

TOTAL REWARD OFFERINGS THAT ATTRACT: AN INVESTIGATION CONDUCTED IN SMEs

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COMPULSORY DECLARATION:

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Abstract

Orientation: The current global scarcity of highly skilled employees has forced employers to better understand what attracts these kinds of employees, as they are vital to ensure organisational competitiveness and for the continued success of organisations. In the so-called war for talent, small companies believe they are at a disadvantage compared to large corporates in the battle to attract talented employees given limiting or constraining factors associated with being a smaller sized organisation.

Research purpose: The purpose of this study was to investigate the relative importance of various reward elements or reward factors that Small or Medium Enterprises (SMEs) can manipulate in order to compile compelling job offers that are attractive to top talent. An ideal total rewards offering for the attraction of skilled employees that capitalises on the strengths that smaller companies possess, will be proposed.

Motivation for the study: Retaining highly performing employees is one of the most important factors that contribute to organisational competitiveness. Companies need to understand how they can attract scarce human resources and specifically in the South African context, understand how to attract even scarcer employees from designated demographic groups in order to meet employment equity targets. Small companies find it difficult to compete with large corporations, for example when it comes to employer branding and so feel at a disadvantage when attempting to attract from the same group of employees that corporates also endeavour to attract.

Research design: A quantitative research approach was adopted. Convenience and snowball sampling approaches were employed to gather data by means of three different questionnaires. Firstly, employees that recently moved from large corporate positions to positions within SMEs were asked what was offered to them in order for them to accept the

job offer at a small company (n=11). These results were used to develop the second questionnaire (i.e. to develop the attributes and levels used in the conjoint tasks). The second and third questionnaires (the conjoint task and total reward questionnaires, respectively) were distributed to working adults in South Africa (n=105). Conjoint analysis was used to identify an ideal talent attraction mix and to assess how employer branding compares to traditional reward elements in talent attraction. Data from the third questionnaire was analysed using descriptive statistics and t-tests.

Main findings: The results of the conjoint analysis revealed that respondents valued the possibility of career advancement most, specifically referring to promotion opportunities or overseas assignments. Significant differences in preference between demographic groups were found when considering performance and recognition, remuneration and benefits, and work culture. Work-life balance were ranked second last by all respondents, while employer brand was consistently viewed as the least attractive factor in talent attraction.

Practical and/or managerial implications: Conjoint analysis enables the unique identification of both the combination and quantum of elements that make a job attractive for various demographic groups. Companies can utilise these findings when crafting job offers in order to attract different cohorts of candidates.

Contribution and/or value-add: Limited research exists in South Africa that can assist small companies in attracting top talent. The current study succeeded in identifying that small companies can attract top talent by capitalising on strengths they possess and furthermore assist SMEs to craft compelling job offers for different cohorts of candidates.

CHAPTER 1: INTRODUCTION

An important question for small organisations to consider is why someone with exceptional abilities and skills should leave their current job, typically in large multi-nationals and join a small organisation. Small and Medium Enterprises (SMEs) struggle to compete with larger companies to attract top talent. Companies employing 50 or less employees are regarded SMEs according to the National Small Business Act (2004). Although SMEs arguably have some advantages over bigger corporate organisations, it is often argued that small companies have various constraints especially in terms of branding and awareness of the organisation. It is further argued that small companies can more easily adapt their job offerings by focusing on attraction drivers such as remuneration, benefits, career advancement, work culture, work-life balance and performance and recognition in a way that works in their favour.

The role of SMEs in the economy is often underestimated. The reality is, however, that they do and will continue to play a fundamental role in driving economic growth. It is estimated that 91% of formal business entities in South Africa are SMEs. They collectively contribute something between 52% - 57% of the GDP and provide approximately 61% of all employment. However, SMEs are facing many challenges. According to the SME Growth Index 74% of small business owners found it more difficult to run an SME in the current economic climate over the past year (SBP, 2013). One of the prominent issues small business owners face is that of locating, hiring and retaining top talent. Bigger companies have better resourced and more sophisticated talent management initiatives managed by fully fledged Human Resources departments. They also often have better employer branding strategies and it is therefore easier for them to locate and attract top talent compared to smaller enterprises.

It is surprising that most research on Human Resources (HR) and talent attraction is based on big firms, especially when considering that the SME sector plays such a fundamental role in job creation and economic growth. When South African SMEs were asked what is holding growth back in their business, 15% of respondents stated that a lack of skilled staff is the most important hurdle (SBP, 2013). The small business sector will need information from

academic research to assist in the preparation for tough operating conditions and specifically to recommend ways in which to attract key staff to their businesses.

SMEs should be careful with business decisions, in particular concerning hiring and employee development decisions. The SMEs in particular threaten to fall behind as competition intensifies for increasingly scarce skilled human capital.

Current research has generalised talent attraction for all sizes of businesses. This affects our ability to propose talent attraction practices for SMEs and to determine the validity of suggestions to the talent pool that is interested to work for SMEs (Barber, Wesson, Reberson, & Taylor, 1999).

The research question this study aims to address is: Which reward elements do SMEs have under their control and that can be combined in such a way as to craft a compelling job offer that is attractive for top talent?

The study will be conducted by means of a choice-based conjoint analysis (also called choice-based modelling) to investigate the relative importance of reward factors for prospective employees when they have to make trade-offs between various reward elements in a job offering. By using this technique, it could be determined how reward factors associated with organisational size compare to other reward factors when deciding to join a firm.

The research objective of this study was to investigate the relative importance of various reward elements SMEs are able to manipulate in order to compile compelling job offers that would be perceived to be attractive to top talent. This includes an investigation into the relative importance of the following reward elements in talent attraction:

- employer brand in attracting top talent, given that SMEs do not have well-known brands;
- remuneration and benefits as reward elements that are used to attract top talent;

- the realisation of career advancement opportunities;
- work culture, which includes autonomy and management style;
- work-life balance and;
- a strong performance and recognition system.

The aim of this study was to investigate which of these reward elements prospective employees prefer to have in job offers and from these results to propose an ideal talent attraction mix for SMEs to attract top talent.

CHAPTER 2: LITERATURE REVIEW

Introduction

Talent attraction has become a familiar concept in management studies over the past few decades as it is vital for business success. Many aspects of a business can be copied, but it is impossible to replicate a company's talent. The human capital at its disposal is the most crucial way whereby a company distinguishes itself from its competitors (Jensen, McMullen, & Stark, 2007). Talent here refers to intelligent, refined business people who are technologically savvy, globally astute, and operationally agile (Fishman, 1998). Talent also refers to knowledge workers who create up to three times more profit than other employees, with their work requiring minimal oversight (Guthridge, Komm, & Lawson, 2008).

The competition for talent, or the so-called war for talent, is getting stronger with more companies competing for an ever smaller group of skilled and talented employees. Companies use an array of offerings to attract top talent. Managers are trying to establish what these individuals find attractive in organisations, particularly when they have to make choices between offerings. Given the diverse workforce in South Africa, HR professionals have to learn what strategies are most effective for attracting top talent among designated demographic groups. There is a concern in South Africa that the HR function is not successful in finding knowledge workers across the entire organisation that are representative of the South African population.

The demand for talent is a particular challenge in South Africa due to the oversupply of unskilled workers and a lack of skilled, specialist, or managerial talent (Pregmolato, 2010). In addition, companies have Employment Equity (EE) targets in South Africa that applies further pressure on businesses to attract and retain skilled black talent. This has resulted in a significant increase in the poaching of skilled black employees between organisations. The Department of Trade and Industry's (DTI) revised Broad-Based Black Economic Empowerment (B-BBEE) codes of good practice of 2013 has an objective to increase the black middle class in South Africa, given the slow growth in this area. The lack of success in

transforming organisations to employ knowledge workers representative of all racial groups has forced authorities to strengthen legal means, as can be seen from recent amendments to the B-BBEE and EE legislation, compelling companies to make such changes. With additional legal pressures, companies have to know how to make compelling offers that appeals to various demographic groups.

Furthermore, the retirement of the so-called baby boomers (people born between 1946 and 1964 – refer to Table 6) is threatening to leave organisations without the required levels of experienced managerial talent. Dealing with younger generations is a challenge for companies, hence research is needed to understand how companies can attract the best of each generation by adjusting their offering to suit specific needs.

It is clear that companies have to know what talent attraction mixes to use for various demographic groups, especially when hiring decisions are based on narrow groups or cohorts of talent.

Current trends in talent attraction

Oehly and Theron (2010) define talent management as an integrated set of HR practices or functions, such as recruitment, selection, development and performance appraisal aimed at increasing the HR capacity of the organisation. Talent attraction focuses on two elements of this definition, namely recruitment and selection. This includes attracting and recruiting competent and committed employees, ensuring that employees have the correct technical expertise and ensuring that they are achievement orientated and motivated (Oehly & Theron, 2010).

The level of attractiveness of a business will influence the intention to apply for a position at a company. Previous studies (e.g. Schweitzer & Lyons, 2008) found that when recruiting and selecting, managers have to think more like marketers. They posited that job offerings and employment relationships should be created in such a manner as to create mutual value for firms and their employees by using the four Ps of marketing, namely product, price, place and promotion. With a workforce that spends a significant amount of time online, companies have adapted their recruitment efforts to include social media such as Twitter

and LinkedIn to recruit top candidates. Due to the importance of attracting new generations to the workplace, companies can utilise these online tools to boost their online presence and build their employer brand in order to recruit the best younger generation employees.

Some research found different results when prioritising attributes of talent attraction or retention. Given the focus on talent attraction in this study, the next section proceeds with a review of current literature on talent attraction.

Employer brand predictive model

Botha, Bussin and De Swart (2011) developed an employer brand predictive model. Based on previous literature, they proposed that the building blocks of employer brand that can be used to predict talent attraction and retention are target group needs, Employee Value Proposition (EVP) differentiation, people strategy, brand consistency, employer brand communication and employer branding metrics (see Figure 1). This model has not been empirically tested yet.

It is important to consider the elements of this model and whether it is feasible for SMEs to follow such a branding strategy. It could be assumed that the majority of small companies do not have the staff or commitment to drive an employer branding strategy. It is the aim of this study to determine whether organisational awareness or branding is in fact as important for prospective employees as some authors argue. With the assumption that SMEs cannot compete on employer brand, what other total reward elements can they use to compete with larger companies to attract top talent?

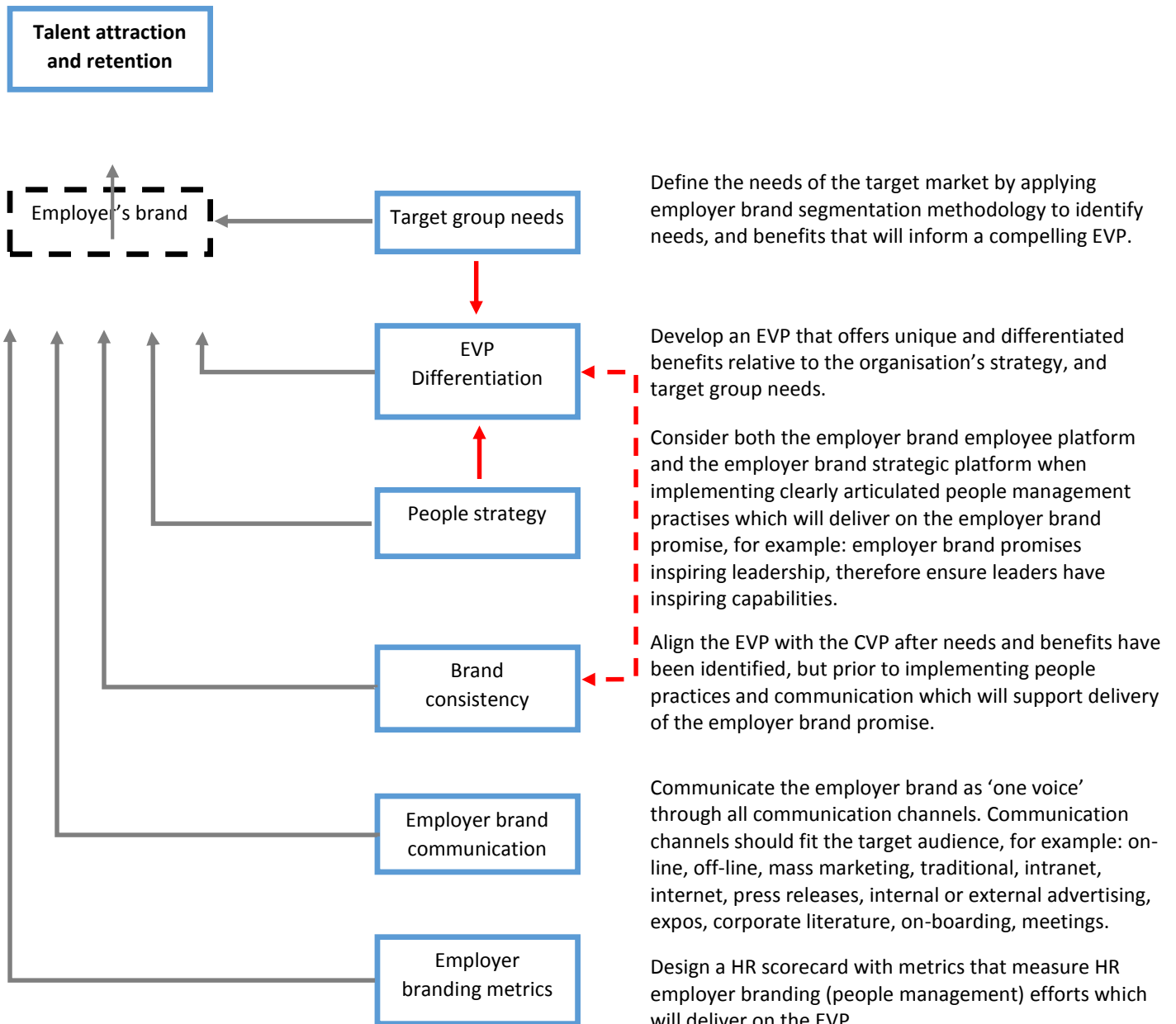


Figure 1: Employer Brand Predictive Model Theoretical implications (Botha, Bussin, & De Swart, 2011)

Total rewards and talent attraction

The success of talent attraction strategies are largely dependent on the type of rewards offered to a potential applicant. WorldatWork (2011) examined the type of rewards that are most important in attracting talented employees and coined the term total rewards. The concept of total rewards can be defined as the power of leveraging multiple reward factors to attract, motivate and retain talent. WorldatWork posits that total rewards consist of five elements or dimensions that define an organisation's strategy to attract, motivate and retain employees, namely compensation, benefits, work-life, performance and recognition, and development and career opportunities. Figure 2 depicts a total rewards model that leads to employee satisfaction and engagement and its influence on business performance.

