

4.8 Validity and reliability

The validity of a study considers if the findings accurately reflect what they should through appropriate data collection and accurate measurements (Saunders & Lewis, 2012). The employer branding scale used was developed and validated by Tanwar and Prasad (2017). Although one of the questions was changed, the scale was tested for internal consistency to ensure that the questions were appropriate. The underlying compensation and retention elements were considered individually rather than aggregated to compensation and retention concepts. Through the total rewards literature, compensation consisted of cash, non-cash and performance awards (Schlechter et al., 2014), relating to each of the three elements tested. Academic literature on retention led to the three retention elements identified. The questionnaire used for the study was checked by numerous people including a professional statistician who had over 35 years of experience. Consideration was given to the way in which questions were asked, to ensure accuracy of results. The study only included employees from South African Insurers, therefore care should be at hand for inferences to other countries and industries.

The reliability of a study considers if the results could be reproduced if similar data collection methods and statistical analysis were performed (Saunders & Lewis, 2012). The questionnaires were circulated electronically to all employees or to randomly selected employees from the insurers who participated. The various statistical methods were selected by means of a consultation process with a statistician who had over 35 years of experience. Results were also independently verified by the statistician. All calculations were performed using Microsoft Excel and IBM® SPSS® Statistics Version 24.

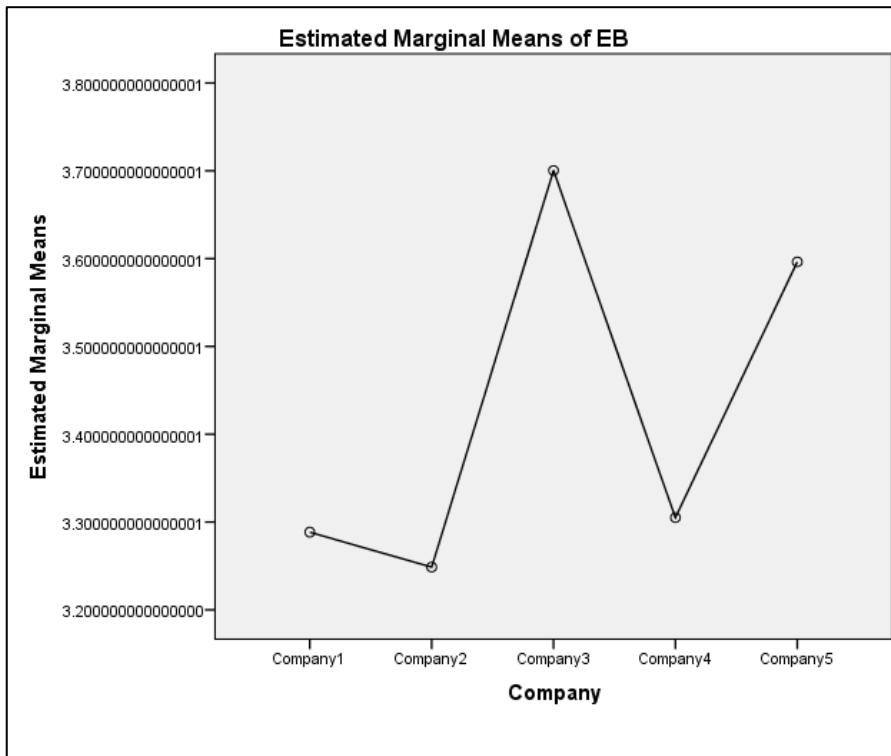
4.9 Limitations of the methodology

As with most research, this study had some limitations surrounding the methodology followed, which are discussed in this section. The limitations influenced the results and their interpretation.

Some of the dimensions in the employer branding scale had a low Cronbach's α . Even though the employer branding scale was developed and verified (Tanwar & Prasad,

Figure 18 graphically represents the differences of the overall employer branding means between the companies. Company 3 was measured to be the highest, followed by company 5.

Figure 18: H₂: Graphical representation of the means for the companies



5.9 Hypothesis 3

Appendix 8 contains all the statistical outputs for this sub-section.

The series of figures below shows the box and whiskers plots for the compensation variables, namely salary, bonus and leave. The yellow blocks at each level indicate the first and third quartile, with the black line in the middle being the median. The lines from the box indicate the spread to the minimum and maximum values. The dots indicate any potential outliers, and these have not been removed for the study. For each of the plots, there is variability around the medians at each level, with a general increase in the employer branding score as the levels increase. This can be observed in the yellow blocks which increase as salary levels increase.

Figure 19: Box and whiskers plot of the overall employer-branding score for salary levels

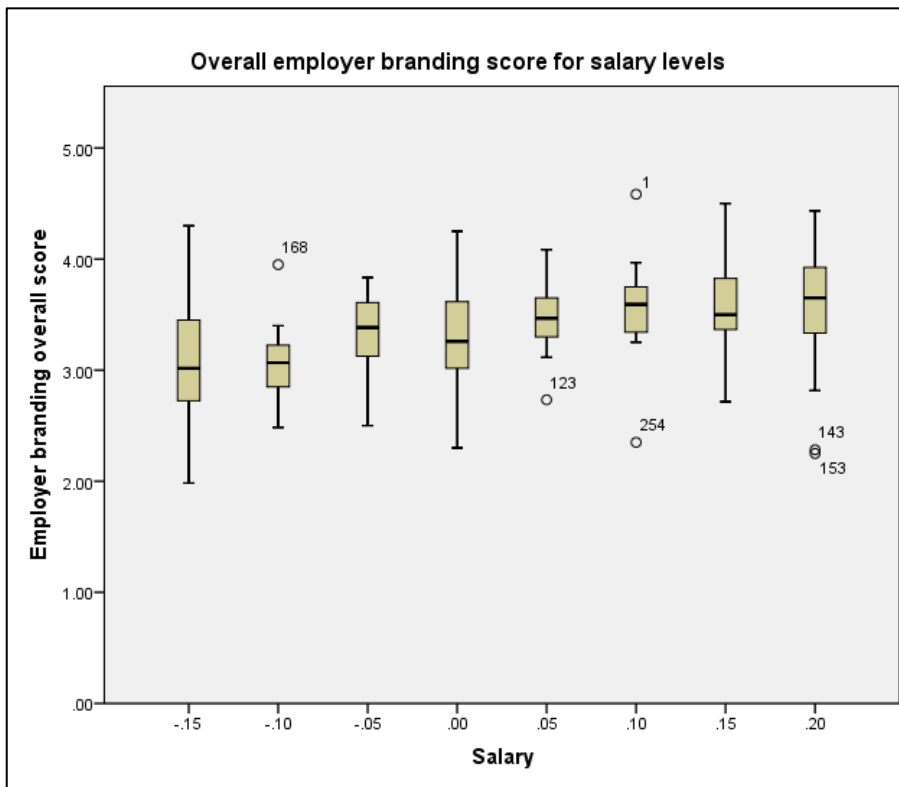


Figure 20: Box and whiskers plot of the overall employer-branding score for bonus levels

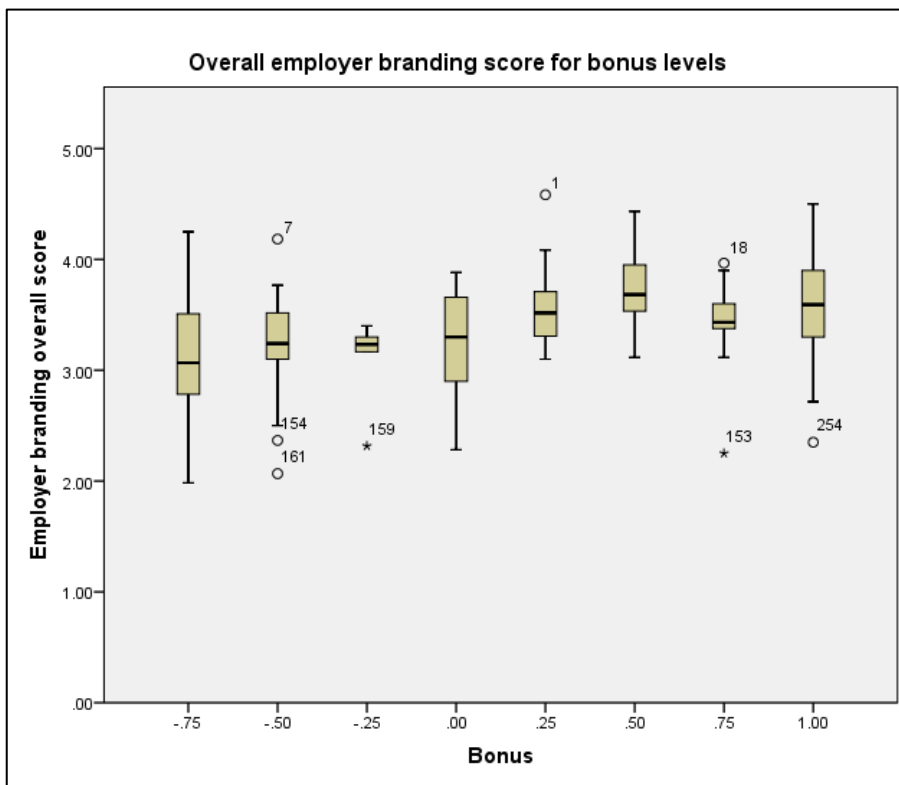


Figure 21: Box and whiskers plot of the overall employer-branding score for leave levels

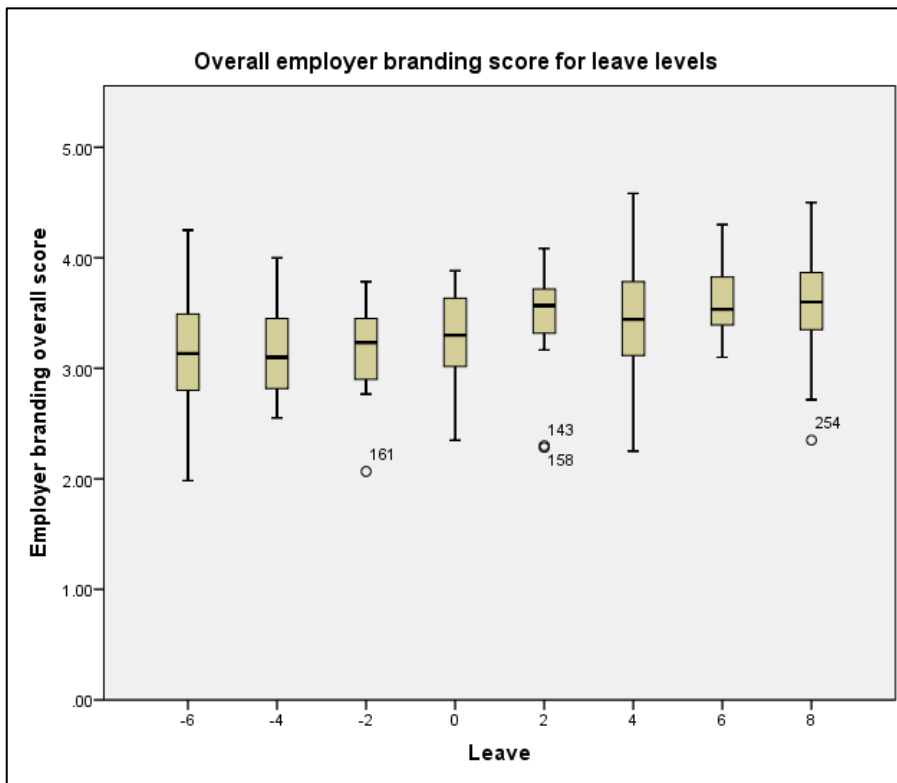


Table 42 below shows the results for Spearman's rho correlation tests for H_{3a} , H_{3b} and H_{3c} . For all three tests, the correlations were significant with all the p-values being less than 0.05. The correlation coefficients are all positive and have a moderate strength.

Table 42: Spearman's Rho Tests for the Compensation Variables

	Spearman's rho	
	Correlation Coefficient	p-value
H_{3a} : Salary	0.425	0.000
H_{3b} : Bonus	0.399	0.000
H_{3c} : Leave	0.424	0.000

5.10 Hypothesis 4

Appendix 9 contains all statistical outputs for this sub-section.

The series of figures below shows the box and whiskers plots for the retention variables, namely satisfied with employer, actively in the job market and approachable. As above, the outliers have not been removed for the study.

For each of the plots, there is variability around the medians at each level. Figure 22 shows a general increase in the employer branding score as the levels increase. Figure 23 shows that general levels in the employer branding score are lower for those actively in the job market. Figure 24 shows a general decrease in the employer branding score as the levels increase.

Figure 22: Box and whiskers plot of the overall employer-branding score for satisfaction-with-employer levels

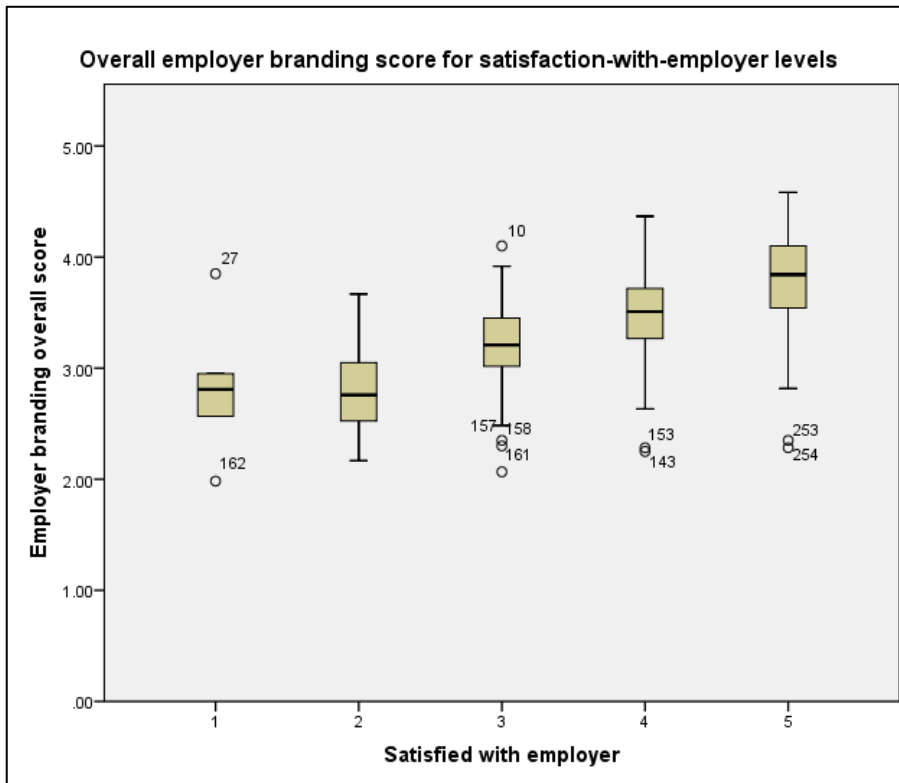


Figure 23: Box and whiskers plot of the overall employer-branding score for actively-in-job-market levels

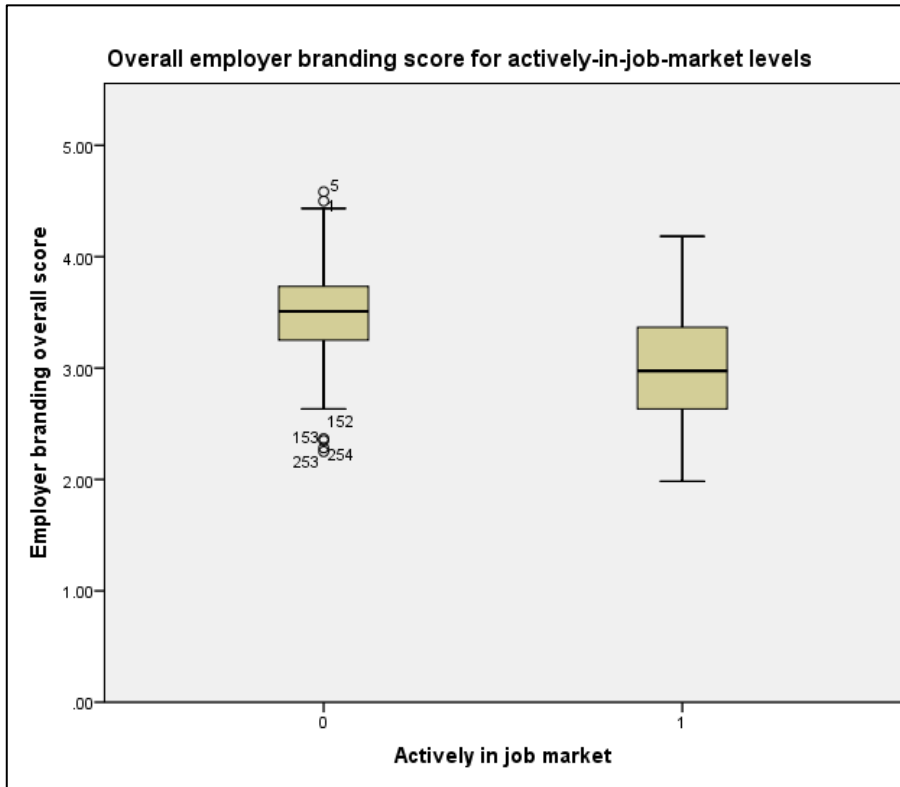


Figure 24: Box and whiskers plot of the overall employer-branding score for approachability levels

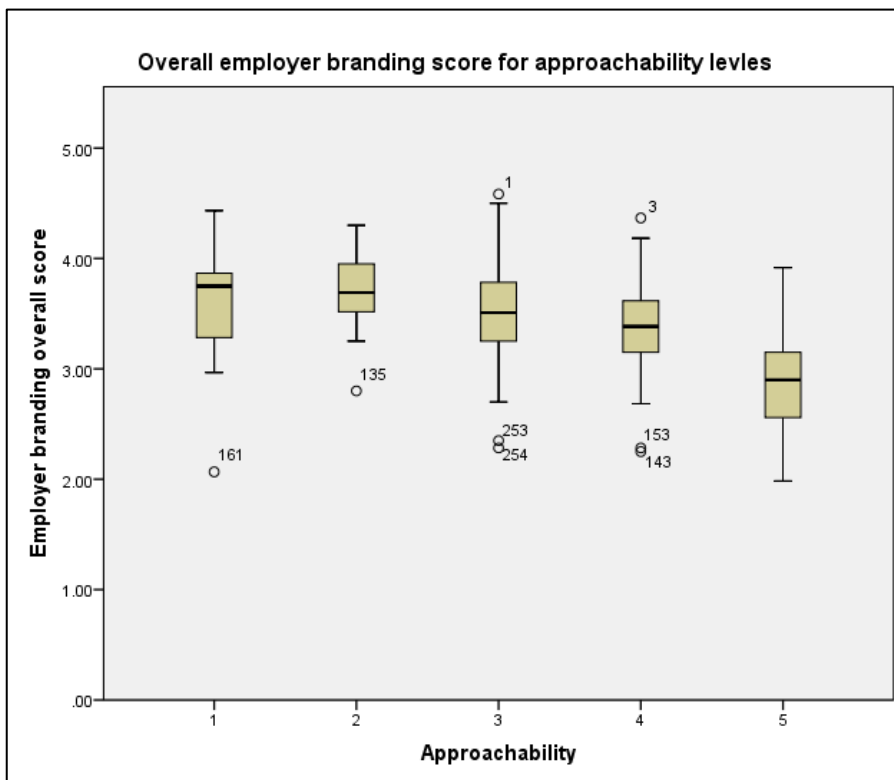


Table 43 below shows the results for Spearman's rho correlation tests for H_{4a}, H_{4b} and H_{4c}. For all three tests, the correlations were significant with all the p-values being less than 0.05. The correlation coefficient for the first variable, satisfied with employer, is positive, while the others are negative. All the coefficients have a moderate strength.

