

Reflection on High Performance Work Practices (HPWPs) in South African Companies

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FOREWORD

This report provides the results of a survey of South African companies which pertain to the application of high performance work practices (HPWPs) in their organisations. The report provides an overview of the findings. The basis of the survey was a questionnaire completed by the financial, marketing and human resource managers of the companies that participated in the research. The report reflects the companies' policies as at 2016, affording the companies an opportunity to benchmark themselves against other South African organisations and identify trends in human resource management practices.

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SECTION A

INTRODUCTION

INTRODUCTION

The state of a country's socio-economic fabric is a reflection of its competitiveness, which is based on two pillars, namely, the efficiency and effectiveness of its public and private sectors (Bae, Chuma, Kato, Kim & Ohashi, 2011:4; Punia & Garg, 2012:509). While the public sector creates a country's infrastructure, the private sector produces goods and services, generates jobs, and creates wealth for the country through local and international trade. To achieve their goals, both sectors are reliant on their human capital (Wright & McMahan, 2011:94-95; Chuang, Chen & Chuang, 2013:679). Wright, Dunford and Snell (2011:96) expand the concept of human capital to include other aspects such as social and organisational capital, known overall in the literature as intellectual capital (Tarus & Sitienei, 2015:49). The behavioural school indicates that employees are the centre or core of organisational success, and organisations thus need to look for innovative and unconventional practices to manage this asset (Shin & Konrad, 2014:3). This reflects the resource-based view of Barney (1991:99). To build a healthy relationship between the employee and the organisation, employees need to be approached using a holistic framework. The practices to achieve this are generally known in the literature as high performance work practices (HPWPs) (Punia & Garg 2012: 509).

According to Hitt, Bierman, Shumizu and Kochhar (2001), as well as Fu (2013:241), human capital assets entail the knowledge embedded in the individuals employed in the organisation. This knowledge is built through formal education and on-the-job training. Social capital assets involve the knowledge that is embedded in the relationships among individuals, where information is shared/exchanged (Truss & Gill, 2009:675). This is realised by having a good communication system and a cooperative organisational culture, as well as developing a so-called shared mental models culture, as described by Cannon-Bowers and Salas (2001:195). Organisational capital, on the other hand, refers to the knowledge that is embedded in the processes, routines, systems and databases in the organisation (Subramaniam & Youndt, 2005:450; Fu, 2013:247). This is made possible by means of a knowledge management system in the organisation which entails the exploitation, exploration and transformation of knowledge (Fu, 2013:248). Moore and Birkinshaw (1998:13) call this knowledge centres.

Studies conducted by Datta, Guthrie and Wright (2005:135-145), Guthrie, Flood, Liu and MacCurtain (2009:112-125), Combs, Liu, Hal and Ketchen (2006:501), Kehoe and Wright (2013:366), Mohr and Zoghi (2008:275), Messersmith, Patel, Lepak and Gould-Williams (2011:1105) and Evans and Davis (2005:758) have found that HPWPs (which consist of bundles of specific human resource management (HRM) practices) affect labour productivity, employee absenteeism, employee turnover, as well as the financial well-being of organisations. Despite these views, other researchers have mixed opinions on whether a

real relationship exists between HPWPs and organisational performance (Kaufman, 2015:107). Some researchers, such as Michaelis, Wagner and Schweizer (2014:1035), indicate that for some organisations this is true, while for others it is not. Some, for example, suggest that it is true for large organisations that dominate the market, and as such, have economies of scale, which allow them to benefit from HPWPs (De Kok, Uhlaner & Thurik, 2006:445; Sels, De Winne, Maes, Delmotte, Faems & Forrier, 2006:321; Patel & Conklin, 2012:209; Michaelis et al., 2014:1035). For some researchers, the link between HPWPs and the organisation's success remains more or less a black box (Becker & Huselid, 2006:898; Messersmith et al., 2011:1105; Van De Voorde & Beijer, 2015:62-78; Mihail & Kloutsiniotis, 2016:424-438). Despite these views, Boxall and Macky (2009:963) indicate that HPWPs enhance the participation of employees in decisions about their work and consequently release untapped human potential beneficial for the survival of the organisation. This view is also shared by authors such as Posthuma, Campion, Masimova and Campion (2013:1184). The value of a greater involvement in decision-making is also emphasised in the theory of social-technical systems (STIs) developed from British studies in the coal mining industry in the 1950s (Boxall & Winterton, 2015:3).

SECTION B

PROBLEM STATEMENT AND REPORT STRUCTURE

PROBLEM STATEMENT AND REPORT STRUCTURE

South Africa, which was rated 47 out of 138 countries in the 2017 Global Competitiveness Report (WEF, 2019:324) and had at the time (2017) an unemployment rate of 26,5% (Stassa, 2016:1), cannot, as a developing country, afford to underestimate the role played by HPWPs in public and private sector organisations. The reason for this is that it has been empirically proven that HPWPs are an important contributor to organisational success (Harley, Allen & Sargent, 2010:745; Batt & Colvan, 2011:695; Chadwick, Way, Kerr & Thacker, 2013:312; Jensen, Patel & Messersmith, 2013:1699; Mitchell, Obeidat & Bray, 2013:899; Wu, Hoque, Bacon & Lusaar, 2015:408). Owing to the important role played by the private sector, for example in growing the economy and creating jobs, it was decided that an investigation should be conducted in companies in South Africa to ascertain to what extent HPWPs are being applied in these companies. Authors such as Kaufman (2010:286), Werner (2011:919) and Bello-Pintado (2015:312) indicate that more studies of this nature should be undertaken to determine the application of HPWPs worldwide. This report thus attempts to make a contribution in this regard.

The report is structured as follows. Firstly, the objectives of the project are indicated. This is followed by a definition of the concept of HPWPs. Subsequently, some theory relating to the HPWP concept is provided. Following this, the research methodology is discussed, and thereafter the findings are explicated. The final section of the report discusses the limitations of the study, as well as the conclusions and possible areas for future research.

SECTION C

OBJECTIVES OF THE PROJECT

OBJECTIVES OF THE PROJECT

The objectives of this project are to

- examine the presence of high performance work practices (HPWPs) within the private sector in South Africa
- identify distinct HPWP scales by means of relevant statistical analysis
- study variations in size and age of organisations in the South African private sector in terms of the presence of HPWPs

SECTION D

**DEFINING THE CONCEPT OF HIGH PERFORMANCE
WORK PRACTICES (HPWPs)**

DEFINING THE CONCEPT OF HIGH PERFORMANCE WORK PRACTICES (HPWPs)

According to numerous authors (Baker, Olson & Morisseau, 1994:244; Punia & Garg, 2012:509), no single definition of the term 'HPWP' exists in the literature. Based on the work of Datta et al. (2005:136), Guest (1997:263), Guthrie (2001:180), Bowen and Ostroff (2004:204), Evans and Davis (2005:797) and Fu (2013:244), the term 'HPWP' may be defined as follows:

“An integrated system of HR practices that enhances employees’ knowledge and skills, strengthens their internal and external relationships, and supports organisational processes, routines, databases and systems in such a way that resources are created to gain a sustainable competitive advantage for the firm.”

This definition reflects the views of numerous authors, as mentioned earlier. It can thus be seen as a good reflection of the concept as it covers the enhancement of employees’ knowledge and skills and the improvement of their social relationships with co-workers and the organisation, as well as its contribution to the development of organisational capital, leading to organisational competitiveness.

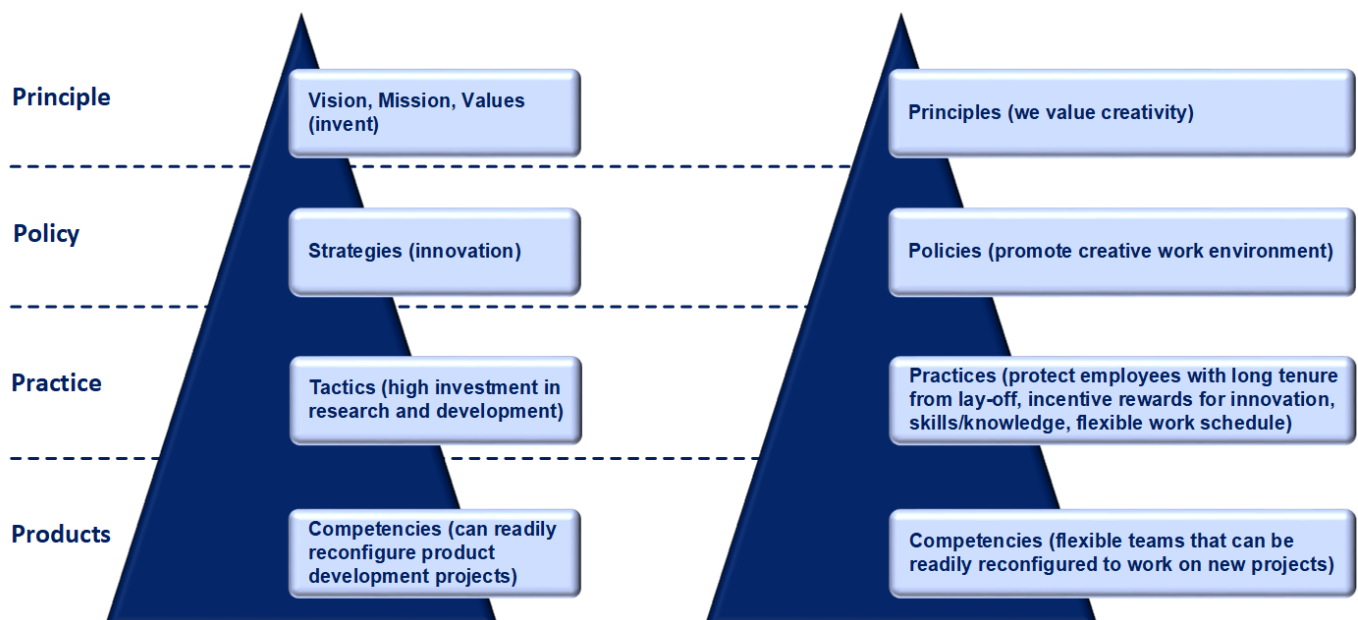
SECTION E

BRIEF OVERVIEW OF THE THEORY OF HIGH PERFORMANCE WORK PRACTICES (HPWPs)