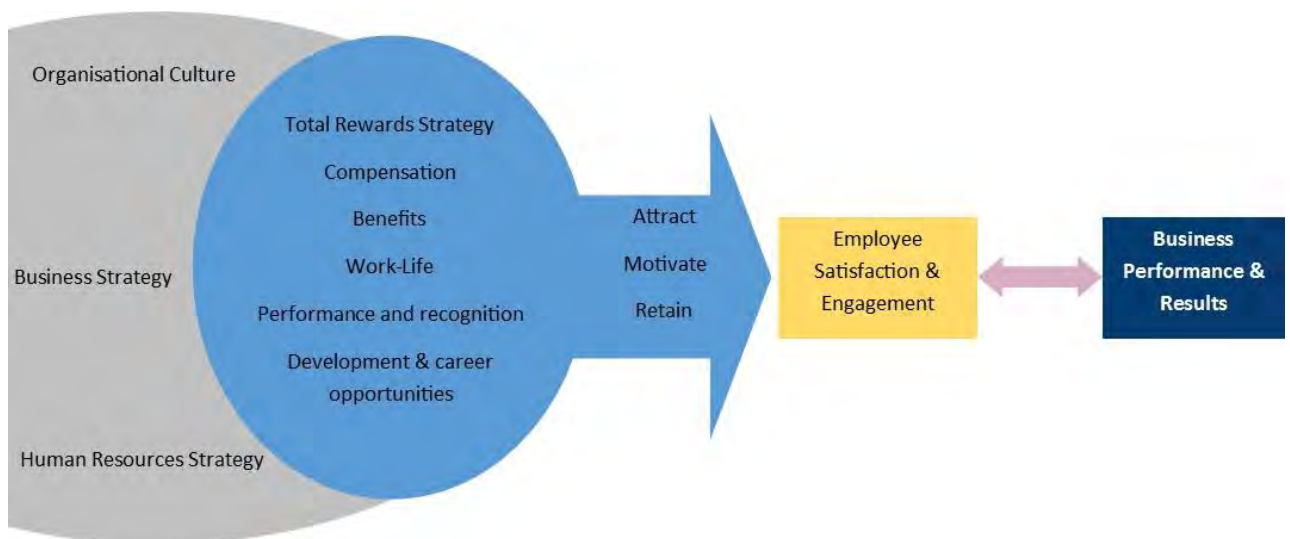


Figure 2: WorldatWork total rewards model
(WorldatWork, 2011).

Total Rewards that retain

Pregolato (2010) used the total rewards model and by means of a choice-based conjoint analysis ranked rewards that retain employees in order of importance. In this study Pregolato (2010) found that benefits offered was the most important attribute in talent attraction, as outlined in table 1.

Table 1
Relative importance of attributes overall (Pregolato, 2010)

Attribute	Level	Level description	Relative importance of attribute	Ranking
Learning	3	On-the-job training	9.1%	5
	2	Tertiary education tuition assistance		
	1	Leadership/management development programmes		
Career Advancement	3	Promotion within current business unit/function	10.3%	4
	2	Exposure to opportunities / projects outside of your current department / business unit – may include overseas assignments		
	1	Fast tracking career progression to executive or senior management levels		
Remuneration	3	Base salary targeting the middle of the market	17.0%	3
	2	Base salary targeting the upper end of the market		
	1	Base salary targeting the top end of the market and retention bonus		
Benefits	3	0% employer contribution to retirement fund plus basic medical cover	35.2%	1
	2	Employer contributes 50% of total retirement fund contribution plus moderate level of medical cover		
	1	Employer contributes 100% of total retirement fund contribution plus highest level of medical cover		
Work-Life Balance	3	Flexible work hours	8.4%	6
	2	Work from home		
	1	Reduced work schedule or work load		
Performance and Recognition	3	On the spot awards e.g. gift vouchers, verbal recognition	20.0%	2
	2	Short term incentive linked to your performance		
	1	Short term incentive linked to your performance plus stock options or shares		

Employer of choice ranking

In a study conducted at the University of Witwatersrand in 2002, 11 underlying factors for attraction were identified. Of these factors, career growth and challenging work opportunities were found to be the most desired (Sutherland, Torricelli, & Karg, 2002) (see Table 2). It is interesting to note the differences in findings between Pregnoloato (2010) and Sutherland (2002). This differences could be attributed to the fact that Pregnoloato focused on rewards that retain and Sutherland investigated what makes an employer of choice.

Table 2

Employers of choice factors ranked in order of importance, over all demographic categories

Ranking	Factor	Mean
1	Corporate culture of career growth and challenging work	4.46
2	Personal training and development opportunities	4.32
3	Pay, including it being linked to performance, profit sharing	4.23
4	Global, innovative company based on good products	3.96
5	Large organisation offering job rotation and diversity	3.86
6	Successful company based on strong products	3.84
7	Challenging work, in a non-hierarchical company (excluding job security and/or large organisation)	3.80
8	Like the work and the industry	3.78
9	Value based organisation valuing employees, cultural diversity, social responsibility, access to resources	3.77
10	Benefits such as fringe benefits, status and work experience	3.64
11	Comfort in knowing existing staff, small organisation, casual dress, comfortable working environment	2.70

Source: Sutherland, Torricelli, & Karg, 2002

It is interesting to note that none of the studies reviewed considered the role of organisational size in talent attraction. Subsequently, it is identified as a gap in the research and would be the focus of this study, in other words to determine whether organisational size in fact also plays a significant role in talent attraction.

Attraction of knowledge workers

Herman and Gioia (2000) identified eight factors that knowledge workers consider when evaluating an organisation as an employer of choice. These were company reputation, company culture, enlightened leadership, treatment of people, opportunity for career growth and opportunity, meaningful work and compensation and benefits (Herman & Gioia, 2000).

Global trends in talent attraction

Table 3 depicts the results of Towers Perrin's research conducted to identify attraction drivers and compare these between various countries (O'Neal & Gebauer, 2006). It is interesting to note how much each country varied in their preferences, although some uniformity also exists across different countries. Following from these findings, it is suggested that HR professionals should find the best talent attraction mix that will address the needs of local talent and understand international needs when employing expatriates.

Table 3
Top five drivers of attraction globally (O'Neal & Gebauer, 2006)

Factor	Global overall	U.S.	U.K.	Mexico	China
Competitive base pay	1	1	1	2	2
Work-life balance	2	3	2	-	-
Challenging work	3	-	4	-	-
Career advancement opportunities	4	4	3	1	3
Salary increases linked to individual performance	5	5	-	4	4
Learning and development opportunities	-	-	5	3	1
Competitive retirement benefits	-	-	-	-	5
Competitive healthcare benefits	-	2	-	-	-
Coaching / mentoring	-	-	-	5	-

Drivers of talent attraction

Based on previous research attractive reward elements, for the purposes of this study, were clustered in the following groups: Remuneration and benefits; career advancement; work culture; work-life balance; performance and recognition; and employer branding. These six main attributes were assessed within different demographic groups to identify an ideal talent attraction mix relevant to the South African context. The following sections provide an overview of the different reward clusters considered in this study.

Career Advancement

Prospective employees are concerned with their career development opportunities when applying for a new position. Companies can align rewards that provide an engaging work experience, including opportunities for career development in order to promote working at their organisation (WoldatWork & Towers Watson, 2012). Towers Watson further states that organisations with more advanced EVPs are more likely to align career progression with pay progression, and so link career programmes to rewards.

From the WorldatWork global study of attraction drivers, Mexicans ranked career advancement as the most important driver (refer to Table 3) while it was overall ranked the 4th most important driver.

EVP initiatives are, however, more difficult to implement for smaller companies due to a lack of human resources, often a lack of HR staff and limited training budgets. However, what small companies can do is to engage on a personal level with prospective staff and inform them what career progression plans could be possible in their businesses, especially if innovative ways of doing it are identified.

Remuneration and benefits

It is important for companies to determine the optimal balance between fixed and variable compensation for optimal productivity of its employees (Burke & Hsieh, 2006). Fixed remuneration tools are predetermined, such as the traditional basic salary method. Base pay is the number one driver for attraction and retention globally (WoldatWork & Towers Watson, 2012).

Variable pay schemes include individual, group and organisational level forms of pay. Variable compensation entails payment in the form of bonuses, incentives, on-the-spot bonuses, profit sharing, and various other pay-for-performance schemes (Burke & Hsieh, 2006).

In a 2007 global study, paid vacation and medical plans were rated as having the highest impact on attraction out of a list of programs on offer (WorldatWork, 2007). The most important benefits for attraction were found to be the following (benefits rated as having high impact with more than 30% prevalence in the survey):

- Flexitime
- Paid medical aid
- On-site child care
- Paid vacation
- Paid maternity leave
- Retirement funding
- Profit sharing

Organisational size and employer branding

There are many varied definitions of a Small Business or SME. The National Small Business Act, 2004 (amended) defines SMEs depending on the sector they operate in, number of employees and annual turnover. Table 4 illustrates the Act’s definition applicable to all industries, except Agriculture. Turnover levels also affect the definition, which is different for each sector.

Table 4
Classification of business size (National Small Business Act of South Africa, 2004)

Business size classification	Total full-time employees
Medium	51 - 200
Small	21 - 50
Very small	6 - 20
Micro	0 - 5

For the purposes of this study, a small business was regarded as a company employing less than 50 full-time employees, regardless of turnover levels. The study did not differentiate on the basis of the age of the organisations.

SME talent attraction initiatives could focus on a *small is beautiful* principle by promoting positive HR practices, creating an image of a harmonious working environment, good HR practices, little bureaucracy and a family style environment (Wilkinson, 1999). Wilkinson offers a polarised view that SME employment relations are either positive HR or negative HR, which he termed “small is beautiful” or “bleak house” (Wilkinson, 1999, p. 207) (see Table 5).

Table 5
HR in small firms: from small is beautiful to bleak house (Wilkinson, 1999)

Positive HR	Negative HR
Harmonious	Hidden Conflict
Good HR	Bleak House
Little bureaucracy	More instability
Family style	Authoritarianism

Under the *small is beautiful* scenario small firms are seen as having close and harmonious working relationships. This notion suggests that SMEs can provide a better working environment than big firms. Under this view, small firms have better people management, communication, flexibility and lower levels of conflict. The family style of the business contributes to the attractiveness of smaller businesses.

Under the *bleak house* scenario, small firms are understood to be dictatorially run with poor working conditions; where employees have little involvement in the running of the business. Trust relations are poor between workers and the owners. The flexibility that small businesses claim to have is in this scenario instability, due to few procedures and lack of systems within which to work.

The above positions can, however, be criticised. Indeed, small firms can offer jobs that are more varied, less bureaucratic and be situated in a more social setting. However, it could also lead to more intense conflict, at a more personal level directed at employees. Leaders

of SMEs have to spend time and resources to ensure that they build on their *small is beautiful* characteristics and constructively use these in the attraction of top talent.

SBP's SME growth index (2013) found that the most important internal factor in SMEs that affected profitability was loss of key staff. It is clear that senior management is vital to the success of any business and when many SMEs claim to lose key staff, South African small businesses will have to ensure that they are attractive to top senior talent.

One of the most important constructs of talent management is that of organisational awareness, due to the fact that it is seen as a predictor of job search decisions in candidates. Unlike large companies, small businesses cannot rely on their brand name, reputation or market share to attract new employees.

In an opinion survey from 1997, out of 1000 adults only 1 per cent said they would like to become corporate managers. Far more popular were work opportunities in small and medium-sized organisations that provided high level of autonomy and opportunities for high impact jobs (Fisher, 1997). This study will attempt to clarify whether this is still the case and whether this holds true in the South African context.

Work culture

Work culture in the context of this study refers to the perceived organisational climate and varying degree of bureaucracy between various types of firms. The objective is to test how this perception of work culture is related to talent attraction.

Bureaucracy is traditionally seen as a good thing – a means of coordinating activities through standardised rules and procedures and ways to survive changes in leadership (Birkinshaw, 2013). However, the term has taken a negative meaning over the last few years and often referring to the complexity and so-called *red tape* in large organisations and their slow-moving and uninspiring styles.

Previous research indicated that family-owned businesses are less attractive to talent. However, new empirical research found that knowledge that a company is a family business has no effect on attractiveness of the firm. On the other hand, providing information about company size affected the perceptions of attractiveness to a business. Larger organisations

were perceived to provide better salaries and being more prestigious, which were positively related to attractiveness of a firm (Botero, 2014).

This study will investigate the difference between attractiveness of various work cultures for different cohorts of employees. These differences are specifically revolving around the level of autonomy employees have and whether employees are micro-managed in terms of their outputs.

