

Attributes of an Employee Value Proposition valued by health-care workers employed by NPOs in South Africa

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ABSTRACT

In an environment where there is high competition to attract talent, NPOs need to tailor and implement an Employee Value Proposition (EVP) that will attract and retain talented valued health-care workers (HCWs).

This study investigated the attributes that were valued by HCWs employed by NPOs in South Africa. A quantitative methodology was used for the two stages of the study. A panel of experts utilised a survey to establish 18 attributes that they perceived were valued by HCWS. A total of 119 HCWs responded to a survey in order to identify the most valued attributes of an EVP. The Shotgun stochastic algorithm was used to establish the classification in the attributes desired by HCWs.

The results of the study established that the total sample of 119 HCWs value *autonomy, empowerment, manager quality, respect, employment security and compensation*. Unlike other studies conducted on EVP, this research study found that HCWs did not value *compensation* most, but preferred attributes such as *autonomy and empowerment*.

The study further revealed differences in the preferences of the different sub-groups. Results from the male group of HCWs aligned with those from the CLC, where it was found that males valued *compensation* most. Females desired *respect* and *manager quality* while males desired *feedback* and *organisational stability*. The nurses group preferred *ethics* in comparison with the allied worker group that substituted ethics for *manager quality* in their preference. The results for the clinic type of organisation revealed that *empowerment* was the most desired attribute while the service provider type of organisation valued *ethics*

DECLARATION

I, Hameline Chimuka, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination at this or any other university.

Hameline Chiedza Chimuka

Signed at

On the day of 20.....

DEDICATION

This research report is dedicated to my children, Tinovonga and Tavonga, for their support, understanding and patience during the course of my studies.

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CHAPTER 1: INTRODUCTION

1.1 Purpose of the Study

The purpose of this research was to establish the perceptions of health-care workers (HCWs) employed by Non-Profit Organisations (NPOs) with regard to the most valued attributes of an Employee Value Proposition (EVP). This study was conducted on four NPOs based in South Africa, who work to deliver programmes that focus on HIV/AIDS management.

1.2 Context of the Study

In today's globalised environment, with very competitive international labour markets, organisations strive to position themselves as employers of choice (Wickham, O'Donohue, & Hanson, 2008). These organisations increasingly encounter difficulties with the attraction and retention of highly talented and critical skilled employees (Watson, 2013). Differentiation is therefore, crucial to stay ahead of competition.

According to a survey conducted by Mckinsey, "superior talent will be tomorrow's prime source of competitive advantage" (Mckinsey, 1998). Therefore, in order to seek and maintain sustainable competitive advantage as employers of choice, organisations need to implement strategies that effectively communicate the organisations' offerings to both prospective as well as existing employees. At the core of this is the implementation of an EVP.

The Corporate Leadership Council (CLC) defined EVP as "the set of attributes that the labour market and employees perceive as the value they gain from employment in the organisation" (CLC, 2006a). Minchington (2006) described EVP as the set of associations and offerings provided by an organisation in exchange for "the skills, capabilities and experiences an employee brings to the organisation". Minchington (2006) further expanded that an EVP must be

unique, relevant and compelling if it is to sustain competitive advantage for the organisation.

The CLC further urged that an Employee Value Proposition reduces employee turnover and retention costs as well as the costs of attracting, recruiting and retaining high potential individuals (CLC, 2006b).

An EVP however needs to be customised to suit the different types and levels of employees in the organisation (AWRA, 2014), otherwise it does not have value. Smith (2010a) further stated that an EVP must be positioned to offer what the employee desires rather than what the organisation wishes to provide. It has to be employee centred and focused.

Non-Profit institutions working to alleviate the effects of HIV/AIDS, like other industries in South Africa, are faced with skills shortages, and struggle to attract skills targeted at their interventions (Kilbey, 2014). This applies to HCWs and their managers. These challenges are evident in spite of the HIV epidemic being more than 50 years old (AIDS Institute, 2014). The Non-Profit sector employs experienced, trained health-care workers (HCWs) specialising in HIV/AIDS who are also highly sought after, especially by the private and public health sectors. In some cases, in addition to having technical medical expertise, they are required to have management experience, a skills combination which is difficult to find. Non-profit staff who have these attributes therefore operate in an environment where they have seemingly infinite options of potential employers. Hailey (2006) concluded that there exists a “leadership deficit” in NPOs due to the nature of the NPO organisation. In addition to having budgetary constraints due to the nature of donor-funded organisations, employers in this industry are faced with pressure to have the appropriate EVP that alleviates this pressure in order to source talent from a restricted talent pool (Manpower, 2009a) and remain ahead of the competition.

In addition to an attractive remuneration package, NPOs need to strategise and consider other non-financial incentives such as company attractiveness, how the organisation conducts itself, the organisation’s ethics, work-life balance and opportunities for personal growth (Mayhew, 2014).

1.3 Problem Statement

1.3.1 Main problem

This research project sought to identify the most important attributes of an EVP, as desired by HCWs in Non-Profit organisations based in South Africa.

1.3.2 Sub-problems

The first sub-problem was to determine the list of attributes of an EVP that are relevant to HCWS in Non-Profit organisations in South Africa.

The second sub-problem was to determine the priority order of desired EVP attributes. This was done for the entire sample and for a number of sub groups.

1.4 Significance of the Study

The study determined the desirable attributes applicable to HCWs employed in the Non-Profit sector. The study intended to identify those values that employees recognise as valuable and particularly seek out when searching for a potential employer. The study identified those values and benefits employers should consider to attract the talent they require and to sustain their status as employer of choice. NPOs therefore, need to strategise and supply those benefits that are tailored towards satisfying and closing the gap between that which is desired and what is offered. All too often, employees are attracted by what they perceive to be offered by the organisation, only to be disappointed once they have joined the organisation (AWRA, 2014).

This study attempted to assist South African-based NPO senior management and Human Resource Managers, to create policies that will ensure retention of a motivated and talented staff in the organisation for as long as possible. The findings of this study are hoped to enable organisations to realise that it is important to build and sell an employer brand that is recognised and has value (Manpower, 2009b). The study has sought to answer the question so often asked by organisations, “what do employees want from an organisation such as

ours?” and “How can we best attract and retain skilled talent?” The policies developed and implemented have to be appealing to those individuals that the organisation wishes to retain (Manpower, 2009c).

1.5 Delimitations of the Study

The research was conducted in four Non-Profit institutions in South Africa. These NPOs work towards delivering programmes that focus on HIV/AIDS management. The research was conducted on nurses and allied workers consisting of counsellors and pharmacy assistants. The study excluded medical doctors employed in this sector because of perceived differences of what the doctors and lower level HCWs consider to be valuable in an EVP.

1.6 Definition of Terms

Employee value proposition: “The set of attributes that the labour market and employees perceive as the value they gain from employment in the organisation” (CLC, 2006a).

Employer of choice: “Becoming an employer who potential and existing employees want to work for, over and above others in the same market place” (Billet, 2012).

Employer Brand: “The package of functional, economic and psychological benefits provided by employment and identified with the employing company” (Ambler & Barrow, 1996).

Health-care-worker: “Any person (e.g. an employee, student, contractor, attending clinician, public-safety worker or volunteer) whose activities involve contact with patients or with blood or other body fluids from patients in a health-care setting” (McGee, Cupell, Higgins, Renshaw, & Shaver, 2001).

Non-Profit Organisation: “Non-profit institutions are legal or social entities created for the purpose of producing goods and services, whose status does

not permit them to be a source of income, profit, or other financial gain for the units that establish, control or finance them” (UN, 2003).

1.7 Assumptions

The following assumptions were made:

- All respondents have a clear understanding of EVP once it was explained to them before the survey commenced.
- Respondents responded independently and honestly in a fair method.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Implementing a valuable and relevant EVP has been identified as one way of attracting and retaining talent.

This literature review commences by providing a background and explaining the dynamics that are specific to the South African labour market. This provides a context regarding the type of labour market that HCWs are working in as well as the environment in which South African NPOs operate.

2.2 Employee Value Proposition Explained

According to Kochanski and Ledford (2001) EVP are all the rewards that an organisation offers in return for continued employment and dedicated effort. EVP is the benefit an employee derives from his or her membership in an organisation (Heger, 2007) and it has been related to the level of engagement experienced by the employees with regard to the organisation as well as the performance of the business. EVP has also been connected to job satisfaction and retention of staff and De Jonge and Schaufeli (1998) are in agreement with this finding. They state that HCWs who claimed that they were satisfied with their jobs, cited that they had autonomy in their job functions. EVP differentiates a successful organisation from an unsuccessful one and employees who perceive their organisation as not having a competitive EVP are not as engaged as those who do. Minchington (2012) supported this definition and added that EVP is “a set of functional and emotive associations and offerings provided by an organisation in return for skills, capabilities and experience an employee brings to the organisation”. EVP considers offerings such as career development, monetary compensation, and the employment environment. It answers the question “What’s in it for me?” and “what more can you offer me?”.

For EVP to be a success, EVP has to be employee-centred and not employer focused (Smith, 2010-2011b).

Employee Value Proposition to some employers and employees is defined as an organisation being an employer of choice (Billet, 2012). The extreme competition for skilled labour has presented challenges that employers who wish to stay ahead of the competition cannot ignore. Organisations need to offer and have a valuable EVP that attracts and retains the desired skilled labour. The EVP has to appeal to the targeted applicant pool.

EVP definitions are synonymous with employer branding, which according to Yüksel (2009), and defined by Ambler and Barrow (1996) is the “package of functional, economic and psychological benefits provided by employment and identified with the employing company”. Employer branding, like EVP, identifies the benefits and values on offer and what an organisation promises its potential and current employees. Employer branding is intended to win the war of talent (Yüksel, 2009) and sustain the organisation’s employment competitive advantage. It separates the organisation from the rest and sets it apart as *the* place to work.

In summary, an EVP should include those attributes and benefits an employee holds dear. It is what employers should offer as benefits in order to maintain market positioning in the labour market and retain critical talent.

2.3 Why an Employee Value Proposition?

Employee Value Proposition has been identified as a strategic differentiator for companies when recruiting and when making efforts to retain talented and valued staff members (Bell, 2005). According to INSEAD (2007), it is an increasingly difficult art to master. It is therefore especially important that organisations clearly define the attributes of their employment offerings that set them apart from their competitors. What is communicated has to be genuine and organisations have to deliver on their promises (Jeremy, 2009). In addition, management have to be seen to “walk-the-talk”. Ultimately, they need to close

the gap between what employees perceive to be offered and what they actually offer.

According to Tower Watson (2013) organisations that implement EVP strategies effectively will more than likely have staff that are engaged and publish financial results that are better than companies that do not implement these strategies.

Many organisations have perfected the art of customer satisfaction, but have neglected to do the same for their most valued assets: the employees. Employees who are there to serve the customers should be equally happy with what the organisation offers them. Organisations need to use the same methods they apply to customers to their employees in order to be successful (Dewhurst, Guthridge, & Mohr, 2009).

Today's prospective employees are just as concerned about selecting the organisation they wish to be employed by, just as much as electing the right job. It is no longer about the job only, but what the organisation has to offer (Srivastava & Bhatnagar, 2010). Employers, therefore, need to clearly demonstrate why individuals should look forward to working for them, especially when organisations consider the shortage of skilled talent.

2.4 The South African Labour Market

Today's South African labour market is largely defined by its history dating back to the apartheid era, where white males were universally advanced in the workplace. Discrimination was prevalent, as women who were both white and those of colour, were on the receiving end of unfair labour practices (Oosthuizen & Naidoo, 2010). Since 1994, the Government has made a concerted effort to rectify the injustices and inequities that were products of apartheid. Various policy decisions and laws have been promulgated to address previous inequalities. These are briefly discussed below.

2.4.1 Employment Equity Act (EEA) 1998

The Employment Equity Act (Republic of South Africa, 1998) requires employers to implement preferential treatment to those who are recognised as previously disadvantaged. These included black people (male and female), white women, Indians, coloureds and those who are physically disabled. It seeks to implement fair treatment by disallowing unfair discrimination. The EEA is also used to implement affirmative action measures that ensure that “suitably qualified employees from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels of the workforce” (EEA, 1998), as upheld by South Africa’s constitution.

2.4.2 Broad-Based Black Economic Empowerment Act (BBBEEA) 2013

The BBBEEA has established a legislative framework for the promotion and measurement of black economic empowerment. Although this Act does not target the Non-Profit sector specifically, its objectives are to promote economic transformation to enable active economic participation by black people. It also aims to achieve transformation in the composition of companies that are owned and managed by black people; this includes promoting access to financial resources (BBBEEA, 2013). The Act has nine codes that stipulate applicable measures. Most notably the code that is most applicable to NPOs is Code 300, which measures the employment element of Broad-Based Black Economic Empowerment (BBBEE). The Act requires that all employers report to the government concerning the compositions of junior, middle and senior management staff, commensurate with the transformation targets within these levels. Non-compliance to transformation does not necessarily hold financial penalties but has consequences on reputation risks, especially for institutions such as the four NPOs identified in this research that work closely with the South African Government.

Both the EEA and the BBBEEA have good intentions of rectifying past wrongs in the South African labour market, but these Acts often present challenges. Because of past discriminatory activities of the apartheid regime, South Africa

today experiences skills shortages and experiences scarce skills. Scarce skills are defined by the Department of Labour and Sectoral Education and Training Authorities (SETA), as quoted by Daniels (2007) as “a scarcity of qualified and experienced people, currently or anticipated in the future, either because such skills are not available or because they are available but do not meet employment criteria”. South Africa also experiences a shortage of critical skills which are defined as “a particular occupational skills requirement for performance within that occupation” (Daniels, 2007). The South African Government acknowledges this fact and goes further to say that these shortages are constraining growth of the South African economy and exerting pressure on employers to meet targets that are sometimes impossible due to the shortage of qualified people. This has resulted in the introduction of The Human Resource Development Strategy to rectify and address skills scarcity. The Human Resource Development Strategy calls on all stakeholders of the economy to address the challenges of skills shortages (Department of Education, 2009).

The combination of the above Acts and the fact that the South African labour market still experiences critical skills shortages has a negative effect on Non-Profit institutions’ policies for attraction and retention of skilled staff (Kilbey, 2014). The need to recruit a certain race and gender limits the labour market.

2.5 Staffing NPOs

According to a study conducted by the Chartered Institute of Personnel Development (CIPD) in 2010, citing Loquercio (2006), the Non-Profit sector also experiences difficulties in recruiting and retaining management and technical professional staff. Due to the nature and pyramidal structure of Non-Profits, they face shortages in all segments of their structures (Ryder, 2008). This results in very few future prospects for those who desire to be promoted, adding complications to the retention of skilled staff. Furthermore, the nature of donor-funded organisations further exacerbates this situation as project-based

funding is sometimes solely intended to be restricted to specific project activities.

Donors are very focused on ensuring that as much of their funding goes to project activities, leaving very little for overheads and human resource directed activities (James, 2004). Investment in staff development, training and capacity building for staff is not a priority, which adds pressure to staff retention strategy efforts (Karabi C. Bezboruah, 2008). James (2004) further confirmed that skilled and competent programme managers in the Non-Profit sector are difficult to retain due to a large demand for their services, as they are not only demanded by other NPOs but by the public sector as well. NPOs are not sustainable in the long-term due to the nature of their funding, and this adds pressure on employers to attract and retain talent. This South African Government has confirmed that (SA, 2013) retrenchment in NPOs is high, with 33.5% of South African NPOs retrenching staff due to funding shortages in 2012.

It is of paramount importance therefore that Non-Profit employers initiate and implement strategies that are specific to their sector in terms of delivery of an employee value proposition. A tailored EVP strategy that is relevant to Non-Profit HCWs is supremely important in this environment.

According to Bennett *et al* (2011), NPOs have gaps in leadership skills and abilities. These skills pertain to critical thinking, project management and health service management which is critical in the context of NPOs that seek to strengthen health systems (Bennett et al., 2011). Smith (2013) agreed with this analysis, particularly when the South African context is considered. Smith (2013) stated that there is a shortage of skilled project managers, by explaining that they lack skills in planning and monitoring and evaluation, which plays a key role in delivering successful donor-funded programmes (Smith, 2013). South Africa, in particular according to Kilbey (2014) and supported by Gilson (2011) in their overview of health reform agree that organisations struggle with leadership and management capacity, especially in the public sector. Gilson (2011) in particular, stated that the public health-care system, from where the majority of managers are sourced, lack “stewardship, leadership and

management of different aspects of the health system". This situation is further aggravated by high turnover of NPO staff due to the lack of subsidies from the government, which impacts service delivery of NPOs (Viljoen, 2009). NPO employees with the desired skills are therefore in great demand. This research project however focused on HCWs as they are critical to health service management.

