



Best Company to Work For Survey 2011
Making Africa a Better Place to Work

Namibia
Regional Analysis



Methodology

Questionnaire Overview

- **Quantitative questionnaire**
- **Data Analysis Options Offered**
 - Business unit / Department
 - Level
 - Ethnicity
 - Gender
 - Age
 - Tenure
- **10 Dimensions surveyed, grouped in three categories**
- **44 Questions: 5-point rating scale**
- **Employer (members of Executive Leadership) and Employee (balance of workforce) questionnaires were administered to measure degree of alignment between these two groups**

Ten Dimensions Surveyed

Sense of Confidence

Inclusion in the Company

Ethics and Integrity

Career Development

Operational Effectiveness

Work-life Balance

Manager

Performance and Recognition

Job Satisfaction

Remuneration

Measured Across Three Categories / Constructs

Performance [Employee / Employment Experience]

An assessment by employees of how the organisation is performing against each of the ten dimensions

Value [Work-Life Priorities]

A ranking by employees of the relative importance of each of the ten dimensions

Return [Return on Investment]

An assessment by employees on their perceived 'return on effort' in relation to each of the ten dimensions

Score Interpretation

Dimension mean scores are calculated by adding all raw values per question and dividing by the number of responses in each. The overall mean score can be interpreted against the table below

>3.7	Very Positive / Excellent
3.38 - 3.7	Positive / Favourable
3.15 - 3.37	Area of Concern
<3.15	Problematic

Deloitte Standard of Excellence
Awarded to all ranked participant companies who achieve a mean score of 3.7 and above



Region Specific Analysis

Results shown are for Namibia employee all data unless otherwise indicated.

2011 Participant population

Namibian participation

10 companies participated - 9 Official and 1 Virtual participant.

