads to Talent Retention.

Figure 37

ITEMS IN DEVELOPMENT VALUE	ITEMS IN ORDER OF PRIORITY
Q10_5 (Mentoring and Coaching),	1
Q10_4 (Room for creativity and innovation),	2

ITEMS IN DEVELOPMENT VALUE	ITEMS IN ORDER OF PRIORITY
Q10_5 (Mentoring and Coaching),	1
Q10_3 (Empowering environment)	3
Q11_1 (Good promotion opportunities)	4
Q11_3 (Opportunity to teach others what you have learnt)	5
Q11_2 (Hands on interdepartmental experience).	6

As previously discussed, mentoring programs are a platform that provides transfer of knowledge, this means that one-on-one relationship with someone who is more experienced. The experienced person shares his or her own knowledge and experience with the trainee or mentee.

Figure 38

ITEMS IN SOCIAL VALUE	ITEMS IN ORDER OF PRIORITY
Q9_1 (People first attitude)	1
Q9_2 (Employee Wellness Center or program)	2

Social value is considered to be important as well when it comes to talent retention, this value came number five factor that drives employer branding for employed employees. Q9_1 (People first attitude) item is more important to them, what this represents is that, employed employees are more concerned about “people first attitude”.

Figure 39

ITEMS IN COMMUNICATION MEDIA VALUE	ITEMS IN ORDER OF PRIORITY
Q13_3 (Advertising using local radio stations)	1
Q13_1 (Advertising in newspapers)	2
Q13_3 (Social media recruitment)	3
Q13_2 (Advertising in university newsletters)	4

Communication media can be used in the talent retention strategies however, it is quite clear that the communication media is not as important for employed employees however when it comes to graduates it is more important. Figure 39 shows that Q13_3 (Advertising using local radio stations) is a more important item for employed employees followed by Q13_1 (Advertising in newspapers), then Q13_3 (Social media recruitment)

and lastly Q13_2 (Advertising in university newsletters). Botha, Bussin and De Swardt (2011) stated that the main objective of employer brand communication is to create an understanding of the employer brand, the EB brand voice must be constant with all organisation marketing efforts in order to be effective.

Figure 40

ITEMS IN CSR VALUE	ITEMS IN ORDER OF PRIORITY
Q12_4 (Offering internships and graduate programs)	1
Q12_2 (Sponsorships)	2
Q12_3 (Offering bursaries to the general community)	3
Q12_1 (Career Exhibition or Career fairs) and Q13_4 (Offers site tours for students to learn about the organisation)	4
Q12_5 (Recruitment drives on-campus)	5

As previously discussed, Q12_4 (Offering internships and graduate programs) ranked higher for both groups (employees and graduates). Q12_2 (Sponsorships) came second followed by Q12_3 (Offering bursaries to the general community), and Q12_1 (Career Exhibition or Career fairs) and Q13_4 (Offers site tours for students to learn about the organisation) came fourth. My research findings shows that this value is not that significant when it comes to talent retention, however Q12_4 seem to be more important that could be driving talent retention followed by Q12_2.

CHAPTER 6 - CONCLUSIONS & RECOMMENDATIONS

6.1 Introduction

In the previous chapter, the results of the study are described and the findings discussed. This chapter provides an overview of the study and describes the final conclusions of the study, suggestions for further research and makes recommendations.

6.2 Conclusion of the study

Wilden, Gudergan, and Lings (2010) stated that organisations need to develop strategies to ensure that their talent remains adequate for dealing with the challenges of the business. In these highly competitive employment markets, developing employer branding strategies to become an “employer of choice” and increase the number of talented people which will trigger strategic competitive advantage, is now becoming apparent.

Chhabra and Aparna (2008) concurred in saying with the arrival of liberalisation and globalisation, the market competition has strengthened and so has the “war for talent”. Challenging economic conditions and a competitive market place has given rise to a lack of talent. Organisations cannot afford to be ignorant or complacent about talent attraction and talent retention, especially of high talented quality employees.

Mishra and Chhabra (2008) described that a “good company tag” is critical to an organisation’s ability to retain the best talent and this leads to an organisation gaining competitive advantage in the marketplace. In South Africa, those companies are known as “best companies to work for”, and these companies happen to yield higher returns for shareholders. They further said that employer branding is the process of crafting an identity and managing the organisation’s image in its role as an employer. Brand on its own lives in the minds of customer and employees,

The research question 1 was about the factors or values driving employer branding in general and this was for both groups (graduates and employed employees). Figure 31

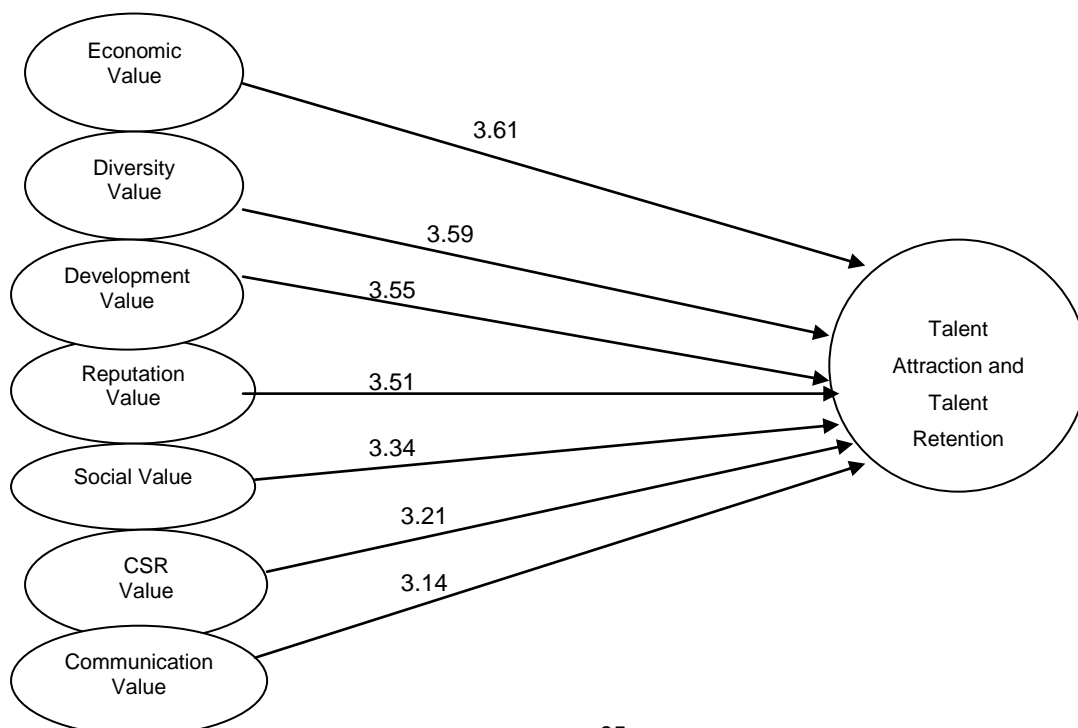
tabled out my research findings shows that values that are important to both groups, the highest value is 1) Economic value, 2) Diversity Value, 3) Development value, 4) Reputation value, 5) Social value, 6) CSR value and 7) Communication media value.

