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Title Page

Development of Employer Value Proposition at Chevrah Kadisha

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	Appendix 3: Survey
	Appendix 4: Permission form from Chevrah Kadisha

† Including Executive Summary, References, Etc.

Declaration

I, Mika Evi Ambrose, declare that this consultancy 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 Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.



Mika Evi Ambrose

Signed at: Johannesburg on the 16th day of March 2019

Dedication

This research is dedicated to my husband, Brendon. Thank you for encouraging me to do more than I thought was possible, thank you for sharing our first two years of marriage with this qualification and thank you for your love. None of this would be possible without you by my side.

Acknowledgement

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Thank you to my mentor, Corene Breedt, for pushing me to apply for the MBA. You knew I was ready for this before I did. For that I will be forever grateful.

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2 Executive summary

This consultancy report is applied to the Chevrah Kadisha, multi-million, non-profit organisation that is based in Johannesburg. The Chevrah Kadisha is multi-faceted by the nature of their organizational structure, services and the clients that they service. This has resulted in the organisation's offering to their employees being undefined and decentralised. This consultancy report explores the employer value proposition (EVP) of the Chevrah Kadisha. An EVP is the total package (financial and non-financial) that an employer offers its employees in return for them working for the organisation. The investigation is pronged and investigates the following: What is the EVP of the different demographics of the Chevrah Kadisha; what is the EVP of the different departments across the Chevrah Kadisha and what is the overall EVP of the Chevrah Kadisha? The EVP is viewed through the lens of the instrumental and symbolic attributes framework (Gardner & Levy, 1999), as well as the values of internal employer branding outlines by Sengupta et all (2015).

A qualitative, cross sectional design was used. A self-administered survey was designed based on the literature gathered. A pilot survey was conducted to ensure the usability of the survey and to ensure that no questions were offensive. The survey was sent out to the entire staff complement of the Chevrah Kadisha (n =600). The questionnaire was translated into Zulu and Sotho. Both a web-based and paper-based survey were sent out to ensure that the survey was accessible to all staff members. A sample of 302 staff members completed the survey.

The gender and race demographics were analysed using an independent T-test, age and salary band were analysed using Spearman's Rho correlation and the departmental factors were analysed using a one-way ANOVA. The overall EVP was analysed using the results of all three analyses. The results indicated that demographics and department allocation do affect the EVP of the Chevrah Kadisha. The most significant effects on EVP were race, salary band and departments. The white staff members and staff members in the higher salary bands had a higher agreement with the values that they felt the Chevrah Kadisha was offering them. The female staff had a higher agreement with three values over the male staff members. Age groups had no effect on the EVP. Thirteen out of twenty values were affected by the department in which the staff members worked.

The overall EVP was identified as: transparent policies and procedures, good relationship with co-workers, full range of skills used and adequate physical working space.

It is suggested that the management of the Chevrah Kadisha evaluate their employee equity policy and implement cultural training. This is advocated in order to better understand their staff compliment and to tailor the EVP of the Chevrah Kadisha to all their staff. It is also suggested that cross-departmental activities take place at all levels of the organisation in order to break down the silos. Management can leverage the EVP to be specific to the female staff members in order to recruit and retain female staff members. Since the overall EVP has been identified, it is suggested that management review this in light of their vision, mission and strategy and ensure alignment.

3 Introduction and background

There is a large body of literature conveying that a company's employees are valuable intangible assets and an employer's brand needs to be established in order to engage, retain and attract employees. The employer-employee relationship, in which there is a high demand for talented employees, was identified and described by Mckinsey in 1998 as a "war for talent" (Chambers, Foulon, Handfield-Jones, Hankin, & Michaels III, 1998, p. 45).

This has been amplified in recent times due to globalisation and the need for exponential innovation (Botha, Bussin, & De Swardt, 2011; Joo & Mclean, 2006). Employer brands create a competitive advantage for organisations and can be seen as a company's differentiator in the establishment of a recognisable identity (Backhaus & Tikoo, 2004).

3.1 Context Of The Consultancy Project

The organization in which the consultancy project will take place is a multi-million-rand non-profit organization (NPO) "Chevrah Kadisha" or the "Chev". The Chev serves the Jewish community of Johannesburg. Its original mandate, in 1888, was to take care of the welfare and burial needs of its community (www.jhbchev.co.za, 2019). Since then many other welfare organizations have fallen under its umbrella. The Chev now has 9 core services; financial assistance services, health care services, educational support services, protected employment services, social services, emergency services, bridal services and residential services. The residential facilities include: two old age homes with two dementia units, one facility for people with intellectual disabilities, a facility for people with psychiatric disabilities and an orphanage (www.jhbchev.co.za, 2019). In January 2018 the organization came under new governance and with that came a vision to attract talented employees by portraying the organization as a competitive employer.

3.2 Significance of the Consultancy Project and the Problem Statements

The purpose of this consultancy project is to recommend a solution to the following problems

1. The employer value proposition of the internal stakeholders of the Chevrah Kadisha is not identified.
2. Congruency of employer value proposition (EVP) between departments within the internal stakeholder group is not established.
3. Congruency of employer value proposition between different demographics within the internal stakeholder group is not established.

3.3 Scope of Work

Management objective: Define, enhance and consolidate the internal brand image of the Chevrah Kadisha.

The purpose of this engagement is to provide the management of the Chevrah Kadisha with support, guidance and advisory services in order to ensure that their employer brand, specifically their EVP, is in line with best practice in order to attract and retain appropriate talent. The knowledge gained from the consultancy project will be utilized to improve strategic human resources (HR) practice within the organisation. The consultancy service must consider and evaluate current academic and management theory and the resulting best practices thereof. The engagement will achieve the following objectives:

- Explore the identified problems (stated above).
- Formation of proposed solutions to the problems.

Scope	Objective	Outputs
Current EVP structure	To support the Chevrah Kadisha in evaluating the optimum focus of their EVP in order to best meet the "consolidation objective"	A detailed report that includes, but is not limited to: • A comprehensive analysis of the current EVP in light of different demographics and different departments.
Employer Branding Strategy	To build an EVP strategy that optimally caters to the unique staff composite of the Chevrah Kadisha.	A detailed report that includes, but is not limited to: • Recommendations which include an action plan and financial model

3.4 Delimitations Of The Consultancy Project

- External branding (Brands of products and services) will not be included;
- Management's views regarding the employer brand will not be included;
- Values unique to external employment branding will be excluded.

3.5 Assumptions

1. It is assumed that the respondents will be truthful in answering the survey.
2. The respondents have an interest in being involved in the study and do not expect any secondary gain from their participation (i.e. recognition from their boss)

4 Literature review

4.1 Introduction

The world of work has been rapidly changing due to technological advancements and with this comes a shift in the employer-employee relationship. In the context of this new employer-employee relationship, employees are constantly re-evaluating their employer's offering i.e. an employer's value proposition (EVP). The EVP and employer brand influence employee engagement and retention and attract new talent (Heger, 2007). The employer brand and its theoretical framework will be explored further. The theoretical frameworks that are described below include: the employer value proposition (EVP), the internal and external brand values, the instrumental and symbolic framework (Kelle & Meaney, 2017).The employer brand is then analysed within the context of Africa and South African milieu and in a non-profit context (Boyd & Sutherland, 2006; Moroko & Uncles, 2005; Ridder & McCandless, 2010).

4.2 Definition of EVP

The EVP evolved from motivational theories such as Maslow's theory of human motivation and McClelland's Acquired-Needs Theory. Drawing from motivational theories the EVP is a description of needs or 'values' that an employer can strategically offer to their employees. According to these motivational theories, a person will seek out means to satisfy their needs and hence will be attracted to certain EVPs. A well-defined EVP can attract and retain talent that identifies with the EVP (Botha et al., 2011).

Botha et al. (2011) identify EVP as the "employment experience" (pg. 3) of an employee in a company. Hubschmid (2012) argues that the EVP and the employment experience are two distinct elements. When the EVP aligns with the employment experience a positive employer brand image is created ref. (Ewing, Pitt, De Bussy, & Berthon, 2002) describe the EVP as an established message that the employer brand conveys – i.e. EVP describes *what* is being conveyed and the employer brand is the *how* this message is conveyed. EVP is also defined as a benefit that an employee receives for working in a certain organization (Boyko, 2014; Heger, 2007). For the purpose of this research, the EVP will be defined as a set of values that an employer offers their employees. A large aspect of EVP is the employer brand.

4.3 Employer brand

Ambler and Barrow (1996) were the pioneers of employer branding. Through the marriage of two disciplines, human resources and marketing, they created the conceptual framework of the employer brand (Davies, 2008). The human resource aspect speaks to creating trust and loyalty between the employee and employer through the brand of the employer (Ambler &

Barrow, 1996). This is coupled with the concept from marketing that creating sustainable relationships with existing customers is more profitable than looking for new customers (Foster, Punjaisri, & Cheng, 2010). The same is true for employees and speaks to employee retention (Ambler & Barrow, 1996). Putting the two concepts together led to the concept of the employer brand: strategically creating a positive relationship between employers and employees in order to improve employee engagement, retention and strengthen recruitment with the aim of increasing the bottom line (S. Barrow & Mosley, 2011). The aforementioned statement embodies the integral aspects of employer brand that several theorists agree upon (Simon Barrow & Mosley, 2005; Joo & Mclean, 2006; Parment & Dyhre, 2009). Many employer branding models have been developed.

4.4 Employer branding models

4.4.1 Employer value proposition and employer experience

An article popularized by McKinsey & company, a global consultancy firm, states that an EVP is what employees get for what they give (Kelle & Meaney, 2017). This is supported by Rosenthorn's brand balance model that suggests that a company offers their EVP (culture, opportunity, reward, company reputation) in return for the employee's experience, time, attitude and skills (Rosethorn, 2009). This is otherwise known as a "psychological contract" (pg. 309) between employer and employee (Sengupta, Bamel, & Singh, 2015). Ulrich and Brockbank (2005) created a formula to depict this psychological contract as seen in the Figure 1 below.



Figure 1: Employee Value Proposition (Ulrich & Brockbank, 2005)

This Mckinsey article by Keller and Meaney (2017) describes that an EVP needs to be 'magnetic' by having three elements: being distinctive, targeted and being real. The aspect of being "real" refers to the alignment of the communicated EVP with the behaviour of the organization by *Keller and Meaney, 2017). This is supported by Rosethorn (2009) who suggests that employer experience must match the EVP in order for the experience to be 'real'

or to build a strong employer brand (Rosethorn, 2009).The employer experience can be viewed as a holistic experience over the lifecycle of the employee touching on 5 elements (attract, integrate, perform, retain and transition) (McLeod, 2011). The employer brand mix model describes 12 dimensions within this holistic employee experience: recruitment and induction, team management, performance appraisals, learning and development, reward and recognition, working environment, service support, internal measurement system, values and CSR, senior leadership, internal communication (S. Barrow & Mosley, 2011). A magnetic EVP, that aligns with the employer experience, creates a strong brand. Brand strengths form the employee brand. Branding can be either internal branding and/or external branding.

4.4.2 Internal and external branding

The employer brand consists of an internal and external employer brand. The external brand is focused on external stakeholders and potential employees (Foster et al., 2010). A strong external brand makes the recruitment process more effective (Kryger Aggerholm, Esmann Andersen, & Thomsen, 2011). The internal brand places it's focus on a company's current employees (Kryger Aggerholm et al., 2011; Maxwell & Knox, 2009). Consistency between the internal and external employer brand shows integrity of the brand (Jonze & East, 2013). The attributes which employee's consider important vary and need to be established within a specific setting/ organisation (Maxwell & Knox, 2009).

4.4.2.1 External Brand Values

Companies with a distinctive external brand are able to attract distinctive human capital and become the employer of choice (Backhaus & Tikoo, 2004). Maxwell and Knox (2009) mention that while external value in different organisational setting vary, some commonalities across organisations include: work environment, relationships, management style, rewards and the type of work. Another way of viewing external brands is to describe their composition. An external employer brand comprises of three hierarchical elements: do people have knowledge of the employer, would they consider the company as an employer and is the company an employer of choice (Franca & Pahor, 2012). The external employer brand image wheel has some similarities. It comprises of three elements that contribute to an organisation's external brand: reputation, awareness, and attractiveness (Boyko, 2014). Sengupta, Bamel and Singh (2015) draw on all the above to create different categories of the external brand values. These include: image and fundamental values (job requirements) , job structure values (scope of the job), work culture values (work environment), reference values (opinion of others regarding the organisation), pride values (position or reward policies) (Sengupta et al., 2015). Santo

(2016) argues that the external brand is defined by the moral practices of the leaders of the organisation with reference to how they build trust with their external stakeholders.

4.4.2.2 Internal employer branding

Strong internal employer branding creates a workforce that is difficult to imitate through a company's EVP. This competitive advantage is sustainable if the EVP is consistent (Backhaus & Tikoo, 2004). This speaks to fulfilling the psychological contract as mentioned above (Sengupta et al., 2015). Values found within the internal employer value proposition include: quick growth, career advancements, pay, work-life balance, pleasant and innovative work culture, recognition and employee development (Santo, 2016). Sengupta et al. (2015) state that internal employer branding values are grouped into: career potential values (growth), justice values (morality and overt policies), employee engagement values (connection to the job), feel-good values (security and balance), comfort values (work environment), esteem values (status and identity in society). Branding frameworks can be seen in terms of instrumental and symbolic attributes.

4.4.3 The instrumental and symbolic attributes framework

The instrumental and symbolic attributes framework places less emphasis on the distinction between internal and external employer brand values but rather categorises it according to instrumental or function and symbolic values (Lievens & Highhouse, 2003). This theory is borrowed from marketing and was applied to HR for the first time in 1999 (Gardner & Levy, 1999). The instrumental values are objective, tangible and factual values, e.g. pay, bonus, benefits, location, task demands, job security (Lievens & Highhouse, 2003). Contrarily, the symbolic values are intangible aspects of a job such as sincerity, innovation, competence, prestige and robustness of the organisation (Marasli & Yener, 2017). The symbolic attributes are important when there is a lack in the instrumental attributes and these attributes often create a more distinctive EVP (Backhaus & Tikoo, 2004). The symbolic values are subjective and are personality dependent. According to the (2004) "employer value fit" theory the potential applicant assesses the employer brand according to their own values, needs and their personality and the closer the fit, the more attractive the organisation seems .

Considering the framework and models, one cannot view work values, employer brand and EVP in isolation. Work values are affected by factors such as the employee's characteristics, age, culture, period of employment (Peltokorpi, Allen, & Froese, 2015). It is hence crucial for an employer to be aware of what work value their current and potential employees prefer in order to build their employer value proposition (Sengupta et al., 2015). Additionally, branding, in the connected world we live in, branding to be considered on a global scale.

4.5 Employment Brand and EVP globally

Benchmarking has become a popular practice amongst employers to rank and establish where they sit as employers of choice (Joo & Mclean, 2006). Specific benchmarking tools for employment branding exists, for example, "WilsonHCG's Fortune 500 Top 100 Employment Brands" spanning North America and Europe (WilsonHCG, 2018). Reports such as Fortune magazine's annual list of "100 Best Companies to Work for in America" and Hewitt associates global studies touch on an employer's brand equity (Joo & Mclean, 2006).

Google trends reveal that the United Kingdom (UK) has the most interest in the 'rank' of the company with the term "employer brand" being the most searched term in the UK between June 2013 and June 2018 (trends.google.com, 2018). In this period, Germany and the Netherlands searched the term 20% less than the UK and the term "employer brand" was 50% less popular term in Australian and Canadian searches (trends.google.com, 2018). India and the United States searched the term 70% less than the UK (trends.google.com, 2018). It is noteworthy that India is the only developing country that had sufficient data on this term to appear in google trends. Africa did not have sufficient data on the topic to reflect on google trends. This trend can be reinforced by the lack of research on employer brands within Africa (trends.google.com, 2018).

4.6 Employment Brand and EVP In the African and South African Context

Ralston, Holt, Terpstra, and Kai-Cheng (2008) argues that work motivation and values are culture specific. Culture informs a company's value proposition and in turn the employer brand (Sengupta et al., 2015). Trompenaars and Hampden-Turner (2004) use an example to illustrate this as people working in Africa prefer sequential promotions in comparison to other workers of other countries. Literature suggests that such theories and models established in the African continent are coloured by their colonial past, albeit incorrectly so (Muriithi & Crawford, 2003). Most work done on employer branding, in the African continent, is done in South Africa. Despite the notion proposed above, describing the discrepancies between Africa and the Western world, research undertaken in Johannesburg, South Africa identified similarities between Africa and the Western world in relation to employer branding (Sutherland, Torricelli, & Karg, 2002). Sutherland et al. (2002) reveal that career growth and challenging work are the two most important attributes of an employer value proposition (mirroring their American and European counterparts). Convergence of values may be owing to the rapid way in which the modern world is globalizing. Further similarities were noted in studies conducted in South Africa and Wales describing that employer branding is a multidisciplinary process involving all spheres of the organization (Boyd & Sutherland, 2006;

Moroko & Uncles, 2005). Another context in which employer brand needs to be specifically examined in that of NGOs/NPOs

4.7 Employer Brand in NPO's

In recent years, NPO's have started to operate in competitive environments both within and beyond the NPO industry. In light of this, NPO's are aligning their operations with the 'for profit' or commercial industry. Consequently, the management of intangible assets (such as reputation and human capital) has come under scrutiny with the aim of competing with the 'for profit' market (Sarstedt & Schloderer, 2010). Contrary evidence suggests that non-profit employees differ in their value system to 'for profit' employees i.e. their characteristics, values and level of motivation (Frumkin & Andre-Clark, 2000). Non-profit employees are found to have higher levels of intrinsic motivation and commitment and lower monetary expectations (Tippet & Kluvers, 2009). However, unfulfilled needs for monetary gain, status and independence can cause conflict within the NPO employee (Ridder & McCandless, 2010). A solution to these conflicting values is not simple. An example is highlighted by Deckop and Cirka (2000) who caution management on merit-based pay. Having a monetary reward can alter employee's values around financial-orientation. This becomes a danger if the NPO is unable to sustain the financial reward (an external motivator) and hence intrinsic motivation will decrease (Deckop & Cirka, 2000). Frumkin and Andre-Clark (2000) refer to this as the "trade-off between expressive values and instrumental performance" (p. 159). Placing emphasis on the needs of the internal stakeholders of an NPO is crucial as it affects the bottom line of the organisation, in this case the welfare of society (Stone, Bigelow, & Crittenden, 1999). Leadership and management in internal branding is crucial.