Total number of employees of these companies - 10 316

Total number of employees surveyed – 2 025

Botswana participation

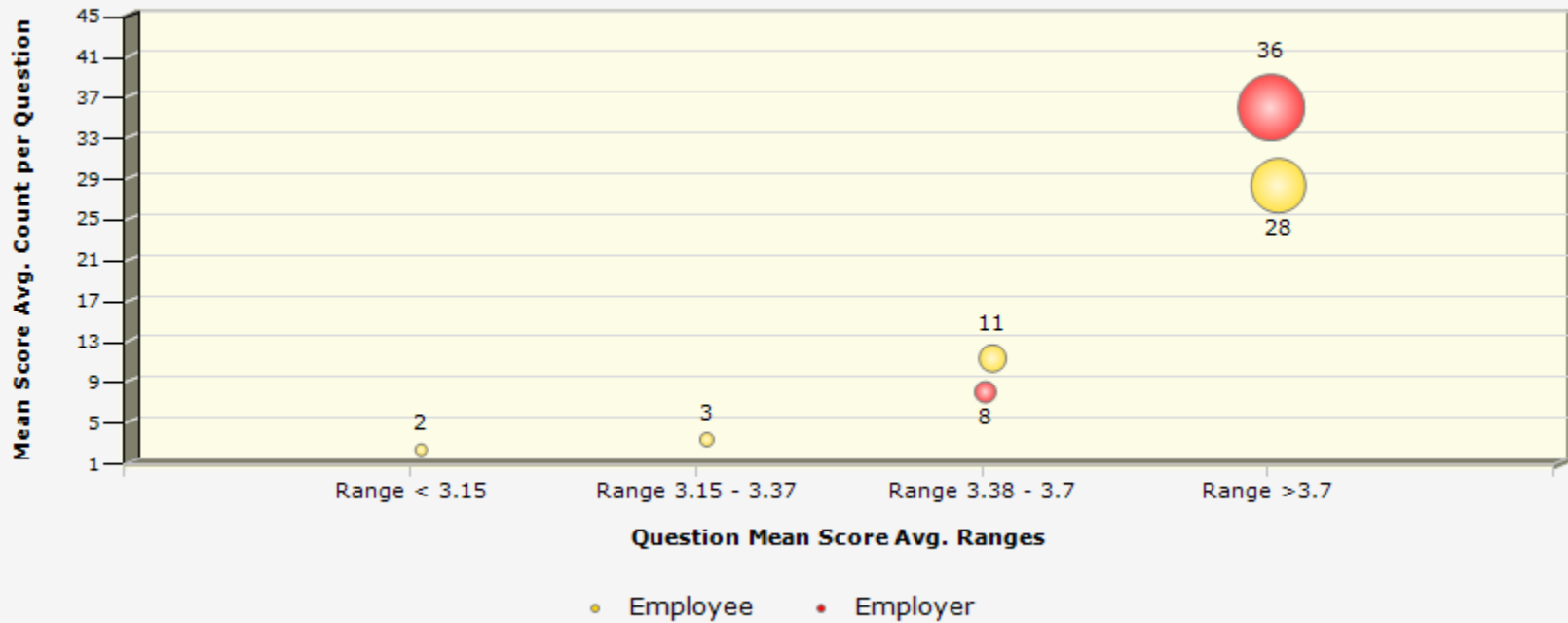
7 companies participated

South African participation

73 companies participated

Total participation: 90 companies in the Southern African region.

Mean Score Distribution Across all Questions



Score Range	<3.15	3.15 - 3.37	3.38 - 3.70	>3.70
Interpretation	Problematic	Area of Concern	Positive / Favourable	Very Positive / Excellent
Your % Distribution	4.55	6.82	25	63.64