Figure 31

Combined (Graduates and Employed employees)	Name	Mean	Std Dev
Factor 5	Economic value	3.61	0.54
Factor 6	Diversity value	3.59	0.52
Factor 3	Developmental value	3.55	0.47
Factor 2	Reputation value	3.51	0.59
Factor 8	Social value	3.34	0.66
Factor 1	CSR value	3.21	0.67
Factor 4	Communication media value	3.14	0.68

Abbasi, et al. (2000) described that remuneration influences a person economically, psychologically and socially in forms of standards of living, making it relevant to any employee, they further say that money should be equivalent to the services they offer to the employer. As per figure 31, economic value plays a significant role when it comes to employer brand and this value should be a number. In order for employers to attract and retain employees there is a need to address the employer branding values as per figure 31. Figure 41 only shows values in order of importance.

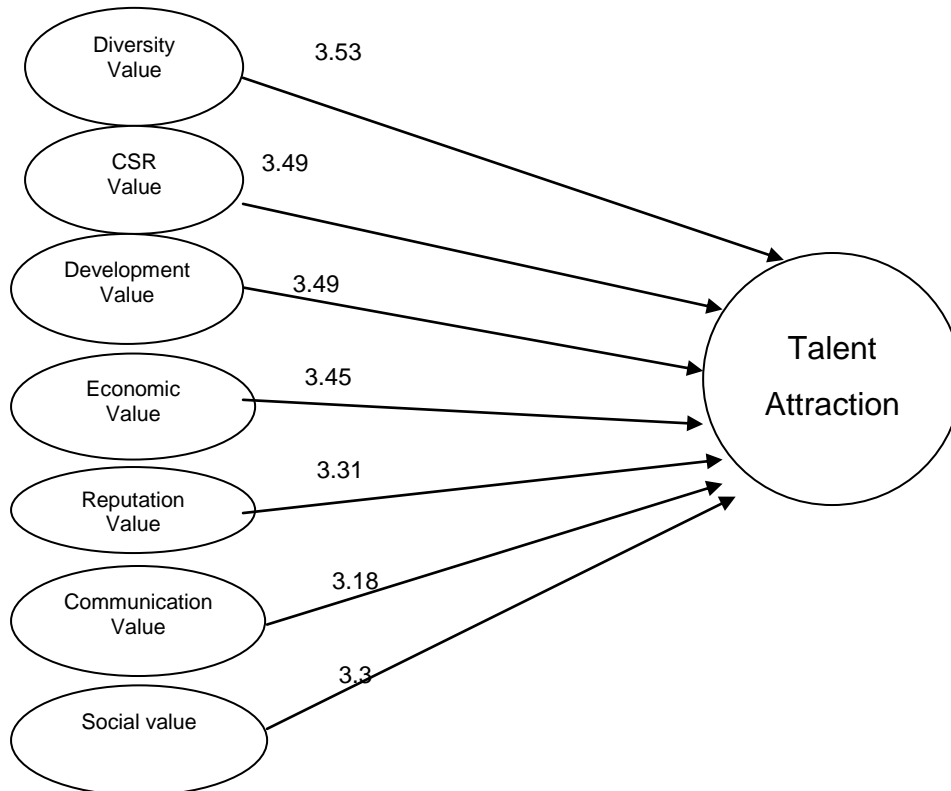
Figure 41 – Values in order of importance



Source: Own

Regarding research question 2 (What are the employer branding factors that drive talent attraction amongst generation “Y”)

Figure 42 - Values in order of importance



Source: Own

According to figure 42, graduates are attracted to employers by a number of factors as mentioned above. It is clear that employers should really focus more on diversity value when it comes to talent attraction; this involves challenging tasks, job satisfaction and interesting tasks. This should be given full attention when it comes to attraction of graduates. Corporate Social responsibility is also important to them and should be used in the talent attraction strategy, the research findings show clearly that graduates are concerned about what employers are doing for the community at large. Khatibi and Robertson (2013) stated that components of corporate brand include elements such as brochures, logo, business cards, promotional material, website, the perception of the company as an employer, reputation of products and lastly, social responsibility.

Development value is regarded as an important value to them too because they want to work in an empowering environment which allows room for creativity and innovation, mentoring and coaching is key to them because they want to be given a mentor and a coach. Good promotion opportunities need to be given as well, including platforms for them to teach others and to gain inter-departmental experience.

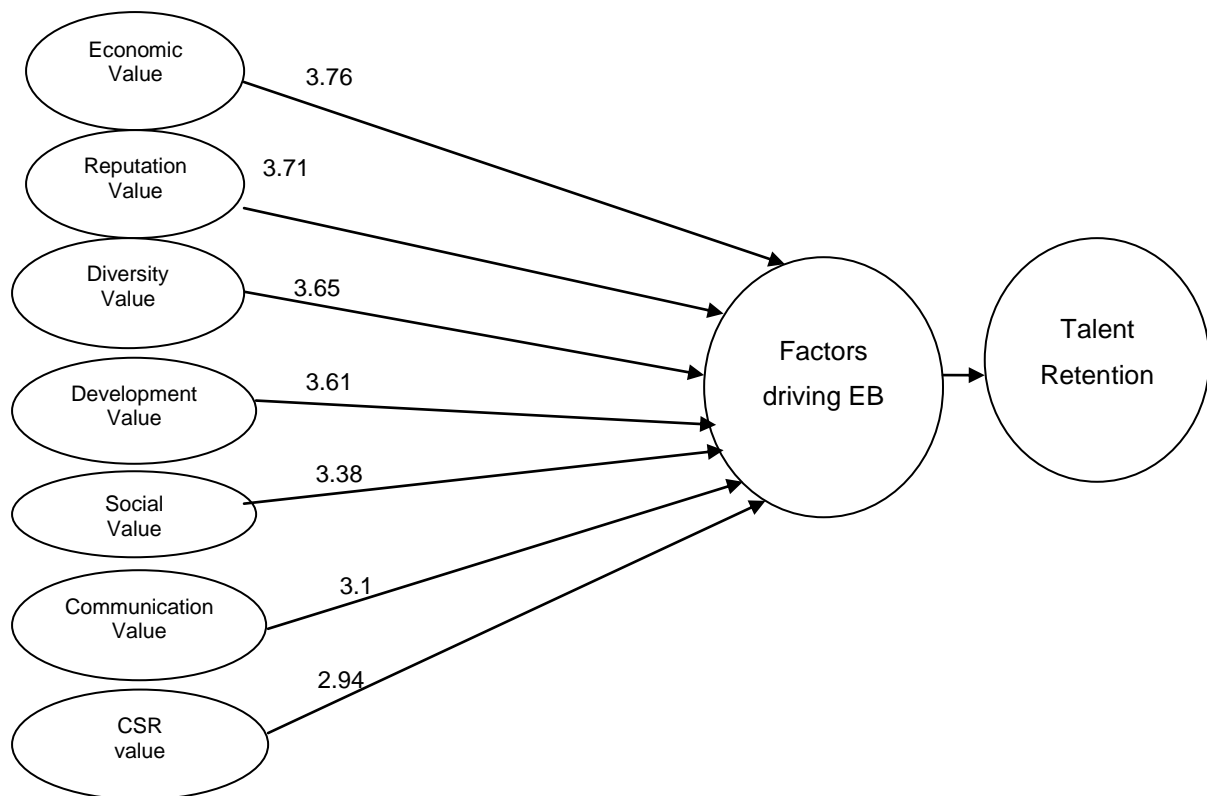
Economic value is right in the middle, they want high job security, and market related salaries, good health benefits and retirement benefits. Although reputation value is not that seriously important to them, however graduates are attracted to employers who have a good reputation out there, a well-known brand, especially when they have to have the brand on their resume, leadership of the organisation plays an important part for the graduates too. Backhaus and Tikoo (2004) described that the practice of making and developing a desired brand image and brand association is supported by a number of areas of recruitment research; the image of the employer has been found to influence talent attraction to the organisation.