4.8 The Role of Leadership and Management of internal branding

Vallaster and De Chernatony (2005) suggest that it is top management's responsibility to develop, support and ensure that employees correctly interpret the internal branding of the organisation. This is reinforced by Wieseke, Ahearne, Lam, and Dick (2009, p. 123) who advocate that leaders play an "indispensable role" in internal branding as well as other authors such as Miles and Mangold (2004) and Morhart, Herzog, and Tomczak (2009). Burmann and Zeplin (2005) propose that transformational leadership is best when building and maintaining an internal brand. Morhart et al. (2009, p. 122) speaks of a "brand specific transformational leader" , a trandformational leader who lives the internal brand and inspires others to follow him/ her in representing the brand. Efficiant and appropriate employer brand management is contingent upon the implementation of appropriate theories and techniques.

4.9 Employer Branding Management Theories and Techniques

4.9.1 Employer branding tools and techniques

EVP is a fairly new topic in management literature and hence there is no unified model or technique (Gartside, Yang, Sloman, & Cantrell, 2013; Vatsa, 2016). Most EVP branding techniques and employer branding techniques consist of the following elements: i) what is the foundation of the organisation (vision, mission, objective, current positioning, core positioning), ii) where does the organisation want to position itself (strategy, development of brand/ EVP, iii) implementation of the brand/ EVP (communication and actions, feedback and execution) and iv) maintenance of the action plan (Lindén, 2017; Mosley & Schmidt, 2017; Sharif & Islam, 2017). This is depicted in Figure 2 below.

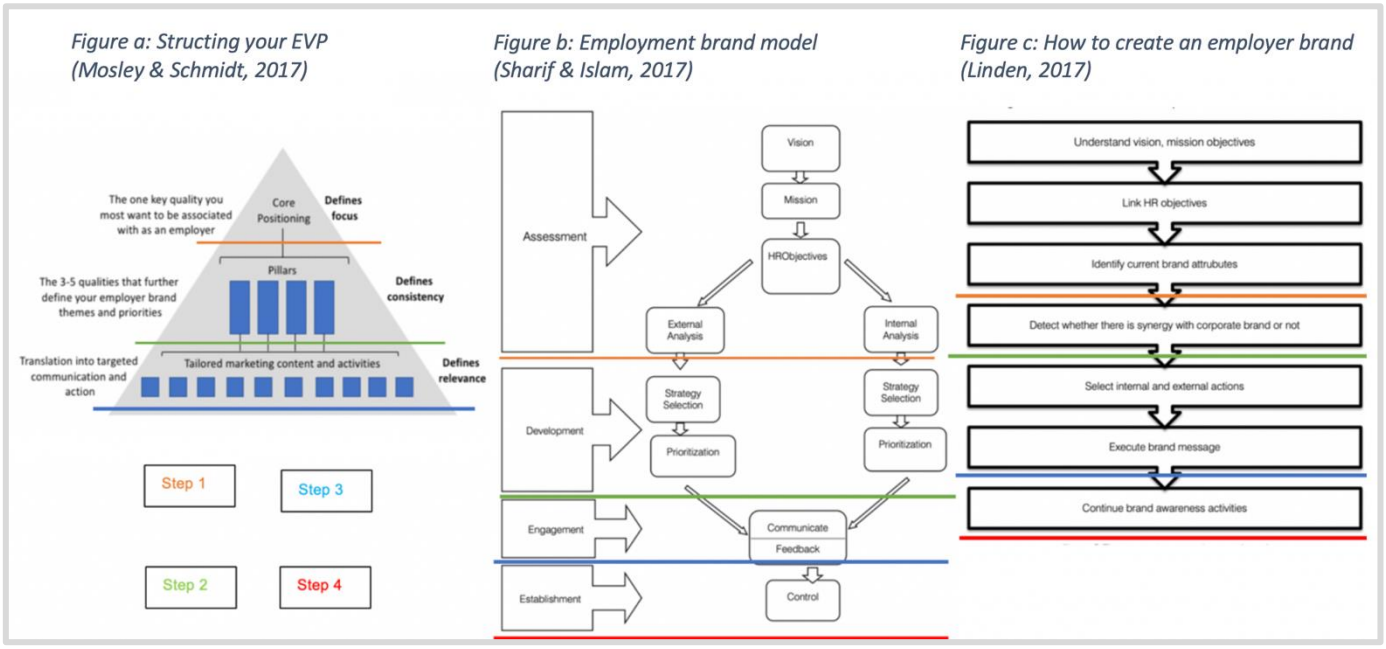


Figure 2: Comparison between different employer brand tools separated into four steps: 1) foundation of the brand, 2) strategic position of the brand,3) implementation of action plan, 4) maintenance of action plan

4.9.2 Employer branding: tools and techniques applied to the Non-profit sector

Frumkin and Andre-Clark (2000) argued that business management tools are not effective in the long term for non-profit organisations. They suggested that non-profits are following traditional business models and are losing their competitive advantage that is unique to the sector. This school of thought is supported by various authors (Anheier, 2000; Dart, 2004; Moore, 2000). In order for non-profits to effectively position themselves in this complex landscape, Frumkin and Andre-Clark (2000) used the instrumental and symbolic attributes

framework to adapt the Boston Consulting Group share/growth matrix (or BCG matrix) (Henderson, 1970) (see Figure 4). The BCG matrix (Figure 3) is a business analysis tool that was developed to visualise a balanced business portfolio but has since been used in brand marketing, product placement and strategic management (Johnson, Whittington, Scholes, Angwin, & Regnér, 2011).

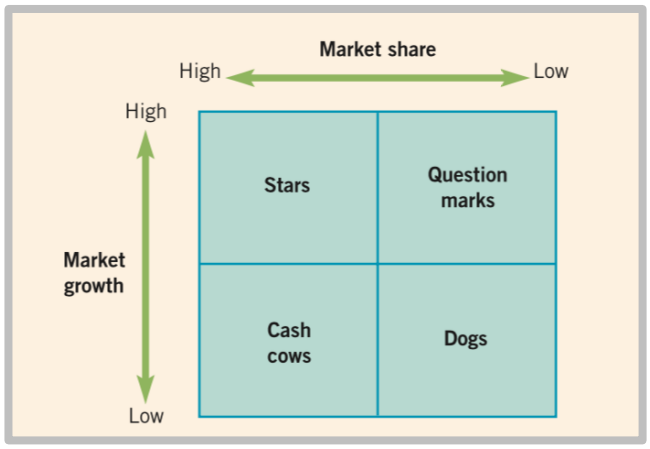


Figure 3: BCG market share / growth matrix from: (Johnson, Whittington, Scholes, Angwin, & Regnér, 2011)

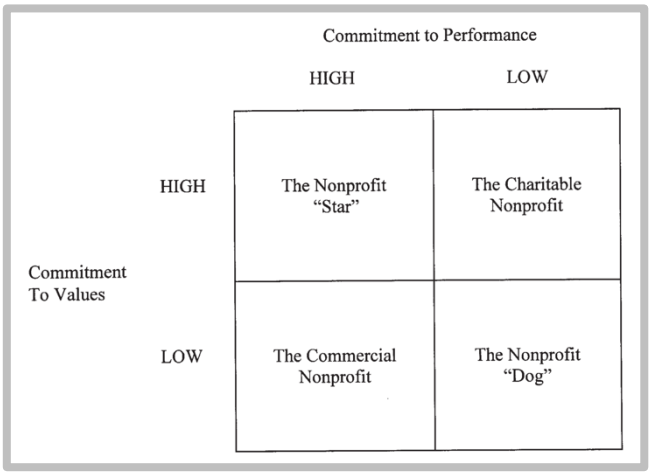


Figure 4: Values and Performance in Non-profit Organisations from: (Frumkin & Andre-Calrk, 2000)

5 Project Plan

5.1 Data Collection and Analysis

5.1.1 Research Questions:

Research Question 1: What values of EVP differ between the different demographics of the Chevrah Kadisha?
Research Question 2: What values of EVP differ between the different departments of the Chevrah Kadisha?
Research Question 3: What values form the overall EVP of the Chevrah Kadisha?

The consultancy project set out to determine three research questions, question one contains sub-questions as depicted by

Figure 5.

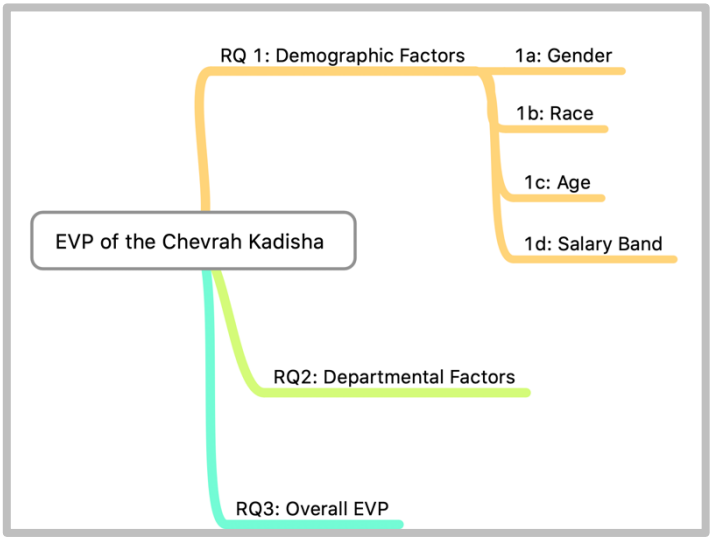


Figure 5: Research questions

5.1.2 Research Methodology

A quantitative research methodology will be used. It allows the values of the employer brand to be researched despite values not being a directly observable phenomenon. It also allows for the measurement and comparison of the values specific to the organisation to be compared to the values of the individual departments (i.e. the variables in the study). A quantitative

method will also be utilised as it allows for a description of change. Although the scope of the project is cross-sectional in nature, the quantitative research method allows the company, at a later stage, to repeat the study (Creswell & Creswell, 2017).

5.1.3 Population Sample

The consultancy project will use a single stage sampling procedure as all the employees of the Chevrah Kadisha (internal stakeholders) will be asked to partake in the survey. The selection process is convenient as it will include staff members that present and available during the time frame of data collection. Thus excluding staff members on leave (maternity leave, extended sick leave, annual leave).

5.1.4 Data Collection

A survey is the preferred method of data collection for this consultancy project as it allows for a rapid turnaround considering the short time frame of the key deliverables (Creswell & Creswell, 2017). A survey design is used to generalise from the sample group so that a set of values can be inferred (Chaudhuri & Stenger, 2005) to the population of the Chevrah Kadisha in order to establish the employee value proposition (EVP).

A self-administered questionnaire will be used for the purposes of this investigation. The survey will be administered either via email (see RESEARCH PROCEDURE below) or a hardcopy that will be given to participants.

5.1.5 Questionnaire design

The questions found in the questionnaire are based on theory, models and frameworks that have been adapted for the context of the consultancy project: The Chevrah Kadisha, a non-profit organisation based in Johannesburg, South Africa. The questionnaire consisted of four parts: i) consent, ii) demographics, iii) EVP, iv) comments.

Part iii) of the questionnaire comprises of 20 close-ended statements rated on a 5 point Likert scale. The participants are requested to rate the items, on a scale from 1 (strongly disagree) to 5 (strongly agree), in relation to how they consider a value of EVP applies to the Chevrah Kadisha. An example of a question relating to the description of a value would be " The Chev is an extremely innovative company". The values are informed by the literature review (see Table 1 and Appendix 1). Values related to financial reward were omitted as per the CEO's instruction. Literature regarding response rates diverges, however, most authors agree that a response rate of 50% and above is acceptable (Hager, Wilson, Pollak, & Rooney, 2003; Kotrlik & Higgins, 2001; Sitzia & Wood, 1998). In reality an average response rate from a

questionnaire is 42%-51% (Baruch, 1999). Hence a response rate of 45% was expected as management will encourage the employees to respond and the survey is being used internally within a single organisation.

Table 1: different EVP values from the literature review informing the questionnaire questions

Functional vs Symbolic (Backhaus & Tikoo, 2004)	**Internal EVP constructs** Sengupta et all (2015)	**Questions**
Functional Value	Career potential values	Question 1,6,10,12
	Feel good value	Question 4,17
	Comfort Values	Question 7,16,18
Symbolic values	Justice Value	Question 2,3,9,11,15,19
	Employee engagement values	Question 5,8,13,14
	Esteem Value	Question 20

5.1.6 Pilot Study

A pilot study was conducted during the development of the survey. Six surveys were sent out to six employees. Three were via the computer and three were hard copies of the survey. The six people chosen were representative of the demographic of the organisation. They ranked from across salary bands, those on Manco level and those who are junior in the organisation. The sample was representative of people who are working in different departments, who are of a difference race and who speak different languages. The people received an email or letter (Appendix 2) The respondents were asked to give feedback on the clarity of the questions and to advise the researching consultant if any of the questions were offensive.

Four out of the six respondents did not find any questions offensive. Two respondents requested an option not to answer the question disclosing one's salary. **Actionable changes:** question number four, relating to salary, will be made optional to disclose.

Five out of the six respondents found that all the questions were clear. One respondent struggled to understand what was meant by policies and procedures. When this was further explored with the respondent, it was revealed that the uncertainty was caused by a lack of policies and procedures in the work environment. **Actionable changes**: no changes will be made.

Other comments referred to:

- Grammatical errors. **Actionable changes:** duplicate words will be deleted and punctuation will be edited.
- The length of the survey being actually 3-5 minutes rather than 10-15 minutes. **Actionable changes:** The introduction will be edited to say that the survey will take 3-5 minutes.
- Structural changes to departments i.e. The “protected employment department” changed to the “protected employment and programming department”. **Actionable changes:** The name of this department will be changed.

5.1.7 Research procedure

An online questionnaire (Qualtrics, 2005) was emailed to all staff. Staff who do not have email received a hard copy of the questionnaire that was handed to them (see Appendix 3 below). The survey was available in English, Zulu and Sotho to account for language barriers. The survey’s average completion time was 3-5 minutes. In order to allow for people to complete the survey timeously and conscientiously, a time frame of two weeks was given to the respondents. A reminder email was sent after one week. And what about those that didn’t get the survey via email, where did they get the one week reminder from Data was collected from staff once-off and as such the investigation is cross-sectional in nature.

5.2 Data Analysis And Interpretation

5.2.1 Descriptive analysis

An independent T-test was used to compare the means of two different groups which are independent of each other (Kim, 2015). An independent T-tests was used to analyse the difference between the EVP values of the gender and race demographics. The reason for using a T-test is that the results of the T-test would indicate if there was a significant difference between the means of these demographics (Ugoni & Walker, 1995). For example, if the mean of a certain EVP value was higher for the female demographic than the male demographic there is evidence that gender has influenced that EVP value.

Spearman’s rank order (or Spearman’s rho Test) was used to measure the correlation between two variables, or the extent the variables change in strength and direction to each other (Murray, 2013). Spearman’s rho Test was deemed appropriate as the values of the EVP are ordinal in nature. A Spearman’s rho Test was used over a Pearson’s correlation as the linearity, an assumption for a Pearson’s correlation, cannot be assumed with confidence

(Puth, Neuhäuser, & Ruxton, 2015). The Spearman's rho Test was used to analyse the correlation between age and the EVP values, and the correlation between salary band and the EVP values. A correlation of zero shows no relation/correlation between the variable. If the correlation is either 1 or -1 it indicates that there is a relationship, either a positive or a negative relationship (Conover & Iman, 1981).

A One-way Analysis of Variance (ANOVA) is used to analyse data that is nominal (Hansen, 2005) and hence it was used to analyse the EVP in comparison to the different departments. The Anova determines if the differences between the means of samples are due to random error or due to systematic treatment effects (Muller & Fetterman, 2003) i.e., if the mean of the EVP value " receive adequate training" between departments is significant. The ANOVA compares the variance between the groups to the variance within the groups (Muller & Fetterman, 2003). The ANOVA reveals whether or not there is a significant difference among the group being studied. However, it does not indicate where the differences are and what kind of differences are present (a post hoc analysis is needed for this) (Muller & Fetterman, 2003). A post hoc analysis will reveal where the differences between the groups lie. For the purposes of this research a post hoc analysis will not be used. A descriptive analysis will be used describe the observations (Brown, 2005).