2.5.1 The Context of HCWs Employed by NPOs

Today's HCW working in an NPO is widely sought after. In 2006 the World Health Organisation (WHO) estimated that the global deficit of health-care staff was about 2.4 million and Sub-Saharan Africa faced the most profound shortage (WHO, 2006; Ledikwe et al., 2013). In 2007, WHO further emphasised that shortages of HCWs working to prevent and treat HIV infections were a critical factor in the success of prevention efforts (WHO, 2007). South Africa as a nation faces a skills deficit in the public health sector for both doctors and nurses (Long, 2011) The health education system does not currently train enough HCWs and together with low pay and in some cases, poor working conditions, as well as the risk of contracting HIV confirms that this is not a very attractive sector in which to be employed (WHO, 2007) .

HCWs are sought after by competing NPOs, the public sector as well as the private sector. Despite HIV being in existence for more than 50 years the talent pool with the appropriate HIV-targeted skills mix and requisite experience of those equipped and trained to deal with the HIV epidemic is still very small (WHO, 2006; Tawfik & Kinoti, 2003a). HCWs are faced with the psychosocial stress of dealing with the very large numbers of patients requiring treatment as well as HIV-related deaths (Tawfik & Kinoti, 2003b). This is in addition to the stress of exposure to HIV during the HCWs day-to-day work.

HCWs were the target of this research. Due to the shortage discussed above, it is imperative therefore that NPOs identify the attributes that are valuable in order to implement a desirable EVP to attract and retain skilled staff who are able to deal with the related stresses in the sector.

2.6 Desired Attributes of an EVP, from the Perspective of Health-Care Workers

The first sub-problem sought to determine the list of attributes of an EVP that are relevant to HCWs who work in the Non-Profit sector in South Africa. The (CLC, 2006c) stated that organisations of all types, report and recognise that talent is in short supply and they attribute this situation to the intensifying competition for talent and increased workforce complexity. Because employees are the most valued asset of an organisation, it follows therefore that priority should be given by NPOs to determine the attributes that offer the greatest value to HCWs, and to realise that particular aspects of these attributes contribute to the retention of valued staff.

Very little literature exists regarding the EVP attributes that are valued by HCWs. The literature that is available is mostly on job satisfaction and motivation of nurses and HCWs. A valued EVP leads to job satisfaction and retention of staff and HCWs who are motivated in their positions in turn identify with the organisation's offering in an EVP. Ellenbecker (2004) concluded that the attributes that are realised and valued by nurses lead to their retention on the job and these attributes are particularly related to autonomy in patient relationships and within their profession, and extend to fair compensation, manageable stress and workload levels, and health benefits, amongst others. Utriainen (2009) further identified the following attributes that lead and contribute to job satisfaction for nurses: Human relationships with co-workers, feelings of togetherness, interaction and communication, team work, social climate and ethicality and peer support. Schaay (2011) added work-family relationship, supportive leadership, work environment, manageable and suitable workload, system of nursing practice, salary and benefits, variety of work, autonomy and professionalism and professional development to the list of desirable EVP attributes. The South African health-care system is known for deficiencies and weaknesses in training, support and supervision of HCWs as well as for poor leadership and management capacity that influences the

aspects of EVP HCWs looking for employment will consider to be valuable (Schaay, 2011).

Several studies have shown that in addition to staff shortages, motivation of HCWs is a problem in the workplace that often results in low service delivery to patients and clients (Mathauer, 2006). It can be concluded therefore that attributes of a valued EVP for HCWs should work towards ensuring that HCWs are motivated on the job. Mathauer (2006) also suggested that not only are financial incentives important, but more attention should be focused on the introduction of non-financial motivators and Mathauer cited good leadership and supportive management as examples of non-financial motivators. While this is supported by a World Health Organisation report (WHO, 2006), the WHO report confirmed that while financial incentives remain important, HCWs “supervision schemes, recognition schemes, performance management, training and professional development, good strategic leadership, participation mechanisms and intra-organisational communication processes” are further motivators for HCWs (WHO, 2006).

As literature does not provide any detailed studies for the EVP attributes desired by HCWs, the researcher utilised well known EVP attribute studies that have been conducted on a large scale and in different organisations.

A review of three studies that studied EVP is provided in the ensuing paragraphs in order to ascertain the EVP attributes that are most valued by HCWs.

2.7 EVP Attributes – McKinsey

In an in-depth study conducted in 77 large American organisations, with over 6 000 employees, McKinsey (1998) stated that an appealing EVP should be classified accordingly:

- Great company (brand)
- Great jobs (products)

- Compensation and lifestyle (price) (Chambers, Foulon, Handfield-Jones, Hankin, & Michaels, 1998)

The multinational management consulting firm categorises these classifications to further attributes, as outlined in Figure 1 below:

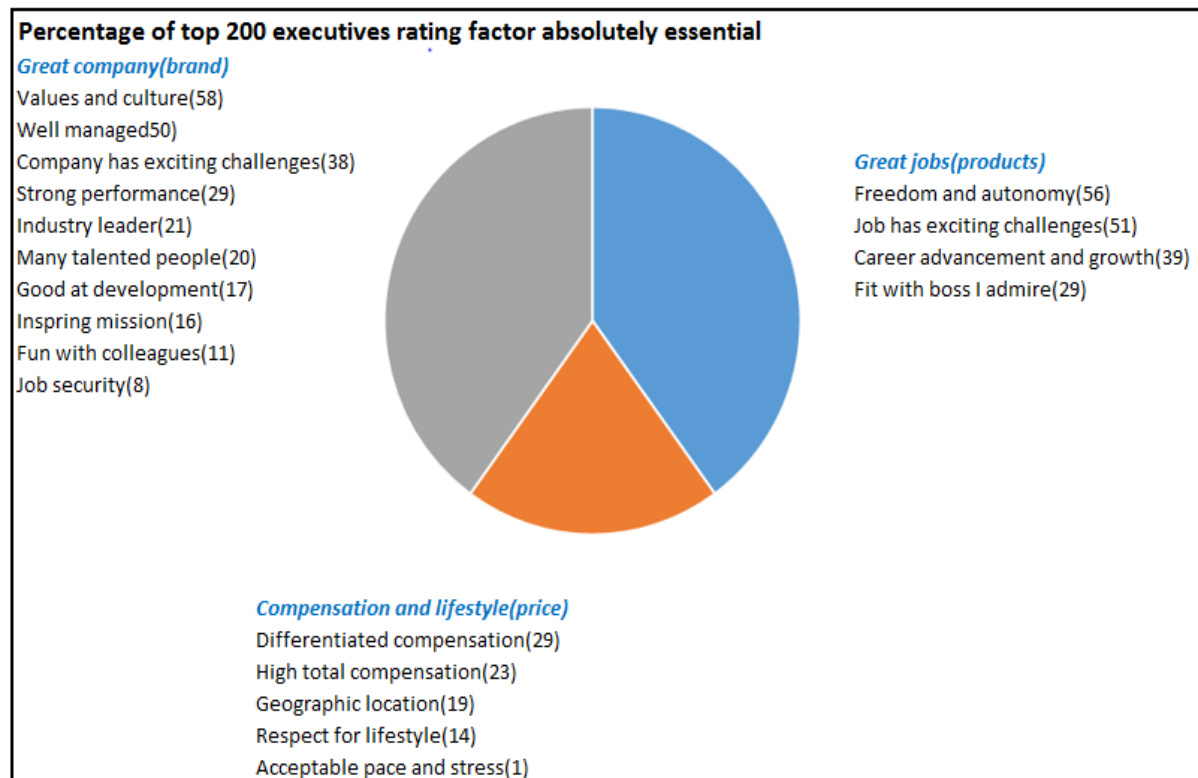


Figure 1: Factors that motivate talent in an organisation (McKinsey, 1998)

The McKinsey study (1998) demonstrated that those organisations that deliver on a valuable EVP are successful and are able to source and retain talent. Companies that successfully integrate and implement this EVP offering are readily able to answer the question “Why would a talented person want to work here?”

2.8 EVP Attributes – Corporate Leadership Council

In 2006, the Corporate Leadership Council (CLC) surveyed 58 000 respondents in 90 organisations in 384 industries. In this survey, CLC identified a list of 38 attributes that were divided into five categories. The attributes were selected

from a wide variety of sources such as job postings, press articles, company websites, consultants and other literature (CLC, 2006d). Definitions of these attributes are shown in Appendix 1. Figure 2, shows details of the five categories, namely: rewards, opportunity, organisation, work and people and the relevant attributes of each division (CLC, 2006d).

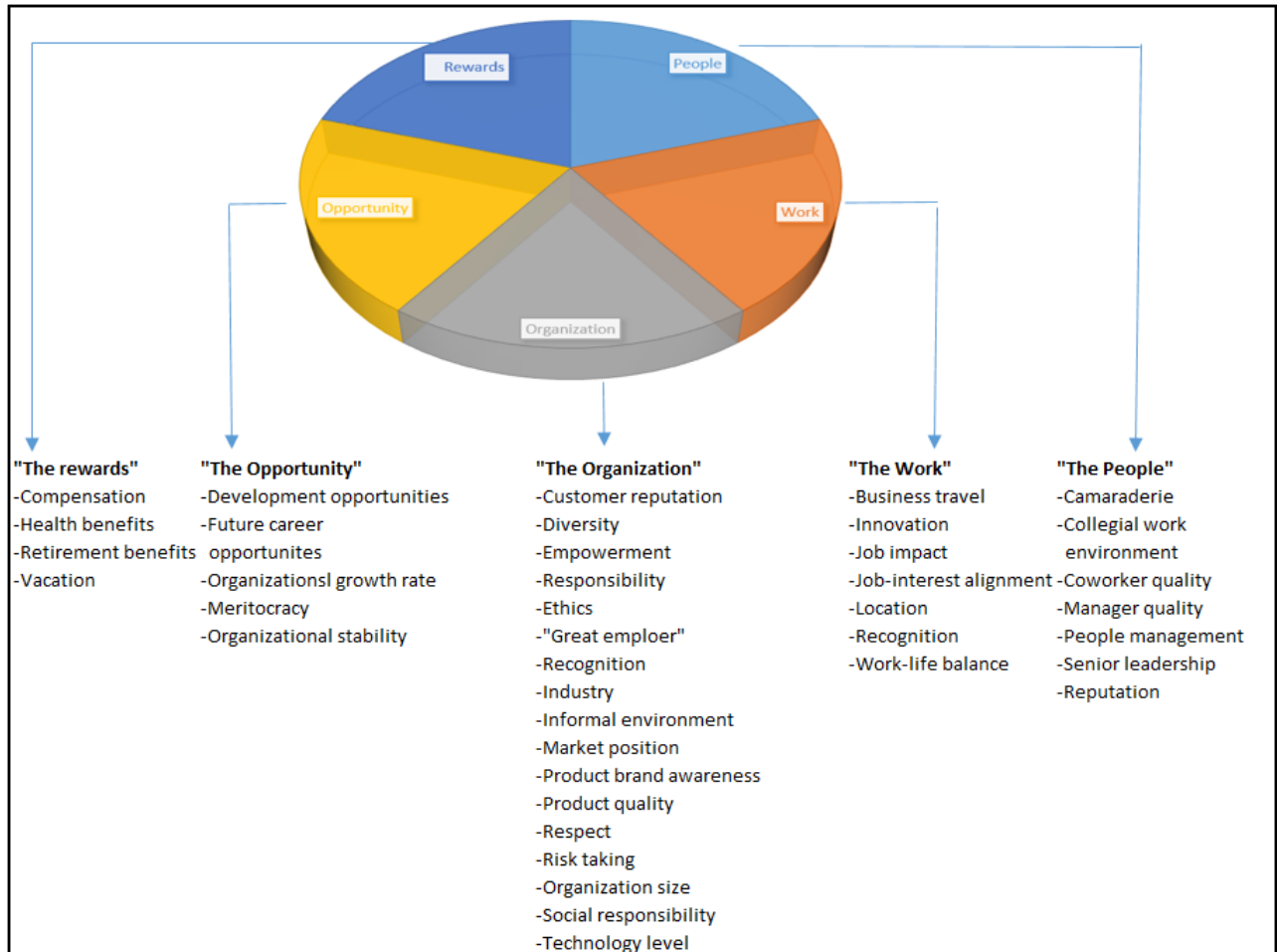


Figure 2: Five EVP attributes for successful organisations (CLC, 2006d)

The survey conducted by the CLC was employee focused and defined attractive characteristics from the perspective of the labour market (CLC, 2006a).

According to the Corporate Leadership Council, the 38 attributes identified in their 2006 study may be generalised to most types of organisations due to the fact that the sample covered a diverse group of organisations, industries and countries. The CLC study, however did not state whether NPOs took part in the study. CLC further stated that because their sample was very large (58000

employees) it increased the accuracy and representation of the population (CLC, 2006a). The current research study, therefore, assumed that the 38 attributes are a good representation of the attributes that HCWs are likely to find attractive.

2.9 EVP Attributes – Sibson Consulting

In 2010 Sibson Consulting, a human resources firm, conducted a rewards at work study in the United States. The study's objective was to gain an understanding of what employees perceived to be valued EVP attributes (Kochanski, 2010). The study concluded that there are five main categories of attributes, as detailed below:

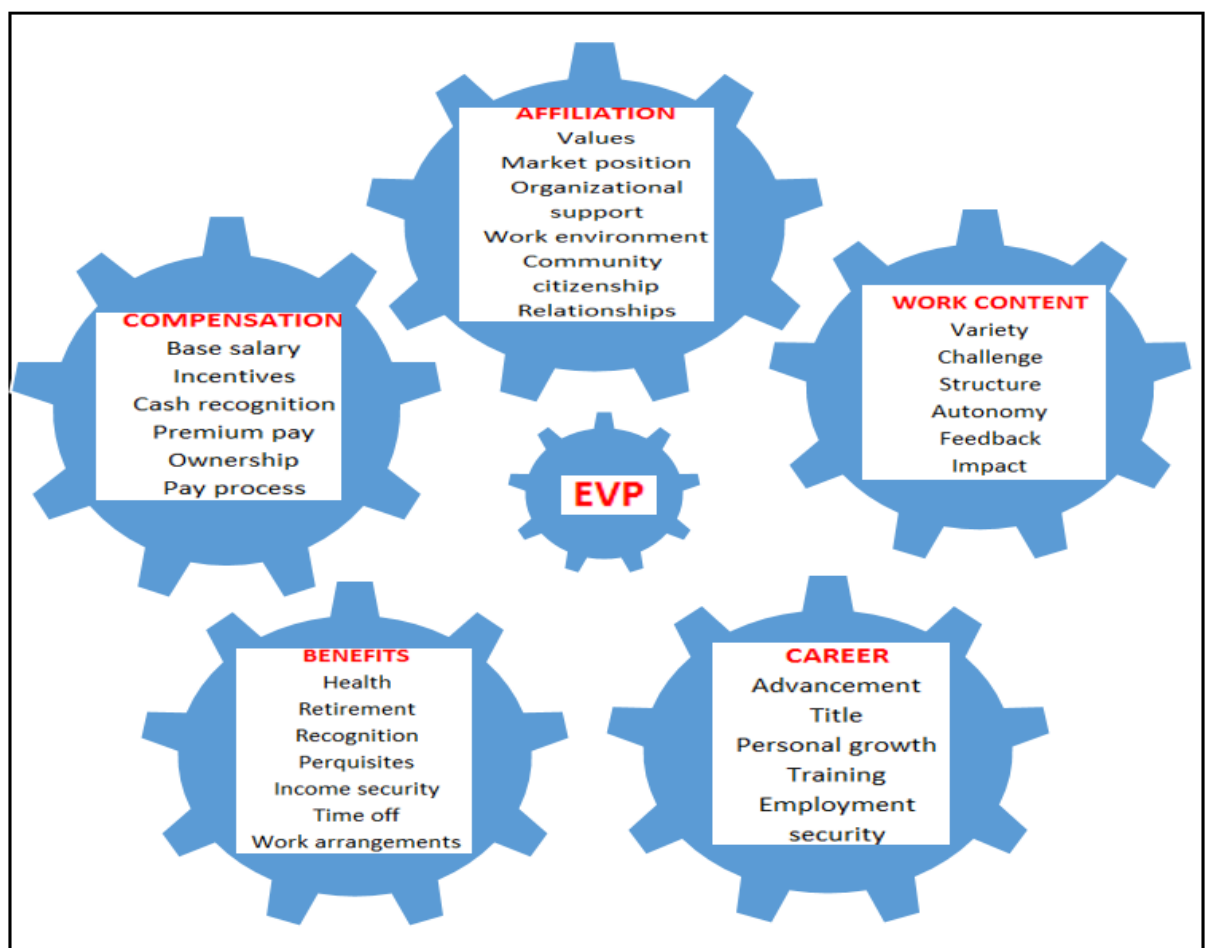


Figure 3: Five EVP attributes of successful organisations according to Sibson Consulting (Sibson Consulting, 2010)

Sibson consultants agreed with the results of the Corporate Leadership Council, but further stated that EVP should be broadened to Employee Value Exchange (EVE). They define EVE as “the balance between the rewards employers offer and the expectations they set in exchange for those rewards” (Kochanski, 2010).