Work-life balance

WorldatWork conducted research in 2007 that found that work-life balance, challenging work and opportunities for advancement were ranked most important in the top five global attraction drivers. Even though the importance of work-life balance may seem surprising, evidence confirm that working hours are increasing everywhere in the world, making it more difficult for people to maintain balance in their lives (O'Neal & Gebauer, 2006).

Many studies of gender inequality in the workplace demonstrate that much of women's disadvantage can be accounted for by their dual roles, being an employee and a mother.

With companies in a war for talent, they need to realise the importance of providing employees freedom in setting working hours to enable them to lead balanced lives.

Performance and recognition

When investigating what attracts top employees, not only a competitive pay package is enough, but consideration should be given also to the emphasis employees place on true pay differentiation. Pay differentiation is seen as the desire to see a differentiation in pay relative to performance and contribution (O'Neal & Gebauer, 2006). The management of performance is thus an important driver for prospective employees who are interested to know that what they put into their job will influence their remuneration.

Performance management is a pivotal aspect in creating an engaging environment that is conducive to the retention of employees (Jensen, McMullen, & Stark, 2007). Employee performance measured against defined standards can be rewarded by means of merit pay or incentive bonuses. Organisations can provide merit increases as part of their annual salary adjustments. Another option to organisations is to link performance reward to

variable pay. Jensen (2007) found that incentive programmes are deemed to be the most effective variable pay programmes in driving performance and motivation.

According to WorldatWork's Total Rewards Model (2011) performance in the context of rewards can be seen as the alignment of organisational, team and individual efforts toward the achievement of business goals and organisational success. Performance in this context includes establishing clear expectations, demonstration of skills, assessment, feedback and continuous improvement.

The Total Rewards model elucidates how recognition entails the acknowledgement or special attention given to employee actions, efforts, behaviour or performance. This refers to more than monetary reward in that it meets a core psychological need for appreciation of employee efforts and can support business strategy by reinforcing certain behaviours that contribute to business success. Recognition programmes can be formal or informal in nature, but regardless it should acknowledge employee contributions as soon as possible after the fact/event deserving of praise. Examples of recognition awards can include verbal recognition, trophies, certificates, plaques, dinners, tickets and many more creative gestures. Small companies have an advantage over large corporates in that they should be able to recognise good behaviour faster due to the perception of less red tape in smaller organisations.

Perceived organisational support

Perceived Organisational Support (POS) is an important driver of talent retention. POS refers to employees' perception of the extent to which an organisation values their efforts and cares about their well-being. The POS construct stemmed from the observation that if managers are interested in their subordinates' commitment to the organisation, employees are focused on the organisation's commitment to them (Krishnan & Mary, 2012).

Krishnan and Mary (2012) further argue that the level of POS should be monitored in organisations due to its favourable outcomes to the organisation, which may include higher levels of conscientiousness, organisational commitment, job satisfaction and intention to stay with the organisation.

Attracting different demographic groups

Throughout the review of the literature, it is apparent that attraction strategies are largely similar, but not identical across demographic groups. When comparing different countries, what is important for females compared to males, how to attract different generations and referring to employing employment equity candidates – these differences need to be considered. The following sections provide an overview of a number of factors that have been found relevant in the literature.

Talent attraction across gender

Significantly more women have joined the workforce over the past few decades, motivated by liberal cultural norms and economic necessity (Tuckder, Kao, & Verma, 2005). It is important to understand that single mothers will have different needs when looking for employment compared to, for instance, young single males entering the workforce.

Talent attraction across race

With extremely narrowed recruiting targets in terms of race and gender, South African managers have to understand how to attract Employment Equity candidates when needed. In a previous South African study that focused on rewards that retain employees, black employees selected all factors measured as more important than what their white counterparts selected, except for one factor - work-life balance practices which black employees ranked as least important (Pregnoiato, 2010).

Talent attraction across age / generations

Employees are entering the workforce earlier and staying longer. Following this, companies have to deal with more generations in the workforce than ever before (Tuckder, Kao, & Verma, 2005). In Europe and the United States, a trend has been noticed that 70% of all Generation Y (typically people born between 1980 and 1994) employees had already entered into the workplace by the age of 21. At the same time, longer life expectancy and economic pressures are motivating older employees to work longer before retiring than was

the case before. The following serves as a clarification of generation classification (Vaiman & Vance, 2010).

Table 6
Classification of generations (Vaiman & Vance, 2010)

Generation birth years	Generation name
Before 1946	The Builders
1946 – 1964	Baby Boomers
1965 – 1979	Generation X
1980 – 1994	Generation Y
1995 – 2009	Generation Z

Generation Y currently comprise approximately 20% of the workforce and this should reach 40% during the next 2 years (Vaiman & Vance, 2010).

Talent attraction across managerial seniority

This study will investigate the different needs of various job level employees and compare their perception of attractiveness of a firm. For the purposes of this study managerial level was grouped into Junior Management, Middle Management and Senior Management.

In this study it is not claimed that senior management is considered talent when comparing them to junior managers. Rather, talent is seen as knowledge workers that possess scarce skills, regardless of managerial level. Companies can develop strategies to attract knowledge workers in all three levels of management thus ensuring strong leadership.

Conclusion

From the studies reviewed in this chapter it is interesting to note that compensation was not ranked as the most important factor in attracting and retaining talent in South Africa, while globally the most important attraction driver was base pay.

Even though there is a great degree of academic literature on talent management, talent attraction specifically for smaller businesses in the South African context has not been studied.

From the literature review six attributes seemed to be most relevant for this study, namely remuneration and benefits, career advancement, company culture, work-life balance, performance and recognition and employer brand awareness. Each of these attributes will have three levels from which participants can choose. These constructs will be manipulated during this study and participants will make compromises, or trade-offs between these attributes and levels to so identify the ideal job offering. Different demographics will be included to ensure that hiring managers in South Africa will know how to compile an ideal talent attraction mix for whichever candidate they will be looking for.

CHAPTER 3: METHOD

The focus in this chapter will be on the methods used in this study to address the research question. The research approach, research design, details of the measuring instruments, the sampling process, as well as data collection procedures will be discussed. Methods for statistical analysis will further be described.

Research Design

This study follows a quantitative research approach that follows the positivist paradigm. Positivism is an objective scientific research method using quantitative data. Quantitative scientific research methods are employed to establish laws or principles through rigorously controlled experimentation, while using deductive reasoning (Burns & Burns, 2008).

This study utilised a descriptive research design to identify the ideal talent attraction mix and to determine how organisational size and style compare to other inducements to join a firm. A non-probability sampling technique was used.

Research Method

This study was conducted by means of conjoint analysis. The term *conjoint* derives from two terms: *considered jointly* (McCullough, 2002). Choice-based conjoint analysis has become a popular research method among marketing practitioners (DeSarbo, Ramaswamy, & Cohen, 1995). In a typical choice-based conjoint study, respondents are asked to choose an alternative from a set of alternatives or choice set, each of which is a different combination of levels of a set of various attributes (DeSarbo, Ramaswamy, & Cohen, 1995). The primary purpose of conjoint analysis is to understand decision making, usually purchase behaviour. By measuring purchasing interest in a product, conjoint analysis captures the predicament of market choice i.e. the perfect product is rarely available, but lesser alternatives are. Conjoint analysis uncovers purchasing motivation respondents may be unwilling to admit to and may not even realise they have by forcing respondents to trade-off opposing needs (McCullough, 2002). Figure 3 shows an example of how a conjoint task forces respondents to choose from a set of pre-defined attributes and levels. The same marketing approach can

be applied to talent attraction in order to determine what different cohorts find attractive in companies.

If you were considering buying golf balls for your next outing and these were the only alternatives, which would you choose?					
Attributes → → →	Brand	Long Shot, by Performance Plus	Eclipse+, by Golfers Inc.	High-Flyer Pro, by Smith and Forester	None, I would not choose any of these
	Performance	Drives 15 yards farther than the average ball	Drives 10 yards farther than the average ball	Drives 5 yards farther than the average ball	
	Price	\$10.99 for package of 3 balls	\$6.99 for package of 3 balls	\$8.99 for package of 3 balls	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		↑ ↑ ↑			
		Levels			

Figure 3: Example of choice-based conjoint task

(Adapted from <http://www.sawtoothsoftware.com/>)

Conjoint analysis was used to assess the psychological trade-offs people make. This technique was used to highlight which factors drive attractiveness and intention to join an organisation. The choice of attributes and levels were derived from the results of a first questionnaire and in addition to these factors it included employer branding.

The following terminology descriptors are relevant to conjoint analysis:

- **Attribute:** a general feature of a concept, product or service. Each attribute is made up of levels.
- **Level:** a specific value describing a factor or attribute.
- **Stimulus:** a specific set of levels evaluated by respondents.
- **Utility:** an individual’s subjective preference judgement representing the holistic value or worth of a specific object. It is assumed to be formed from a combination of part-worth estimates for any specified set of levels with the use of an additive model.

- **Part-worth:** the utility individuals attach to the levels of each attribute or a representation of the importance of each aspect of a concept in the individual's overall preference rating.

Four steps were followed in the design and execution of the conjoint task included in the conjoint questionnaire (Pregolato, 2010).

Step 1: Selecting attributes and levels to be studied

The first step in a conjoint study is to select the attributes appropriate to attractiveness. Both attributes and levels of rewards were determined by the literature review and validated by collecting data with the first questionnaire. Based on the outcome of both these exercises, the conjoint tasks were generated. The randomised conjoint tasks were computer generated using conjoint analysis software.

Step 2: Designing the conjoint task

In the choice-based conjoint method, respondents choose amongst a small sub-set of factors upon which comparisons and choice are ultimately made. The choice-based conjoint model is considered to be more complex than other conjoint techniques and for this reason only six or less attributes are generally utilised (Hair, Black, & Babin, 2010). One of the main advantages of the choice-based conjoint task is the realistic choice process portrayed by the choice set. Three sets of questions should be presented to respondents, namely warm-up, conjoint and holdout questions (McCullough, 2002). Between two to four warm-up exercises should be given to respondents to familiarise them with the conjoint tasks. Holdout tasks were not included in the utility estimation process. Instead, their purpose is to validate the model after utility weights have been estimated. McCullough found that for choice-based conjoint, 20 or more tasks could be given to participants without degradation of data quality.

Step 3: Conjoint Model

Conjoint analysts fit what is known as the part-worth model to respondents' evaluative judgments, whether they obtain these judgments using full profile, self-explicated or hybrid approaches (Green, Krieger, & Wind, 2001). This study utilised a choice-based conjoint analysis and the model selected was Hierarchical Bayes Estimation (HB). This is a

sophisticated estimation that more closely replicates the decision processes people make when choosing between various options.

Step 4: Collection of Data

Using choice-based conjoint analysis requires respondents to choose a full-profile stimulus from a set of alternative stimuli, known as a choice set. Computer software aids this process by generating a series of unique combinations of levels and attributes, and presents these randomly to respondents. Choice-based conjoint analysis also provides an option of not choosing any of the presented stimuli by including a no choice option in the choice set (Hair, Black, & Babin, 2010). The availability of an option not to choose any of the available sets realistically simulates a normal purchasing decision where the buyer has the option not to purchase any of the available products on the market.

Measuring instruments

This study utilised three questionnaires. Questionnaire 1 was an initial pilot study to determine the attributes and levels to be used in the second and third questionnaires.

Questionnaire 1

A questionnaire was developed based on the WorldatWork total rewards model (WorldatWork, 2011) to elicit opinions from knowledge workers who changed jobs from a large company to a small company. The questionnaire assessed which of the following elements were offered to the respondents when they joined an SME and at which level each of these elements were offered: compensation, work-life balance, career advancement, learning and development, recognition, and benefits. In addition, respondents rated each element and its sub-sets in terms of importance to them. Thus, two response scales per element were used to collect data. The results of this questionnaire was used as an aid to determine which of the elements of the total rewards model were most appropriate to these individuals and to clarify the attributes and levels to be used in the conjoint tasks. This questionnaire is attached to this study as Appendix A.

Questionnaire 2

Following the first questionnaire, the second questionnaire was developed i.e. to collect data to be used in the conjoint analysis. The attributes and levels for the conjoint task were derived from the results of the first questionnaire (see Appendix B). The software package randomly created the various tasks and each person were given twelve conjoint tasks to complete. Each task offered three or four combinations and a hold out task. Respondents were asked to choose between the choice sets in order to determine what trade-offs they are willing to make when considering to move to a different company. The steps will be followed as outlined in the previous section. Table 7 outlines the attributes and levels that were used for the conjoint tasks.

Table 7
Attributes and levels for the conjoint task

Attribute	Level	Level description
Employer Brand	1	Very well-known company (everyone knows about this company)
	2	Moderately known company (I have heard of them in the past)
	3	Unknown company to me
Remuneration and Benefits	1	Compensation package including benefits targeting the top end of the market with sign-on bonus
	2	Compensation package including benefits on par with the middle of the market
	3	Compensation package including benefits below the middle of the market
Career Advancement	1	Ownership / partnership possibilities
	2	Exposure to opportunities outside of my current department or overseas assignments and promotion opportunities to next job level
	3	No or little career growth opportunities
Work Culture	1	Employees have lots of autonomy and are solely managed on their outputs
	2	Employees have some say in how they do their job
	3	Employees are micro-managed and strictly prescribed how to do their job
Work-life balance	1	Work whenever and from wherever you choose
	2	Flexible working hours
	3	Prescribed working hours i.e. employees must be present at workplace during specified times
Performance and Recognition	1	Excellent performance management systems and recognition by means of short-term and long-term incentives
	2	Performance management systems in place with some short-term incentives
	3	No performance management and no recognition

1=highest level, 2=intermediate level, 3=lowest level

Questionnaire 3

Together with the conjoint analysis survey, a total rewards survey based on the WorldatWork total rewards model was also distributed (WordatWork, 2011). This questionnaire was designed to determine which total rewards respondents deemed most important in deciding to stay or leave their current employer. The 20 item questionnaire was developed by Pregnolato (2010). The purpose of this questionnaire was to assess the attractiveness of the total rewards elements typically provided by most organisations and to compare the results with those achieved with the conjoint analysis. Another purpose to include this questionnaire was to create a break from the conjoint survey. Conjoint surveys can be tiring and it is recommended to include a task in the middle of the survey for respondents to take a break. This questionnaire is attached to this study as Appendix C.