Table 2: Data analysis methods for each research question of the study

Research question	Research questions description	Test instrument
1a	Gender	Independent T-test
1b	Race	Independent T-test
1c	Age	Spearman's Rho
1d	Salary band	Spearman's Rho
2	Departmental factors	One way ANOVA
3	Overall EVP	Independent T-test, Spearman's Rho, One way ANOVA

5.2.2 Validity And Reliability

- The survey is based in prior research.
- The statements are worked carefully and simply.
- The survey will be piloted.

5.2.3 Limitations Of The Study

- The literacy levels within the organisation vary and hence may affect the accuracy of the results.
- Quantitative analysis does not ascertain meaning nor understanding of the variables explored. The use of this method may not reflect the nuance of the values.
- The sample population reflects the internal stakeholders of Chevrah Kadisha and hence demographic factors cannot be controlled. That includes the proportion of males and females, the size of staff in different departments and the age of the sample group. Small groups may not be representative of the population.
- The CEO of the organisation requested that values relating to salary and bonuses be omitted from the survey, however, permitted the question exploring salary bands in demographic section.

5.2.4 Ethical Considerations

- Formal permission has been obtained by the organisation "The Chevrah Kadisha" (Appendix 4).
- Possible, unintended consequences, could be staff questioning the motives behind the questionnaire and the fear for job security. This was mitigated, as much as possible, by distribution of a cover letter that explained the purpose of the questionnaire.
- Anonymity of the participants was ensured throughout the process.
- Disclosure: Conflict of interest - the researcher is an employee of the organisation. A quantitative, objective methodology is employed to mitigate confirmation bias.

6 Results

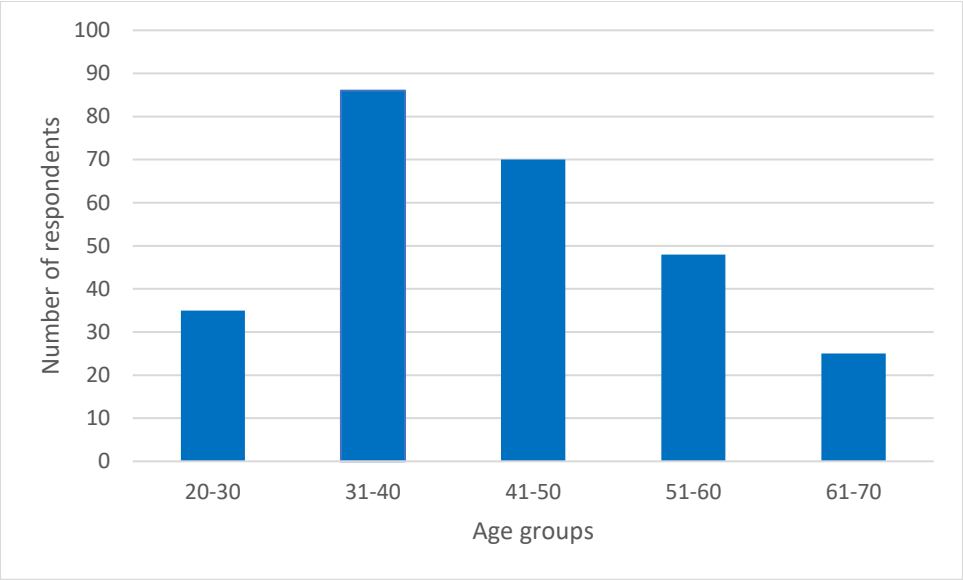
6.1 Sample size and response rate

From a sample size of 600 staff, 302 surveys were returned out of the sample size of 600 staff. This translated to a 50.33% response rate. 118 surveys were completed online (39%) and 184 surveys were completed on a hard copy (61%). This is in line with Nulty (2008) findings that on average online surveys response rate was lower than paper-based response rates. The hard copy questionnaires were returned to the researcher, the researcher captured the information onto the online version of the questionnaire to collate the data.

6.2 Demographic profile

Table 3, indicates that the largest age demographic that responded was the 31- 40 year old age band (33%) and the 41- 50 year old age band (27%).

*Table 3: Bar graph representing the demographics: **age categories** of survey respondents*



The pie chart below indicates that the largest gender demographic that responded was female (76%) and the least was the male demographic (24%) (see Table 4).

*Table 4: Pie chart representing the demographics: **gender categories** of survey respondents*

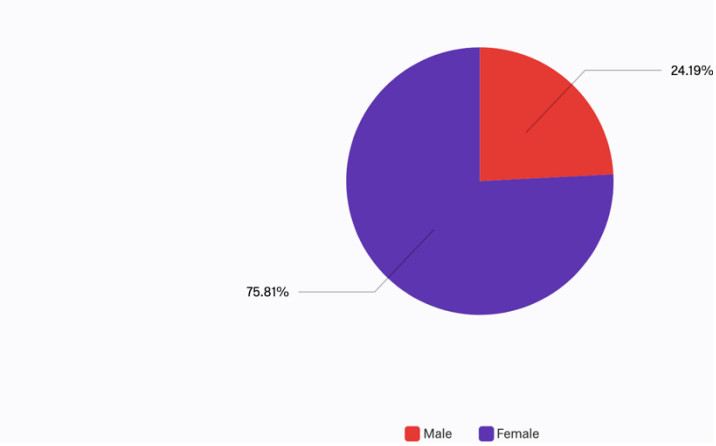


Table 5 indicates that the largest race demographic was Black (59%) followed by White (38%) then Indian (2%), Coloured (3%) and other (4%). Due to the low respondent rate of the Indian and Coloured demographic they will be added to the Black demographic for analysis purposes.

*Table 5: Bar graph representing demographics: **race categories** of survey respondents*

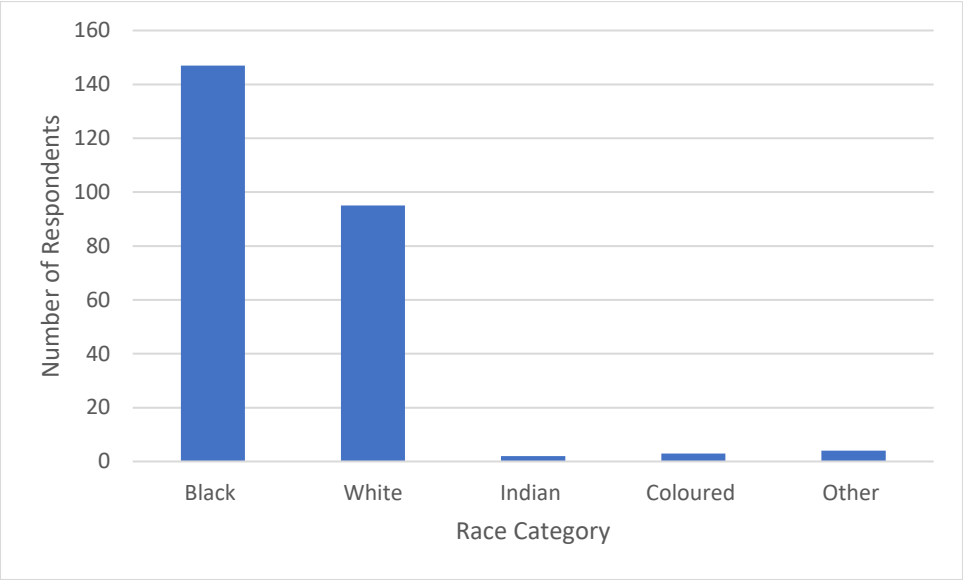
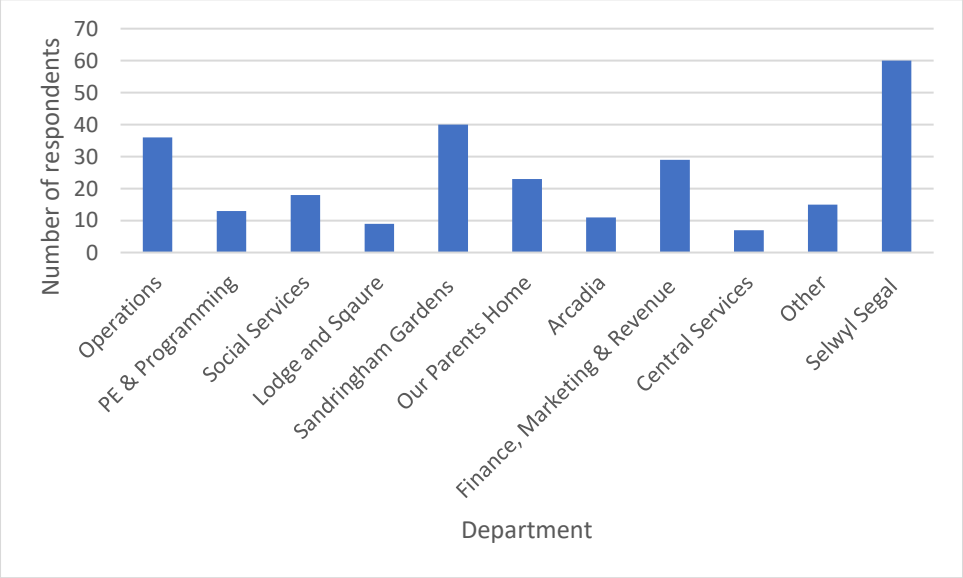


Table 6 indicates that the largest department to respond was the Selwyn Segal Department (23%) followed by the Sandringham Gardens Department (16%). The department with the least respondents was the Central Services Department (3%) followed by the Arcadia Department (4%).

*Table 6: Bar graph representing **department categories** of survey respondents*



6.3 Results of Research Question 1: EVP and Demographics

6.3.1 Demographic: Gender

An independent-samples t-test was conducted to identify the differences between male and female staffs' Employee Value Proposition at the Chevrah Kadisha. The analysis revealed significant differences in the following EVP aspects: Life balance experiences at the Chevrah Kadisha; Pride experienced by the staff of the organisation; Criticism of the organisation feels like a personal insult (see Table 7). These three aspects revealed a higher mean in the female sample than the male sample. These results suggest that female staff members of the Chevrah Kadisha reported experiencing a significantly higher life balance, pride of the organisation and identification with the organisation than the male staff members.

Table 7: T-test Statistics on the differences between Male and Female staffs' EVP

Variables	Groups	N	Means	SD	T	DF	P
Life balance	Male	58	-0.0119	1.09350	-1.994	236	.047
	Female	180	0.2741	0.89940			
Proud of the organisation	Male	58	0.0487	1.22888	-3.061	236	.002
	Female	180	0.5590	1.06130			
Criticism feels like a personal insult	Male	58	-0.2918	1.01081	-2.663	236	.008
	Female	180	0.0884	0.92393			

6.3.2 Demographic: Race

An independent-samples t-test was conducted to identify the differences between Black and White staffs' Employee Value Proposition at the Chevrah Kadisha. The black demographic includes coloured and Indian. The analysis revealed significant differences in the following EVP aspects: Fair working hours; Efforts are recognised; Managers decisions fair; Good relationship with boss; Professional and personal growth; Proud of the organisation; Criticism feels like a personal insult; Common Goal; Job Security; Adequate resources for job; Managers treat employees fair; Understand structure of the organisation (see Table 8). These aspects revealed a higher mean in the White sample than the Black sample. These results suggest that White staff members of the Chevrah Kadisha report experiencing a significantly fairer working hours, felt that their efforts are recognised, find their managers decisions to be more fair, have a better relationship with their boss, have more professional and personal development, feel that the organisation is working towards a common goal, have higher levels of job security, have better resources for their job, feel that their managers treat their

employees fairly and understand the organisational structure better than the black staff members do.

Table 8: T-test Statistics on the differences between Black and White staffs' EVP

Variables	Groups	N	Means	SD	T	DF	P
Fair working hours	Black	150	-0.0708	1.13054	-3503	239	.001
	White	91	0.4124	0.86343			
Efforts recognised	Black	150	-0.4816	0.93198	-2.816	239	.005
	White	91	-0.1455	0.83922			
Managers decisions are fair	Black	150	-0.4540	1.06307	-5.112	221.164	p < .001
	White	91	0.1826	0.85181			p < .001
Good relationship with boss	Black	150	-0.1259	1.07613	-4.453	239	p < .001
	White	91	0.4784	0.92387			
Professional and personal growth	Black	150	0.1372	1.01012	-2.644	239	.009
	White	91	0.4832	0.94140			
Proud of the organisation	Black	150	0.2548	1.15841	-3.505	239	.001
	White	91	0.7612	0.9508			
Criticism feels like a personal insult	Black	150	-0.1012	0.92705	-2.020	239	.045
	White	91	0.1498	0.94829			
Common goal	Black	150	-0.3096	0.94050	-4.886	239	p < .001
	White	91	0.2819	0.086010			
Job security	Black	150	-0.7035	1.02465	4.631	232,143	p < .001
	White	91	-0.1763	0.73637			
Adequate resources for job	Black	150	-0.2979	0.84601			
	White	91	0.0563	0.70241	-3.508,	216.727	p < .001
Managers treat employees fairly	Black	150	-0.5207	1.15013	-6.076	216.876	p < .001
	White	91	0.3127	0.95388			
Understand the structure of the organisation	Black	150	-0.2833	0.93863	-4.867	224.340	p < .001
	White	91	0.2444	0.73172			

6.3.3 Demographic: Age

A Spearman's rank-order correlation was run to determine the relationship between the age of the staff of the Chevrah Kadisha and their employee value proposition. There were no statistically significant results.

6.3.4 Demographic: Salary Band

A Spearman's rank-order correlation was run to determine the relationship between the salary band of the staff of the Chevrah Kadisha and their employee value proposition. Table 9 is used as a guideline for interpreting the correlation.

Table 9: A description of the correlation in a Spearman's rank-order correlation ("Intel Teach Program," 2008)

Correlation	Text that is Displayed in the Visual Ranking Tool
-1.0 to -.8	There is a very strong negative correlation
-.6 to -.79	There is a strong negative correlation
-.4 to -.59	There is a moderate negative correlation
-.2 to -.39	There is a weak negative correlation
-.01 to -.19	There is a very weak negative correlation
0 to .19	There is a very weak positive correlation
.2 to .39	There is a weak positive correlation
.4 to .59	There is a moderate positive correlation
.6 to .79	There is a strong positive correlation
.8 to 1.0	There is a very strong positive correlation

There was a very weak, negative correlation between salary band and self-reported view of experiencing work life balance (r_s = -0.18, p =.009). There was a very weak, positive correlation between salary band and self-reported view that managers decisions are fair (r_s = 0.17, p =.011). There was a very weak, positive correlation between salary band and self-reported view of having a good relationship with ones' boss (r_s = 0.14, p =.034). There was a very weak, positive correlation between salary band and self-reported view of experiencing professional and personal growth (r_s = 0.18, p =.008). There was a very weak, positive correlation between salary band and self-reported view of feeling proud of the organisation (r_s = 0.17, p =.012). There was a weak, positive correlation between salary band and self-reported view of feeling that the organisation has a common goal (r_s = 0.26, p =.001). There was a weak, positive correlation between salary band and self-reported view of feeling that the organisation has a common goal (r_s = 0.22, p < .001). There was a weak, positive correlation between salary band and self-reported view that managers treat employees fairly (r_s = 0.24, p < .001). There was a very weak, positive correlation between salary band and self-reported view of understanding the organisational structure (r_s = 0.17, p =.015) (see Table 10).

These results suggest that a higher salary band is correlated to a lower perceived work-life balance. The results also suggest that employees with a higher salary band are correlated to higher perceptions that manager's decisions are fair, having good relationships with their bosses, higher levels of personal and professional growth, more pride in the organisation, feel that the organisation is working towards a common goal, have better job security, have

adequate resources for the job, feel that managers treat their employees fairly, understand he organisational structure.

Table 10: Nonparametric correlation between salary bands and EVP

Spearman's rho		Salary Band
Life balance	Correlation Coefficient	-.179**
	Sig. (2-tailed)	.009
	N	214
Managers decisions fair	Correlation Coefficient	.173*
	Sig. (2-tailed)	.011
	N	214
Good relationship with boss	Correlation Coefficient	.145*
	Sig. (2-tailed)	.034
	N	214
Professional and personal growth	Correlation Coefficient	.180**
	Sig. (2-tailed)	.008
	N	214
Proud of the organisation	Correlation Coefficient	.171*
	Sig. (2-tailed)	.012
	N	214
Common goal	Correlation Coefficient	.218**
	Sig. (2-tailed)	.001
	N	214
Job security	Correlation Coefficient	.256**
	Sig. (2-tailed)	.000
	N	214
Adequate resources for job	Correlation Coefficient	.174*
	Sig. (2-tailed)	.011
	N	214
Managers treat employees fairly	Correlation Coefficient	.242**
	Sig. (2-tailed)	.000
	N	214
Understand structure of the organisation	Correlation Coefficient	.165*
	Sig. (2-tailed)	.015
	N	214

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

6.4 Results of Research Question 2: EVP and Organisational Department

6.4.1 Organisational Department

A one-way ANOVA was conducted to compare the effect of working in different organisational departments on the EVP in the Chevrah Kadisha. There was a significant effect of working in different departments on the following aspects of EVP; question 1: interesting work [F(10,240) = 2.08, p= .027)]; question 5: transferable skills [F(10,240) = 1.910, p= .045)]; question 7: fair working hours [F(10,240) = 2.97, p= .002)]; question 8: efforts recognised [F(10,240) = 2.13, p= .003)]; question 9: manager's decisions are fair [F(10,240) = 3.92, p < .001)]; question 10: receive training [F(10,240) = 3.37, p < .001)]; question 11: good relationship with boss [F(10,240) = 2.51, p = 0.007)]; question 12: professional and personal growth [F(10,240) = 2.18, p =.020)]; question 13: proud of the organisation [F(10,240) = 2.47, p = .008)]; question 15: common goal [F(10,240) = 2.12, p = .024)]; question 17: job security [F(10,240) = 2.70, p = .004)]; question 18: adequate resources for job [F(10,240) = 2.19, p = .019)]; question 19: managers treat employees fairly [F(10,240) = 3.81, p < .001)]; question 20: understand structure of the organisation [F(10,240) = 1.98, p = .037)].