Communication media value is the second last and social media recruitment is considered more important, organisations need to use job portals and advertising using universities could well be part of the talent attraction when it comes to graduates. As much as communication media came second last, Khatibi and Robertson (2013) shared that corporate identity management entails organisational communication systems and corporate personality.

It is quite clear that in order for an organisation to create an employer brand that would attract potential graduates, it has to meet the employer branding values that are important to them. Schlager, et al. (2011) described that the relationship between the Employer Branding, employee response and strategic branding is particularly relevant for organisations' differentiation from competition, as most customers find it hard to distinguish between products.

Regarding research question 3 (*What are the employer branding factors driving generation “X”*) and research question 4 (*What are the employer branding factors that drive talent retention for generation “X”?*)

Figure 43 - Values in order of importance



Source: Own

Khatibi and Robertson (2013) proposed that Employer Value proposition is quite critical in employer branding because it describes a very clear picture of what the organisation offers to the employees to attract and retain talent. This should include things like management style in the organisation, culture, qualities of the employees, employment image and impression of its products and service in general.

The highest value driving talent retention and that should be part of the employer branding strategy, in order of priority, is economic value, followed by reputation value, diversity value, development value, social value, communication value and lastly CSR value. When it comes to economic value, employed employees are concerned about retirement benefits, market related salary, high job security and good health benefits.

Mishra and Chhabra (2008) stated that incentives work well and can enhance career satisfaction of top performers; this increases the likelihood that employees will stay with the organisation. They further suggested that organisations must rethink their policies and procedures on mandatory retirement, by creating project based roles for retirees and cyclical work periods to retain certain knowledge and proficiency of talent that is near to retirement age.

Reputation value came second, obviously this is also important to the employed employees, leadership of the organisation, well known innovation products, company reputation, good brand to have on resume and company reputation (Khatibi & Robertson, 2013). Diversity value is one of the values driving talent retention when it comes to employed employees, organisations must ensure that employed employees have challenging tasks, job satisfaction and interesting tasks.

Development value is considered important as an employer brand value and the driver of talent retention. Moroko and Uncles (2008) mentioned desired career benefits that an organisation needs to focus on like growth opportunities, education and professional development. Employed employees take this value seriously and organisations should also do the same, current and potential employees need a clear vision of their career potential. Mentoring is important as it involves a one-on-one relationship with someone at an experienced level to the employee who is not that experienced. Reverse mentoring can also be looked at, where younger or new employees share their experiences to the older generation; this on its own makes younger and new employees feel more part of the organisation (Mishra & Chhabra, 2008).

Social value is also considered important for employed employees, "People first attitude" and Employee Wellness Centres or programmes. As part of the employer branding drive, employees' wellness centres or programmes are considered as important, a healthy organisation will lead to high productivity levels and good talent retention. Isaac (2010) stated that when an organisation made a commitment to create a good corporate culture that encourages and rewards good health of employees, that recognizes employee performance, productivity will increase.

Even though Communication media value is the second last, it can still be used to communicate employer branding, particularly on radio as per the responses of employed employees. This value can be seen as the least important for employed employees, however communicating employer brand using different channels is important and the messaging must be consistent across all channels.

Chhabra and Aparna (2008) concluded by saying that an organisation with a high staff turnover rate or attrition rate not only has to take care of high costs of talent acquisition of new employees but also they are facing serious disruptions in customer service which might lead to service break-down, again loss of knowledge and reduced goodwill. Therefore, organisations need to re-direct their energies to talent retention and make this a top priority to reap the best results in terms of attracting the right talent, gaining competitive advantage and achieving higher productivity and ultimately, profits for the organisation.

6.3 Recommendations

Organisations that have accreditation status of “best employers” to work for produce higher returns for shareholders, it is clear that employer branding is viewed as a process of creating a unique brand identity and designing of employer differentiation and employee value proposition. It is true that you can have a good brand that lives in the minds of the employees, so by having a good employer brand this will live in the minds of the employees or current talent, and also will attract good talent for the organisation. A good employer brand will definitely give an organisation a competitive advantage and factors such as **remuneration, values, culture, training, leadership of the organisation** have a direct impact on the employer brand that an organisation builds.

What this study has proven is that employer branding plays a vital role in giving an organisation a competitive edge and this has a positive effect from the organisation point of view on the Talent Attraction and Talent Retention in South Africa. Organisations must make serious efforts to communicate its psychological benefits and employee value proposition to the needs and wants of Talent from an internal and external perspective. It is noted that employer brand values (**economic, diversity, development, reputation, social, CSR and communication**) drive Talent Attraction and Talent Retention in South Africa. Now organisations are faced with a lot of challenges and issues around how to attract and retain good talent and these on their own become threats and these threats must now be converted into opportunities via an Employer Branding strategy.