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Over the years, many efforts have been made to improve the contribution of the HR function to organisational performance (Blasi & Kruse, 2006:547; Bae et al., 2011:2). A major breakthrough came with the development of strategic human resource management theory which elevated the HR function to the strategic level of the organisation (Gittel, Seidner & Wimbush, 2010:490-506; Meuer, 2017:2; Wright & Ulrich, 2017:45-65). This theory dictated that to make a contribution to organisational performance, the individual HR practices needed to be packaged/bundled in such a way as to realise the strategies pursued by the organisation (Chung & Bhatnagar, 2006; Cheng-Hua, Shyh-Jer & Shih-Chien, 2009:415; Campion, Fink, Ruggeberg, Carr, Phillips & Odman, 2011:225-262). This is called “parallelism” by Wright and Boswell (2002:247) and results in a high performance work system (HPWS) approach (see Figure 1.1 below).

Figure 1.1: Integrating high performance principles, policies, practices, and products within parallel organisational and human resources architectures



Source: Posthuma et al. (2013)

Gaining sophistication in this area has led to the development of high performance work practices (HPWPs) theory, also known in the literature as “innovative HR practices” (Camuffo & Costa, 1993:59; MacDuffie, 1995:197; Becker & Huselid, 2006), “high commitment practices” (Pfeffer, 1995:16);

“progressive HR practices” (Kravetz, 1988:17), “alternative work practices” or “flexible work practices” (Delaney & Godard, 2001:395), which involve the bundling of HR practices to improve the human capital value of the organisation, resulting in the motivation of employees to use their human, social and organisational assets in pursuit of the organisation’s goals (Chung & Bhatnagar, 2006:228; Cheng-Hua et al., 2009:415; Yanadori & Van Jaarsveld, 2014:50).

HPWPs reflect management’s willingness to invest in its employees’ knowledge and skills (Takeuchi, Lepak, Wang & Takeuchi, 2007:1067), which may result in the employees forming positive relationships with their workplace, leading to improved job satisfaction and engagement, and ultimately better organisational performance, as mentioned earlier (Wei & Lau, 2010:1487-1511; Razi & More, 2012:79-93; Marathe & Pathak, 2013:39).

According to authors such as Datta et al. (2005:136-137) and Guthrie (2001:182), typical HR practices, which are included in the HPWPs include staffing, training and development, compensation, performance control and communication and information sharing. A brief description of the HR practices, as well as some examples of each of HR practice, appears in Table 1.1 below.

Table 1.1: Categories of human resource practices comprising high performance work systems (HPWS)

Human Resources Practices category	Description	Examples
Staffing	Extensiveness of procedures to evaluate relevant knowledge, skills and abilities for job fit and organisational fit.	<ul style="list-style-type: none"> • Selective screening using multiple resources • Assessment of technical and interpersonal skills, attitudes and personality • Performance-based or seniority-based promotions; training for current and future skills, including technical and interpersonal
Training and development	Extensiveness of formalised programmes to develop employees’ professional management skills, communication attitudes and team-working abilities Provide employees with opportunities to attend external studies	<ul style="list-style-type: none"> • Cross-training • Training for both new hires and experienced employees • Provide employees with opportunities for attending external conferences and seminars
Compensation	Performance-contingent pay Group-based pay Above-market pay policies Encourage employees to develop external relationships	<ul style="list-style-type: none"> • Profit/gain sharing • Employee ownership • Comparatively high level of pay • Performance-contingent pay • Team-based pay • Reimburse employees for developing networks with both potential and existing clients
Performance control	Improve performance by giving employees feedback Encourage employees to embrace errors in exploring new knowledge	<ul style="list-style-type: none"> • Performance appraisals from multiple sources • Informal monitoring

(continued)

Table 1.1: Categories of human resources practices comprising of high performance work systems (HPWS) (continued)

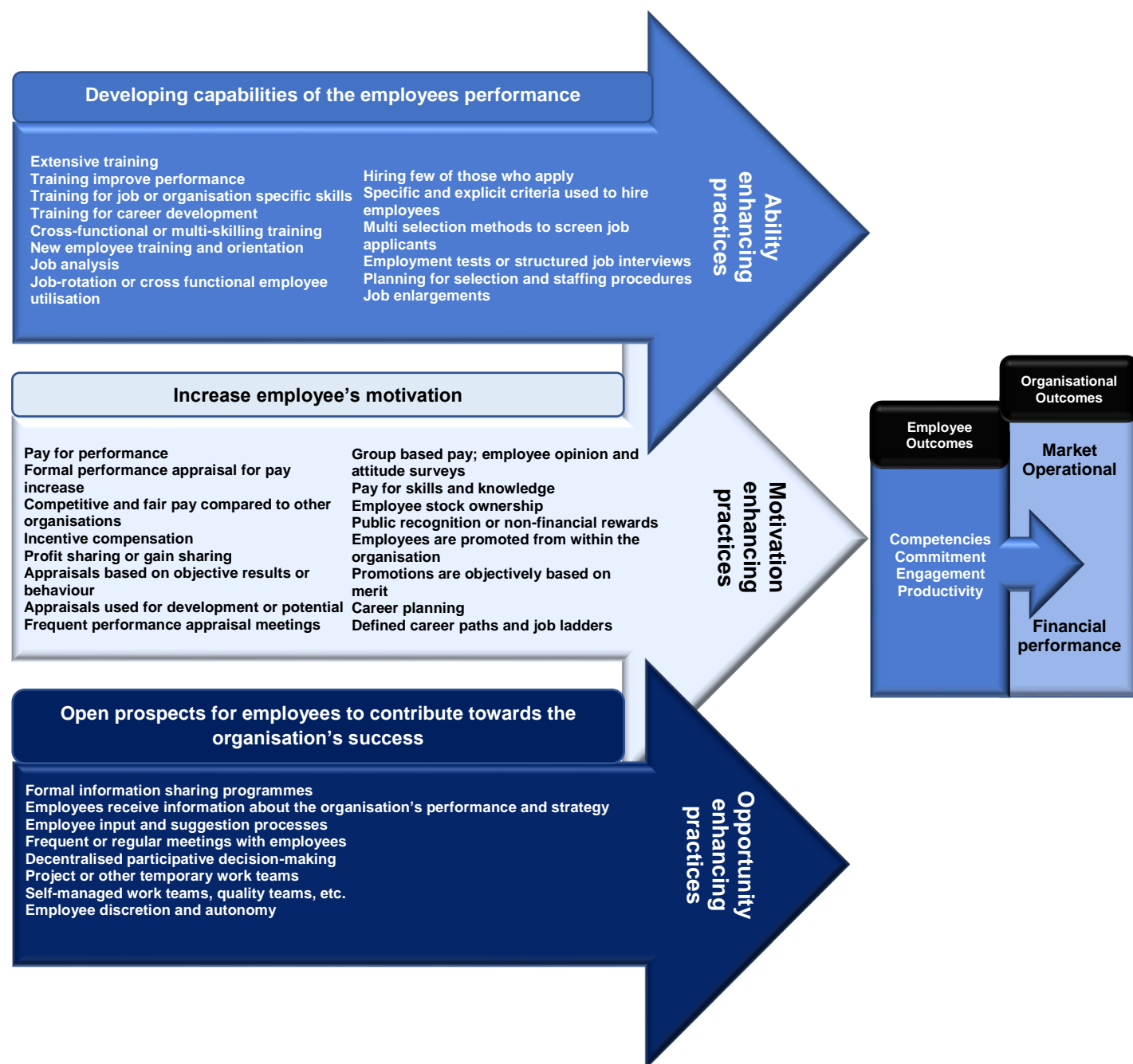
Human Resources Practices category	Description	Examples
Communication and participation	Open vertical and horizontal communication channels providing access to information and opportunities to express viewpoints Encourage transference of tasks and responsibilities to employees	<ul style="list-style-type: none"> • Access to all levels of operating results • Systems for obtaining employee suggestions • Explanation of business strategy • Reduction of status barriers between managers and employees

Source: Adapted from Evans and Davis (2005:758), Guthrie et al. (2009:112-125) and Kang and Snell (2009:65-92)

Various authors have identified different HR practices as part of the HPWP index. For example, Mohr and Zoghi (2008:275-296) have identified seven HR practices, namely, employee surveys, suggestion programmes, flexible job design, information sharing, task teams, problem-solving teams and self-directed teams. Zatzick and Iverson (2006:999-1015), on the other hand, have again identified six HR practices, including flexible job design, information sharing, problem-solving teams and self-directed teams, gainsharing and off-the-job-training, while Yanadori and Van Jaarsveld (2014:510-512) have identified nine HR practices, namely, suggestion programmes, flexible job designs, information sharing, task teams, problem-solving teams, self-directed teams, productivity-related bonuses and on-and-off-the-job training. It is important to note that to remain competitive, HR practices need to be constantly improved. It is also important to note that some HR practices are better than others for organisations, and organisations should thus be constantly willing to adapt to new and innovative HR practices in order to address their changing needs. Thus, HPWPs (innovative HR practices) may be seen as ideas, programmes, principles, policies, products, practices or systems related to the HR function (Posthuma et al., 2013:5). Such practices may be rigorous and innovative, such as incentives based on performance or training programmes focused on the needs of the organisation (Becker & Gerhart, 1996:779). According to Becker and Gerhart (1996:779), these practices can be divided into two types: firstly, alternative work practices such as job enrichment, job rotation and quality circles, and secondly, high commitment work practices comprising sophisticated training and development and behaviour-based appraisal systems. Thompson (2003:627), however, expanded on this classification by providing three individual groups which he sees as important, namely: (1) high involvement practices such as semi-autonomous teams and problem-solving teams; (2) HR practices to build skills such as formal recruitment, regular performance appraisal, training and development; and (3) employee relations, including building loyalty and trust among colleagues to strengthen a climate of cooperation. A further classification in the literature, which has received much attention over the years, is that of Appelbaum, Bailey, Berg and Kalleberg (2000:10) (see also Boselie, Dietz & Boon, 2005:67). These authors have classified the individual HR practices in three clusters known

as ability, motivation and opportunity enhancing (AMO) HR practices. According to the Gill and Meyer (2013:509) they see this as the “high road” to creating a competitive advantage for the organisation (see Figure 1.2).