Table 43: Spearman's Rho Tests for the Staff-Retention Variables

	Spearman's rho	
	Correlation Coefficient	p-value
H _{4a} : Satisfied with employer	0.537	0.000
H _{4b} : Actively in job market	-0.430	0.000
H _{4c} : Approachable	-0.500	0.000

5.11 Conclusion

This chapter disclosed the results of this study: (1) the impact of demographics on employer branding; (2) if employer branding efforts are recognised by employees; (3) the impact of perceived employer branding on compensation expectations to move to another organisation; and (4) the impact of perceived employer branding on staff retention.

Table 44 summarises the results for each of the hypotheses.

Table 44: Results Summary

Hypothesis	Results summary
H _{1a} : Employer branding perceptions do not differ between age groups	Significant difference in the average overall employer branding scores between the age bands
H _{1b} : Employer branding perceptions do not differ between males and females	No significant difference in the average overall employer branding scores for gender

H _{1c} : Employer branding perceptions do not differ between races	No significant difference in the average overall employer branding scores between races
H _{1d} : Employer branding perceptions do not differ between education levels	Although a significant difference was observed in the overall employer branding score between education levels, post-hoc analyses suggested that these were not significant between any of the levels.
H _{1e} : Employer branding perceptions do not differ for duration of employment	Significant difference in the average overall employer branding scores between the employment-duration levels
H ₂ : Employer branding perceptions do not differ between companies	Significant difference in the average overall employer branding scores between the employment-duration levels
H _{3a} : Employer branding perceptions of a current employer are not correlated with the salary expectations to move to another employer with a perceived strong employer brand	A moderately strong positive correlation was observed between the overall employer branding score and salary expectations
H _{3b} : Employer branding perceptions of a current employer are not correlated with bonus expectations to move to another employer with a perceived strong employer brand	A moderately strong positive correlation was observed between the overall employer branding score and bonus expectations
H _{3c} : Employer branding perceptions of a current employer are not correlated with leave expectations to move to another employer with a perceived strong employer brand	A moderately strong positive correlation was observed between the overall employer branding score and leave expectations
H _{4a} : Employer branding perceptions of a current employer are not correlated with	A moderately strong positive correlation was observed between the overall employer branding score and how

how satisfied employees are with their current employer	satisfied employees are with their current employer
H _{4b} : Employer branding perceptions of a current employer are not correlated with employees who are actively looking to move	A moderately strong negative correlation was observed between the overall employer branding score and employees who are actively looking to move
H _{4c} : Employer branding perceptions of a current employer are not correlated with how likely employees are to consider moving to another organisation if they were approached	A moderately strong negative correlation was observed between the overall employer branding score and how likely employees are to consider moving to another organisation if they were approached

The results are discussed in the next chapter.

6 Discussion of results

6.1 Introduction

The previous chapter provided the test results for the hypotheses set out in chapter 3. The results were obtained through the collection of data by means of an electronic questionnaire and various statistical analyses. For each of the hypotheses, a specific statistical test was performed.

This chapter discusses the results from the previous chapter and how they relate to the four research objectives. Each of the hypotheses are answered and discussed taking into consideration the literature review performed in chapter 2.

6.2 Hypothesis 1

Hypothesis 1 considers various demographic factors and whether a significant difference could be observed between the categories for each factor. This directly relates to the third objective of the study which is to determine the impact of demographic factors on employer branding perceptions.

Current literature does not consider differences for specific attributes but rather general considerations (Sommer et al., 2016). The development of the employer branding scale by Tanwar and Prasad (2017) creates the opportunity for specific factors to be analysed. This study considers by means of empirical evidence if certain differences can be observed between the categories of specific factors. Although not directly related to the hypotheses, Tanwar and Prasad (2017) also wanted to understand if some of the specific dimensions of their scale showed any differences. The latter is also be discussed in this section.

The definition of employer branding used in this study, a set of tangible and intangible benefits offered by an organisation to attract and retain employees from a targeted audience, considers the retention of the targeted audience. Employer branding is differently perceived by different groups (Maxwell & Knox, 2009) and messages should be adjusted for a particular target audience (Kucherov & Zavyalova, 2012). Although the target audiences of the insurers involved in the study were not known, the Employment Equity Act of 1998 states that all South African entities need to target a demographic group representing the race and gender distribution of South Africa. Employment equity

is certainly on the agenda for most insurance groups, as the industry has historically shown employment-equity disproportions.

Studies have also shown that staff turnover differs between demographic factors, with age and years of service being among to most notable ones (Schlechter et al., 2016; Smit et al., 2015). For this reason, establishing if some of the demographic factors have an impact on employer branding, could be used by organisations to implement appropriate employer branding strategies to reduce staff turnover rates.

This study is a first attempt to highlight potential differences between demographic groups. Ideally each company should be evaluated on its own and potentially compared against management's set target group. Due to limited responses per entity (in this study) this was not possible. It was therefore assumed in the study that all companies in the comparison had the same target group. This is fairly realistic given the nature of the insurers involved in the study and the data comparison in section 6.2.1.

The section first considers a comparison of the underlying data to the demographic profile of South Africa. This is done in order to ascertain if an inference could be made for South Africa as a country. Following this, each of the demographic factors are considered separately to discuss the results of the study. Significant differences were observed for gender, education level and employment duration.

6.2.1 Data comparison to South Africa's demographics

To understand if the data represents the population of South Africa (which the insurance industry should be targeting according to the Employment Equity Act of 1998), it was compared to Statistics South Africa's Community Survey for 2016 (Statistics South Africa, 2016). The three graphs below compare the study's age, gender and race distributions against the census data.

Considering the age distribution comparison (Figure 25), the study had a higher concentration of 30 to 49-year-old respondents compared to a decreasing census distribution. The study had proportionally more female respondents compared to the gender ratio from the census report (Figure 26).

The highest race classification for the study was from the white population, which represents the second lowest category in the census data (Figure 27). Black South

Africans represent 79% of the population for the age range 20 to 64. In this study, only 33% of the respondents were black (excluding the respondents who did not want to disclose their race).

Therefore, the data do not present the demographic distribution of the country. Care should be taken not to infer the results to those for the whole of South Africa. Statistics on the insurance industry regarding demographics are not publicly available and can therefore not be compared.

One of the possible explanations for the demographic distributions observed in the study, might be that the industry has not sufficiently transformed as intended by the Employment Equity Act of 1998.

Figure 25: Age comparison between the study and the 2016 community census data

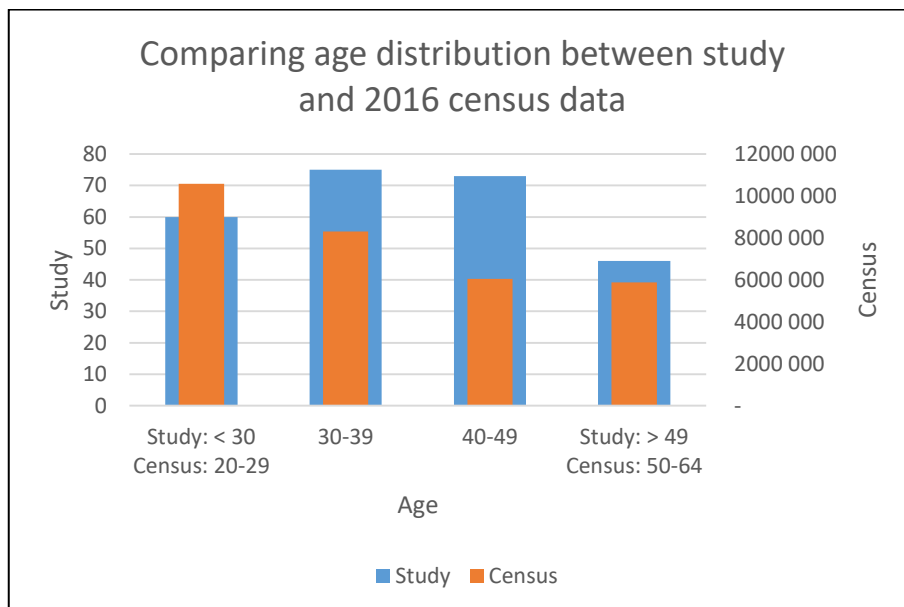


Figure 26: Gender comparison between the study and the 2016 community census data

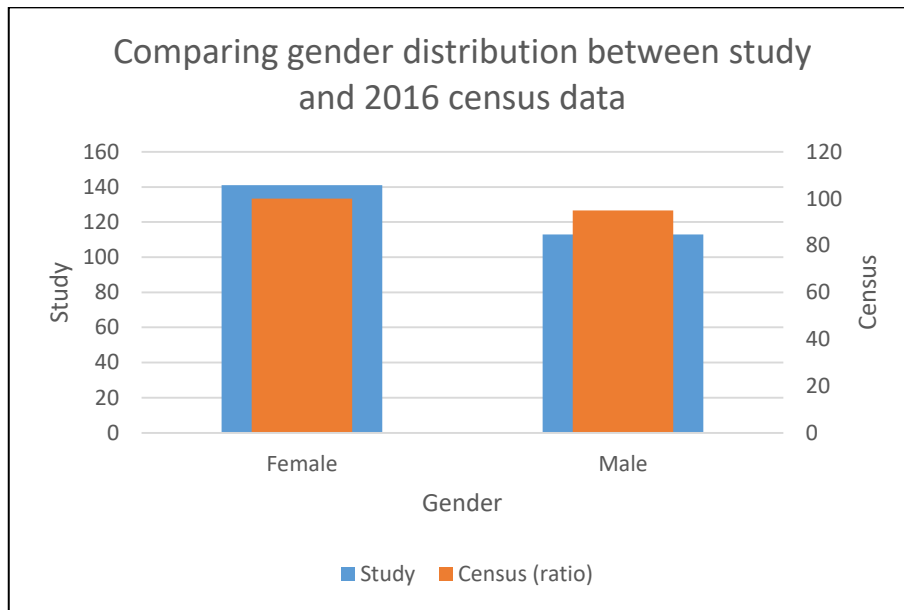
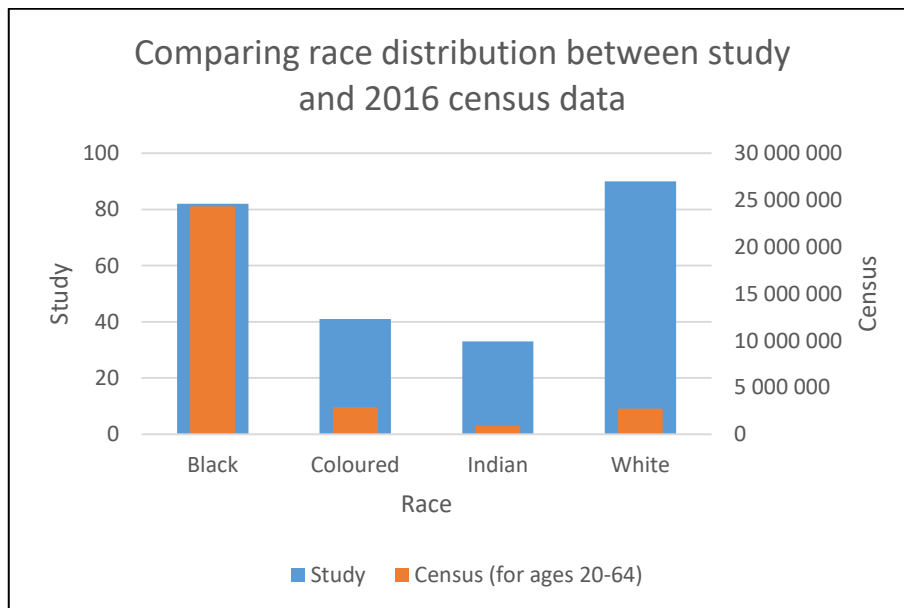


Figure 27: Race comparison between the study and the 2016 community census data



6.2.2 Age

The hypothesis for age was:

H_{1a} null: Employer branding perceptions do not differ between age groups

H_{1a} alternative: Employer branding perceptions do differ between age groups

The respondents had a good distribution between the age bands, representing sufficient numbers within each band for an analysis of variance test. The results show a significant difference between the age bands with a p-value of less than 0.05. Therefore, H_{1a} null hypothesis can be rejected at a 5% level of significance.

It can therefore be concluded that employer branding perceptions do differ between age groups. This confirms the suggestion by Rampl and Kenning (2014) that age has an influence on employer branding.

Further investigation shows that the overall employer branding score of the youngest age group (below 30 years) significantly differs from the oldest age group (above 50 years). An increasing pattern for overall employer branding score over the age bands is also present.

Further investigations into the different dimensions of employer branding suggest that age is only a factor for the overall employer branding score. Age bands did not show any significant differences on a 5% level of significance for any of the dimensions. On a 10% level of significance, differences were found on the “Healthy work atmosphere” dimension.

6.2.3 Gender

The hypothesis for gender was:

H_{1b} null: Employer branding perceptions do not differ between males and females

H_{1b} alternative: Employer branding perceptions do differ between males and females

The respondents had a good distribution between male and female, representing sufficient numbers within each category for a T-test. The results did not show a significant difference between male and female, with a p-value greater than 0.05. Therefore, H_{1b} null hypothesis cannot be rejected at a 5% level of significance.

It can therefore be concluded that employer branding perceptions do not differ between males and females. This is in contrast to Tanwar and Prasad (2016) who found that gender has a moderate effect on employer branding.

Gender did not show any significant differences on a 5% or 10% level of significance for any of the dimensions of employer branding. Even though Tanwar and Prasad (2016) found that gender has a moderate effect on employer branding, they suggested that further investigation is required on the dimensions they developed the following year (Tanwar & Prasad, 2017).

6.2.4 Race

The hypothesis for race was:

H_{1c} null: Employer branding perceptions do not differ between races

H_{1c} alternative: Employer branding perceptions do differ between races

Although the black and white groups represented 68% of the respondents, a sufficient number of respondents were in each of the categories for an analysis of variance test. The results did not show a significant difference between race groups, with a p-value greater than 0.05. Therefore, H_{1c} null hypothesis cannot be rejected at a 5% level of significance.

It can therefore be concluded that employer branding perceptions do not differ between races. Rampl and Kenning (2014) suggested that cultural differences might have an effect on employer branding. This study therefore shows that the cultural differences explained by race do not influence employer branding.

Race did not show any significant differences on a 5% level of significance for any of the dimensions of employer branding. On a 10% level of significance, differences were found on the “Work-life balance”, “Ethics and corporate social responsibility” and “Compensation” dimensions.

6.2.5 Education level

The hypothesis for education level was:

H_{1d} null: Employer branding perceptions do not differ between education levels

H_{1d} alternative: Employer branding perceptions do differ between education levels

Sufficient data points were observed in each of the education levels to perform an analysis of variance test. The results show a significant difference between the education levels with a p-value of less than 0.05. Therefore, H_{1d} null hypothesis can be rejected at a 5% level of significance.

It can therefore be concluded that employer branding perceptions do differ between education levels.

Due to the equal variances for the overall employer branding score between education level groups, the Tukey post-hoc analysis test was the most appropriate. The results from this test showed no significant differences between any of the education levels. Considering a graphical representation of the results, a decreasing overall employer branding mean is observed for the first three education levels, with the highest education level increasing substantially.

The decreasing pattern for education levels over the first three groups could be the result of mobility. The higher the level of education, the more options an employee has in the job market (Sparreboom & Staneva, 2014).

The breaking of the pattern for the highest education level group, could be a result of the companies giving special attention to this group of employees. This could be to ensure that they are retained because there are such high levels of skills shortages in South Africa (Rasool & Botha, 2011).

Education levels did show significant differences on a 5% level of significance for the “Training and development” and “Ethics and corporate social responsibilities” dimensions of employer branding. On a 10% level of significance, a difference was found on the “Compensation and benefits” dimensions.

6.2.6 Employment duration

The hypothesis for employment duration was:

H_{1e} null: Employer branding perceptions do not differ for duration-of-employment groups

H_{1e} alternative: Employer branding perceptions do differ between duration-of-employment groups

There are sufficient respondents in each of the employment-duration bands. The results show a significant difference between the employment-duration bands with a p-value of less than 0.05. Therefore, H_{1e} null hypothesis can be rejected at a 5% level of significance.

It can therefore be concluded that employer branding perceptions do differ between duration-of-employment groups.

The post-hoc analysis revealed that differences can be observed between employees who have been with a company for 10 to 15 years, and those who have been with a company for more than 15 years. Considering a graphical representation of the results, a decreasing overall employer branding mean is observed for the first three employment-duration bands, with the highest band increasing substantially. The pattern that is observed cannot be explained.

Employment duration did not show any significant differences on a 5% or 10% level of significance for any of the dimensions of employer branding, which is very interesting given the overall score being different.

6.2.7 Summary

This section discussed the third objective of the study which was to determine the impact of demographic factors on employer branding perceptions. It was found that age, education level and employment duration have significant impacts on employer branding perceptions.

Total-rewards studies have suggested that different reward structures are appealing for different demographic groups (Bussin & Toerien, 2015; Pregiolato et al., 2017; Smit et al., 2015). As with total rewards, the differences between the demographic factors in this section also suggest that demographic factors should be taken into account when employer branding strategies are set for specific target groups as suggested by Sommer et al. (2016).

It was surprising that gender did not show a significant difference on the overall employer branding score. This is contracting to findings by Tanwar and Prasad (2016), who found

that gender has a moderate effect on employer branding. Deeper investigations into the effect of gender on the different employer branding dimensions, also showed no significant difference.

The data is not representative of the demographic profile of South Africa and therefore the study should not be inferred to South Africa.

6.3 Hypothesis 2

Hypothesis 2 was:

H₂ null: Employer branding perceptions do not differ between companies

H₂ alternative: Employer branding perceptions do differ between companies

This directly relates to the fourth objective of the study which is to determine if employer branding efforts are recognised and acknowledged by employees from different companies. If the employer branding perceptions differ between companies, the efforts of companies are recognised.

The development of the employer branding scale by Tanwar and Prasad (2017) provides a standardised measure that can be used to compare different companies. They suggested comparing organisations with one another to determine differences between their employer branding scores and also comparing the different dimensions.

Employer branding techniques consider both internal and external branding techniques (Vatsa, 2016). Since employer branding was measured within companies, rather than asking external people what they think about a particular company, focus was on internal branding. The example set by management is fundamental to the success of these efforts and creating brand champions from amongst employees is essential for the future success of organisations (Vatsa, 2016).

The responses in the unknown employer group were removed for purposes of the study, resulting in sufficient respondents in each of the employer groups. The results show a significant difference between the companies with a p-value of less than 0.05. Therefore, H₂ null hypothesis can be rejected at a 5% level of significance.

It can therefore be concluded that employer branding perceptions do differ between companies. This confirms Biswas and Suar's (2016) findings that companies with different employer branding strategies are perceived differently.

The post-hoc analysis showed that the overall employer branding scores differed between companies 1 and 3; 2 and 3; 2 and 5; and 3. Company 3 had the highest average overall score of 3.7 and company 2 the lowest score at 3.25.

Further inspection of the dimensions of employer branding, showed that companies significantly differ for all dimensions on a 5% level of significance. This further emphasises the importance of employer branding and shows that employer branding efforts are recognised by employees.

For hypothesis 3, the questionnaire asked which employer the respondent considers as an optimal employer to work for. This provides some insights into companies which employees from the insurance industry regard as having a strong-employer brand. These opinions could be formed from external branding techniques used by those organisations. These techniques might include a devoted career page on the company's website, wide circulation of company newsletters, participating/sponsoring of industry conferences, and appropriate use of social media (Clair, 2016; Vatsa, 2016).

The following five organisations were mentioned most frequently as optimal employers:

1. Discovery Group: 35 respondents;
2. Hollard Group: 20 respondents;
3. Google: 19 respondents;
4. Sanlam Group: 15 respondents; and
5. Old Mutual Group: 12 respondents.

