

**The impact of the organisational system on the
implementation of an Employee Value Proposition
(EVP) at Air Traffic and Navigation Services (ATNS)**

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DECLARATION

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

Chanel Sparks

Signed at

On the day of 20.....

DEDICATION

This dissertation is dedicated to the memory of my late husband, Ray Sparks. Your legacy will forever live on in my heart.

I also dedicate this work to my son, Braedy Ray Sparks, “My Ray of Sunshine”. In your own special way, you encourage and support me to pursue my dreams.

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ABSTRACT

An employee value proposition (EVP) is a significant enabler of an organisations strategy. A well-defined EVP provides organisations with a competitive advantage in the continuous global war for talent. This allows organisations to attract and retain talent. The transport sector - particularly aviation - is a critical component of the economy, affecting development and the welfare of the entire population – both as an enabler of economic wellbeing and its beneficiaries. When transport systems efficiently provide for the needs of society and enable sustainable opportunities, they positively impact on the well-being of the country. According to the Air Traffic and Navigation Services (ATNS) website, the state-owned entity provides air traffic, navigation, training and associated services within South Africa and a large part of the Southern Indian and Atlantic Ocean, comprising approximately ten (10) percent of the worlds airspace.

EVP is a key enabler for success at ATNS as an organisation. Even though there are processes and systems in place, ATNS, like any other organisation, has faced key human resource challenges. To identify key issues related to challenges of the people aspect at ATNS, this research study was conducted. This was done to determine what the EVP of the organisation is and what contributing factors within the organisational system impact the EVP.

The problem statement for this study has been defined as “What is the impact of the organisational system on the implementation of an Employee Value Proposition at ATNS”? The literature review that was conducted, identified the following three independent variables that are linked to the organisational system: leadership effectiveness; policies, processes and systems as well as employee involvement. Dependent variables identified for EVP were employer brand, attraction and retention, employee motivation and employee engagement.

Applied social research has been used for this research study as opposed to basic social research. Applied social research uses scientific methodology to develop information to help solve an immediate, yet usually persistent societal

problem. A quantitative research methodology was used in conducting this research. Random sampling was used to identify the sample from the ATNS population (workforce). From the 1200 employees at ATNS, 200 were selected and the response rate was hundred (100) percent. Questionnaires were used to gather data and were assigned numerical values.

The research results strongly indicate that employees at ATNS are aware of what an EVP is, and that it influences their choice to work for the company. The results further indicate that the employees of ATNS are aware of the elements within the organisational system, and that an organisational system is a key enabler of EVP at the organisation. The effectiveness of these elements within the organisational system impacts the implementation of an EVP at ATNS. Leadership effectiveness as an organisational system element and talent retention & attraction as a variable within EVP, is key to the successful implementation of EVP at ATNS.

The research results can assist management to understand what the key drivers of an EVP are within ATNS. Management is now presented with an opportunity to determine the level of leadership effectiveness within the organisation. The success of this intervention in the future may be determined by doing a survey on employee's perception pre and post the implementation of this programme. Management may further link these results to the elements within an EVP and how it impacts on retention, engagement levels and motivation.

Ethics was also taken into consideration in the research study, where participants were informed of the voluntary nature of their participation and the confidentiality of the results. The research results indicate that the EVP variable most impacted by leadership effectiveness is attraction and retention. The research study focused on ATNS and may not be generalised for the entire transport industry. The results could, however, provide insight and understanding for EVP within the aviation sector. Due to the fact that the research study was of a quantitative nature, insights and participants reactions to questions could not be determined.

GLOSSARY OF TERMS

EVP: Employee Value Proposition

ATNS: Air Traffic and Navigation Services

ROI: Return on investments

GLC: Global Leadership Council

AI: Artificial Intelligence

CHAPTER 1: INTRODUCTION AND OVERVIEW

Introduction

An EVP is a significant enabler of an organisation's strategy. It builds and strengthens stakeholder, public and employee image and perceptions of the organisation's vision, culture, work practices, management style and growth opportunities (Manpower Ltd, 2009). It builds on the perception that people should be motivated, proud and happy to work for an organisation and are willing to 'go the extra mile' for that organisation. It is a core employer brand and defines what an organisation wants its people, both inside and outside to be associated with (Mandall & Krishan, 2013).

EVP is defined as a set of products, services, and brand related benefits an organisation offers to their employees in return for their skills, competence and experience as described by Minchington (2006). A well-defined EVP provides organisations with a competitive advantage in the continuous global war for talent. This allows organisations to attract and retain talent. The "war for talent" is a concept defined in 1998 by McKinsey & Company, a global management consulting firm which reports that talent is worth retaining and attracting and that organisations have to continuously adapt to be competitive (Beechler & Woodward, 2009).

The transport sector - particularly aviation - is a critical component of the economy, affecting development and the welfare of the entire population – both as an enabler of economic wellbeing and its beneficiaries. When transport systems efficiently meet the needs of society and enable sustainable opportunities, this is positive for the well-being of the country. According to the Air Traffic and Navigation Services (ATNS) website, the state-owned entity, delivers air traffic, navigation, training and associated services within South Africa and large part of the Southern Indian and Atlantic Ocean, comprising of approximately 10% of the world airspace.

ATNS defines leadership and good governance as being about efficiency, respect, honesty and integrity, responsibility, transparency and accountability

which are aligned to ATNS' values (ATNS annual report, 2017). In line with ATNS values-based management approach, the human resources strategy is at the heart of the company.

It is helpful to define and develop a sound and effective human resources strategy that includes retention and recognition programs. The human resources strategy is the aspect that focuses on employee relations and management within an organisation. A human resources strategy reduces the compensation premium for both current and potential employees and creates a strong "top employer brand". An organisation as described by Ghalib (2004) is the arrangement of employees to achieve a certain organisational strategy enabled by the allocation of functions and responsibilities. According to Ghalib (2004), the functions and responsibilities are achieved through clear leadership accountability and effectiveness and by employing three of the following critical elements: procedures, processes and people.

Organisations are furthermore required to review the composition of their organisational systems. This is done by reviewing the interrelations of the components and how they influence each other as well as how they affect the minds and opinions of employees to view the organisation as successful and as an employer of choice. The 21st century has ushered into the era of the fourth industrial revolution. The fourth industrial revolution alters the way of living, work life and resource utilisation. Due to its scale, scope and complexity, transformation is disruptive and radical, and affects almost every industry in the world (Schwab, 2016).

The fourth industrial revolution will be multiplied by emerging technological breakthroughs in fields such as artificial intelligence, robotics, the internet of things, autonomous vehicles, 3-D printing, nanotechnology, biotechnology, material science, energy storage and quantum computing as stated by Schwab (2016). This revolution has many advantages to it, such as the potential to increase income levels and thereby improving the quality of life. It will further fortify accessibility to global markets, increase the efficiency of new products and services, reduce commuting costs, create technological innovation that

produces potential long-term gains of efficiency and productivity (Schwab, 2016).

The “world of work” has evolved tremendously in the last decade because of globalisation, digitisation, technological advancement, robotics and diverse generational mixes. With the advent of technological developments, the question is posed, “does the concept of EVP developed in the early 2000’s remain relevant today?” In addition to the challenges posed by the transition into the fourth industrial revolution, Eckert, Stawiski, Zhao, & Gentry (2016) identified six common challenges organisational leaders face around the world.

These challenges are listed below:

1. Developing managerial effectiveness – this includes the challenge of developing relevant skills such as strategic thinking and decision-making;
2. Inspiring others – by motivating others in the workplace to have higher levels of engagement and output;
3. Developing employees – this includes mentoring and coaching;
4. Leading a team – dealing with the challenge of team building and development, as well as instilling pride in a team;
5. Guiding change –managing, mobilising, understanding and leading change;
6. Managing internal stakeholders and politics –managing relationships, politics and image.

According to a study performed in 2016 by Willis Towers Watson (Watson, 2016), organisations are under pressure to remain relevant and therefore employers are forced to enhance their employer brand and benefits to support their EVP. This approach will enhance an organisations ability to attract top and core talent.

Problem Statement

Many organisations have an EVP which defines the value the organisation offers to their employees, this in turn has an influence on employee retention and attraction. There are various factors within an organisational system which may influence the EVP.

ATNS has a values-based management approach when it comes to its people. The company values relationships and concerns itself with improving its perception with both internal and external stakeholders. Various human resource strategies and systems are in place, however, there are challenges as with any organisational system, that relate to employee perception and understanding of the organisation's EVP (Annual report, 2017).

The problem statement for this study has been defined as:

“What is the impact of the organisational system on the implementation of an employee value proposition at ATNS?

The problem statement also has sub-problems, posed as questions below:

Sub problem 1: Which EVP drivers impact EVP within ATNS?

Sub problem 2: Identify the significant elements within an organisational system that influence the implementation of an organisation's EVP.

Structure of the research

The first section will include the rationale of why an EVP differentiates an organisation and identifies the value drivers of a successful EVP. The elements of the organisational system that influence the implementation of an EVP will be covered. Thereafter the study will empirically investigate what employees perceive as the top contributing elements of an organisational system and the impact thereof on an organisation's EVP. Furthermore, the study will present the findings with respect to the investigations and finally outline some limitations and recommendations.

Chapters outline:

Chapter 1 – Introduction, problem statement and research questions;

Chapter 2 – Literature review; this chapter covers key concepts, namely, EVP and organisational systems;

Chapter 3 – Research methodology; this covers research design followed, data collection and data analysis methods;

Chapter 4 – Data analysis; interpretation of results based on research questions posed to research participants;

Chapter 5 – Recommendations and limitations of the research study.

Research questions

The study was based on the following key research questions, amongst others, posed to respondents:

- If respondents are aware of the term “EVP” and what does it mean to them
- If respondents are aware of what an organisational system is and the impact thereof on an EVP
- Which elements within the organisation system have a bigger impact on the successful implementation of an EVP

CHAPTER 2: LITERATURE REVIEW

Introduction

This section reviews previous work done by other researchers in the field. The literature review provides a body of knowledge specifically relating to the topic under study. The problem statement and the identified research questions as highlighted in Chapter 1 are addressed throughout the literature review process.