Figure 1.2: The AMO framework for high performance work practices



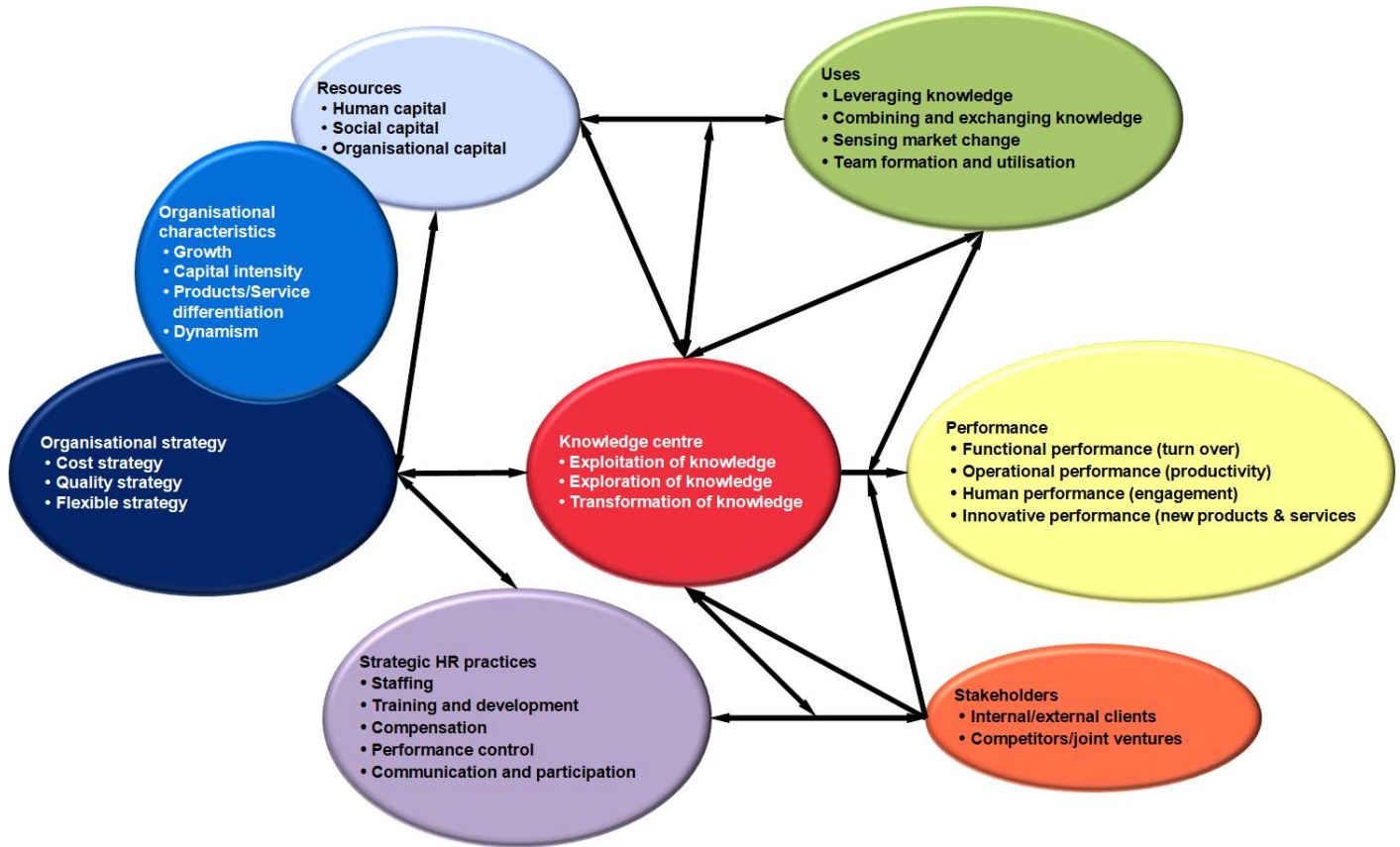
Source: Adapted from Appelbaum et al. (2000) and Boselie et al. (2005)

The question remains however, How do HPWPs impact on individual and organisational performance? This will be briefly discussed using the model depicted in Figure 1.3. The model is based on the work of Fu (2013), but has been expanded by the researchers to incorporate the broader views pertaining to the field found in the literature.

It is important to note that HPWPs act within the strategic framework of the organisation and in terms of the organisation's characteristics. They are thus, to a great extent, context based. The first step in the process entails building high levels of human capital by attracting and retaining superior performing individuals. This can be influenced by HR practices such as recruitment and selection, training and skill-based pay. For human capital to add value to the organisation, employees need to share their knowledge, and to create new knowledge to address the challenges facing the organisation. Thus, essential building blocks should be developed that include the creation of a knowledge-sharing culture, the building of trust between employees and the fostering of communication skills. This may be supported by providing group-based pay schemes, which will result in the development of social capital resources. The employees, and the teams created through their social interaction, may develop expert knowledge among themselves, also known as internal knowledge (tacit knowledge) (Kacmar, Andrews, Van Rooy, Steilberg & Cerrone, 2006:133).

Interaction with clients outside the organisation, and the observation of competitors, can lead to the development of external knowledge, also known as explicit knowledge. As mentioned earlier, the knowledge process can involve three different components, namely, exploitation, where the reuse of existing knowledge takes place; exploration, where new knowledge is generated; and transformation, in which the process of maintaining and reactivating existing knowledge takes place. The transformation process lies between the exploration and the exploitation processes (Fu, 2013). The knowledge generated can then be transformed into organisational knowledge (also known as explicit knowledge) through staff training and performance control, which will result in person-organisational (P-O) fit. The development of efficient and effective routines, databases and systems within the organisation is essential to realise human and social capital goals. This knowledge is known as the organisational capital of the organisation. Thus, the intangible assets comprising expert knowledge, internal/external relationships and efficient routines, databases and systems will result in heightened individual and organisational performance, as indicated on the right-hand side of Figure 1.3 on the next page.

Figure 1.3 HPWPs and their relationship to individual and organisational performance



Source: Adapted from Fu (2013).

A number of authors (Guest, 2002:336-338; Boxall & Macky, 2009:4-6; Punia & Garg, 2012:510; Flinchbaugh, Li, Luth & Chadwick, 2016:134-150) have identified some of the benefits of embracing the HPWP concept. These include the fact that HPWPs

- will enable workers to develop and apply their knowledge and skills in the workplace
- are beneficial to both the employer and the workforce; for the employee they lead to job commitment and for the employer to more cost-effective and focused achievement
- concentrate on empowering and enriching employees through increased information flow, and the devolution of decision-making
- help the organisation to attain its goals
- challenge the operation of the organisation by having a positive impact on staff turnover and financial performance
- may be seen as the psychological contract between management and workers as they create trust, commitment and fairness between parties

SECTION F

RESEARCH DESIGN AND OBJECTIVES

RESEARCH DESIGN AND OBJECTIVES

Research objectives

The primary objective of this project, as already mentioned, was to examine the application of HPWPs in companies within the private sector in South Africa.