2.10 Consolidation of Attributes from Three Sources

Table 1 below represents a consolidation of all three sources (Mckinsey, 1998), (CLC, 2006d), (Sibson Consulting, 2010) that conducted studies on EVP attributes, to form one exhaustive list of EVP attributes. The list of categories used was those from the Corporate Leadership Council as these are broad and largely representative.

Table 1: Consolidated list of 46 attributes

Category	No	Attributes	McKinsey (1998)	CLC (2006)	Sibson (2010)
Rewards	1	Compensation	√	√	√
	2	Health benefits		√	√
	3	Retirement benefits		√	√
	4	Vacation		√	√
Opportunity	5	Development opportunity	√	√	√
	6	Future career opportunities	√	√	√
	7	Organisational growth rate		√	
	8	Meritocracy		√	
	9	Organisational stability		√	√
Organisation	10	Customer reputation			√
	11	Employment security	√		√
	12	Diversity		√	
	13	Empowerment		√	
	14	Environmental responsibility		√	√
	15	Ethics		√	
	16	"Great employer" recognition		√	
	17	Industry		√	
	18	Informal environment		√	√
	19	Market position	√	√	√
	20	Person-organisation fit (values & culture)	√		√
	21	Product brand awareness		√	
	22	Product quality		√	
	23	Respect		√	
	24	Risk taking		√	
	25	Organisational size		√	
	26	Social responsibility		√	
	27	Technology level		√	
	28	Trust			√
Work	29	Autonomy	√		√
	30	Business travel		√	
	31	Challenge	√		√
	32	Feedback			√
	33	Innovation		√	
	34	Job impact		√	√
	35	Job-interests alignment	√	√	
	36	Location		√	
	37	Meaningfulness			√
	38	Recognition		√	√
	39	Work-life balance	√	√	√
	40	Variety		√	
People	41	Camaraderie	√	√	
	42	Collegial work environment		√	√
	43	Co-worker quality	√	√	
	44	Manager quality	√	√	
	45	People management		√	
	46	Senior leadership reputation	√	√	

In previous research on EVP, Bhoola (2013) consolidated attributes from the Corporate Leadership Council, Sibson and Rajha amongst others to determine the list of attributes. In similar fashion, this research study has used attributes from the Corporate Leadership Council, Sibson and McKinsey and the same 46 attributes have been developed. It was noted that the attributes from McKinsey are in agreement with those of the CLC and Sibson.

HR managers and managers of HCWs were presented with the list in Table 1 to validate whether the list is relevant, during the first phase of the study.

2.11 Conclusion of Literature Review

In a labour market where there are growing talent shortages, NPOs need to clearly identify their value to their employees. An effective way of doing this is by identifying the attributes that are relevant to a valuable EVP. NPOs need to attract HCWs who are demanded by both the public and private sector. They have to offer them something of value in order to attract and retain them, and this needs to be specifically targeted at that segment. By clearly articulating the EVP attributes that are valuable, NPOs will build and sustain a competitive advantage.

2.12 Research Questions

Research Question 1

What is the list of attributes of an EVP that are relevant to HCWs in the Non-Profit sector in South Africa?

Research Question 2

What are the attributes of an EVP that are desired most by HCWs in the Non-Profit sector in South Africa?

CHAPTER 3: RESEARCH METHODOLOGY

Chapter 2 discussed the available literature and relevant studies regarding Employee Value Proposition. It reviewed the context regarding HCWs employed by NPOs.

This chapter is intended to discuss the approach that was utilised by the researcher to determine the top most important attributes of an Employee Value Proposition for HCWs who work in four NPOs in South Africa. The chapter comprehensively expounds on the population that was used to generate a sample, as well as the method and design of the questionnaire.

3.1 Research Methodology / Paradigm

A quantitative methodology was used in this research study. The research sought to identify a desirable list of attributes of an EVP that is categorised in order of importance. Creswell and Clark (2007) conclude that quantitative research allows the researcher to “use post positivist claims for developing knowledge” and facts. It is a research method that collects data on instruments that have been determined to yield meaningful statistical data. The methodology involves the collection of numerical data and analysis this data using mathematical methods (Sage, 2010).

Quantitative methodology was identified as most appropriate for this study as it enabled a forced ranking of attributes from a list that was pre-determined. The survey was conducted in two phases and for each phase the survey was the research instrument tool to collect data. Questions were closed-ended questions. Both surveys provided the option to the respondents to provide additional attributes that they felt were not represented in the survey questionnaire.

3.2 Research Design

The research was completed in two phases, as detailed below.

3.2.1 Expert validation process

The first phase involved HR Managers and managers of HCWs from the four NPOs who were provided with the list of 46 attributes of EVP in Table 1, as collected from literature, and also included their own various definitions. As the methodology was premised on a constructivist perspective - that is based on an individual's working experience and knowledge - the HR and HCWs' managers were the best people to constitute the expert validation team (Creswell, 2013). These staff members were requested to review the list and validate relevance and completeness of the list by marking with a tick those attributes they felt were relevant and marking with a cross those they felt were irrelevant. This first phase was designed to answer the first research question, "What is the list of attributes of an EVP that are relevant to HCWs in the Non-Profit sector in South Africa?".

3.2.2 Consolidation of the list of and partial classification of attributes

Input from the expert validation process was consolidated and the final list was developed and formed the second phase of the study. This was administered through a questionnaire to the HCWs in four NPOs.

The survey comprised of statements that were classified to generate the top most important attributes. HCWs were then requested to partially rank these attributes from 1 to 10. According to Orme (2002), this is ordinal data, which is ideal when requesting respondents to rank items in order. The survey was conducted using a manual questionnaire. Responses from the HCWs were analysed using the shotgun stochastic algorithm, which according to Stacey (2006) is appropriate for analysing partially ranked data. Responses to this second phase answered the second research question: "What are the attributes

of an EVP that are desired most by HCWs in the Non-Profit sector in South Africa?”

3.3 Population and Sample

3.3.1 Population

The population for the first phase of the research comprised of HR managers and managers of HCWs from each of the four NPOs who took part in this study. These were selected because they are well versed with the expectations of HCWs who are seeking to be employed.

The population for the second phase of this study were the HCWs employed by four selected Non-Profit institutions in South Africa. These Non-Profit institutions work to deliver interventions in the field of HIV/AIDS. Two organisations are service providers and the remaining two are clinics.

Initial contact was made with the four organisations and point persons who assisted in the coordination of the study were also identified. All subjects agreed to take part in the study.

3.3.2 Sample and sampling method

The sample for the first phase of the study was HR Managers and managers of HCWs from each organisation, creating a complement of eight individuals for phase one testing.

The sample for the second phase of the study was limited to HCWs. A HCW, as defined by the CDC, is “any person (e.g. an employee, student, contractor, attending clinician, public-safety worker or volunteer) whose activities involve contact with patients or with blood or other body fluids from patients in a health-care setting” (McGee et al., 2001). This definition, in relation to the four Non-Profit institutions included nurses and allied health workers comprising of counsellors, pharmacy assistants and social workers who were either male or female.

3.4 Profile of Respondents

The profiles of the respondents are represented in Table 2 below.

Table 2: Profile of respondents

Organisation	Estimated number of employees	Size of sample	Responses excluded	Total sample to be analysed
Organisation C	280	36	6	30
Organisation W	118	36	6	30
Organisation S	320	54	4	50
Organisation A	65	14	5	9
Total participants	783	140	21	119

3.5 The Research Instrument

The research utilised two quantitative surveys that comprised of closed-ended questions. According to Kalof, Dan and Dietz (2008) closed-ended questions allow a comparison between respondents. A survey consisted of questions that the sample respondents were requested to answer by providing their preferences (Kalof, Dan, & Dietz, 2008). Kalof *et al.* (2008) surmised that the survey is the most popular technique for collection of data. The advantage derived from using surveys is that literature provides guidance regarding the attributes to be surveyed. Collection and analysis are also relatively easy (Falthzik & Carroll Jr, 1971). An additional advantage is that closed-ended questions have a higher response rate as these are easier to complete.

3.5.1 First phase of survey

This first survey targeted HR managers and managers of HCWs and was a result of a consolidation from literature, as explained in Section 2.10. This survey was based on attributes derived from studies regarding EVP from

Mckinsey (1998), CLC (2006) and Sibson (2010). The HR managers and managers of HCWs were to add attributes that they felt were not included, as well as delete those attributes they deemed not applicable to the sector. Attributes that were selected by less than 87% of the respondents were removed from the final list, i.e. those with a low scoring rate.

3.5.2 Second phase of survey

The second survey was derived from the list determined by the first survey administered to HR Managers and managers of HCWs. HCWs were requested to partially rank the top 10 attributes that they deemed to be most desirable in an EVP. The ranking was done using a scale of 1 to 10, with 1 representing the most valued attribute. Attributes were classified in alphabetical order to remove bias.

Respondents were requested to respond to an open question at the end of the questionnaire that asked them if there are any attributes they consider valuable that were not included on the survey. Both surveys were paper-based. The respondents' identities were kept anonymous so that they felt comfortable to provide honest answers to the questions. The respondents were requested to provide only their gender and the positions they held within their organisations.

3.6 Procedure for Data Collection

The first survey was conducted on a face-to-face basis at offices of the four NPOs. The second survey was a paper-based questionnaire. This was administered to HCWs in the four organisations. The cover letter of the questionnaire provided an explanation of the nature of the study as well as the anticipated achievements of the study. Definitions for terms on each question were provided as an addendum to clearly explain the meanings of the terms. The respondents were required to rank, out of ten, the attributes on the survey they considered most important in an EVP.

3.7 Data Analysis and Interpretation

Data was analysed using the Shotgun stochastic algorithm. According to Stacey (2006) the Shotgun stochastic estimation algorithm provides a comprehensive analysis of responses by estimating means and standard deviations pertaining to rank ordered data, thereby allowing for valid comparisons. This analysis was done using Microsoft Excel, which generated a set of means and standard deviations for the data collected. Stacey (2006, p.29) outlined the following steps that are taken when the data analysed.

1. "Initial guesses for the item means and variances were simulated;
2. The means and variances were standardised such that the total variance equalled one;
3. The population rank ordering responses were simulated by taking a very large simulated sample;
4. The sum of squared errors (SSE) between the observed sample proportions and the simulated population proportions was calculated across all preference permutations. This assisted to determine the goodness of fit between the observed and the simulated population proportions;
5. The SSE was compared to that obtained using the previous estimates of means and variances. If the SSE was less than the previously recorded minimum SSE, then current guesses became the best estimate of the items' means and variances; and
6. Introducing uniformly distributed random permutations to the guesses of the item means and variances continued until the SSE was no longer reducing with multiple successive iterations."

3.8 Limitations of the Study

As with all investigations, there were many possible limitations with this research study. There was a possibility that:

- That the list of attributes was too long for respondents to address and optimally reflect on, to give a true reflection. This was however, mitigated by conducting the first survey with HR and senior managers in the four NPOs.
- There was a further possibility that HCWs would not fully understand the meaning of attributes, this was however resolved by having an addendum to the survey that had definitions of each attribute. The researcher also emphasised the explanation of the meanings before respondents took part in the survey.

3.9 Validity and Reliability

According to Kalof et al (2008), validity determines “goodness of fit” between the research conducted, the evidence produced and the results thereon. Reliability refers to the consistency and addresses the extent to which the whether same research is conducted in a different time or space, it will yield the same results and findings (Kalof et al., 2008).

3.9.1 External validity

External validity answers the question: “Can the results of this study be used to apply to a larger population?” This research sought to categorise the top most important attributes of a valuable EVP for HCWs who work in NPOs. In this case, there may be slight bias, in that sample for the research was only limited to four NPOs. The researcher cannot generalise from the sample because the sample was not randomly selected.

3.9.2 Internal validity

Internal validity means that the right conclusions are drawn based on the data gathered (Kalof et al., 2008). Internal validity was achieved by ensuring that the attributes were gathered from various sources and aligned with literature that was analysed. Kalof et al., (2008) further stated that the more studies are conducted on a particular subject, the more understating is gained.

3.9.3 **Reliability**

Reliability in this context refers to the consistency of the measuring instrument to garner the same results every time the instrument is applied (Kalof et al., 2008). The measures proposed in this research contain subject opinions, preferences and attitudes and therefore had the potential of attaining different results.

The researcher however, ensured maximum reliability by using exactly the same techniques and approaches for the first and the second stage of the survey. The researcher also made herself available to answer any questions arising and entered into detailed explanations on the purpose of the study as well as the meaning of EVP and the attributes. The researcher believes that the above mitigating actions ensured the reliability of the study. Reliability was enhanced by ensuring that the objectives of the study, the literature review and the attributes and the methodology identified were coherent.

CHAPTER 4: PRESENTATION AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter includes both a discussion of the results and analysis of these to avoid repetition. Results from the two phases of the study are presented first, followed by an analysis and discussion of the results.

The objective of the first phase of the study was to determine the EVP attributes that are applicable to HCWs, from a list of 46 attributes derived from literature, providing an answer to the first research question. Attributes applicable to HCWs were determined by a panel of experts, using the first research instrument containing the list of 46 EVP attributes. Section 4.2 provides details of the responses and discussions that took place with the panel of experts.

The second phase was to establish, from the list of EVP attributes determined by the panel of experts, the top attributes of an EVP that were most valued by HCWs. Section 4.3 provides detailed results.

4.2 Results from Panel of Experts

4.2.1 Demographic profile of panel of experts

Two staff members, namely an HR manager and a manager who supervises HCWs from each NPO were selected to participate in the study as part of the panel of experts. These two positions were identified by the researcher as the staff members who had the most interactions with HCWs. These individuals are the ones who normally conduct job interviews with prospective HCWs. This is also evident from the job descriptions of the two positions. The specific individuals were jointly identified by the Chief Executive Officers and Operations Directors of the organisations, after the researcher had provided details of the research and its objectives. Each participant confirmed their willingness to

participate in the study. This resulted in eight participants forming the cohort of experts with one male and seven female members. Appointments were made with each individual separately and interviews were held with the respondents. Table 3 details the profile of panel of experts, and as previously stated, it was agreed their names would be kept anonymous.

Table 3: Profile of panel of experts

Organisation	Position(HR)	Position(Supervisor)
Organisation C	HR Manager	Project manager
Organisation W	HR generalist	Project manager
Organisation S	HR Manager	Project manager
Organisation A	HR Manager	Matron

4.2.2 Results from the panel of experts

The list of 46 attributes (Appendix 2) was administered to the panel of experts in the form of a questionnaire, after the researcher provided them full details of the objectives of the study. The definitions of the 46 EVP attributes were also discussed in detail (Appendix 1). The respondents were requested to insert a “yes” or a “no” depending on whether they felt each of the 46 attributes was applicable and desired by HCWs. The researcher then converted a “yes” to a “1” and a “no” to a “0” for analysis. All the “1”s attributed to a specific EVP were added and only the EVP attributes that had a response of at least 7 out of the total 8 attributes were used to design the final research instrument for the second phase of the study. The amount of 7 out of 8 gives a percentage of 87.5 as mentioned in section 3.5.1. The results from this phase are presented in Table 4.