Overview of the literature process

The literature review commenced with researching the antecedents and concepts relating to EVP. Of importance are the attributes of the concepts and their relationship to each other. Following this, the concept of organisational systems and its various components have been researched. Once completed, the relationship between EVP and the organisational system was investigated. This was done to determine what contributing factors in organisational systems impact EVP.

Concept 1: Employee Value Proposition

Organisations typically define the core value they bring to shareholders in the financial context. Shareholder's investment into a company is mainly to reap financial benefits. In order to grow and get their return on investment (ROI); an organisation sets up structures with systems and processes to run efficiently and effectively. The system is referred to as an organisation (Management, 2013)

A key driver to the success of the organisation which is often misplaced, is the talent within the organisation (Leedy & Ormrod, 2015, p. 1). A key strategic driver to attract and retain key talent is having an effective EVP linked to the strategic imperatives of the organisation (Botha, Bussin, & De Swardt, 2011). EVP's are effective in the execution of strategy with strong linkages to business objectives. A key stakeholder in an organisation is its employees. Employees must be able to see the connection between their own work and the overall goals of the company.

Traditional components of EVP have evolved. Historically, health care benefits were a key differentiator for mid-sized and large organisations suggested by Benz (2014). This used to be a key feature for recruiting potential employees into organisations (Benz; 2014). With the introduction of automation and artificial intelligence (AI), tailoring an effective EVP helps to develop workplace happiness and motivate employees (Reddy, 2017).

Linking an EVP to organisational strategy can be profitable (Bolden-Barret, 2018). Bolden-Bareet (2018) cites that Towers Watson, a company specializing in human capital, reports in the study “Watson Wyatt's 2002 human capital index” that shareholders’ total returns were sixty-four (64) percent over five years under progressive human resources practices compared with total returns of twenty-one (21) percent under weak HR practices.

The positive correlation between employer brand and employee engagement has been recognized by different academic studies (Pasrk & Zhou, 2013). The authors indicate that EVP is a key component of an employer brand. Mandall & Krishan (2013) concur that EVP is a core element of an employer brand and defines what an employer would want people inside and outside their organisation to associate with the employer.

According to Reddy (2017), an EVP is the complete offering a company makes to its prospective and current employees in return for their best efforts and assures employees of stability, transparency and engagement at every stage. An EVP focuses not only on attracting talent but also retaining the talent. This ensures that the organisation as a system remains productive and effective.

Human resources in the form of employees are an organisation’s most valuable intangible assets that allow the organisation to differentiate itself and remain relevant, competitive and profitable. Retention of core, critical and loyal employees is key to any organisation. This is achieved when employees feel that they have transformative and passionate leadership, have skilled and supportive managers, believe they are compensated and rewarded well, have

clearly defined and mapped career paths and are awarded opportunities for professional growth (Reddy, 2017).

The term “EVP” puts the burden on organisations to develop a proposition of value to their employees in return for their skills, competence and experience defined by Wagner (2017). This starts with an important question: Why would people want to join the organisation, exchange their experience and competence and stay with the organisation. According to Wagner (2017), a “value proposition” represents the psychological framework human beings use to make decisions. This translates into the “why” of the employment relationship.

A well developed and entrenched EVP reduces the compensation premium of organisations by fifty (50) percent, decreases an organisation’s employment turnover by eleven (11) percent and can save a moderately sized organisation nearly 13 million US Dollars (\$) per year according to research performed by the Global Leadership Council (Talent, 2013).

Both employers and employees in the new world of work are facing the pressures to remain relevant and competitive. The new world of work has been shaped by globalisation which results in virtual workspaces, digitisation, robotics, analytics, internet of things and big data which are all reshaping how work is performed. This is further influenced by the flexible working conditions and how organisational reward; recognition and benefit programs are structured (Wagner, 2017).

Considering the pressures organisations are facing to remain relevant and competitive, most employees still feel dissatisfied with the EVP in their organisations. A study performed by the Global Leadership Council (Talent, 2013) found that the perceived value of an EVP by employees has reduced from fifty-one (51) percent in 2006, to thirty nine (39) percent in 2012. Organisations are therefore faced with the need for change. They have realized that traditional and default models, current practices and human resources strategies require an overhaul.

More and more organisations are adopting a modernising agenda (technological advances) in the development of the talent and reward programs in order to position themselves for future growth (Watson, 2016). The agility of an organisation in adopting the modernising agenda will serve as a key differentiator in the war for talent and retention of key employees to help drive the value and their performance. “Employer Value Proposition best companies research” report states that seventy eight (78) percent of the best companies understand and treat their employees as customers in the same manner they expect their employees to understand and treat customers compared with forty six (46) percent of companies overall reported by Watson (2016).

Companies with a well-established EVP are almost twice as likely to have highly engaged employees with fewer attraction and retention challenges versus companies who don't have. The report highlights that seventy-two (72) percent of highly engaged employees indicate that they would like to continue working for their current companies until retirement, as opposed to only twenty-six (26) percent of the disengaged workforce. EVP is the guiding light for aligning values, culture, engagement, communication, human resource processes and practices (Mandall & Krishan, 2013).

The following elements are the value drivers of the successful implementation of an organisations employee value proposition.

Employer Branding

Employer branding linked to EVP relates to the application of branding principles aligned with the brand promise. This is linked to human resources management that inform a targeted human capital strategy to promote the organisation as an employer of choice (Backhaus & Tikoo, 2004). According to Wilden, Gudergan, & Lings (2010), employer branding incorporates the values, systems, policies, programmes, benefits and rewards of an organisation with the aim of attracting and retaining talent. The delivery and the successful execution of a brand strategy is linked to the strategic intent of the organisation and human capital. The world is ever-evolving with globalisation, modern technologies and virtual work. It is therefore important that as the world of work

is changing, organisation's strategies change and that employer branding linked to EVP is agile to adapt as well. It is important to note that great leaders are themselves brands and great brands attract great talent (Raghuran, 2018).

Organisations that have differentiated employment benefits and practices are those whose employment brands are linked to their organisational and consumer brands. The EVP is lived and valued by all levels of employees within an organisation (Fraser, 2009). Employer branding and EVP is not only focused on attracting new talent but on retaining talent as well. It is therefore vitally important that employer brands are enhanced and sold within an organisation (Manpower Ltd., 2009) .

The employer branding journey starts with identifying the type of people you want as an employer for your organisation to be successful as stated by Mandall & Krishan (2013). In the war for key talent, there will always be a shortage in certain occupations, this intangible asset for organisations becomes more of an important strategic resource to execute on the delivery of the organisational strategy. In most organisations, employee costs on average, translate into about seventy (70) percent of operating expenses (Manpower Ltd., 2009). With increased economic pressure for organisations to remain profitable and relevant, organisations can increase their market share by capitalising on retaining top talent as this reduces overhead costs including the time and resources it takes to replace talent (Manpower Ltd., 2009). During these pressurised times, an economic relief can be realised by promoting the employer brand and EVP, as the human resources of the organisation is a key contributing intangible asset.

According to Chada (2017), good employee engagement eventually becomes good employer brand. A challenge for many organisations is how to build a coherent employer brand model that can successfully predict talent attraction and retention. There are numerous benefits of employer branding, some of which are listed below (Mandall & Krishan, 2013, p. 42):

- Organisational identity: employees identify with the unique proposition provided through both tangible and intangible benefits;
- Better articulation: consistent articulation and communication of EVP;
- Gap identification: helps bring clarity in areas of improvement in the organisation;
- Aligned efforts: efforts are put in key areas of improvement;
- Attraction and retention: helps in better attraction and retention of talent by identifying top drivers;
- Overall cost of engagement: overall cost of engaging employees reduces as efforts are more aligned and clearly articulated as the organisation delivers what it promises.

Employee Engagement Levels

Engaged employees add considerable value to the organisation (Kim & Kang, 2016, as cited by Gupta, 2018). Engaged employees are enthusiastic, alert, elated, excited in the workplace and are ready to go the extra mile (Gupta, 2018). In today's world of work, employees are geographically dispersed with less resources, and, therefore to increase engagement levels it requires enablement and energy to maximise the impact on retention and performance (Watson, 2016).

“Employee engagement has been defined as emotional and intellectual commitment to the organisation, or the amount of discretionary effort exhibited by employees in their job” (Frank, Finnegan, & Taylor, 2004 as cited by Gupta & Shukla, 2018, p. 48).

Employee engagement is defined by Heger (2007) as the intellectual, emotional contract and attachment an employee has to both their work and the organisation. It involves both rational and emotional factors in terms of the employees thinking process and the way they feel. Employees who are rationally involved understand how their experience, skills and competence contribute to the success of the organisation.

Employee engagement and job satisfaction are often two terms used interchangeably, however they have clear and distinct differences. In contrast to employee engagement, employee satisfaction is an employee's evaluation of the job they are employed in and the organisations ability to meet their basic needs. Job satisfaction refers to the extent to which people like their jobs (Buitendach & De Witte, 2005; Judge, 1994; Hirschfield, 2000, as cited by Garg, Dar & Mishra, 2018).

Work engagement is comprised of individual dimensions, while job satisfaction is the outcome of these dimensions (Lu,, Lu, Gursoy & Neale, 2016, as cited by Garg, Dar & Mishra, 2018). As stated by Heger (2007) a new employer - employee equation study found that forty-five (45) percent of employees feel satisfied with their jobs, fewer of them feel engaged, thirty-one (31) percent feel that their employer inspires the best in them and only twenty (20) percent feel passionate about their jobs while less than fifteen (15) percent feel energized by their work.

There are many theories and definitions relating to the term employee engagement. The first person to provide a clear construct of employee engagement was Kahn. Kahn (1990) defined engagement as employees being committed to the organisation by performing their roles and responsibilities diligently and effectively. This would include physically being present at work; cognitively ability and emotional intelligence during work roles (Kahn, 1990, cited in Saks & Gruman, 2014, p. 160).