For the purpose of this consultancy project a multiple comparisons or post-hoc test will not be done. The rescaled means have been plotted against the different department in order to represent the difference between the means visually.

*Table 11: **Interesting work (Q1)** represents that the department with the highest mean agreement that their work is interesting is the PE & Programming Department and the lowest mean agreement was the Central Services department*

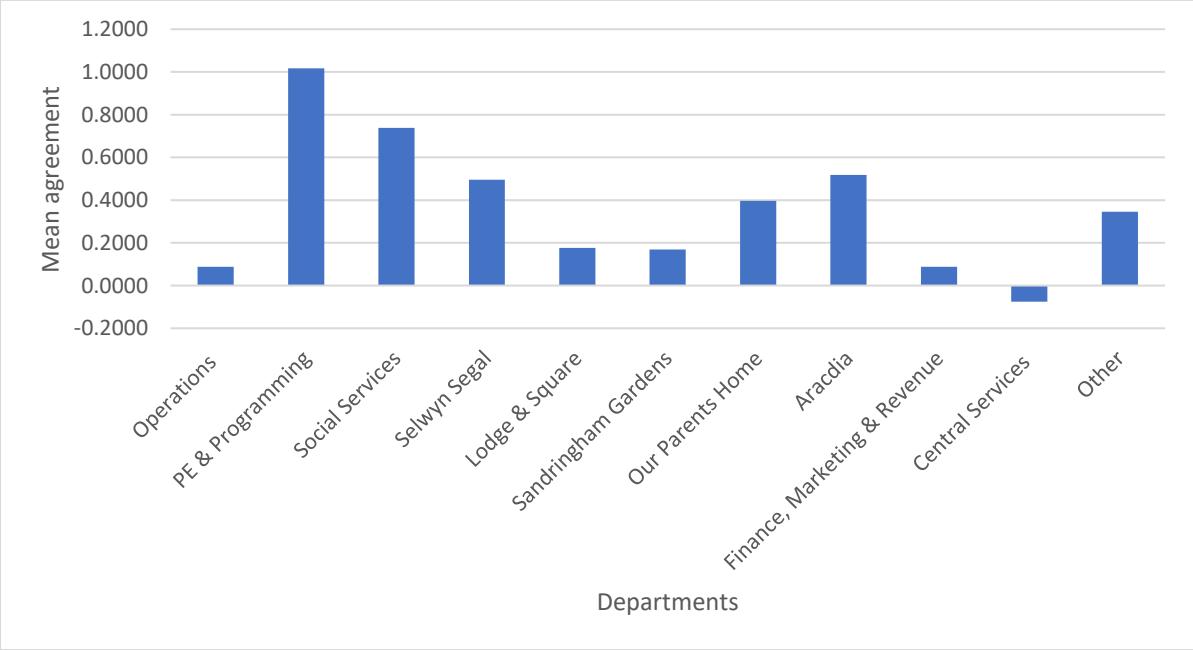


Table 12: ***Transferable skills (Q5)*** *represents that the department with the highest mean agreement that their skills are transferable is the Social Services Department and the lowest mean agreement was the Our Parents Home Department.*

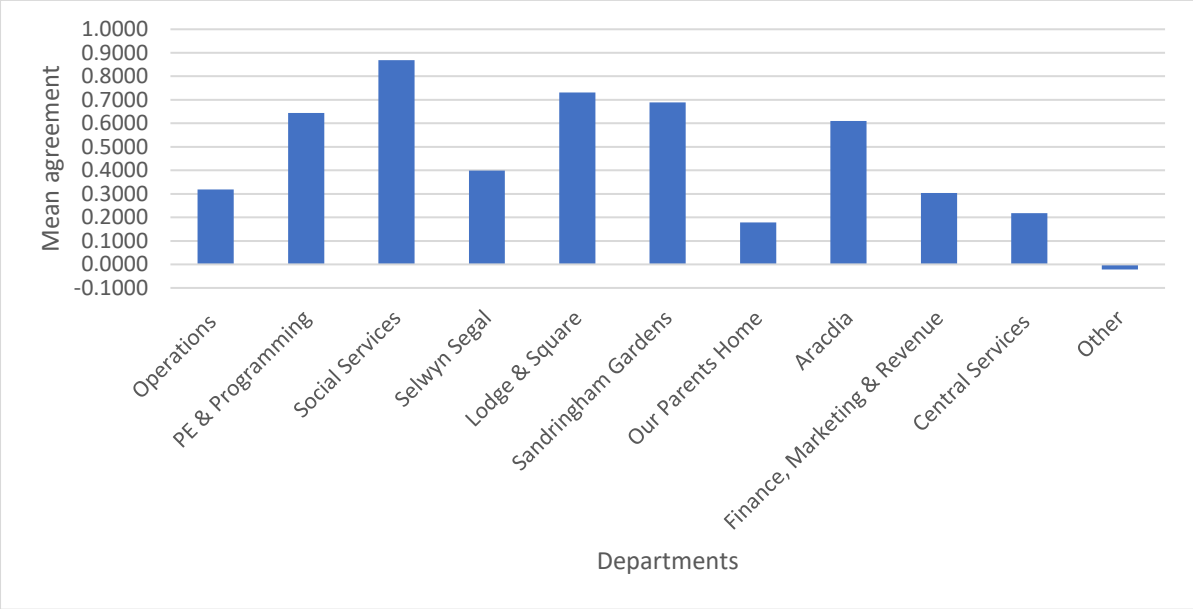


Table 13: ***Fair working hours (Q7)*** *represents that the department with the highest mean agreement that their working hours are fair is the PE & Programming Department and the lowest mean agreement was the Operations Department.*

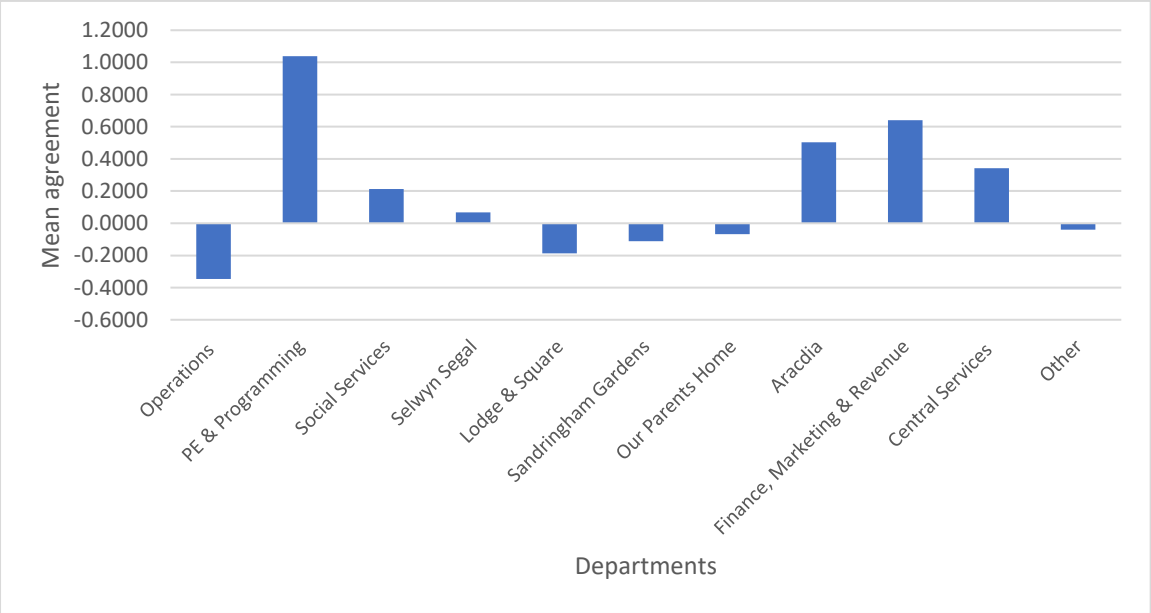


*Table 14: **Efforts recognised (Q8)** represents that the department with the highest mean agreement that their efforts are recognised is the PE & Programming Department and the lowest mean agreement was Sandringham Gardens.*

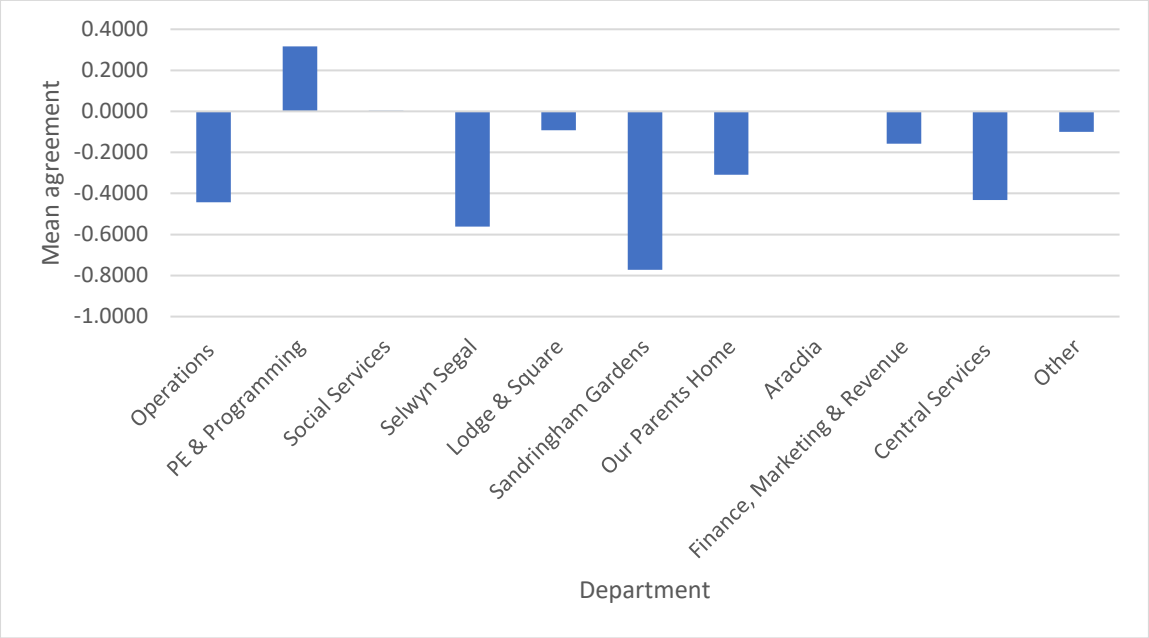


*Table 15: **Managers decisions are fair (Q9)** represents that the department with the highest mean agreement that their managers decision are fair is the PE & Programming Department and the lowest mean agreement was Our Parents Home.*

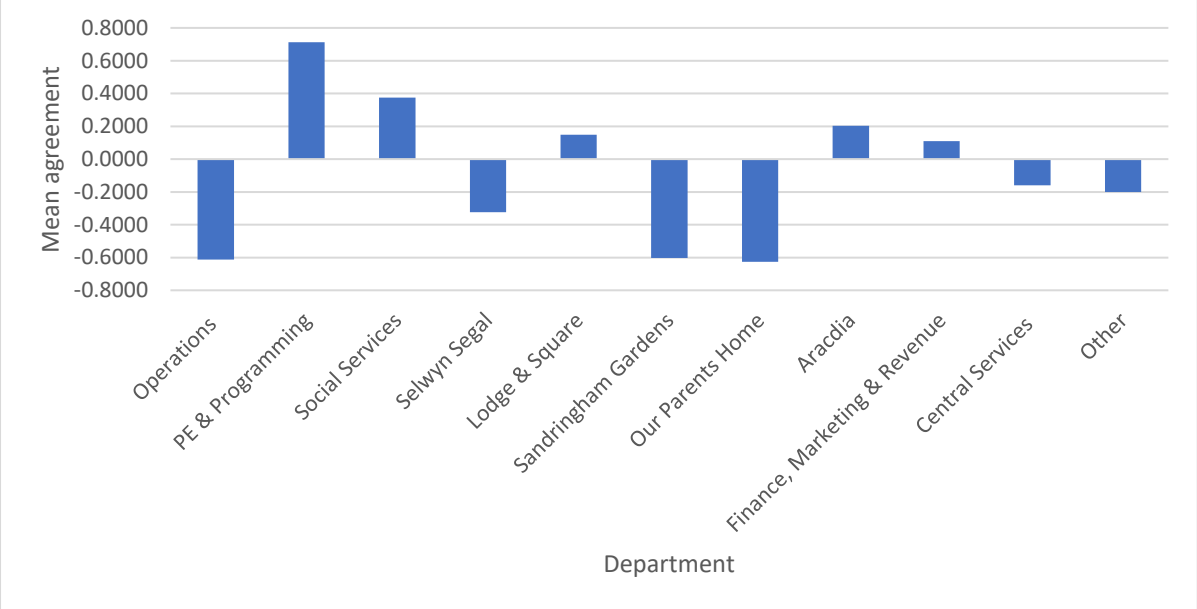


*Table 16: **Receive training (Q10)** represents that the department with the highest mean agreement that receive adequate training is the Social Services Department and the lowest mean agreement was the Finance, Marketing and Revenue Department.*

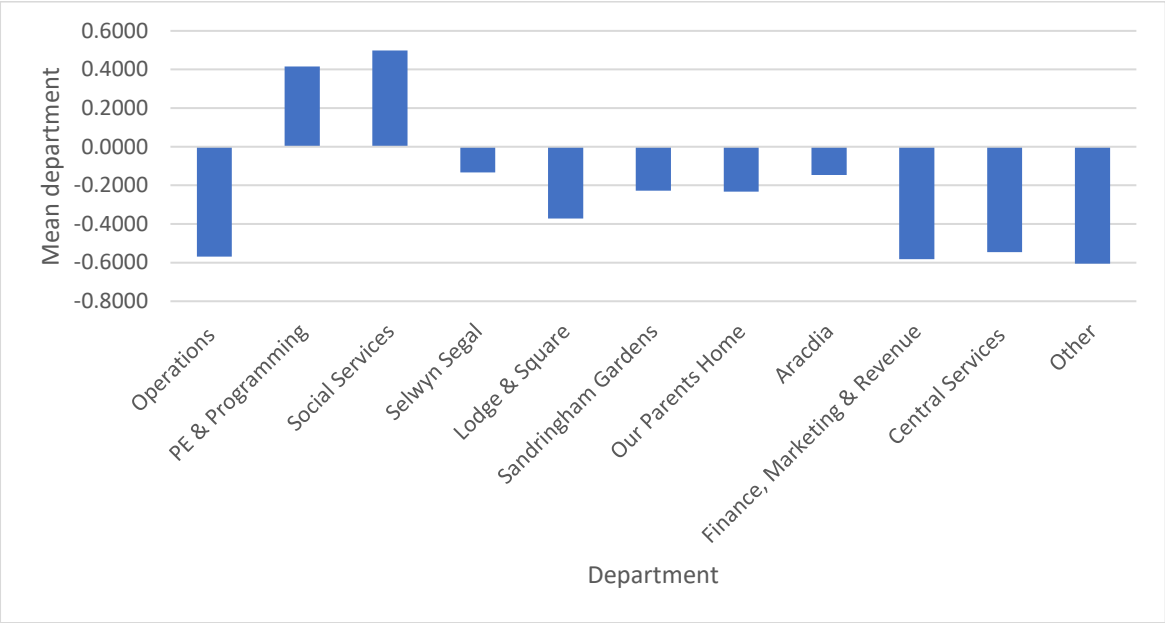


*Table 17: **Good relationship with boss (Q11)** represents that the department with the highest mean agreement that they have a good relationship with their boss is the PE & Programming Department and the lowest mean agreement was Sandringham Gardens.*