Sampling

A non-probability sampling approach was used. Convenience sampling, which involved the sample being realised from a part of the population that is readily available and convenient was utilised. Generalisations regarding the population cannot be made from a convenience sample because it would not be deemed representative of the broader population.

For the first questionnaire a non-probability sampling method, namely judgement sampling or purposeful sampling was used. Using this approach, the researcher actively selects the most productive sample able to address the research question. The first questionnaire was distributed to 11 individuals who had changed jobs from a large company to a smaller firm. The purpose was to better understand what enticed them to change to small companies.

Convenience sampling was used for the conjoint analysis and third questionnaire. A request to participate in the study, which also include the URL to the survey was distributed to members of the South African Award Association (SARA). In addition a snow ball effect was encouraged for respondents to pass the questionnaire on to other respondents. According to McCullough (2002) models can be reliably estimated with samples as low as 75, regardless of type of conjoint technique employed. One of the aims of this study was to acquire responses from various demographics to ensure that results will be closely

representative of the South African population. For this reason, a sample size of more than 100 responses was the aim.

Data collection procedures

A research proposal and the questionnaires were submitted to the University of Cape Town Commerce Faculty Ethics in Research Committee and the researchers obtained ethics approval for this study.

The first questionnaire was administered online by using the online surveying tool, Qualtrics. The conjoint analysis was also be administered online by using conjoint analysis software, Preference Lab. The third questionnaire was included in the middle of the conjoint survey. Results of all the surveys were obtained from online software and analysed thereafter.

Statistical analysis

The results of questionnaire 1 was analysed by means of descriptive statistics such as means and frequencies.

The outcomes of the conjoint analysis are part-worths and utilities that were interpreted. To ensure validity and reliability of results the most appropriate conjoint analysis model is Hierarchical Bayes Estimation (HB). HB in combination with choice-based conjoint analysis takes into account the prior knowledge of the features, the individual's preference selections as well as the preferences of all participants of the survey to derive preference scores (Qualtrics, 2011). HB can improve estimates of parameters such as beta weights and utilities in terms of validity (Gustafsson, Herrmann, & Huber, 2007).

The third questionnaire results were also analysed using descriptive statistics such as means and frequencies. Additionally, the Exploratory Factor Analysis were conducted on the third questionnaire results.

CHAPTER 4: RESULTS

The results from the three questionnaires will be presented in this chapter. For the first questionnaire descriptive statistics form the basis of the analysis. IBM's SPSS computer package was utilised to calculate descriptive statistics results. The results from the second questionnaire were analysed using conjoint analysis. Relative attribute importance will be shown overall and across all demographic groups. The third questionnaire results were analysed by using Exploratory Factor Analysis (EFA) to determine the underlying factor structure of the items in the questionnaire and descriptive statistics will be used to summarise the data.

Questionnaire 1: WorldatWork survey distributed to employees in small firms

Analysis of first questionnaire results

The purpose of the first questionnaire was to test why respondents moved away from a corporate job to join a smaller company. Eleven responses were received and the results were used to determine the attributes and levels to be used in the conjoint task. Table 8 summarises the overall importance of inducements, or rewards offered, to join a company. Career advancement was considered most important followed by work-life balance and financial rewards.

Table 8
Results from first questionnaire overall results

Answer	Rating of importance	Standard deviation	Responses	Ranking
Career advancement	91.4 %	10.78	10	1
Work-life balance	90.3 %	11.57	10	2
Compensation package offered	83.6 %	10.63	10	3
Learning and development	81.7 %	12.08	10	4
Recognition in the new job	79.4 %	12.76	10	5
Organisational type	69.9 %	30.44	9	6
Benefits	66.0 %	19.32	9	7
Size of the organisation	59.9 %	31.48	8	8

Respondents were allowed to type other inducements, i.e. other offerings that positively influenced their decision to quit their corporate job and join an SME. For the respondents, small companies provided many positive inducements to join a company, with the most important factors being career advancement, work-life balance, more variety in their jobs and being recognised as an individual. This qualitative data obtained from the open-ended questions are summarised in Table 9.

Table 9
Qualitative results from first questionnaire

Inducement to join smaller company	Frequency	Percent
Flexible working environment, with less working hours allowing a balanced lifestyle	3	18.75%
Being seen as an individual versus just a number in corporate setting	4	25.00%
Exposure to wider variety in job and learning and developing self	4	25.00%
Opportunities for growth including becoming a shareholder or having access to profit sharing	4	25.00%
Less politics in small firms	1	6.25%

Questionnaire 2: Conjoint task

Demographic composition of sample

The conjoint tasks, together with the third questionnaire based on the WorldatWork total rewards questionnaire were distributed as one online survey. The demographic data for the two questionnaires are therefore identical. A total of 105 completed responses were received. The mean tenure of respondents at their current employers were 5.03 years (SD = 4.72).The gender split was close to half of the responses for each (see Table 10).

Table 10
Gender distribution of sample (n=105)

Gender	Frequency	Percent
Male	53	50.5%
Female	49	46.7%
Prefer not to answer	3	2.9%

Table 11 shows the racial groups of respondents, with a high participation rate from white respondents. For this reason a re-categorisation of respondents were done to group the sample into combined or generic black respondents (i.e. African, Coloured, Indian and other) and white (see Table 12).

Table 11
Racial distribution of sample (n=105)

Racial Classification	Frequency	Percent
African	14	13.3%
Coloured	6	5.7%
Indian	5	4.8%
White	74	70.5%
Other	1	1.0%
Prefer not to answer	5	4.8%

Table 12
Re-classification of race sample into blacks and whites

Racial Classifications	Frequency	Percent
Combined Black (African, Coloured, Indian and Other)	26	24.8%
White	74	70.5%
Prefer not to answer	5	4.7%

The average age of all respondents were 34 years (SD = 8.22). Classification of the respondents' age into generations (refer to Table 6) is summarised in Table 13. Generation Y made up 67.6% of all responses (20-34 years old).

Table 13
Age and generation distribution of sample (n=105)

Age groups (and generations)	Frequency	Valid Percent
50 – 67 (Baby Boomers)	11	10.8%
35 – 49 (Generation X)	22	21.6%
20 – 34 (Generation Y)	69	67.6%
Total	102	100%
Missing data (prefer not to answer)	3	

The education levels of all responses were asked in order to determine which percentage of the respondents' could potentially be considered to be knowledge workers. Out of all respondents 45.7% hold postgraduate degrees, while 33.3% of respondents hold bachelor's degrees (see Table 14). If respondents with no qualifications, those with matric and those that withheld from answering is grouped together, they comprised 14.29% of the total sample. Therefore it was concluded that 85.71% of all respondents can most probably be deemed to be knowledge workers.

Table 14
Educational level distribution of sample (n=105)

Education Level	Frequency	Percent
Matric / Grade 12	11	10.5%
Technical Certificate (including artisan/trade)	8	7.6%
National Diploma / Bachelor's Degree	35	33.3%
Postgraduate qualification	48	45.7%
None of the above	1	1.0%
Prefer not to answer	2	1.9%

An even spread of seniority levels were found in the sample, ranging from 13.3% executive managers to 23.8% middle managers (see Table 15).

Table 15
Job level distribution of sample (n=105)

Job level / Seniority	Frequency	Percent
Executive Management	14	13.3%
Senior Management	16	15.2%
Middle Management	25	23.8%
Junior Management / Supervisor	24	22.9%
None of the above	24	22.9%
Prefer not to answer	2	1.9%

An important element for this study to highlight was the size of the companies that respondents worked for. Table 16 indicates that 37% of respondents worked for large organisations, while 28.6% worked for small organisations. If all non-large companies are re-categorised into one group, it would comprise 61.9% of respondents.

Table 16
Respondents' company size based on employee numbers (n=105)

Company size based on number of employees	Frequency	Percent
Micro: 0-5 Employees	15	14.3%
Very small: 6-20 employees	9	8.6%
Small: 21-50 employees	30	28.6%
Medium: 51-200 employees	11	10.5%
Large: >200 employees	39	37.1%
Prefer not to answer	1	1.0%

The spread of industries represented are displayed in Table 17.

Table 17
Industry distribution of sample (n=105)

Industry	Frequency	Percent
Agriculture	1	1.0
Accounting	1	1.0
Government	2	1.9
Health Care	3	2.9
Information Technology	12	11.4
Insurance	3	2.9
Legal Services	1	1.0
Manufacturing	8	7.6
Non-Profit Organisation	2	1.9
Petrochemical	1	1.0
Automobile	2	1.9
Pharmaceutical	1	1.0
Property/Real Estate	2	1.9
Retail	5	4.8
Tertiary Education	4	3.8
Transport and Logistics	1	1.0
Banking and Financial Services	9	8.6
Building and Construction	3	2.9
Communications & Media	3	2.9
Consulting	15	14.3
Engineering	9	8.6
FMCG	2	1.9
other	15	14.3

Analysis of conjoint task results

The analysis of the conjoint task results comprised of calculating utilities of each level, followed by ranking attributes in order of overall importance. The combined overall results of the conjoint task is summarised in Table 18. Career advancement was clearly the most important attribute for respondents, with employer branding receiving very little attention being the least important factor by a large margin. Level 2 of career advancement was ranked slightly higher than level 1, which indicates that ownership or partnership possibility is not the first priority for all respondents as is often thought to be the case.

Table 18
Relative importance of attributes overall

OVERALL					
Attribute	Level	Level description	Utility	Relative importance of attribute	Ranking
Employer Brand	1	Very well-known company (everyone knows about this company)	22.99	3.0%	6
	2	Moderately known company (I have heard of them in the past)	18.57		
	3	Unknown company to me	-41.56		
Remuneration and Benefits	1	Compensation package including benefits targeting the top end of the market with sign-on bonus	178.71	19.4%	3
	2	Compensation package including benefits on par with the middle of the market	65.97		
	3	Compensation package including benefits below the middle of the market	-244.68		
Career Advancement	1	Ownership / partnership possibilities	190.05	29.0%	1
	2	Exposure to opportunities outside of my current department or overseas assignments and promotion opportunities to next job level	220.43		
	3	No or little career growth opportunities	-410.48		
Work Culture	1	Employees have lots of autonomy and are solely managed on their outputs	149.29	18.2%	4
	2	Employees have some say in how they do their job	98.55		
	3	Employees are micro-managed and strictly prescribed how to do their job	-247.84		
Work-life balance	1	Work whenever and from wherever you choose	80.24	10.3%	5
	2	Flexible working hours	63.30		
	3	Prescribed working hours i.e. employees must be present at workplace during specified times	-143.54		
Performance and Recognition	1	Excellent performance management systems and recognition by means of short-term and long-term incentives	171.39	20.1%	2
	2	Performance management systems in place with some short-term incentives	94.30		
	3	No performance management and no recognition	-265.69		

Differences between gender and racial groups

For male respondents career advancement and financial rewards were ranked higher compared to female respondents. Work-life balance were ranked 4.7% more important for females than for males, which indicate that balancing work and family life is still a major priority for modern day women (see *Figure 4*).