According to Bhappu, A.D & Schultze (2018), employee engagement indicates the degree to which individuals are motivated by their work and workplace culture to perform in a manner that goes beyond their job descriptions. Building employee engagement has become a key management priority in organisations, because an employee's willingness to apply discretionary effort toward the organisations's goals and doing more than merely meeting job requirements and customer needs creates competitive advantage (Bhappu & Schultze, 2018).

As defined by Shirin & Kleyn (1999), employee engagement is viewing engagement primarily as a state of mind that results in engaged behaviors. In other words, as a psychological state of self-presence, characterised by attention, dedication and absorption in the job accompanied by feelings of energy, vigor and general positive effective commitment to the job and or organisation as a whole (Shirin & Kleyn, 1999).

Employees that are motivated tend to perform better and are more engaged in comparison to employees who are not motivated. Employees who view their organisation's EVP less attractive than the EVP of a competitor will disengage from an organisation in one of two ways, by either reducing their level of output, performance and energy, or by resigning from an organisation (Shirin & Kleyn, 1999).

This phenomenon requires organisations to firstly measure the impact of the EVP and secondly measure the effectiveness of their EVP on employee engagement levels. According to Hewitt (2015), high levels of engagement have a significant impact on the financial performance of organisations, where they found that a five (5) percent increase in engagement is linked to a three (3) percent increase in revenue growth in the subsequent year.

The sustainable model on engagement proposed by Watson (2016), includes the following three components:

1. Traditional engagement, this refers to a willingness to give discretionary effort;
2. Enablement, this depends on a local work environment that supports productivity and performance and;
3. Energy, this results from a healthy work environment that supports employees' physical, social and emotional wellbeing.

According to Watson (2016), there is considerable room for organisations to improve their engagement levels, as only twenty six (26) percent of organisations globally have an engaged workforce, seventeen (17) percent feel

unsupported and perceive that they are traditionally engaged but lack enablement and or energy, twenty one (21) percent of employees are detached and feel enabled and or energized but lack a sense of traditional engagement and twenty five (25) percent score low on all these aspects of sustainable engagement.

Attraction and Retention

A valuable attribute of EVP is talent attraction and retention. An organisation's primary goal is financial viability and a key component in attaining this, is human resources. Talent enables an organisation to leverage its resources and key competencies for it to be viable. Organisations use employer branding to attract and retain talent (Botha, Bussin & de Swardt, 2011). There is a growing body of research evidence supporting the relationship between employer brand and the attraction and retention of talent (Cheese, Thomas & Craig, 2007; Crous, 2007; Minchington, 2010; Wiüock, 2005 as cited by Botha, Bussin & de Swardt, 2011).

According to Botha et. Al. (2011), a differentiated EVP leverages core differentiating talent attraction aspects, and allows for targeted employer brand marketing efforts. Talent is referred to as an individual differentiator in an organisation. It not only comprises of skills sets acquired over time, but also includes personality traits and character traits that may be appealing to an organisation. The question is, why is it important for an organisation to retain critical and core talent?

In the era of shrinking talent and skills gap, talent retention and attraction has become a key focus of organisations (Ramlall, 2004). It is quantified that on average, organisations lose approximately R12 million with every 10 managerial and professional employees who leave the organisation. When an employee exits from an organisation it has both direct and indirect cost implications for an organisation. The time and productivity implications for organisations to replace core talent are exorbitant. There is a significant economic and knowledge management impact upon the exit of an employee as the employee exits with critical knowledge and business insights. This

requires organisations to have well developed and efficient knowledge management process and systems.

Knowledge management is a key organisational process that involves the process of creating, capturing and using knowledge to enhance organisation performance (Andrew H.Gold; Arvind Malhatra, 2001). Many organisations in the last decade understand the impact of having knowledge management systems and banks to harvest knowledge, however, very few organisations have the in-house skills and capabilities to build on this critical process, therefore, knowledge is lost with the departure of talent. There are studies that reveal that nonmonetary factors attract people to one employer over others (Diane, 2001). Numerous surveys reveal that what many employees really want these days is an enjoyable atmosphere and a feeling that they are making an impact in their jobs (Diane, 2001).

Employee Motivation

Motivation is the psychological process that causes the arousal, direction and determination of intended actions that are goal orientated (Joomis, 2007). It is the willingness of employees to contribute to the achievement of organisational goals, while satisfying an individual need. Needs according to Joomis (2007), are the physiological or psychological deficiencies within humans that arouse behaviour. Needs vary in terms of intensity, which in turn, are influenced by a number of internal and external environmental factors, as well as over time and place.

Employee motivation differs from one context to the other. In developed countries and stable economies, if employees are unhappy in their work environment, turnover is high (Adeola & Adebisi, 2016). Employees will in turn seek opportunities of employment at organisations where there is a more attractive EVP and where they perceive their value will be appreciated (Adeola & Adebisi, 2016). On the other hand, in an unstable economy or in developing countries where there a high unemployment rate, employees are limited for choice and will often stay in their current jobs irrespective of the motivation, (Adeola & Adebisi, 2016). According to Adeola & Adebisi (2016), where

motivation is low, it has an adverse effect on employee performance and therefore “motivation has become one of the important aspects in identifying how individuals act the way they do at the workplace” (Adeola & Adebiyi, 2016, pg. 75). When employees are motivated, they tend to behave in a positive manner and they have the drive and enthusiasm to behave in a certain way (Leete, 2000 as cited by Adeola & Adebiyi, 2016). Motivation is an important engagement element for organisations, as it is a driver towards organisational success as concluded by Adeola & Adebiyi (2016).

Motivation consists out of two elements: extrinsic and intrinsic motivation (Adeola & Adebiyi, 2016). Extrinsic motivation are external factors, which can include elements such as salary, benefits, promotions and incentives. Individuals are extrinsically motivated when they engage in work to obtain some goal that is separate from the work itself (Amabile, 1993 as cited by Adeola & Adebiyi, 2016). Intrinsic motivation in turn refers to internal factors such as job satisfaction, responsibility and accountability, being responsible for their own development of skills and competence. “Individuals that are intrinsically motivated are mostly viewed as self-motivated because they enjoy performing the actual tasks or the challenge of successfully completing a certain task” (Moshan et al., 2012 as cited by Adeola & Adebiyi, 2016, p75).

There is a connection between internal and external motivation, and they cannot be viewed in isolation, and both have an impact on how employees perform their jobs (Amabile 1993). Respectively, both of the elements have a different effect on how employees perform (Amabile1993).

Employee motivation may be linked to the Maslow hierarchy of needs. The defining model of the hierarchy of needs was developed by Maslow. Maslow believed that human beings aspire self-actualisation (Joomis, 2007).

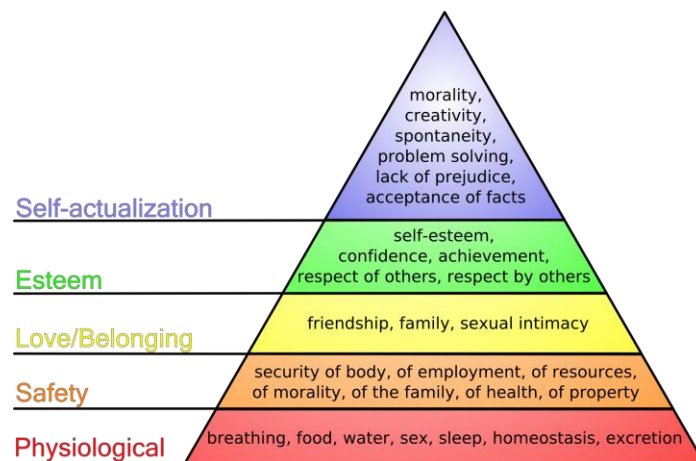


Figure 1: Maslow hierarchy of needs

Source: Joomis, 2007

There are at least five levels of needs within the Maslow theory: psychological, safety, love, esteem and self-actualisation. Based on the theory, employees are motivated to satisfy the various levels within organisations. A well-defined, co-developed EVP with both employees and managers in organisations aimed at satisfying emerging and unmet needs will inevitably be able to satisfy these needs. A well-defined EVP linked to Maslow's hierarchy and one that creates a climate where employees can develop to their fullest potential, will lead to an engaged and satisfied workforce, ultimately decreasing employee attrition (Joomis, 2007).

Further to having an EVP linked to the Maslow hierarchy of needs model, it is important for organisations to have insight into the direct variables or drivers which attract talent. Many drivers have a link to the needs model; however, specific drivers will have a larger impact for both attraction and retention of talent.

A study performed by the Global Leadership Council (Talent, 2013), indicate that the top five drivers for attraction of talent is:

1. Compensation (40%);
2. Stability (34%);
3. Respect (34%);
4. Work-life balance (33%);

5. Location (26%).

The same study indicates that the top five drivers for retention are:

1. Future career opportunity (44%);
2. People Management (36%);
3. Compensation (36%);
4. Manager Quality (31%);
5. Recognition (31%).

Concept 2: The organisation as a system

Definition of a system

A system is the interrelated elements or components that work together to achieve an objective or vision of the whole. When the elements of a system perform their intended functions, they produce commanding and multiplicative effects much greater than the individual elements in isolation as stated by Ghalib (2004). Below is a summary of five conditions that Ghalib (2004) puts forward describing the system:

- The system as a “whole” has one or more defining characteristics or roles;
- Each one of the elements influences the behaviour or characteristic of the other
- The parts consist of sub-parts which is enough in one or more environments for carrying out the defining function of the whole;
- The way that each essential part of the system affects its behaviour or properties depends on at least one other essential part of the system;
- The effect of any subset of essential parts on the system as a whole depends on the behaviour of at least one other such subset

In further support of the definition above, a system is a set of elements or components that work together in relationships for the overall objectives and or vision of the whole (Management, 2013). The author emphasises that the focus of all the elements within an organisation system should be the attainment of

an organisation-wide shared vision, which would lead to employee satisfaction and engagement.