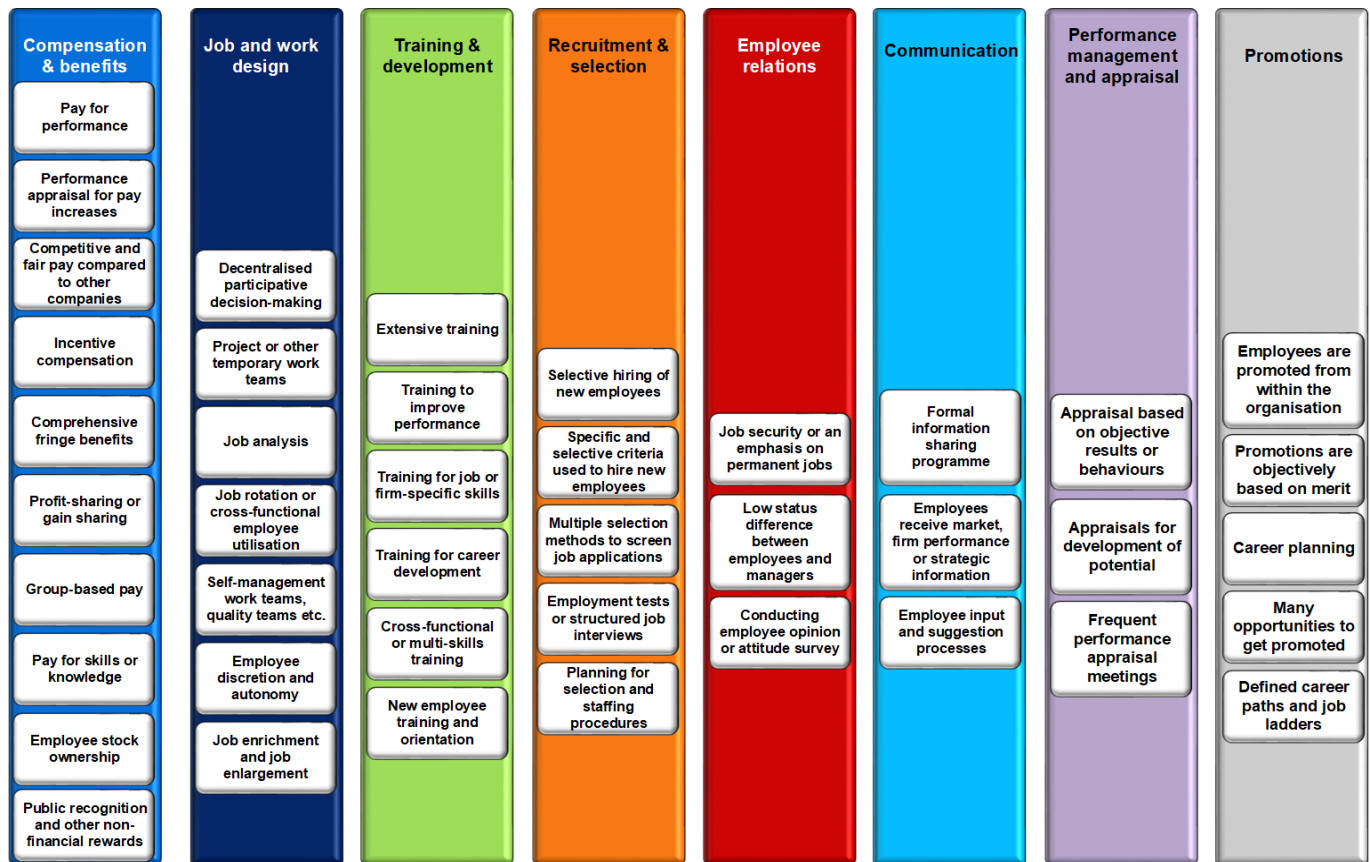
Research design

As far as research in the area of HPWPs is concerned, the literature indicates that it typically involves either management responses or employee responses in an organisation (Zatzick & Iverson, 2006:999; Walsworth & Verma, 2007:222; Messersmith, Patel, Avgar, Gevan & Liu, 2011:423; Harley et al., 2015:740-760; Carvalho & Chambel, 2016:116-129; Latorre, Guest, Ramos & Graca, 2016:329).

The literature further indicates that research can also involve both formal and informal HPWPs (Yanadori & Van Jaarsveld, 2014:502). Informal HPWPs are those in which employees or managers participate, even though the organisation does not formally adopt those practices (Mohr & Zoghi, 2008:275). Thus, they are employee initiatives that exist outside the formal organisational HR policies, for example the use of quality circle practices that do not exist in the organisation. The focus of this project is on formal HPWPs viewed from a management perspective. The reason for this approach is that the researchers could not find any other similar study on HPWPs having been undertaken within the private sector in South Africa. The study is thus of an exploratory nature.

An HPWP questionnaire was developed based on a worldwide HPWP literature search by a team of academics at the University of Texas (USA) at El Paso (Posthuma et al., 2013:1184). The purpose of the questionnaire (which consisted of two parts) was to determine the state of HPWPs in the BRICS countries, namely, Brazil, Russia, India, China and South Africa. This report reflects on the findings pertaining to the South African leg of the project. The aim of the questionnaire was to establish to what extent HPWPs were being applied to staff in organisations. The first questionnaire consisted of eight HR practices with sub-categories (see Figure 1.4 on the next page), including compensation and benefits, job and work design, training and development, recruiting and selection, employee relations, communication, performance management, and appraisal and promotions. Each of the HR practices contains a cluster of innovative activities. The first part of the questionnaire appears in Appendix A.

Figure 1.4 Categories of human resource management practices as reflected in the high-performance work systems (HPWS) questionnaire (Part I of the questionnaire) as used in South Africa



Source: Posthuma et al. (2013)

The second part of the questionnaire (see Appendix B) included dimensions such as human, social and organisational capital, as well as issues related to low costs and innovation. A number of biographical questions relating to the respondents were also included. Descriptive statistics pertaining to this part of the questionnaire as well as to Part I will be provided at the end of this report (see Appendix C), while the report will also contain a detailed statistical analysis for the first part of the questionnaire.

Population and sampling

A stratified, random sample was used to identify the respondents. Data was collected from a number of industries such as the banking, insurance, textile, sugar, shoe, and soft drink industries, using the Bureau van Dijk Orbits Financial Information System (SA) database. Companies with 100 or more employees were selected for the survey after eliminating all companies with less than 100 employees, the reason being that companies of this size can be assumed to have systematic HR programmes (Datta et al., 2005:138). The major group in the sample was the manufacturing industry (65.8%), while the service/retail sector represented 17.7% of the respondents. The first questionnaire was designed using a 5-point Likert scale ranging from “none or very few” to “all or nearly all” relating to the HPWPs applied to the staff of an

organisation, while the second part was also designed using a 5-point Likert scale ranging from “strongly disagree” to “strongly agree”. A total of 79 completed, usable questionnaires were received from a sample of 144 companies, representing a response rate of 54.8%. The survey was undertaken during 2014/2015. The data was collected using a computer-assisted telephone interviewing technique (CATI). To avoid potential measurement error problems of single source ratings of HR practices, as noted by Podsakoff, MacKenzie, Paine and Bachrach (2000:513-563), the data was collected from both the human resources and the financial and marketing directors. The average mean age of the companies participating in the companies was 32.12 years (SD 23.101) and the average mean number of employees working in these companies was 1107.40 (SD 5681.064), while the average mean staff turnover rate for the employees was 6.3504 per year (SD 6.21766). As mentioned earlier, only a detailed statistical analysis of the first part of the questionnaire pertaining to the eight HR practices will be provided in this report. This will be reported on next. In Appendix C, the descriptive statistics (frequencies) for both parts of the questionnaire are indicated.

Factor analysis

The first step was to determine construct validity by undertaking an exploratory factor analysis (EFA) to establish whether the items representing each of the eight HPWPs formed a single factor, as indicated in the original study. To achieve this goal, it was necessary to determine whether the data was suitable for factor analysis. This was done by using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. Results were found to range between 0.613 and 0.881, which exceeded the recommended value of 0.6 (Kaiser, 1970; Hair, Black, Babin, Anderson & Tatham, 2006). Providing further support for the suitability of factor analysis for data analysis, Bartlett’s test of sphericity was found to be statistically significant ($p \leq .0001$ for the eight HPWP factors (Hair et al., 2006; Field, 2013). Consequently, the data on each of the eight HPWPs was subjected to an EFA to identify the distinct underlying factors (scales) reflected by the individual statements (Hair et al., 2006). Principal axis factoring was used as an extraction method and Promax as a rotation method in each analysis. A summary of the EFA is provided in Table 1.2 below. The total variance explained by the identified factors ranged between 31.2% and 82.6%.

Table 1.2: Summary of exploratory factor analysis for high performance work practices

Factor	Construct	Item	Item description	KMO & Bartlett test	Variance explained	Factor 1	Factor 2	Cronbach
F1	Compensation and benefits	Q1.1	Pay for performance	0.734 ($p < 0.001$)	42.80%	0.822		0.793
		Q1.2	Performance appraisal			0.872		
		Q1.3	Competitive fair pay			0.537		
		Q1.4	Incentive compensation			0.507		
		Q1.5	Fringe benefits			0.316		
		Q1.8	Pay for skills			0.505		

(continued)

Table 1.2: Summary of exploratory factor analysis for high performance work practices (continued)

Factor	Construct	Item	Item description	KMO & Bartlett test	Variance explained	Factor 1	Factor 2	Cronbach
F2	Reward schemes	Q1.6	Profit sharing				0.837	0.684
		Q1.7	Group-based pay				0.503	
		Q1.9	Employee stock ownership				0.695	
		Q1.10	Recognition rewards				0.397	
F3	Job and work design characteristics	Q2.1	Decentralised decision-making	0.760 (p<0.001)	57.90%	0.794		0.808
		Q2.2	Temporary work teams			0.8		
		Q2.3	Job analysis			0.304		
		Q2.4	Job rotation			0.505		
		Q2.5	Self-managed work teams			0.815		
F4	Job design strategies	Q2.6	Employee discretion and autonomy				0.546	0.792
		Q2.7	Job enlargement and enrichment				1.051	
F5	Training and development	Q3.1	Extensive training	0.881 (p<0.001)	59.10%	0.805		0.891
		Q3.2	Training performance			0.877		
		Q3.3	Training in firm-specific skills			0.817		
		Q3.4	Train career development			0.802		
		Q3.5	Cross-functional training			0.723		
		Q3.6	New employee training			0.544		
F6	Recruitment and selection	Q4.1	Selective hiring	0.783 (p<0.001)	62.60%	0.636		0.889
		Q4.2	Criteria to hire			0.822		
		Q4.3	Multiple selection methods			0.787		
		Q4.4	Employment tests			0.875		
		Q4.5	Planning for selection			0.814		
F7	Employee relations	Q5.1	Job security	0.613 (p<0.001)	31.20%	0.427		0.562
		Q5.2	Low status difference			0.593		
		Q5.3	Employee surveys			0.635		
F8	Communication	Q6.1	Information-sharing programme	0.622 (p<0.001)	46.40%	0.45		0.687
		Q6.2	Market performance strategic info			0.795		
		Q6.3	Employee input			0.747		