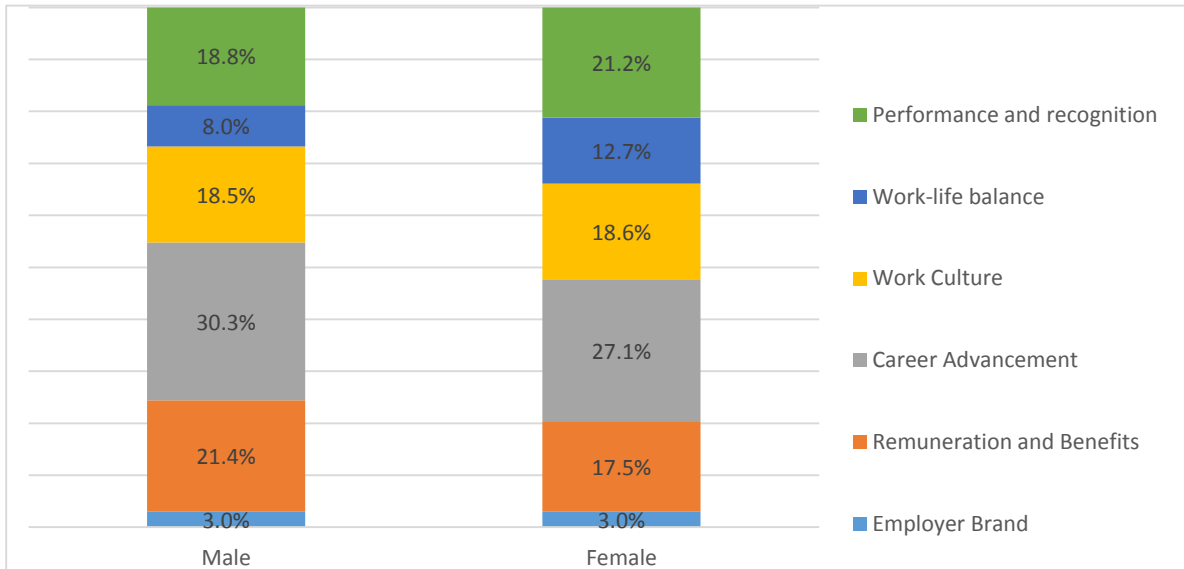


Figure 4: Relative importance of attributes by gender

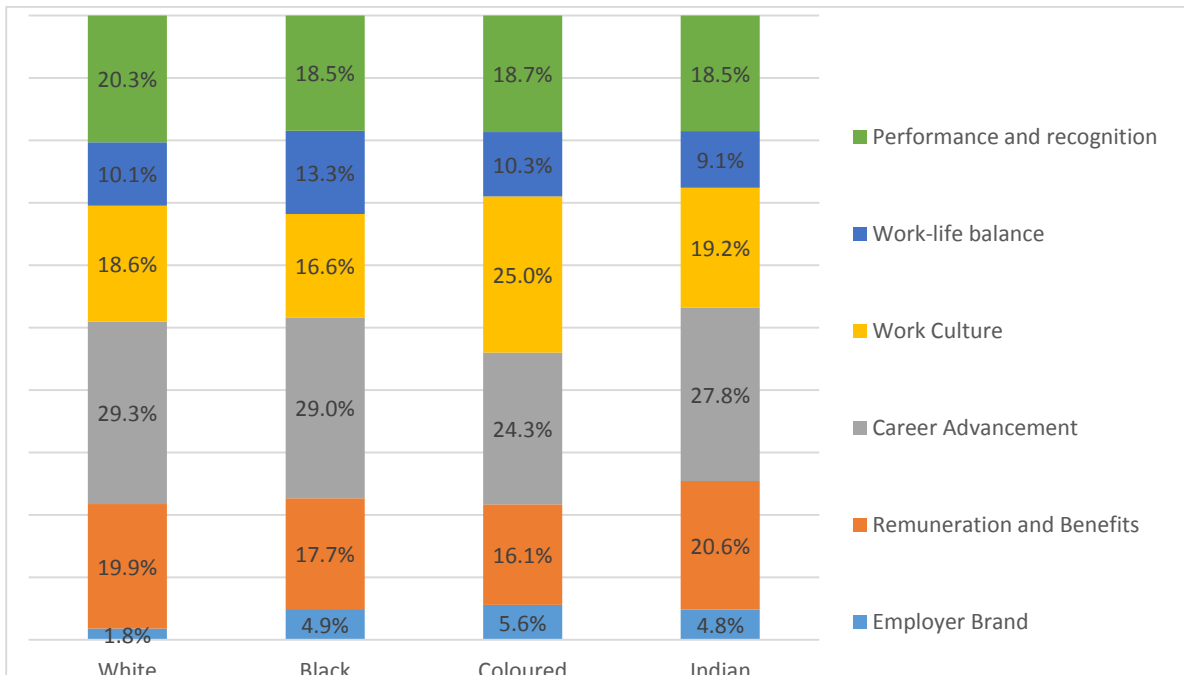


Figure 5: Relative importance of attributes by racial group

Figure 5 indicates variances of relative importance of attributes between different racial groups. Career advancement were ranked most important by all racial groups except coloured participants who ranked work culture as most important. Remuneration and benefits were ranked slightly more important by Indian respondents, while employer brand was consistently ranked least important overall but most important to coloured participants.

Analysis of variance for different generations, company size and job seniority

Figure 6 summarises overall importance of attributes by generations. Variances are noted in that work-life balance and strangely career advancement are more important to older employees compared to Generation X and Y employees. Performance and recognition were ranked more important to Generation X and Y while work culture were more important to Generation X compared to other generations.

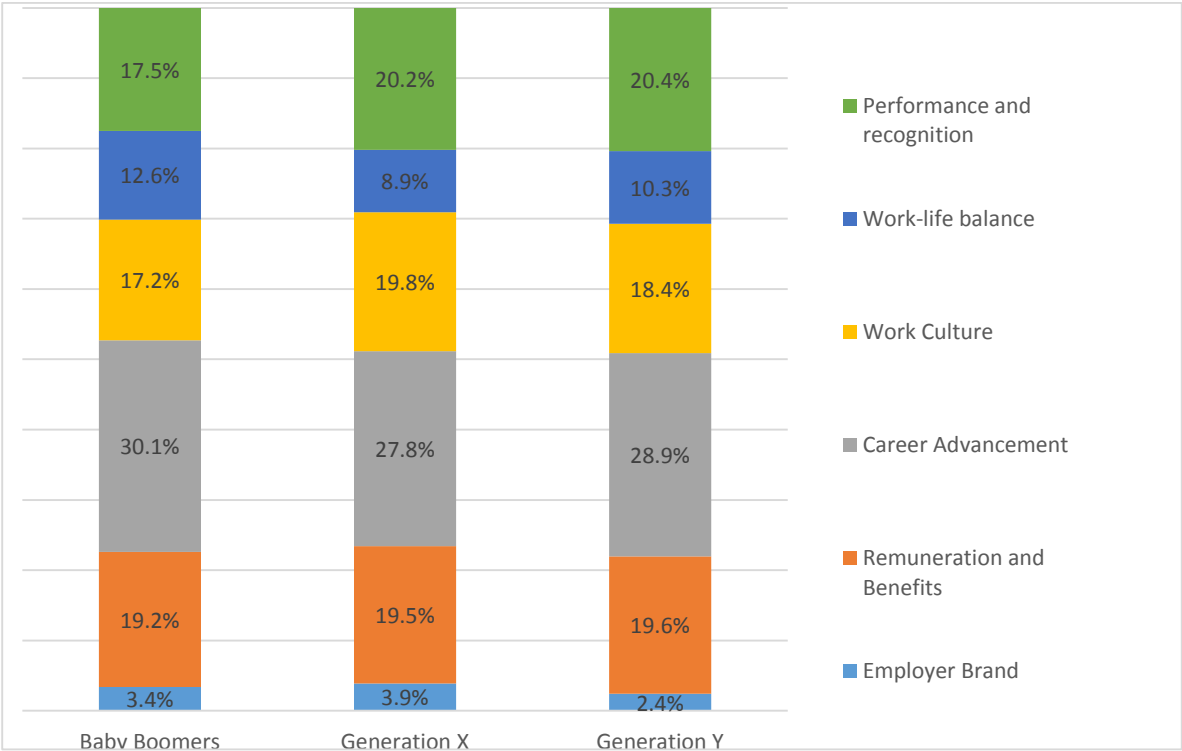


Figure 6: Relative importance of attributes by generation

The variances of attribute importance for employees in different size companies are quite significant and are depicted in Figure 7. Respondents working in small firms particularly ranked differently to others. For them career advancement and financial rewards are extremely important, while work-life balance are not important at all. It could be argued that they have a healthy work-life balance while working for a small firm, but that they struggle to advance their careers or are paid below median salaries and therefore highlight these areas as more important.

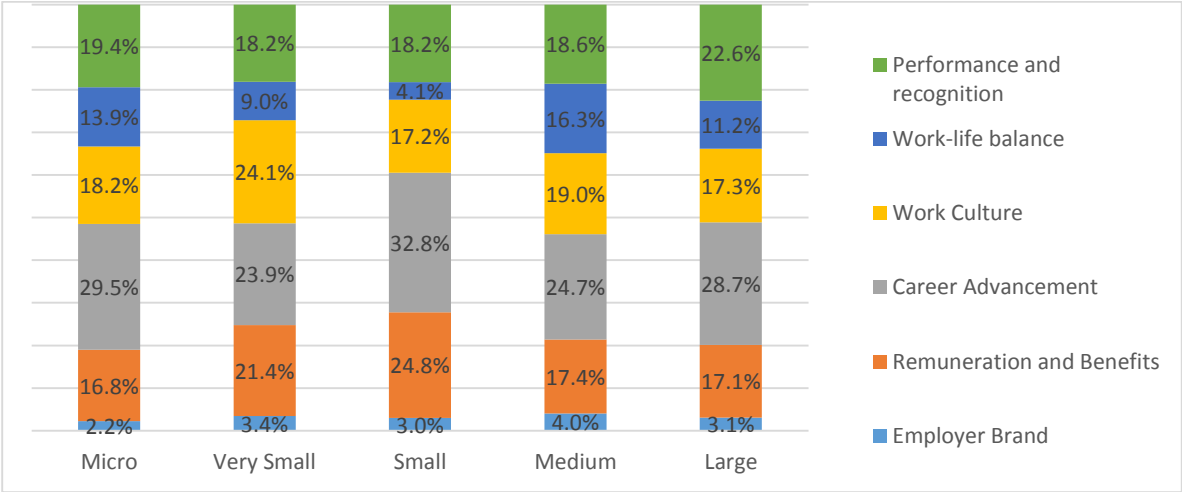


Figure 7: Relative importance of attributes by company size

In Figure 8 the relative importance of attributes by job level is depicted. An important variance to note is that of middle management. Remuneration and benefits seem much more important to middle managers compared to other levels of managements. Work-life balance was raked very low for middle managers as well.

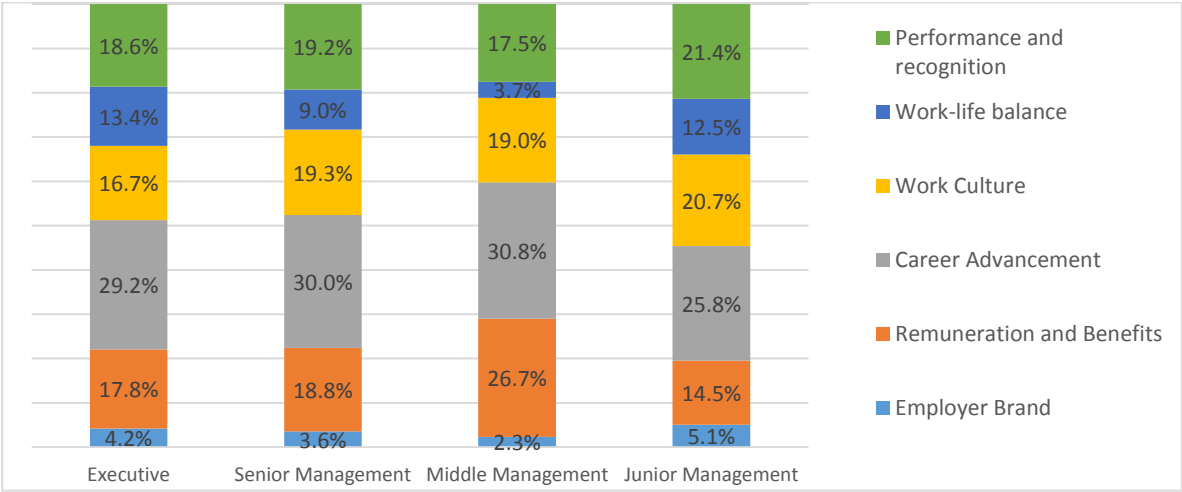


Figure 8: Relative importance of attributes by job seniority

Questionnaire 3: Total Rewards survey

Validity and reliability of total rewards survey results

The WorldatWork total rewards model was used as the basis of the third questionnaire which was distributed together with the conjoint task. Exploratory Factor Analysis was used to assess the validity of the questionnaire and to establish the underlying factor structure.

To test internal consistency (i.e. reliability), Chronbach Alpha coefficients were calculated for the derived factors from the Exploratory Factor Analysis.

Analysis of total rewards survey results: Factor analysis

The third questionnaire was distributed together with the conjoint survey and therefore obtained results from the same group of respondents. Exploratory Factor Analysis was used to establish an underlying factor structure.

In order to conduct EFA the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy should be $\geq .6$. The KMO measure tests whether the partial correlations between variables are small. The Bartlett's test of sphericity should measure significant with $p < 0.05$. For the data collected with this survey, the KMO Measure of Sampling Adequacy for the factor analysis was 0.6 and the Bartlett's test for test for sphericity was significant at $p < 0.01$. Following these results it was determined that EFA was appropriate with this data set. Only factors with Eigenvalues of more than 1.0 were selected when determining how many factors to include in the pattern matrix (the so-called Keizer's rule). The eigenvalues for each factor is depicted in Figure 9. It can be concluded from the results of the scree plot (see Figure 9) that the first five factors are more accurate groupings compared to the remaining nine factors.