Table 4: Responses from panel of experts

		Organisat ion A		Organisat ion C		Organisat ion S		Organisat ion W		
Attribute	Definition	H R	Mana ger	H R	Mana ger	H R	Mana ger	H R	Mana ger	Total Count
Compensation	The competitiveness of the job's financial compensation package	1	1	1	1	1	1	1	1	8
Health benefits	The comprehensiveness of the organisation's health benefits	1	1	1	1	1	0	1	1	8
Employment security	The security provided by the organisation to the employee regarding employment	1	1	1	1	1	1	1	1	8
Trust	The reliance/surety the employee has in the organisation	1	1	1	1	1	1	1	1	8
Feedback	The feedback afforded the employee regarding his performance	1	1	1	1	1	1	1	1	8
Recognition	The amount of recognition provided to employees by the organisation	1	1	1	1	1	1	1	1	8
Collegial work environment	Whether the work environment is team-oriented and collaborative	1	1	1	1	1	1	1	1	8
Retirement benefits	The comprehensiveness of the organisation's retirement benefits	1	1	1	1	1	1	0	1	7
Organisational stability	The level of stability of the organisation and the job	1	1	1	1	1	0	1	1	7
Empowerment	The level of involvement employees have in decisions that affect their job and career	1	1	1	1	1	0	1	1	7
Ethics	The organisation's commitment to	1	1	0	1	1	1	1	1	7

	ethics and integrity									
Product quality	The organisation's product or service quality reputation	0	1	0	1	1	1	1	1	7
Respect	The degree of respect that the organisation shows employees	1	1	0	1	1	0	1	1	7
Autonomy	The level of independence available in the job and organisation	1	1	0	1	0	1	1	1	7
Innovation	The opportunity provided by the job to work on innovative, "leading edge" projects	1	1	0	1	0	1	1	1	7
Meaningfulness	The meaningfulness of the job to the employee	1	1	0	1	1	1	1	1	7
Manager quality	The quality of the organisation's managers	1	1	0	1	1	1	1	0	7
Senior leadership reputation	The quality of the organisation's senior leadership	1	1	0	1	1	1	1	0	7
Development opportunities	The developmental/educational opportunities provided by the job and organisation	0	1	0	1	0	1	1	1	6
Future career opportunities	The future career opportunities provided by the organisation	1	1	0	1	0	1	1	0	6
Meritocracy	Whether or not employees are rewarded and promoted on the basis of their achievements	0	1	0	1	1	0	1	1	6
Great employer recognition	Whether or not the organisation's reputation as an employer has been recognised by a third-party organisation	1	1	0	1	1	0	1	0	6
Person-organisation fit	The individual fit to the organisation	1	1	0	0	1	1	1	0	6
Organisation size	The size of the organisation's workforce	1	1	0	1	1	0	1	0	6
Challenge	The amount of challenge an employee can expect on the job	1	1	0	0	1	1	1	1	6

Job-interest alignment	Whether the job responsibilities match the respondent's interests	1	1	0	1	1	0	1	0	6
Location	The geographic location of the job that the organisation is offering	1	1	0	1	1	0	1	0	6
Work-life balance	The extent to which the job allows employees to balance their work and their other interests	1	0	0	1	1	1	1	0	6
People management	The organisation's reputation for managing people	1	1	0	1	1	0	1	0	6
Vacation	The amount of holiday/vacation time that employees earn annually	1	1	0	0	1	0	1	1	5
Formal/informal environment	Whether the work environment is formal or informal	1	1	0	0	1	0	1	0	5
Social responsibility	The organisation's level of commitment to social responsibility (e.g. community service, philanthropy)	1	1	0	0	1	1	1	0	5
Technology level	The extent to which the organisation invests in modern technology and equipment	1	1	0	1	0	0	1	0	5
Job impact	The level of impact the job has on outcomes	1	1	0	0	1	0	1	1	5
Camaraderie	Whether working for the organisation provides opportunities to socialise with other employees	1	0	0	1	1	0	1	0	5
Co-worker quality	The quality of the co-workers in the organisation	1	1	0	0	1	0	1	0	5
Organisational growth rate	The growth rate of the organisation's business	0	1	0	0	1	0	1	0	4
Customer reputation	The reputation of the clients and customers served in performing the job	0	0	0	0	1	0	1	1	4

Industry	The desirability of the organisation's industry to the respondent	1	0	0	0	1	0	1	0	4
Diversity	The organisation's level of commitment to having a diverse workforce	1	1	0	0	1	0	0	0	3
Market position	The competitive position the organisation holds in its market(s)	0	0	0	1	1	1	0	0	3
Product brand awareness	The level of awareness in the market place for the products' brand	0	0	0	1	1	0	1	0	3
Variety	The amount of variation available in the job	1	1	0	0	0	0	1	0	3
Environmental responsibility	The organisation's level of commitment to environmental health and sustainability	0	0	0	0	1	0	1	0	2
Business travel	The amount of out-of-town business travel required by the job	0	0	0	1	0	0	1	0	2
Risk taking	The amount of risk that the organisation encourages employees to take	0	0	0	0	0	0	1	0	1

The above results do not agree with those of the CLC as they do not highlight attributes such as *future career opportunities*, *work-life balance*, *developments opportunities*. In addition to the quantitative ranking of attributes, the research instrument also requested that the eight respondents add any EVP attributes that they felt were not represented in the 46 provided deemed to be EPV desired by HCWs. The following attributes were raised by 2 respondents and discussed with each respondent.

- **Corporate social responsibility (CSR):** One respondent questioned whether CSR was represented in any of the attributes. The respondent pointed out that according to previous job interviews held, HCWs were interested to work for organisations that gave back to the communities in which they operated. The researcher pointed out that this was represented by the attribute “social responsibility”, and it was agreed that

this attribute covered this item. Social responsibility however, was not included in the final list as it only had a score of five out of eight.

- **Organisation's sustainability:** Another respondent requested that the researcher consider including the sustainability of the organisation. She explained that this was with the background that some NPOs struggle to source funding and result in liquidation or staff retrenchments. After a discussion, it was agreed that this attribute was covered under *organisational stability*, which is described as "the level of stability of the organisation and the job" as well as *employment security* described as "the security provided by the organisation to the employee regarding employment". The respondent agreed that her understanding of the sustainability was covered under this attribute. The attribute organisational stability scored 7 out of 8 and was included in the final list of attributes included in the final research instrument.

On the basis of the above discussions held, the researcher concluded that there was no need to expand the list of 18 attributes that were identified and included in the final research instrument. These are delineated in Table 3 above.

4.2.3 **Summary**

This list of 18 attributes presented in Table 4 above, answers the research question: "What is the list of attributes of an EVP that are relevant to HCWs in the Non-Profit sector in South Africa?"

4.3 **Results from HCWs**

The research instrument derived from the panel of experts as discussed in Section 4.2 was administered to HCWs working for the four NPOs. The instrument was designed for respondents to provide demographic information regarding their gender as well as their position within the organisations. They were then requested to select their top 10 attributes from the 18 provided, and ranked them in order of most desired. The most desirable attribute was ranked "1", with the least important ranked "10". Respondents were only requested to

partially rank 10 attributes to reduce the incidence of what Stacey (2006) refers to as “respondent fatigue”. Further research has demonstrated that if responses of the research instrument are too onerous, this might result in a negative impact on the validity and reliability of the data presented (Stacey, 2006).

A total of 140 questionnaires were distributed. The researcher went through a data sanitisation process and established that 21 responses were not usable as they were either incomplete or were not ranked correctly. This was due to some respondents who did not understand how to rank their responses. Three questionnaires were received from non-health-care workers and were therefore not included in the analysis. These three invalid responses are included in the 21 responses that were rejected. The final amount of responses that were used was 119.

Analysis of the results was performed for the total overall sample of 119 HCWs. The overall sample was then analysed firstly by gender. The research instrument requested details of the respondents’ positions. The researcher divided the responses received into two further categories for analysis, namely nurses and allied workers. The nurse category included all categories of nurses, namely registered nurses, nurse mentors, professional nurses and nursing assistants. Allied workers comprised the second category, including pharmacy staff, counsellors and social workers. Finally, the four NPOs were grouped into either clinics (Organisation W and A) or service providers (Organisation S and C), and results thereof are discussed below.

It is important to emphasize at this stage that the Shotgun stochastic algorithm methodology produces more accurate results when the sample size is large, and can produce inaccurate results when used on small samples. According to Professor Stacey, a sample of 119 was sufficient to apply this methodology. However, an analysis of the smaller sub-samples was made only by referring to their means.

4.3.1 Demographic profile of health-care workers

The second phase of the study intended to establish the most important attributes that are regarded as most desirable by HCWs in the Non-Profit sector in South Africa.

Senior management of the four NPOs were approached by the researcher, who requested a list of HCWs to determine the number of respondents available. The respondents were predominantly female. This is supported by the World Health Organisation (WHO) that stated that 75% of the global health-care workforce are women (Wickham, 2008). The results below are in line with findings from Wickham et al as women HCWs constituted 81% of the sample in this study as shown in Figure 4 below.

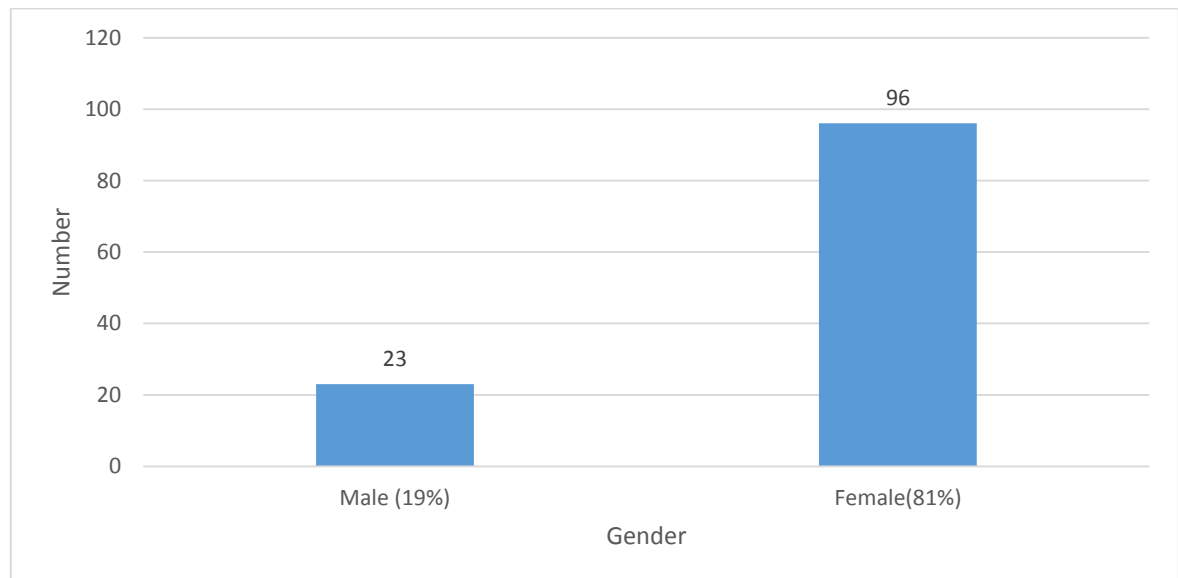


Figure 3: Sample by gender of the respondents in the study

Figure 5 details the respondents by organisation. Organisation S had the largest number of respondents with a total 50 responses, of which 32 were female and 18 were male.

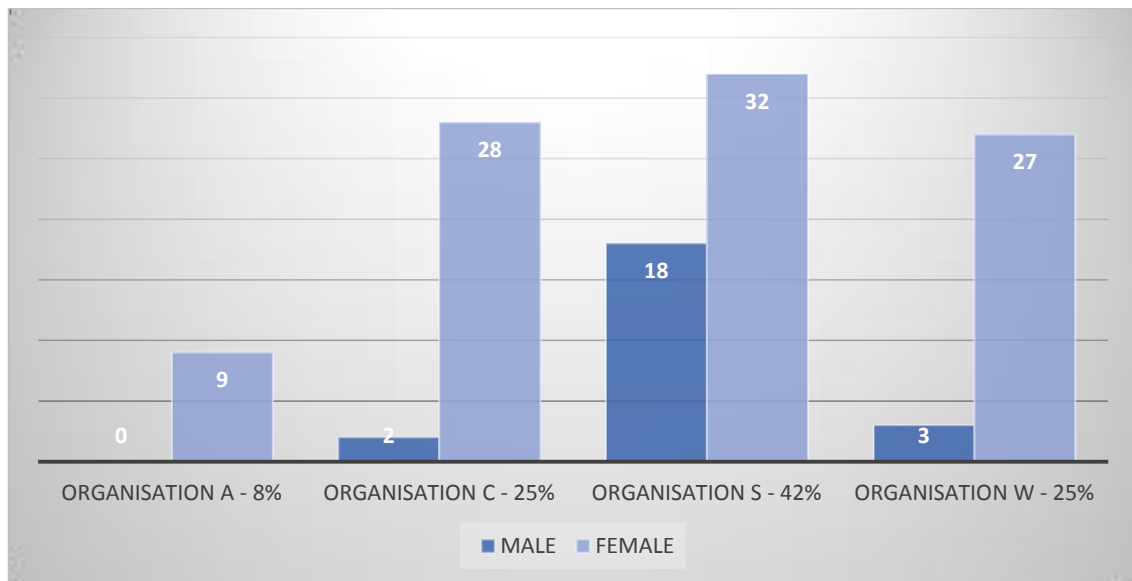


Figure 5: Details of respondents by organisation

Organisation A, which is a clinic, had only nine respondents, all of which were female. This low response rate was due to many questionnaires that were completed incorrectly.

4.3.2 Results of the overall group of HCWs

HCWs were requested to rank their top ten attributes that they desired in an EVP. The top ten attributes desired by HCWs across the board are presented in Table 5 in order of preference.

Table 5: Responses from panel of experts

Attribute	Definition
Autonomy	The level of independence available in the job and organisation
Empowerment	The level of involvement employees have in decisions that affect their job and career
Manager quality	The quality of the organisation's managers
Respect	The degree of respect that the organisation shows employees
Employment security	The security provided by the organisation to the employee regarding employment
Compensation	The competitiveness of the job's financial compensation package
Ethics	The organisation's commitment to ethics and integrity
Health benefits	The comprehensiveness of the organisation's health benefits
Recognition	The amount of recognition provided to employees by the organisation
Feedback	The feedback afforded the employee regarding his performance

Figure 6 below represents the standardised means for each attribute, showing the most to the least preferred attribute of HCWs. It shows that *autonomy* was the most preferred attribute with a mean of 0.39 and *meaningfulness* was the least preferred with a mean of -0.59.

A two-tailed hypothesis test was applied on the normalised means presented in Figure 6 to determine the attributes that are statistically significantly and different from the calculated total mean.