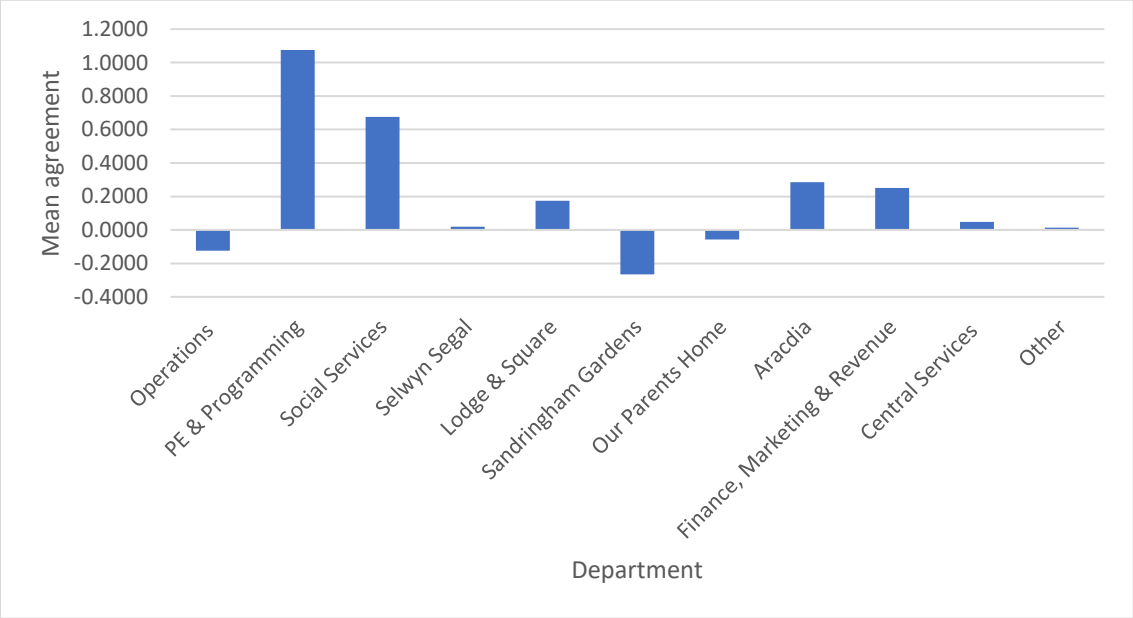


Table 18: ***Professional and personal growth (Q12)*** *represents that the department with the highest mean agreement that they experience professional and personal growth is the PE & Programming Department and the lowest mean agreement was the Operations Department.*

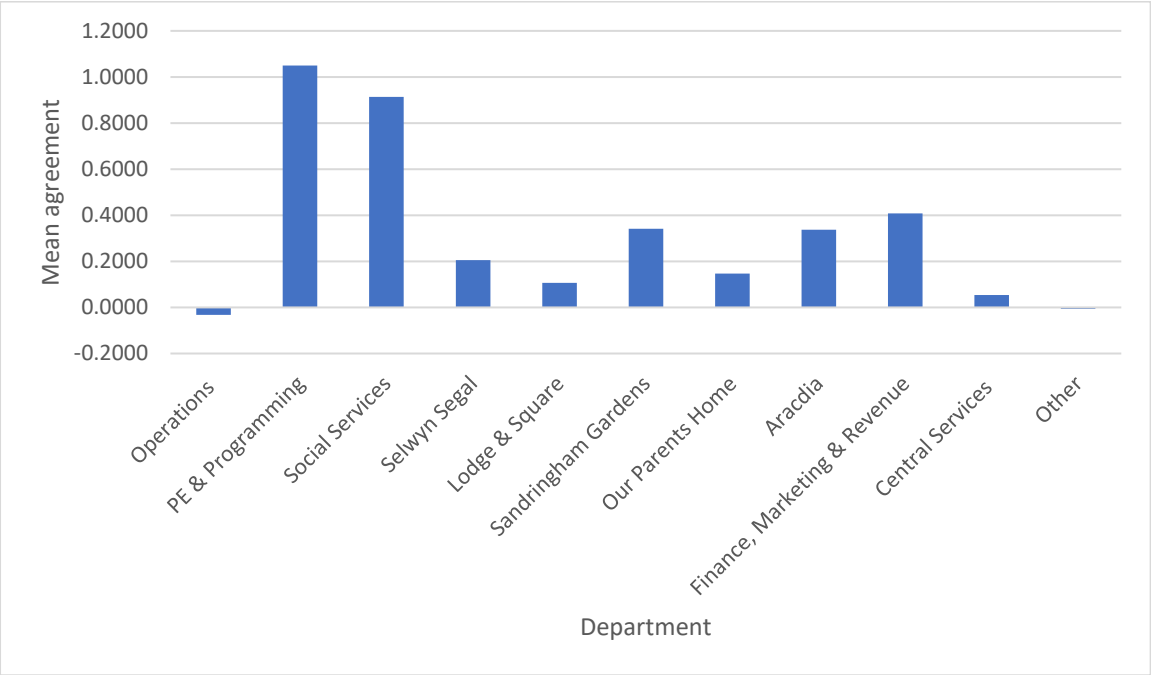


Table 19: ***Proud of the organisation (Q13)*** *represents that the department with the highest mean agreement that they experience pride in their organisation is the PE & Programming Department and the lowest mean agreement was the Operations Department.*

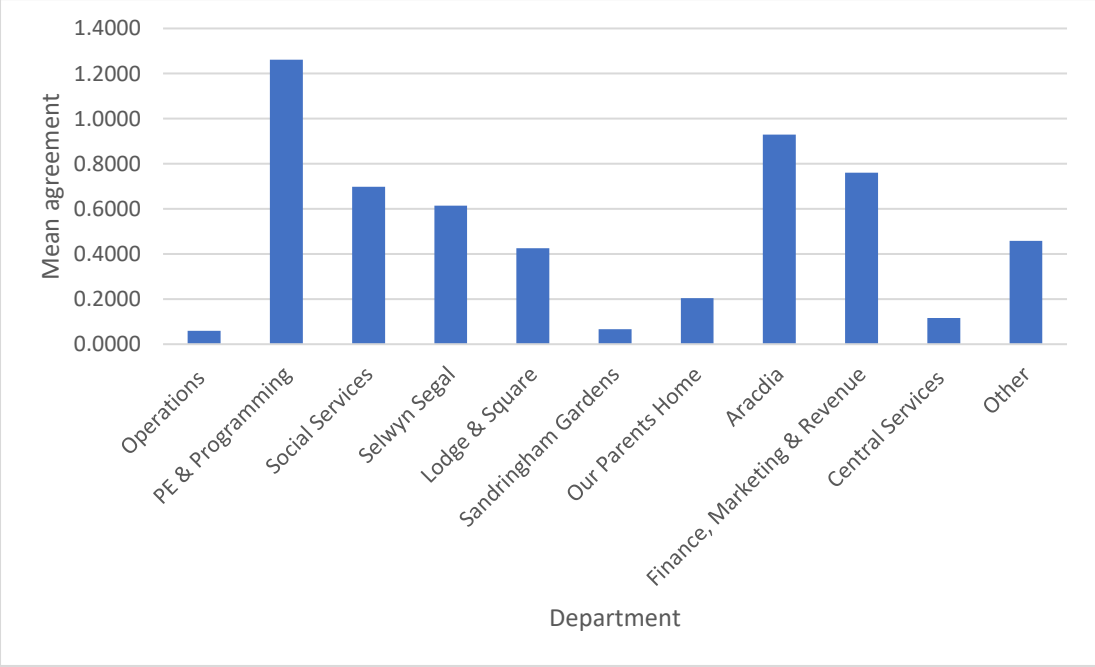


*Table 20: **Job security (Q17)** represents that the department with the highest mean agreement that they experience job security is the Finance, Marketing and Revenue Department and the lowest mean agreement was the Selwyn Segal Department.*

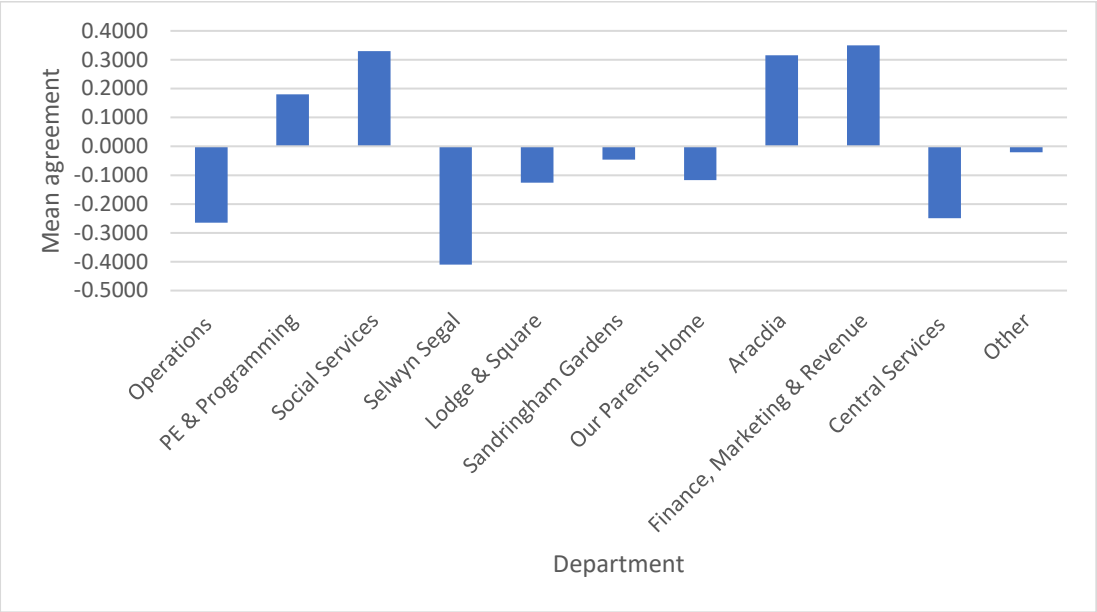


*Table 21: **Adequate resources for the job (Q18)** represents that the department with the highest mean agreement that they have adequate resources for their job is the Finance, Marketing and Revenue Department and the lowest mean agreement was the Sandringham Gardens Department.*

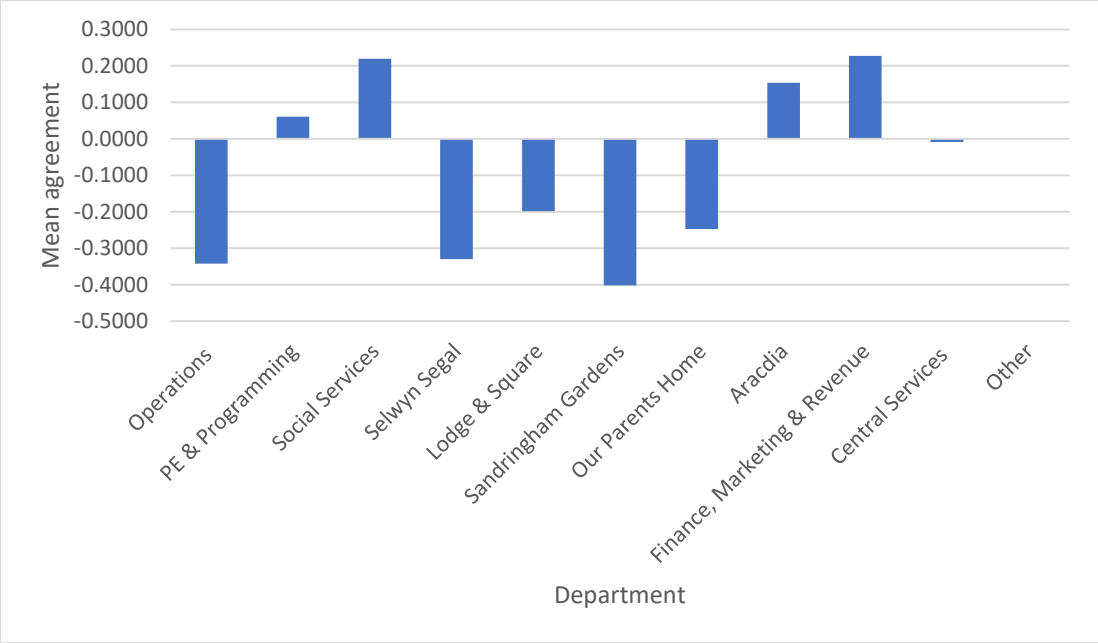


*Table 22: **Managers treat their employees fairly (Q19)** represents that the department with the highest mean agreement that their managers treat their employees fairly is the PE and Programming Department and the lowest mean agreement was the Operations Department*

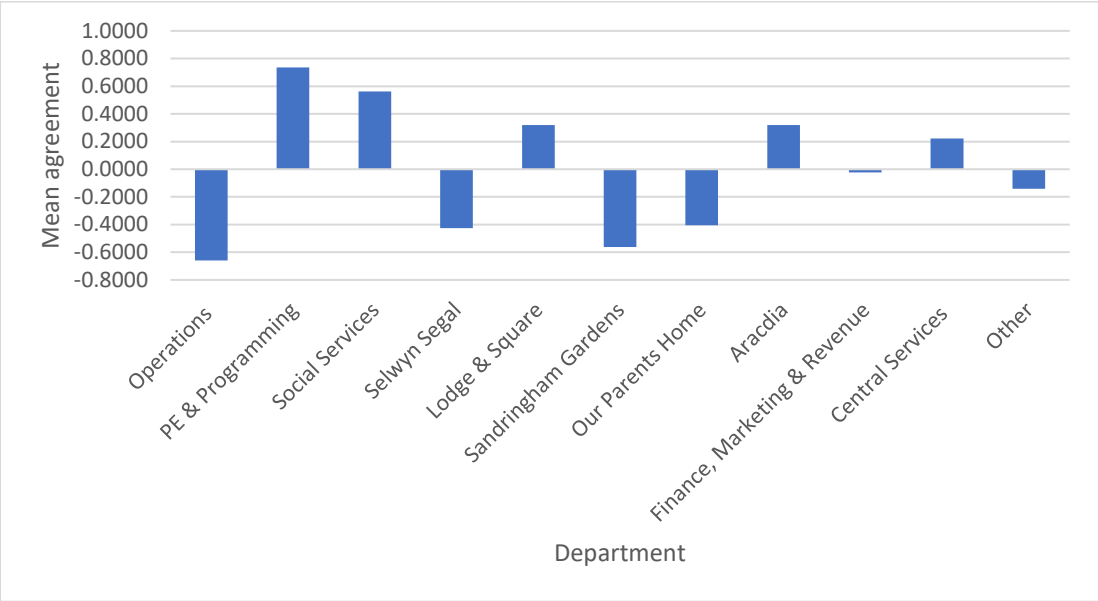
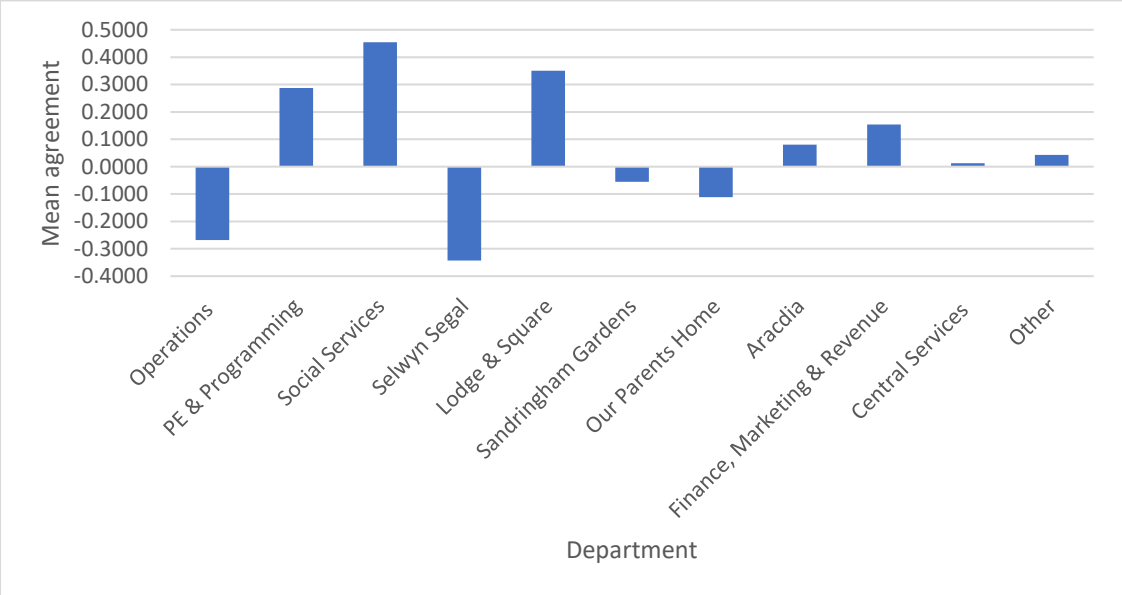


*Table 23: **Understand the structure of the organisation (Q20** represents that the department with the highest mean agreement that they understand the structure of the organisation is the Social Services Department and the lowest mean agreement was the Selwyn Sega*



6.5 Results of Research Question 3: Overall EVP

The following statistical tests were run in the analysis of the survey: T-tests, Spearman's Rho and a one way ANOVA.

6.5.1 Demographic: Gender

An independent-samples t-test was conducted to identify the differences between Male and Female staffs' Employee Value Proposition at the Chevrah Kadisha. The analysis revealed no significant differences in the following EVP aspects i.e. (p>.005): Question 1: interesting work; question 2: clear policies and procedures; question 3: co-worker relationships; question 5: transferable skills; question 6: range of skills used; question 7: fair working hours; question 8: efforts recognised; question 9: managers decisions are fair; question 10: receive training; question 11: good relationship with boss; question 12: professional and personal growth; question 15: common goal; question 16: adequate work space; question 17: job security; question 18: adequate resources for job; question 19: managers treat employees fairly and question 20: understanding the structure of the organisation. This suggests that the questions listed above are where the EVP of the Chevrah Kadisha converges across the genders of the staff in the organisation.