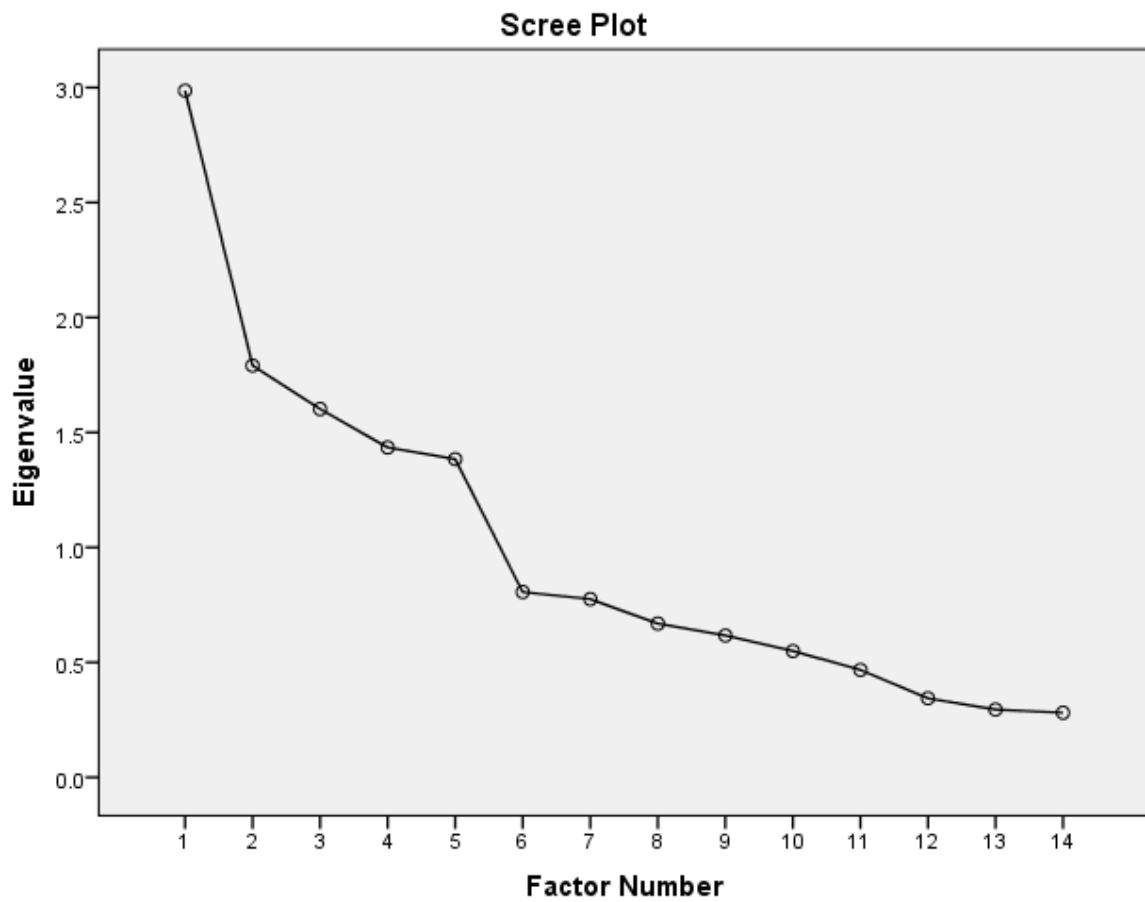


Figure 9: Scree plot Total Rewards survey

Table 19
Factor analysis for Total Rewards Scale

	Factor				
	1	2	3	4	5
Q11 The opportunities offered to you by your company for training within your current job e.g. skills training	.702				
Q3 The opportunities offered to you by your company for learning and career development outside of your current job e.g. sabbaticals, coaching, mentoring, leadership training	.639				
Q20 The provision of recognition via nonfinancial means e.g. certificates of recognition	.497				
Q18 Your employer's provision of medical aid. retirement and pension benefits	.488				
Q14 Having social friendships at work		.873			
Q15 The degree to which your employer encourages and organises team building or other social networking activities amongst employees		.614			
Q19 Your employers provision of incentive bonuses/variable pay			.816		
Q17 The provision of a competitive pay package i.e. basic salary plus benefits. allowances or variable pay			.599		
Q1 Recognition provided to you by your employer e.g. Financial recognition such as a cash or paid travel			.471		
Q8 The extent to which you are provided with challenging targets				.892	
Q7 The level of challenge and interest you derive from your job				.581	
Q10 Having supportive and like _minded colleagues					.663
Q9 Having a manageable workload and reasonable work pace					.541
Q12 The extent to which your employer supports a balanced lifestyle between your work and personal life					.473
Eigenvalues	2.99	1.79	1.60	1.44	1.38
Percentage variance	21.3%	12.8%	11.4%	10.3%	9.9%

Extraction Method: Principal Axis Factoring

Rotation Method: Oblimin with Kaiser Normalisation.

Based on the Total Rewards elements grouped together by means of the EFA, the factors were interpreted as follows. Factor 1 contains questions that highlight non-financial rewards, while factor 2 ask questions pertaining to the social environment of a job. Factor 3 revolves around financial reward and factor 4 relates to a challenging job. Factor 5 grouped questions pertaining to Perceived Organisational Support (POS).

Based on the Chronbach Alpha results, which indicated that the four unidimensional subscales were reliable (Cronbach alpha >.07), it was decided that the factor structure extracted from the EFA was appropriate and would be used for further analysis. The fifth factor had a Cronbach Alpha of just below the .70 threshold (= .60), but as it only consisted of three items it could be argued that the short length mitigates the marginal Cronbach Alpha result. The results are summarised in Table 20.

Table 20
Chronbach's Alpha coefficients for the EFA derived results

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Chronbach's Alpha Results	.70	.70	.70	.70	.60

Descriptive statistics

Descriptive statistics for the data collected with the third questionnaire, as grouped by EFA can be found in Table 21. A challenging job was ranked as most important where social environment of a job was ranked as least important.

Table 21
Descriptive statistics for Total Rewards Questionnaire

	N	Minimum	Maximum	Mean	Std. Deviation
Factor1: Non-financial Rewards	105	1.75	5.00	3.81	.73
Factor2: Social environment	105	1.00	5.00	3.22	.93
Factor3: Financial rewards	105	2.67	5.00	4.26	.58
Factor4: Challenging job	105	2.00	5.00	4.33	.63
Factor5: Perceived organisational support	105	2.33	5.00	4.30	.56

In Table 22 results are compared by gender by means of an Independent Samples t-test. All factors were ranked more important for females compared to males except for financial rewards.

Table 22
T-Test results comparing factor results by gender

	Gender	N	Mean	Std. Deviation
Factor1: Non-financial Rewards	Male	53	3.67	.78
	Female	49	3.93	.67
Factor2: Social environment	Male	53	3.17	.99
	Female	49	3.28	.88
Factor3: Financial rewards	Male	53	4.30	.60
	Female	49	4.22	.56
Factor4: Challenging job	Male	53	4.27	.58
	Female	49	4.41	.67
Factor5: Perceived organisational support	Male	53	4.26	.56
	Female	49	4.37	.55

Table 23
T-Test results comparing factor results by race (white and combined black)

	Gender	N	Mean	Std. Deviation
Factor1: Non-financial Rewards	Black	25	4.35	.48
	White	74	3.65	.71
Factor2: Social environment	Black	25	3.28	.91
	White	74	3.22	.96
Factor3: Financial rewards	Black	25	4.39	.54
	White	74	4.23	.60
Factor4: Challenging job	Black	25	4.46	.54
	White	74	4.28	.66
Factor5: Perceived organisational support	Black	25	4.40	.69
	White	74	4.28	.58

T-test results comparing results between combined black (African, Coloured, Indian and other) and white respondents can be found in Table. All factors were rated more important to black respondents except for non-financial rewards which was rated more important to white respondents.

In *Table 24* and Figure 10 the results of the EFA for Questionnaire 3 is summarised across all demographic groups. A clear trend is visible and similar results were found across all demographic groups. A few exceptions were noteworthy, which included that baby boomers deemed Perceived Organisational Support to be less important and benefits or non-financial rewards were seen more important to black respondents compared to all other groups.

Table 24
Comparison of the means of total rewards across all demographic groups

Total Rewards Factor Description	Black	White	Male	Female	Baby Boomers	Generation X	Generation Y	Matric	Technical Certificate	3-year degree or diploma	Post graduate	Senior Management	Middle Management	Non-Management
Non-financial Rewards	4.4	3.7	3.7	3.9	3.4	3.8	3.9	3.6	4.1	4.0	3.7	3.5	3.8	3.9
Social Environment	3.3	3.2	3.2	3.3	2.9	2.7	3.5	2.9	2.9	3.2	3.4	3.4	3.2	3.3
Financial Rewards	4.4	4.2	4.3	4.2	4.2	4.4	4.2	4.1	4.3	4.4	4.2	4.4	4.2	4.3
Challenging job	4.5	4.3	4.3	4.4	4.5	4.5	4.2	4.0	4.3	4.4	4.4	4.4	4.3	4.2
Perceived Organisational Support	4.4	4.3	4.3	4.4	3.7	4.5	4.3	4.3	4.3	4.3	4.3	4.3	4.4	4.4

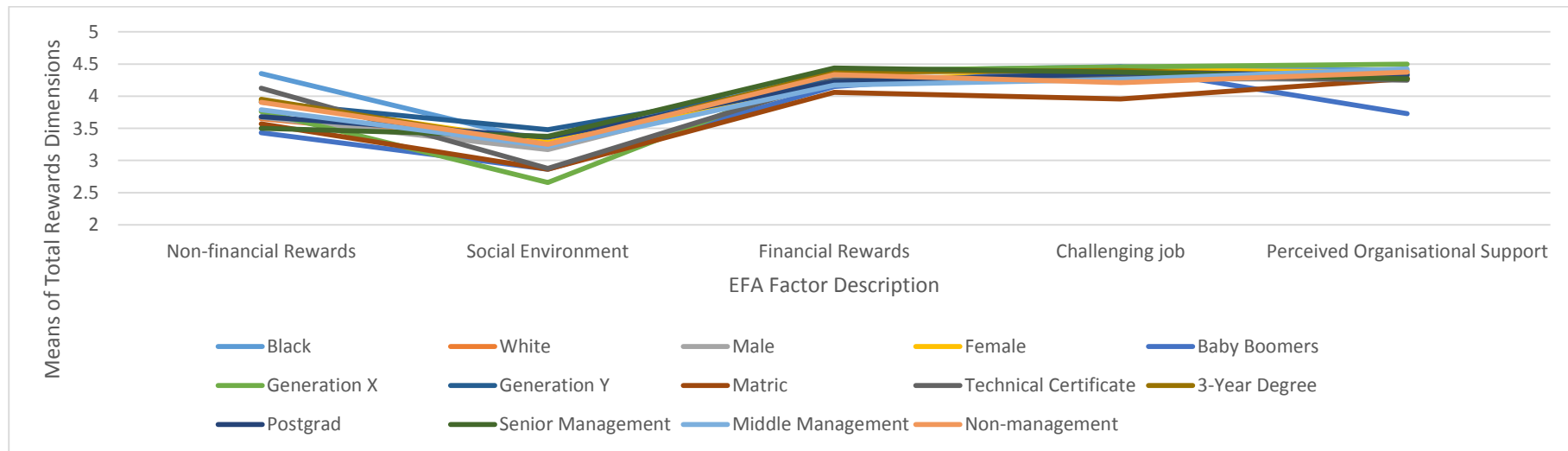


Figure 10: Comparison of means of total rewards across all demographics

Conclusion

Conjoint analysis allows for the identification and both the combination and relative quantum of attributes that attract talent from different demographic cohorts. When asking respondents in a traditional survey what they find important, all items are rated as important as could be seen from the third questionnaire. The conjoint analysis creates a more realistic context simulating typical job offers allowing respondents to make trade-offs and therefore more life-like decision making.

CHAPTER 5: DISCUSSION AND CONCLUSION

Attracting and retaining critical talent is imperative to organisations, but in South Africa many companies struggle to compile an Employee Value Proposition that will differentiate them from other employers (Dormehl, 2012). Dormehl further argues that companies rely mainly on financial rewards, while studies consistently emphasise that other reward factors are even more important than financial rewards. Companies have to identify their reward philosophy and strategy in order to achieve their objectives to attract the best employees.

The current study aimed to develop an understanding of the rewards that attract employees across different demographic groups. An important element of this research was to determine what small companies can do to attract top talent. To achieve this research objective employer branding was highlighted in the study to determine whether prospective talent deems employer branding to be an important attraction driver and further how its relative importance compares to other reward elements on offer to prospective employees.

The research objectives were approached in two ways; the first by means of conjoint tasks where respondents were presented with various reward elements and the element of employer branding and requested them to choose, thus trade them off against each other in order to produce an ideal reward attraction mix. The second approach utilised the WorldatWork Total Rewards model to identify which reward elements were valued and served to retain them in their current jobs. This questionnaire only required respondents to rate the level of importance of each element (one at a time), while the conjoint task required a different cognitive approach i.e. where elements were traded-off. The results of both surveys were therefore compared and analysed accordingly.

This research is important for a number of reasons. Remuneration should not be based on a one-size-fits all approach, but rather tailor-made for each organisation in order to attract the demographic cohorts targeted (Bussin & Spavins, 2009). When organisations understand what mix of total rewards to employ for different cohorts talent attraction should be more successful.

The discussion below will outline the overall results of the ideal talent attraction mix based on the conjoint survey and followed by a discussion on the findings from the study of reward elements that employees value in their retention. The results of employer branding importance will also be discussed with specific reference to what small companies can do to attract top talent.

Comparing the results from the qualitative information received in the first questionnaire with the review of literature confirmed that sentiments are shared today with the respondents from the 1997 Fisher study. The Fisher study found that only one per cent of adults would like to become corporate managers and that more employees are interested to work for SMEs where high levels of autonomy is encouraged and employees feel their jobs have high impact on the business success (Fisher, 1997) .

The overall ideal talent attraction mix

The conjoint analysis produced an ideal talent attraction mix related to rewards and employer brand graphically represented in Figure 11. The most important talent attraction attribute that was consistently highly valued was career advancement. This is consistent with the global results of the WorldatWork top drivers of talent attraction for Mexico, but not for other countries (Table 3). The highest ranked level of career advancement was exposure to opportunities outside of respondents' current department or overseas assignments and promotion opportunities to a next job level. The second most important level within the career advancement attribute was ownership or partnership possibilities. It was anticipated after the first questionnaire that ownership or partnership possibilities would be higher ranked than promotion opportunities, but in the conjoint questionnaire all demographical groups chose promotion opportunities above ownership, albeit very close to each other.

The highest level of performance and recognition, namely excellent performance management systems and recognition by means of short-term and long-term incentives, was considered to be the next most valued attraction element. This is consistent with the findings of Pregolato (2010) where respondents ranked performance and recognition as the second most important attribute in talent retention.

The highest level of remuneration and benefits, namely a compensation package including benefits targeting the top end of the market with sign-on bonus was rated as the third most important attraction element.

The fourth most important attribute was work culture with the highest level being that employees have lots of autonomy and are solely managed on their outputs. One of the aims of this research were to determine the difference between various work cultures revolving autonomy and whether employees are micro-managed. When analysing the utilities within this attribute, it is clear that all respondents valued autonomy and being managed solely on outputs. Coloured employees viewed work culture as the most important attribute overall.