The message used in communicating the employer branding using different channels has to be consistent at all times. The primary communication channel for graduates will be social media and other digital communication channels like websites, etc. On the other hand, for employed employees the communication channel to be used can be the intranet. **During an interview, organisations** must not only try to establish whether the applicant meet the job requirements and job fit, at that time they need to also **communicate their employer branding value proposition.**

Once an employee is employed in the organisation, the employer brand value proposition must constantly be communicated to employees so that the actual employer brand exists in the minds of the employee. It will also be vital for organisations to develop

a solid relationship and create loyalty. This means that this relationship is all about give and take, the employee provides services to the employer, in return she or he gets remuneration but also other employee value propositions like **economic, diversity, development, reputation, social, CSR and communication** are provided. Figure 41 provided employer branding values in order of priority and organisations should follow this in order to succeed in Talent Attraction and Talent Retention in South Africa.

6.4 Suggestions for further research

There is no doubt that the practice of employer branding relates to the fact that organisations can be attractive to potential talent and also retain talent in the organisation in the absence of an employer branding strategy. It is quite apparent that employer branding does have a positive influence on talent attraction and talent retention in South Africa. However there is a need for further research into how organisational leadership and the corporate brand influence employer branding. Employer branding values like social, economic, development, reputation, diversity and application has been researched thoroughly over the years. Further research should also be done around **how the communication media an organisation is using, influences employer branding for talent attraction and talent retention** - there is little research in this area.

It is good that organisations are making serious efforts around talent attraction and talent retention, however from the employer branding literature, there is no research done around **the measurement of return on investment on the employer branding strategy or efforts**. It will be good to evaluate the effectiveness of employer brand by looking at **different metrics based on talent attraction and talent retention**.

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APPENDIX A – SURVEY

This survey will be used for employees working for “best companies to work for”

Proposition 2: The factors and values that influence Employer Branding in Talent Attraction and Talent retention

Proposition 3: Employer branding affect talent retention, job satisfaction and perceived psychological contract

BIOGRAPHICAL

1	What is your gender?	Male	<input type="checkbox"/>
		Female	<input type="checkbox"/>
2	What is your age?	19-24 years	<input type="checkbox"/>
		25-29 years	<input type="checkbox"/>
		30-34 years	<input type="checkbox"/>
		35-39 years	<input type="checkbox"/>
		40-44 years	<input type="checkbox"/>
		45-49 years	<input type="checkbox"/>
		50-54 years	<input type="checkbox"/>
		55-63 years	<input type="checkbox"/>
3	Employment status	Full-time employed	<input type="checkbox"/>
		Part-time employed	<input type="checkbox"/>
4	Total number of years working for the current employer	Years	Months

The following scaling is used in the next questions:

- 1- *Not very important*
- 2- *Reasonably important*
- 3- *Important*
- 4- *Very important*

REPUTATION VALUE

Schlager, Bodderas, Maas and Chachelin (2011)

Berthon, Ewing and Hah (2005)

		Importance			
		Not		Very	
1	Company image and well-known brand	1	2	3	4
2	Company reputation	1	2	3	4
3	Leadership of the organisation	1	2	3	4
4	Well known innovative products	1	2	3	4
5	Good brand to have on resume	1	2	3	4

ECONOMIC VALUE

Schlager, Bodderas, Maas and Chachelin (2011)

Berthon, Ewing and Hah (2005)

		Importance			
		Not		Very	
1	A non-monetary reward	1	2	3	4
2	Retirement benefits	1	2	3	4
3	Market Related salary	1	2	3	4
4	High Job security	1	2	3	4
5	Good health benefits	1	2	3	4

DIVERSITY VALUE

Schlager, Bodderas, Maas and Chachelin (2011)

		Importance			
		Not		Very	
1	Promoting diversity	1	2	3	4
2	Challenging work tasks	1	2	3	4
3	Job satisfaction	1	2	3	4
4	Interesting tasks	1	2	3	4

SOCIAL VALUE

Schlager, Bodderas, Maas and Chachelin (2011)

Berthon, Ewing and Hah (2005)

		Importance			
		Not		Very	
1	"People first attitude"	1	2	3	4
2	Employee Wellness Centre or Program	1	2	3	4
3	Strong team spirit	1	2	3	4
4	Induction program	1	2	3	4
5	Family oriented environment	1	2	3	4

DEVELOPMENT VALUE

Berthon, Ewing and Hah (2005)

Schlager, Bodderas, Maas and Chachelin (2011)

		Importance			
		Not		Very	
1	Good training opportunities	1	2	3	4
2	Opportunities of growth and advancement	1	2	3	4
3	Empowering environment	1	2	3	4
4	Room for creativity and innovation	1	2	3	4
5	Mentoring and coaching	1	2	3	4

APPLICATION VALUE

Sivertzen, Nilsen and Olafsen (2013)

		Importance			
		Not		Very	
1	Good promotion opportunities within the organisation	1	2	3	4
2	Hands-on inter-departmental experience	1	2	3	4
3	Opportunity to teach others what you have learned	1	2	3	4
4	Opportunity to apply what was learned at a tertiary institution	1	2	3	4

CSR PROGRAM

Kapoor (2010)

1	Career Exhibition or Career fairs	1	2	3	4
2	Sponsorships	1	2	3	4
3	Offering bursaries to the general community	1	2	3	4
4	Offering internships and graduate programs	1	2	3	4
5	Recruitment drives on-campus	1	2	3	4

ORGANISATION COMMUNICATION MEDIA

Kapoor (2010)

1	Advertising in news papers	1	2	3	4
2	Advertising in university news letters	1	2	3	4
3	Advertising using local radio stations	1	2	3	4
4	Offers site tours for students to learn about the organisation	1	2	3	4
5	Social media recruitment	1	2	3	4
6	Partnerships with government	1	2	3	4

The following scaling is used in the next questions:

- 5- *Not very important*
- 6- *Reasonably important*
- 7- *Important*
- 8- *Very important*

APPENDIX B – QUESTIONNAIRE

This survey will be used for Graduates fresh from university

Proposition 1: The factors and values that influence Employer Branding in Talent Attraction and Talent retention

Proposition 2: The factors and values that influence Employer Branding in Talent Attraction and Talent retention

BIOGRAPHICAL

1	What is your gender?	Male Female	<input type="checkbox"/> <input type="checkbox"/>
2	What is your age?	19-24 years 25-29 years 30-34 years 35-39 years	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3	Employment status	Unemployed	<input type="checkbox"/>
4	Total number of years or months unemployed	Years	Months

REPUTATION VALUE

Schlager, Bodderas, Maas and Chachelin (2011)

Berthon, Ewing and Hah (2005)

		Importance			
		Not	Very		
1	Company image and well-known brand	1	2	3	4
2	Company reputation	1	2	3	4
3	Leadership of the organisation	1	2	3	4
4	Well known innovative products	1	2	3	4
5	Good brand to have on resume	1	2	3	4