Four of the five companies are insurers in South Africa, with Google being the only IT company. Discovery had 175% more respondents compared to the second organisation. This can potentially be explained by the various innovations the group has shown over the last couple of years, following the attractiveness of innovation for potential employees (Sommer et al., 2016). This confirms that innovation is an attractive attribute for employer branding as suggested by Martin et al. (2011).

Organisational culture and labour relations could be enhanced by means of employer branding (Kucherov & Zavyalova, 2012) which is sincere and exciting (Raml & Kenning, 2014). This however comes at a human resource cost (including training, development,

marketing material and employee time) for companies (Kucherov & Zavyalova, 2012), but might be required in the future to retain and attract the required skills to compete in the market.

6.3.1 Summary

This section discussed the fourth objective of the study which was to determine if employer branding efforts are recognised and acknowledged by employees from different companies. Significant differences were observed between companies on the overall employer branding score as well as on all the dimensions of the scores. This indicates that employer branding efforts are recognised and acknowledged by employees from different companies as suggested by Tanwar and Prasad (2017).

The section also provides notable insights suggesting that innovation attracts potential employees.

6.4 Hypothesis 3

Hypothesis 3 considers the association between various compensation factors and the perceived employer branding of an organisation. This directly relates to the first objective of the study which was to determine the compensation expectations of employees to move to another employer given their perceptions of the employer branding level of their current employer.

Although some studies have indicated that employer branding influences compensation (Rampl & Kenning, 2014), Berthon et al. (2005) believed that a strong employer brand reduces the salary expectations of employees (although this was not empirically tested). One of the five dimensions in Tanwar and Prasad's (2017) employer branding scale was "Compensation and benefits", therefore contributing only 20% to the overall employer branding score.

Financial remuneration is one of the most important factors from employees (Pregolato et al., 2017) and could be deemed sensitive to some people. This was evident from the number of questionnaires where the respondents completed part 1 and 2 but stopped at part 3, accounting for 51% of the incomplete questionnaires. Financial rewards consist of remuneration (cash received), benefits (non-cash rewards) and variable pay (cash

rewards for high-performing employees) (Schlechter et al., 2014). For benefits, this study only considered annual leave days for simplicity of the questionnaire. This is just one of the many non-cash rewards within benefit structures (WorldatWork, n.d.-b).

This part of the study was tested unconventionally as the questionnaire expressed changes in compensation in absolute terms rather than relative terms. This follows from the difficulty people have in relating to relative numbers (Panasiak & Terry, 2013) and the potential biasedness this could cause.

The remainder of this section considers each of the compensation components and the hypotheses relating to them. All the compensation components showed a moderately strong positive correlation with employer branding.

6.4.1 Salary

The hypothesis for salary was:

H_{3a} null: Employer branding perceptions of a current employer are not correlated with the salary expectations to move to another employer with a perceived strong employer brand

H_{3a} alternative: Employer branding perceptions of a current employer are positively correlated with the salary expectations to move to another employer with a perceived strong employer brand

From the graphical representation, a general increase in the overall employer branding score can be observed as the salary expectations to move to another employer increase. A significant correlation exists between salary expectations to move to another employer with a seemingly strong employer brand and the overall employer branding score. The correlation coefficient is a moderately strong correlation with a rho of 0.425.

The association observed suggests that as an employee's perceived overall employer branding score increases, so do the salary expectations required for the employee to move to another organisation with a perceived strong employer brand. Therefore, employees with high overall employer branding scores are willing to work for lower salaries at their current employers compared to other organisations. The reverse is also true, as employees with low overall employer branding scores are required to be paid

more at their current employers compared to other organisations with a perceived strong employer brand.

It can therefore be concluded that employer branding perceptions of a current employer are positively correlated with salary expectations to move to another employer with a perceived strong employer brand. The remuneration component of compensation as defined by Schlechter et al. (2015) therefore influences employer branding as expected by Berthon et al. (2005).

6.4.2 Bonus

The hypothesis for bonus was:

H_{3b} null: Employer branding perceptions of a current employer are not correlated with bonus expectations to move to another employer with a perceived strong employer brand

H_{3b} alternative: Employer branding perceptions of a current employer are positively correlated with bonus expectations to move to another employer with a perceived strong employer brand

As with salaries, the graphical representation suggests a general increase in the overall employer branding score as the bonus expectations to move to another employer increase. A significant correlation exists between bonus expectations to move to another employer with a seemingly strong employer brand and the overall employer branding score. The correlation coefficient is a moderately strong correlation with a rho of 0.399.

As with salaries, the association observed suggests that as an employee's perceived overall employer branding score increases, so do the bonus expectations required for the employee to move to another organisation with a perceived strong employer brand. Therefore, employees with high overall employer branding scores are willing to work for lower bonuses at their current employers compared to other organisations. The reverse is also true, as employees with low overall employer branding scores are required to be paid higher bonuses at their current employers compared to other organisations with a perceived strong employer brand.

It can therefore be concluded that employer branding perceptions of a current employer are positively correlated with bonus expectations to move to another employer with a

perceived strong employer brand. The benefits component of compensation as defined by Schlechter et al. (2015) therefore influences employer branding as expected by Berthon et al. (2005).

6.4.3 Leave

The hypothesis for leave was:

H_{3c} null: Employer branding perceptions of a current employer are not correlated with leave expectations to move to another employer with a perceived strong employer brand

H_{3c} alternative: Employer branding perceptions of a current employer are positively correlated with leave expectations to move to another employer with a perceived strong employer brand

As with salaries and bonuses, the graphical representation suggests a general increase in the overall employer branding score as the leave expectations to move to another employer increase. A significant correlation exists between leave expectations to move to another employer with a seemingly strong employer brand and the overall employer branding score. The correlation coefficient is a moderately strong correlation with a rho of 0.424.

As with salaries and bonuses, the association observed suggests that as an employee's perceived overall employer branding score increases, so do the leave expectations required for the employee to move to another organisation with a perceived strong employer brand. Therefore, employees with high overall employer branding scores are willing to work for a lower number of leave days at their current employers compared to other organisations. The reverse is also true, as employees with low overall employer branding scores are required to have more leave at their current employers compared to other organisations with a perceived strong employer brand.

It can therefore be concluded that employer branding perceptions of a current employer are positively correlated with leave expectations to move to another employer with a perceived strong employer brand. The variable pay component of compensation as defined by Schlechter et al. (2015) therefore influences employer branding as expected by Berthon et al. (2005).

6.4.4 Summary

For the salary, bonus and leave components of compensation, there were a moderately strong positive correlation between the overall employer branding score and the components tested. For each of these, this indicates that employees with high overall employer branding scores are willing to work for lower compensation at their current employers compared to other organisations. The reverse is also true, meaning that employees with low overall employer branding scores require higher compensation levels at their current employers compared to other organisations with a perceived strong employer brand.

This section discussed the first objective of the study which was to determine the compensation expectations of employees to move to another employer given their perceptions of the employer branding level of their current employer. As suggested by Berthon et al. (2005), this study shows empirically that a strong employer brand reduces the compensation expectations of employees, where compensation considered Schlechter et al.'s (2015) three components namely remuneration, benefits and variable pay.

6.5 Hypothesis 4

Hypothesis 4 considers the association between various retention outcomes and the perceived employer branding of an organisation. This directly relates to the second objective of the study which is to determine if employer branding efforts are recognised and acknowledged by employees from different companies.

Considering the definition of employer branding for this study, retention is a prominent component of employer branding. Employer branding is used to increase the retention of current employees (Ambler & Barrow, 1996), which can partly be explained by social identity theory (Biswas & Suar, 2016). Costs associated with replacing current employees are high (Biswas & Suar, 2016) and employer branding could be used to increase employee relationships which ultimately reduce employee turnover (Berthon et al., 2005). The benefits offered from being part of a company should be accurately communicated to increase the attractiveness of the employer brand (Moroko & Uncles, 2008).

In the employer branding literature, the retention of employees has not received significant attention with more focus being placed on the attraction of new employees (Kucherov & Samokish, 2016). The development of the employer branding scale by Tanwar and Prasad (2017) created significant opportunities to assess impact of employer branding on retention variables.

The three retention components considered in the study were:

- Satisfaction with employer: Higher employee satisfaction enhances organisational commitment, which then increases employee retention (Rose & Raja, 2016). Therefore, the higher the satisfaction, the higher the employee retention.
- Actively looking to move: This follows from Frey et al.'s (2013) employee retention definition, which is “the intent to stay with a company for the mid to long term.” If an employee is actively looking to move, it shows low employee retention.
- Approachable considering other opportunities: Along with the first point, a commitment to the current organisation indicates higher employee retention.

The remainder of this section considers each of the retention components and the hypotheses relating to them.

6.5.1 Satisfaction with employer

The hypothesis for employer satisfaction was:

H_{4a} null: Employer branding perceptions of a current employer are not correlated with how satisfied employees are with their current employer

H_{4a} alternative: Employer branding perceptions of a current employer are positively correlated with how satisfied employees are with their current employer

From the graphical representation, a general increase in the overall employer branding score can be observed as employee satisfaction scores increase. A significant correlation exists between employer satisfaction and the overall employer branding score. The correlation coefficient shows a moderately strong correlation with a rho of 0.537.

The association observed suggests that as an employee's perceived overall employer branding score increases, so does employer satisfaction. Therefore, employees with a high overall employer branding scores are more satisfied with their employers and employees with low overall employer branding scores are less satisfied with their employers.

It can therefore be concluded that employer branding perceptions of a current employer are positively correlated with how satisfied employees are with their current employer. This confirms Tanwar and Prasad's (2016) study which found that employer branding is an important predictor of job satisfaction.

6.5.2 Actively in the job market

The hypothesis for actively in the job market was:

H_{4b} null: Employer branding perceptions of a current employer are not correlated with employees who are actively looking to move

H_{4b} alternative: Employer branding perceptions of a current employer are negatively correlated with employees who are actively looking to move

From the graphical representation, the employees actively looking for another job have a lower overall employer branding score. A significant correlation exists between employer satisfaction and whether the employee is actively looking for another job. The correlation coefficient shows a moderately strong correlation with a rho of -0.430.

The association observed suggests that as an employee's perceived overall employer branding score increases, it is less likely that he or she is actively looking for another job. Therefore, employees with high overall employer branding scores are less likely to be actively looking to move and employees with a low overall employer branding scores are more likely to want to move.

It can therefore be concluded that employer branding perceptions of a current employer are negatively correlated with employees who are actively looking to move. By means of Frey et al.'s (2013) employee retention definition, employee retention is enhanced through employer branding

6.5.3 Approachable

The hypothesis for approachable was:

H_{4c} null: Employer branding perceptions of a current employer are not correlated with how likely employees are to consider moving to another organisation if they were approached

H_{4c} alternative: Employer branding perceptions of a current employer are negatively correlated with how likely employees are to consider moving to another organisation if they were approached

From the graphical representation, a general decrease in the overall employer branding score can be observed as employees become more approachable. A significant correlation exists between employee approachability and the overall employer branding score. The correlation coefficient shows a moderately strong correlation with a rho of -0.500.

The association observed suggests that as an employee's perceived overall employer branding score increases, approachability decreases. Therefore, employees with high overall employer branding scores are less approachable and employees with low overall employer branding scores are more approachable.

It can therefore be concluded that employer branding perceptions of a current employer are negatively correlated with how likely employees are to consider moving to another organisation if they were approached. Retention is enhanced through employee commitment to an organisation (Rose & Raja, 2016).

6.5.4 Summary

For all the retention components tested, higher overall employer branding scores were associated with higher employee retention and visa-versa.

This section discussed the second objective of the study which was to determine if employer branding efforts are recognised and acknowledged by employees from

different companies. As suggested by Ambler and Barrow (1996), this study shows empirically that a strong employer brand increases employee retention.

6.6 Conclusion

The table below summarises the objectives, the hypotheses relating to the objectives and the results from the hypothesis tests. If an outcome of a hypothesis test has been rejected, it indicates that the alternative hypothesis can be accepted, which is what the study sought.

For objectives one, two and four, all the hypotheses had favourable outcomes. Some of the demographic factors under objective three were proven not to have an impact on employer branding. We can therefore state that:

1. Employer branding can be used to reduce compensation levels as suggested by Berthon et al. (2005);
2. Employer branding increases staff retention, verifying Ambler and Barrow's (1996) theory and adding to literature as suggested by Kucherov and Samokish (2016);
3. Age, education level and employment duration influences employee's employer branding perceptions which can be used for a targeted audience. This enhances literature as suggested by Tanwar and Prasad (2017); and
4. Employer branding efforts are recognised and acknowledged by employees. This confirms Biswas and Suar's (2016) findings that companies with different employer branding strategies are perceived differently.

Table 45: Research Outcome Summary

Research objective	Hypothesis	Result
1: To determine the compensation expectations of employees to move to another employer given their perceptions of the employer branding level of their current employer.	H _{3a}	Rejected
	H _{3b}	Rejected
	H _{3c}	Rejected
	H _{4a}	Rejected

2: To determine the impact employer branding has on employee retention.	H_{4b}	Rejected
	H_{4c}	Rejected
3: To determine the impact of demographic factors, specifically age, gender, race, education level and employment duration, on employer branding perceptions.	H_{1a}	Rejected
	H_{1b}	Accepted
	H_{1c}	Accepted
	H_{1d}	Rejected
	H_{1e}	Rejected
4: To determine if employer branding efforts are recognised and acknowledged by employees from different companies.	H₂	Rejected

The next chapter concludes the study.

7 Conclusion

7.1 Introduction

In today's environment, businesses face challenging operating conditions with high employee turnover (Van Zyl, 2011) and shortages of skilled employees (Rasool & Botha, 2011). The retention of quality employees provides a competitive edge for businesses (Biswas & Suar, 2016) and increases overall financial performance (Smit et al., 2015).

This study considered employer branding as a management strategy for retaining current employees and attracting the right talent (Biswas & Suar, 2016; Clair, 2016). Employer branding was defined as a set of tangible and intangible benefits offered by an organisation to attract and retain employees from a targeted audience. This study specifically considered: (1) If the implementation of a good employer brand strategy can reduce the compensation preferences of employees; (2) whether staff turnover can be reduced by means of employer branding; (3) what demographic factors should be considered when designing an employer brand strategy; and (4) whether efforts towards employer branding made by companies are recognised by employees.

This chapter discusses the main findings of the study, the implications for organisations and their management teams, the limitations of the study, and makes suggestions for future research.

7.2 Principal findings

The study showed that a good employer brand reduces the compensation preferences of employees, confirming the findings of Berthon et al., (2005). A reduction in the compensation structures of an organisation has an impact on its financial results. This impact then has to be weighed against the costs associated with employer branding efforts (Biswas & Suar, 2016). The economies of scale for larger organisations could reduce the cost per employee associated with employer branding. Smaller organisations therefore need to find creative ways to promote their employee value propositions.

Staff turnover rates can be reduced by means of a good employer brand. This study provides some empirical evidence for the lack of research surrounding employer branding leading to retention, identified by Kucherov and Samokish (2016). Retention of staff directly impacts organisations' bottom lines by saving on recruitment costs,

increasing the returns from staff development costs, and also enhances overall productivity (Kucherov & Zavyalova, 2012; Smit et al., 2015). A good employer brand also enriches loyalty to and trust in the brand. This enhances the attractiveness of potential employees through word-of-mouth (Vatsa, 2016).

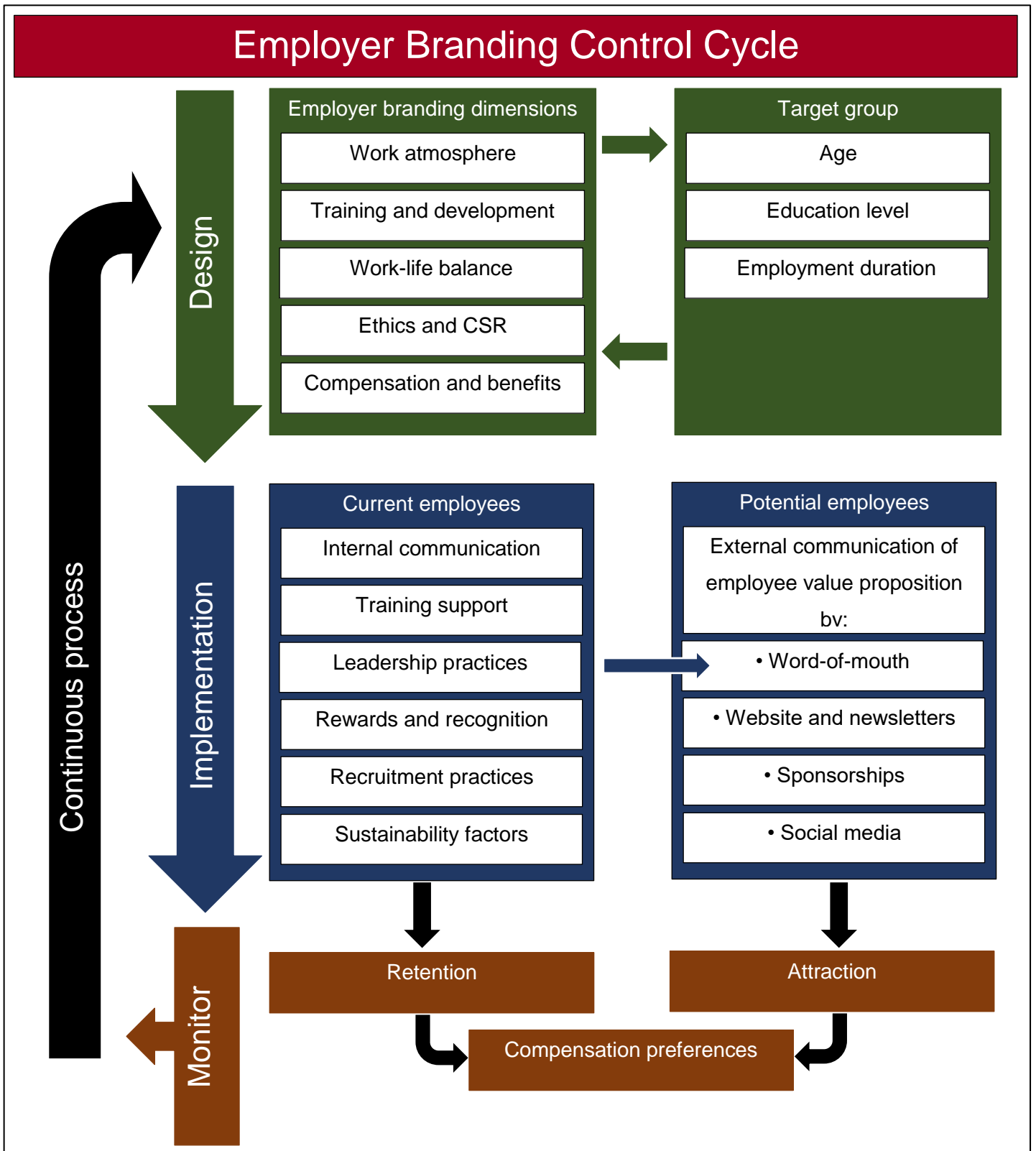
Considering the definition of employer branding, it is important that the efforts should take into account the targeted audience. This study showed that age, education levels and employment duration have an impact on employer branding, confirming some of Tanwar and Prasad's (2017) expectations. These factors should be taken into account when organisations design their employer branding strategies in order to optimise their returns on investment.

The study showed clear differences in employer branding ratings between the entities under scrutiny, confirming that employer branding efforts are recognised by employees as suggested by Tanwar and Prasad (2017).

Figure 28 shows a model that was created using the results of the study together with current literature. The employer branding control cycle (EBCC) is a practical representation of the continuous process that organisations should follow when employer branding strategies are considered.

