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Best Company to Work For Survey 2013

Making Africa a Better Place to Work

Namibia

Regional Analysis



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Making Africa a Better Place to Work

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Content

1	Overview: Dimensions and Methodology
2	Category Sizes and Participants
3	Medium Category Analysis: Year on Year and 2013 Employee to Employer
4	Large Category Analysis: Year on Year and 2013 Employee to Employer
5	All Data Analysis : Year on Year and 2013 Employee to Employer

Dimensions and Methodology

Ten Dimensions	
Sense of Confidence	Inclusion in the Company
Ethics and Integrity	Career Development
Operational Effectiveness	Work-Life Balance
Manager	Performance and Recognition
Job Satisfaction	Remuneration

The ten dimensions are each measured by four to five items (specific statements) across two scales:

IMPORTANCE (Value): This scale relates to the importance employees attribute to that aspect of their employment experience described by each statement. They are required to indicate the level of importance attributed to each statement by marking their response on the applicable scale.

Very Important	Important	Moderately Important	Of Little Importance	Unimportant
5	4	3	2	1

PERSONAL EXPERIENCE (Performance): The second scale relates to the employees personal experience of that aspect of their employment relationship described by each statement. They are required to indicate if they agree or disagree with each statement by marking their response on the applicable scale.

Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
5	4	3	2	1

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

- 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



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

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Category sizes and number of participants

Medium [50 – 500 Employees]

Year	Participants
2012	4
2013	6

Large [501 upwards]

Year	Participants
2012	6
2013	5

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Category Dimension Year on Year Analysis [Medium]











Experience (Performance) - Employee				
Dimension	2013	2012	Gap	
Job Satisfaction	4.15	4.05	0.05	
Operational Effectiveness	4.21	4.04	0.17	
Sense of Confidence	4.38	4.18	0.20	
Inclusion	4.02	3.80	0.22	
Manager / Supervisor	4.06	3.86	0.20	
Performance & Recognition	3.88	3.68	0.20	
Career Development	3.70	3.57	0.13	
Ethics & Integrity	3.91	3.67	0.24	
Remuneration	3.53	3.46	0.07	
Work-life balance	3.89	3.72	0.17	
Overall	3.98	3.80	0.18	

Category Dimension Employee / Employer Analysis [Medium]











Experience (Performance)			
Dimension	Employee	Employer	Gap
Job Satisfaction	4.15	3.90	0.25
Operational Effectiveness	4.21	4.03	0.18
Sense of Confidence	4.38	4.23	0.15
Inclusion	4.02	3.99	0.03
Manager / Supervisor	4.06	3.93	0.13
Performance & Recognition	3.88	3.91	0.03
Career Development	3.70	3.85	-0.15
Ethics & Integrity	3.91	4.03	-0.12
Remuneration	3.53	3.68	-0.15
Work-life balance	3.89	3.78	0.12
Overall	3.98	3.94	0.04



Category Dimension Year on Year Analysis [Medium]

Importance (Value) - Employee			
Dimension	2013	2012	Gap
Inclusion	4	4	0 
Operational Effectiveness	1	1	0 
Job Satisfaction	3	2	-1 
Manager / Supervisor	5	5	0 
Sense of Confidence	2	3	1 
Career Development	9	8	-1 
Performance & Recognition	6	6	0 
Ethics & Integrity	8	9	1 
Remuneration	7	7	0 
Work-life balance	10	10	0 

Category Dimension Employee / Employer Analysis [Medium]

Importance (Value)			
Dimension	Employee	Employer	Gap
Inclusion	4	6	2 
Operational Effectiveness	1	1	0 
Job Satisfaction	3	9	6 
Manager / Supervisor	5	3	2 
Sense of Confidence	2	7	5 
Career Development	9	8	-1 
Performance & Recognition	6	2	-4 
Ethics & Integrity	8	4	-4 
Remuneration	7	5	-2 
Work-life balance	10	10	0 

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Category Dimension Year on Year Analysis [Large]





Experience (Performance) - Employee			
Dimension	2013	2012	Gap
Job Satisfaction	4.27	4.25	0.02
Operational Effectiveness	4.22	4.23	-0.01
Sense of Confidence	4.35	4.35	0
Inclusion	4.10	4.11	-0.01
Manager / Supervisor	4.01	4.00	0.01
Performance & Recognition	3.87	3.82	0.05
Career Development	3.74	3.73	0.01
Ethics & Integrity	3.90	3.86	0.04
Remuneration	3.61	3.45	0.16
Work-life balance	3.84	3.80	0.04
Overall	4.00	3.96	0.04