ECONOMIC VALUE

Schlager, Bodderas, Maas and Chachelin (2011)
Berthon, Ewing and Hah (2005)

		Importance			
		Not		Very	
1	A non-monetary reward	1	2	3	4
2	Retirement benefits	1	2	3	4
3	Market Related salary	1	2	3	4
4	High Job security	1	2	3	4
5	Good health benefits	1	2	3	4

DIVERSITY VALUE

Schlager, Bodderas, Maas and Chachelin (2011)

		Importance			
		Not		Very	
1	Promoting diversity	1	2	3	4
2	Challenging work tasks	1	2	3	4
3	Job satisfaction	1	2	3	4
4	Interesting tasks	1	2	3	4

SOCIAL VALUE

Schlager, Bodderas, Maas and Chachelin (2011)
Berthon, Ewing and Hah (2005)

		Importance			
		Not		Very	
1	“People first attitude”	1	2	3	4
2	Employee Wellness Centre or Program	1	2	3	4
3	Strong team spirit	1	2	3	4
4	Induction program	1	2	3	4
5	Family oriented environment	1	2	3	4

DEVELOPMENT VALUE

Berthon, Ewing and Hah (2005)
Schlager, Bodderas, Maas and Chachelin (2011)

		Importance			
		Not		Very	
1	Good training opportunities	1	2	3	4
2	Opportunities of growth and advancement	1	2	3	4

3	Empowering environment	1	2	3	4
4	Room for creativity and innovation	1	2	3	4
5	Mentoring and coaching	1	2	3	4

APPLICATION VALUE

Sivertzen, Nilsen and Olafsen (2013)

		Importance			
		Not	Very		
1	Good promotion opportunities within the organisation	1	2	3	4
2	Hands-on inter-departmental experience	1	2	3	4
3	Opportunity to teach other what you have learned	1	2	3	4
4	Opportunity to apply what was learned at a tertiary institution	1	2	3	4

CSR PROGRAM

Kapoor (2010)

1	Career Exhibition or Career fairs	1	2	3	4
2	Sponsorships	1	2	3	4
3	Offering bursaries to the general community	1	2	3	4
4	Offering internships and graduate programs	1	2	3	4
5	Recruitment drives on-campus	1	2	3	4

ORGANISATION COMMUNICATION MEDIA

Kapoor (2010)

1	Advertising in news papers	1	2	3	4
2	Advertising in university news letters	1	2	3	4
3	Advertising using local radio stations	1	2	3	4
4	Offers site tours for students to learn about the organisation	1	2	3	4
5	Social media recruitment	1	2	3	4
6	Partnerships with government	1	2	3	4

APPENDIX C – DELOITTE “BEST COMPANIES TO WORK FOR: 2013

Deloitte recognises the following participating companies in the 2013 Deloitte Best Company to Work For Survey that have achieved an overall mean-score in excess of the standard of excellence threshold of 3.7.

South Africa	
ADvTECH Limited	Old Mutual Life Insurance Company
AstraZeneca Pharmaceuticals (Pty) Ltd	Parsec (Pty) Ltd
Barone, Budge & Dominick (Pty) Ltd (BBD)	Pfizer Laboratories (Pty) Ltd
Britehouse SSD (Pty) Ltd	Pragma
Cashbuild SA (Pty) Ltd	Professional Provident Society Insurance Company Limited
CQS Technology Holdings	Rennies Travel
DHL International (Pty) Ltd T/A DHL Express	Risk Benefit Solutions (Pty) Ltd
Eli Lilly (S.A.) (Pty) Ltd	SA Underwriting Agencies (Pty) Ltd
Fintech (Pty) Ltd	SAS Institute (Pty) Ltd
Flight Centre (South Africa) (Pty) Ltd	Servest (Pty) Ltd
Grindrod Bank Limited	South African National Blood Service
Jacaranda FM (Pty) Ltd	Spier
JHI Properties (Pty) Ltd T/A JHI	Strate Ltd
Joe Public (Pty) Ltd	Takeda (Pty) Limited
Michelin Tyre Company South Africa (Pty) Ltd	The MSA Group
Microsoft S.A. (Pty) Ltd	The Unlimited
MiWay Insurance Ltd	Tourvest Destination Management
Mobile Telephone Networks (Pty) Ltd	Tourvest Travel Services
Mustek Limited	Tradebridge (Pty) Ltd
Novo Nordisk (Pty) Ltd	Zurich Insurance Company South Africa Limited

Source: Deloitte website

<http://www.deloitte.com/assets/Dcom->

[SouthAfrica/Local%20Assets/Documents/BCTWF_Summary_Results_2013.pdf](http://www.deloitte.com/assets/Dcom-SouthAfrica/Local%20Assets/Documents/BCTWF_Summary_Results_2013.pdf)

Research problem stated: <i>The current labour market landscape has changed dramatically. Today's business is driven by a technological changes, economy and globalisation. Therefore it's vital for organisations to have highly skilled and talented workforce in order to succeed. Organisations are suffering high staff turnover leading to high costs in talent acquisition and loss in valuable knowledge. More so many orgarnisations are experiencing challenges in managing their employer brand and attracting and retaining good talent. At the same time the generation Y has higher demands as compared to "older workforce generation" or aging workforce so it is important for orgarnisations to keep up with the demands of the "newer workforce generation" by creating employer brand strategies</i>					
Research questions	Literature Review	Proposition	Source of data	Type of data	Analysis
<i>What are the factors or values driving employer branding in general?</i>	Backhaus and Tikoo (2004) Shah (2011)	The organisation must address different value-adds for generation "Y" in order to attract which will lead to Employer branding	Surveys	Nominal data	Empirical and statistical analysis
<i>What are the factors or values driving employer branding in general?</i>	Alvesson (2004) Backhaus and Tikoo (2004) Taylor (2002) Khatibi and Robertson (2013) Moroko and Uncles (2008) De Vos and Meganck (2009)	The factors and values that influence Employer Branding in Talent Attraction and Talent retention	Surveys	Nominal data	Empirical and statistical analysis

Research problem stated: *The current labour market landscape has changed dramatically. Today's business is driven by a technological changes, economy and globalisation. Therefore it's vital for organisations to have highly skilled and talented workforce in order to succeed. Organisations are suffering high staff turnover leading to high costs in talent acquisition and loss in valuable knowledge. More so many orgarnisations are experiencing challenges in managing their employer brand and attracting and retaining good talent. At the same time the generation Y has higher demands as compared to "older workforce generation" or aging workforce so it is important for orgarnisations to keep up with the demands of the "newer workforce generation" by creating employer brand strategies*