The EBCC starts by considering the design of the employer branding strategy. The design considers the various dimensions of employer branding as well as the target groups within the organisation. The target group should inform what tangible and intangible benefits should be encapsulated in the employer branding dimensions. Similarly, the employer branding dimensions should provide information regarding which target group the brand is appealing to. The employer branding dimensions that should be considered are work atmosphere, training and development, work-life balance, ethics and corporate social responsibility, and compensation and benefits. The target group takes into consideration age, education level and employment duration. The design process should consider the long-term strategy of the organisation to ensure that the appropriate target group is identified. The employer dimensions, and the tangible and intangible benefits, should all be attractive to the target groups (Moroko & Uncles, 2009). The proposed employer branding dimensions should be tested with the targeted group to ensure that the design is appropriate.

Figure 28: Employer branding control cycle model



Following the design of the employer branding strategy, an organisation needs to consider the implementation of the strategy. First it needs to focus on current employees as their testimony is the best form of employer value-proposition advertising through word-of-mouth (Vatsa, 2016). Employer branding needs to be communicated to employees, training around the brand should be given, leaders in the organisation need to set an example of the brand, appropriate behaviour should be recognised and rewarded, recruitment processes should be built around attracting the right staff, and conscious actions should strengthen the sustainability of the brand (Vatsa, 2016).

Once the internal-branding implementation is completed, focus should move to potential external employees. The value proposition needs to be communicated to the external environment by means of a devoted career page on the company's website, wide circulation of company newsletters, sponsorships and appropriate use of social media (Clair, 2016; Vatsa, 2016).

The next step in the EBCC considers the monitoring of the impact of employer branding. As shown in this study, staff turnover levels should decrease following the successful implementation of an employer branding strategy. The quality of employees attracted to the organisation increases as they receive favourable communication (Vatsa, 2016). This study also showed that the compensation expectations of both internal and external employees then decreases.

The monitoring of the effects should then feed into the design of the employer branding strategy once again. This continuous process is required to ensure that the employer branding strategy aligns with the company's long-term strategy (Moroko & Uncles, 2009), as the competitive landscape, company needs and employee requisites change over time.

7.3 Implications for organisations and management

Employer branding can be used to retain employees, which directly impacts organisations' bottom lines by saving on recruitment costs, increasing returns from staff development costs, and enhancing overall productivity. The loyalty and trust that employer branding creates among current staff, enhances the attractiveness of potential employees through word-of-mouth. Employer branding also reduces compensation expectations from employees which leads to a cost saving for the organisation. Current

employer branding efforts by organisations can also be refined by only taking into account age, education level and employment duration when considering target groups.

The empirical results of this study provide management evidence of the advantages of employer branding. This can be utilised to motivate spending on an employer branding strategy. This could also provide business opportunities for consultants on various projects surrounding employer branding. Besides helping companies to establish an employer branding strategy, consultants could also make use of the measurement scale to develop industry reports which benchmark different companies.

As more organisations become focused on their employer branding, it could become a common practice and business as usual. Organisations need to be careful not to be the last to adapt to new business practices, as brand loyalty takes time to be established.

7.4 Limitations of the research

The current economic circumstances in South Africa impacted the choices of the respondents. Choices might be more conservative due to the technical recession that took place during the year in which the study was conducted, and due to recent country downgrades by leading ratings agencies, as well as economic instability enhanced by political uncertainty.

The research was limited to the insurance industry and the demographic profile of the research was not representative of South Africa's profile. Therefore, care should be taken not to infer the results of the study to all industries and the whole of South Africa. Employer branding preferences in other countries might also be different from South Africa's preferences due to cultural and economic differences.

In addition to the limitations of the methodology in section 4.9, the research did not include the actual employer branding strategies of the participating companies, which might have an effect on the interpretation of the results.

7.5 Suggestions for future research

It would be interesting to perform the study in other countries to investigate the effect of culture on employer branding preferences. Expanding the study to different industries

might affect the study as the insurance industry is known to be conservative. The results might also be different in bullish economic circumstances where employees have a wider choice of employers.

By including companies' employer branding strategies and implementation methods, future research could determine if there is a difference between companies with strategies and those without. Such research could also be extended to determine which of the strategies and implementation methods were the most effective. A longitudinal study could also be done to determine employer branding scores before implementation of strategies and after, to determine the most successful strategies.

The quantification of employer branding costs is critical in understanding its financial implications. Such a study could be combined with the quantification of the overall reduction in compensation, to determine the net financial impact of employer branding on companies.

7.6 Conclusion

Employer branding provides a mechanism for organisations to attract and retain the right employees, in turn reducing staff turnover rates. A mindful employer branding strategy results in financial and non-financial benefits for organisations, enhancing the overall return to shareholders. Such strategies need to be aligned to the overall strategy of an organisation, to ensure that the most appropriate employees are targeted.

8 Reference List

- Aggerholm, H. K., Andersen, S. E., & Thomsen, C. (2011). Conceptualising employer branding in sustainable organisations. *Corporate Communications: An International Journal*, 16(2), 105–123. doi: 10.1108/135632811111141642
- Ambler, T., & Barrow, S. (1996). The employer brand. *Journal of Brand Management*, 4(3), 185–206. doi: 10.1057/bm.1996.42
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517. doi: 10.1108/13620430410550754
- Bain, L. J., & Engelhardt, M. (1992). *Introduction to probability and mathematical statistics* (2nd ed.). Boston, MA: Duxbury, Thomson Learning.
- Bartlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, 19(1), 43–50. doi: 10.1109/LPT.2009.2020494
- Beasley, M., Branson, B., Pagach, D., Scott, P., Christensen, B., DeLoach, J., & Donahue, K. (2016). *Executive perspectives on top risks for 2017*. North Carolina State University's ERM Initiative and Protiviti. Retrieved from https://www.protiviti.com/sites/default/files/united_states/insights/nc-state-protiviti-survey-2017-top-risks.pdf
- Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: Dimensions of attractiveness in employer branding. *International Journal of Advertising*, 24(2), 151–172. doi: 10.1080/02650487.2005.11072912
- Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. *Journal of Business Ethics*, 136(1), 57–72. doi: 10.1007/s10551-014-2502-3

- Botha, A., Bussin, M., & De Swardt, L. (2011). An employer brand predictive model for talent attraction and retention. *SA Journal of Human Resource Management*, 9(1), 1–12. doi: 10.4102/sajhrm.v9i1.388
- Bussin, M., & Toerien, W. C. (2015). Influence of reward preferences in attracting, retaining, and motivating knowledge workers in South African information technology companies. *Acta Commercii*, 15(1), 1–13. doi: 10.4102/ac.v15i1.290
- Bussin, M., & Van Rooy, D. J. (2014). Total rewards strategy for a multi-generational workforce in a financial institution. *SA Journal of Human Resource Management*, 12(1), 1–12. doi: 10.4102/sajhrm.v12i1.606
- Churchill, G. A. J. (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 16(1), 64. doi: 10.2307/3150876
- Clair, A. (2016). Employer branding: The role of social media in attracting and retaining talent “A study of Indian IT companies.” *Business Dimensions*, 3(8), 93–101. Retrieved from <http://business-dimensions.org/download/Amrita-Clair/BDV03I08P0093.pdf>
- Creswell, J. W. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (Vol. 4). London, United Kingdom: Pearson Education Limited. doi: 10.1017/CBO9781107415324.004
- Financial Services Board. (2016a). *The quarterly report on the results of the long-term insurance industry for the period ended 31 December 2016*. Pretoria, South Africa: Financial Services Board. Retrieved from https://www.fsb.co.za/Departments/insurance/Documents/LT_SPECIALR_30_DEC_2016.pdf

- Financial Services Board. (2016b). *The quarterly report on the results of the short-term insurance industry for the period ended 31 December 2016*. Pretoria, South Africa: Financial Services Board. Retrieved from https://www.fsb.co.za/Departments/insurance/Documents/ST_SPECIALR_30_DEC_2016.pdf
- Financial Services Board. (2017). *List of registered insurers*. Pretoria, South Africa: Financial Services Board. Retrieved from <https://www.fsb.co.za/Departments/insurance/Pages/insurers.aspx>
- Foster, C., Punjaisri, K., & Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product & Brand Management*, 19(6), 401–409. doi: 10.1108/10610421011085712
- Frey, R.-V., Bayón, T., & Totzek, D. (2013). How customer satisfaction affects employee satisfaction and retention in a professional services context. *Journal of Service Research*, 16(4), 503–517. <https://doi.org/10.1177/1094670513490236>
- Green, P. E., Krieger, A. M., & Wind, Y. (2001). Thirty years of conjoint analysis : reflections and prospects. *Interfaces*, 31(3), 56–73. doi: 10.1287/inte.31.4.56.9676
- Hagel, J. (2012). Talent: A battle on two fronts. *Journal Of Accountancy*, 214(3), 20–21. Retrieved from <https://www.journalofaccountancy.com/issues/2012/sep/20125943.html>
- Hilton, A., & Armstrong, R. (2006). Stat note 6: Post hoc ANOVA tests. *Microbiologist*, (September), 34–36. Retrieved from https://www.researchgate.net/publication/46284798_Statnote_6_post-hoc_ANOVA_tests

- Kucherov, D., & Samokish, V. (2016). Employer brand equity measurement. *Strategic HR Review*, 15(1), 29–33. doi: 10.1108/SHR-08-2015-0068
- Kucherov, D., & Zavyalova, E. (2012). HRD practices and talent management in the companies with the employer brand. *European Journal of Training and Development*, 36(1), 86–104. doi: 10.1108/03090591211192647
- Lim, T.-S., & Loh, W.-Y. (1996). A comparison of tests of equality of variances. *Computational Statistics & Data Analysis*, 22(3), 287–301. doi: 10.1016/0167-9473(95)00054-2
- Manerikar, V., & Manerikar, S. (2015). Cronbach's alpha. *Aweshkar Research Journal*, XIX(1), 117–120. doi: 10.1136/bmj.314.7080.572
- Martin, G., Gollan, P. J., & Grigg, K. (2011). Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM. *The International Journal of Human Resource Management*, 22(17), 3618–3637. doi: 10.1080/09585192.2011.560880
- Matsangou, E. (2015). Secrets of Google's talent retention success. *European CEO*. Retrieved October 29, 2017, from <https://www.europeanceo.com/business-and-management/secrets-of-googles-talent-retention-success/>
- Maxwell, R., & Knox, S. (2009). Motivating employees to “live the brand”: A comparative case study of employer brand attractiveness within the firm. *Journal of Marketing Management*, 25(9–10), 893–907. doi: 10.1362/026725709X479282
- Moroko, L., & Uncles, M. D. (2008). Characteristics of successful employer brands. *Journal of Brand Management*, 16(3), 160–175. doi: 10.1057/bm.2008.4
- Moroko, L., & Uncles, M. D. (2009). Employer branding and market segmentation. *Journal of Brand Management*, 17(3), 181–196. doi: 10.1057/bm.2009.10

- Nzukuma, K. C. C., & Bussin, M. (2011). Job-hopping amongst African Black senior management in South Africa. *SA Journal of Human Resource Management*, 9(1), 1–13. doi: 10.4102/sajhrm.v9i1.360
- Opara, K. R., & Hryniewicz, O. (2016). Computation of general correlation coefficients for interval data. *International Journal of Approximate Reasoning*, 73, 56–75. doi: 10.1016/J.IJAR.2016.02.007
- Panasiak, M., & Terry, E. (2013). Framing effects and financial decision making. In *8th Annual London Business Research Conference* (pp. 1–10). Imperial College, London, UK. Retrieved from https://wbiworldconpro.com/uploads/london-conference-2013/finance/1373105535_359-Eric.pdf
- Porter, J. H. (2011). Attract and retain top talent. *Strategic Finance*, 92(12), 56–61. Retrieved from <http://www.redi-bw.de/db/ebSCO.php/search.ebSCOhost.com/login.aspx?direct=true&db=buh&AN=61022005&lang=de&site=ehost-live>
- Pregolato, M., Bussin, M., & Schlechter, A. (2017). Total rewards that retain: A study of demographic preferences. *SA Journal of Human Resource Management*, 15(1), 1–10. doi: 10.4102/sajhrm
- Rampl, L. V., & Kenning, P. (2014). Employer brand trust and affect: Linking brand personality to employer brand attractiveness. *European Journal of Marketing*, 48(1/2), 218–236. doi: 10.1108/EJM-02-2012-0113
- Rasool, F., & Botha, C. J. (2011). The nature, extent and effect of skills shortages on skills migration in South Africa. *SA Journal of Human Resource Management*, 9(1). doi: 10.4102/sajhrm.v9i1.287

- Rose, S., & Raja, K. G. (2016). Role of HR practices, job satisfaction, and organization commitment in employee retention. *International Journal of Research in Commerce & Management*, 7(10). Retrieved from <http://web.a.ebscohost.com.uplib.idm.oclc.org/ehost/detail/detail?vid=5&sid=f11ea1ba-72bc-4980-a974-177ff9277db4%40sessionmgr4007&bdata=JnNpdGU9ZWhvc3QtbGI2ZSZzY29wZT1zaXRI#AN=120562148&db=bth>
- Saunders, M., & Lewis, P. (2012). *Doing research in business & management: An essential guide to planning your project*. London, United Kingdom: Pearson Education Limited. doi: 10.1017/CBO9781107415324.004
- Schlechter, A., Hung, A., & Bussin, M. (2014). Understanding talent attraction: The influence of financial rewards elements on perceived job attractiveness. *SA Journal of Human Resource Management*, 12(1), 1–13. doi: 10.4102/sajhrm.v12i1.647
- Schlechter, A., Syce, C., & Bussin, M. (2016). Predicting voluntary turnover in employees using demographic characteristics: A South African case study. *Acta Commercii*, 16(1), 10 pages. doi: 10.4102/AC.V16I1.274
- Schlechter, A., Thompson, N. C., & Bussin, M. (2015). Attractiveness of non-financial rewards for prospective knowledge workers. *Employee Relations*, 37(3), 274–295. doi: 10.1108/S1479-3563(2012)000012B007
- Shapiro, S., & Wilk, M. (1965). An analysis of variance test for normality (Complete samples). *Biometrika*, 52(3), 591–611. Retrieved from <http://www.jstor.org/stable/2333709>

- Smit, W., Stanz, K., & Bussin, M. (2015). Retention preferences from a multi-generation workforce perspective: The relationship between total rewards, perceived organisational support, and perceived supervisor support. *SA Journal of Human Resource Management*, 13(1), 1–13. doi: 10.4102/sajhrm.v13i1.665
- Sommer, L. P., Heidenreich, S., & Handrich, M. (2016). War for talents: How perceived organizational innovativeness affects employer attractiveness. *R and D Management*, 47(2), 299–310. doi: 10.1111/radm.12230
- Sparreboom, T., & Staneva, A. (2014). *Is education the solution to decent work for youth in developing economies? Identifying qualifications mismatch from 28 school-to-work transition surveys*. Geneva: Work4Youth Publications. Retrieved from http://www.ilo.org/employment/areas/youth-employment/work-for-youth/publications/thematic-reports/WCMS_326260/lang--en/index.htm
- Statistics South Africa. (2016). *Community survey 2016: Statistical release P0301*. Pretoria, South Africa: StatsSA. Retrieved from http://cs2016.statssa.gov.za/wp-content/uploads/2016/07/NT-30-06-2016-RELEASE-for-CS-2016-_Statistical-releas_1-July-2016.pdf
- Steyn, A. G. W., Smit, C. F., Du Toit, S. H. C., & Strasheim, C. (2003). *Modern statistics in practice*. Cape Town, South Africa: Van Schaik.
- Study of Financial Innovation. (2017). Insurance banana skins 2017. Retrieved from <https://www.pwc.com/gx/en/industries/financial-services/insurance/insurance-banana-skins-2017.html>
- Tanwar, K., & Prasad, A. (2016). The effect of employer brand dimensions on job satisfaction: Gender as a moderator. *Management Decision*, 54(4), 854–886. doi: 10.1108/MD-08-2015-0343

- Tanwar, K., & Prasad, A. (2017). Employer brand scale development and validation: A second-order factor approach. *Personnel Review*, 46(2), 389–409. doi: 10.1108/PR-03-2015-0065
- Van Zyl, M. (2011). *Employee turnover in a financial institution*. North-West University, South Africa. Retrieved from https://dspace.nwu.ac.za/bitstream/handle/10394/7273/vanZyl_MA.pdf?sequence=2
- Vatsa, M. (2016). Leveraging employer branding for organizational success. *Review of Management*, 6(1–2), 9–13. Retrieved from <http://web.a.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&authType=crawler&jrnl=22310487&AN=116834394&h=dUtxCag6XLotWa9jK4p1KaJqC5lkq8oKdM9CKt2eeQ6nN2f45eCkvk8mOKrZNkTVexYO%2Bw0CzJ0UE1cDWUI74A%3D%3D&url=c&resultNs=AdminWebAuth&resultLocal=E>
- Wegner, T. (2016). *Applied business statistics: Methods and excel-based applications* (4th ed.). Cape Town, South Africa: Juta and Company Ltd.
- WorldatWork. (n.d.-a). *What is total rewards?* Retrieved October 18, 2017, from <https://www.worldatwork.org/waw/aboutus/html/aboutus-what-is.jsp>
- WorldatWork. (n.d.-b). *Your total rewards inventory*. Retrieved October 18, 2017, from <https://www.worldatwork.org/adimLink?id=28330>
- Zeugner-Roth, K. P., Žabkar, V., & Diamantopoulos, A. (2015). Consumer ethnocentrism, national identity, and consumer cosmopolitanism as drivers of consumer behavior: A social identity theory perspective. *Journal of International Marketing*, 23(2), 25–54. doi: 10.1509/jim.14.0038

Zhu, F., Wang, Z., Yu, Q., Hu, T., Wen, Y., & Liu, Y. (2014). Reconsidering the dimensionality and measurement of employer brand in the Chinese context. *Social Behavior and Personality*, 42(6), 933–948. doi: 10.2224/sbp.2014.42.6.933

9 Appendices

Appendix 1. Questionnaire

This appendix contains actual screenshots from the electronic questionnaire as well as a more detailed explanation of part 3 of the questionnaire.

**Gordon Institute
of Business Science**
University of Pretoria

Dear Sir/Madam

I am conducting research on employer branding, specifically looking into the impact on compensation for employees. This research forms part of the course requirements for my MBA at Gordon Institute of Business Science (GIBS). The purpose of this study is to understand the compensation expectations of employees to move to another employer, and how this differ between employees given their view of the employer branding of their organisation.

I would like to ask you to complete this survey which will take approximately 10 minutes to complete. The survey has four sections, covering demographic information, company characteristics, compensation preferences and current retention status.


The data from this survey is **anonymous and will be kept confidential**. Participation in this survey is voluntary and you can withdraw at any time. By continuing with this survey, you indicate your voluntary participation in this research.

If you have any concerns or questions, please contact myself or my supervisor – our details are below.