(continued)

Table 1.2: Summary of exploratory factor analysis for high performance work practices (continued)

Factor	Construct	Item	Item description	KMO & Bartlett test	Variance explained	Factor 1	Factor 2	Cronbach
F9	Performance management and appraisal	Q7.1	Objective result appraisals	0.760 ($p < 0.001$)	82.68%	0.867		0.934
		Q7.2	Appraisal development			0.935		
		Q7.3	Performance appraisal meetings			0.924		
F10	Promotions	Q8.1	Promoted from within	0.739 ($p < 0.001$)	55.70%	0.595		0.860
		Q8.2	Promotions on merit			0.706		
		Q8.3	Career planning			0.802		
		Q8.4	Promotion opportunities			0.795		
		Q8.5	Defined career paths			0.812		

Source: Primary data collected through a structured questionnaire

Unidimensionality (represented by one factor) was confirmed for all the HPWPs except for “Compensation and benefits” and “Job and work design” where the eigenvalue criterion (greater than 1), identified two factors in each case. It was decided to rename these factors as follows: Factor 1 – “Compensation and benefits”; Factor 2 – “Reward schemes” for the original set of items representing “Compensation and benefits”, and Factor 1 – “Job and work design characteristics” and Factor 2 – “Job design strategies” for the original set of items representing “Job and work design”. The Cronbach’s alpha values were all above the recommended exploratory threshold of 0.6 except for employee relations (.587). Because this factor presented a specific important component within the HPWP bundle, it was decided to retain it for this study. Thus, for the exploratory research, all the constructs showed internal consistency (reliability). A total of ten factors were identified (see Table 1.2).

The first type of inferential statistics that was applied to the identified factors was the Pearson product-moment correlation. This was used to determine the correlations between the variables (factors) and the results are indicated in Table 1.3. From the table it is clear that there is a predominance of positive correlations, varying from weak to strong, which were all significant. For example, a strong correlation (.687) was found between performance management and training ($p \leq 0.01$ level), which makes sense, as training has a major impact on employees’ performance, while a weak correlation (.277) was found between selection and reward schemes ($p \leq 0.05$ level), which also makes sense, as these two aspects do not have anything in common with one another. On a deeper level, it is clear from Table 1.3 that all the factors, although each is distinct in its own right, have some form of relationship which varies in intensity (between .277 to .687).

Table 1.3: Inter-correlations matrix of the factors identified

Construct		Compensation and benefits	Reward schemes	Job and work design characteristics	Job design strategies	Training and development	Recruitment and selection	Employee relations	Communication	Performance management and appraisal	Promotion
Compensation and benefits	Pearson correlation	1	.487**	.675**	.551**	.639**	.507**	.327**	.452**	.641**	.584**
	sig.(2-tailed)		0.000	0.000	0.000	0.000	0.000	0.005	0.000	0.000	0.000
	N	77	75	75	75	76	76	72	76	77	75
Reward schemes	Pearson correlation		1	.491**	.460**	.363**	.277*	.328**	.422**	.416**	.419**
	sig.(2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N		76	75	75	76	76	71	76	76	74
Job and work design characteristics	Pearson correlation			1	.527**	.539**	.490**	.288*	.527**	.461**	.477**
	sig.(2-tailed)				0.000	0.000	0.000	0.014	0.000	0.000	0.000
	N			76	75	75	76	72	76	76	74
Job design strategies	Pearson correlation				1	.568**	.424**	.416**	.435**	.547**	.445**
	sig.(2-tailed)					0.000	0.000	0.000	0.000	0.000	0.000
	N				77	76	77	72	77	77	74
Training and development	Pearson correlation					1	.572**	.389**	.564**	.687**	.651**
	sig.(2-tailed)						0.000	0.001	0.000	0.000	0.000
	N					77	77	72	77	77	75
Recruitment and selection	Pearson correlation						1	.435**	.472**	.585**	.511**
	sig.(2-tailed)							0.000	0.000	0.000	0.000
	N						78	73	78	78	75
Employee relations	Pearson correlation							1	.594**	.654**	.522**
	sig.(2-tailed)								0.000	0.000	0.000
	N							73	73	73	71
Communication	Pearson correlation								1	.652**	.652**
	sig.(2-tailed)									0.000	0.000
	N								78	78	75
Performance management and appraisal	Pearson correlation									1	.611**
	sig.(2-tailed)										0.000
	N	77								79	75
Promotion	Pearson correlation										1
	sig.(2-tailed)										
	N										75

Note: * correlation is significant at the $p < 0.05$ level (2-tailed)

** correlation is significant at the $p < 0.01$ level (2-tailed)

Interpretation

0–0.199	Very weak
0.2–0.399	Weak
0.4–0.599	Moderate
0.6–0.799	Strong

Source: Primary data collected through a structured questionnaire

The means, medians, standard deviations, skewness and kurtosis for the factors are shown in Table 1.4. By analysing the mean values of the factors, it is clear that the most widely implemented factors in organisations are the following: Recruitment and selection ($M = 3.68$; $SD = 1.17$) followed by Training and development ($M = 3.45$; $SD = 1.07$), Compensation and benefits ($M = 3.23$; $SD = 1.03$), Performance management and appraisal ($M = 3.27$; $SD = 1.40$) and Promotions ($M = 3.13$; $SD = .96$). Among the

remaining factors, the order of application in the organisation is as follows: Employee relations (M = 3.06; SD = .96), Communication (M = 3.05; SD = 1.07), Job design strategies (M = 2.66; SD = 1.09) and Job and work design characteristics (M = 2.61; SD = .98). Other important statistical information includes the fact that the kurtosis coefficients fell within the range of -.564 and .221, which indicates that a normal distribution may be assumed. Similarly, the skewness coefficient fell between -.144 and .961.

Table 1.4: Descriptive statistics: Means, medians, standard deviations, skewness and kurtosis of factors

	Compensation and benefits	Reward schemes	Job and work design characteristics	Job design strategies	Training and development	Recruitment and selection	Employee relations	Communication	Performance management and appraisal	Promotion
Mean	3.2316	1.9507	2.6158	2.6688	3.4524	3.6795	3.0639	3.0556	3.2700	3.1307
Media	3.1667	1.7500	2.7000	3.0000	3.5000	3.8000	3.0000	3.3333	3.3333	3.2000
Std. deviation	1.03490	.96525	.98347	1.09608	1.07533	1.17034	.96491	1.07767	1.40520	1.01900
Skewness	-.346	.961	.062	.217	-.265	-.0740	.079	-.144	-.239	-.159
Kurtosis	-.616	.221	-.802	-.612	-.997	-.328	-.583	-.520	-1.259	-.564
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	4.75	4.80	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Source: Primary data collected by means of a structured questionnaire

A brief discussion of the individual factors follows:

Factor 1: Compensation and benefits

This factor, which focuses on the payment of salaries and benefits to employees (also known as direct and indirect payments), plays an important role in focusing the efforts of the employees on exhibiting the specific behaviours necessary to achieve the goals of the organisation (Cascio, 2006:418-420). It thus has a direct impact on the motivation of employees. Some HPWPs identified within this factor include competitive and fair pay and fringe benefits.

Factor 2: Reward schemes

A further motivational factor is the presence of reward schemes within organisations (so called incentive pay schemes) (Daft & Marcic, 2013:338). These schemes are created to compensate those employees who excel and play an important role in enabling the organisation to become competitive (Marchington & Wilkinson, 2012:387). Typical HPWPs identified within this factor include employee stock ownership and profit-sharing or gainsharing.

Factor 3: Job and work design characteristics

This factor involves activities by the organisation to build a strong and healthy organisation. These activities are characterised by, amongst other things, creating an organisational structure that facilitates the building of sound relationships between employees and the organisation. This will ultimately have a positive impact on individual satisfaction and organisational performance (Anthony, Kacmar & Perrewe, 2010:176-181). Typical HPWPs include job rotation, self-managed work teams, decentralised decision making and temporary work teams.

Factor 4: Job design strategies

This factor focuses specifically on the strategies used to develop jobs within the organisation, which will influence employees' ability to make a meaningful contribution to the organisation (Carbery & Cross, 2013). Typical HPWPs include employee discretion and autonomy, job enlargement and job enrichment.

Factor 5: Training and development

This factor focuses on building organisational capacity by strengthening employees' skills, knowledge and competencies (Martin & Siebert, 2016:224). This helps to improve employees' ability to function effectively and efficiently in the organisation. Typical HPWPs include, amongst others, extensive training, training for job-specific or organisation-specific skills and training for career development.

Factor 6: Recruitment and selection

Recruiting employees with the necessary abilities and behaviours is important for organisational success. If done correctly, it may influence the productivity levels in the organisation, as well as lead to higher levels of profitability, which in turn may enhance organisational competitiveness (Mello, 2011:336-344). Typical HPWPs include selective hiring of new employees, specific and explicit criteria for hiring new employees and multiple selection methods to screen employees.

Factor 7: Employee relations

Building healthy employee relations in an organisation is vital for its survival and has a direct influence on the culture and climate of the organisation, and ultimately on organisational outcomes (De Janasz, Dowd & Schneider, 2015:236-254). An important component of this relationship is that of trust (Reina & Reina, 2015:2-4). If healthy trust exists within the organisation, it will have an impact on the loyalty and

commitment of the employees towards the organisation and their co-workers. Typical HPWPs include job security, or an emphasis on permanent jobs and low status difference between employees and managers.