One of the basic principles of a system is that it is something more than a collection of its parts. In keeping with this reasoning, the concept of systems thinking can be applied as system thinking can be viewed as a system (Arnold & Wade, 2011). System thinking as a view replaces reductionism, which is cause and effect (believing that everything can be reduced to an individual part), with expansionism (the system can always be a sub-system of some larger system), (Arnold & Wade, 2011).

According to Arnold & Wade (2011), the following requirements must be present as a systems test illustrated in the figure below:

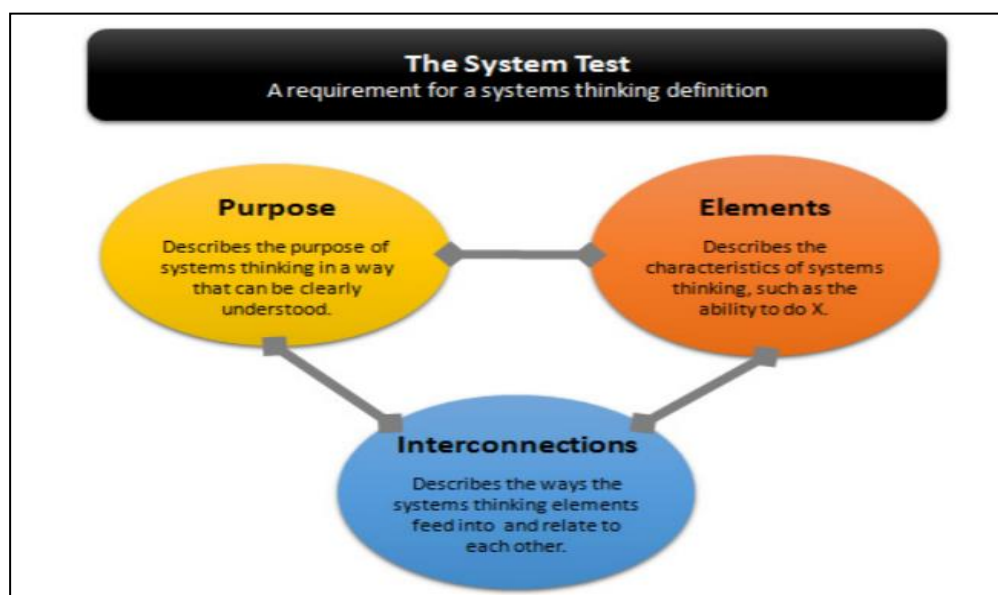


Figure 2: Systems test

Source: (Arnold & Wade, 2015)

The systems test is described as below:

1. Function, purpose, or goal. Is the purpose of systems thinking a method that can be clearly understood and relate to everyday life;
2. Elements. The elements will manifest as characteristics of systems thinking.
3. Interconnections. This is the way the elements or characteristics feed into and relate to each other and are dependent on each other.

Organisations are made up of various systems and the focus of the interrelated systems should be the attainment of the organisations overall strategy and goals. The value of viewing an organisation as a system, allows organisations to solve extremely difficult problems that depend on parts, or factors of the interrelated elements involved. This may arise as the result of ineffective coordination amongst the elements (Aronson, 1996).

This poses a challenge to leaders and managers within an organisation to learn and understand how the various elements within an organisation system interrelate and the effect thereof on the system, the organisational strategy and value proposition. The effectiveness of an organisational system is achieved when organisations understand the competence level and effects of their leadership cadre, having a focus on aligning and engaging their employees which will influence positive employee buy-in, as well as to ensure aligned and integrated policies, procedures and processes.

It has been emphasised by Ghalib (2014), that when the interface between the elements of an organisational system is of a superior nature and quality, it leads to an organisational environment that is highly conducive to the systematic implementation of business procedures and processes which leads to the achievement of the organisational strategy and value proposition. An organisational effectiveness framework by Right management (Haid, Sims, Schroeder, & Wang, 2014) identified a model with key elements of an organisation system to drive effectiveness and impact on the value proposition as per figure 3 below:

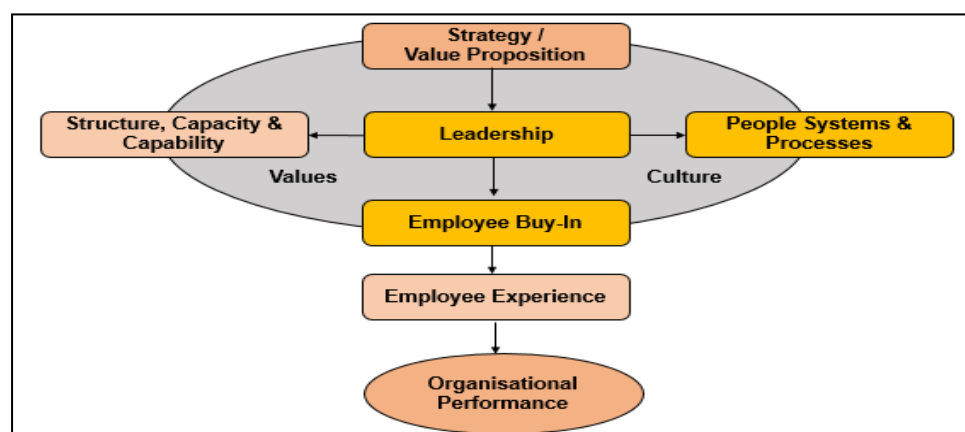


Figure 3: Organisational effectiveness

Source: (Haid, Sims, Schroeder, & Wang, 2014)

Strategy / Value Proposition	Strategy - The role, purpose and strategic direction that summarize the work of the organisation being clear and appropriate. Value Proposition – The value an organisation creates in the hearts and minds of their employees through a clear strategic purpose and the value created through products and services.
Structure, Capacity and Capability	When the structures have clearly defined roles and responsibilities, who is accountable and their relationships, it ensures people are capable to perform their jobs.
Leadership	Leaders have the competence to effectively ensure organisational success.
People Systems and Processes	In order for leaders to be effective, they need to have the support of capable people systems and processes. The systems within organisations are vehicles to ensure effective messaging and communication, sharing of information to ensure effective decision making. Organisational processes and systems support leadership, creating consistency and trust.
Culture and Values	A set of shared, basic assumptions that defines behavior within organisation, and assist the organisation to effectively implement its strategy.
Employee Buy-In	Employee involvement impacts employee buy-in thus having a positive influence on employee engagement, as employees have a shared involvement and contribution to the strategy. Engaged employees are satisfied with their current job and their organisation as an employer. Commitment to making the employees successful in their jobs are in turn proud of their organisation and the work they do.
Employee Experience	High levels of employee satisfaction and loyalty achieved by the organisation being aware of employee needs and actions on employee feedback.

Table 1: Detailed overview of organisational effectiveness

Leadership Effectiveness

Effective leadership within the organisation creates the purpose, focus and commitment for employees. They provide direction for employees to follow by impacting positively on morale and engagement. Leadership has always been vital and is often the most important capability during a time of transition for organisations. One leader may produce impressive results in one organisation, and less impressive results when leading another organisation. This is due to numerous factors including the organisation's culture and leadership style that is not able to adapt to the organisational culture or fitness of the leader (John & Chattopadhyay, 2015).

Leadership effectiveness capability is critical and does have an influence on the overall effectiveness and performance of both the organisation and employees (John & Chattopadhyay, 2015). Leadership is the process of influencing followers and direct their focus and effort towards the willing achievement of a particular goal and or target with zeal and confidence (Igbaekemen, 2014). Furthermore it entails motivating employees to perform certain tasks and is the act of making things happen rather than letting things happen by exerting both intrinsic and extrinsic influences on employees (Igbaekemen, 2014).

According to Sndhya (2014), an effective leader is someone who motivates a person or a group of people to accomplish a specific goal or purpose more that they would have otherwise accomplished without a leader. The magnitude of the influencing capability which must exist within a leader has a significant impact on employees adopting and believing in the EVP of an organisation. A study performed by the Corporate Leadership in 2015 found that three quarters of business units have leaders who are not equipped to handle the future needs of the business, with specific concerns around agility, innovation, responsiveness and team enablement (Impact, n.d.,2015).

The study highlights that only sixteen (16) percent of leaders remove barriers to their team's performance, twenty-five (25) percent will adapt to a meaningful change in the strategy of the business and twenty-nine (29) percent can adapt

to big shifts in the market. According to the study, leaders indicate their lack of adaptability to firstly the increased number of stakeholders they must involve in decision making (bureaucracy); an increase in the diversity of job requirements; the diversity and diverse locations of team members and subordinates as well as less direct visibility into the performance of direct reports.

A study performed by Willis Towers Watson confirms that employees have very little confidence in the ability and capabilities of senior leadership (Watson, 2016). Half of the employees report that the senior leaders at their organisations are doing an excellent job of growing the business, forty-seven (47) percent believe that the leaders are managing costs and developing future leaders. A concerning forty-four (44) percent of employees believe that their leaders have a sincere interest in their wellbeing and have low confidence levels in the performance of their leaders. The statistics above are a glaring fact and concern that not many employees have confidence to follow their leaders, this in turn has an influence on the strategic direction and achievement of organisational goals. Perception, trust and confidence of employees towards leadership capability is a key influencer in their decision to stay with the organisation.

This is a huge concern for organisations in the quest to differentiate and remain competitive, as leadership is the top driver of sustainable engagement in mature and emerging economies, as well as being a change agent for the organisation (Watson, 2016).

Employee Involvement

For organisations to lead and positively influence employee's perception towards the EVP, they have to involve employees as part of the decision-making process and execution of strategy. Employee involvement is defined as a system process that enhances and promotes a spirit of cooperation and collaboration within an organisation and taps into the creative contribution of each member (Potocki & Brocato, 1995). Potochi and Borcato (1995) further emphasise that the success of an organisation improvement is largely dependent on the skills and motivation of its workforce.

When employees are involved through participation and their contribution is recognized, it contributes to increased employee involvement within organisations as defined by Adham (2014). Some authors distinguish between employee involvement and job involvement. Employee involvement can further be expanded to the degree which a person identified the importance of his job to his self-image. To this end, Adham (2014) concludes that employee involvement exists when the following three elements are present: influence, interaction and sharing information with employees. In addition, having independence over work is also considered as employee involvement, as it gives an employee the ability to influence how they work, how they pace themselves when executing their roles and the manner and order in which roles are performed.