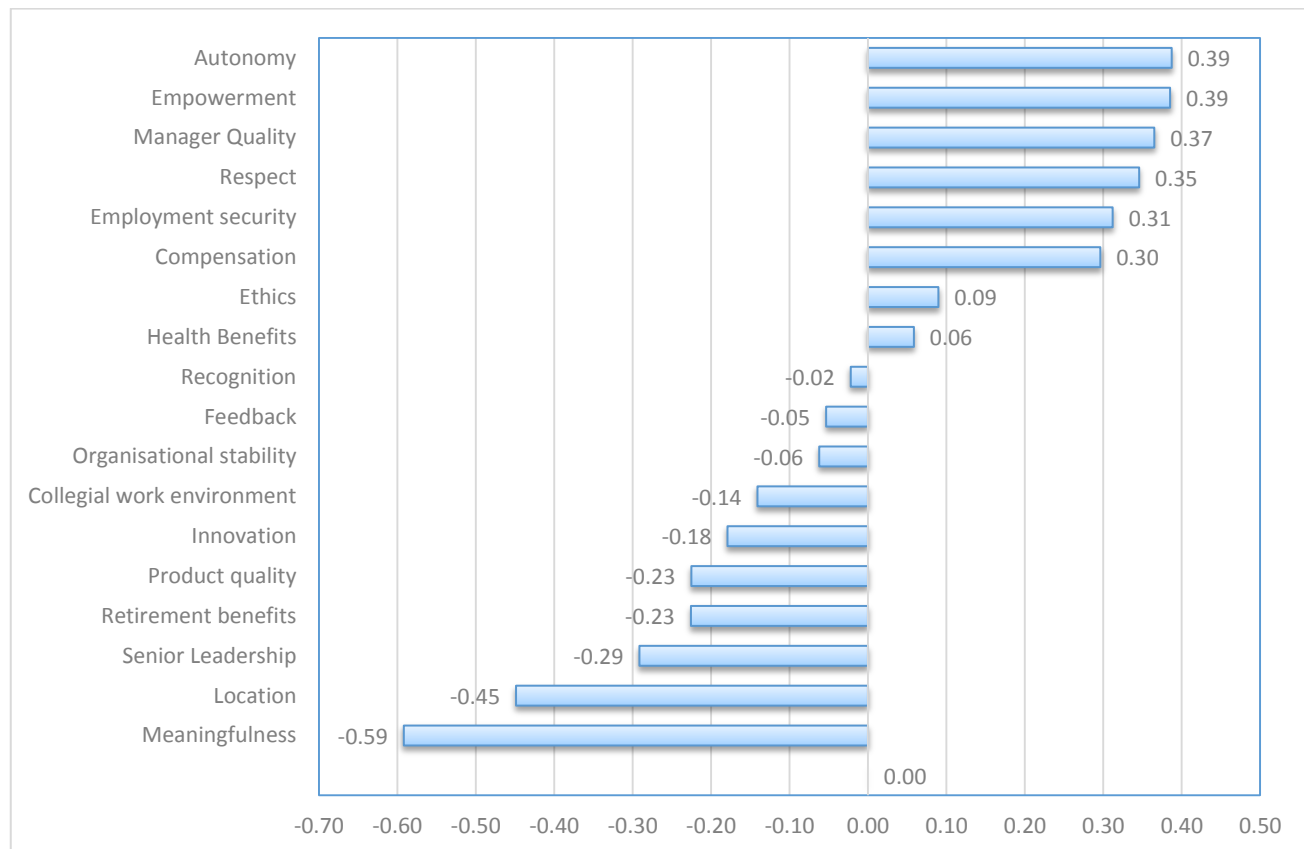


Figure 6: Standardised means for each attribute, showing the preferences of HCWs

Figure 6 depicts that there were instances where there were no significant differences between the sample mean and the normalised attribute mean for the HCWs employed by NPOs. There were also instances where the alternative hypothesis was found to be true and where significant differences were found between attribute means and the normalised attribute mean. The attributes that have positive T-values and P-values that were less than 5% were considered as significant and are delineated in Table 5. *Autonomy* for example had a positive

T-value (4.5) and P-value of less than five per cent (0.00), meaning that this attribute is significant, unlike *feedback* which had a negative T-value (-0.62) and a P-value of more than 5%

Results presented in Figure 6 above and Table 6 below show the most valued EVP attributes preferred by the 119 HCWs.

Table 6: Results from overall sample of HCWs

Attributes	Normalised Means	T-Values	P-Values
Autonomy	0.387	4.510	0.0000
Collegial work environment	-0.141	-1.640	0.1035
Compensation	0.296	3.450	0.0008
Employment security	0.312	3.633	0.0004
Empowerment	0.385	4.486	0.0000
Ethics	0.090	1.046	0.2978
Feedback	-0.053	-0.621	0.5358
Health Benefits	0.059	0.682	0.4965
Innovation	-0.179	-2.086	0.0391
Location	-0.449	-5.225	0.0000
Manager Quality	0.365	4.252	0.0000
Meaningfulness	-0.592	-6.892	0.0000
Organisational stability	-0.062	-0.724	0.4707
Product quality	-0.225	-2.622	0.0098
Recognition	-0.022	-0.255	0.7990
Respect	0.346	4.027	0.0001
Retirement benefits	-0.226	-2.628	0.0097
Senior Leadership	-0.291	-3.393	0.0009

Recognition, health benefits and feedback either have negative T-values or P-values that are 5% or more and are not discussed further in this study.

Organisational stability, collegial work environment, innovation, product quality, retirement benefits senior leadership, location and meaningfulness have negative T-values and P-values of less 5% and are also statistically significant. These however, were not considered as desirable by the HCWs, and therefore were not discussed in detail for the purposes of this study.

Table 6 above shows that HCWs have a preference for the attributes delineated, with P-values over 5%. These six are henceforth referred to as the core attributes for the purposes of this study and are detailed in Table 7. Only these six attributes have been identified as core attributes as the standard deviations between each one of them averages 0.15 and is marginal. The

seventh attribute of *ethics* is 0.21 standard deviations from *compensation* and has not been identified as significant.

Table 7: Core attributes

Autonomy
Empowerment
Manager quality
Respect
Employment security
Compensation

The core attributes in Table 7 are presented in order of most valued to least valued. Henceforth, these are now compared to the results from the smaller sub-samples.

It must be noted that the results from this study are not completely aligned to studies performed by the CLC on the general workforce in terms of ranking (CLC, 2006e). Table 8 below compares these two studies:

Table 8: Results from overall sample of HCWs compared to CLC study (general workforce)

Core attributes HCWs	CLC Study(general workforce)
Autonomy	Compensation
Empowerment	Future career opportunities
Manager quality	Organisational stability
Respect	Development opportunities
Employment security	Respect
Compensation	Job interest alignment

Compensation and *respect* are the only two attributes the studies have in common, although these are ranked differently, with *compensation* ranked first according to the CLC while this current research study places *compensation* last. The CLC do not highlight *autonomy* and *empowerment* as desired attributes, yet these two attributes are the most desired by HCWs.

4.3.2.1 *Autonomy*

The results presented above show that *autonomy* is the most desired attribute with a mean of 0.39. The definition of *Autonomy* according to the CLC is the

degree or level of freedom and discretion allowed to an employee over his or her job. According to Liu, Spector, and Jex (2005) as cited in Kim and Stoner (2008), job autonomy is the “degree of control a worker has over his or her own immediate scheduling and tasks”. HCWs other than medical doctors are said to be pushing for more *autonomy* and responsibility as they feel they have been subservient to medical doctors for a long time. Professional nurses view *autonomy* as a way of achieving professional status (Wade,1999). Gilson (2011) found that HCWs wanted to be given *autonomy* and that decision-making should be decentralised in order to achieve this. Mckinsey (1998) and Kochanski (2010) found that *autonomy* was a valuable component of an EVP in general.

Ellenbecker (2004) agreed with Mckinsey and Kochanski by noting that *autonomy* is one of the attributes used to retain nurses and ensure that they remain employed by the organisation. These authors concluded that job autonomy contributes to job satisfaction, which has a positive effect on HCWs’ intentions to stay. It also serves as an attraction attribute for those searching for new employment opportunities.

A study by Holland (2012) reported that 81% of HCWs surveyed had very little or no control of how their workplace was organised, thereby supporting the findings of this study. It is not surprising therefore that HCWs would desire to have autonomy in order to have job satisfaction.

The hierarchical nature of NPO structures does not offer the *autonomy* that HCWs are socialised and trained to have in the public sector environment. It then becomes apparent that HCWs would seek and desire to have autonomy in a valued EVP.

4.3.2.2 *Empowerment*

Empowerment was ranked second, and this is not at all surprising given South Africa’s history of disempowerment amongst some populations and groups. According to the definitions provided in Appendix 1, *empowerment* refers to “the level of involvement employees have in decisions that affect their job and

career". This is closely related to *autonomy* as both attributes allude to a sense of control and gaining power over the effects of the employee on the job. HCWs will therefore identify this attribute as something valuable and desirable in an NPO.

Empowerment in the South African context can also be viewed as the consultation of the employee during decision-making processes. In an effort to redress past imbalances, the focus in SA labour relations has mainly been premised on consultative and consensus building management styles that support empowerment. These activities depart from the top-down and paternalistic instruction based management styles that were prevalent before 1994.

There is a close connection between *empowerment* and *autonomy* that can also be attributed to the history of the South African workplace environment. For many South African workers, to be empowered means inclusion in the consultations and decision-making processes. Analysed from this angle, the *autonomy* that is desired by all the respondents in this study should not only be associated with *autonomy* in terms of individual decision-making but be considered as *autonomy* to function on a day-to-day basis whilst submitting the end deliverables and results to collective scrutiny and decision-making. For management, *autonomy* means that a consensus building process is essential in addition to clear explanations to personnel on any changes or modifications to operational procedures.

Empowerment in the South African context and in this study can also be viewed as the desire to be consulted in the functions of any work constituted groups and also to work within these. This is connected to *autonomy*, which facilitates the ability to individually deliver results on certain allocated areas of speciality and within known standard operating procedures. *Empowerment* becomes the basis for autonomous functioning of personnel. The empowered HCW is able to make independent decisions regarding their work. By using Kanter's theory, which offers a framework to explain that workplace settings contribute to the effectiveness of an organisation, Cho (2006) demonstrated that an empowered

employee contributed positively to the effectiveness of the employee's area of work and this is transferred to the organisation as a whole. When an employee feels they have power and *autonomy*, they are more committed to the organisation. This empowerment is achieved by the employee having access to information, the tools and resources required for them to perform effectively as well as the independence to get on with their work (Cho, 2006). These attributes are valuable to HCWs and motivate them to be committed to their organisations. When an NPO provides an empowering environment, the organisation stands to benefit as their staff feel rewarded and are likely to remain with the organisation. An empowered HCW has a sense of ownership of the organisation and will make efforts to promote the organisation.

4.3.2.3 *Manager quality*

Manager quality was ranked as the third most valued attribute. *Manager quality* is both the way a manager treats his subordinates and the ability to lead and advise on technical issues. Often, the technical know-how is not the problem, but issues of general staff management. This is consistent with studies that have found that there is a shortage of managers in NPOs and those that exist, often lack the capacity that is desired by their subordinates (Bennett et al., 2011). It is not surprising therefore that this would be an attribute that is sought after and desired by HCWs working for NPOs. Hailey (2006) concluded that there is a "leadership deficit" in NPOs due to the nature and the type of organisations. The particular research study found that NPO managers are more consumed by the technical core work of the NPO, which is what drives their passion, rather than people management or "mundane managerial or organisational issues" and many who were interviewed stated that new senior managers need to be developed.

Managers employed by the four NPOs that took part in this study are predominantly promoted because of their technical abilities, and not necessarily because of their management abilities. Given the struggle to attract competent managers within the sector, the norm is to promote managers based on their tenure in the organisation as well as their technical abilities. They are usually

medical professionals from the public sector that have specialised in HIV/AIDS prevention and are recognised because of that clinical speciality. These people do not necessarily make good managers of people. This reality is confirmed by Kilbey (2014), as stated in the literature review.

4.3.2.4 *Respect*

The health-care profession is synonymous with caring and respect, especially for patients. HCWs are expected to be empathetic and respectful of their patients, but sometimes they feel marginalised as they do not receive this same level of respect from management. This is possibly linked to *manager quality*, which was ranked third above. A response provided by one of the participants in an Australian national survey conducted by Holland (2012) to ascertain what nurses desired from their work and working conditions, stated that “there is a lack of respect shown to nurses by management who treat us like school children instead of adult professionals”. Respondents to the same study also commented that their qualifications were not recognised and they felt undermined as professionals. West (2014) stated that when HCWs receive respect, this contributes to their job satisfaction and their loyalty to the organisation. This is further emphasised by the social and gender dynamics associated with the profession and has a relationship with the issue of *empowerment*. Results from the female category support this, as *respect* is ranked first as a preferred attribute.

Respect can be connected to *empowerment* and *autonomy*, especially in the South African context. This *respect* can be achieved through more *empowerment*. It appears from the study that HCWs desire managers who respect them.

4.3.2.5 *Employment security*

Employment security was ranked 5th by the 119 HCWs. HCWs want to be part of an organisation that is sustainable and that will exist in the long-term, given that this study was based on NPOs, this outcome is not surprising. NPOs are donor-funded and often do not generate their own income. Issues related to

sustainability and predictability of funding leads to HCWs employed by these organisations to desire *employment security* as an EVP attribute. Because *employment security* is a driver of attraction, NPOs need to market themselves as secure to the outside world. Due to funding cuts and donor fatigue experienced by the non-profit sector, especially after the global economic recession, NPOs find themselves resorting to retrenching of staff as a way of survival. In a report by Greater Good South Africa, 33.5% of NPOs in South Africa reported that they had retrenched staff due to funding shortages (Greater Good SA, 2013).

4.3.2.6 Compensation

Results of this study express a departure from other studies performed on different segments of the employment population such as MBA students and management consulting employees, with regards to *compensation* which they rank as the most preferred attribute. *Compensation* is not the most preferred attribute for a health-care worker working for an NPO. According to the results, *compensation* for HCWs ranks 6th. This can be attributed to the fact that NPOs are known not to pay large salaries (Manpower, 2009a), and employees who seek high compensation will not look for employment with an NPO. NPOs however, will generally provide more opportunities for non-financial benefits such as travel and personal development. Health-care workers who seek to be employed by NPOs are rather motivated by the nature of NPOs, and making a difference to the people with whom they are working for. According to Mathauer *et al* (2006), health-care workers are guided and motivated more by their professional conscience and the desire to make a difference. The findings of this study agree with Mathauer *et al*, that only a small number of the sampled population explicitly mentioned financial rewards as a motivator, concluding that compensation would not be the top EVP attribute desired by HCWs (Mathauer *et al*, 2006).

4.3.3 **Summary**

The section above aimed to identify the EVP attributes regarded as the most valuable by HCWs. The findings of this study partly confirm results of previous studies on NPOs in general (Manpower, 2009a; Mathauer, 2006; Cho, 2006). For instance, the high value placed on *autonomy* and *empowerment* could well be related to the specifics of the South African context and its past history of discrimination. Results presented in the section above sort to answer the question “What are the attributes of an EVP that are desired most by HCWs in the Non-Profit sector in South Africa?”

The most important attributes desired by HCWS employed by NPOs in South Africa are *autonomy*, *empowerment*, *manager quality*, *respect*, *employment security* and *compensation*.

4.3.4 **Results by gender of HCWs**

Results from the 96 female HCWs who participated in the study demonstrated that they value *respect* followed by *empowerment*, and value *meaningfulness* least out of the total attributes. Figure 6 below represents the standardised means for each attribute, showing the preferences of females HCWs.

4.3.4.1 *Female HCWs*

A two-tailed hypothesis test was applied on the normalised means presented in Figure 7 to determine the attributes that are statistically significantly different from the calculated total mean.

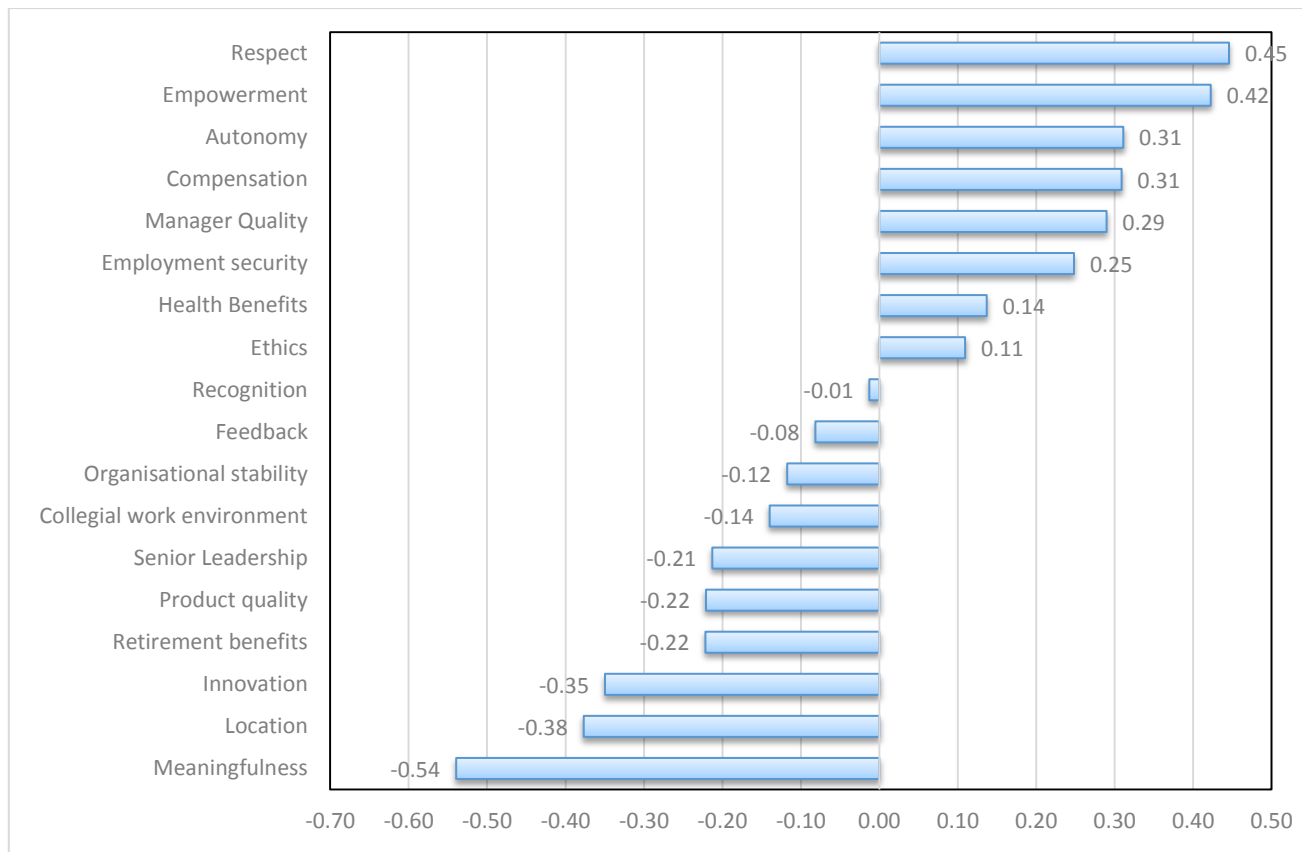


Figure7: Significant attributes for female HCWs

Figure 7 demonstrates that there were instances where there were no significant differences between the sample mean and the normalised attribute mean for the HCWs employed by NPOs. There were also instances where the alternative hypothesis was found to be true and where significant differences were found between attribute means and the normalised attribute mean. *Respect* for example had a positive T-value (5.18) and P-value of less than five per cent (0.00), meaning that this attribute is significant, unlike *product quality* which had a negative T-value (-0.22) and a P-value of more than 5%. Those attributes that have positive T-values and P-values that were less than 5% were considered as significant and are delineated in Table 9.