Kind regards
Hugo Mouton

Researcher name: Hugo Mouton
Email: 04357248@mygibs.co.za
Phone: +27 72 621 7990

Supervisor name: Meena Ambaram
Email: Meena.Ambaram@standardbank.co.za
Phone: +27 82 888 9563

[Report abuse](#) Powered by 

[Next >>](#)

Gordon Institute of Business Science

University of Pretoria

4% Complete

Section 1

Please state the following:

Age: *

Gender *

- Male Female

Highest level of education: *

- Higher degree (Masters, Doctorate) Honours Degree
 Bachelor's Degree and post-graduate diploma Bachelor's Degree
 Post Higher Diploma (Technikon/University of Technology Masters, Doctoral) Higher Diploma (Technikon/University of Technology)
 Diploma or Certificate with Grade 12 Grade 12
 Less than Grade 12 I do not want to answer this question

Ethnic group: *

- Black Coloured
 Indian White
 I do not want to answer this question

Current employer: *

Duration of employment at your current organisation in years: *

Position in the company: *

- General staff Senior
 Manager Senior Manager
 Executive I do not want to answer this question

Department: *

- Underwriting & Claims IT
 Finance & Actuarial Human Resource
 Compliance & Legal Marketing
 Call Centre Other

[Report abuse](#)

Powered by  **formsite**

<< Previous

Next >>

Gordon Institute of Business Science

University of Pretoria


8% Complete

Section 2

Please indicate your agreement with the following statements. *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My organisation provides autonomy to its employees to take decisions;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation offers opportunities to enjoy a group atmosphere;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have friends at work who are ready to share my responsibility at work in my absence;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation recognises me when I do good work;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation offers a relatively stress-free work environment;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation offers opportunity to work in teams;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation provides us online training courses;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation organises various conferences, workshops and training programmes on regular basis;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation offers opportunities to work on foreign projects;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation invests heavily in training and development of its employees;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skill development is a continuous process in my organisation;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation communicates clear advancement path for its employees;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation provides flexible-working hours;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation offers opportunity to work from home;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My organisation provides on-site sports facility;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation has fair attitude towards employees;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees are expected to follow all rules and regulations;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Humanitarian organisation gives back to the society;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a confidential procedure to report misconduct at work;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the salary offered by my organisation is high;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the bonus (including short- and long-term incentive) offered by my organisation is high;	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation provides good health benefits; and	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation provides insurance coverage for employees and dependents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Report abuse Powered by  formsite

<< Previous
Next >>

Gordon Institute of Business Science

University of Pretoria

12% Complete

Section 3

The following questions will only be used to construct the questions that follows. Please note that the **questionnaire is anonymous and cannot be used to identify an individual**. Your answers do not need to be exact.

Which employer do you regard as an optimal organisation to work for (excluding your current employer)? *

What is your current annual salary? *

What is your expected annual bonus (including short- and long-term incentives)? *

How much annual leave days do you get? *

[Report abuse](#)

Powered by  **formsite**

<< Previous

Next >>

Gordon Institute of Business Science

University of Pretoria

15% Complete

The next section compares compensation structures between Current Employer and New Employer. The difference from your current structure is marked in **red** for each scenario. Scenarios for salary, bonus and annual leave will be tested separately.

Salary scenario 1

For which organisation would you rather work, given the remuneration package below? *

- Current Employer New Employer
- | | |
|-------------|-------------------|
| Salary: 100 | Salary: 85 |
| Bonus: 100 | Bonus: 100 |
| Leave: 10 | Leave: 10 |

[Report abuse](#)

Powered by  **formsite**

<< Previous

Next >>

Gordon Institute of Business Science

University of Pretoria

42% Complete

Bonus scenario 1

For which organisation would you rather work, given the remuneration package below? *

- Current Employer New Employer
- | | |
|-------------|------------------|
| Salary: 100 | Salary: 100 |
| Bonus: 100 | Bonus: 25 |
| Leave: 10 | Leave: 10 |

[Report abuse](#)

Powered by  **formsite**

<< Previous

Next >>

Gordon Institute of Business Science

University of Pretoria

69% Complete

Leave scenario 1

For which organisation would you rather work, given the remuneration package below? *

- Current Employer New Employer
- | | |
|-------------|-------------|
| Salary: 100 | Salary: 100 |
| Bonus: 100 | Bonus: 100 |
| Leave: 10 | Leave: 4 |

[Report abuse](#)

Powered by  **formsite**

<< Previous

Next >>

Gordon Institute of Business Science

University of Pretoria

96% Complete

Section 4

How satisfied are you with your current employer? *

- Very satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very unsatisfied

Are you actively looking to move to another organisation? *


- Yes
- No

How likely are you to consider working for another organisation if they approach you? *

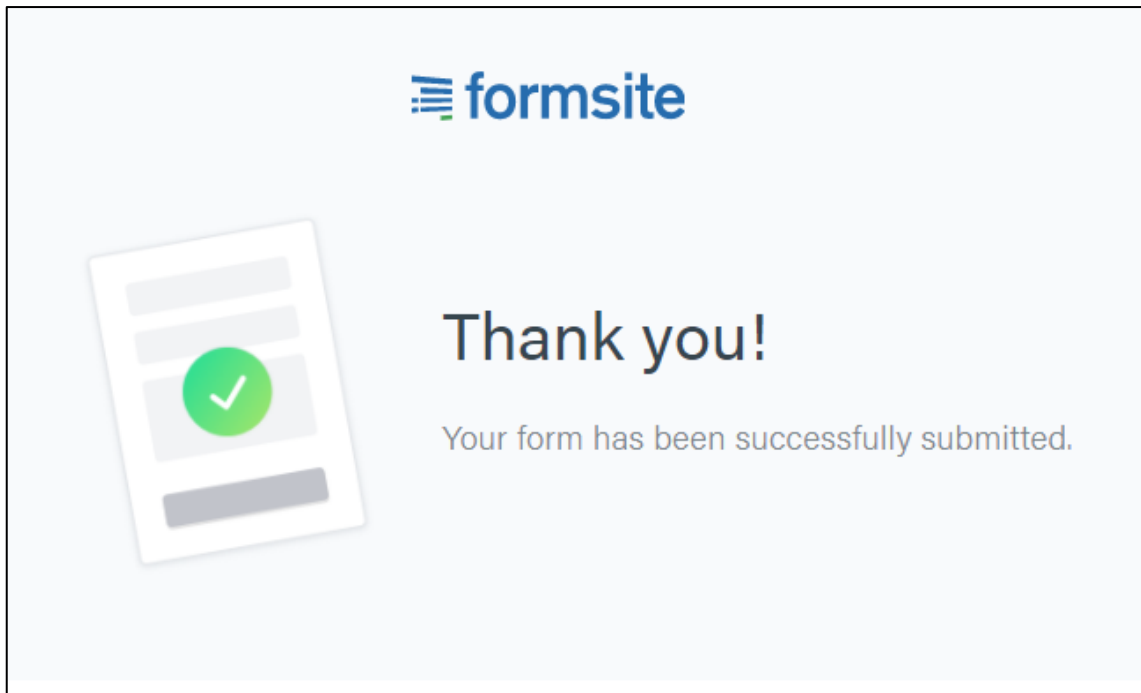
- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

Do you have any suggestions on how to improve the following at your current company?

Comments	
Work atmosphere	<input type="text"/>
Training and development	<input type="text"/>
Work-life balance	<input type="text"/>
Ethics and social responsibility	<input type="text"/>
Compensation and benefits	<input type="text"/>

[Report abuse](#) Powered by 

[<< Previous](#) [Submit](#)



Part 3 of the questionnaire worked as follows:

1. Which employer do you regard as an optimal organisation to work for (excluding your current employer)? (**[A]**)
2. What is your current annual salary? (**[B]**)
3. What is your expected annual bonus (including short- and long-term incentives)? (**[C]**)
4. How many annual leave days do you get? (**[D]**)
5. For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: 85% of [B]
Bonus: [C]	Bonus: [C]
Leave: [D]	Leave: [D]

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: 90% of [B]
Bonus: [C]	Bonus: [C]
Leave: [D]	Leave: [D]

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
------------------	-----

Salary: [B] Bonus: [C] Leave: [D]	Salary: 95% of [B] Bonus: [C] Leave: [D]
---	--

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: [B] Bonus: [C] Leave: [D]
---	--

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: 105% of [B] Bonus: [C] Leave: [D]
---	--

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: 110% of [B] Bonus: [C] Leave: [D]
---	--

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: 115% of [B] Bonus: [C] Leave: [D]
---	--

6. For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: [B] Bonus: 25% of [C] Leave: [D]
---	---

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: [B] Bonus: 50% of [C] Leave: [D]
---	---

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: [B] Bonus: 75% of [C] Leave: [D]
---	---

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]
Bonus: [C]	Bonus: [C]
Leave: [D]	Leave: [D]

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]
Bonus: [C]	Bonus: 125% of [C]
Leave: [D]	Leave: [D]

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]
Bonus: [C]	Bonus: 150% of [C]
Leave: [D]	Leave: [D]

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]
Bonus: [C]	Bonus: 175% of [C]
Leave: [D]	Leave: [D]

7. For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]
Bonus: [C]	Bonus: [C]
Leave: [D]	Leave: [D] - 6

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]
Bonus: [C]	Bonus: [C]
Leave: [D]	Leave: [D] - 4

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]
Bonus: [C]	Bonus: [C]
Leave: [D]	Leave: [D] - 2

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer	[A]
Salary: [B]	Salary: [B]

Bonus: [C] Leave: [D]	Bonus: [C] Leave: [D]
--------------------------	--------------------------

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: [B] Bonus: [C] Leave: [D] + 2
---	--

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: [B] Bonus: [C] Leave: [D] + 4
---	--

- If response is no: For which organisation would you rather work, given the remuneration package below?

Current employer Salary: [B] Bonus: [C] Leave: [D]	[A] Salary: [B] Bonus: [C] Leave: [D] + 6
---	--

Appendix 2. Ethical clearance

**Gordon
Institute
of Business
Science**
University
of Pretoria

20 July 2017

Hugo Mouton

Dear Hugo,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

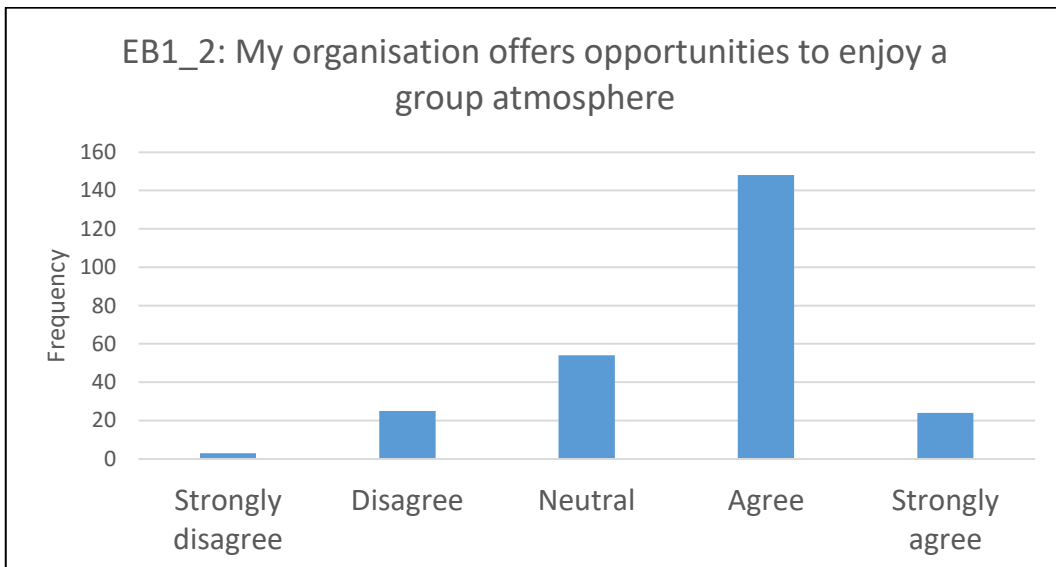
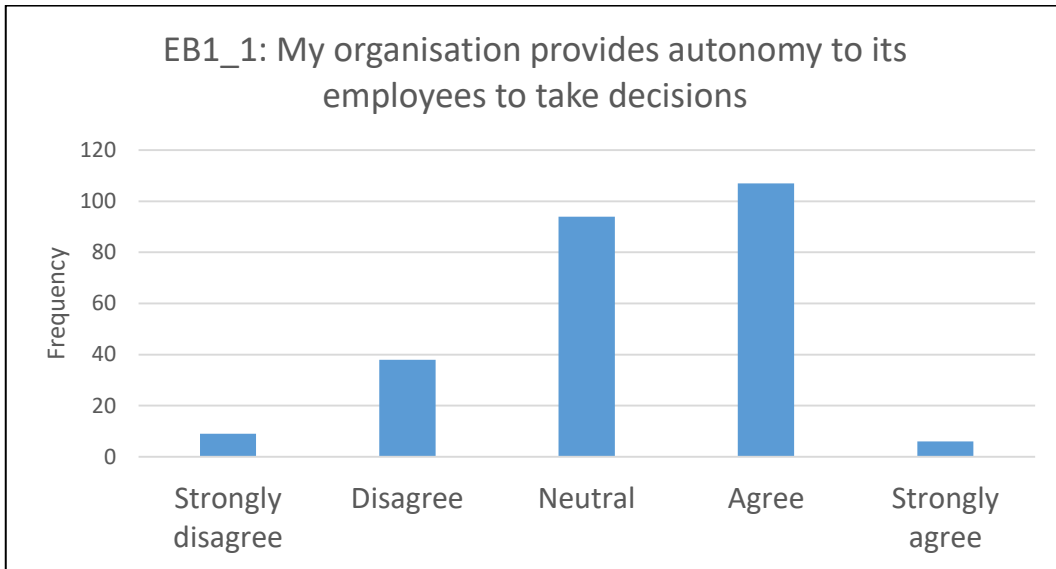
We wish you everything of the best for the rest of the project.

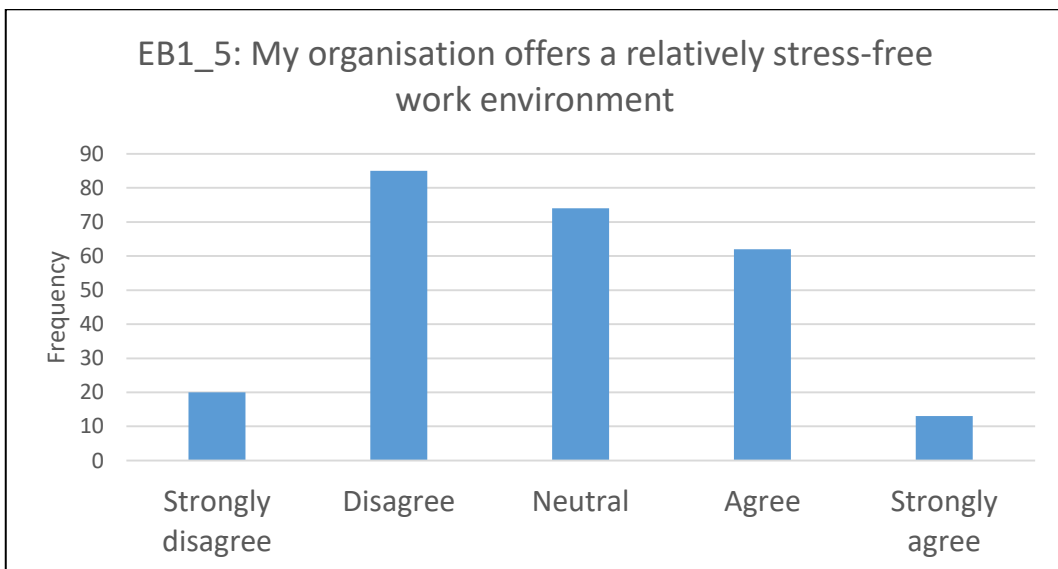
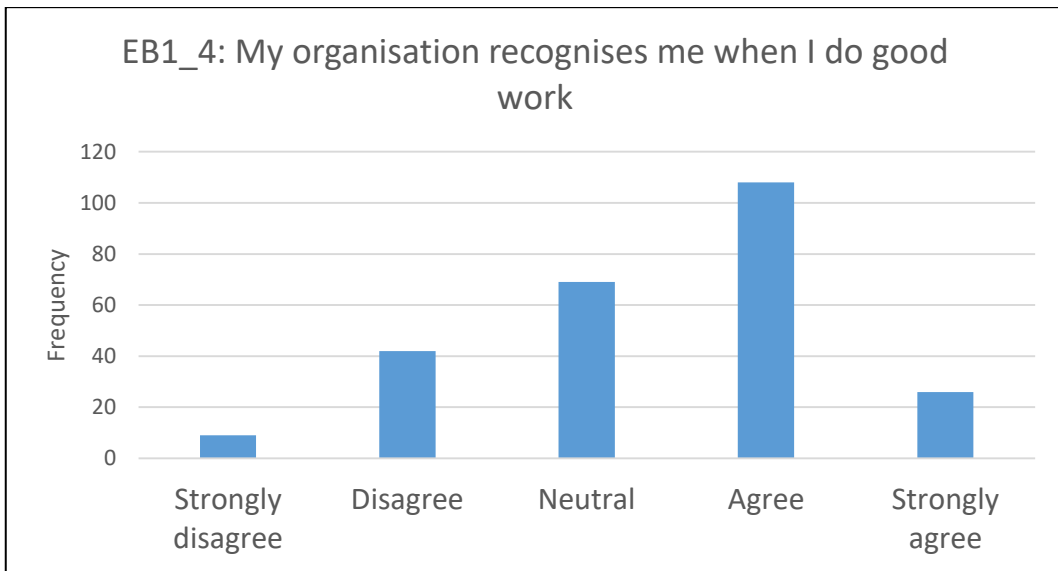
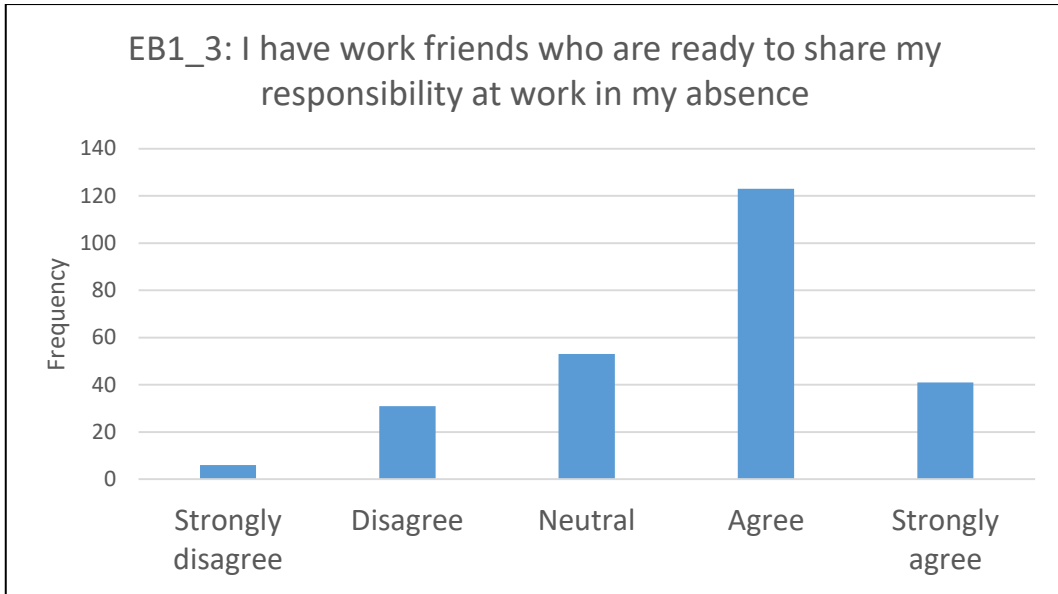
Kind Regards