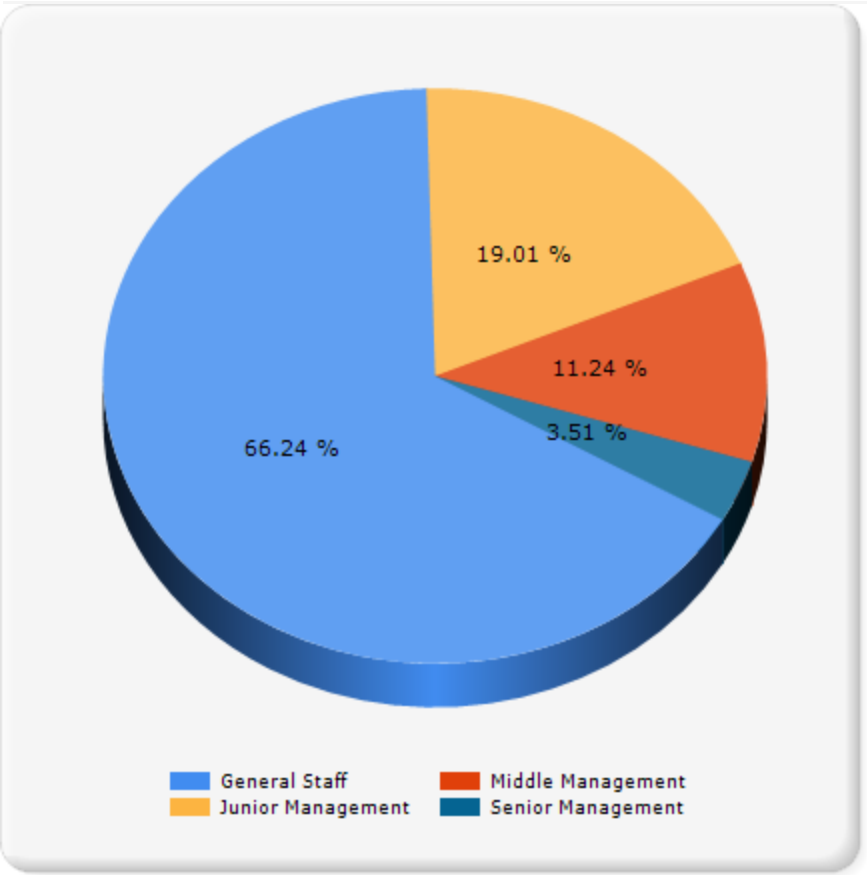
All Employee

3.80

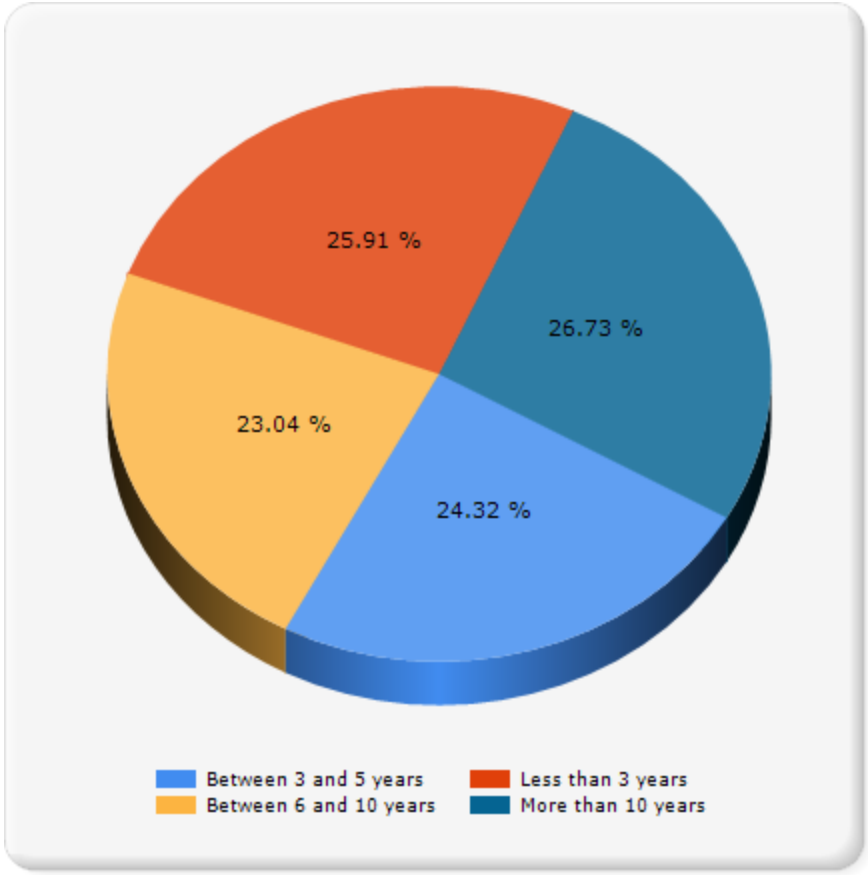
All Employer

3.97

Demographic Response Distribution

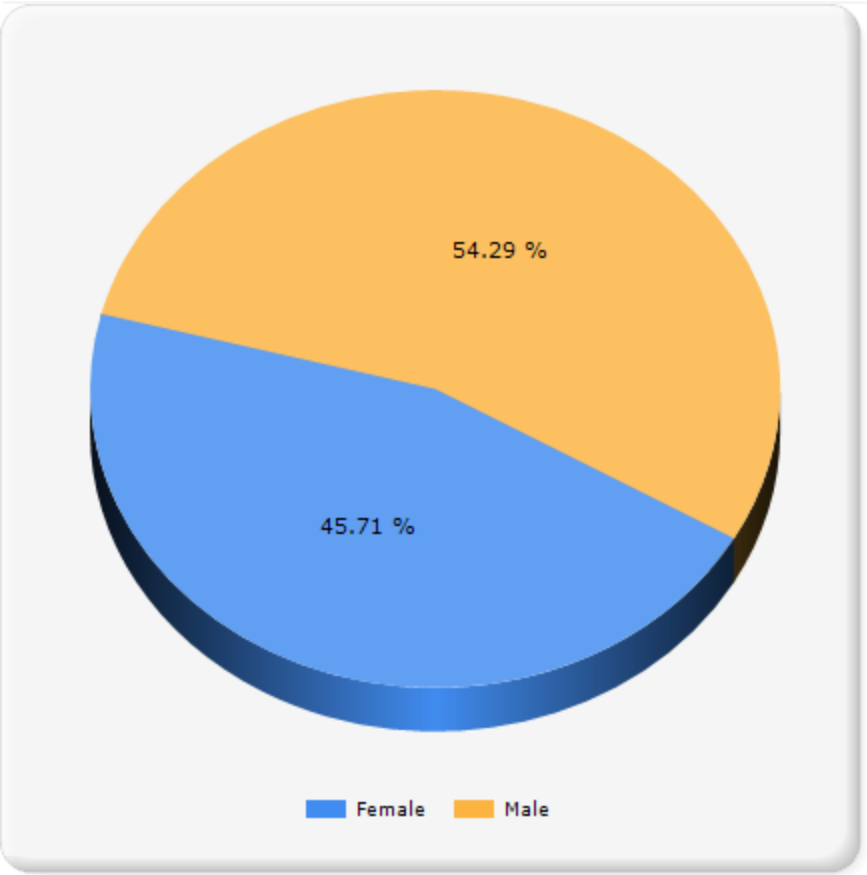


Level

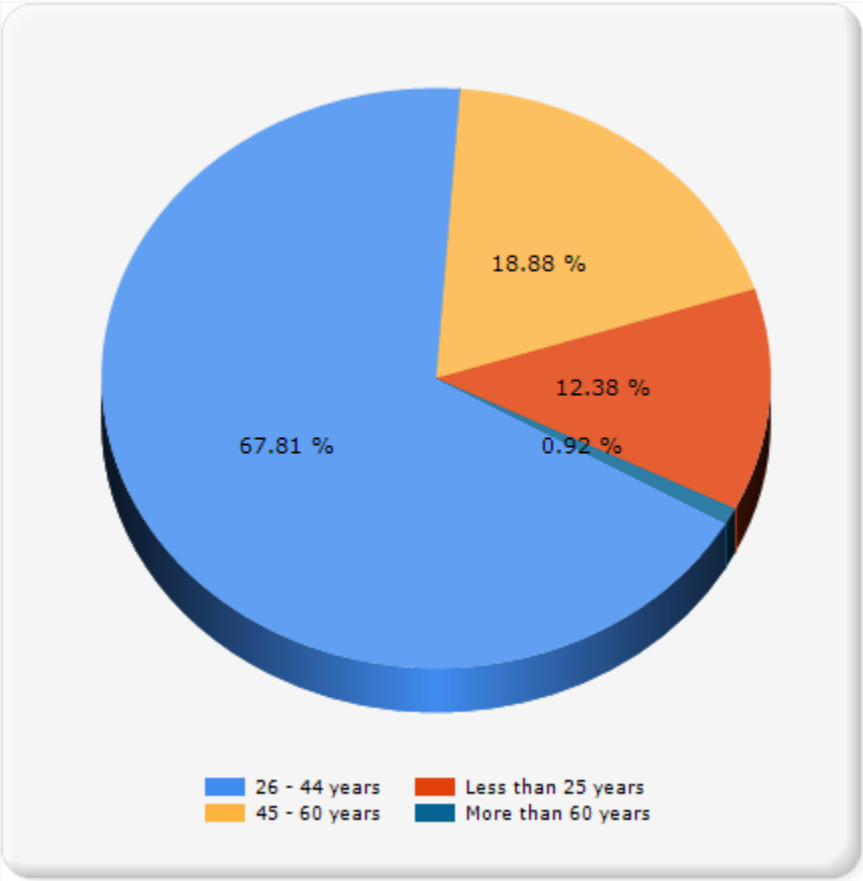


Tenure

Demographic Response Distribution



Gender



Age

Dimension Analysis Employee Sample

Overall Employment Experience (Performance)				
Dimension	Mean	Positive [Strongly Agree - Agree]	Neutral [Neither - Don't Know]	Negative [Disagree - Strongly Disagree]
Sense of Confidence	4.23	82.8	11.4	5.8
Operational Effectiveness	4.11	81.7	10.2	8.1
Job Satisfaction	4.09	78.4	13.1	8.5
Inclusion	3.87	71.5	17.1	11.4
Manager / Supervisor	3.85	69.9	16.7	13.4
Work-life balance	3.70	65.4	17.7	16.9
Ethics & Integrity	3.68	64.9	20.3	14.8
Performance & Recognition	3.61	61.1	21.5	17.4
Career Development	3.49	56.5	21.1	22.5
Remuneration	3.27	48.2	24.0	27.8
Overall	3.80	68.4	17.2	14.4

Dimension Analysis Employer Sample

Overall Employment Experience (Performance)