Table 9: Female HCWs

Attributes	Normalised Means	T-Values	P-Values
Autonomy	0.311	3.616	0.0004
Collegial work environment	-0.140	-1.625	0.1068
Compensation	0.309	3.591	0.0005
Employment security	0.248	2.886	0.0046
Empowerment	0.423	4.912	0.0000
Ethics	0.109	1.271	0.2060
Feedback	-0.081	-0.947	0.3457
Health Benefits	0.137	1.592	0.1140
Innovation	-0.350	-4.065	0.0001
Location	-0.377	-4.380	0.0000
Manager Quality	0.290	3.368	0.0010
Meaningfulness	-0.539	-6.271	0.0000
Organisational stability	-0.117	-1.365	0.1748
Product quality	-0.221	-2.568	0.0114
Recognition	-0.013	-0.147	0.8831
Respect	0.446	5.183	0.0000
Retirement benefits	-0.222	-2.577	0.0112
Senior leadership	-0.213	-2.475	0.0147

Attributes with positive T-values and P-values of more than 5% were considered significant. *Recognition* has a negative T-value or P-value that is 5% or more and is not discussed further in this study. *Organisational stability, feedback, collegial work environment, innovation, product quality, retirement benefits senior leadership, location and meaningfulness* have negative T-values and P-values of less 5% and are also statistically significant. They however, were not considered as desirable by the HCWs, and are therefore not discussed in detail for the purposes of this study.

The top six attributes preferred by female HCWs are in order of priority: *respect, empowerment, autonomy, compensation, and manager quality and employment security*. These attributes are consistent with the identified core attributes as detailed below, although these were categorised differently. A comparison of female HCWs' desired attributes with core attributes is detailed in Table 10.

Table 10: Comparison of core with female desired attributes

Core Attributes	Attributes desired by female HCWs
Autonomy	Respect
Empowerment	Empowerment
Manager quality	Autonomy
Respect	Compensation
Employment security	Manager quality
Compensation	Employment security

Table 10 compares the overall results of the HCWs desired attributes with those desired by female HCWs. The overall sample of HCWs valued *autonomy* first when compared to the female sample that values *respect* highest. The six attributes listed as the core are exactly the same as what is desired by the female sample, however they differ in ranking. Whilst *respect* is ranked top of the female desired attributes, it is classified as the fourth most desirable of the core attributes. Women mostly desire *respect*, *empowerment*, *autonomy*, *compensation*, *manager quality* and *employment security* respectively, the core attributes rank these differently starting with *autonomy*, *empowerment*, *manager quality*, *respect* and *employment security* and *compensation* respectively.

4.3.4.2 Male HCWs

Results from the 23 male HCWs in Figure 8 shown below are closely related to those observed from the overall sample of HCWs. Results of the T-values and P-values are not presented for the male category as the sample size is too small and might result in inaccuracies, therefore the ranking of each attribute is not discussed.

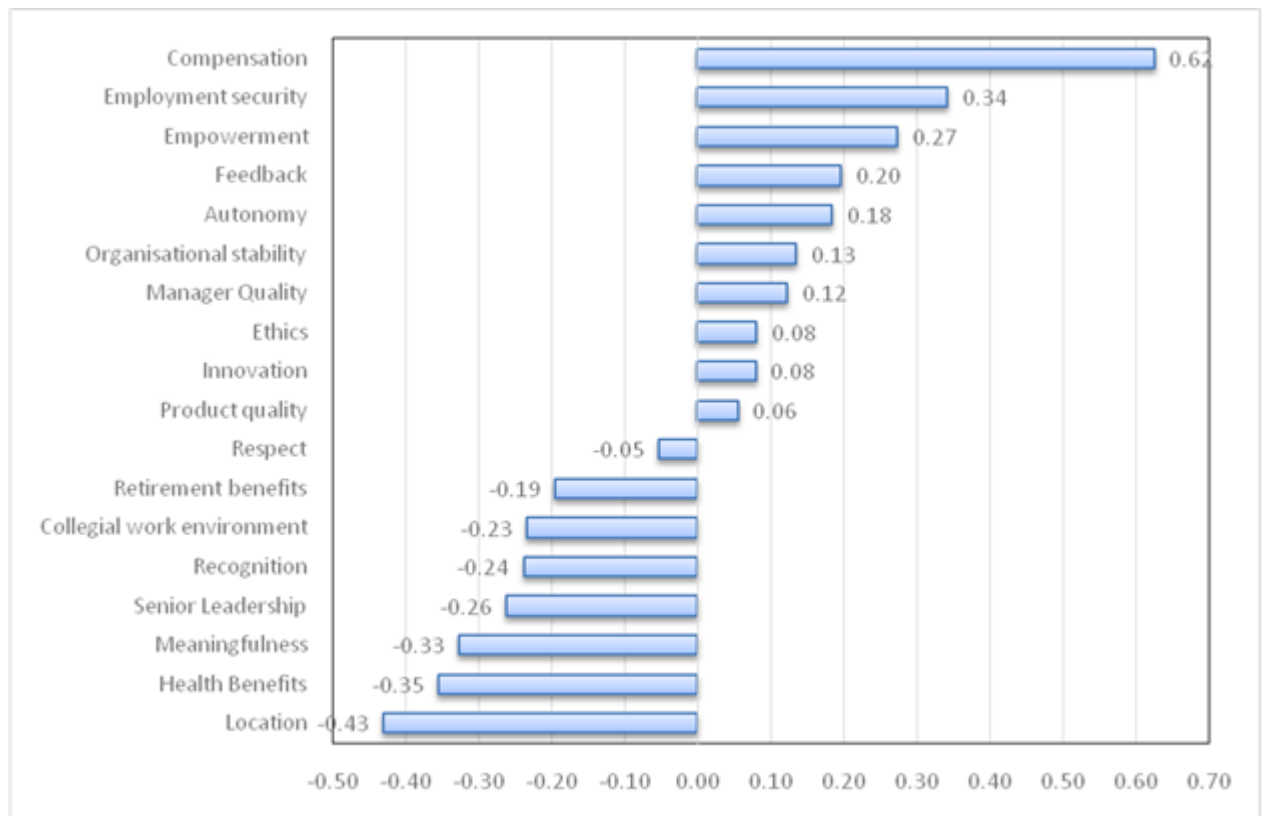


Figure 8: Significant attributes for male HCWs

Table 11 compares the overall preferred attributes from HCWs with those preferred by male HCWs. This comparison of male HCWs desired attributes with core attributes depicted some significant findings as two male HCWs desired attributes that differ from the core attributes. The males' desired attributes include *feedback* and *organisational stability*, which are not included in the core attributes. The results also do not show *respect* and *manager quality*, both of which are desired by the overall HCWs group. These findings are discussed in more detail in section 4.3.4.3 below.

Table11: Comparison of core with male desired attributes

Core Attributes	Attributes desired by male HCWs
Autonomy	Compensation
Empowerment	Employment security
Manager quality	Empowerment
Respect	Feedback
Employment security	Autonomy
Compensation	Organisational stability

4.3.4.3 Comparison of core with female and male desired attributes

Table 12 compares female and male preferred attributes with the overall attributes as a reference point.

Table 12: Comparison of core with male and female desired attributes

Core Attributes	Attributes desired by female HCWs	Attributes desired by male HCWs
Autonomy	Respect	Compensation
Empowerment	Empowerment	Employment security
Manager quality	Autonomy	Empowerment
Respect	Compensation	Feedback
Employment security	Manager quality	Autonomy
Compensation	Employment security	Organisational stability

Comparison between the female and male groups evidences that females desire *respect* and *manager quality*, which do not feature at all in the attributes desired by males. Likewise, males desire *feedback* and *organisational stability*, these also do not feature in the desired attributes of their female counterparts. It is also interesting to note that the results from the overall sample as reflected in the core attributes show *autonomy* as the most preferred attribute. However neither of the two sub-groups of male and females have identified *autonomy* as most desired.

From the above findings, the study revealed some significant gender differences in the preferences of HCWs. The gender differences seem to be informed mainly by social and economic factors that affect personnel in the South African workplace. For females HCWs, *respect* is ranked top followed by *empowerment* because both the work and social environment in South Africa has historically not afforded much *respect* and *empowerment* to employed females. The working environment was predominantly managed by males, and

therefore it would seem *respect* is not top of mind as a desired attribute for the males who would socialise at work without facing many barriers. Thus females desire *respect* at the work place and this is related to the fact that they have to work harder to earn *respect* and to feel empowered.

A closer comparison of the attributes ranked and preferred by the different genders also reveals that males prefer *compensation* as most valued, when compared to their female counterparts who ranked *compensation* fourth. This is supported by findings of the on the general workforce population (CLC, 2006a). Figure 9 concludes that of all the rewards, males value *compensation* most.

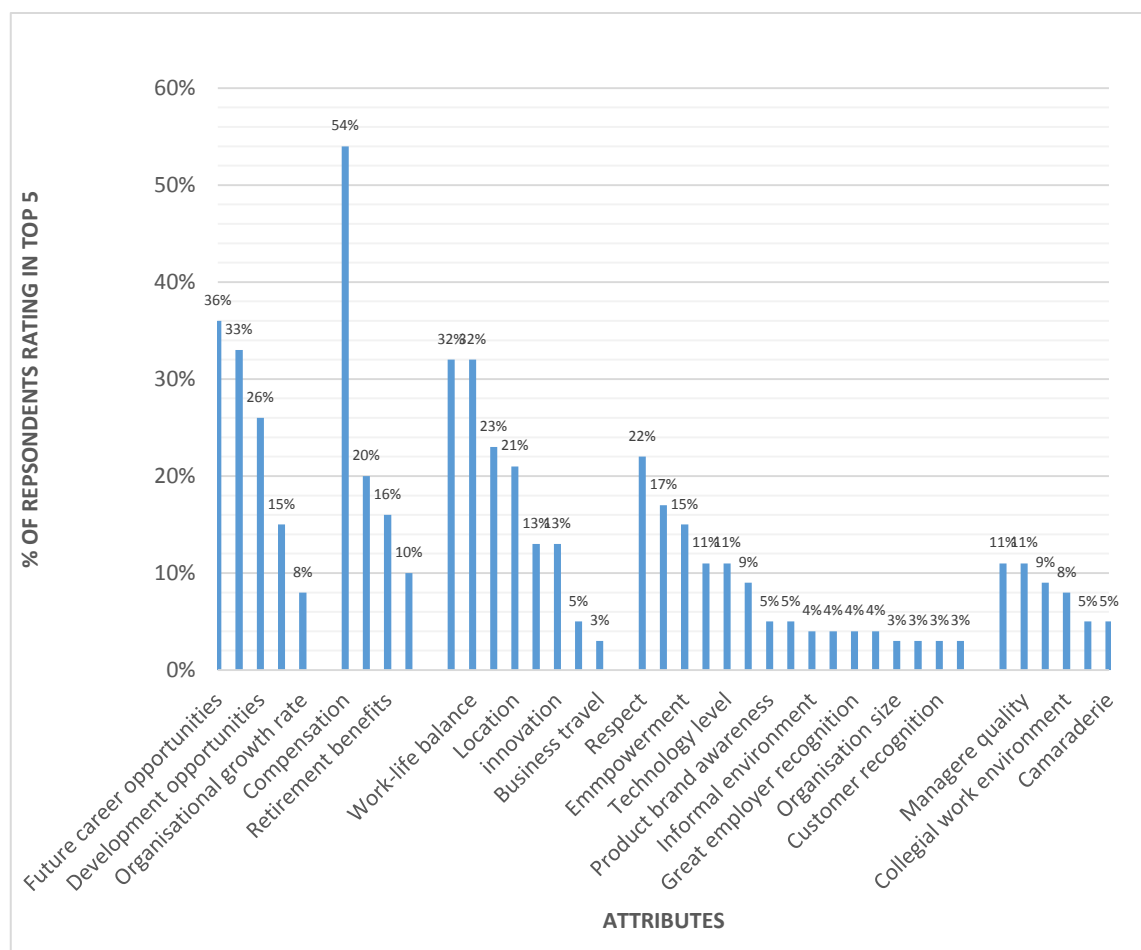


Figure 9: Most important EVP attributes: male (CLC, 2006a)

It can also be said that in some instances female workers in NPOs often have a second income and are not the bread winners, supporting the fact that *compensation* will not be high on their agenda (Mirvis & Hackett, 1983).

4.3.5 Results by job group category of HCWs

4.3.5.1 Nurse group of HCWs

Results from the 69 nurses depicted in Figure 10 are closely related to the results observed from the over-all sample of HCWs. The nurse sample consists of 65 females, which represents 94%, who desire *empowerment* and *respect* most. Results of the T-values and P-values are not presented for the nurse group as the sample is too small and might result in inaccuracies; ranking each attribute is not discussed.

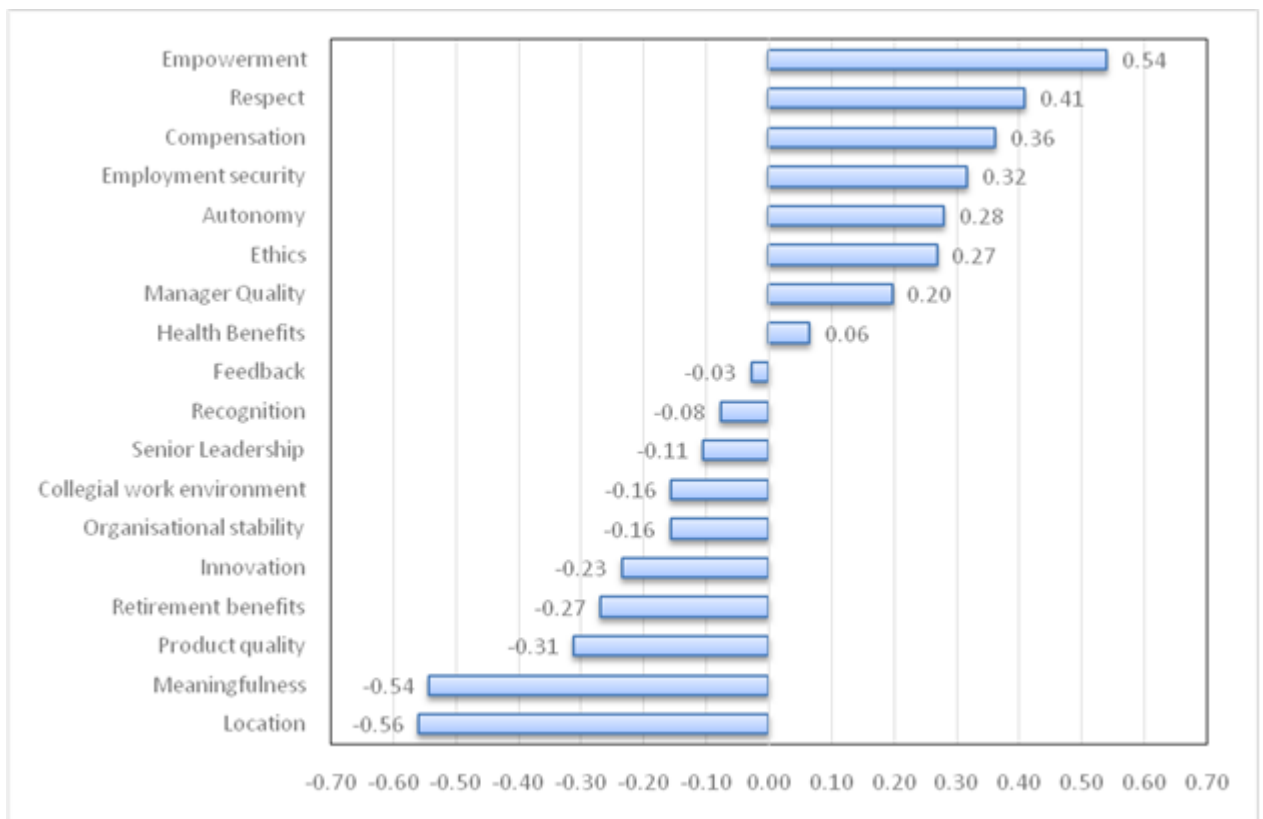


Figure 10: Significant attributes for nurse group

Table 12 compares overall results from HCWs with those desired by nurses. This comparison of the desired attributes from the nurse category with core attributes shows that the attributes desired by nurses are comparable to those desired by the total health-care worker sample, and *ethics* and *manager quality* are the outliers.