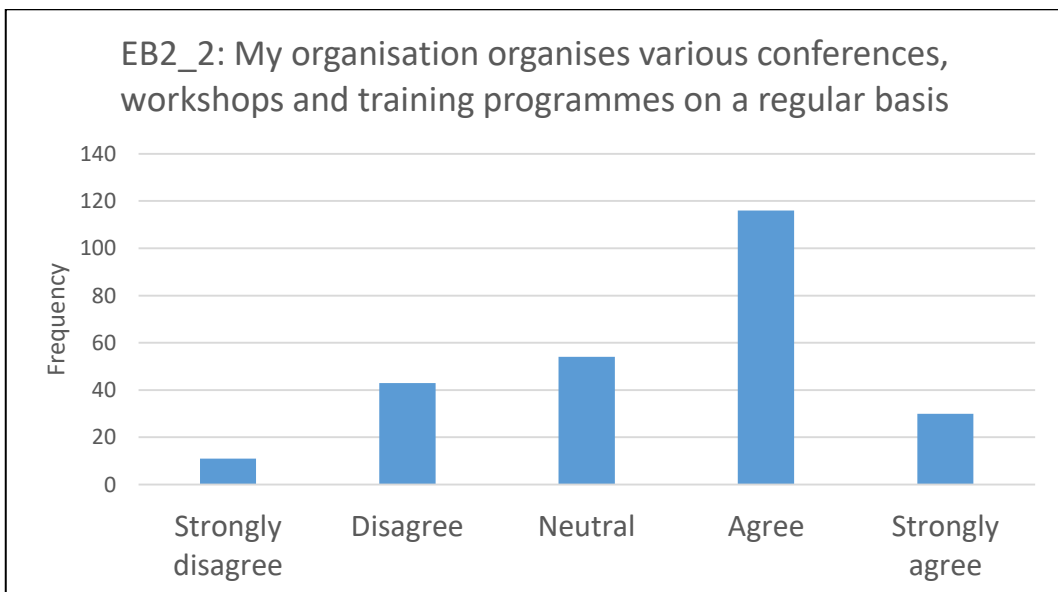
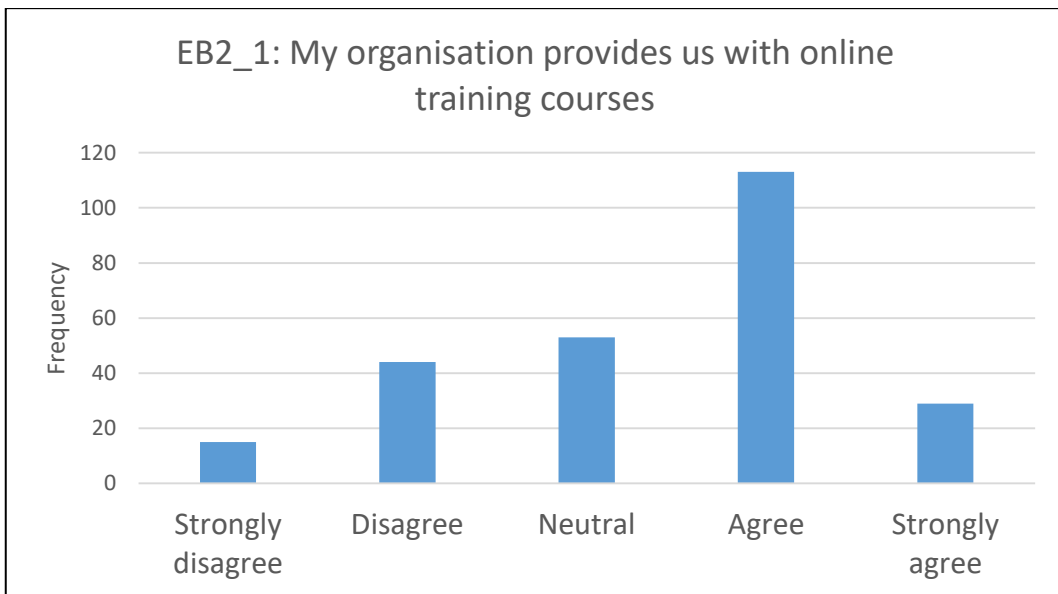
GIBS MBA Research Ethical Clearance Committee

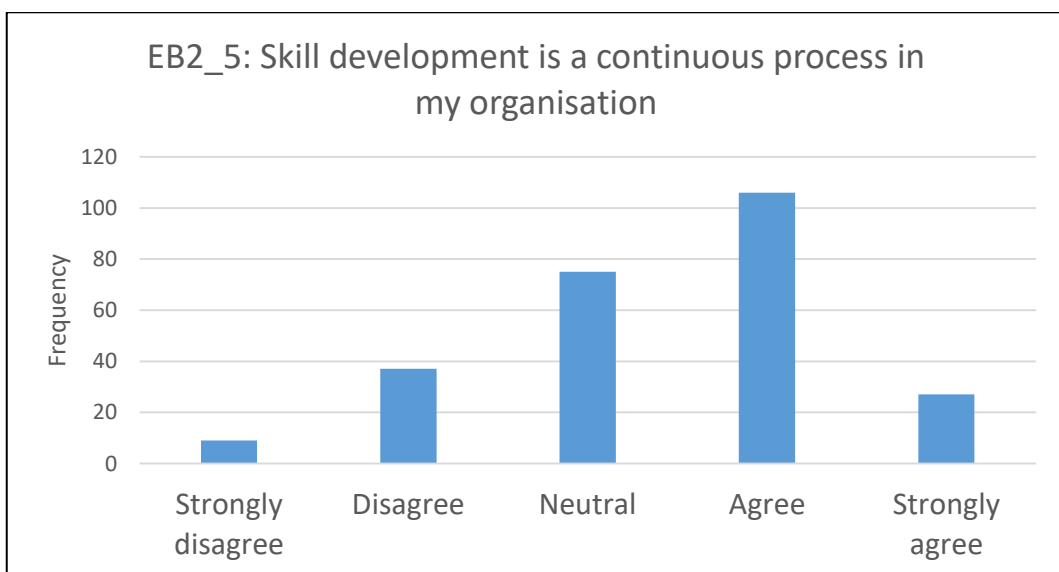
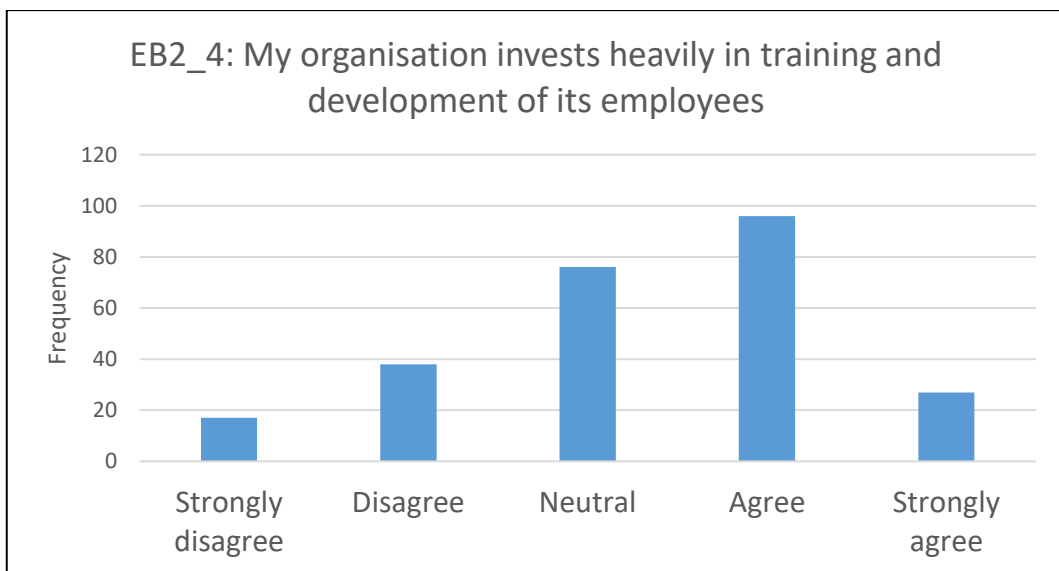
Appendix 3. Employer branding-measurement characteristics

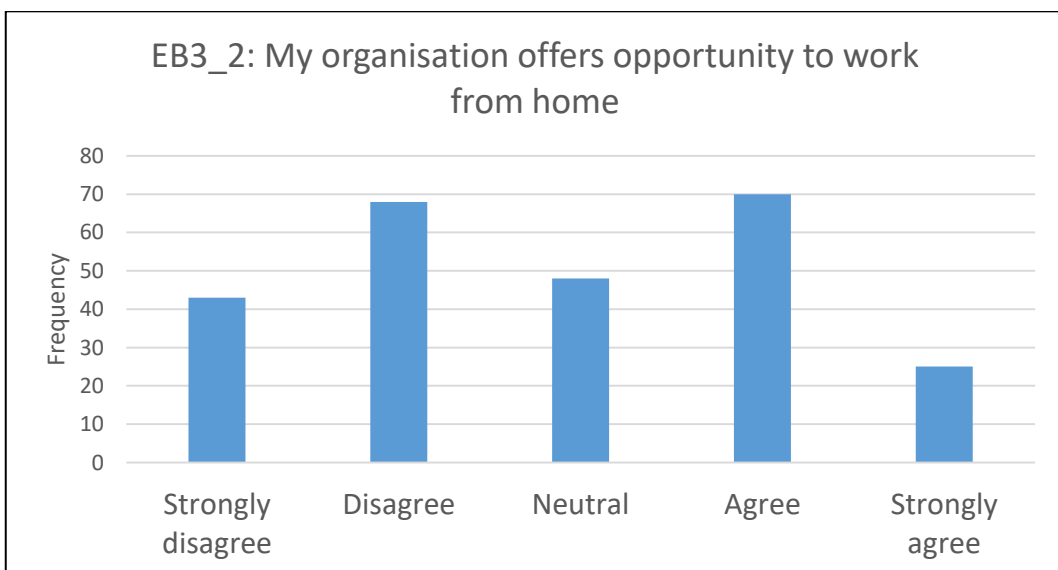
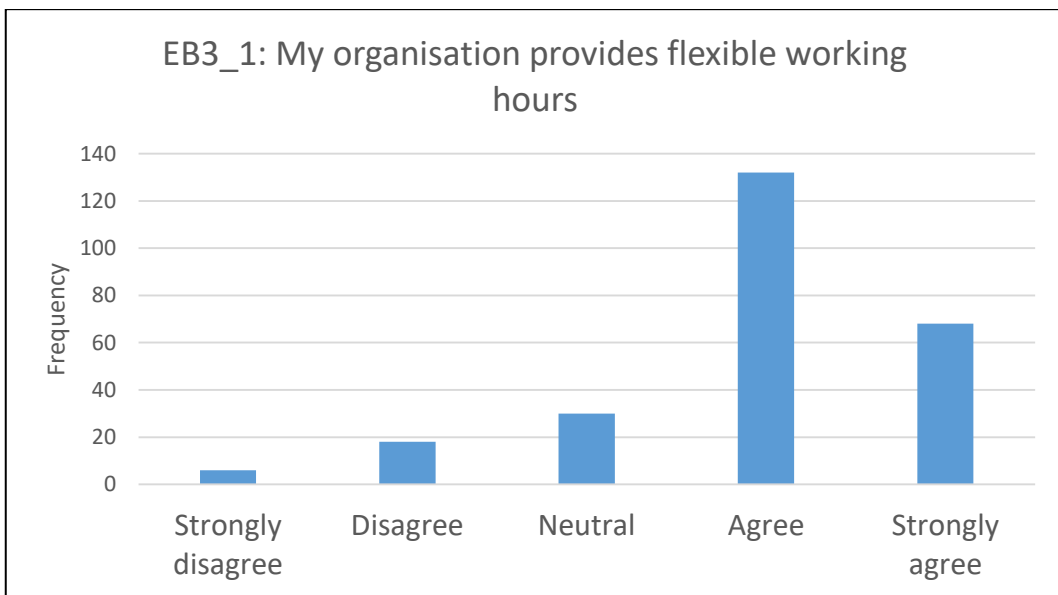
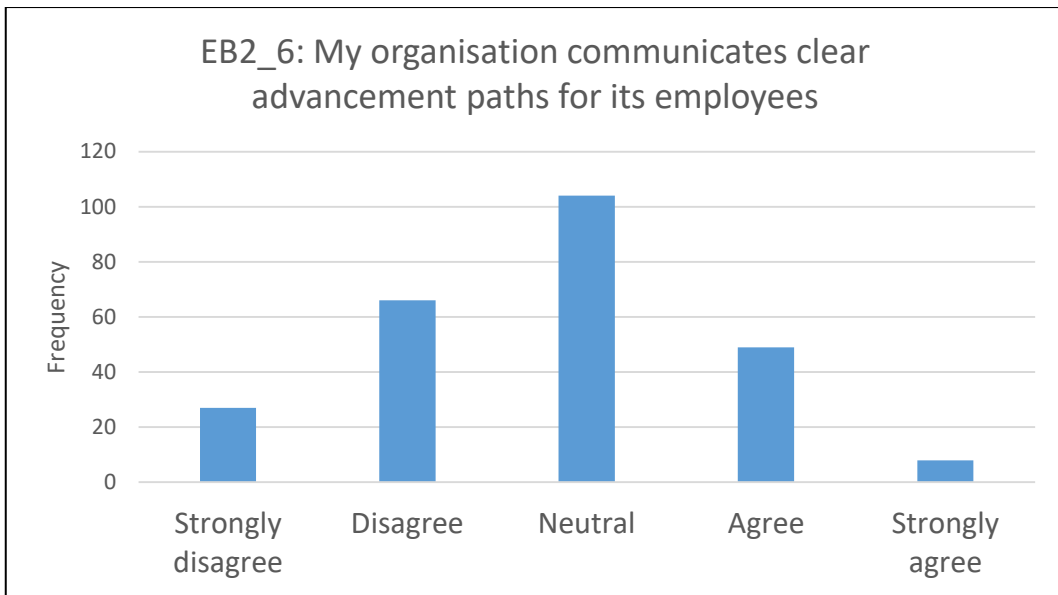
This appendix contains graphical representations of the frequency distributions for each of the employer branding measures in part 2 of the questionnaire as well as all the statistical outputs.

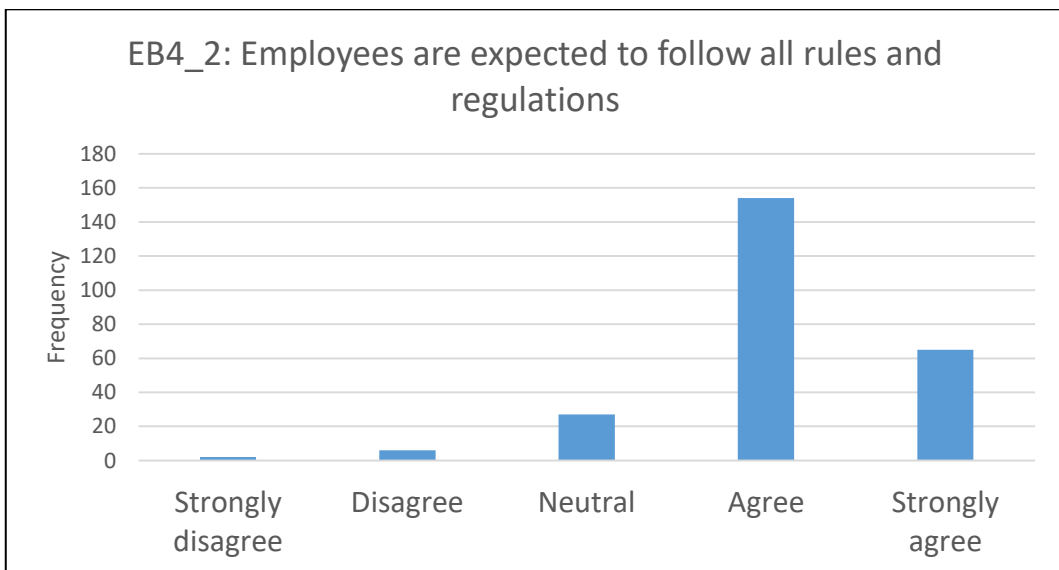
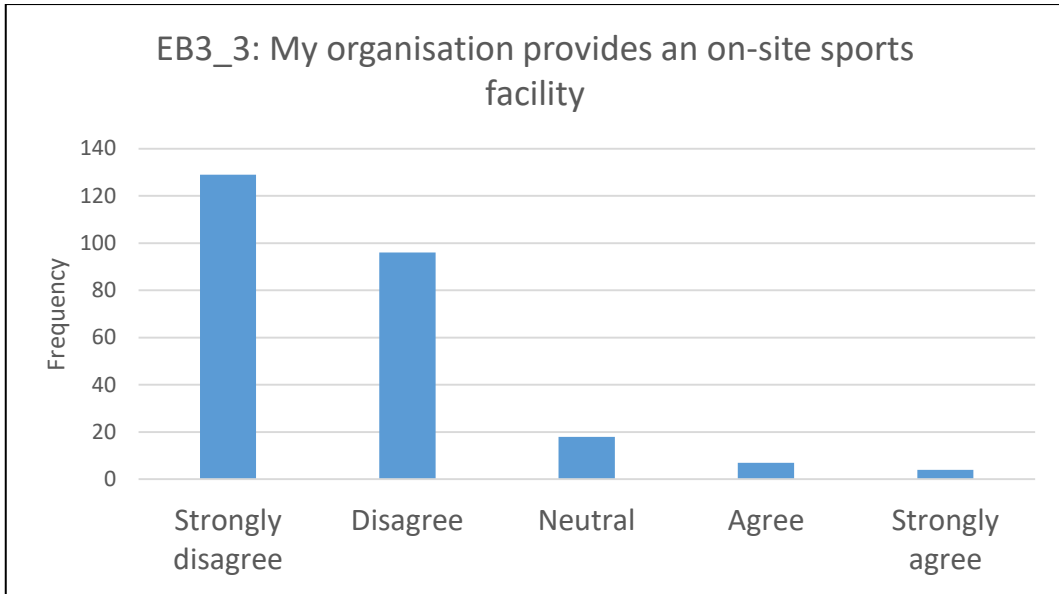