Factor 8: Communication

The communication factor plays a vital role as it involves the channels through which information is disseminated within the organisation (Martin & Whiting, 2016:282). It directly influences information sharing, which is important if the workplace is to stay focused on the organisation's goals (De Janasz et al., 2015:153). Good or appropriate communication can decrease uncertainty and clarify goals. Typical HPWPs include formal information sharing programmes, employee input and suggestion processes.

Factor 9: Performance management and appraisal

For organisations to reach their goals, it is important to measure the performance of their employees and, where necessary, to assist in the improvement of the employees' performance (Cunningham, 2016:157-182). It is vital that workforce performance is aligned with the organisational strategies (Mello, 2011:428). An important component here is the regular feedback provided to the workforce on its performance status (Mathis & Jackson, 2004:296). Typical HPWPs include appraisals for development or potential and appraisals based on objective results or behaviours.

Factor 10: Promotions

For employees to stay focused and motivated in achieving organisational goals, it is necessary to allow them to grow and move up to higher-level positions in the organisation (Mondy & Mondy, 2014:372). Besides improving organisational performance, the availability of promotions also has a positive impact on employee turnover (Daft & Marcic, 2013:334-335). Typical HPWPs include promotions objectively based on merit, many opportunities to get promoted, and defined career paths and job ladders.

When looking at the mean values of the factors, it is important to remember (see Table 1.4) that the mean values in category 3 indicate that the factors are applicable to "some" employees in the organisation (between 26 and 75%), while the values in category 2 represent applicability to a "few" employees (between 6 and 25%). It is thus fair to say that the participating organisations cannot be classified as being absolutely high performance work organisations. The question which then arises is: Does the application of high performance work practices in organisations vary according to their age and size?

Significance of variations in the implementation of HPWPs according to the age and size of South African companies

Having identified the HPWP factors (scales), it is important to establish to what extent the age and size of the organisation influence the application of these practices. From the literature, it would appear that age has an influence on these practices (Van Geenhuizen & Reyes-Gonzalez, 2007; Oladapo & Onyeaso, 2013). This also applies to the size of the organisation (Kroon, Van De Voorde & Timmers, 2013:71-91; Wu et al., 2015:408-423). The findings appear in Table 1.5.

Table 1.5: Kruskal-Wallis one-way analysis of the variance by ranks

Construct	Testing business age differences		Testing employee size differences	
	Chi square	Sig value	Chi square	Sig value
Compensation and benefits	2.054	0.358	1.373	0.503
Reward schemes	7.217	0.027*	2.092	0.351
Job and work design characteristics	3.072	0.215	2.936	0.230
Job design strategies	0.229	0.892	2.470	0.291
Training and development	2.182	0.336	0.238	0.888
Recruitment and selection	2.028	0.363	2.439	0.295
Employee relations	4.218	0.121	0.717	0.699
Communication	4.744	0.093**	0.303	0.859
Performance management and appraisal	0.789	0.674	0.727	0.695
Promotions	3.535	0.171	2.434	0.296

Note *Significant at the 0.5 level of significance

**Significant at the 0.01 level of significance

Source: Primary data collected by means of a structured questionnaire

To test for significant differences between the factors as far as the size (number of employees) and age of the companies (years of existence) was concerned, the Kruskal-Wallis one-way analysis of variance ranks test was used, owing to the small number of companies in each age/size category. For the size of the companies, the following categories were used: less than 200 employees (N = 29); 201 to 499 employees (N = 30) and 500 and above employees (N = 20). For the age of the companies, the following categories were used: 0 to 20 years (N = 32); 21 to 30 years (N = 18) and 31 years and older (N = 27); (missing data = 2). The results indicate that at the 5% level of significance, no statistically significant difference exists between the three employee groups in relation to each of the HPWP practices. Furthermore, with regard to the age of the companies, no statistically significant differences between the three company age groups existed in terms of eight of the HPWPs factors. However, with regard to the “reward schemes” factor, a statistically significant difference was found between the company age groups. The mean ranks indicate that at the 5% level of significance, the young companies (20 years or younger) were more inclined to report that this practice applied to more employees (mean rank = 45.63) than the companies that were older than 30 years (mean rank = 35.33). The reason for this could perhaps be that

the younger companies are still experiencing a growth phase and thus need to motivate employees who excel at their work and contribute to the growth of the company. In addition, at the 10% level of significance with regard to communication, a statistically significant difference was found between the company age groups. The mean ranks indicate that the older companies (30 years or older) tended not to have these communication practices in place for many employees (mean rank = 31.74) in contrast to the two younger company age groups (mean ranks of 40.61 and 44.22 respectively). As mentioned earlier, younger companies are perhaps experiencing a growth phase and proper communication between all employees is important to enable the employees to focus their energy on the goals of the organisation. On the other hand, in the case of older companies, as they reach maturity they become more complacent and breakdowns in this area start to appear, while they also tend to develop a bureaucratic structure. This could perhaps be linked to the lower presence of job and work design characteristics, as indicated earlier in the findings.

SECTION G

SUMMARY AND FINDINGS

SUMMARY AND FINDINGS

The primary purpose of this research was to establish the application of HPWPs in South African companies. There is no doubt that as a developing country, South Africa needs to become more competitive. This will create greater wealth and many more jobs for its citizens. This is only possible, however, if both the private and the public sector improve their efficiency and effectiveness. The foundation of this entire process is the people these sectors employ.

The literature indicates that by applying high performance work practices (HPWPs), which incorporate a range of HRM practices, this is possible. Through a detailed analysis, the findings of this study indicate that although HPWPs are present in South African companies, the application of these practices appears to be of a less sophisticated and less intense nature. If significant success is to be achieved, a serious commitment from both employees and managers, including HRM managers, is required. In contrast to international findings reported in previous studies, the results of this study indicate that the size and age of South African companies do not have any significant impact on the application of HPWPs. Only in the area of reward schemes and the use of communication practices did the younger companies appear to apply these practices to more employees than was the case in older companies. A number of challenges therefore exist for South African companies if South Africa is to become a competitive nation.

SECTION H

LIMITATIONS AND FUTURE RESEARCH

LIMITATIONS AND FUTURE RESEARCH

This study had a number of limitations. The sample used in this study was relatively small, representing just 79 companies from various industries. It is recommended that a more in-depth study be undertaken within specific industries to determine the role of HPWPs in these industries. Furthermore, the sample focused only on companies in the private sector. Since the public sector plays a pivotal role in creating infrastructure within a country, the role of HPWPs should also be investigated in this sector, as it can be expected that the use of HPWPs will differ in profit, non-profit and public organisations.

As mentioned earlier, two broad approaches to research are followed in the HPWP field, namely, eliciting the views of management and eliciting the views of employees. There is a further dimension mentioned in the literature, namely, that between formal and informal HPWPs. It might also be interesting to investigate whether these HPWPs differ according to the life cycle of the organisation. A further area of interest may be to establish whether these practices differ between management and non-management employees. It is therefore recommended that the scope of the research be expanded to include all these variables.

APPENDIX A

PART I OF THE QUESTIONNAIRE

PART I OF THE QUESTIONNAIRE

SOUTH AFRICA WORK PRACTICES SURVEY

This is an **anonymous** survey. Please answer the following questions.

NB: Please tick one Box for Each Practice.

To how many of your employees in South Africa do these work practices apply?	None or very few (0-5%)	Few (6-25%)	Some (26-74%)	Many (75-94%)	All or nearly all (95-100%)
COMPENSATION AND BENEFITS					
Pay for performance					
Pay appraisal for pay increases					
Competitive and fair pay compared to other companies					
Incentive compensation					
Comprehensive fringe benefits					
Profit sharing or gainsharing					
Group-based pay					
Pay for skills or knowledge					
Employee stock ownership					
Public recognition and other non-financial rewards					
JOB AND WORK DESIGN					
Decentralised participative decision-making					
Project or other temporary work teams					
Job analysis					
Job rotation or cross-functional employee utilisation					
Self-managed work teams, quality teams, etc.					
Employee discretion and autonomy					
Job enlargement and enrichment					
TRAINING AND DEVELOPMENT					
Extensive training					
Training to improve performance					
Training for job or firm-specific					
Training for career development					
Cross-functional or multi-skill training					
New employee training and orientation					
RECRUITING AND SELECTION					
Selective hiring of new employees					
Specific and explicit criteria used to hire new employees					
Multiple selection methods to screen job applicants					
Employment tests or structured job interviews					
Planning for selection and staffing procedures					

(continued)

Questionnaire (continued)

<i>To how many of your employees in South Africa do these work practices apply?</i>	None or very few (0-5%)	Few (6-25%)	Some (26-74%)	Many (75-94%)	All or nearly all (95-100%)
EMPLOYEE RELATIONS					
Job security or an emphasis on permanent jobs					
Low status difference between employees & Managers					
Conducting employee opinion or attitude surveys					
COMMUNICATION					
Formal information sharing program					
Employees receive market, firm performance, or strategic information					
Employee input and suggestion processes					
PERFORMANCE MANAGEMENT AND APPRAISAL					
Appraisals based on objective results or behaviours					
Appraisals for development or potential					
Frequent performance appraisal meetings					
PROMOTIONS					
Employees are promoted from within the organisation					
Promotions are objectively based on merit					
Career planning					
Many opportunities to get promoted					
Defined career paths and job ladders					
YOUR GENERAL OPINION	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
The topic of this survey is very important					
I am usually too busy to fill out surveys					

Approximately how many years has your organisation conducted operations in South Africa? _____ years.

Approximately how many employees does your organisation have in South Africa? _____

What is your own primary job area? (Tick one):

<input type="checkbox"/> Operations/Production	<input type="checkbox"/> Engineering	<input type="checkbox"/> Information systems
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Sales and Marketing	<input type="checkbox"/> Accounting
<input type="checkbox"/> Other (please specify) _____		

Please put this survey in the return envelope and mail it today. Thank you!