The research done by Adham (2014) concludes that there is a clear positive relationship between employee involvement and organisational commitment that contributes to the successful achievement of the organisations strategy and in turn a positive perception from employees on the value that an organisation delivers. Effective change management is an important vehicle to encourage employee participation in the development of an employee value proposition and the acceptance thereof in the organisation.

The Leadership Council (CEB) identified an effective change management methodology called the “Open Source Change Strategy” which is built on the following foundations (Council, 2014)

- 1 – A co-created change strategy;
- 2 – Employee ownership of change implementation planning
- 3 – Communication that focuses on talking instead of telling (Council, 2014).

Policies, processes, practices and procedures

According to Ghalib (2014), functions and responsibilities within organisations that achieve the organisational strategy and support the value proposition are accompanied by the following three critical elements, namely, procedures, processes and people. Ghalib (2014) states that procedures and processes

enable the synchronisation required to achieve a coherent organisational identity and uniformity within the various organisational structures and units.

There is a sentiment that well-defined policies, processes, practices and procedures eliminate barriers to good organisational performance (Potocki & Brocato, 1995). This creates an environment where everyone can continually and incrementally improve the work of the organisation.

The link between the organisational systems and EVP

An organisation's EVP has an impact of how employees and prospective employees view the organisation. The organisational strategy and how the mission and values of an organisation are unpacked and communicated play a key role in organisational EVP. "The system-wide approach inherent to the effective implementation of an employer branding strategy requires a shared understanding of the organisation's EVP across functional boundaries and levels within an organisation" (Johnson and Roberts, 2006 as cited in Wickman, O'Donohue & Hanson School of Management, 2016).

Organisational systems consist of both tangible and clear components in the form of the employment contract, and intangible components elements in the form of a psychological contract (CoyleShapiro et al., 2004; Millward and Brewerton, 2000; Shore et al., 2004; Rousseau, 1995, as cited in Wickman, O'Donohue & Hanson School of Management, 2016). Employees will define and view an organisation's EVP attractive when the conditions of employment meet or exceed their requirements, as well as when employee work-life balance in the form of flexible time-off to attend to family commitment meet their expectation (Wickman, O'Donohue & Hanson School of Management, 2016). Organisations have opportunity costs too, "such as foregoing lower cost labour arrangements and/or the increased operational flexibility that might flow from such arrangements" (Wickman, et al., 2016).

Senior management need to be aware of how an organisations policies and procedures are interrelated or disconnect with each other. This requires that management have the competence to understand and ensure that the

interrelatedness is effective, and how it is implemented (Wickman, et al., 2016). Wickman, O'Donohue and Hanson School of Management (2016) states that organisations must pay careful attention to the manner in which policies and systems might contradict each other and have a potential adverse effect on the organisations EVP, and damage to the organisations brand. This may occur when two policies or procedures contradict each other in the conditions and manner which is it implement.

It is against this background and motivation that management need to ensure that organisational systems conceptualise and embrace the entire set of systems that support the employment relationship and employment life-cycle which exist from the recruitment and selection stage, through the entire employment phase, up to the end of the termination phase (Stalinski, 2004, as cited in Wickman, O'Donohue & Hanson School of Management, 2016).

The Human Capital department play an important role in creating and sustaining high quality and sustainable employment relationships by creating a balance between the organisation's goals and the individual goals of employees. A 'systems perspective' prescribes that an organisation must also understand how the roles of other departments, functional staff, line and senior management, peers, as well as external contractors influence and contribute to achieving process synergies that will enhance the value that employees derive and how they perceive an organisations EVP (Wickman, et al., 2016).

CHAPTER 3: RESEARCH METHODOLOGY

Introduction

The previous chapter primarily focused on the literature review with the intent of unpacking existing research done on the subject matter under study. This provided the required insight and knowledge into the research on the impact of organisational systems on employee value propositions. It was by conducting the literature review that guidance on the research study to be followed became clear. The aim of this study, as per Chapter one, was to answer the principal question: What is the impact of an organisational system on the implementation of an organisation EVP at ATNS? The main research question has subsequent research sub-questions.

This chapter outlines the overall procedure that was followed in data collection and processing. This chapter, therefore, presents the overall description of the methodology, research method, population, sampling, data collection techniques, pilot study and data analysis. In addition, this chapter explains ways of addressing concerns about reliability and validity, as well as the ethical considerations for this study.

Research methodology

The research methodology is concerned with the perspective or the angle that the researcher wishes to take on the question being asked. Qualitative and quantitative are two fundamental methodologies (Pickard, 2007). The chosen methodology for this study is quantitative research.

Quantitative research methodology

The design serves as the architectural blueprint of a research project, linking design, data collection and analysis activities to the research question as defined by Bickman and Rog (2009). The research design selected for the study is experimental research design. Experimental study tests the existence of a causal relationship between two or more variables. In experimental study, one variable, the independent variable is systematically varied or manipulated so

that it affects another variable, in order for the dependent variable to be measured.

Applied research

The aim of this study is to describe the impact of organisational systems on an EVP. Applied social research has been used for the research study as opposed to basic social research. Applied social research uses scientific methodology to develop information to help solve an immediate, yet usually persistent societal problem (Bickman & Rog, 2009). Applied research often finds itself with little experimental control whereas basic research “is firmly grounded in the scientific method and its goal is the creation of new knowledge about how fundamental processes work. Control is often provided through a laboratory environment” (Bickman & Rog, 2009,IV).

One of the key attributes relating to applied research is knowledge use whereas basic research primarily lends itself to knowledge creation. The purpose of this study aims to add to the body of knowledge already available in the field of EVP and does not concern itself with the creation of new knowledge in the field.

The study therefore focuses on applied social research. Applied research focuses on the contrast of effect (Bickman & Rog, 2009). It is specifically critical that the results of the study are valid, that they accurately measure the variable of interest. Applied research in contrast to basic research, according to Bickman & Rog (2009,IV), “usually needs to examine a specific problem at more than one level of analysis, not only by studying the individual, but often larger groups, such as organisations or even societies. Applied research works in real life settings and not in a controlled environment”.

Research population

This section describes the population that participated in this study. Population means all the people or subjects about whom the study is meant to generalize (Jackson, 2008).

Sampling

According to Jackson (2008), in most cases it is not practical or a requirement to survey the entire population relevant to a study. It is for this reason that a sample is selected. For the sample to be a true reflection of the population under study, it is important that the sample resembles the population. In other words, it is imperative that the sample is selected from the population. According to Pickard (2007), the author states that the method of sampling used, plays a significant role in any research investigation, as very often it is the characteristics, composition and scale of the sample that gives credibility to any findings that arises from the study performed.

According to Sekaran & Bougie (2013) a sample is a subset of the population. It involves a small number of a group from a large number selected of the population.

A population is the totality of entities in which we have an interest, i.e. the collection of individuals, objects or events about which we want to make inferences (Diamantopoulos & Schlegelmilch, 2011). Due to the sample size that was decided on by the study, only 200 participants were selected. A sample frame is “closely” related to the population. Ideally, it is a complete and correct list of population members only (Blumberg, Cooper & Schindler, 2014). Random sampling has been used for this research to ensure that each member of the population has an equal chance of being selected.

ATNS has approximately 1200 employees, comprising all levels of management, professionals and general labourers. Of the 1200 and in line with random sampling principles, 200 participants at all levels of the organisation were selected and invited to participate in the research study.

Data collection

According to Dube (2010) “quantitative questionnaires are the most effective way to gather numerical data that could be used to confirm hypotheses about occurrences. Closed ended questions are used in this type of method and are assigned numerical values for the respondents to choose from; such as

allowing participants to choose their age groups". The respondents then choose answers from the given list and have no chance of expressing their views or opinions about the questions. For example, participants could be asked to rank their feelings based on the given scale; i.e., a scale of 1 to 5; 1 being poor and 5 being best. The results are then analysed and placed in graphs, bar charts and so on.

According to Singh (2007) a questionnaire should be self-administered, which allows respondents to administer it themselves. The responsibility of the researcher is to ensure delivery and collection of the questionnaires. Additionally, Pickard (2007) indicates that questionnaires are instruments administered and completed by respondents themselves; they are relatively easy to use and self-explanatory, inexpensive and are often the most plausible option for measuring unobservable constructs such as attitudes, values and preferences, intentions and personalities. They have a highly structured format, often used where the aim is to generate quantitative data from a large sample to test research questions and or hypotheses. This research paper tests research questions. According to Nardi (2006) the use of questionnaires are effective tools for surveying large samples of respondents in a shorter and convenient period, than interviews or other research methods.

Questionnaires should be easy to read and self-explanatory as the researcher is not available to assist the respondent with any questions they may have. This also may pose as a disadvantage of administering a questionnaire, that is, respondents may answer incorrectly due to their misinterpretation of the intended question.

In order to eliminate misinterpretation and misunderstanding of the research questions in the questionnaire, a cover note with definitions of key concepts is to be sent as well. Often, the respondent may have a different understanding of key concepts and it is important to provide definitions, so the researcher and respondents are aligned when it comes to definitions.

Analysis of quantitative data

A five-point scale has been used for respondents to select from. The scale used in the measure is a five-point Likert scale. The maximum score is 5 and the minimum is 1.

Validity and reliability of the research instrument is provided for in the research. According to Adefioye (n.d); reliability refers to consistency, stability and repeatability of results, whereas, validity is the extent to which any measuring instrument measures what it is intended to measure.

According to Sproull (1988), validity is more important than reliability because if an instrument does not accurately measure what it is supposed to, there is no reason to use it even if it measures consistently. A validity explanation is the strength of our assumptions, conclusions or suggestions.

The data which describes the sample was generated first. This was done in the form of means for continuous variables (e.g. age) and frequencies for categorical data (e.g. position in organisation). This was done to get to know the group the researcher is dealing with and to determine whether gender, age, occupational level, qualifications and years working in company plays a role in the manner with which the participants respond.