Research questions	Literature Review	Proposition	Source of data	Type of data	Analysis
<p><i>What are the employer branding factors that drive talent attraction amongst generation "Y"</i></p> <p><i>What are the employer branding factors that drive talent retention for generation "X"?</i></p>	<p>Aggerholm, Andersen and Thomsen (2011) Berthon, Ewing and Hah (2005) Schlager, Bodderas, Maas and Chachelin (2011) Kotler and Amstrong (2005) Backhaus and Tikoo (2004)</p>	<p>Employer Branding affect talent retention, job satisfaction and perceived psychological contract</p>	<p>Surveys</p>	<p>Nominal data</p>	<p>Empirical and statistical analysis</p>

Annexures

Table 1 - Eigenvalues

Number	Eigenvalue	Percent	Cum Percent
1	11.7634	30.163	30.163
2	4.2046	10.781	40.944
3	2.3934	6.137	47.081
4	1.7774	4.557	51.638
5	1.5554	3.988	55.626
6	1.3714	3.516	59.142
7	1.1985	3.073	62.216
8	1.1664	2.991	65.206
9	1.0780	2.764	67.970
10	0.9391	2.408	70.378
11	0.8771	2.249	72.627
12	0.7967	2.043	74.670

Number	Eigenvalue	Percent	Cum Percent
13	0.7703	1.975	76.645
14	0.7313	1.875	78.520
15	0.6235	1.599	80.119
16	0.6033	1.547	81.666
17	0.5470	1.403	83.069
18	0.5360	1.374	84.443
19	0.4963	1.273	85.716
20	0.4817	1.235	86.951
21	0.4578	1.174	88.124
22	0.4125	1.058	89.182
23	0.4008	1.028	90.210
24	0.3830	0.982	91.192
25	0.3456	0.886	92.078

Number	Eigenvalue	Percent	Cum Percent
26	0.3244	0.832	92.910
27	0.3139	0.805	93.715
28	0.2927	0.750	94.465
29	0.2784	0.714	95.179
30	0.2643	0.678	95.857
31	0.2472	0.634	96.490
32	0.2399	0.615	97.105
33	0.2339	0.600	97.705
34	0.1962	0.503	98.208
35	0.1914	0.491	98.699
36	0.1441	0.369	99.068
37	0.1400	0.359	99.428
38	0.1240	0.318	99.745

Number	Eigenvalue	Percent	Cum Percent
39	0.0993	0.255	100.000

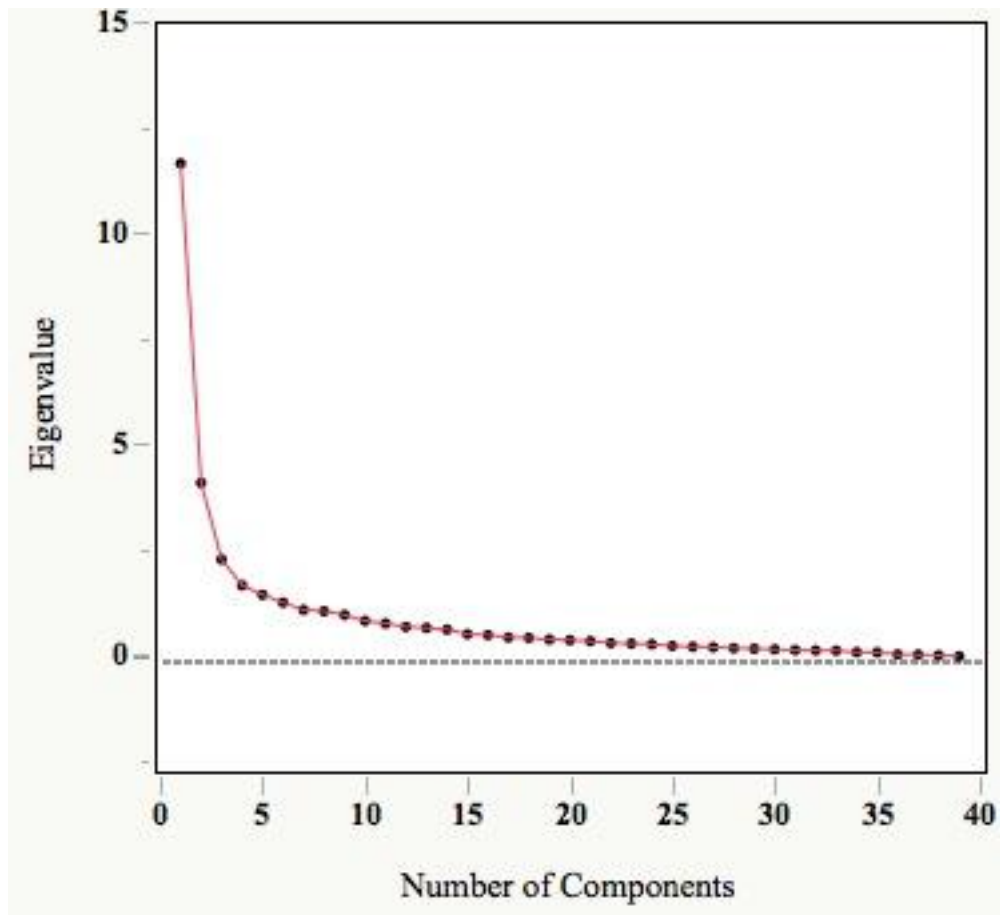


Table 2 - Rotated factor pattern

Final communality estimates from exploratory factor analysis of the information scale

	Communalities	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
Q6_1	0.68084	0.01	0.79	0.11	0.03	0.17	0.12	0.04	0.09
Q6_2	0.55105	-0.0	0.63	0.23	0.03	0.06	0.24	0.05	0.19
Q6_3	0.61499	0.04	0.75	0.10	0.06	0.13	-0.0	0.07	0.09
Q6_4	0.69691	0.05	0.67	0.25	0.33	0.27	-0.0	-0.1	0.02
Q6_5	0.55679	0.04	0.64	0.14	0.18	0.16	0.15	0.20	-0.1
Q7_1	0.22127	0.07	0.34	0.03	0.08	0.11	0.26	0.03	0.12
Q7_2	0.46780	-0.0	0.34	0.11	-0.0	0.56	-0.0	0.09	0.13
Q7_3	0.39808	-0.0	0.32	0.26	-0.0	0.39	0.28	-0.0	0.01
Q7_4	0.73658	0.09	0.46	-0.1	0.03	0.62	0.21	0.28	0.01
Q7_5	0.70128	0.14	0.27	0.15	0.08	0.67	0.25	0.08	0.24
Q8_1	0.69664	0.24	0.31	0.58	0.04	0.04	0.27	-0.1	0.34
Q8_2	0.54279	0.26	0.29	0.27	0.06	0.06	0.53	0.16	0.07
Q8_3	0.65530	0.11	0.23	0.22	0.01	0.24	0.63	0.29	0.05