Table13: Comparison of core with nurse attributes

Core Attributes	Attributes desired by nurses
Autonomy	Empowerment
Empowerment	Respect
Manager quality	Compensation
Respect	Employment security
Employment security	Autonomy
Compensation	Ethics

The attributes desired by nurse HCWs who are 94% female, when compared to the total female category are mostly the same.

Sarmiento, Laschinger and Iwasiw (2004) stated that Kanter describes power as “an ability to mobilize resources and achieve goals” (Sarmiento, Laschinger, & Iwasiw, 2004). Greco, Laschinger and Wong (2006) also found that nurses who were empowered were more effective, and had lower levels of job tension.

4.3.5.2 Allied worker group of HCWs

Results from the 50 allied workers category are presented in Figure 11. The allied HCWs group consists of 19 males and 31 females. Results of the T-values and P-values are not presented for the allied worker group as the sample is too small and might result in inaccuracies; ranking is therefore not discussed.

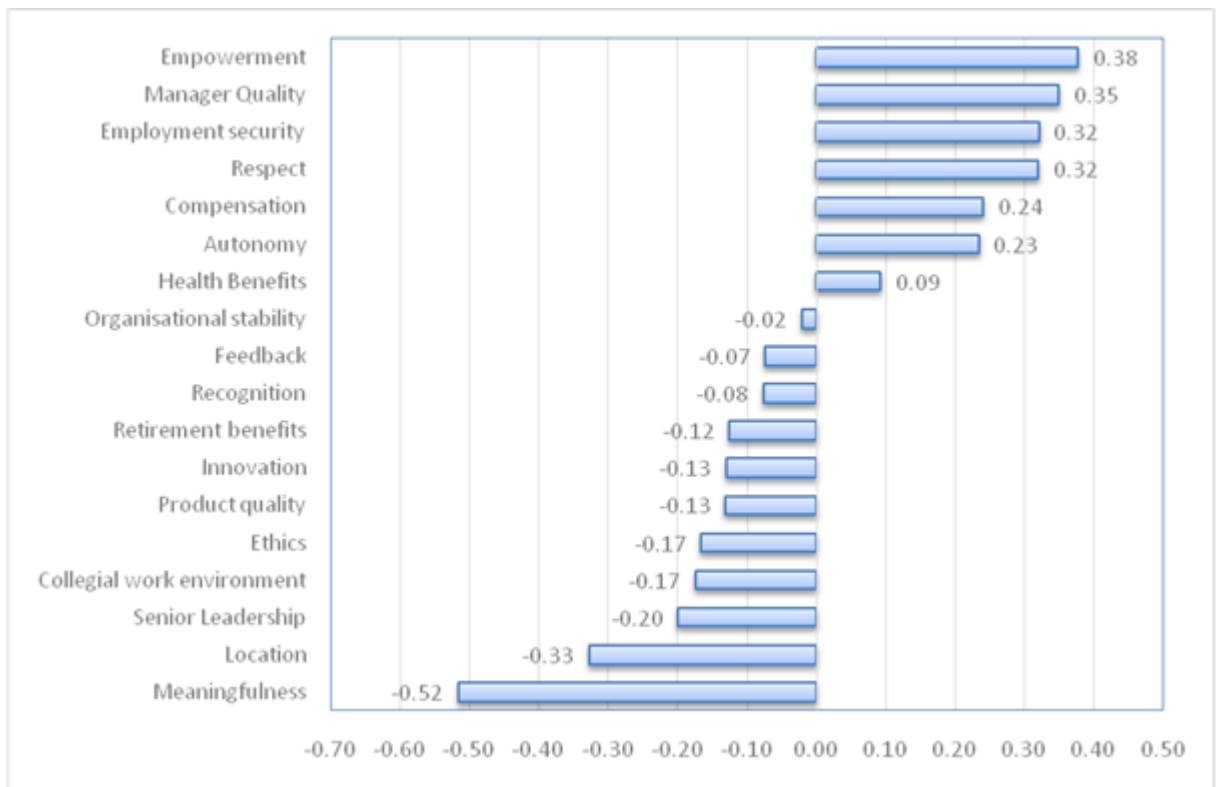


Figure11: Significant attributes for allied worker group

Table 14 compares the overall attributes of HCWs with those desired by allied workers. This comparison shows that all six attributes are the same.

Table14: Comparison of core with allied workers attributes

Core Attributes	Attributes desired by allied workers
Autonomy	Empowerment
Empowerment	Manager quality
Manager quality	Employment security
Respect	Respect
Employment security	Compensation
Compensation	Autonomy

4.3.5.3 *Comparison of core and allied workers and nurse desired attributes*

Table 15 compares nurse and allied worker HCWs and uses the overall HCWs results as a reference point.

Table 15: Comparison of core with allied workers and nurse desired attributes

Core Attributes	Attributes desired by nurses	Attributes desired by allied workers
Autonomy	Empowerment	Empowerment
Empowerment	Respect	Manager quality
Manager quality	Compensation	Employment security
Respect	Employment security	Respect
Employment security	Autonomy	Compensation
Compensation	Ethics	Autonomy

The comparison of nurses and allied workers shows that nurses do not have a preference for *manager quality* but instead would rather have ethics as a valuable attribute. Allied workers though, do not have ethics featured as valuable.

It can be said that although HCWs belong to different categories of staff, individuals working in a similar environment all yearn for good working conditions, which is not necessarily based on their professional orientation. As stated above, the desire for *empowerment* particularly in South Africa is due to historical reasons. South African workplace populations such as women of colour and black people were generally disempowered, marginalised and not appreciated by their white male counterparts. The new dispensation ushered in in 1994, gave rise to new demands for reforms in all sectors including health-cares to focus on *empowerment* and inclusivity of previously disadvantaged populations. This study confirms that twenty years after the end of apartheid, there is still a desire for greater transformation of the sector.

The identification of *manager quality* by allied workers instead of *ethics* means that they are working in areas that require human supervision rather than strict adherence to medical research and ethics protocols. Allied workers include outreach workers who work in a domain that does not require adherence to ethics as a standard. However, the identification of ethics for nurses as a desired attribute explains that their area of work is guided by strict adherence to clinical practice guidelines and medical ethics and these are basic instruments to ensure compliance, which then lessens the desire for *manager quality* and more *autonomy*.

4.3.6 Results by type of NPO

4.3.6.1 Service provider organisations

Results from the 80 HCWs working for the two service provider organisations in Figure 12 below, are comparable to the overall HCW group. Participants consisted of 20 males and 60 females. Results of the T-values and P-values are not presented for the service provider organisations as the sample is too small and might result in inaccuracies; ranking is therefore not discussed.

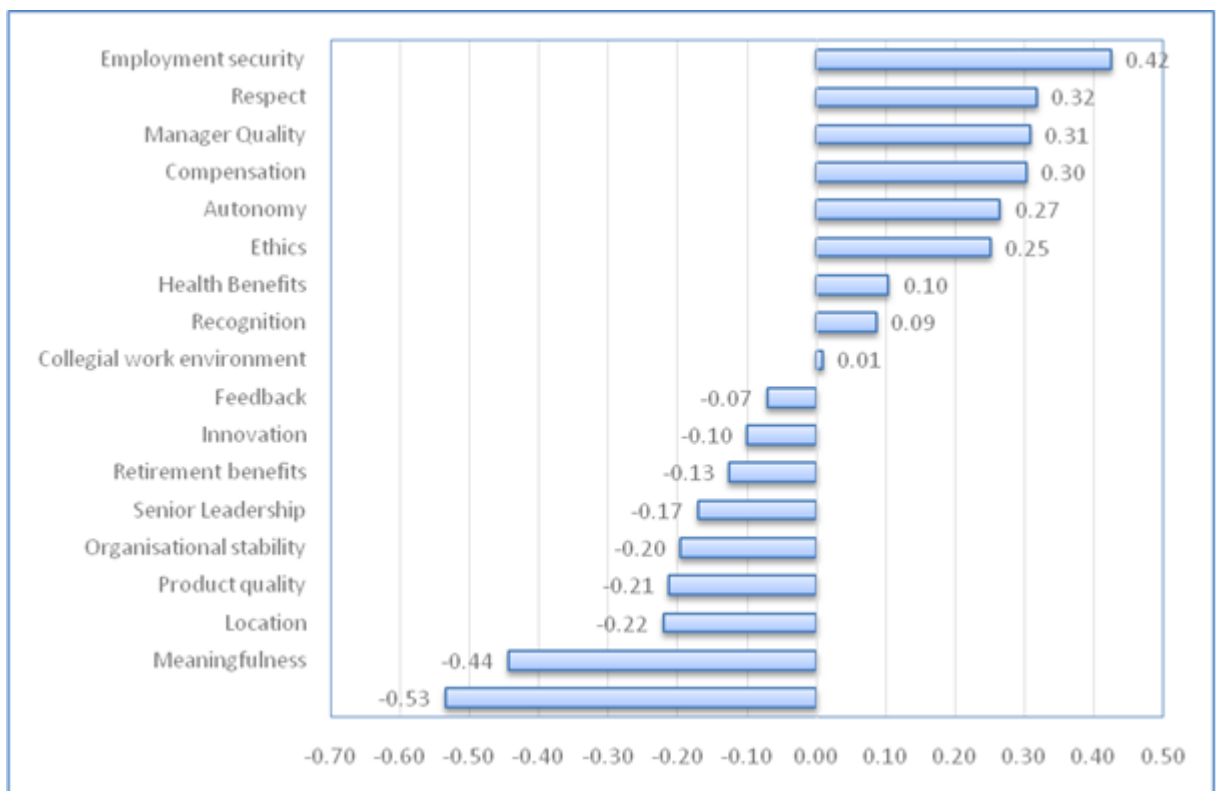


Figure12: Significant attributes for service provider organisation

Table 16 compares the desired attributes for the overall HCWs sample with those of HCWs employed by service provider organisations. The comparison of valued attributes of HCWs in service provider organisations with those valued by the overall participants reveals that there are similarities between the two groups. Inversely, however, *empowerment*, which ranks second high among the overall HCWs attributes does not appear among the attributes desired by service provider organisations.

Table16: Comparison of core with service provider organisations

Core Attributes	Attributes desired by service provider organisations
Autonomy	Employment security
Empowerment	Respect
Manager quality	Manager quality
Respect	Compensation
Employment security	Autonomy
Compensation	Ethics

4.3.6.2 Results for clinics

Out of the 39 HCWs working for clinics, three were male and 36 were female. Results from Figure 13 below, are comparable to those of the overall sample of HCWs. Results of the T-values and P-values are not presented for the clinics as the sample is too small and might result in inaccuracies; ranking is therefore not discussed.

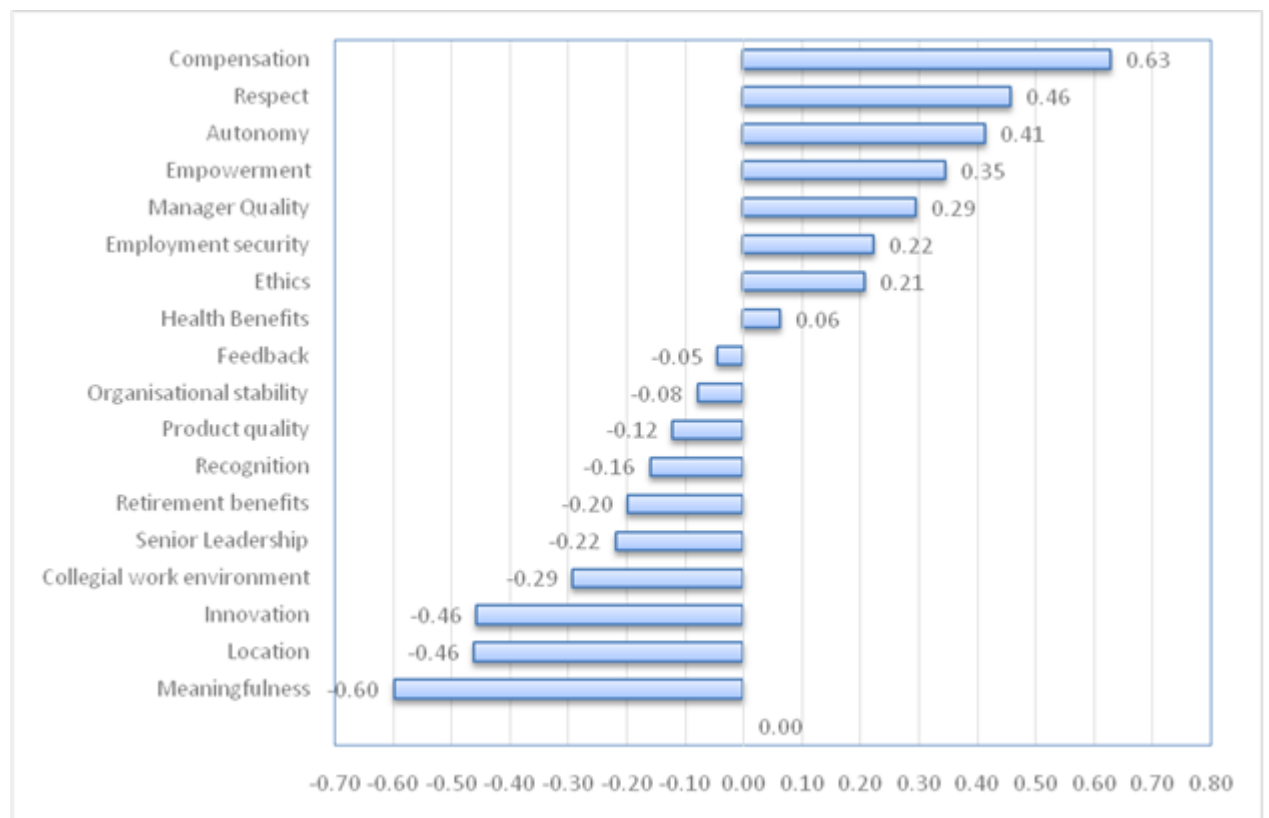


Figure13: Significant attributes for clinics

Table 17 compares overall attributes for all HCWs with HCWs employed by clinics. The comparison shows a similarity of attributes, however the order is not similar.

Table 17: Comparison of overall attributes with clinics

Core Attributes	Attributes desired by clinic organisations
Autonomy	Compensation
Empowerment	Respect
Manager quality	Autonomy
Respect	Empowerment
Employment security	Manager quality
Compensation	Employment security

4.3.6.3 Comparison of core with clinics and service providers

Table 18 compares service provider organisation HCWs attributes with clinics and uses the overall HCWs results as a reference point.