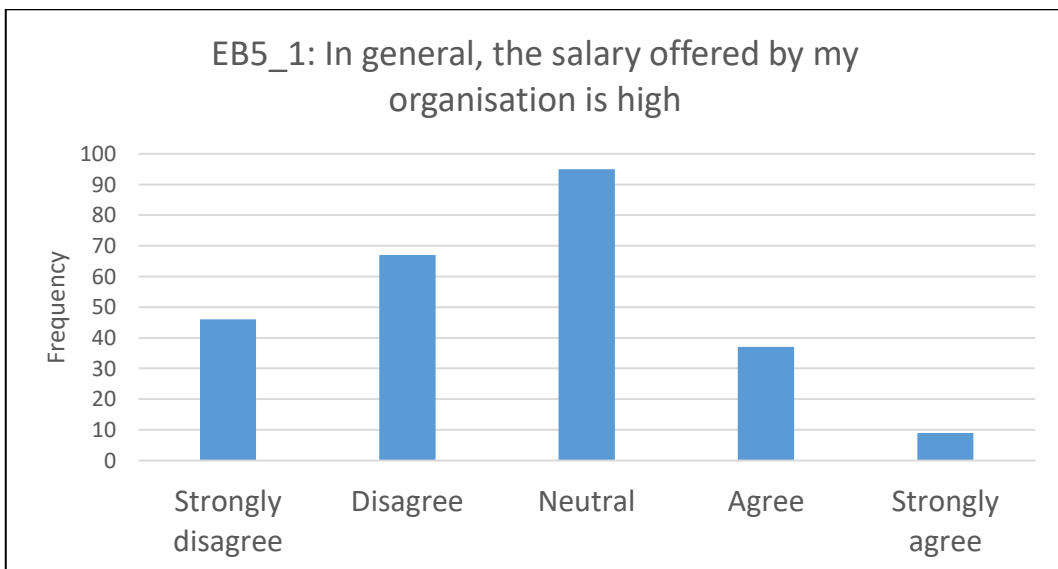
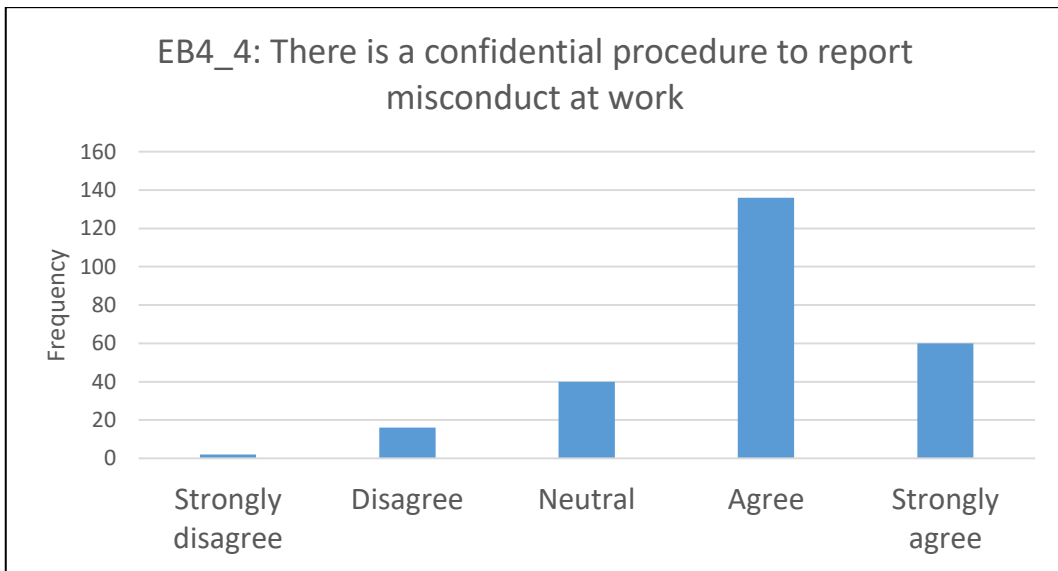
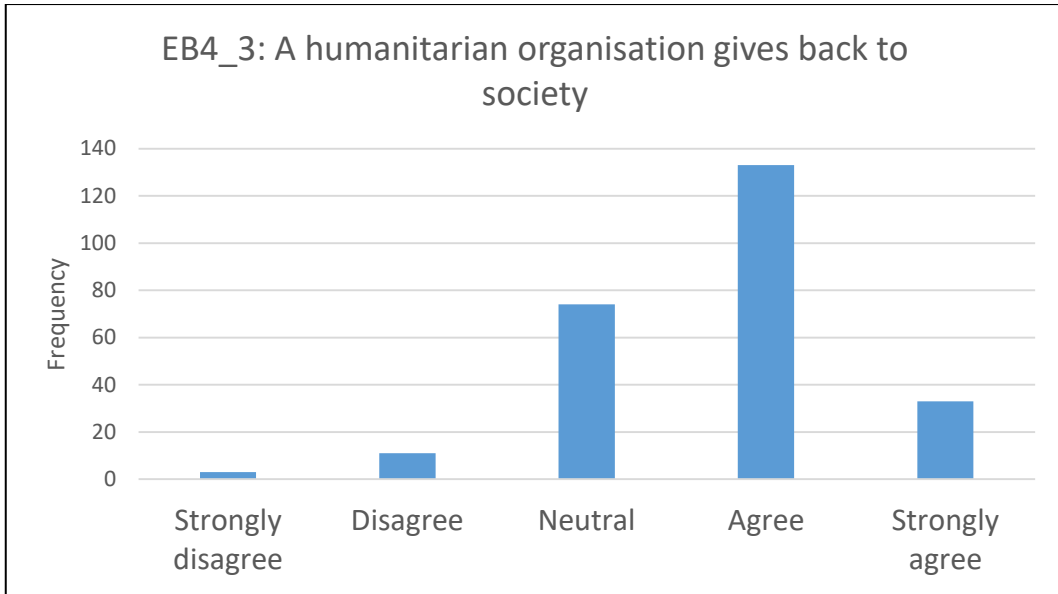


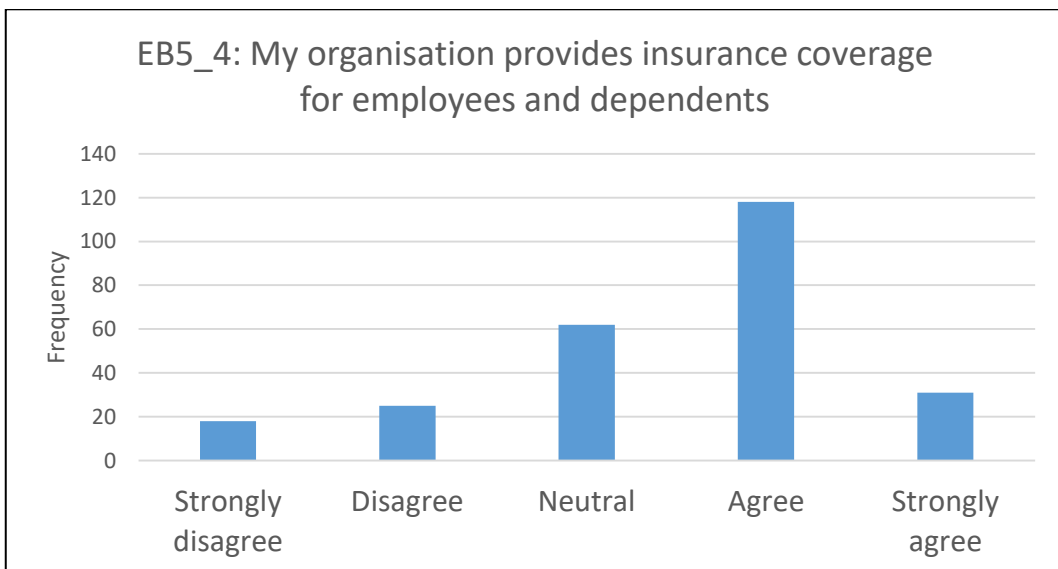
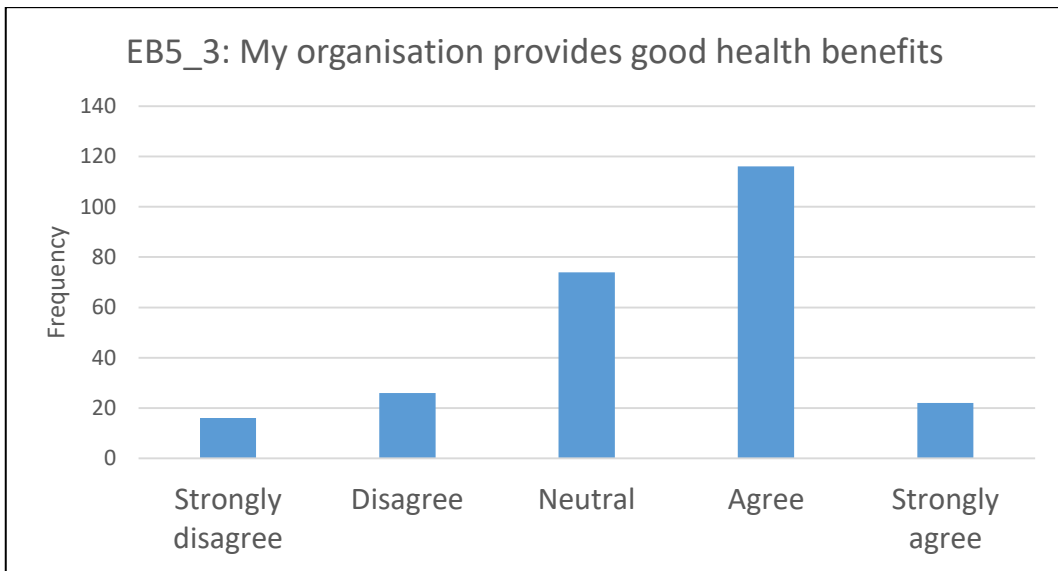
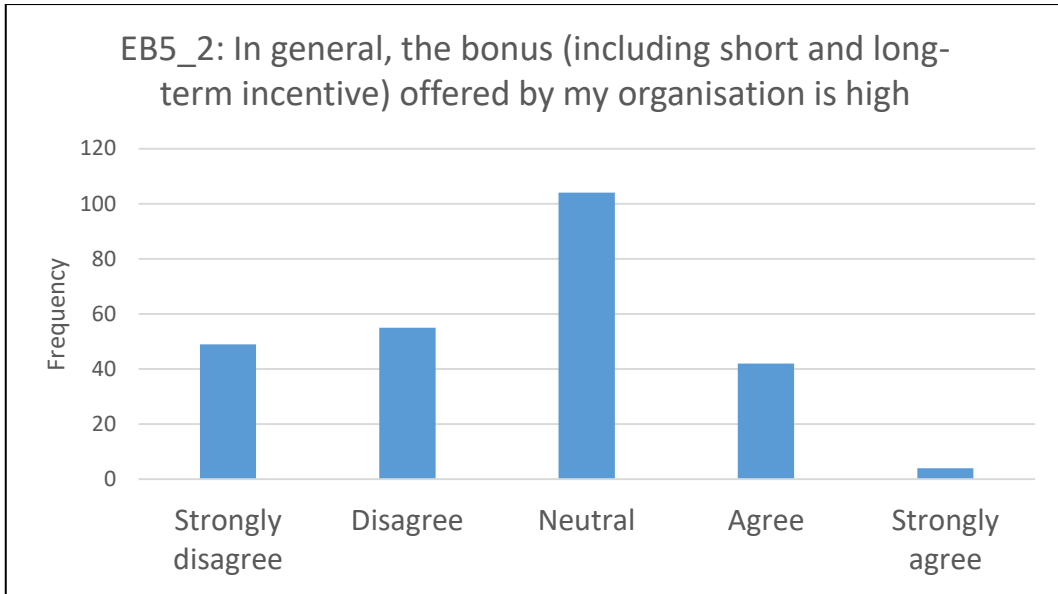












Correlations

		EB1_1	EB1_2	EB1_3	EB1_4	EB1_5	EB1_6	EB1
EB1_1	Pearson Correlation	1	.502**	.211**	.336**	.190**	.361**	.636**
	Sig. (2-tailed)		0.000	0.001	0.000	0.002	0.000	0.000
	N	254	254	254	254	254	254	254
EB1_2	Pearson Correlation	.502**	1	.298**	.475**	.303**	.539**	.765**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000
	N	254	254	254	254	254	254	254
EB1_3	Pearson Correlation	.211**	.298**	1	.295**	0.116	.305**	.568**
	Sig. (2-tailed)	0.001	0.000		0.000	0.065	0.000	0.000
	N	254	254	254	254	254	254	254
EB1_4	Pearson Correlation	.336**	.475**	.295**	1	.300**	.447**	.727**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000
	N	254	254	254	254	254	254	254
EB1_5	Pearson Correlation	.190**	.303**	0.116	.300**	1	.262**	.572**
	Sig. (2-tailed)	0.002	0.000	0.065	0.000		0.000	0.000
	N	254	254	254	254	254	254	254
EB1_6	Pearson Correlation	.361**	.539**	.305**	.447**	.262**	1	.711**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000
	N	254	254	254	254	254	254	254
EB1	Pearson Correlation	.636**	.765**	.568**	.727**	.572**	.711**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	254	254	254	254	254	254	254

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

Correlations

		EB2_1	EB2_2	EB2_3	EB2_4	EB2_5	EB2_6	EB2
EB2_1	Pearson Correlation	1	.427**	.264**	.386**	.402**	.261**	.645**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000
	N	254	254	254	254	254	254	254
EB2_2	Pearson Correlation	.427**	1	.383**	.506**	.530**	.279**	.729**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000
	N	254	254	254	254	254	254	254
EB2_3	Pearson Correlation	.264**	.383**	1	.363**	.371**	.278**	.624**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000
	N	254	254	254	254	254	254	254
EB2_4	Pearson Correlation	.386**	.506**	.363**	1	.802**	.470**	.819**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000
	N	254	254	254	254	254	254	254
EB2_5	Pearson Correlation	.402**	.530**	.371**	.802**	1	.521**	.838**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000
	N	254	254	254	254	254	254	254
EB2_6	Pearson Correlation	.261**	.279**	.278**	.470**	.521**	1	.643**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000
	N	254	254	254	254	254	254	254
EB2	Pearson Correlation	.645**	.729**	.624**	.819**	.838**	.643**	1

Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
N	254	254	254	254	254	254	254

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

Correlations

		EB3_1	EB3_2	EB3_3	EB3
EB3_1	Pearson Correlation	1	.359**	-0.017	.657**
	Sig. (2-tailed)		0.000	0.792	0.000
	N	254	254	254	254
EB3_2	Pearson Correlation	.359**	1	.171**	.833**
	Sig. (2-tailed)	0.000		0.006	0.000
	N	254	254	254	254
EB3_3	Pearson Correlation	-0.017	.171**	1	.501**
	Sig. (2-tailed)	0.792	0.006		0.000
	N	254	254	254	254
EB3	Pearson Correlation	.657**	.833**	.501**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	254	254	254	254

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

Correlations

		EB3_1	EB3_1	EB3 adj
EB3_1	Pearson Correlation	1	.359**	.763**
	Sig. (2-tailed)		0.000	0.000
	N	254	254	254
EB3_2	Pearson Correlation	.359**	1	.877**
	Sig. (2-tailed)	0.000		0.000
	N	254	254	254
EB3 adj	Pearson Correlation	.763**	.877**	1
	Sig. (2-tailed)	0.000	0.000	
	N	254	254	254

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

Correlations

		EB4_1	EB4_2	EB4_3	EB4_4	EB4
EB4_1	Pearson Correlation	1	.312**	.220**	.407**	.762**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	254	254	254	254	254
EB4_2	Pearson Correlation	.312**	1	0.115	.313**	.609**
	Sig. (2-tailed)	0.000		0.066	0.000	0.000
	N	254	254	254	254	254
EB4_3	Pearson Correlation	.220**	0.115	1	.266**	.577**
	Sig. (2-tailed)					
	N	254	254	254	254	254

	Sig. (2-tailed)	0.000	0.066		0.000	0.000
	N	254	254	254	254	254
EB4_4	Pearson Correlation	.407**	.313**	.266**	1	.740**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	254	254	254	254	254
EB4	Pearson Correlation	.762**	.609**	.577**	.740**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	254	254	254	254	254

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

Correlations

		EB5_1	EB5_2	EB5_3	EB5_4	EB5
EB5_1	Pearson Correlation	1	.554**	.179**	.165**	.691**
	Sig. (2-tailed)		0.000	0.004	0.008	0.000
	N	254	254	254	254	254
EB5_2	Pearson Correlation	.554**	1	.290**	.164**	.725**
	Sig. (2-tailed)	0.000		0.000	0.009	0.000
	N	254	254	254	254	254
EB5_3	Pearson Correlation	.179**	.290**	1	.471**	.694**
	Sig. (2-tailed)	0.004	0.000		0.000	0.000
	N	254	254	254	254	254
EB5_4	Pearson Correlation	.165**	.164**	.471**	1	.655**
	Sig. (2-tailed)	0.008	0.009	0.000		0.000
	N	254	254	254	254	254
EB5	Pearson Correlation	.691**	.725**	.694**	.655**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	254	254	254	254	254

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

Correlations

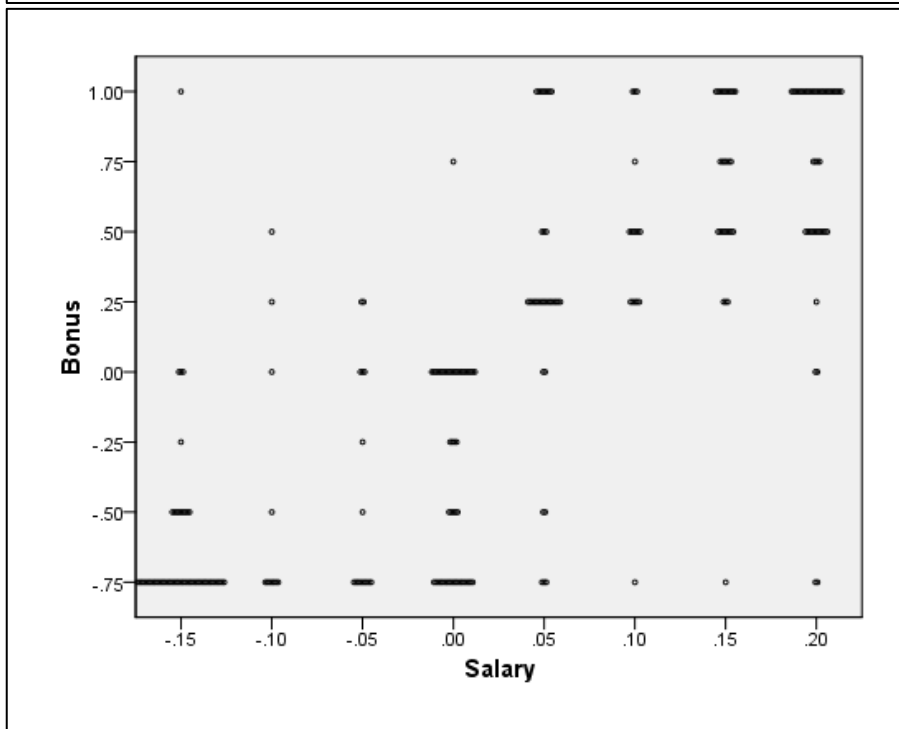
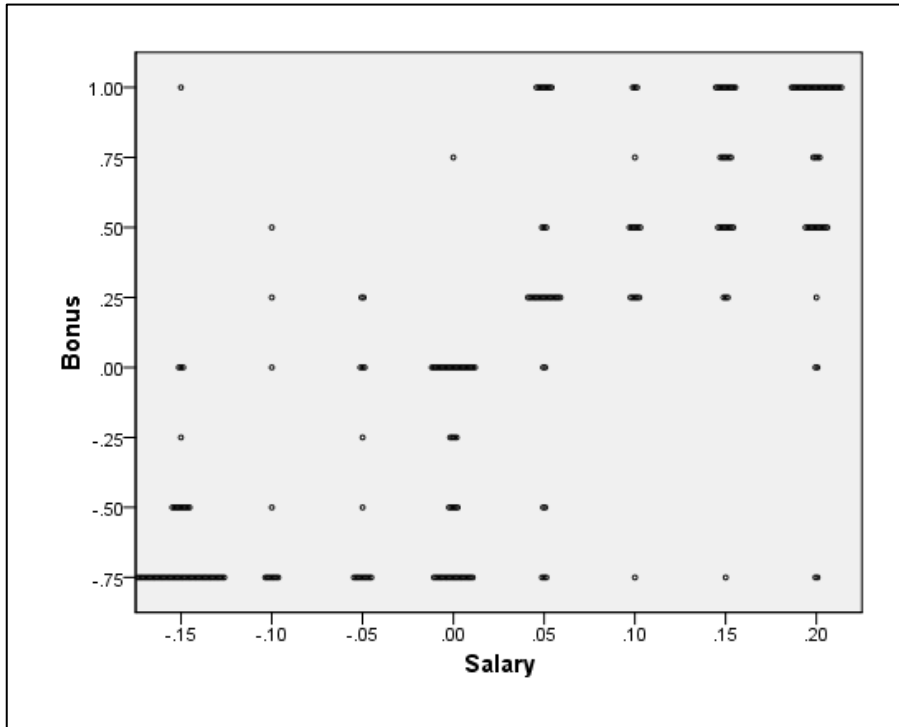
		EB	EB1	EB2	EB3 adj	EB4	EB5
EB	Pearson Correlation	1	.730**	.757**	.632**	.692**	.648**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	254	254	254	254	254	254
EB1	Pearson Correlation	.730**	1	.491**	.271**	.600**	.308**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	254	254	254	254	254	254
EB2	Pearson Correlation	.757**	.491**	1	.290**	.529**	.337**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	254	254	254	254	254	254
EB3 adj	Pearson Correlation	.632**	.271**	.290**	1	0.122	.249**
	Sig. (2-tailed)	0.000	0.000	0.000		0.053	0.000
	N	254	254	254	254	254	254
EB4	Pearson Correlation	.692**	.600**	.529**	0.122	1	.351**
	Sig. (2-tailed)	0.000	0.000	0.000	0.053		0.000

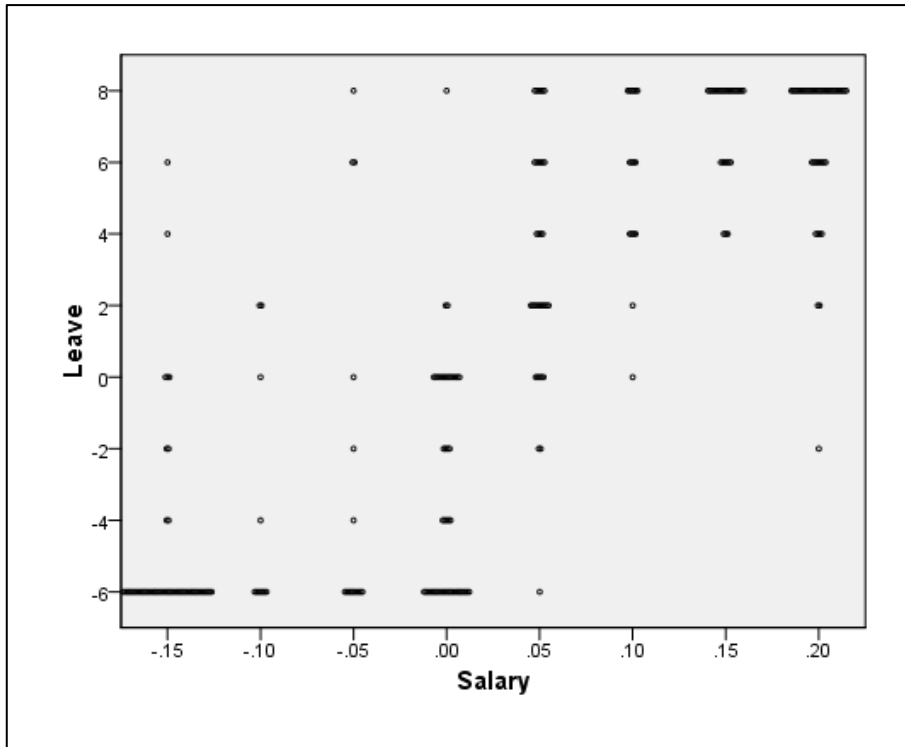
	N	254	254	254	254	254	254
EB5	Pearson Correlation	.648**	.308**	.337**	.249**	.351**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	254	254	254	254	254	254

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

Appendix 4. Compensation characteristics

This section considers graphical representations of the relationships between the compensation measures in part 3 of the questionnaire and also shows the statistical outputs which are relevant.