	Communalities	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
Q8_4	0.52112	0.16	0.05	0.31	0.16	0.18	0.56	0.07	0.12
Q9_1	0.42743	0.06	0.14	0.31	0.12	0.23	0.18	-0.1	0.44
Q9_2	0.93799	0.29	0.22	0.09	0.20	0.21	0.12	0.31	0.78
Q9_3	0.40839	0.11	0.37	0.28	0.19	0.16	0.27	0.12	0.18
Q9_4	0.45144	0.24	0.24	0.22	0.32	0.26	0.09	0.16	0.29
Q9_5	0.35138	0.12	0.21	0.13	0.27	0.30	0.25	-0.0	0.23
Q10_1 2	0.69701	0.13	0.15	0.23	0.03	0.10	0.06	0.76	0.11
Q10_2	0.65028	0.16	0.02	0.31	0.01	0.10	0.20	0.69	-0.1
Q10_3	0.62906	0.30	0.18	0.42	-0.0	0.03	0.25	0.45	0.25
Q10_4	0.60009	0.10	0.13	0.64	0.07	-0.0	0.22	0.33	0.06
Q10_5	0.69230	0.13	0.20	0.69	0.12	0.19	0.04	0.31	0.05
Q11_1	0.39166	0.03	0.09	0.46	0.25	0.24	0.14	0.16	0.05
Q11_2	0.29416	0.07	0.17	0.42	0.20	0.10	0.10	0.15	0.01
Q11_3	0.46980	0.26	0.24	0.43	0.15	-0.1	0.33	0.09	0.08

	Communalities	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
Q11_4 2	0.44750	0.46	0.17	0.07	0.11	0.01	0.35	0.25	0.06
Q12_1	0.65284	0.69	0.13	0.22	0.16	0.26	-0.0	-0.0	0.13
Q12_2	0.66171	0.72	0.08	0.24	0.13	0.19	0.03	0.12	0.10
Q12_3	0.72021	0.83	-0.1	0.03	-0.1	0.07	0.11	0.09	-0.0
Q12_4	0.61557	0.72	0.02	0.15	0.11	0.03	0.19	0.16	0.05
Q12_5	0.72479	0.81	-0.1	0.11	0.16	0.06	0.04	0.04	0.10
Q13_1	0.65854	0.26	0.16	0.20	0.67	0.24	0.10	-0.0	0.05
Q13_2	0.69181	0.48	0.08	0.13	0.66	0.06	0.00	-0.0	0.04
Q13_3	0.49301	0.15	0.19	0.18	0.61	-0.1	0.06	-0.0	0.14
Q13_4	0.48398	0.63	0.05	-0.0	0.26	-0.1	0.03	-0.0	0.02
Q13_5	0.40181	0.38	-0.0	-0.0	0.44	-0.2	0.11	0.15	0.00
Q13_6	0.49986	0.53	0.17	-0.1	0.27	-0.3	0.13	0.10	0.14

Table 3 - Rotated factor loading appendix

Rotated Factor Loading								
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
Q6_1	0.01	0.79	0.11	0.03	0.17	0.12	0.04	0.09
Q6_2	-0.0	0.63	0.23	0.03	0.06	0.24	0.05	0.19
Q6_3	0.04	0.75	0.10	0.06	0.13	-0.0	0.07	0.09
Q6_4	0.05	0.67	0.25	0.33	0.27	-0.0	-0.1	0.02
Q6_5	0.04	0.64	0.14	0.18	0.16	0.15	0.20	-0.1
Q7_1	0.07	0.34	0.03	0.08	0.11	0.26	0.03	0.12
Q7_2	-0.0	0.34	0.11	-0.0	0.56	-0.0	0.09	0.13
Q7_3	-0.0	0.32	0.26	-0.0	0.39	0.28	-0.0	0.01
Q7_4	0.09	0.46	-0.1	0.03	0.62	0.21	0.28	0.01
Q7_5	0.14	0.27	0.15	0.08	0.67	0.25	0.08	0.24
Q8_1	0.24	0.31	0.58	0.04	0.04	0.27	-0.1	0.34
Q8_2	0.26	0.29	0.27	0.06	0.06	0.53	0.16	0.07
Q8_3	0.11	0.23	0.22	0.01	0.24	0.63	0.29	0.05
Q8_4	0.16	0.05	0.31	0.16	0.18	0.56	0.07	0.12
Q9_1	0.06	0.14	0.31	0.12	0.23	0.18	-0.1	0.44
Q9_2	0.29	0.22	0.09	0.20	0.21	0.12	0.31	0.78
Q9_3	0.11	0.37	0.28	0.19	0.16	0.27	0.12	0.18
Q9_4	0.24	0.24	0.22	0.32	0.26	0.09	0.16	0.29
Q9_5	0.12	0.21	0.13	0.27	0.30	0.25	-0.0	0.23
Q10_1 2	0.13	0.15	0.23	0.03	0.10	0.06	0.76	0.11
Q10_2	0.16	0.02	0.31	0.01	0.10	0.20	0.69	-0.1
Q10_3	0.30	0.18	0.42	-0.0	0.03	0.25	0.45	0.25
Q10_4	0.10	0.13	0.64	0.07	-0.0	0.22	0.33	0.06
Q10_5	0.13	0.20	0.69	0.12	0.19	0.04	0.31	0.05
Q11_1	0.03	0.09	0.46	0.25	0.24	0.14	0.16	0.05
Q11_2	0.07	0.17	0.42	0.20	0.10	0.10	0.15	0.01
Q11_3	0.26	0.24	0.43	0.15	-0.1	0.33	0.09	0.08
Q11_4 2	0.46	0.17	0.07	0.11	0.01	0.35	0.25	0.06
Q12_1	0.69	0.13	0.22	0.16	0.26	-0.0	-0.0	0.13
Q12_2	0.72	0.08	0.24	0.13	0.19	0.03	0.12	0.10
Q12_3	0.83	-0.1	0.03	-0.1	0.07	0.11	0.09	-0.0
Q12_4	0.72	0.02	0.15	0.11	0.03	0.19	0.16	0.05
Q12_5	0.81	-0.1	0.11	0.16	0.06	0.04	0.04	0.10
Q13_1	0.26	0.16	0.20	0.67	0.24	0.10	-0.0	0.05
Q13_2	0.48	0.08	0.13	0.66	0.06	0.00	-0.0	0.04
Q13_3	0.15	0.19	0.18	0.61	-0.1	0.06	-0.0	0.14
Q13_4	0.63	0.05	-0.0	0.26	-0.1	0.03	-0.0	0.02
Q13_5	0.38	-0.0	-0.0	0.44	-0.2	0.11	0.15	0.00
Q13_6	0.53	0.17	-0.1	0.27	-0.3	0.13	0.10	0.14

Table 4: Cronbach's Alpha.