Work-life balance was ranked as the fifth most important attribute in attracting talent. The highest level ranked within work-life balance was that employees would like to work whenever and from wherever they choose. In this current study the overall importance of work-life balance was ranked at only 10.3%. This is consistent with the findings of Pregolato (2010) where work-life balanced was ranked at 8.4% for overall importance for talent retention. However Faught (2012) found that work-life balance is the most important overall factor for talent retention among artisans. It is therefore argued that work-life balance is not important to people who already have a fair balance between work and personal life and is currently not working shifts unlike most artisans. Therefore employees that work shifts and struggle to balance work and personal life rank work-life balance to be more important.

Employer brand was consistently rated unimportant by all demographic groups when comparing it to other attributes in a job offer. The relative importance of employer branding overall was ranked at 3%. In contrast to evidence from the literature where the importance of employer brand is seen as significant, the results from this study confirms that employer brand is relatively unimportant when comparing it to other reward elements in a job offer. This finding has a significant impact on smaller businesses in that it means that their lacking in organisational awareness does not make SMEs less attractive.

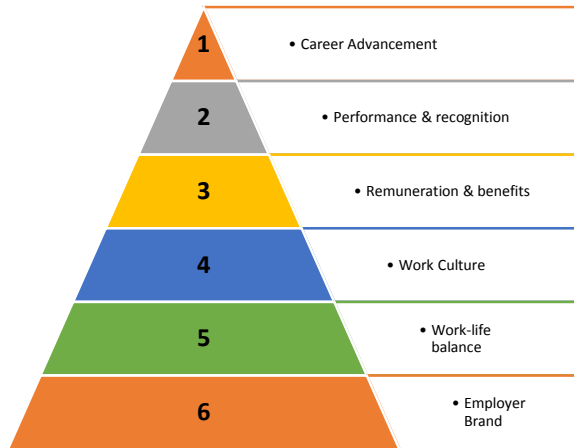


Figure 11: The overall ideal mix of total reward elements identified as significant in talent attraction

The talent attraction mix for different demographic groups

Attributes that attract different racial groups

When analysing the results from the conjoint analysis per racial group, it was found that work culture was more important to the combined black group (ranked second most important) compared to white respondents who ranked it as the fourth most important attribute (see Figure 12).

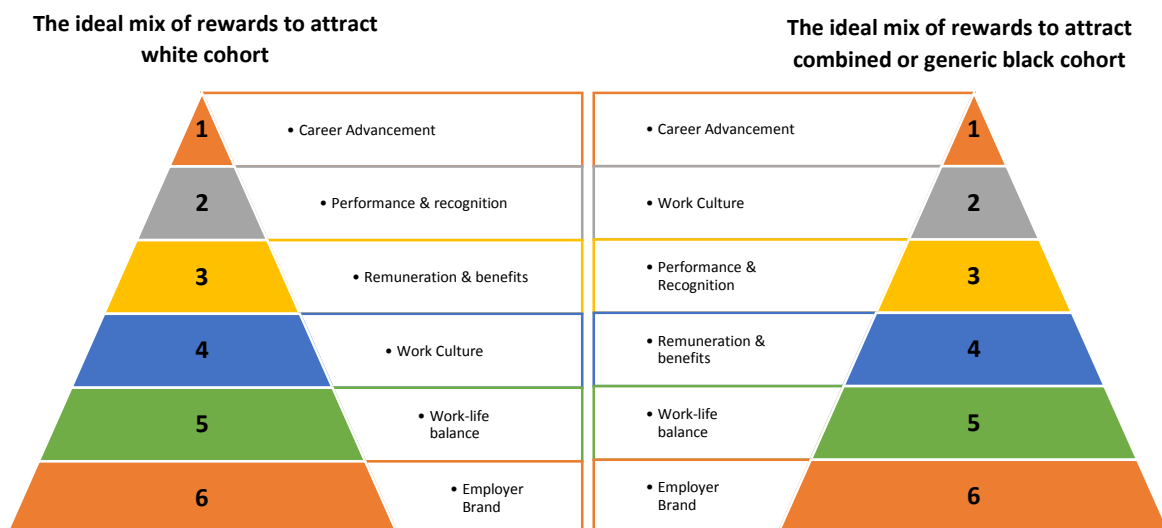


Figure 12: The ideal mix of total reward elements identified as significant in the attraction of various racial groups

The results from the third questionnaire highlighted that black respondents found non-financial rewards such as benefits to be more important compared to any other demographic group. This is consistent with results from Pregnolato (2010) who argued that it could be attributed to black employees' previous lack of access to retirement funding and medical care. Pregnolato also argued that the importance of benefits to black employees could be attributed to the phenomenon that black employees have extended families who are dependent on their benefits such as death and funeral cover and medical aid.

Attributes that attract knowledge workers

From a review of current literature career growth and challenging work opportunities were found to be the most desired attributes for attracting knowledge workers (Sutherland, Torricelli, & Karg, 2002). To analyse the opinions of knowledge workers for this study, management employees were compared to non-managers (refer to Figure 13) and varying levels of education of respondents were compared (see Figure 14).

The most significant difference between managers (from junior management to executive level) and non-managers were that non-managers found performance and recognition to be more important than remuneration and benefits. However, it is important to note that the managers ranked remuneration and benefits, performance and recognition and work culture very closely to each other.

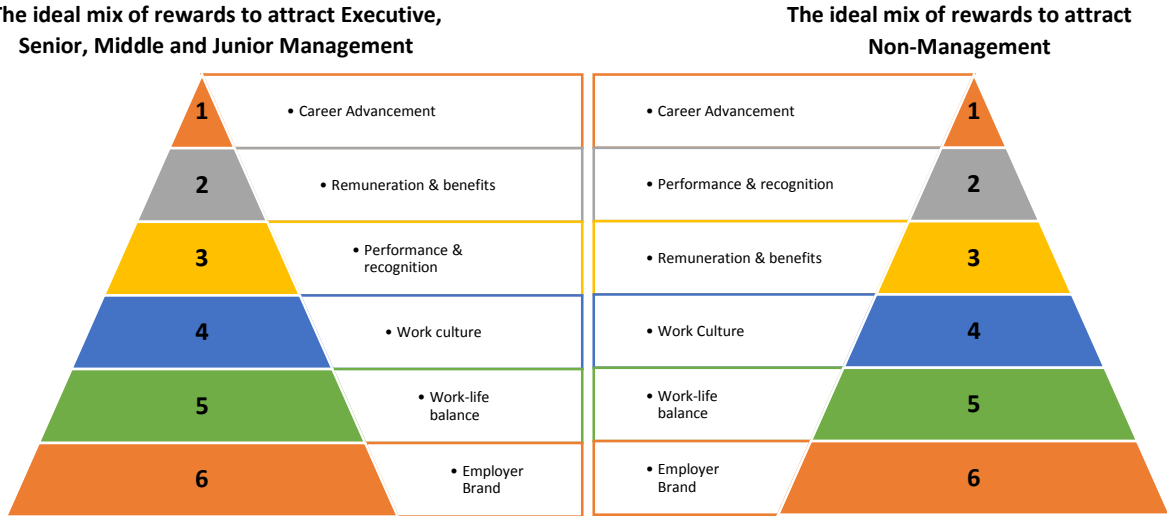


Figure 13: The ideal mix of total reward elements identified as significant in talent attraction at various job levels

The difference between respondents with matric and those with first degrees or postgraduate degrees were ranked the same as the managers and non-managers. Matriculants ranked remuneration and benefits more important than performance and recognition.

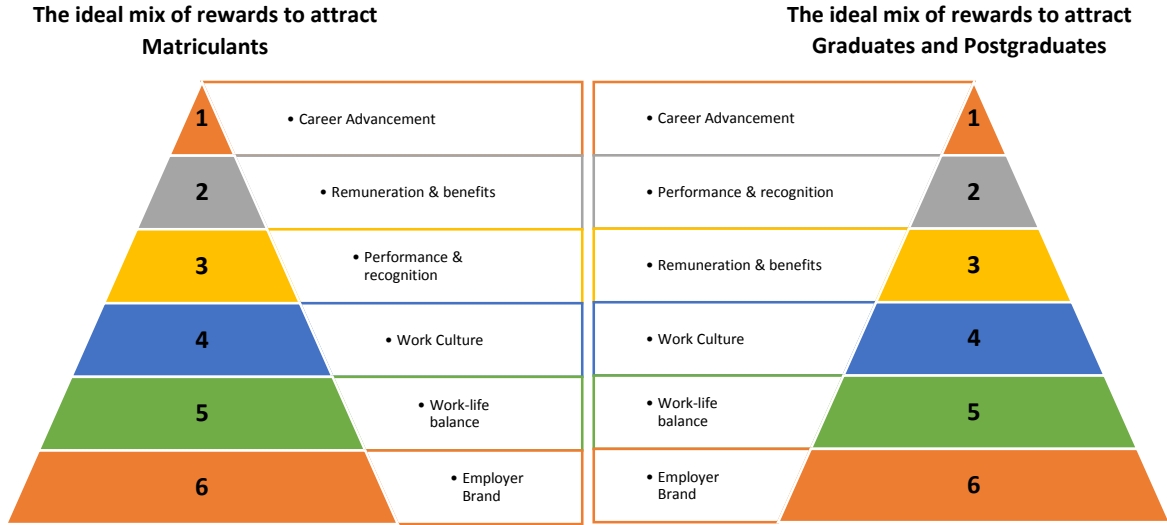


Figure 14: The ideal mix of total reward elements identified as significant in talent attraction at different education levels

Attributes that attract different age groups

According to current research Generation Y employees plan to move around and want to work faster and harder than their colleagues in order to climb the corporate ladder faster. Furthermore, Generation Y employees are generally more entrepreneurial, optimistic, socially responsible, innovative and self-interested than older generations (Vaiman & Vance, 2010). The findings of the conjoint analysis is consistent with this in that Generation Y employees ranked performance and recognition more important than remuneration (see Figure 15).

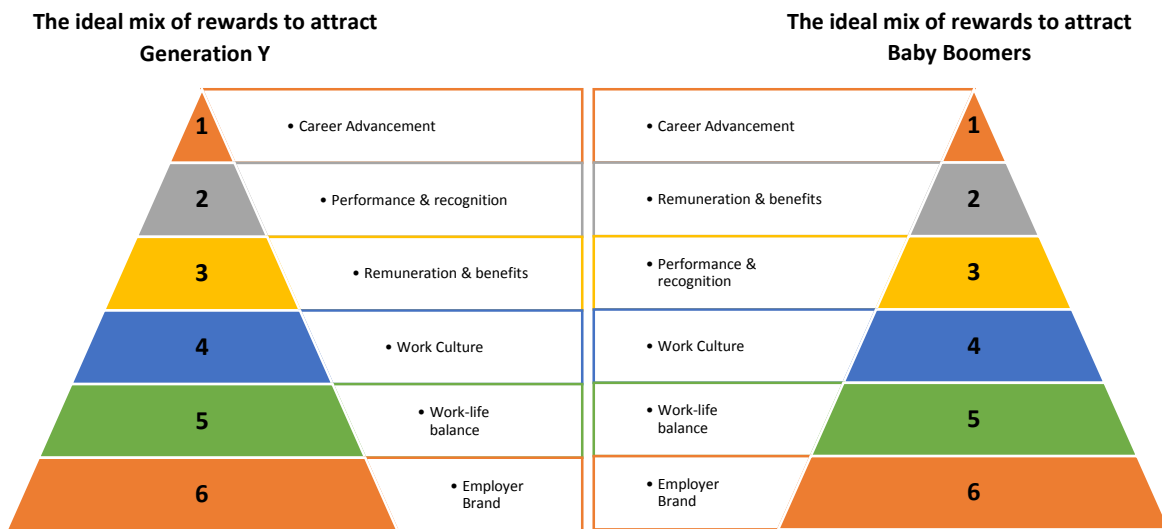


Figure 15: The ideal mix of total reward elements identified as significant in talent attraction of different generations

Attributes that attract females

For female respondents remuneration and benefits were ranked two levels lower compared to male counterparts. This may be associated with males traditionally being the main source of income. Work-life balance was ranked higher for females (12% relative importance) compared to males (8% relative importance). However, in contrast to previous literature that emphasise the importance of work-life balance for females, this study found work-life balance to be the second least important factor to attract females.

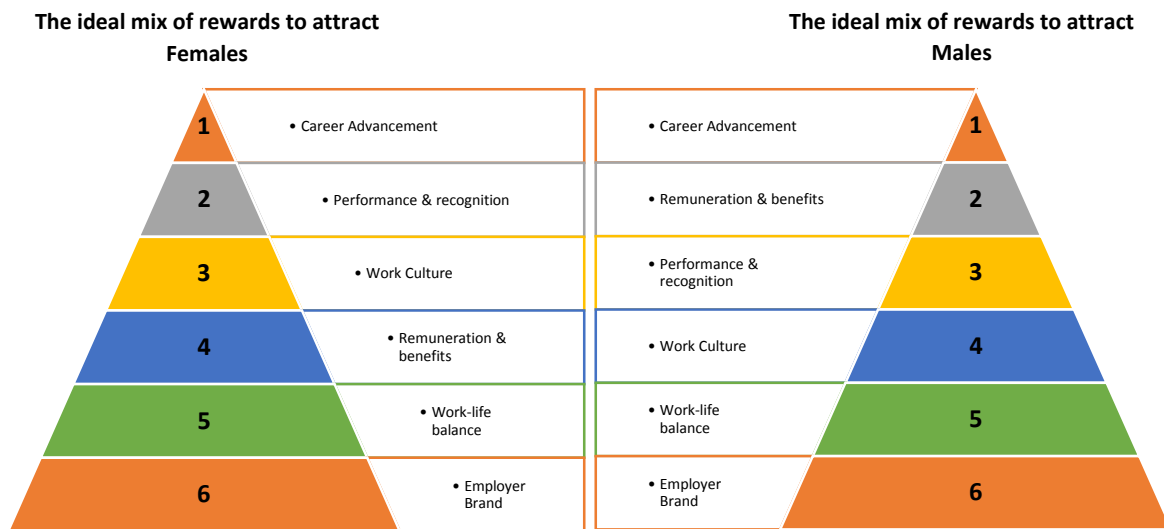


Figure 16: The ideal mix of total reward elements identified as significant in talent attraction of different genders

Summary of findings

A summary of the outcomes of the conjoint task is summarised in Figure 17 for ease of reference. This overview highlights the importance placed on attributes by employees from various demographic groups.