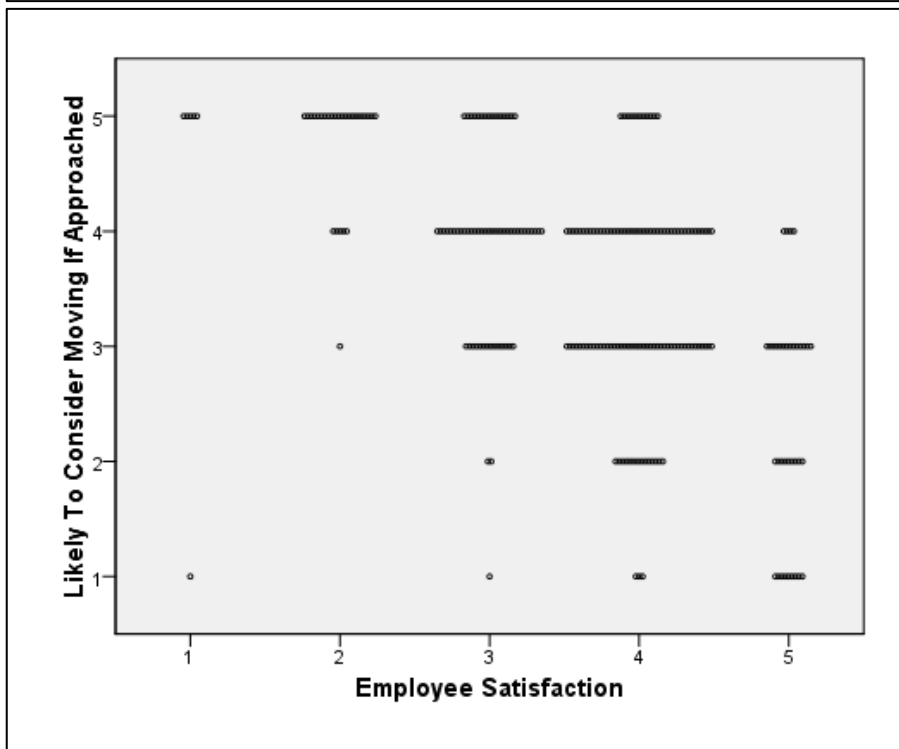
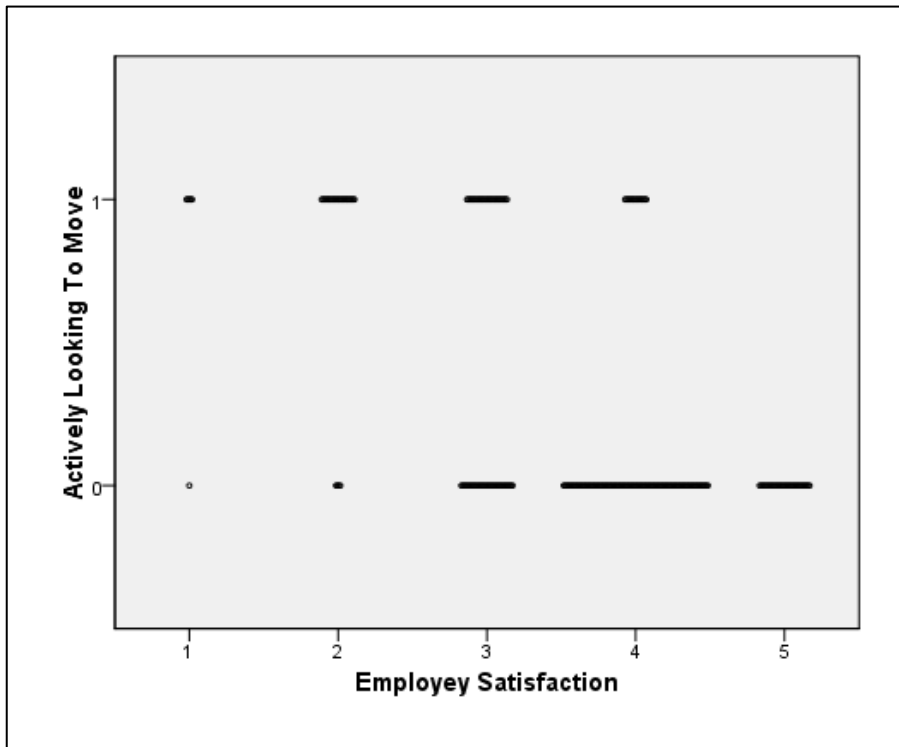
Correlations

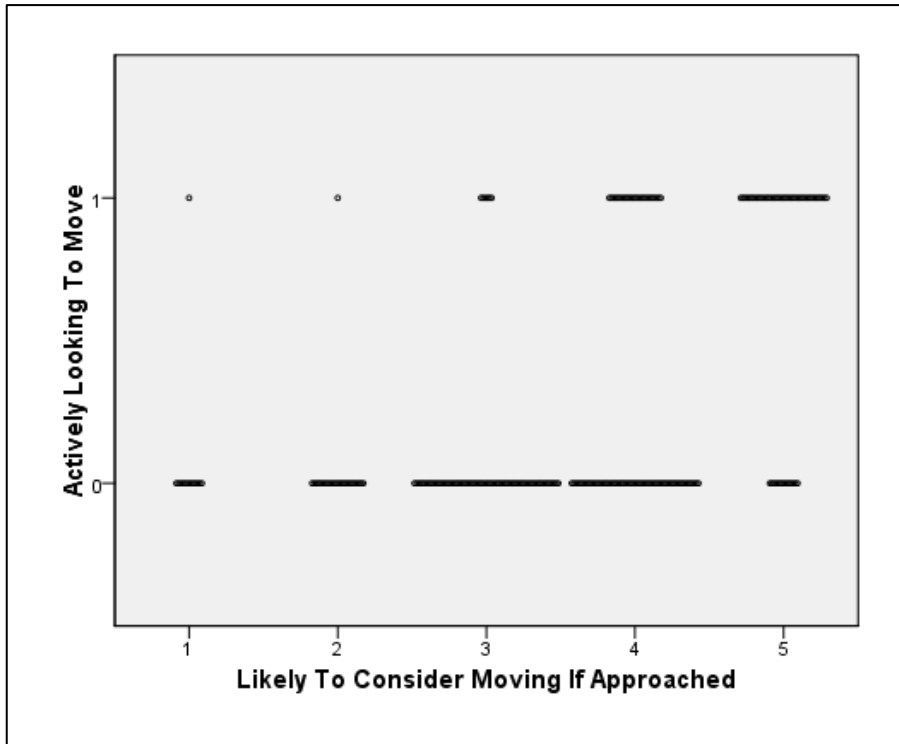
		Salary	Bonus	Leave
Salary	Correlation Coefficient	1.000	.777**	.821**
	Sig. (2-tailed)		0.000	0.000
	N	254	254	254
Bonus	Correlation Coefficient	.777**	1.000	.813**
	Sig. (2-tailed)	0.000		0.000
	N	254	254	254
Leave	Correlation Coefficient	.821**	.813**	1.000
	Sig. (2-tailed)	0.000	0.000	
	N	254	254	254

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

Appendix 5. Retention characteristics

This section considers graphical representations of the relationships between the staff retention measures of part 4 of the questionnaire and also shows the statistical outputs which are relevant.





Correlations

		CurrentEmployerSatisf action	ActivelyLookingTo Move	LikelyToConsiderM oving
CurrentEmployerSatisf action	Correlati on Coefficie nt	1.000	-.557**	-.576**
	Sig. (2- tailed)		0.000	0.000
	N	254	254	254
ActivelyLookingToMov e	Correlati on Coefficie nt	-.557**	1.000	.528**
	Sig. (2- tailed)	0.000		0.000
	N	254	254	254
LikelyToConsiderMovi ng	Correlati on Coefficie nt	-.576**	.528**	1.000
	Sig. (2- tailed)	0.000	0.000	
	N	254	254	254

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

Appendix 6. Hypotheses 1: Impact of demographics on employer branding

This appendix contains the statistical outputs of the tests that were performed for impact of demographics on the overall employer branding score.

Age:

Tests of between-subject effects

Dependent Variable:

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.932 ^a	3	0.644	2.766	0.042
Intercept	2762.078	1	2762.078	11862.537	0.000
AgeBand	1.932	3	0.644	2.766	0.042
Error	58.210	250	0.233		
Total	2916.020	254			
Corrected Total	60.142	253			

a. R Squared = .032 (Adjusted R Squared = .021)

Levene's test of equality of error variances^a

Dependent Variable:

F	df1	df2	Sig.
1.543	3	250	0.204

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + AgeBand

Multiple comparisons

Dependent Variable:

(I) AgeBand		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Tukey HSD	1 2	-0.086	0.084	0.732	-0.302	0.130
	3	-0.159	0.084	0.232	-0.377	0.058
	4	-0.257*	0.095	0.035	-0.502	-0.013
	2 1	0.086	0.084	0.732	-0.130	0.302
	3	-0.073	0.079	0.791	-0.279	0.132
	4	-0.171	0.090	0.232	-0.405	0.062
	3 1	0.159	0.084	0.232	-0.058	0.377
	2	0.073	0.079	0.791	-0.132	0.279
	4	-0.098	0.091	0.703	-0.333	0.137
	4 1	0.257*	0.095	0.035	0.013	0.502
	2	0.171	0.090	0.232	-0.062	0.405
	3	0.098	0.091	0.703	-0.137	0.333

Gender:

Independent samples test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Score Overall	Equal variances assumed	0.032	0.858	0.861	252	0.390	0.053	0.062	-0.068	0.174
	Equal variances not assumed			0.861	240.079	0.390	0.053	0.062	-0.068	0.174

Race:

Tests of between-subject effects

Dependent Variable:

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1.632 ^a	4	0.408	1.737	0.142
Intercept	1408.100	1	1408.100	5992.405	0.000
Race	1.632	4	0.408	1.737	0.142
Error	58.510	249	0.235		
Total	2916.020	254			
Corrected Total	60.142	253			

a. R Squared = .027 (Adjusted R Squared = .012)

Education level:

Tests of between-subject effects

Dependent Variable:

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	2.085 ^a	3	0.695	2.993	0.032
Intercept	2724.015	1	2724.015	11729.858	0.000
EducationGroup	2.085	3	0.695	2.993	0.032
Error	58.057	250	0.232		
Total	2916.020	254			
Corrected Total	60.142	253			

a. R Squared = .035 (Adjusted R Squared = .023)

Levene's test of equality of error variances^a

Dependent Variable:

F	df1	df2	Sig.
0.282	3	250	0.838

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + EducationGroup

Multiple comparisons

Dependent Variable:

(I) EducationGroup		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Tukey HSD 1.00	2.00	0.145	0.088	0.350	-0.082	0.372
	3.00	0.235	0.093	0.059	-0.006	0.476
	4.00	0.023	0.096	0.995	-0.225	0.271
2.00	1.00	-0.145	0.088	0.350	-0.372	0.082
	3.00	0.090	0.079	0.666	-0.115	0.295
	4.00	-0.122	0.082	0.451	-0.335	0.091
3.00	1.00	-0.235	0.093	0.059	-0.476	0.006
	2.00	-0.090	0.079	0.666	-0.295	0.115
	4.00	-0.212	0.088	0.079	-0.440	0.016
4.00	1.00	-0.023	0.096	0.995	-0.271	0.225
	2.00	0.122	0.082	0.451	-0.091	0.335
	3.00	0.212	0.088	0.079	-0.016	0.440

Employment duration:

Tests of between-subject effects

Dependent Variable:

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	1.848 ^a	3	0.616	2.641	0.050
Intercept	2083.014	1	2083.014	8933.111	0.000
Employment duration band	1.848	3	0.616	2.641	0.050
Error	58.295	250	0.233		
Total	2916.020	254			
Corrected Total	60.142	253			

a. R Squared = .031 (Adjusted R Squared = .019)

Levene's test of equality of error variances^a

Dependent Variable:

F	df1	df2	Sig.
3.271	3	250	0.022

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + EmpDurationBand

Multiple comparisons

Dependent Variable:

(I) Employment duration band			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Games-Howell	1	2	0.034	0.091	0.983	-0.205	0.272
		3	0.145	0.076	0.240	-0.057	0.347
		4	-0.149	0.076	0.206	-0.347	0.048
	2	1	-0.034	0.091	0.983	-0.272	0.205
		3	0.111	0.101	0.692	-0.155	0.377
		4	-0.183	0.101	0.274	-0.447	0.081
	3	1	-0.145	0.076	0.240	-0.347	0.057
		2	-0.111	0.101	0.692	-0.377	0.155
		4	-.0294*	0.088	0.007	-0.526	-0.062
	4	1	0.149	0.076	0.206	-0.048	0.347
		2	0.183	0.101	0.274	-0.081	0.447
		3	0.294*	0.088	0.007	0.062	0.526

Appendix 7. Hypothesis 2: Testing for differences between companies

This appendix contains the statistical output of the tests that were performed for testing the differences of the overall employer branding score between companies.

Tests of between-subject Effects

Dependent Variable:

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	7.128 ^a	4	1.782	8.491	0.000
Intercept	1262.313	1	1262.313	6014.836	0.000
Employer Group	7.128	4	1.782	8.491	0.000
Error	51.207	244	0.210		
Total	2873.771	249			
Corrected Total	58.336	248			

a. R Squared = .122 (Adjusted R Squared = .108)

Levene's test of equality of error variances^a

Dependent Variable:

F	df1	df2	Sig.
2.493	4	244	0.044

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + CurrentEmployerGroup

Multiple comparisons

Dependent Variable:

(I) Employer Group		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
Games- Howell	Company1	Company2	0.040	0.113	0.996	-0.308	0.388
		Company3	-0.412*	0.125	0.025	-0.783	-0.041
		Company4	-0.017	0.121	1.000	-0.378	0.345
		Company5	-0.308	0.145	0.247	-0.741	0.125
	Company2	Company1	-0.040	0.113	0.996	-0.388	0.308
		Company3	-.0452*	0.079	0.000	-0.671	-0.232
		Company4	-0.056	0.071	0.932	-0.253	0.140
		Company5	-0.348*	0.107	0.048	-0.693	-0.003
	Company3	Company1	0.412*	0.125	0.025	0.041	0.783
		Company2	0.452*	0.079	0.000	0.232	0.671
		Company4	0.396*	0.089	0.000	0.149	0.642
		Company5	0.104	0.119	0.903	-0.260	0.468
	Company4	Company1	0.017	0.121	1.000	-0.345	0.378
		Company2	0.056	0.071	0.932	-0.140	0.253
		Company3	-0.396*	0.089	0.000	-0.642	-0.149
		Company5	-0.291	0.114	0.134	-0.646	0.064
	Company5	Company1	0.308	0.145	0.247	-0.125	0.741
		Company2	0.348*	0.107	0.048	0.003	0.693
		Company3	-0.104	0.119	0.903	-0.468	0.260
		Company4	0.291	0.114	0.134	-0.064	0.646

Based on observed means.

The error term is Mean Square(Error) = .210.

*. The mean difference is significant at the .05 level.

Appendix 8. Hypothesis 3: Relationship between employer branding and compensation

This appendix contains the statistical output of the tests that were performed for testing the relationship between employer branding and compensation.

Correlations

			Salary	Bonus	Leave	EB
Spearman's rho	Salary	Correlation Coefficient	1.000	.777**	.821**	.425**
		Sig. (1-tailed)		0.000	0.000	0.000
		N	254	254	254	254
Bonus		Correlation Coefficient	.777**	1.000	.813**	.399**
		Sig. (1-tailed)	0.000		0.000	0.000
		N	254	254	254	254
Leave		Correlation Coefficient	.821**	.813**	1.000	.424**
		Sig. (1-tailed)	0.000	0.000		0.000
		N	254	254	254	254
EB		Correlation Coefficient	.425**	.399**	.424**	1.000
		Sig. (1-tailed)	0.000	0.000	0.000	
		N	254	254	254	254

** . Correlation is significant at the 0.01 level (1-tailed).

Appendix 9. Hypothesis 4: Relationship between employer branding and staff retention

This appendix contains the statistical output of the tests that were performed for testing the relationship between employer branding and staff retention.

			Correlations			
			Satisfied	Actively Looking	Approachable	EB
Spearman's rho	Satisfy	Correlation Coefficient	1.000	-.557**	-.576**	.537**
		Sig. (1-tailed)		0.000	0.000	0.000
		N	254	254	254	254
	Actively Looking	Correlation Coefficient	-.557**	1.000	.528**	-.432**
		Sig. (1-tailed)	0.000		0.000	0.000
		N	254	254	254	254
	Approachable	Correlation Coefficient	-.576**	.528**	1.000	-.502**
		Sig. (1-tailed)	0.000	0.000		0.000
		N	254	254	254	254
	EB	Correlation Coefficient	.537**	-.432**	-.502**	1.000
		Sig. (1-tailed)	0.000	0.000	0.000	
		N	254	254	254	254

** . Correlation is significant at the 0.01 level (1-tailed).