Multivariate						
Correlations						
	Q12_1	Q12_2	Q12_3	Q12_4	Q12_5	Q13_4
Q12_1	1.0000	0.7000	0.5519	0.5377	0.6338	0.4289
Q12_2	0.7000	1.0000	0.6234	0.5913	0.6448	0.3954
Q12_3	0.5519	0.6234	1.0000	0.7046	0.6497	0.4908
Q12_4	0.5377	0.5913	0.7046	1.0000	0.6120	0.4134
Q12_5	0.6338	0.6448	0.6497	0.6120	1.0000	0.6281
Q13_4	0.4289	0.3954	0.4908	0.4134	0.6281	1.0000

There are 9 missing values. The correlations are estimated by REML method.

Cronbach's α	
	α -.8 -.6 -.4 -.2 0 .2 .4 .6 .8
Entire set	0.8893

Excluded	
Col	α -.8 -.6 -.4 -.2 0 .2 .4 .6 .8
Q12_1	0.8709
Q12_2	0.8656
Q12_3	0.8633
Q12_4	0.8712
Q12_5	0.8552
Q13_4	0.8919

Multivariate						
Correlations						
	Q12_1	Q12_2	Q12_3	Q12_4	Q12_5	Q13_4
Q12_1	1.0000	0.7000	0.5519	0.5377	0.6338	0.4289
Q12_2	0.7000	1.0000	0.6234	0.5913	0.6448	0.3954
Q12_3	0.5519	0.6234	1.0000	0.7046	0.6497	0.4908
Q12_4	0.5377	0.5913	0.7046	1.0000	0.6120	0.4134
Q12_5	0.6338	0.6448	0.6497	0.6120	1.0000	0.6281
Q13_4	0.4289	0.3954	0.4908	0.4134	0.6281	1.0000

There are 9 missing values. The correlations are estimated by REML method.

Cronbach's α	
	α -.8 -.6 -.4 -.2 0 .2 .4 .6 .8
Entire set	0.8893

Excluded	
Col	α -.8 -.6 -.4 -.2 0 .2 .4 .6 .8
Q12_1	0.8709
Q12_2	0.8656
Q12_3	0.8633
Q12_4	0.8712
Q12_5	0.8552
Q13_4	0.8919

Multivariate

Correlations

	Q6_1	Q6_2	Q6_3	Q6_4	Q6_5
Q6_1	1.0000	0.6346	0.6277	0.5699	0.5610
Q6_2	0.6346	1.0000	0.5240	0.4969	0.4353
Q6_3	0.6277	0.5240	1.0000	0.5935	0.5439
Q6_4	0.5699	0.4969	0.5935	1.0000	0.5979
Q6_5	0.5610	0.4353	0.5439	0.5979	1.0000

There are 5 missing values. The correlations are estimated by REML method.

Cronbach's α

	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Entire set	0.8620									

Excluded

Col	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Q6_1	0.8185									
Q6_2	0.8456									
Q6_3	0.8287									
Q6_4	0.8307									
Q6_5	0.8406									

Multivariate

Correlations

	Q8_1	Q10_3	Q10_4	Q10_5	Q11_1	Q11_2	Q11_3
Q8_1	1.0000	0.4701	0.4772	0.5253	0.3453	0.2972	0.4951
Q10_3	0.4701	1.0000	0.5928	0.5409	0.3127	0.3079	0.4564
Q10_4	0.4772	0.5928	1.0000	0.6139	0.3952	0.3383	0.4300
Q10_5	0.5253	0.5409	0.6139	1.0000	0.4246	0.4448	0.4116
Q11_1	0.3453	0.3127	0.3952	0.4246	1.0000	0.4863	0.4009
Q11_2	0.2972	0.3079	0.3383	0.4448	0.4863	1.0000	0.4111
Q11_3	0.4951	0.4564	0.4300	0.4116	0.4009	0.4111	1.0000

There are 9 missing values. The correlations are estimated by REML method.

Cronbach's α

	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Entire set	0.8441									

Excluded

Col	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Q8_1	0.8230									
Q10_3	0.8205									
Q10_4	0.8142									
Q10_5	0.8088									
Q11_1	0.8331									
Q11_2	0.8347									
Q11_3	0.8232									

Multivariate

Correlations

	Q13_1	Q13_2	Q13_3	Q13_5
Q13_1	1.0000	0.6384	0.5333	0.2544
Q13_2	0.6384	1.0000	0.4770	0.5087
Q13_3	0.5333	0.4770	1.0000	0.4494
Q13_5	0.2544	0.5087	0.4494	1.0000

There are 3 missing values. The correlations are estimated by REML method.

Cronbach's α

	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Entire set	0.7846									

Excluded

Col	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Q13_1	0.7335									
Q13_2	0.6766									
Q13_3	0.7251									
Q13_5	0.7850									

Multivariate

Correlations

	Q10_3	Q10_4	Q10_5	Q11_1	Q11_2	Q11_3
Q10_3	1.0000	0.5928	0.5408	0.3145	0.3088	0.4594
Q10_4	0.5928	1.0000	0.6138	0.3963	0.3388	0.4315
Q10_5	0.5408	0.6138	1.0000	0.4251	0.4449	0.4120
Q11_1	0.3145	0.3963	0.4251	1.0000	0.4867	0.4045
Q11_2	0.3088	0.3388	0.4449	0.4867	1.0000	0.4126
Q11_3	0.4594	0.4315	0.4120	0.4045	0.4126	1.0000

There are 6 missing values. The correlations are estimated by REML method.

Cronbach's α

	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Entire set	0.8236									

Excluded

Col	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Q10_3	0.7942									
Q10_4	0.7841									
Q10_5	0.7790									
Q11_1	0.8068									
Q11_2	0.8072									
Q11_3	0.8004									

Multivariate

Correlations

	Q8_2	Q8_3	Q8_4
Q8_2	1.0000	0.5062	0.5400
Q8_3	0.5062	1.0000	0.5324
Q8_4	0.5400	0.5324	1.0000

There are 1 missing values. The correlations are estimated by REML method.

Cronbach's α

	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Entire set	0.7677									

Excluded

Col	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Q8_2	0.6902									
Q8_3	0.7010									
Q8_4	0.6695									

Multivariate

Correlations

	Q9_1	Q9_2
Q9_1	1.0000	0.4683
Q9_2	0.4683	1.0000

There are 1 missing values. The correlations are estimated by REML method.

Cronbach's α

	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Entire set	0.6375									

Excluded

Col	α	-.8	-.6	-.4	-.2	0	.2	.4	.6	.8
Q9_1	.									
Q9_2	.									