Table 18: Comparison of core with service provider organisations and clinics

Core Attributes	Attributes desired by service provider HCWs	Attributes desired by clinic HCWs
Autonomy	Employment security	Compensation
Empowerment	Respect	Respect
Manager quality	Manager quality	Autonomy
Respect	Compensation	Empowerment
Employment security	Autonomy	Manager quality
Compensation	Ethics	Employment security

When results from HCWs working for service provider organisations and clinics are compared, *empowerment* is among the desired attributes of clinic workers, it does not appear on the service provider list of desired attributes. Inversely, service providers' workers value *ethics* and clinics' workers do not. It is important to note that the service provider organisations receive majority of their funding from international donors and given the global economic recession, there has been extensive budget cuts (NonProfit Times, 2014), resulting in retrenchments. It is therefore not surprising that employees from service provider NPOs ranked *employment security* as the most desired attribute. On

the other hand, while clinics also receive funding from international donors, a considerable amount of their budget is from national government. Although this funding does not necessarily cover all their operating costs, it provides stability in funding as well as predictable cash-flow.

It is also important to note that unlike clinics, service provider organisations conduct some degree of research hence, *ethics* as an attribute is relevant.

4.3.7 **Summary**

The section above aimed to compare and analyse the results of the various sub-groups that were identified. The results show that the six core attributes are well represented in the sub-groups, with some outliers. *Autonomy* is desired by all sub-groups and *empowerment* is desired by all with the exception of the service provider group. Males and nurses were not too concerned with *manager quality* and *respect* did not feature with male HCWs.

CHAPTER 5: CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction

This chapter summarises the results obtained from the study as well as key findings of the attributes desired by HCWs employed by NPOs in South Africa. It gives the Panel of Experts (comprised of HCWs supervisors and HR managers) the attributes that should be included in a valuable EVP for NPOs. It will conclude by giving recommendations for future studies.

5.2 Conclusions of the Study

Today's South African labour market is highly competitive. NPOs need to ensure that their EVP attracts and retains the right HCWs. HCWs are in great demand from many sectors given the shortage. Therefore, in order to retain HCWs, NPOs need to do their utmost to implement strategies that are attractive to the employees. Their EVP strategy needs to be targeted to the different gender groups and job categories, as the current research study found that these groups have different desires. It is further evident from the study that male attributes are different from female attributes due to the social factors that affect each gender group in and outside the work place. A comparison of results with the other groups, i.e. nurse group with allied worker group, as well as the types of organisations also means that an EVP strategy has to consider several factors.

Results of this study conclude that the most preferred attributes for HCWs are as stated in Table 19. These are comparable to the studies performed by Ellenbecker (2004) on HCWs in terms of retention and job satisfaction, as studies on EVP for HCWs are limited.

Table19: Summary of results

Core(total sample)	Females HCWs	Male HCWs	Nurses	Allied workers	Service providers	Clinics
Attributes						
Autonomy	Respect	Compensation	Empowerment	Empowerment	Employment security	Compensation
Empowerment	Empowerment	Employment security	Respect	Manager quality	Respect	Respect
Manager quality	Autonomy	Empowerment	Compensation	Employment security	Manager quality	Autonomy
Respect	Compensation	Feedback	Employment security	Respect	Compensation	Empowerment
Employment security	Manager quality	Autonomy	Autonomy	Compensation	Autonomy	Manager quality
Compensation	Employment security	Organisational stability	Ethics	Autonomy	Ethics	Employment security

5.3 Recommendations

The research study aimed to provide managers of HCWs and HR managers who are tasked with the retention and attraction of valuable talent, to implement an EVP that is valued by HCWs. After these professionals have read this study, they should be able to answer the question “What do employees want from an organisation such as ours?” and “How can we best attract and retain skilled talent?” (Manpower, 2009b). They should be able to build an EVP that is customised to the different segments of staff they employ, such as gender. Results of this study therefore sought to provide management with insights on the implementation of an attractive EVP that is aligned with HCWs’ desires. These results hope to enable NPOs to promote and sustain an EVP that results in being recognised as the employer of choice. In most organisations, monetary attributes are the most preferred. However, for HCWs this is not the case.

The researcher’s recommendations are detailed below:

- **Autonomy:** Management must take cognisance of hierarchies in NPOs when implementing an EVP valued by HCWs. More often, due to the nature of the NPOs, which have vertical chains of command, HCWs are not given the independence to structure their own work space as this is ordinarily done by their supervisors. Management must be cognisant of their structure in order to implement a valued EVP.

- **Empowerment:** This study confirmed that 20 years after the end of apartheid, there is still a desire for greater transformation of the NPO sector. Management need to acknowledge that there exists a correlation between *autonomy* and *empowerment*. For HCWs to be effective and to contribute to the achievement of goals for the NPO, they need to be *empowered* as well as given the *autonomy* to make decisions about their work. Increased inclusion and participatory style management will create an empowering workplace. It is recommended that management not only project corrective actions, but consider past history when strategising a valuable EVP.
- **Manager quality:** NPOs need to invest in training managers to have sufficiently capacitated management on the job. It is often said that good staff leave because of their managers and not necessarily the organisation or the job. HCWs should not only be promoted due to their technical medical expertise but should be offered management positions when sufficiently empowered to do so with management training and coaching. Employing strategies, such as a 360 degree performance appraisal system is one amongst many methods of measuring *manager quality*. Good *manager quality* drives commitment by staff that results in retention. Management would do well if they nurtured managers and put in place programs to improve general management.
- **Respect:** Respect was identified as a determiner of commitment by the CLC (2006e). The respect that HCWs afford their patients and colleagues is the same respect HCWs desire to receive from superiors, especially from management and medical doctors. Management will gain and retain a more committed staff if a culture of respect is enforced and driven from the top. HR management needs to be cognisant of the fact that female HCWs value respect above all other attributes and when they are afforded this, they will most likely perform and remain with the organisation.
- **Employment security:** Management of NPOs need to provide a secure sustainable working organisation, and should market their organisation as sustainable. They need to communicate a message of wellbeing to all

stakeholders so that they all know that the organisation is not a fly-by-night, as some NPOs are known to be. This needs to be coupled with active and visible fund-raising activities that ensure the viability of the organisation. *Employment security* needs to be built into all marketing instruments in order to attract and retain valued HCWs.

- **Compensation:** This attribute is valued but is surprisingly not the most important for HCWs. The classification of this attribute needs to be considered when strategising a valuable EVP, but should not be top of mind. HCWs are more driven by making a difference and so should be provided with the *autonomy* and be empowered to make a difference. When HR develops employee benefits, attention should be paid to *compensation* as a form of reward in addition to giving HCWs space to make a difference to the communities they serve and to recognise that difference that has been made.

The historical effects of apartheid cannot be ignored in the workplace, and should be considered when implementing a valuable EVP. This can be achieved by focusing on the different needs of the different genders. Females and males do not always desire the same attributes. Females prefer *respect* and *manager quality* while their male counterparts assume they already have *respect* and would prefer *feedback* and *organisational stability* as they are mostly the bread winners for their families.

5.4 Suggestions for further Research

This study only identified those attributes that were valued by HCWs working for NPOs in South Africa and does not include any other employment categories. Existing literature that addresses EVP attributes, in particular of those employed by NPOs, and is very limited.

The following areas for further research are suggested:

- **What are the EVP attributes desired by management employed by NPOs in South Africa?** Managers in NPOs are often not professional

managers but rather good substantive experts who have been promoted to higher positions, partly due to the limited opportunities for upward mobility in NPOs. They often lack the required management skills whereas their subordinates expect a great deal from them, as indicated in this study. This could assist HR managers of NPOs to design a fitting EVP, based on targeted research and not just based what the corporate world says.

- **What are the EVP attributes desired by support staff employed by NPOs in South Africa?** Again, very little literature exists on this topic. NPOs struggle to recruit and retain Human Resource and Finance Managers who have a more profound knowledge and experience of this sector. Management struggle to ascertain effective methods to retain employees.
- **An evaluation and comparison of EVP attributes of NPOs to those in commercial healthcare.** NPOs would benefit from a study that compares these organisations with other sectors of industry such as the public health sector, as these are the same organisations they compete with when recruiting their own staff.

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APPENDICES

Appendix 1: Definitions of EVP attributes (CLC, 2006a)

Attribute Name	Definition
Autonomy	A degree or level of freedom and discretion allowed to an employee over his or her job
Business Travel	The amount of out-of-town business travel required by the job
Camaraderie	Whether working for the organisation provides opportunities to socialise with other employees
Collegial Work Environment	Whether the work environment is team-oriented and collaborative
Compensation	The competitiveness of the job's financial compensation package
Co-worker Quality	The quality of the co-workers in the organisation
Customer Reputation	The reputation of the clients and customers served in performing the job
Development Opportunities	The developmental/educational opportunities provided by the job and organisation
Diversity	The organisation's level of commitment to having a diverse workforce
Empowerment	The level of involvement employees have in decisions that affect their job and career
Environmental Responsibility	The organisation's level of commitment to environmental health and sustainability
Ethics	The organisation's commitment to ethics and integrity
Formal/Informal Work Environment	Whether the work environment is formal or informal
Future Career Opportunities	The future career opportunities provided by the organisation
"Great Employer" Recognition	Whether or not the organisation's reputation as an employer has been recognised by a third-party organisation
Health Benefits	The comprehensiveness of the organisation's health benefits
Industry	The desirability of the organisation's industry to the respondent
Innovation	The opportunity provided by the job to work on innovative, "leading edge" projects

Job–Interests Alignment	Whether the job responsibilities match the respondent's interests
Job Impact	The level of impact the job has on outcomes
Location	The geographic location of the job that the organisation is offering
Manager Quality	The quality of the organisation's managers
Market Position	The competitive position the organisation holds in its market(s)
Meritocracy	Whether or not employees are rewarded and promoted on the basis of their achievements
Organisational Growth Rate	The growth rate of the organisation's business
Organisation Size	The size of the organisation's workforce
Organisational Stability	The level of stability of the organisation and the job
People Management	The organisation's reputation for managing people
Product Brand Awareness	The level of awareness in the market place for the products' brand
Product Quality	The organisation's product or service quality reputation
Recognition	The amount of recognition provided to employees by the organisation
Respect	The degree of respect that the organisation shows employees
Retirement Benefits	The comprehensiveness of the organisation's retirement benefits
Risk Taking	The amount of risk that the organisation encourages employees to take
Senior Leadership Reputation	The quality of the organisation's senior leadership
Social Responsibility	The organisation's level of commitment to social responsibility (e.g. community service, philanthropy)
Technology Level	The extent to which the organisation invests in modern technology and equipment
Vacation	The amount of holiday/vacation time that employees earn annually
Work–Life Balance	The extent to which the job allows employees to balance their work and their other interests

Appendix 2: Review of list of attributes with HR Managers and managers of HCWs

Dear sir/madam

I wish to invite you to participate in an interesting study that I am undertaking for my Masters of Business Administration (MBA) degree programme. The title of my research is “Attributes of an Employee Value Proposition valued by health-care-workers in NPOs specializing in HIV/AIDS”.

This research is intended to assist HR Managers to develop an Employee Value Proposition that will attract and retain critical skills for NPOs.

I am requesting your participation in order to determine the attributes that are relevant to health-care-workers working for NPOs. After you have identified these, a final list of attributes will be generated and administered in the form of a survey, to health-care-workers employed in your organisation. Health-care-workers will be required to rank their top 10 attributes from the final list.

Anonymity

Please note that the results and responses of this study will be kept anonymous. No individuals' names and that of your company shall be disclosed for further purposes of this research.

Instructions

Kindly review the list of attributes below and identify those you believe to be relevant for health-care-workers employed by an NPO such as your organisation. Please add any other attributes you feel are relevant to the open section at the end.

Thank you for your participation in this research

Please indicate from the list of attributes below, which ones you believe are relevant and applicable for an Employee Value Proposition for health-care-workers employed by an NPO.

#	Category	Attribute	Yes	No
1	Rewards	Compensation		
2		Health benefits		
3		Retirement benefits		
4		Vacation		
5	Opportunity	Development opportunities		
6		Future career opportunities		
7		Organisational growth rate		
8		Meritocracy		
9		Organisational stability		
10	Organisation	Customer reputation		
11		Employment security		
12		Diversity		
13		Empowerment		
14		Environmental responsibility		
15		Ethics		
16		"Great employer" recognition		
17		Industry		
18		Formal/informal environment		
19		Market position		
20		Person-organisational fit (culture & values)		
21		Product brand awareness		
22		Product quality		
23		Respect		
24		Risk taking		
25		Organisation size		
26		Social responsibility		
27		Technology level		
28		Trust		
29	Work	Autonomy		
30		Business travel		
31		Challenge		
32		Feedback		
33		Innovation		
34		Job impact		
35		Job-interests alignment		
36		Location		
37		Meaningfulness		
38		Recognition		
39		Work-life balance		
40		Variety		
41	People	Camaraderie		
42		Collegial work environment		
43		Co-worker quality		
44		Manager quality		
45		People management		
46		Senior leadership reputation		
	Other (any additional attributes not on the existing list)			

Appendix 3: Survey to be administered to health-care-workers in NPOs

Please note that the final list of attributes were derived from the responses received from the panel of experts.

Dear sir/madam

I invite you to complete the survey below that I am conducting for my MBA. My objective is to generate with the top 10 attributes in an Employee Value Proposition that you as a health-care-worker find desirable.

Please note the survey is anonymous and you are not required to disclose your name.

The definition of Employee Value Proposition used for this survey is “the list of factors/attributes that an individual values and expects to gain from being employed by an organisation”.

Employee Value Proposition ranking survey

Please indicate your gender:

☐

Male

☐

Female

Please review the list of attributes below and select your top 10 in order of preference. Your preference is to be on a scale of 1 to 10, with 1 representing your most desired attribute.

Attribute Name	Definition	Rank
Autonomy	Freedom of employee to make decisions in workplace	
Compensation	The competitiveness of the job's financial compensation package	
Collegial work environment	Whether the work environment is team-oriented and collaborative	
Empowerment	The level of involvement employees have in decisions that affect their job and career	
Employment security	Security of the employee's job	
Ethics	The organisation's commitment to ethics and integrity	
Feedback	Information about performance of employee	
Health benefits	The comprehensiveness of the organisation's health benefits	
Innovation	The opportunity provided by the job to work on innovative, "leading edge" projects	
Location	The geographic location of the job that the organisation is offering	
Manager quality	The quality of the organisation's managers	
Meaningfulness	Significance/meaningfulness of work	
Organisational stability	The level of stability of the organisation and the job	

Product quality	The organisation's product or service quality reputation	
Recognition	The amount of recognition provided to employees by the organisation	
Respect	The degree of respect that the organisation shows employees	
Retirement benefits	The comprehensiveness of the organisation's retirement benefits	
Senior leadership reputation	The quality of the organisation's senior leadership	

Please indicate whether there are additional attributes that you have identified that are relevant but not included in the list above. Indicate your ranking of these additional attributes.

Additional Attributes	Rank

Thank you for your participation in this survey.

Appendix 4: Consistency matrix

The main problem this research project sought to identify is what are the most important attributes of an EVP, as desired by HCWs in Non-Profit organisations based in South Africa?					
Sub-problem	Literature Review	Hypotheses or Propositions or Research questions	Source of data	Type of data	Analysis
To determine the list of attributes of an EVP that is relevant to health-care-workers in the Non-Profit sector specialising in HIV.	CIPD, 2005; Corporate Leadership Council, 2006; Daniels, 2007; Dewhurst, Guthridge & Mohr, 2009; Kinoti, 2006; Kochanski & Ledford, 2001; Oostuizen & Naidoo, 2010; Minchington, 2012; A. Smith, 2010-2011; Tower Watson, 2013; WHO, 2007; Mcgee et al. , 2001; Mckinsey, 1998; Yukswel, 2009	What is the list of attributes of an EVP that are relevant to health-care-workers in the Non-Profit sector specialising in South Africa?	Literature review was used to determine and define EVP Interviews will be held with HR managers and managers of HCWs to validate list of attributes	Nominal data	Researcher's assessment of consolidated list of attributes. Judgment from interviews with HR managers

The main problem this research project sought to identify is what are the most important attributes of an EVP, as desired by HCWs in Non-Profit organisations based in South Africa?					
Sub-problem	Literature Review	Hypotheses or Propositions or Research questions	Source of data	Type of data	Analysis
To determine the priority order of EVP attributes in terms of desirability for health-care-workers.	Creswell & Clark, 2007; Falthzik & Carroll Jr. 1971, Kalof et al., 2008; Orme, 2007	What are the most important attributes that are regarded as most desirable by health-care-workers in the Non-Profit sector in South Africa?	Survey to be administered to HCWs working in 4 Non-Profit organisations in South Africa	Ordinal data	Quantitative methods will be applied utilising the Shotgun Stochastic parameter estimation algorithm.