Dimension	Mean	Positive [Strongly Agree - Agree]	Neutral [Neither - Don't Know]	Negative [Disagree - Strongly Disagree]
Sense of Confidence	4.30	88.6	6.7	4.7
Inclusion	4.10	80.0	12.2	7.8
Work-life balance	4.04	81.6	12.0	6.4
Operational Effectiveness	4.03	83.3	10.3	6.4
Job Satisfaction	3.98	79.2	15.0	5.8
Ethics & Integrity	3.96	79.5	12.9	7.6
Performance & Recognition	3.95	76.7	15.3	8.0
Manager / Supervisor	3.85	75.0	15.0	10.0
Career Development	3.82	69.4	17.2	13.3
Remuneration	3.55	60.6	20.0	19.4
Overall	3.97	77.7	13.6	8.7

Employee to Employer Dimension Comparisons

Overall Employment Experience (Performance)

Dimension	Employee	Employer	Gap	Score Comparisons	
				Employee Mean	Employer Mean
Sense of Confidence	4.23	4.30	-0.07		
Operational Effectiveness	4.11	4.03	0.08		
Job Satisfaction	4.09	3.98	0.12		
Inclusion	3.87	4.10	-0.23		
Manager / Supervisor	3.85	3.85	-0.01		
Work-life balance	3.70	4.04	-0.34		
Ethics & Integrity	3.68	3.96	-0.28		
Performance & Recognition	3.61	3.95	-0.34		
Career Development	3.49	3.82	-0.33		
Remuneration	3.27	3.55	-0.28		
Overall	3.80	3.97	-0.17		

Demographic Analyses

Demographic Analysis for Level

	Namibia	Senior Management	Middle Management	Junior Management	General Staff
Dimension	2017	69	221	374	1303
Sense of Confidence	4.23	4.37	4.30	4.27	4.20
Ethics & Integrity	3.68	3.90	3.74	3.70	3.66
Operational Effectiveness	4.11	4.16	4.04	4.03	4.14
Manager / Supervisor	3.85	3.95	3.81	3.83	3.85
Inclusion	3.87	3.98	3.86	3.87	3.87
Job Satisfaction	4.09	4.35	4.16	4.13	4.06
Career Development	3.49	3.43	3.43	3.50	3.49
Work-life balance	3.70	3.78	3.81	3.69	3.68
Performance & Recognition	3.61	3.75	3.68	3.61	3.60
Remuneration	3.27	3.29	3.40	3.29	3.24
Overall	3.80	3.91	3.84	3.80	3.79

Demographic Analysis for Gender

	Namibia	Male	Female
Dimension	2017	1064	896
Sense of Confidence	4.23	4.21	4.27
Ethics & Integrity	3.68	3.70	3.67
Operational Effectiveness	4.11	4.13	4.08
Manager / Supervisor	3.85	3.87	3.82
Inclusion	3.87	3.87	3.87
Job Satisfaction	4.09	4.14	4.05
Career Development	3.49	3.53	3.44
Work-life balance	3.70	3.75	3.65
Performance & Recognition	3.61	3.63	3.60
Remuneration	3.27	3.29	3.25
Overall	3.80	3.82	3.78

Demographic Analysis for Age

	Namibia	Less than 25 years	26 - 44 years	45 - 60 years	More than 60 years
Dimension	2017	242	1325	369	18
Sense of Confidence	4.23	4.32	4.23	4.17	4.27
Ethics & Integrity	3.68	3.75	3.67	3.69	3.91
Operational Effectiveness	4.11	4.11	4.09	4.16	4.15
Manager / Supervisor	3.85	3.88	3.84	3.84	4.15
Inclusion	3.87	3.85	3.87	3.86	4.09
Job Satisfaction	4.09	4.02	4.09	4.15	4.46
Career Development	3.49	3.38	3.47	3.60	3.71
Work-life balance	3.70	3.55	3.70	3.82	3.91
Performance & Recognition	3.61	3.64	3.60	3.63	4.00
Remuneration	3.27	3.34	3.22	3.39	3.71
Overall	3.80	3.80	3.79	3.84	4.05