This space is for the researchers: **F** _____ **Ds** _____

S#					H	F	M
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University of South Africa (UNISA)

APPENDIX B

PART II OF THE QUESTIONNAIRE

PART II OF THE QUESTIONNAIRE

SOUTH AFRICA WORK PRACTICES SURVEY

This is an **anonymous** survey. Please answer the following questions.

NB: Please tick one Box for Each Practice.

TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENTS?

Q 1.1 HUMAN CAPITAL: <i>Our employees....</i>					
	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
are highly skilled.					
are widely considered the best in our industry.					
are creative and bright.					
develop new knowledge and ideas.					
Q 1.2 SOCIAL CAPITAL: <i>Our employees.....</i>					
	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
are skilled at collaborating with each other to diagnose and solve problems.					
share information and learn from one another					
interact and exchange ideas with people from different areas of the company					
partner with customers, suppliers, alliance partners, etc., to develop solutions.					
apply knowledge from one area of the company to problems and opportunities that arise in another.					
Q 1.3 ORGANISATIONAL CAPITAL: <i>Our organisation....</i>					
	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
uses patents and licences.					
stores much of our knowledge in manuals, databases, etc.					
has a culture (stories, rituals) that contains valuable ideas, ways of doing business, etc.					
integrates much of our knowledge and information in structures, systems, and processes.					

OVER THE PAST YEAR, HOW WELL DID YOUR ORGANISATION PERFORM COMPARED WITH OTHER SIMILAR ORGANISATIONS WITH RESPECT TO THE FOLLOWING ASPECTS

Q 2.1 MARKET PERFORMANCE					
	Much worse	Worse	About the same	Better	Much better
Growth in Sales					
Market Share					
Q 2.2 OPERATIONAL PERFORMANCE					
	Much worse	Worse	About the same	Better	Much better
Productivity					
Quality					
Efficiency					
Overall Operational Performance					
Q 2.3 FINANCIAL PERFORMANCE					
	Much worse	Worse	About the same	Better	Much better
Net Income					
Return on Assets					
Overall Financial Performance					

**HAVE THE FOLLOWING ISSUES BEEN IMPORTANT
TO THE SUCCESS OF YOUR ORGANISATION?**

Q 3.1 LOW COSTS					
	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
Keeping our labour costs low					
Keep material consumption low					
Keep our energy consumption low					
Keeping our inventory costs low					
Q 3.2 INNOVATION					
	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
Introduction of new products or services					
Offering new features in our products or services					
Being the first to offer something new in the marketplace					
Offering products or services that are different than competitors					

Q 4 *How many employees work for your organisation?*

Q 5 *Approximately how many employees voluntarily left (quit) your company during the past year?*

Q 6 *Does this company have substantial foreign ownership (foreign parent, joint venture)?*

☐ Yes

☐ No

Q 7 *Is this a government or state-owned enterprise?*

☐ Yes

☐ No

Q 8 *Which is your type of business?*

☐ Industrial or manufacturing

☐ Service or retail

☐ Other (explain)

NB: *Please put this survey in the return envelope and mail it back today.*

Thank you!

This space is for the researchers: **F**_____ **Ds**_____

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University of South Africa (UNISA)

APPENDIX C
DESCRIPTIVE STATISTICS (FREQUENCIES FOR PART I
AND PART II OF THE QUESTIONNAIRE)

DESCRIPTIVE STATISTICS (FREQUENCIES FOR PART I AND PART II OF THE QUESTIONNAIRE)

The descriptive statistics for part I and part II of the questionnaire are presented in the tables below with a brief comment after each table. The descriptive statistics are presented per section, as reflected in the questionnaire. The statistics for Part I are presented first.

Section: Compensation and Benefits

Table C 1: Pay for performance

Pay for performance	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	17	21.5	21.5	22.8
Few (6–25%)	10	12.7	12.7	35.4
Some (26–74%)	17	21.5	21.5	57.0
Many (75–94%)	8	10.1	10.1	67.1
All or nearly all (95–100%)	26	32.9	32.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 1, the respondents had to indicate the percentage of their staff to which pay for performance is applied. The findings indicate that in the case of 43% of the respondents, it applied to between 75 and 100% of their staff; in 21.5% it was between 26 and 74%, in 12.7% it was between 6 and 25% and in 21.5% of the respondents it applied to between 0 and 5% of the staff. It may therefore be assumed that pay for performance is reasonably well applied in the majority of organisations. This finding indicates the importance companies place on rewarding their staff fairly in respect of their performance (Holmström, 2017; Nyberg, Maltarich, Abdulsalam, Essman & Cragun, 2018).

Table C 2: Performance appraisal for pay increases

Performance appraisal for pay increases	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	12	15.2	15.2	15.2
Few (6–25%)	15	19.0	19.0	34.2
Some (26–74%)	9	11.4	11.4	45.6
Many (75–94%)	10	12.7	12.7	58.2
All or nearly all (95–100%)	33	41.8	41.8	100.0
Total	79	100.0	100.0	

Comment

In Table C 2, the respondents had to indicate the percentage of their staff to which performance appraisal for pay increases applied. The findings indicate that in the case of 54.5% of the respondents, it applied to between 75 and 100% of their staff, in 11.4% to 26 and 74%, in 19.0% to between 6 and 25% of their staff members, and in 15.2%, it was applicable to between 0 and 5%. It is clear that the majority of the companies increase their employees' remuneration based on their actual job performance as reflected in their individual performance appraisal reviews. This can be seen as a fair system as every employee is treated in the same way (Mohrman & Lawler, 2017).

Table C 3: Competitive and fair pay compared to other companies

Competitive and fair pay compared to other companies	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
None or very few (0–5%)	7	8.7	8.9	11.4
Few (6–25%)	9	11.4	11.4	22.8
Some (26–74%)	13	16.5	16.5	39.2
Many (75–94%)	14	17.7	17.7	57.0
All or nearly all (95–100%)	34	43.0	43.0	100.0
Total	79	100.0	100.0	

Comment

In Table C 3, the respondents had to indicate the percentage of their staff to which competitive and fair pay practices were applied compared to similar practices in other companies. The findings indicate that in the case of 60.7% of the respondents, it was applicable to between 75 and 100% of their staff, in 16.5% to between 26 and 74%, in 11.4% to between 6 and 25% of their staff, and in 8.7% of the respondents to between 0 and 5% of staff. Thus, competitive and fair pay practices appear to be applicable to the majority of the companies as they do not want to lose their high performers to competitors because of poor compensation practices (Shin & Konrad, 2014; Shin, 2016).

Table C 4: Incentive compensation

Incentive Compensation	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	26	32.9	32.9	32.9
Few (6–25%)	14	17.7	17.7	50.0
Some (26–74%)	17	21.5	21.5	72.2
Many (75–94%)	11	13.9	13.9	86.1
All or nearly all (95–100%)	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 4, the respondents had to indicate the percentage of their staff to which incentive compensation was applied. The findings indicate that in the case of 27.8% of the respondents, it applied to between 75 and 100% of their staff, in 21.5% to between 26 and 74%, in 17.7% to between 6 and 25% and in 32.9% to between 0 and 5% of their staff. It is thus clear that this type of compensation is not widely applied in the organisations that participated in this research. The reason for this finding could well be that this type of compensation applies only to higher-level jobs in organisations, and not to those on the lower levels (Cooper, Gulen & Rau, 2016).

Table C 5: Comprehensive fringe benefits

Comprehensive fringe benefits	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	19	24.1	24.1	25.3
Few (6–25%)	8	10.1	10.1	34.4
Some (26–74%)	14	17.7	17.7	17.7
Many (75–94%)	9	11.4	11.4	64.6
All or nearly all (95–100%)	28	35.4	35.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 5, the respondents had to indicate the percentage of their staff that earned comprehensive fringe benefits. The findings indicate that in the case of 46.8% of the respondents, it applied to between 75 and 100% of the staff, in 17.7% to between 26 and 74%, in 10.1% to between 6 and 25% and in the case of 24.1% it applied to between 0 and 5% of their staff. It is clear that the use of comprehensive fringe benefits within organisations is reasonably well applied. This makes sense as employees tend to compare their fringe benefits with offerings from competing companies and if these are not more or less comparable they will initiate steps to discuss this with their employer or decide to leave the company (Howell & Wilson, 2016; Saranya, 2016).

Table C 6: Profit sharing or gainsharing

Profit sharing or gainsharing	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	56	70.9	70.9	70.9
Few (6–25%)	5	6.3	6.3	77.2
Some (26–74%)	8	10.1	10.1	87.3
Many (75–94%)	3	3.8	3.8	91.1
All or nearly all (95–100%)	7	8.9	8.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 6, the respondents had to indicate the percentage of their staff who participated in profit sharing or gainsharing. The findings indicate that in the case of 12.7% of the respondents, it applied to between 75 and 100% of their staff, in 10.1% to between 26 and 74%, in 6.3% to between 6 and 25% and in 70.9% it applied to between 0 and 5%. It is thus clear that the use of profit sharing or gainsharing is not prevalent in companies. This makes sense as this type of incentive is generally used only for top management and not for lower levels of staff (Doucouliagos, Laroche, Kruse & Stanley, 2018).