Category Dimension Year on Year Analysis [Large]

Experience (Performance) - Employee				
Dimension	2013	2012	Gap	
Job Satisfaction	4.27	4.06	0.19	▲
Operational Effectiveness	4.22	4.07	0.15	▲
Sense of Confidence	4.35	4.24	0.11	▲
Inclusion	4.10	4.13	-0.03	▼
Manager / Supervisor	4.01	3.99	0.02	▲
Performance & Recognition	3.87	4.03	-0.16	▼
Career Development	3.74	3.79	-0.05	▼
Ethics & Integrity	3.90	4.04	-0.14	▼
Remuneration	3.61	3.95	-0.34	▼
Work-life balance	3.84	3.82	0.02	▲
Overall	4.00	4.02	-0.02	▼

Category Dimension Year on Year Analysis [Large]

Importance (Value) - Employee			
Dimension	2013	2012	Gap
Sense of Confidence	3	3	0 
Operational Effectiveness	2	2	0 
Job Satisfaction	1	1	0 
Inclusion	4	4	0 
Manager / Supervisor	5	5	0 
Remuneration	9	10	1 
Performance & Recognition	6	6	0 
Ethics & Integrity	8	7	-1 
Work-life balance	10	9	-1 
Career Development	7	8	0 

Category Dimension Employee / Employer Analysis [Large]

Importance (Value)			
Dimension	Employee	Employer	Gap
Sense of Confidence	3	7	4 
Operational Effectiveness	2	1	-1 
Job Satisfaction	1	9	8 
Inclusion	4	6	2 
Manager / Supervisor	5	3	-2 
Remuneration	9	5	-4 
Performance & Recognition	6	2	-4 
Ethics & Integrity	8	4	-4 
Work-life balance	10	10	0 
Career Development	7	8	1 

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Category Dimension Year on Year Analysis [All Data]

Experience (Performance) - Employee			
Dimension	2013	2012	Gap
Job Satisfaction	4.24	4.23	0.1
Operational Effectiveness	4.21	4.21	0
Sense of Confidence	4.36	4.33	0.03
Inclusion	4.08	4.07	0.01
Manager / Supervisor	4.03	3.98	0.05
Performance & Recognition	3.87	3.80	0.07
Career Development	3.73	3.71	0.02
Ethics & Integrity	3.90	3.84	0.06
Remuneration	3.59	3.45	0.13
Work-life balance	3.85	3.79	0.06
Overall	4.00	3.94	0.06



Category Dimension Employee / Employer Analysis [All Data]

Experience (Performance)			
Dimension	Employee	Employer	Gap
Job Satisfaction	4.24	4.01	0.23
Operational Effectiveness	4.21	4.06	0.15
Sense of Confidence	4.36	4.24	0.12
Inclusion	4.08	4.09	-0.01
Manager / Supervisor	4.03	3.97	0.06
Performance & Recognition	3.87	3.99	-0.12
Career Development	3.73	3.81	-0.08
Ethics & Integrity	3.90	4.04	-0.14
Remuneration	3.59	3.88	-0.29
Work-life balance	3.85	3.81	0.04
Overall	4.00	4.00	0



Category Dimension Year on Year Analysis [All Data]

Importance (Value) - Employee			
Dimension	2013	2012	Gap
Sense of Confidence	3	3	0 
Operational Effectiveness	1	2	1 
Job Satisfaction	2	1	-1 
Inclusion	4	4	0 
Manager / Supervisor	5	5	0 
Remuneration	9	9	0 
Performance & Recognition	6	6	0 
Ethics & Integrity	8	8	0 
Work-life balance	10	10	0 
Career Development	7	7	0 

Category Dimension Employee / Employer Analysis [All Data]

Importance (Value)			
Dimension	Employee	Employer	Gap
Sense of Confidence	3	3	0
Operational Effectiveness	1	6	5
Job Satisfaction	2	9	7
Inclusion	4	5	1
Manager / Supervisor	5	7	2
Remuneration	9	1	-8
Performance & Recognition	6	2	-4
Ethics & Integrity	8	4	-4
Work-life balance	10	10	0
Career Development	7	8	1



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Thank you for your participation

Questions?



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