6.5.2 Demographic: Race

An independent-samples t-test was conducted to identify the differences between Black and White staffs' Employee Value Proposition at the Chevrah Kadisha. The Black demographic includes Coloured and Indian. The analysis revealed no significant differences in the following EVP aspects i.e. (p>.005): Question 1: interesting work; question 2: clear policies and procedures; question 3: co-worker relationships; question 4: work-life balance; question 5: transferable skills; question 6: range of skills used; question 10: receive training; question 13: proud of the organisation and question 16: adequate work space. This suggests that the questions listed above is where the EVP of the Chevrah Kadisha converges across the races of the staff in the organisation.

6.5.3 Demographic: Age

A Spearman's rank-order correlation was run to determine the relationship between the age of the staff of the Chevrah Kadisha and their employee value proposition. There were no statistically significant results (p=ns). This suggests that there was no correlation between the EVP and the age of the employees hence the EVP among all ages converge.

6.5.4 Demographic: Salary band

A Spearman's rank-order correlation was run to determine the relationship between the salary band of the staff of the Chevrah Kadisha and their employee value proposition. The analysis revealed no significant differences in the following EVP aspects i.e. (p>.005 or p> 0.01): Question 1: interesting work; question 2: clear policies and procedures; question 3: co-worker

relationships; question 5: transferable skills; question 6: range of skills used; question 7: fair working hours; question 8: efforts recognised; question 10: receive training; question 14: criticism feels like a personal insult and question 16: adequate work space. This suggests that the questions listed above are where the EVP of the Chevrah Kadisha converges across the different salary bands of the organisation.

6.5.5 Departments

A one-way ANOVA analysis was conducted. There was no significant effect of working in different departments on the following aspects of EVP i.e. (p>.005): Question 2: clear policies and procedures; question 3: positive co-worker relationships; question 4: good work-life balance; question 6: large range of skills used; questions 14: criticism feels like a personal insult and question 15: adequate workspace. This suggests that the questions listed above are where the EVP of the Chevrah Kadisha converges throughout the organisation.

The table below is a summary of the results of the different statistical analyses representing which questions yielded significant results (represented by a 1) and which questions did not yield significant results (represented by a 0). These values are then added together to result in a numerical value representing the amount of significant results. A value of 0 represents that there are no significant statistical findings across the tests and hence these questions are representative of the overall EVP of the Chevrah Kadisha. The highest value of 3 represents the questions which have the highest number of significant results and hence the items in these categories are the furthest removed from the EVP. This is represented in Table 24.

Table 24: Summary of the results of the different statistical analyses representing which questions yielded significant results

Question		Significance of results					OVERALL
		Gender	Race	Age	Salary Band	Departments	
		T-Test		Spearman's Rho		Anova	
2	The policies and procedures of the Chevrah Kadisha are transparent	0	0	0	0	0	0
3	I have a good relationship with my co-workers	0	0	0	0	0	
6	The full range of my job skills are being used	0	0	0	0	0	
16	My work space (office and building) allows me to do my job	0	0	0	0	0	
1	My work is interesting and stimulating.	0	0	0	0	1	1
5	The skills I am using in my job can be used in the future	0	0	0	0	1	
10	I receive adequate training and development for my job.	0	0	0	0	1	
7	I feel that my working hours are fair	0	1	0	0	1	2
8	At the Chevrah Kadisha my efforts are recognised and appreciated	0	1	0	0	1	
4	I am able to balance my job and personal/family life	1	0	0	1	0	
14	When someone criticises the Chevrah Kadisha, it feels like a personal insult	1	1	0	0	0	
9	My direct manager's decisions are fair and ethical	0	1	0	1	1	3
11	I have a good relationship with my boss	0	1	0	1	1	
12	I have grown professionally or personally while at the Chevrah Kadisha	0	1	0	1	1	
13	I am proud to tell people that I work at the Chevrah Kadisha	1	0	0	1	1	
15	We all work towards a common goal at the Chevrah Kadisha	0	1	0	1	1	
17	I have job security (I am not worried about losing my job)	0	1	0	1	1	
18	My work environment has adequate resources for me to do my job	0	1	0	1	1	
19	My direct manager treats all of his/her employees fairly	0	1	0	1	1	
20	I understand where I fit into the structure of the organisation	0	1	0	1	1	

Research question	Research questions description	Test instrument
1a	Gender	Independent T-test
1b	Race	Independent T-test
1c	Age	Spearman's Rho
1d	Salary band	Spearman's Rho
2	Departmental factors	One way ANOVA
3	Overall EVP	Independent T-test, Spearman's Rho, One way ANOVA

EVP values that diverge on one aspect and as a result moderately represent the overall EVP of the Chevrah Kadisha are: Interesting work, transferable job skills, adequate training and development.

The EVP values that diverge on two aspects and as a result weakly represent the overall EVP of the Chevrah Kadisha are the following: Fair working hours, efforts recognised, good work-life balance and criticism of the organisation feels like a personal insult (identification with work).

The EVP values that diverge on three aspects and as a result very weakly represent the overall EVP of the Chevrah Kadisha are: Manager's decisions are fair, good relationship with boss, professional and personal growth, proud of the organisation, work towards a common goal, job security, adequate resources in the work environment, manager treats employees fairly and understanding of organisational structure.

6.6 Results of Comments Section of Survey

The comments section of the survey was voluntarily completed by 41 participants. From the comments 11 themes were identified. The 11 themes were as follows: Efforts not recognised, salary, management performance (negative), more opportunities for growth and skills development, food wastage, working hours, pride felt in the organisation, excitement and happiness, management performance (positive) and fulfilment. The first seven themes are spoken of in a negative light and the last four themes are referred to in a positive light. The number of times the themes were referred to in the comments was noted and is represented in Table 25. A word cloud is included below to serve as a visual representation of the 25 most frequently used phrases in the comments section of the survey (see Figure 6).

*Table 25: Bar graph representing **number of times themes mentioned in comments**. The red bars represent the comments which are negative in nature and the green bars represent the comments that are positive in nature.*

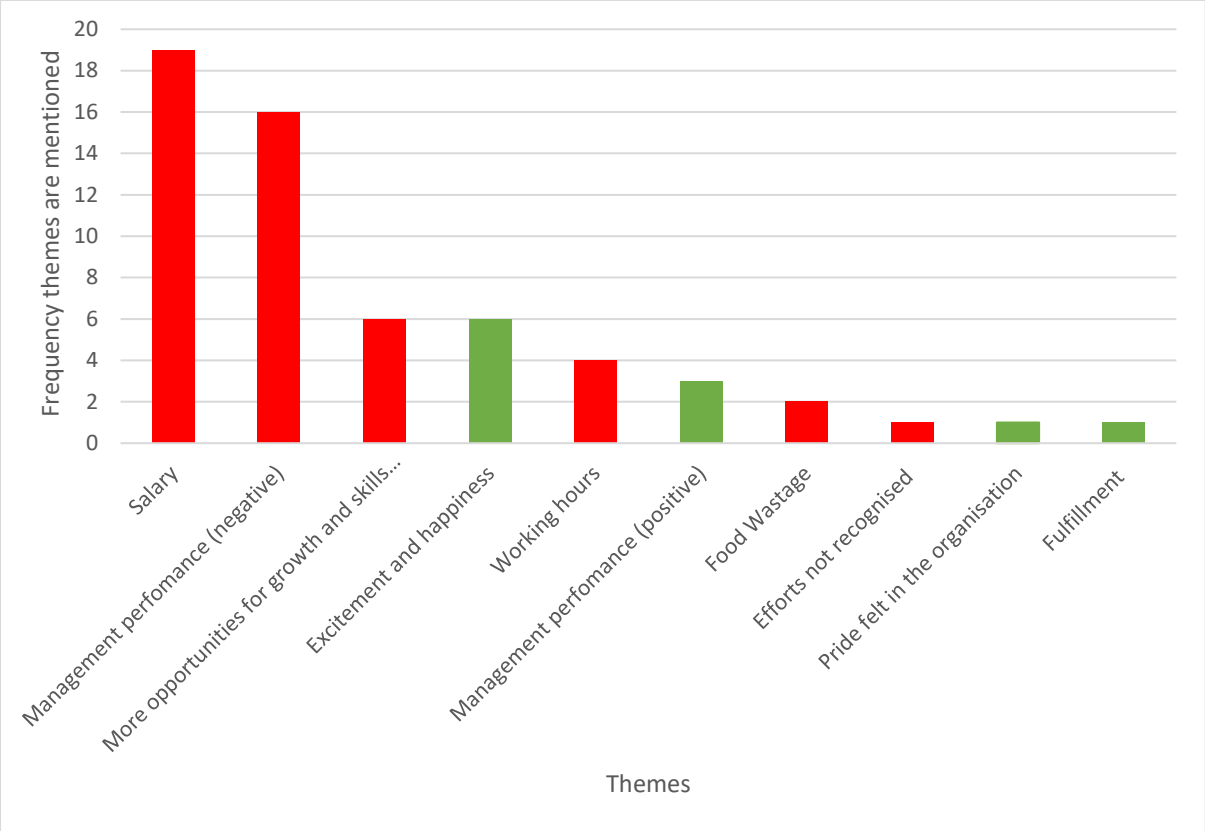




Figure 6: Word cloud depicting the 25 most frequently used words in the comments

7 Interpretation of Results

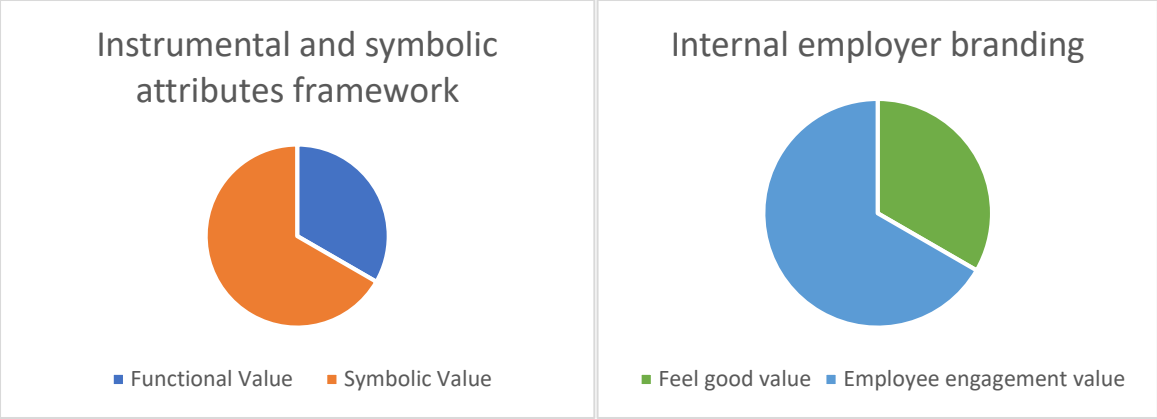
7.1 Research Question 1: What values of EVP differ between the different demographics of the Chevrah Kadisha?

The data analysis revealed that there were significant differences between the values of EVP as a result of the following demographics: gender, race and salary band. There was no significant difference within the age demographic.

7.1.1 Gender

The results suggest that female staff members of the Chevrah Kadisha report experiencing a significantly higher life balance, pride of the organisation and identification with the organisation than the male staff members do. The EVP values that diverge across the gender demographic are categorised as two symbolic values and one functional value (depicted in Table 26). The gender demographic also revealed differences in two employee engagement values and one feel good value (depicted in Table 26).

Table 26: Pie charts representing the EVP values that diverge across the gender demographic as classified by the EVP theoretical frameworks.



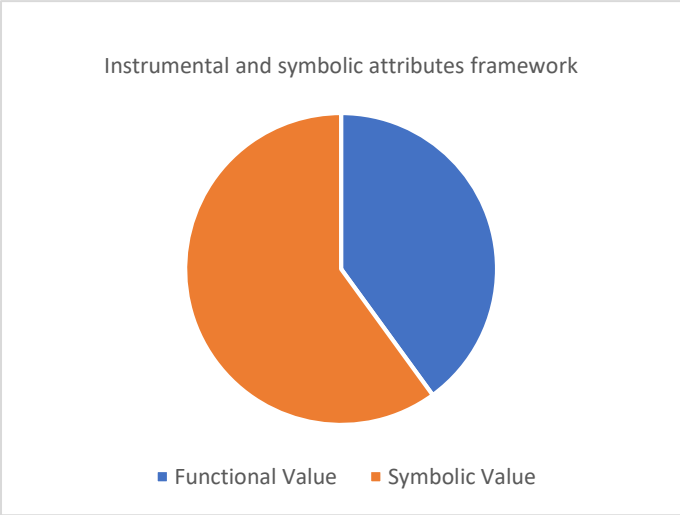
These findings are consistent with Tanwar and Prasad (2016) findings that suggest that females identify strongly with work-life balance, CSR initiatives and friendly organisational culture. This is supported by Bellou, Rigopoulou, and Kehagias (2015). The theory is supported by the staffing construct of the Chevrah Kadisha and, as a result, the respondents of the study, being majority female (n: Male= 58, Female = 180). This suggests that the EVP of the Chevrah Kadisha attracts and maintains more female staff members than male staff members

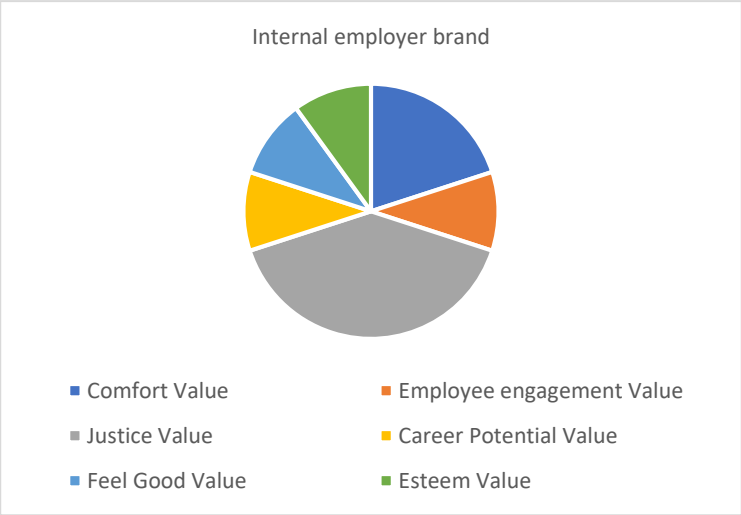
7.1.2 Race and Salary Band

7.1.2.1 Race

The results suggest that White staff members of the Chevrah Kadisha report experiencing significantly fairer working hours, felt that their efforts are recognised, find their managers decisions to be more fair, have a better relationship with their boss, have more professional and personal development, feel that the organisation is working towards a common goal, have higher levels of job security, have better resources for their job, feel that their managers treat their employees fairly and understand the organisational structure better than the black staff members. The race demographic revealed a difference in six symbolic values and four functional values (depicted Table 27). The demographic revealed four justice values, two comfort values, and one employee engagement value, one career potential value and one feel good value. The largest discrepancy is in the justice and comfort values (depicted in Table 27).

Table 27: Pie Chart representing the EVP values that diverge across the race demographic as classified by the EVP theoretical frameworks.



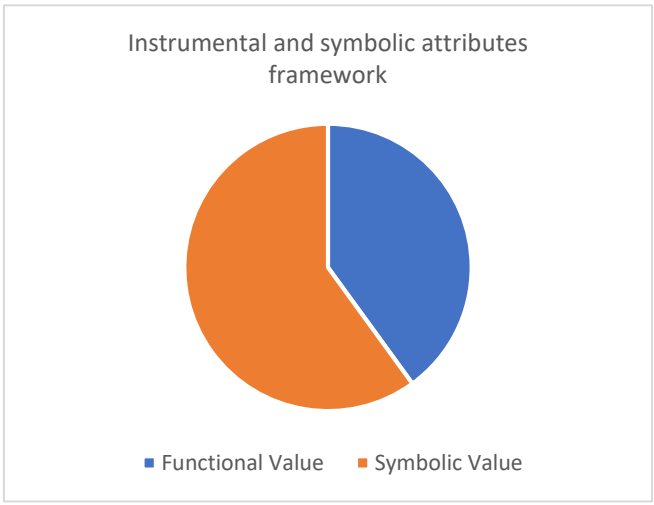


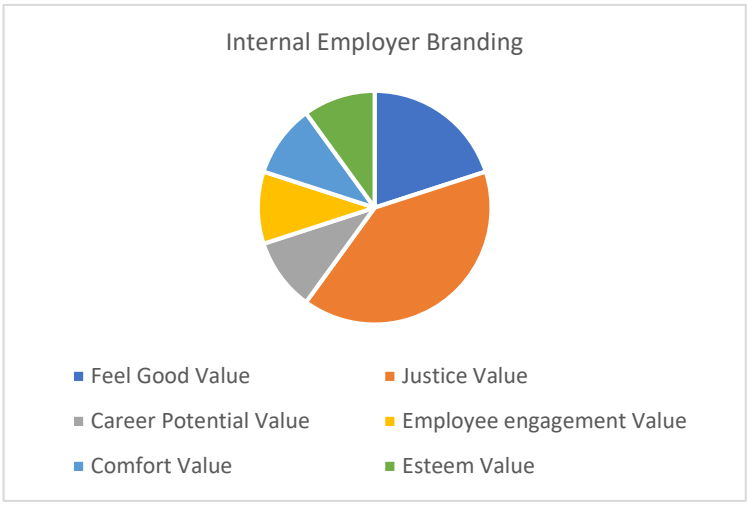
7.1.2.2 Salary band

The results suggest that a higher salary band is correlated to a lower perceived work-life balance. The results also suggest that employees with a higher salary band are correlated to a having higher perception that manager's decisions are fair, having good relationships with their bosses, having higher levels of personal and professional growth, having more pride in the organisation, feeling that the organisation is working towards a common goal, having better job security, having adequate resources for the job, feeling that managers treat their employees fairly and understanding the organisational structure.