Demographic Analysis for Tenure

	Namibia	Less than 3 years	Between 3 and 5 years	Between 6 and 10 years	More than 10 years
Dimension	2017	506	475	450	522
Sense of Confidence	4.23	4.31	4.20	4.20	4.22
Ethics & Integrity	3.68	3.82	3.67	3.65	3.60
Operational Effectiveness	4.11	4.12	4.09	4.13	4.09
Manager / Supervisor	3.85	3.94	3.79	3.84	3.82
Inclusion	3.87	3.93	3.85	3.84	3.86
Job Satisfaction	4.09	4.16	4.04	4.07	4.11
Career Development	3.49	3.51	3.44	3.54	3.47
Work-life balance	3.70	3.68	3.61	3.69	3.83
Performance & Recognition	3.61	3.72	3.57	3.59	3.58
Remuneration	3.27	3.38	3.18	3.20	3.32
Overall	3.80	3.87	3.76	3.78	3.80

Importance Ranking of Employee Engagement Drivers

Dimension Rankings Namibia Only Employee / Employer

Dimension	Employee			Employer		
	Performance	Value	Return	Performance	Value	Return
Inclusion	4	1	6	2	6	2
Career Development	9	2	7	9 *	8	7 *
Performance & Recognition	8	3	9	7	2	9 *
Operational Effectiveness	2	4	4	4	9	1
Work-life balance	6	5	5	3	10	5 *
Sense of Confidence	1	6	8	1 *	7	8 *
Remuneration	10	7	10	10 *	1	10 *
Ethics & Integrity	7	8	1	6	3	3
Job Satisfaction	3	9	3	5	5	4
Manager / Supervisor	5	10	2	8	4	6

* - Indicates Employer / Employee alignment

Dimension Rankings Employee Regional Comparisons

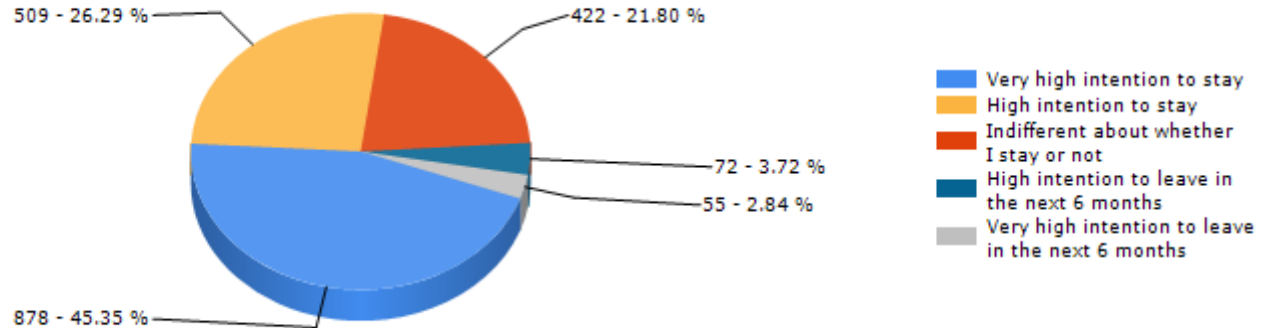
Dimension	Namibia		South Africa		Botswana	
	Performance	Value	Performance	Value	Performance	Value
Inclusion	4	1	5	8	4 *	3
Career Development	9	2	9 *	3	9 *	1
Performance & Recognition	8	3	8 *	4	7	2
Operational Effectiveness	2	4	3	9	3	4 *
Work-life balance	6	5	7	2	8	5 *
Sense of Confidence	1	6	1 *	7	2	8
Remuneration	10	7	10 *	10	10 *	7 *
Ethics & Integrity	7	8	6	4	6	9
Job Satisfaction	3	9	2	6	1	6
Manager / Supervisor	5	10	4	1	5 *	10 *