The data is analysed based on the number of respondents. The majority of responses leaning on one or more variable is provided for numerically showing what respondents prefer. Linear regression is basic and commonly used for predictive analysis (Statistics solutions, 2013). Regression estimates are used to explain the relationship between one dependent variable and one or more independent variables, (Statistics solutions, 2013). The strength of the regression analysis is that it can be used to identify the strength of the effect that the independent variables have on the dependent variable(s), (Statistics solutions, 2013). Regression analysis also helps us to understand how much the dependent variable changes with a change in one or more independent variables.

The table below provides a list of the independent variables and dependent variables;

Independent variables	Dependent variables
1. Leadership effectiveness	1.Employee engagement levels
2. Employee involvement	2.Employer branding
3. Policies, processes, practices and procedures	3.Attraction and retention
	4.Employee motivation

Table 2: Independent and dependent variables

The results of the study are reported in Chapter 4.

Ethical consideration

Participants in the research study were informed of the voluntary nature of their participation. They were informed that they were under no obligation to participate. Confidentiality of respondents was also highlighted, indicating the fact that their personal details would not be made available to anyone. Participants were informed that they were free to withdraw at any time and that there was no penalty for non-participation.

Participants were further informed that there was no financial incentive to participate and that the results of the research would be of scientific and practical value. This was done by highlighting that they would not benefit directly from participation in the research, that they would receive no payment or reward, financial or otherwise. The results of the research were, however, of scientific and practical value in understanding how organisational systems impact employee value proposition.

Participants were informed that there were no foreseeable physical or psychological risks involved in participation and that they would be mildly inconvenienced by the time it takes to complete the questionnaire (+/-15 minutes). Should the respondent wish to discuss the research and their reactions to the questionnaires, they would be welcome to do so after the session.

The possible effects that participants may have as a result of participating in this study were considered. These potential consequences may include victimization, career limiting implications or potential reputational damage. The questionnaire informed participants that the information received during the research will only be used for research purposes and will not be released for any employment-related performance evaluation, promotion and/or disciplinary purposes. The questionnaire was therefore designed in a way that kept the participant anonymous, and no record was made or kept with the names of the employees who completed the questionnaire.

Participants were further informed that the finding within this study will assist the organisation in determining how important the elements within an organisational system is and how they impact on EVP, which may indirectly assist the organisation to focus on the key findings. This in turn may have positive consequences for employees at ATNS.

Conclusion

This chapter covers the aim of the empirical investigation together with the sample and rationale for selection of the sample. The measuring instruments are also described in detail together with the design of the study and the method used to collect data. Ethical considerations whilst conducting this study are also discussed in this section, together with how the data was analysed to arrive to the conclusion.

CHAPTER 4: RESEARCH RESULTS

Results

This chapter presents analysis of results of a cross – sectional study carried out to determine the relationship between organisational systems on employer branding, employee engagement levels, attraction and retention and employee motivation. The sample characteristics to be discussed first includes the age profile, tenure profile and gender composition followed by the descriptive statistics of the variables using their means and standard deviations.

Lastly the relationship between employer branding, employee engagement levels, attraction and retention and employee motivation will be determined through regression analysis. The chapter concludes with a summary of the results. The variables used in this study are multi-dimensional, in other words, employer branding, employee engagement levels, attraction and retention and employee motivation consist of a number of factors. For this study, the descriptive and the reliability analysis will include the respective factors of the variables, but the inferential statistics, as well as the multiple regression will only be performed on the total scores of the four main variables, as included in the purpose of this study.

Sample

A total of 200 individuals responded to the questionnaire, giving a response rate of 100%. The demographic characteristics of the participants relating to age, number of years employed by the company, formal qualifications and gender will be presented below. The analysis used for age, gender, tenure and formal qualifications is commonly referred to as univariate analysis. These do not involve relationships between two or more variables. Its intended purpose is descriptive rather than explanatory. The 200 individuals constituted of top, senior, middle and non-management. The target population differed concerning skills, competencies, educational qualifications, age, gender, positions, and years of experience in the organisation.

Age

A total of 200 participants out of 200 indicated their age. Table 3 provides the reference to the age. The answers from respondents has been pooled into categories, namely, category 18-30; 31-40; 41-50; 51-60 and 61 years to older.

Age				
18-30	31-40	41-50	51-60	61 older
44	84	55	17	0

Table 3: Age statistics:

The results as indicated in table 3 above, show the range of ages of respondents to be from 18 to 60 years of age. The majority of respondents are between the age category of 31 to 40 years old, followed by 41-50-year old. The majority of age respondents are in line with the quarterly labour force survey (2018) of the Statistics of South Africa, the official institution that collects statistics on behalf of the Government of the Republic of South Africa. According to the labor force survey of 2018, the working age of South Africans is between 15-64 years old, with the majority in the 20-40-year-old age ranges.

Employed by company

A total of 200 participants indicated the number of years they have been employed by the company. The average number of years falls within the 6-10 years category, with the highest number of participants being 56. The minimum number of years employed was within the category of 0-2 years with number of respondents being 43 whilst the maximum number of years employed in the company being 21 years and number of respondents being 18. Table 4 below shows the number of years the participants are employed by the company:

Number of years employed by company					
0-2	3-5	6-10	11-15	16-20	21+
43	32	56	29	22	18

Table 4: Tenure statistics

Gender

A total of 200 respondents indicated their gender. Of the 200 respondents, 101 are males whilst 99 are females. The above figures do not correlate with the

country's population statistics that show the female working population is about 54% between the average working age (25-54 years) comparative to their male counterparts.

Even though the majority of the population are males, there isn't a significant variance in gender distribution of the sample. This means that the impact of gender on responses played an insignificant role. The responses are not predominantly skewed by gender. The gender distribution is shown in table 5 below:

Gender	
Male	Female
101	99

Table 5: Gender statistics

Formal qualifications

The total number of respondents for the formal qualifications category was 200 out of a total of 200 participants. A total of 53 responses were recorded for respondents having a national Diploma and higher Diploma/Bachelor's degree. This was followed by 31 respondents indicating that they had certificates, followed by 28 respondents with Matric, 19 with an Honours degree and 16 participants holding a Master's degree. The results reveal that the majority of the samples selected are educated as per table 6 below:

Formal Qualification					
Grade 12	Certificate	National Diploma	Higher Diploma / Bachelors Degree	Honours Degree	Masters Degree
28	31	53	53	19	16

Table 6: Formal qualifications

Occupational level

The total number of respondents were 200 out of 200 participants. The majority of respondents are employed at a professionally qualified level, with a total of 103 respondents indicating this. This was followed by 30 semi-skilled and 30

technically skilled occupational level. Of the total respondents, 8 were senior management and 5 top management. Table 7 below, shows the occupational level distribution:

Occupational Level					
Semi-Skilled	Skilled Technically	Professionally Qualified	Middle Management	Senior Management	Top Management
30	30	103	24	8	5

Table 7: Occupational level

Descriptive statistics of variables

This section provides descriptive analysis of variables based on participants responses. The first questions were related to participants' understanding of the term EVP as well as organisational systems. The variables selected for this study that make up the concept organisational systems were asked to be ranked in order of importance. Participants were provided with a definition of EVP and organisational systems. This was to ensure that participants had the same understanding as the researcher.

The results were presented in both a pie and bar charts as percentages to show respondents' understanding and insight into knowledge of EVP; awareness of the elements of EVP, and what an organisational system is.

Results

The results are presented in this section. Figure 4 below shows the responses in terms of what an EVP means to respondents. The chart shows 40,5% of respondents are aware of and have contributed to the EVP in an organisation; followed by 38,5% responding that it is a concept that influences their choices to work for a company; 16% of respondents being unsure of what an EVP is and 5% responding that EVP is an HR function.

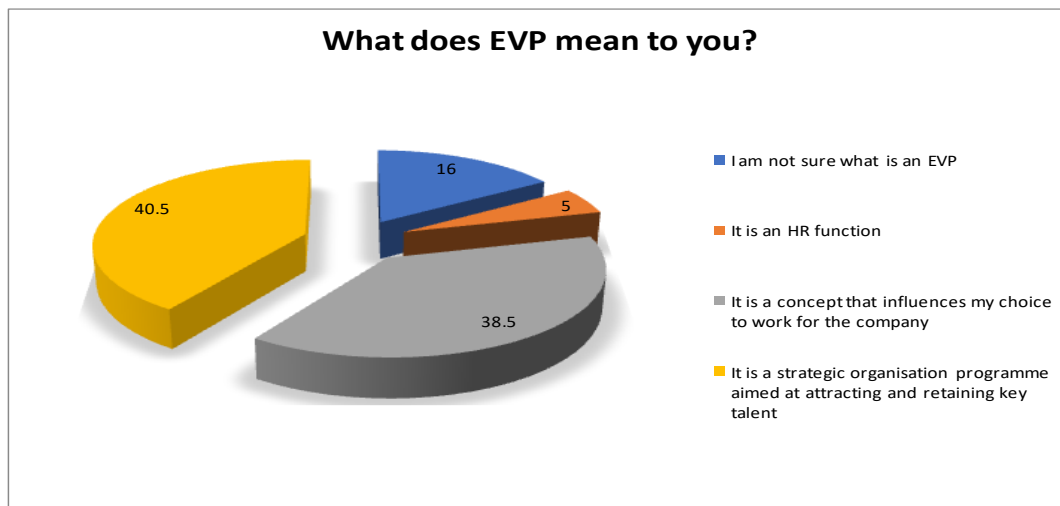


Figure 4: What does an EVP mean to you?

The second question posed to respondents was related to whether respondents are aware of the elements of an EVP and the responses are shown in Figure 5 below. The results indicate that 35% of respondents are moderately aware of what EVP entails, with 31% stating that they are aware of what EVP entails; 20% being unaware of what an EVP entails and 14% being aware of and contributed to EVP in an organisation.