The salary band revealed a difference in six symbolic values and four functional value. The demographic revealed four justice values, two comfort values, and one employee engagement value, one career potential value and one feel good value. The largest discrepancy is in the justice and comfort values.

Table 28:Pie Chart representing the EVP values that diverge across the Salary Band demographic as classified by the EVP theoretical frameworks.

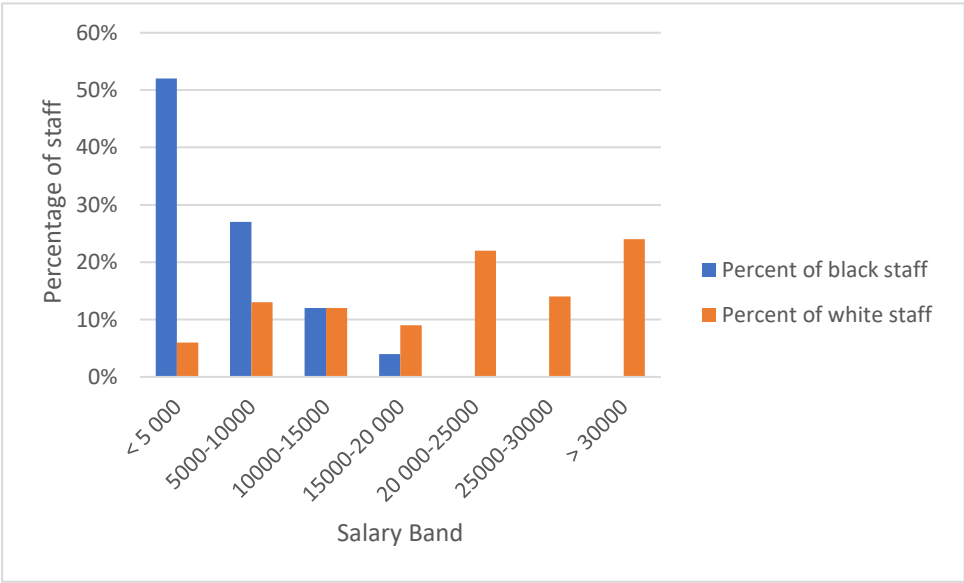




7.1.2.3 Race and Salary Band

There is an overlap in the statistical results between race and salary band in the following questions: Question 9, 11, 12, 15, 17, 18,19 and 20. That is the black staff members are in a lower salary band in comparison to the white staff members (as depicted by Table 29).

Table 29: Bar graph representing race vs. salary band



The values that were evidenced in the race and salary band are:

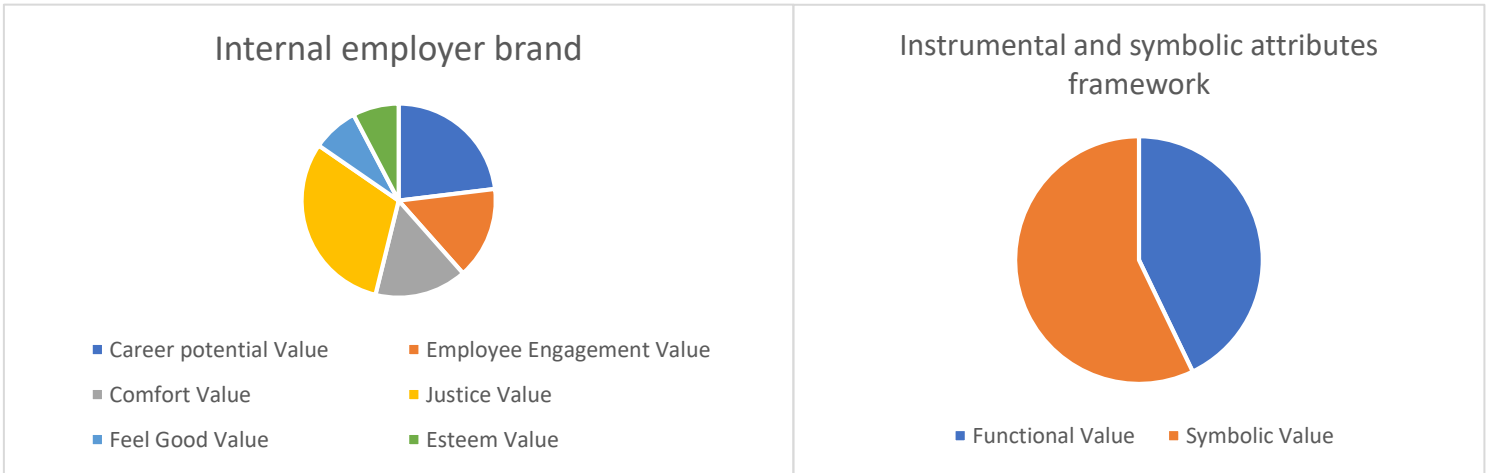
- Race: fairer working hours, efforts being recognised and perceiving an insult to the organisation as a personal insult (identification with the organisation) was experienced more by the white staff members;
- Salary band: higher salary band has a lower perceived work-life balance and stronger pride in the organisation.

South Africa is founded on historical inequalities between racial groups in the work place (Horwitz & Jain, 2011). Legislation such as broad based black economic empowerment (BBBEE) has been implemented to address this; however, inequality still remains in South Africa (Netshitenzhe, 2014). It is not unusual that the white staff members who fall within a higher salary band in the Chevrah Kadisha experience a different EVP to the black staff who fall into a lower salary band in the Chevrah Kadisha.

7.2 Research Question 2: What values of EVP differ between the different departments of the Chevrah Kadisha?

The following values of EVP differed significantly between the departments of the Chevrah Kadisha: Question 1: interesting work; question 5: transferable skills; question 7: fair working hours; question 8: efforts recognised; question 9: manager's decisions are fair; question 10: receive training; question 11: good relationship with boss; question 12: professional and personal growth; question 13: proud of the organisation; question 15: common goal; question 17: job security; question 18: adequate resources for job; question 19: managers treat employees fairly and question 20: understand the structure of the organisation.

Table 30: Pie chart representing the EVP values that diverge across the departments of the Chevrah Kadisha as classified by the EVP theoretical frameworks.



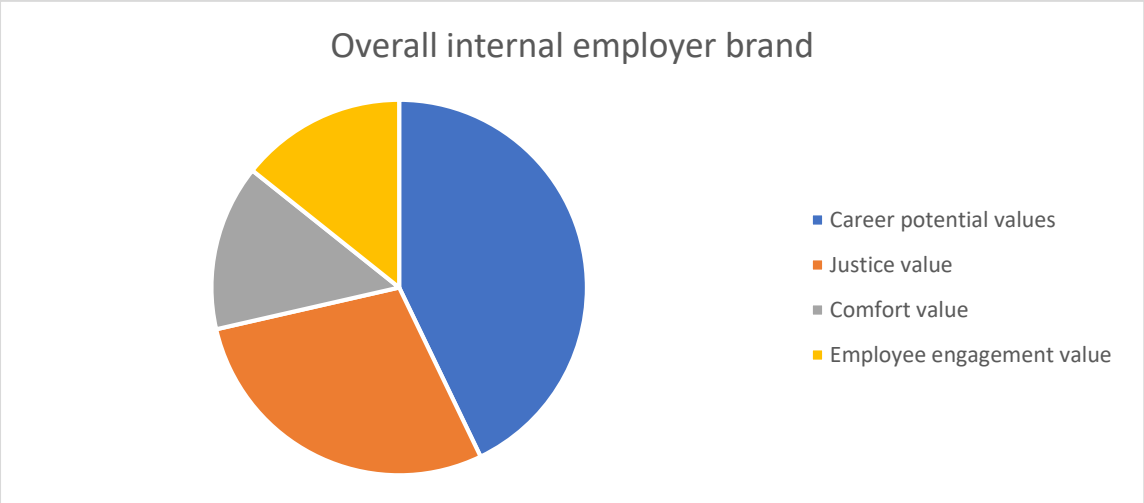
This suggests that the majority of the values (13 out of 20) differ between the departments. This result is expected since the departments of the Chevrah Kadisha have, until recently, been working in silos. This is linked to the history of the Chevrah Kadisha in which the different departments were separate organisations that eventually came under the same umbrella to form the Chevrah Kadisha. This reinforces the need for the shift in current management strategy which is to consolidate and centralise and work across the organisation.

7.3 Research Question 3: What is the overall EVP of the Chevrah Kadisha

The overall EVP of the Chevrah Kadisha is compromised of a mix between functional and symbolic attributes (see Table 31). According to literature, both functional and symbolic attributes contribute to organisational attractiveness (Lievens & Highhouse, 2003; Van Hoye, Bas, Cromheecke, & Lievens, 2013; Van Hoye & Saks, 2011). It is positive and in line with theory that the Chevrah Kadisha's overall EVP is representative of both dimensions.

Additionally, Van Hoye et al. (2013) suggests that organisations are better differentiated by their symbolic attributes. In line with this, Chevrah Kadisha is differentiated by the following attributes: transparent policies and procedures of the Chevrah Kadisha, good relationship with co-workers and transferable job skills.

Within the moderate representative of the overall EVP the following values have been identified: Three career potential values, two justice values, one comfort value and one employee engagement value.



“Values are a charity's basic raison d'etre, giving legitimacy to its very existence” (Stride & Lee, 2007, p. 110). These values are the cornerstone of the competitive advantage of non-profit organisations. According to Frumkin and Andre-Clark (2000), a current trend in non-profit organisations is a shift away from “value-laden” (p.142) strategy to an operational-efficiency strategy. It is imperative for a non-profit to be aware of the values of their organisation and tailor these values according to their strategy (Stride & Lee, 2007).
This will be further explored in the recommendations section.

Table 31: Overall EVP represented in terms of EVP theoretical frameworks

Overall EVP	QUESTION	Internal EVP constructs	Functional vs Symbolic
Strong representation	2	Justice Values	Symbolic Values
	3	Justice Values	Symbolic Values
	6	Career potential values	Functional Values
	16	Comfort Values	Functional Values
Moderate representation	1	Career potential values	Functional Values
	5	Employee engagement values	Symbolic Values
	10	Career potential values	Functional Values
Weak representation	7	Comfort Values	Functional Values
	8	Employee engagement values	Symbolic Values
	4	Feel good value	Functional Values
	14	Employee engagement values	Symbolic Values
Very weak representation	9	Justice Values	Symbolic Values
	11	Justice Values	Symbolic Values
	12	Career potential values	Functional Values
	13	Employee engagement values	Symbolic Values
	15	Justice Values	Symbolic Values
	17	Feel good value	Functional Values
	18	Comfort Values	Functional Values
	19	Justice Values	Symbolic Values
	20	Esteem values	Symbolic Values

7.4 Comments section

Comments that appeared more than three times will be discussed.

7.4.1 Salary

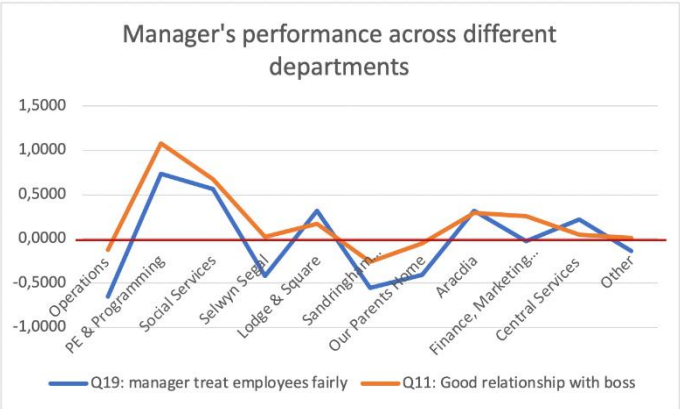
The CEO of the organisation requested that questions relating to salary and bonuses be omitted from the survey. However, the respondents voluntarily mentioned salary which allowed the researcher to collect qualitative data on salary. Comments on the theme “salary” scored the highest and was consistently referred to in a negative light. For example “We do a lot of work but the money is too little is not enough for the whole month even if you try to

budget" and "I genuinely enjoy working for this organisation especially [department omitted[1]] but I feel I'm not appreciated in terms of my salary". Non-financial incentives have been used in non-profit settings to boost morale (Frumkin & Andre-Clark, 2000) and will be discussed further in the recommendation section.

7.4.2 Management performance (negative and positive)

Comments on the theme of management performance, which was discussed in the negative light ,was referenced 16 times and was mentioned 3 times in a positive light. It is important to note that the results may be influenced by 'negative bias'. This is a psychological phenomenon in which people identify with negative emotions to a greater extent than positive emotions. This leads to open-ended questions being skewed in intensity and frequency to the negative spectrum (Poncheri, Lindberg, Thompson, & Surface, 2008). Hence, the 16-3 negative to positive response rate on management performance may be due to human negative bias, rather than, being reflective of the performance of management of the organisation. In this consultancy report, it is noteworthy that both questions relating to managers' performance in the overall EVP (question 19 and 11) were both very weakly representative of the overall EVP (see Table 32). The negative comments such as "I think our superiors up there must know that we are all human, mustn't bulling us the staff or make threats. They must give everyone opportunity in this organisation..." reinforce the finding that managers' performance did not feature in the overall EVP. While comments such as " Thank you to my boss to notice my ability, effort, enthusiasm, strength, to work extra mile and to do my job well" do hold weight they diverge across different departments, race demographic and salary band demographic.

Table 32: Line graph representing manager's performance across different departments



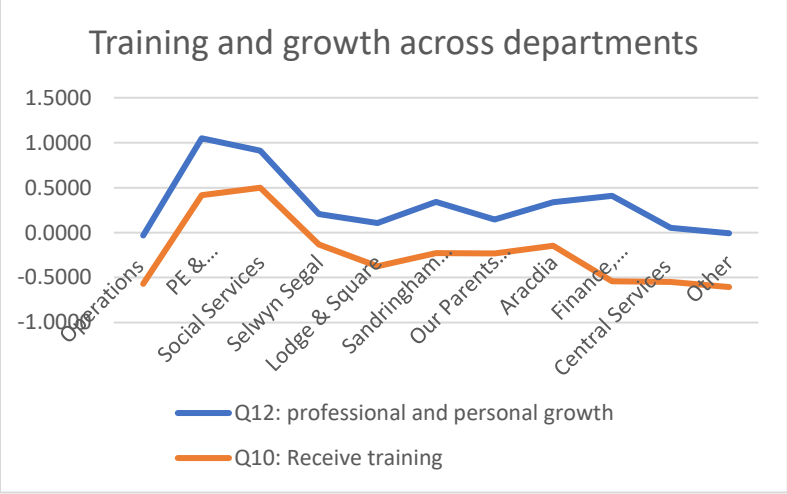
[1] identifying details omitted in respect for confidentiality.

7.4.3 More opportunities for growth and skills development

This theme was mentioned 6 times. Question 10: I receive adequate training and development for my job scored a 1 and is hence moderately representative of the overall EVP and question 12: I have grown personally and professionally scored a 3 and is very weakly representative of the overall EVP (as depicted by Table 33). The comment requesting more growth and training, reinforces the outcome of question 12. The comments merged the concept of training and the concept of growth as depicted by the following comment:

I would like the Chevrah Kadisha to provide us workers with some skills development so that we can improve our knowledge and skills. If there are vacancies so that we can be able to apply and earn better salaries. So that we can live a better life and provide for our families.

Table 33: Line graph representing training and growth across different departments



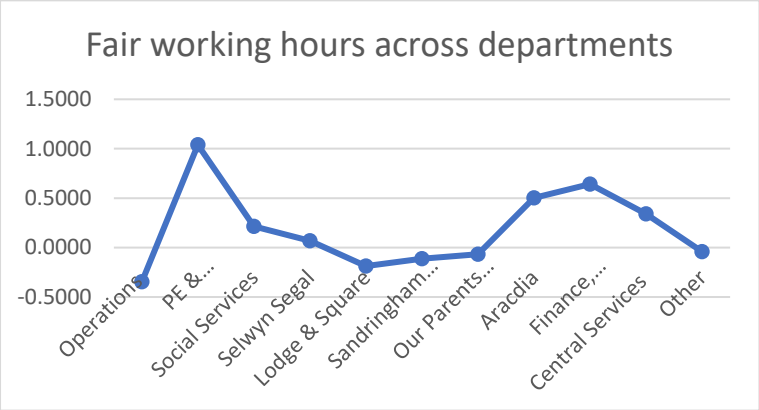
7.4.4 Excitement and happiness

This theme was mentioned six times and does not overlap with the EVP values identified in the literature and as a result was not asked in the survey. An example of such a comment is: "There are currently a lot of changes happening in the organisation and I am hopeful that there will be improvements in all departments and I am excited about my future in the organisation."