* - Indicates Regional alignment

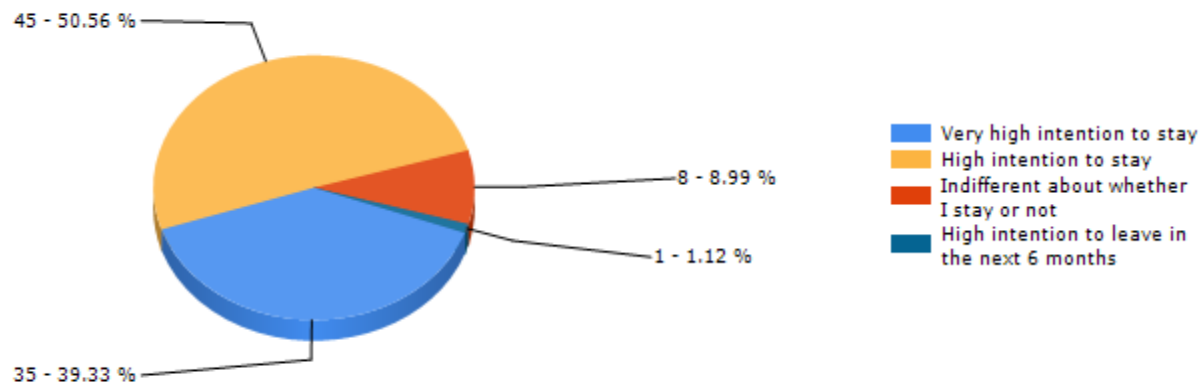
Overall Satisfaction Levels and Company Perceptions

Propensity to Stay, Employee and Employer Perspective

Employee

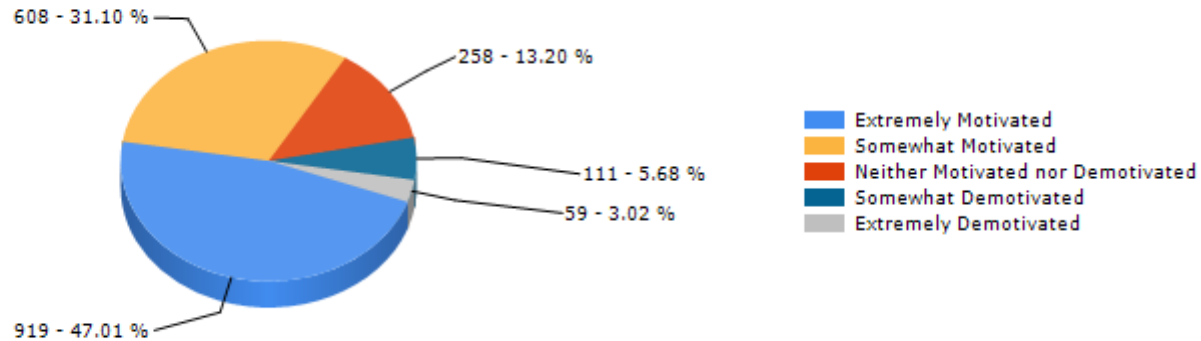


Employer

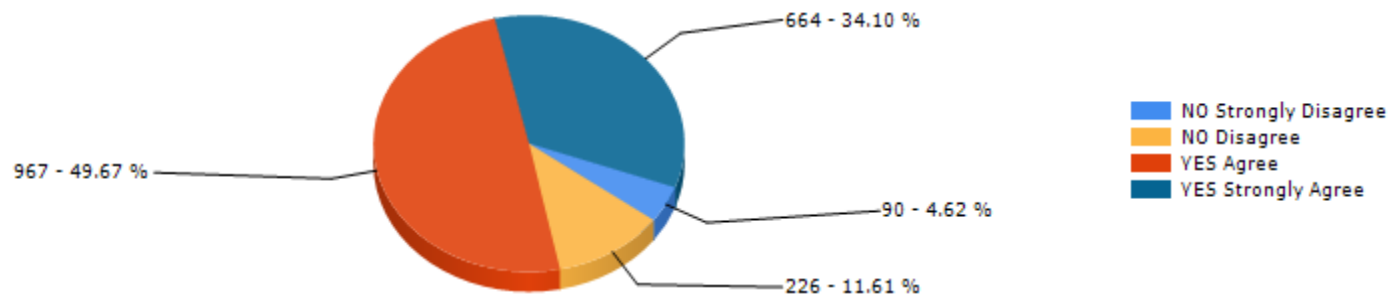


Overall Satisfaction Levels and Company Perceptions

As an Employee, I would describe myself as:



I believe my company is an employer of choice:



Thank You