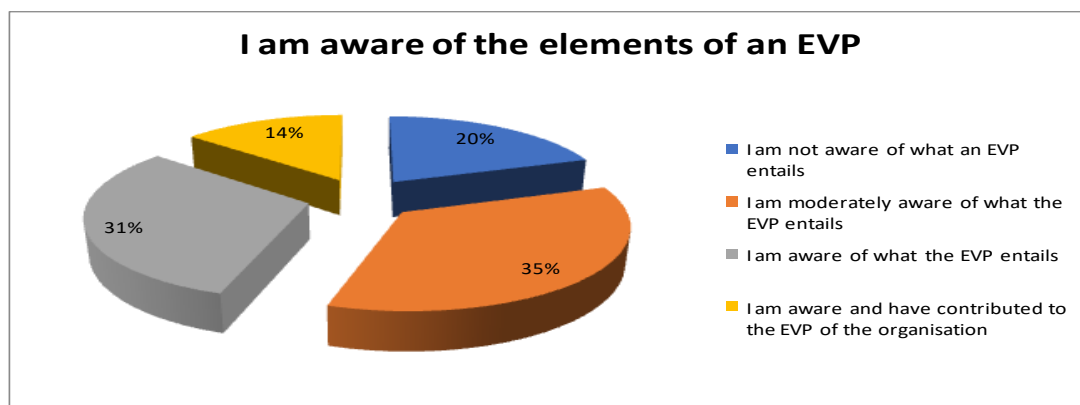


Figure 5: Awareness of the elements of an EVP

The third question related to whether participants understood organisational system variables. The answer provided for in Figure 6 below indicates that 37,5% are aware of the elements of the organisational system they work for; 33,5% being aware of what elements an organisational system should

compose of, 16% responding that organisational system is a key enabler of EVP and 13% not aware of what an organisational system is.

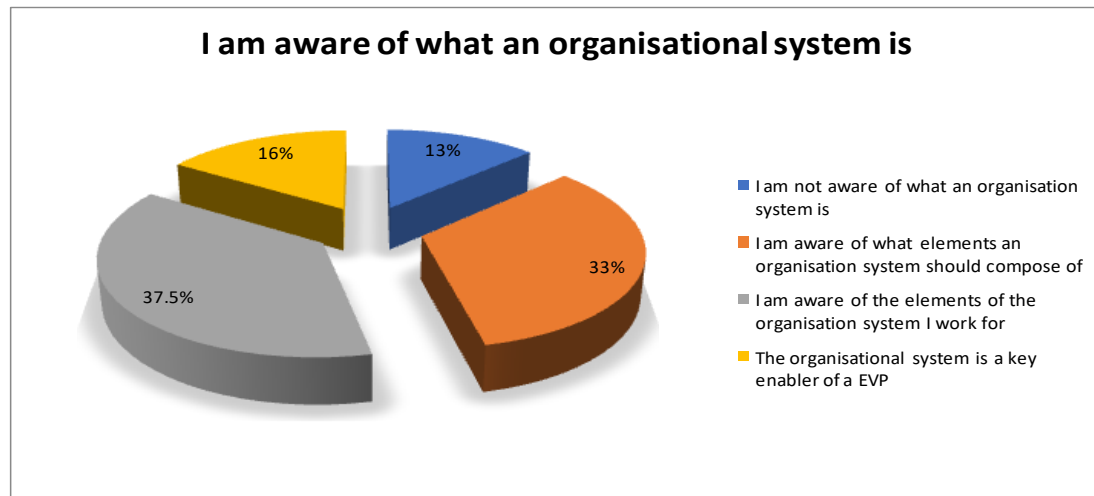


Figure 6: What is an organisational system

The last question asked in terms of understanding the key concepts and their meanings was for respondents to rank the organisational system variables in order of their importance. Table 8 shows the results in terms of most important to least important. Of the total responses, 61,5% ranked leadership effectiveness as the most important variable, followed by organisational procedures; processes, practices and people at 52%, while employee involvement was the least most important at 44,5%.

Organisational system	Most important	Important	Least important
Leadership effectiveness	61.5%	24.5%	14%
Organisational procedures, processes, practices and people	52%	24%	24%
Employee involvement	44.5%	34.5%	21%

Table 8: Elements of an organisational system in order of importance

Figure 7 addressed the question regarding EVP and participants response to why their organisation should have a well-defined EVP, as it would positively influence engagement levels. Of the total respondents, 38% responded as extremely important, 32% indicating that it is very important, 25,5% said it is important, 6% stating that it is somewhat important and 3% highlighting that it is not important.

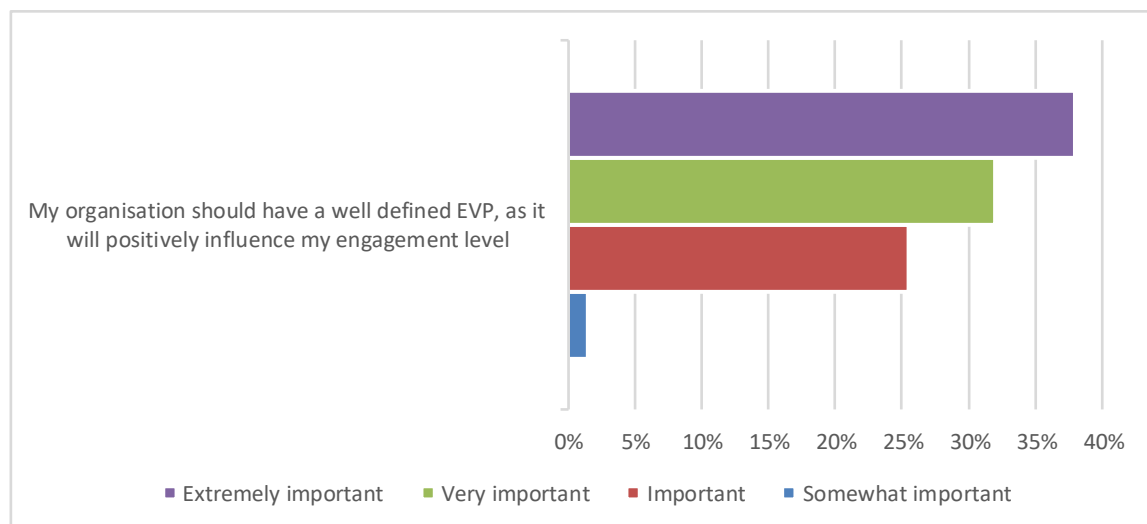


Figure 7: My organisation should have a well defined EVP as it positively influences my engagement level

Figure 8 below, covers the responses to questions relating to organisational system. There were two questions asked which are addressed in Figure 8 and 9 respectively. The first question addressed in Figure 9 relates to participants stating that they should be aware of the overall organisational system composite. The responses as per Figure 8 below; showed 34,5% stating it is very important, 32,5% as extremely important; 30% as important; 2,5% as somewhat important and 0,5% as not important.

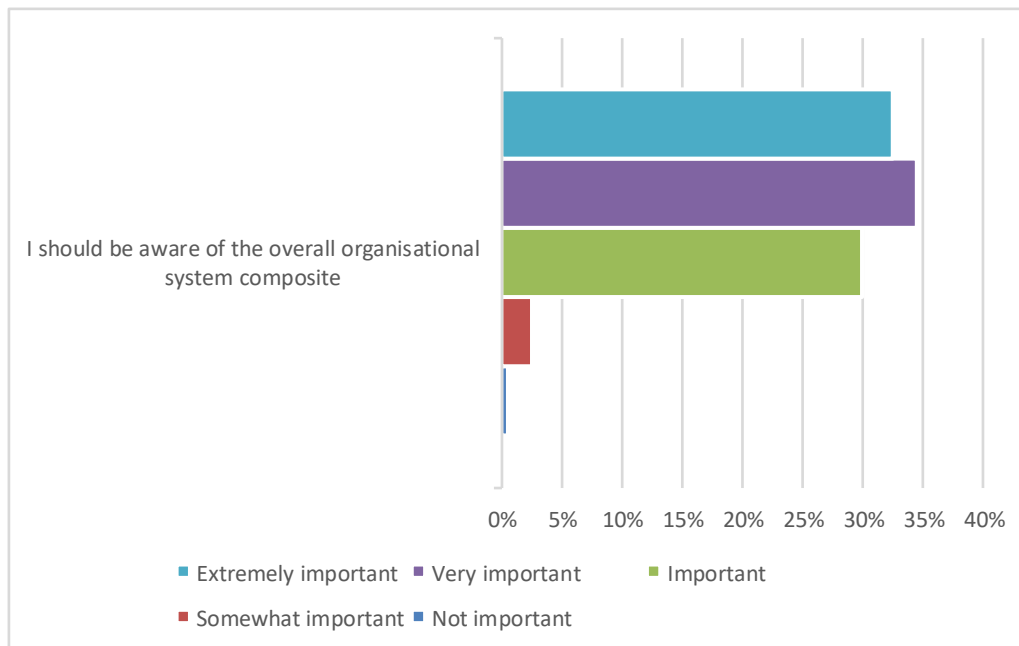


Figure 8: I should be aware of the overall organisational system composite

Figure 9 below shows responses to the statement; the composition of the organisational system within our organisation supports the successful implementation of the EVP. Of the 100% responses received; 38,5% considered this to be important; whereas; 32,5% found it to be important; 17,5%, extremely important with 9,5% saying its somewhat important and 2% regarding as not important.