7.4.5 Working hours

This theme was mentioned four times. This is consistent with the statistical findings that the feeling that working hours are fair diverge across two categories (race and departments) making it a weak representation of the overall EVP (as depicted by Table 34). An example of a comment made was “Working abnormal hours on Fridays (6:00 to 20:30) without being paid.”

Table 34: Line graph representing fair working hours across different departments



8 Recommendations

8.1 Solutions to problems and management recommendations and action plan

Research Problem 1:What values of EVP differ between the different demographics of the Chevrah Kadisha?		
Sub-problems	Solution	Management recommendations
Gender	Female staff experienced the following EVP values more than male staff: • Work life-balance • Identification with organisation (insult to organisation feels personal) • Pride in working at the Chevrah Kadisha	Evaluate the efficacy of using the female staff's unique EVP as a soft marketing tool to position the Chevrah Kadisha as a favourable working place for women. This is in line with current market sentiment which supports woman in the workplace (Patil & Deshpande, 2018).
Age	No statistical significance as a result of the age demographic	It is recommended that management do not waste time and resources addressing generational management theory as it is not applicable to the Chevrah Kadisha .
Race	White staff experienced the following EVP values more than Black staff: • Fair working hours, • Efforts being recognised • Identification with organisation (insult to organisation feels personal)	It is recommended that management undertake a serious re-evaluation of the Chevrah Kadisha's employment equity policies with the focus on both functional and symbolic values.
Salary band	Staff in higher salary bands experienced the following EVP values more than staff in lower salary bands: • Pride in working at the Chevrah Kadisha. Staff in higher salary bands experienced the following EVP values less than staff in lower salary bands: • Work life-balance	While this finding presents as 'pay them more and they will work harder and be proud' it is recommend that this be further explored, as this could be due to a multitude of factors which are outside the scope of this consultancy report.
Race and Salary band	White staff in higher salary bands experienced the following EVP values more than black staff in lower salary bands: • Management's decisions are fair, • Good relationship with boss, • Management treats employees fairly, • Experiencing professional and personal growth • Feeling that the organisation has a common goal • Job security • Adequate job resources, • Understanding of the organisational structure	It is recommended that cultural training be implemented in the organisation as a whole but with a specific focus on the white staff in higher salary bands as there appears to be a discrepancy in the management's understanding of their workers.

Research Question 2: What values of EVP differ between the different departments of the Chevrah Kadisha?	
Solution	Management recommendations
The following EVP values are significantly different among departments: • Interesting work, • Transferable skills, • Fair working hours, • Efforts recognised, • Manager's decisions are fair, • Receive training, • Good relationship with boss, • Professional and personal growth, • Proud of the organisation, • Common goal, • Job security, • Adequate resources for job, • Managers treat employees fairly, • Understand structure of the organisation.	As mentioned above, 13 out of 20 EVP values differ across the departments. It is recommended that management address the core issues of the departments being silos and as a result operating within cultures distinct to each department. This may be done by interdepartmental events and/ or training. Management must be aware that some departments will require more involved change management than others. It is recommended that management refer to bar graph 1-13 in determining which departments will require more support than others.

Research Question 3: What values form the overall EVP of the Chevrah Kadisha?	
Solution	Management recommendations
The current overall EVP of the Chevrah Kadisha is: • Transparent policies and procedures • Good relationship with co-workers • Full range of skills used • Adequate physical working space	It is recommended that management evaluate if the current EVP identified represents management's vision, mission and strategy. After which, a strategic EVP is to focus their resources and take a multi-stage approach outlined in the action plan

8.1.1 Action plans

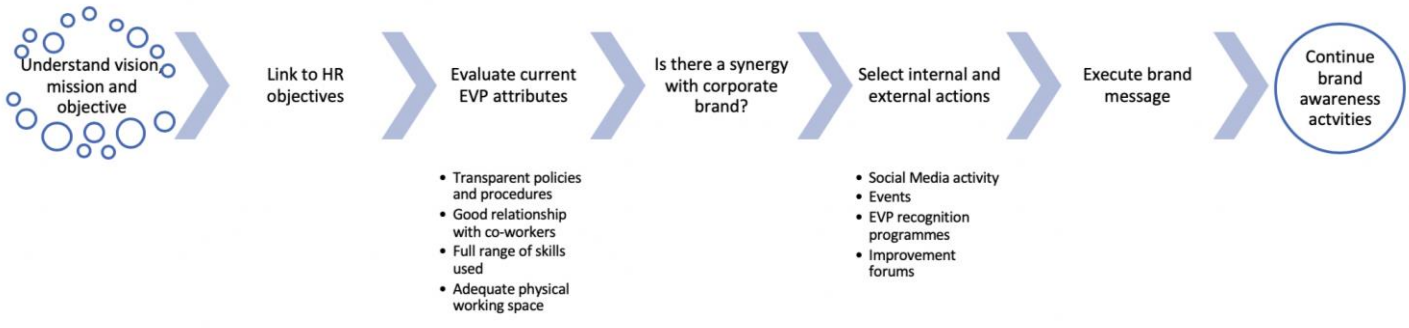


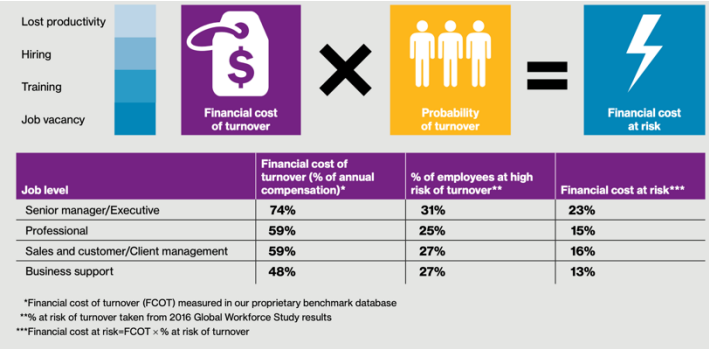
Figure 7: Action plan outlining the implementation of an EVP for the Chevrah Kadisha. Adapted from (Lindén, 2017)

8.1.2 Cost benefit of recommendations:

Strengthening the internal brand is done with the aim of attracting and retaining employees. There is evidence that having a well-defined and carefully implemented employer brand leads to higher financial return (Fulmer, Gerhart, & Scott, 2003; Lievens & Slaughter, 2016; WillisTowersWatson, 2016). WillisTowersWatson (2016), an advisory, broking and solutions company, conducted research that supports this.

The significance for the Chevrah Kadisha, working in the non-profit setting:

- According to Sharif and Islam (2017), companies with established EVPs are able to reduce the financial package. (*Corporate Leadership Council*, 2008) study suggests that by up to 10% on base salary when attracting employees.
- Improving retention rate lowers cost of turnover (see Figure 12)
- Intangible benefits (see Figure 13)
- Sparrow and Otaye (2015) argue that there are no additional budget costs in implementing an EVP, as having an EVP streamlines established HR activities to achieve the company's core position, vision, mission and objectives.



Job level	Financial cost of turnover (% of annual compensation)*	% of employees at high risk of turnover**	Financial cost at risk***
Senior manager/Executive	74%	31%	23%
Professional	59%	25%	15%
Sales and customer/Client management	59%	27%	16%
Business support	48%	27%	13%

*Financial cost of turnover (FCOT) measured in our proprietary benchmark database
**% at risk of turnover taken from 2016 Global Workforce Study results
***Financial cost at risk=FCOT × % at risk of turnover

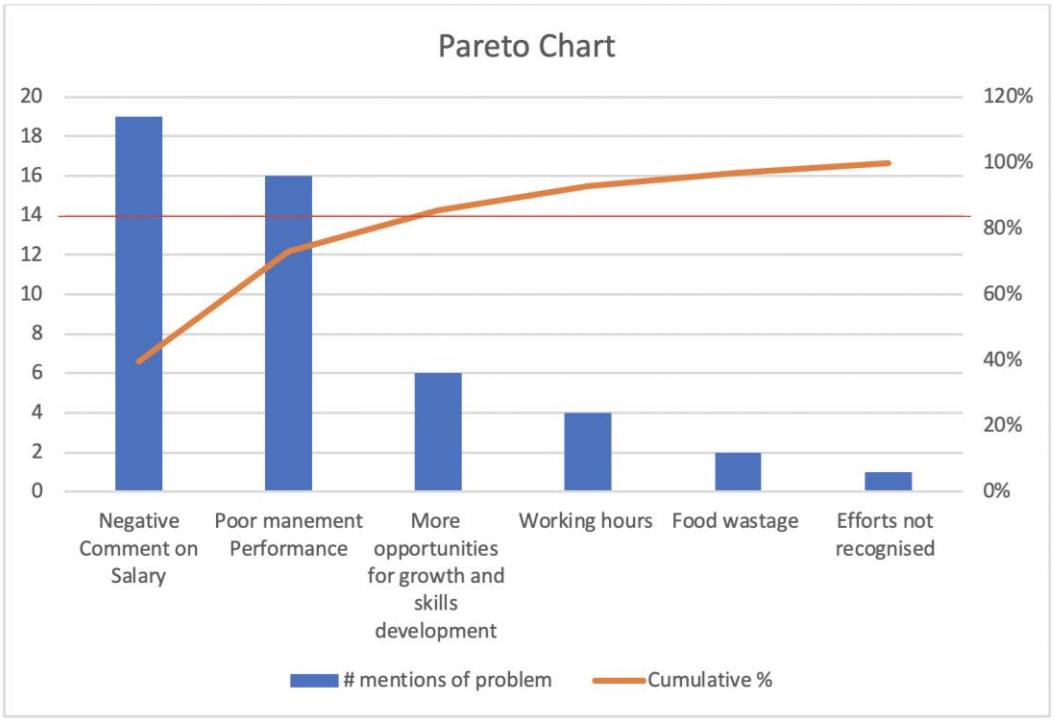
Figure 8: An example of the cost of employee turnover (WillisTowersWatson, 2016)



Figure 9: Intangible benefit (Devanna, Garrick, & Shimizu, 2014)

8.1.3 *Substantiate topics for academic research and issues requiring consulting intervention*

The comments section revealed problems that were outside of the scope of this consultancy project. The problems were charted onto a Pareto chart to reveal, according to the Pareto principal/ 80-20 rule, which problems should be addressed to solve 80% of the problems (Craft & Leake, 2002).



According to the Pareto chart, the following topics should be addressed:

Issues requiring consulting intervention	Topics for academic research
Negative comments on salary	Total rewards (non-financial rewards) in non-profit organisations
Poor management performance	Management performance models in non-profit organisations
More opportunities for growth and skills development	Non-profit specific skills development programmes

9 Conclusion

The Chevrah Kadisha does not have a defined EVP, nor do they know how the demographics of their organisation affects their EVP. The data analysis received indicated that the EVP do differ across gender, race and salary. However, it was found that the age demographic does not affect the EVP. The demographics that had the most impact on the EVP were race and salary, which were found to be were interlinked. The overall EVP of the Chevrah Kadisha was identified as transparent policies and procedures, good relationship with co-workers, full range of staff's skills used and adequate physical working space. The managerial implications are as follows: i) use the EVP that is related to female staff as a marketing tool to attract and retain female employees, ii) evaluate employment equity policy, iii) implement cultural training, iv) reduce silos between departments, v) evaluate current EVP against strategy to create a strategic EVP for the Chevrah Kadisha.

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11 Appendix 1

Functional vs Symbolic (Backhaus & Tikoo, 2004)	**Internal EVP constructs** Sengupta et all (2015)	**Questions**
Functional Value	Career potential values	• My work is interesting and stimulating. (1) • The full range of my job skills are being used (6) • I receive adequate training and development for my job. (10) • I have grown professionally or personally while at the Chevrah Kadisha (12)
	Feel good value	• I am able to balance my job and personal/family life (4) • I have job security (I am not worried about losing my job) (17)
	Comfort Values	• I feel that my working hours are fair (7) • My work space (office and building) allows me to do my job (16) • My work environment has adequate resources for me to do my job (18)
Symbolic values	Justice Value	• The policies and procedures of the Chevrah Kadisha are transparent (2) • I have a good relationship with my co-workers (3) • My direct manager's decisions are fair and ethical (9) • I have a good relationship with my boss (11) • We all work towards a common goal at the Chevrah Kadisha (15) • My direct manager treats all of his/her employees fairly (19)
	Employee engagement values	• The skills I am using in my job can be used in the future (5) • At the Chevrah Kadisha my efforts are recognised and appreciated (8) • I am proud to tell people that I work at the Chevrah Kadisha (13) • When someone criticises the Chevrah Kadisha, it feels like a personal insult (14)
	Esteem Value	• I understand where I fit into the structure of the organisation (20)

12 Appendix 2

Piloting the survey

Dear _____

I am evaluating a survey that I will be distributing next week, either via email or hardcopy. Before I distribute the survey, I would like to test it on a few people to make sure that the questions are easy to understand and are relevant.
Please can you spare a moment to answer the following questions and give me feedback on the survey. Please note that there is a Zulu/ Sotho option.
https://wits.eu.qualtrics.com/jfe/form/SV_9tMGofY1H70FGJf

1. *Were the questions clear and easy to understand?*
2. *Were any questions offensive?*
3. *Were any questions vague?*
4. *Any other comments?*

Kind regards,
Mika

13 Appendix 3

Employer Values at the Chevrah Kadisha

Dear employee of the Chevrah Kadisha;
My name is Mika Ambrose. I work for the Chevrah Kadisha and I am studying towards a Master's in Business Administration (MBA). As part of the MBA I am required to undertake a research project. I am inviting you to take part in my research project. Your participation is completely voluntary and taking part in this research will not benefit or harm you. The questionnaire should take approximately 10-15 minutes for you to complete.
The information received will be anonymous and no names or identifying information will be collected to ensure confidentiality. You may withdraw from the study at any time with no consequence to yourself.

Please indicate if you consent (agree) to partake in this research project:

- ○ Yes
- ○ No

Q1 Age

- ○ 20-30
- ○ 31-40
- ○ 41-50
- ○ 51-60
- ○ 61-70

Q2 Gender

- ○ Male
- ○ Female

Q3 Race

- ○ Black
- ○ White
- ○ Indian
- ○ Coloured
- ○ Other

Q4 In which department do you work?

- ○ Operations (kitchen, transport, maintenance)
- ○ Protected Employment
- ○ Social services
- ○ Selwyn Segal
- ○ Lodge and square
- ○ Sandringham Gardens
- ○ Our Parents Home
- ○ Arcadia
- ○ Revenue department

Q5 What salary bracket best describes your gross monthly income per month?

- ○ Less than R5 000
- ○ Between R5 001 - R10 000
- ○ Between R10 001- R15 000
- ○ Between R15 001 - R20 000
- ○ Between R20 001- R25 000
- ○ Between R25 001- 30 000
- ○ Above R30 000

Q6 Please answer the following questions to the best of your ability	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
My work is interesting and stimulating. (1)	○	○	○	○	○	○	○
The policies and procedures of the Chevrah Kadisha are transparent (2)	○	○	○	○	○	○	○
I have a good relationship with my co-workers (3)	○	○	○	○	○	○	○
I am able to balance my job and personal/family life (4)	○	○	○	○	○	○	○
The skills I am using in my job can be used in the future (5)	○	○	○	○	○	○	○
The full range of my job skills are being used (6)	○	○	○	○	○	○	○
I feel that my working hours are fair (7)	○	○	○	○	○	○	○
At the Chevrah Kadisha my efforts are recognised and appreciated (8)	○	○	○	○	○	○	○
My direct manager's decisions are fair and ethical (9)	○	○	○	○	○	○	○

I receive adequate training and development for my job. (10)	○	○	○	○	○	○	○
I have a good relationship with my boss (11)	○	○	○	○	○	○	○
I have grown professionally or personally while at the Chevrah Kadisha (12)	○	○	○	○	○	○	○
I am proud to tell people that I work at the Chevrah Kadisha (13)	○	○	○	○	○	○	○
When someone criticises the Chevrah Kadisha, it feels like a personal insult (14)	○	○	○	○	○	○	○
We all work towards a common goal at the Chevrah Kadisha (15)	○	○	○	○	○	○	○
My work space (office and building) allows me to do my job (16)	○	○	○	○	○	○	○
I have job security (I am not worried about losing my job) (17)	○	○	○	○	○	○	○
My work environment has adequate resources for me to do my job (18)	○	○	○	○	○	○	○

My direct manager treats all of his/her employees fairly (19)	○	○	○	○	○	○	○
I understand where I fit into the structure of the organisation (20)	○	○	○	○	○	○	○

14 Appendix 4

בס"ד

ChevrahKadisha
PROTECTED EMPLOYMENT SERVICES

To whom it may concern,

This letter serves as an acknowledgement that Mika Ambrose, ID: 9101240308087 student number: 360181, is allowed to use the Chevrah Kadisha as the subject for her applied research project as part of her Master's in Business Administration (MBA).

Yours Faithfully

Tracy Mayhew

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