Career advancement is seen as the most important attribute across all demographic groups except for coloured employees who ranked work culture as more important. Work-life balance is ranked 5th most important across all demographic group while employer brand is ranked least important for all cohorts.

Therefore regardless of company size or its employer brand, any organisation can attract the best employees by constructing a job offer that highlights the opportunity for career advancement, allowing employees to have autonomy, recognising and rewarding performance and paying above average salaries. Companies should also pay attention to work-life balance, especially to female employees.

Rank	Overall	Baby Boomers	Gen X	Gen Y	Male	Female	White	Black	Coloured	Indian	Matrics	Grad/Post Graduates	Executive Mgmt	Senior Mgmt	Middle Mgmt	Junior Mgmt
1	Career Adv ¹	Career Adv	Career Adv	Career Adv	Career Adv	Career Adv	Career Adv	Career Adv	Work Culture	Career Adv	Career Adv	Career Adv	Career Adv	Career Adv	Career Adv	Career Adv
2	Perf & recog ²	Rem & Ben	Perf & recog	Perf & recog	Rem & Ben	Perf & recog	Perf & recog	Perf & recog	Career Adv	Rem & Ben	Rem & Ben	Perf & recog	Perf & recog	Work Culture	Rem & Ben	Perf & recog
3	Rem & Ben ³	Perf & recog	Work Culture	Rem & Ben	Perf & recog	Work Culture	Rem & Ben	Rem & Ben	Perf & recog	Work Culture	Perf & recog	Rem & Ben	Rem & Ben	Perf & recog	Work Culture	Work Culture
4	Work Culture	Work Culture	Rem & Ben	Work Culture	Work Culture	Rem & Ben	Work Culture	Work Culture	Rem & Ben	Perf & recog	Work Culture	Work Culture	Work Culture	Rem & Ben	Perf & recog	Rem & Ben
5	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life	Work-life
6	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand	Employer Brand

Abbreviations: ¹ Career Advancement ² Performance and recognition ³ Remuneration and benefits

Figure 17: Ranked attributes of the conjoint ask for each demographic group in order of preference

Limitations and recommendations

This study is descriptive in nature and given the research design employed no causal relationships could be determined. Hence, it was not possible to explore reasons for employees' selection in their preference for attributes that would attract them to a job. A further study where causal relationships between rewards and attraction amongst different demographic groups could be conducted.

A further limitation of the study was the number of respondents in the first questionnaire. These limited responses were used to determine the attributes and levels of the conjoint task. If a larger sample size of the first questionnaire resulted in different answer, the conjoint task would have been different.

The number of respondents that opened the conjoint survey, but never started with answering the questions was another limitation. This choice not to continue could be attributed to the snowballing sampling method used. If a more personal approach to sampling was followed, perhaps a better response rate could have been achieved.

A final limitation was that respondents were predominantly white. A further study could be conducted where a deeper analysis of black employee needs in talent attraction is investigated using more representative samples.

Theoretical contribution

The major contribution made by the current study lies in the method used to determine important drivers of attraction, namely conjoint analysis. The application of the conjoint analysis facilitated the process of developing preference structures for each demographic group for their ideal job offer.

Practical contribution

The findings of the current research make a practical contribution, especially for small organisations. This study confirms that small businesses can also recruit top talent, and in fact that employer branding plays an almost insignificant role in the ideal job offer. Small companies now know that they should focus on developing job offers in line with the

findings of this study. A further contribution also highlights the preferences of various demographic groups. When companies need to target specific demographic groups for filling vacancies in order to reach employment equity targets, the findings of this study can also prove useful.

Conclusion

The aim of this study was to determine what levers SMEs have in order to craft compelling job offers that attract top talent. In doing so an ideal talent attraction mix was proposed and extrapolated for various demographic groups in order to make it relevant to the diverse South African workforce.

The findings of this study revealed that employees from different demographic groups valued career advancement opportunities the most in comparison to other attraction drivers, with the exception of coloured employees who valued work culture the highest.

A significant finding from this study is that employer branding are viewed as unimportant when comparing it to other reward factors to attract talent. Therefore small business can compete for talent and should not feel inadequate when competing with large corporates for the same scarce pool of talented knowledge workers. Small and large companies can utilise the recommended talent attraction mix as proposed in this study in order to craft compelling job offers.

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Appendix A - Extracts from Questionnaire 1



UNIVERSITY OF CAPE TOWN
FACULTY OF COMMERCE
Igniting Knowledge and Opportunity



Dear Sir / Madam

I am currently engaged in Masters Research for the University of Cape Town under the supervision of Professor Anton Schlechter. The focus of this study is to compare how size and style of a business compare with other attraction methods to ultimately determine what smaller companies can do to attract top talent.

This research has been approved by the Commerce Faculty Ethics in Research Committee. Your participation in this research is voluntary. You can choose to withdraw from the research at any time. The questionnaire will take approximately 10-15 minutes to complete.

You will not be requested to supply any identifiable information, ensuring anonymity of your responses.

The questionnaire below is aimed at qualified individuals (knowledge workers) who have changed jobs from a large organisation (more than 200 employees) to an SME (less than 200 employees). In an attempt to understand why you made this decision, please indicate to the researcher what was offered to you by your new, smaller company to attract you. For each element, also rate the how important each of the options were to you by prioritising from most important (1) to least important.


I would appreciate your response by Friday 20 June 2014. If you are interested in a copy of the research findings, please indicate this via email to me and I will provide this report for you once the study is completed. Should you have any questions regarding the research please feel free to contact the researcher.

Thank you very much for your participation.

Richard Black (e-mail address: black.rp@gmail.com)

Survey Completion: 0% 100%

>>



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Have you ever moved from a corporate employer with more than 200 employees to a small or medium enterprise with less than 200 employees?

Yes

No

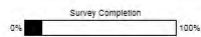
Survey Completion: 0% 100%

<< >>



Please indicate your highest level of qualifications

- Matric (Grade 12)
- Technical Certificate (including artisan / trades)
- National Diploma / B-degree, or higher
- None of the above

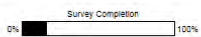


COMPENSATION

When you were offered a position at an SME (that recruited you from a corporate firm) and you accepted this offer indicate what you were offered from the following list. After each question you will be asked to rank each item you selected in order of importance to you.

I was offered the following as part of my package:

- An average (median) salary (50th percentile)
- A below median salary
- An above median salary
- Short-term incentives such as performance bonuses
- Long-term incentives such as share schemes

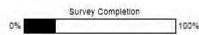




COMPENSATION (Continued)

Please now rank the options from the previous question in order of importance to you. By dragging and dropping the items, move the most important item to position (1) to the least important item last.

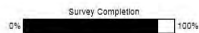
- An above median salary 1
- A below median salary 2
- An average (median) salary (50th percentile) 3
- Short-term incentives such as performance bonuses 4
- Long-term incentives such as share schemes 5



OTHER INDUCEMENTS

Other forces that positively influenced your decision to quit your corporate job and join the SME (type in boxes below):

1.
2.
3.





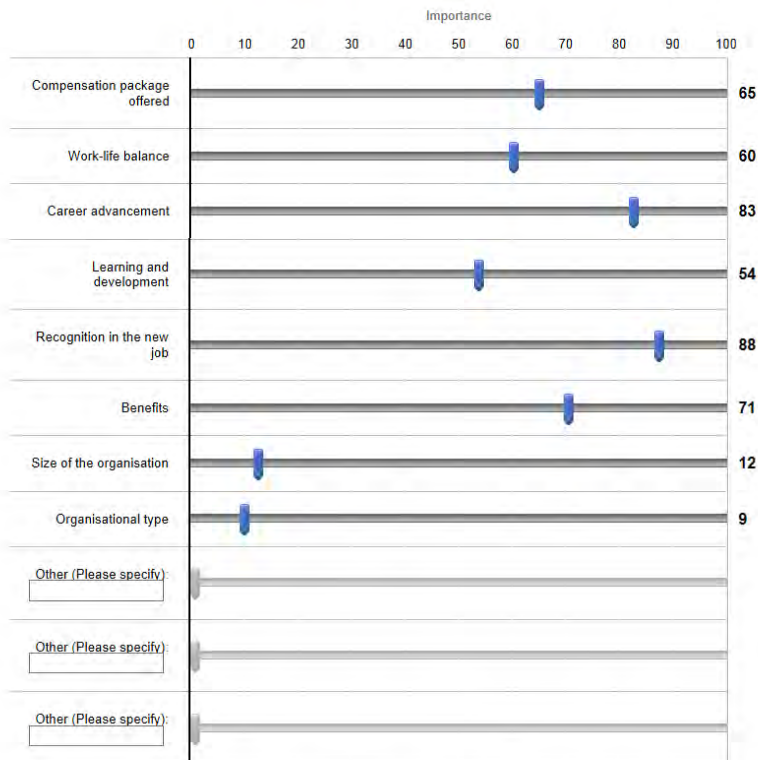
OVERALL RANKING

You have answered a number of questions regarding the decision you made to leave your corporate job and join an SME as well as the importance of those factors within each category. Now rank these factors in order of overall importance in order for the researcher to understand your decision making process.

Rank each element from 0 (least important) to 100 (most important).

You may add elements from the previous question.

Please also clarify how important organisational size and type is for you in terms of attractiveness of a company.



Survey Completion 0% 100%



Appendix B - Extracts from Questionnaire 2 (Conjoint Survey)

Dear Sir / Madam

I am currently engaged in Masters Research for the University of Cape Town under the supervision of Professor Anton Schlechter. The focus of this study is to determine what smaller companies can do to attract top talent.

This research has been approved by the Commerce Faculty Ethics in Research Committee. Your participation in this research is voluntary. You can choose to withdraw from the research at any time. The questionnaire should not take more than 10 minutes to complete.

If you choose to participate, complete the questionnaire in full you and give us your email address you will be entered into a draw for a R1000 Woolworths voucher.

You will not be requested to supply any identifiable information, ensuring anonymity of your responses. However, please supply your e-mail address if you would like to be entered into the lucky draw. Your email will only be used for this purpose.

I would appreciate your response by **Monday 15 September 2014**. If you are interested in a copy of the research findings, please indicate this via email to me and I will provide this report for you once the study is completed. Should you have any questions regarding the research please feel free to contact the researcher.

Thank you very much for your participation.

Richard Black (e-mail address: black.rp@gmail.com)

Prof Anton Schlechter (e-mail address: anton.schlechter@uct.ac.za)



Progress:



Choice Section

This section presents various permutations of a job offer. You will be required to select the option which you consider to be best/most attractive to you if you were to consider joining a new company.


Which of these job offers do you consider to be best/most attractive to you if you were to consider joining a new company?

	Option 1	Option 2	Option 3	Option 4
Employer Brand:	Unknown company to me	Moderately known company (I have heard of them in the past)	Very well-known company (everyone knows about this company)	With these offers I would prefer keeping my current job
Remuneration and benefits:	Compensation package including benefits below the middle of the market	Compensation package including benefits on par with the middle of the market	Compensation package including benefits targeting the top end of the market with sign-on bonus	
Career advancement:	Exposure to opportunities outside of my current department or overseas assignments and promotion opportunities to next job level	Ownership / partnership possibilities	No or little career growth opportunities	
Work culture:	Employees have lots of autonomy and are solely managed on their outputs	Employees have some say in how they do their job	Employees are micro-managed and strictly prescribed how to do their job	
Work-life balance:	Flexible working hours	Work whenever and from wherever you choose	Prescribed working hours i.e. employees must be present at workplace during specified times	
Performance and recognition:	No performance management and no recognition	Excellent performance management systems and recognition by means of short-term and long-term incentives	Performance management systems in place with some short-term incentives	

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Appendix C - Extracts from Questionnaire 3 (WorldatWork Total Rewards Survey)

Progress:



Kindly complete all the questions below by checking one response per item.

How important do you consider each of the following factors to be in deciding whether to stay with your current employer?

	1. Not at all important	2. Not Important	3. Uncertain	4. Important	5. Very Important
1. Recognition provided to you by your employer e.g. Financial recognition such as a cash , paid travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The extent to which your employer respects differences in race, gender and age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The opportunities offered to you by your company for learning and career development outside of your current job e.g. sabbaticals, coaching, mentoring, leadership training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The opportunities offered to you by your company for career advancement e.g. job advancement/promotions, internships, and apprenticeships with experts, internal job posting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The quality of performance feedback and performance discussions you have had with your supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The extent to which you believe your contribution and work is valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The level of challenge and interest you derive from your job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The extent to which you are provided with challenging targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Having a manageable workload and reasonable work pace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Having supportive and like –minded colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1. Not at all important	2. Not Important	3. Uncertain	4. Important	5. Very Important
11. The opportunities offered to you by your company for training within your current job e.g. skills training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The extent to which your employer supports a balanced lifestyle (between your work and personal life)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Your employer's provision of work/life programmes such as flexible working arrangements, flexible hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Having social friendships at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. The degree to which your employer encourages and organises team building or other social networking activities amongst employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Your employer's provision of employee health and wellness programmes e.g. Employee Assistance Programmes, counselling services, fitness centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The provision of a competitive pay package (i.e. basic salary plus benefits, allowances or variable pay)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Your employer's provision of medical aid, retirement and pension benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Your employer's provision of incentive bonuses/variable pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. The provision of recognition via non-financial means e.g. certificates of recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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