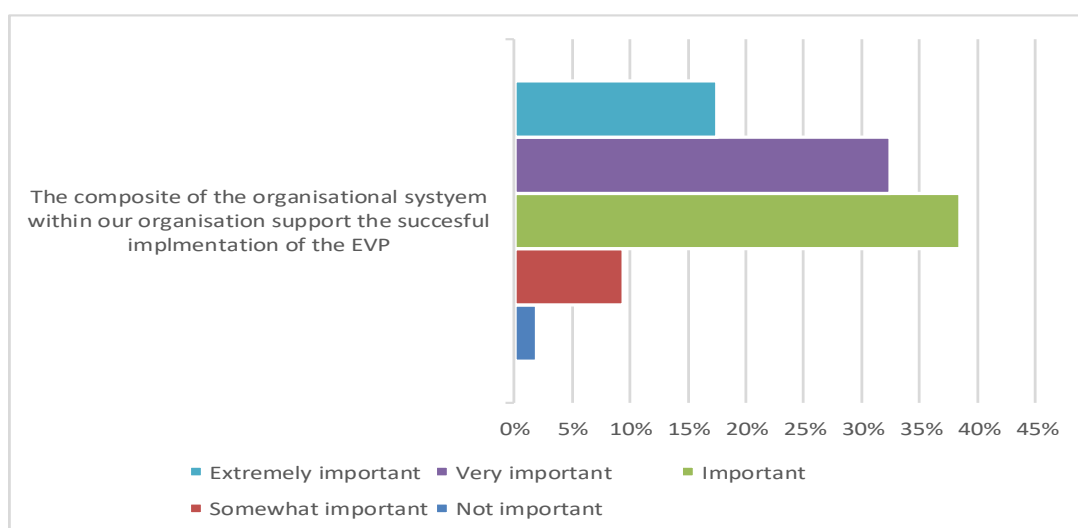


Figure 9: Composite of the organisational system

The next set of results are based on the impact of independent variables on dependent variables. The results below show which of these independent variables have a positive or negative impact on the dependent variables.

The three organisational system variables were tested against the four dependant variables. This was done to see which independent variable impacted on which dependent variable the most. The answers were ranked 1-5 as follows;

- 1=Not important
- 2=Somewhat important
- 3=Important
- 4=Very important
- 5=Extremely important

The scores were calculated as weighted averages and the results on table 9 indicate that leadership effectiveness (independent variable) had more impact on the dependent variables than policies, processes and practices as well as employee involvement. Of the four dependent variables, attraction and retention had the highest weighted average at 2,67 compare to engagement at 2,27, followed by employer brand at 2,25 and motivation at 1,55.

With regards to policies, processes and practices, engagement had the highest weighted average at 1,67 comparative to attraction and retention at 1,47, followed by motivation at 1,45 and employer brand at 0,85. Employee involvement impacted engagement at 2,45, followed by motivation at 2,32, attraction and retention at 2,02 and employer brand at 1,92.

The impact of organisational systems variables on EVP variables					
	1	2	3	4	5
Leadership effectiveness					
Engagement	0,01	0,06	0,63	1,18	2,275
Attraction and retention	0,01	0,04	0,40	1,2	2,67
Motivation	0,03	0,09	1,02	1,16	1,55
Employer brand	0,01	0,06	0,48	1,42	2,25
Policies, processes and practices					
Attraction and retention	0,01	0,08	8,25	1,54	1,475
Engagement	0,02	0,03	0,63	1,72	1,67
Employer brand	0,08	0,1	0,975	1,06	0,85
Motivation	0,04	0,08	0,96	1,32	1,45
Employee involvement					
Attraction and retention	0,03	0,05	0,615	1,4	2,025
Motivation	0,02	0,05	0,465	1,38	2,325
Engagement	0,01	0,07	0,585	1,1	2,45
Employer Brand	0,01	0,07	0,6	1,5	1,925

Table 9: Impact of organisational system variables on EVP variables

Summary

The chapter presented the results of the study conducted to determine the impact of organisational system variables on EVP variables. The characteristics of the sample discussed first included the age profile, years working in company, gender composition, formal qualifications and position in company. The biographical data was gathered to determine the sample population. This was followed by the descriptive statistics of the variables using their weighted averages.

CHAPTER 5: ANALYSIS AND LIMITATIONS OF STUDY

Introduction

This section of the research study provides for the summary, conclusions and recommendations of previous chapters. An evaluation of the problem statement is done in this section to determine whether the goals of the study were reached or not.

Interpretation and analysis of research study

The problem statement for this study has been defined as “What is the impact of an organisational system on the implementation of an Employee Value Proposition (EVP) at ATNS? Human resources management and strategies in the form of EVP is a complex subject in any industry, let alone, the civil aviation sector. The problem statement also had sub-problems, posed as questions below;

Sub problem 1: Which EVP drivers impact EVP within ATNS?

Sub problem 2: Identify the significant elements within an organisational system that influence the implementation of an organisation’s EVP.

To determine the impact of organisational systems on EVP, organisational system variables were identified in literature, namely, leadership effectiveness; policies, processes and systems and employee involvement. The literature focused on the antecedent and concepts relating to EVP, namely employer branding, employee engagement levels, attraction and retention and employee motivation.

The research study indicates that employees at ATNS understand the concept of EVP, and that influences their choices to work for a company. Literature supports the notion that EVP is the complete offering a company makes to its employees in return for their best efforts, thereby ensuring attract and retention of talent (Reddy, 2017).

The study further indicates that the employees of ATNS are aware of the elements within the organisational system at ATNS and that the organisational

system is a key enabler of EVP. Management (2013) emphasises the importance of a functional organisational system, as it has an impact on the overall objectives and vision of an organisation.

The research study determined that the element within the organisational system which has the biggest impact on EVP at ATNS is leadership effectiveness. ATNS has a very young workforce, therefore one can conclude that the level of effective leadership in the organisation may be limited. Furthermore, the annual report of the past two years indicates that there is a relatively high turnover in Executive positions within the organisation (ATNS annual report, 2017). It may therefore be linked to the view of respondents that leadership effective is a key enabler of the EVP at the organisation.

The literature review conducted in Chapter 2 concludes that leadership effectiveness capability is critical and does have an influence on the overall effectiveness and performance of both the organisation and its employees (John & Chattopadhyay, 2015). It influences followers, and directs their focus and efforts towards the willing achievement of a particular goal and or target with zeal and confidence (Igbaekemen, 2014).

The research results indicate that the effectiveness of the elements within an organisational system impacts the implementation of an EVP at ATNS. This is supported by the results which indicate that the EVP driver most impacted by leadership effectiveness is attraction and retention. A valuable driver of EVP is talent attraction and retention. Talent enables an organisation to leverage its resources and key competencies for it to be viable. Ramlall (2004) concludes that in the era of shrinking talent and skills gaps, talent retention and attraction has become a key focus area for many organisations, and that they a direct impact on the operational costs within an organisation.

Leadership effectiveness as an organisational system element and talent retention & attraction variable as a component of EVP are key to successful implementation of EVP within ATNS.

Delimitations of the study

The research study did not focus on what employees' view as the most important elements of the organisational system within ATNS. The research was deliberate on its focus in terms of the three specific elements within the organisational system at ATNS, and its impact on the implementation of the EVP at ATNS.

Within ATNS, the research focused on specific elements, that would assist the organisation to zoom in and adequately address any deficiencies which may exist within the organisational system to support the implementation of any element within the EVP.

Furthermore, the research did not focus on the benefits offering of an organisation's EVP, i.e. reward benefits, career benefits, non-monetary benefits etc and how that contributes to the total value offering of the EVP of the organisation. It also did not assess whether employees would recognize the elements within an EVP, as being an EVP offering.

The choice to not focus on the above is motivated by the possibility that the elements and benefits of an organisation's EVP, could form a different research study. This new study could allow an organisation insight into which elements and benefits employees value the most, and how best to launch and communicate them as a mechanism for attraction, retention and recognition. The inclusion of this delimitation, had it been done, could have distorted the focus of the research problem statement.

Assumptions of the study

A dysfunctional organisational system does have an impact on the successful implementation of an organisation's EVP. Without clear leadership capabilities, as well as effective policies and procedures, an organisation's EVP may not achieve the strategic purpose.

Limitations of the study

The research study focused on ATNS and may not be generalised for the entire transport industry. The results could however provide insight and understanding for EVP within the aviation sector. Due to the fact that the research study was of a quantitative nature, insights and participants reactions to questions cannot be determined.

There is a need for further research into the topic to determine the link between the participants age groups, gender, level of education, number of years employed in an organisation and the responses received from participants.

Conclusion

The research has shown that organisational systems and EVP have many layers and it is important to identify key variables for ATNS to determine which would play a meaningful role in improving the status of its EVP. Furthermore, the research indicated that employees are aware of what an EVP is at ATNS, and they have contributed to the EVP. They are further aware of the strategic importance of an EVP within the organisation, and that it has a significant impact on their engagement levels within the ATNS.

The results of the study indicate that the elements of an organisational system does have an impact on the implementation of an EVP within ATNS. Leadership effectiveness according to the results is the most important organisational system element which impact the EVP. This presents management with an opportunity to strategically focus on leadership effectiveness to leverage on its impact on the EVP.

The research study also provided insight in determining other variables that need to be enhanced for improving organisational systems, their effectiveness and impact on EVP.

Potential areas for future research could focus on the interrelatedness of the elements within an organisational system and the affect it has on an organisation's EVP. It can further be enhanced by obtaining a view from

employees on the current state of these elements within ATNS and how employees believe it can be enhanced to obtain an effective level for strategic impact.

Further research could also include how agile organisations are, in their response to the impact of these elements on the EVP. This would include research on the agility of organization in response to the composite of the various generational mixes within the organisation, and the impact thereof on the EVP.

Recommendations

The research results may assist management to understand what the key drivers of an EVP are within ATNS. It furthermore indicates that leadership effectiveness is the most impactful organisational system element.

Management is presented with an opportunity to determine the level of leadership effectiveness within the organisation. This may include developing a leadership competency profile for the organisation. Leaders in the organisation may then have to be assessed to determine their level of competence and where identified gaps are addressed through further development. This will assist management to develop a fit for purpose leadership programme that will assist the organisation in addressing the gaps. The success of this intervention in the future may be determined by doing a survey on employee's perception pre and post the implementation of this programme. Management may further link these results to the elements within an EVP and how it impacts on retention, engagement levels and motivation.

Retention, engagement and motivation as EVP drivers in the organisation may further be enhanced by developing a clearly defined and transparent "Talent and Succession Management Programme". This will assist the organisation to clearly define and develop their leadership cadre, focus on high performing employees and to ensure that there is a clear and effective leadership pipeline for the organisation.

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