Table C 7: Group based pay

Group based pay	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	41	51.9	51.9	53.2
Few (6–25%)	4	5.1	5.1	58.2
Some (26–74%)	13	16.5	16.5	74.7
Many (75–94%)	9	11.4	11.4	86.1
All or nearly all (95–100%)	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 7, the respondents had to indicate the percentage of their staff to which group-based pay applied. The findings indicated that in the case of 25.3% of the respondents it applied to between 75 and 100% of their staff, in 16.5% to between 26 and 74%, in 5.1% to between 6 and 25% and in 51.9% to between 0 and 5%. It is therefore clear that this practice is not particularly popular among the companies that participated in the research. Two scenarios may exist here. The first is that although companies use the popular team concept they do not see the need for group-based pay. The second is that organisations do not see the value of working in teams, and thus do not utilise group-based pay. Whichever scenario is relevant, the use of teams is critical to an organisation's success and needs to be considered as a management approach (Brewer, Flavell & Jordon, 2017).

Table C 8: Pay for skills or knowledge

Pay for skills or knowledge	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	11	13.9	13.9	13.9
Few (6–25%)	9	11.4	11.4	25.3
Some (26–74%)	26	32.9	32.9	58.2
Many (75–94%)	14	17.7	17.7	75.9
All or nearly all (95–100%)	19	24.1	24.1	100.0
Total	79	100.0	100.0	

Comment

In Table C 8, the respondents were asked to indicate the percentage of their staff to which pay for skills or knowledge applied. The findings indicate that in the case of 41.8% of the respondents it applied to between 75 and 100% of their staff, in 32.9% to between 26 and 74%, in 11.4% to between 6 and 25% and in 13.9% to between 0 and 5%. It is clear from the findings that pay for skills or knowledge is fairly prominent within the participating organisations. Nevertheless, pay for skills/knowledge is a critical feature of organisations wanting to become so-called learning organisations (Millar, Chen & Waller, 2017). This type of organisation is generally a high performance organisation that has, for example, high employee commitment as well as high productivity (Steers & Lee, 2017).

Table C 9: Employee stock ownership

Employee Stock Ownership	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
None or very few (0–5%)	59	74.7	74.7	77.2
Few (6–25%)	7	8.9	8.9	86.1
Some (26–74%)	4	5.1	5.1	91.1
Many (75–94%)	5	6.3	6.3	97.5
All or nearly all (95–100%)	2	2.5	2.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 9, the respondents had to indicate the percentage of their staff to which employee stock ownership applied. The findings indicate that in the case of 8.8% of the respondents, it applied to between 75 and 100% of the staff, in 5.1% it was between 26 and 74%, in 8.9% it was between 6 and 25% and in 74.7% it was between 0 and 5%. This finding is similar to the findings on profit sharing or gain sharing (see Table C 6). This makes sense as employee stock ownership, like profit sharing or gain sharing, is usually only available to employees employed at the higher levels of the organisation (Blasi, Kruse & Freeman, 2017).

Table C 10: Public recognition and other non-financial rewards

Public recognition and other non-financial rewards	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
None or very few (0–5%)	36	45.6	45.6	48.1
Few (6–25%)	10	12.7	12.7	60.8
Some (26–74%)	11	13.9	13.9	74.7
Many (75–94%)	10	12.7	12.7	87.3
All or nearly all (95–100%)	10	12.7	12.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 10, the respondents had to indicate the percentage of their staff to which public recognition and non-financial rewards applied. The findings indicate that in the case of 25.4% of the respondents, these applied to between 75 and 100% of their staff, in 13.9% it was between 26 and 74%, in 12.5% it was between 6 and 25% and in 45.6% it was between 0 and 5%. It is thus clear from the findings that public recognition and other non-financial rewards are not prevalent in the organisations. This factor could play a valuable role in obtaining the engagement and commitment of employees in the organisation (Grant et al., 2018; Islam, Malek, Tasneem & Wang, 2018).

Section: Job Work Design

Table C 11: Decentralised participative decision-making

Decentralised participative decision-making	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	20	25.3	25.3	25.3
Few (6–25%)	19	24.1	24.1	49.4
Some (26–74%)	24	30.4	30.4	79.7
Many (75–94%)	7	8.9	8.9	88.6
All or nearly all (95–100%)	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 11, the respondents had to indicate the percentage of their staff to which decentralised participative decision-making applied. The findings indicate that in the case of 20.3% of the respondents it was between 75 and 100% of their staff, in 30.4% it was between 26 and 74%, in 24.1% between 6 and 25% and in 25.3% of the respondents between 0 and 5%. It is clear that decentralised participative decision-making was not widely applied among employees. Having employees take part in decentralised participative decision-making is important, as it will empower them to make decisions on their own and in teams. It will also improve their work engagement, as it will indicate that the management of the organisation has placed its trust in its employees (Bhengu & Gowpall, 2015; Sagnak, 2016).

Table C 12: Project or other temporary work teams

Project or other temporary work teams	N	Percent	Valid percent	Cumulative percent
Missing	3	3.8	3.8	3.8
None or very few (0–5%)	24	30.4	30.4	34.2
Few (6–25%)	22	27.8	27.8	62.0
Some (26–74%)	18	22.8	22.8	84.8
Many (75–94%)	7	8.9	8.9	93.7
All or nearly all (95–100%)	5	6.3	6.3	100.0
Total	79	100.0	100.0	

Comment

In Table C 12, the respondents had to indicate the percentage of their staff involved in project teams or other temporary work teams. The findings indicate that in the case of 15.2% of the respondents, between 75 and 100% of their staff were involved, in 22.8% between 26 and 74%, in 27.8% between 6 and 25% and in 30.4% of the respondents between 0 and 5%. It is clear from the finding that the use of teams/groups was not particularly prevalent in the organisations. This finding is somewhat surprising as the team concept have over the years gained much popularity (Nesheim & Hunskaar, 2015). This finding ties in with the finding in Table C 7 in respect of group-based pay.

Table C 13: Job Analysis

Job Analysis	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	14	17.7	17.7	19.0
Few (6–25%)	13	16.5	16.5	35.4
Some (26–74%)	19	24.1	24.1	59.5
Many (75–94%)	11	13.9	13.9	73.4
All or nearly all (95–100%)	21	26.6	26.6	100.0
Total	79	100.0	100.0	

Comment

In Table C 13, the respondents had to indicate the percentage of staff to which job analysis applied. The findings indicate that in the case of 40.5% of the respondents, it applied to between 75 and 100% of their staff, in 24.1% between 26 and 74%, in 16.5% between 6 and 25%, and in 17.7% of the respondents, between 0 and 5%. Thus, although job analysis appears to be present among staff, the percentage is rather low. Job analysis is a systematic way of gathering and analysing information about the content, context and human requirements of jobs. It is thus an important organisational activity as many of the other HR functions such as compensation, performance appraisal, and training and development are based on, or affected by, it (Fay, 2016; Pavanelli, Falco, La Valle, Roscio & Ricciardi, 2019).

Table C 14: Job rotation or cross-functional employee utilisation

Job rotation or cross-functional employee utilisation	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	20	25.3	25.3	26.6
Few (6–25%)	20	25.3	25.3	51.9
Some (26–74%)	23	29.1	29.1	81.0
Many (75–94%)	10	12.7	12.7	93.7
All or nearly all (95–100%)	5	6.3	6.3	100.0
Total	79	100.0	100.0	

Comment

In Table C 14, the respondents had to indicate the percentage of their staff to which job rotation or cross-functional employee utilisation was applied. The findings indicate that in the case of 19% of the respondents it applied to between 75 and 100% of their staff, in 29.1% between 26 and 74%, in 25.3% between 6 and 25% and in a further 25.3% of the respondents, between 0 and 5%. Again, as was the case with job analysis previously, job rotation takes place in the organisation but not on a high level. Job rotation involves moving a person from job to job. This process will enable an employee to build up experience in a number of jobs within the organisation, making them more mobile and valuable, which is of benefit to both the organisation and the employee himself/herself (He, Sun & Chen, 2016).

Table C 15: Self-managed work teams, quality teams etc.

Self-managed work teams, quality teams.	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	24	30.4	30.4	30.4
Few (6–25%)	12	15.2	15.2	45.6
Some (26–74%)	22	27.8	27.8	73.4
Many (75–94%)	13	16.5	16.5	89.9
All or nearly all (95–100%)	8	10.1	10.1	100.0
Total	79	100.0	100.0	

Comment

In Table C 15, the respondents had to indicate the percentage of their staff to which self-managed work teams or quality teams applied. The findings indicate that in the case of 26.6% of the respondents it was between 75 and 100% of their staff, in 27.8% between 26 and 74%, in 15.2% between 6 and 25% and in 30.4% of the respondents, between 0 and 5%. The results are not surprising as they relate closely to the results of earlier statements, namely, project or other temporary work teams (C 12), and group-based pay (C 7). Thus, both indicate a rather low level of application. As indicated earlier, the use of teams in organisations has become a popular management activity over the years because of the advantages they hold for organisations (Gupta, Melendez, Rosenthal & Vrushabhendra, 2017).

Table C 16: Employee discretion and autonomy

Employee discretion and autonomy	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	16	20.3	20.3	21.5
Few (6–25%)	26	32.9	32.9	54.4
Some (26–74%)	25	31.6	31.6	86.1
Many (75–94%)	5	6.3	6.3	92.4
All or nearly all (95–100%)	6	7.6	7.6	100.0
Total	79	100.0	100.0	

Comment

In Table C 16, the respondents had to indicate the percentage of their staff to which employee discretion and autonomy applied. The findings indicate that in the case of 13.9% of the respondents, it applied to between 75 and 100% of their staff, in 31.6% between 26 and 74%, in 32.9% between 6 and 25% and in 20.3% of the respondents, between 0 and 5%. It is therefore clear from the findings that the application of employee discretion and autonomy is not applied/used greatly in the organisations in this study. This is not surprising if one looks at the findings in relation to the other statements thus far in the job and work design section. Again, allowing for employee discretion and autonomy will indicate to the employees that the organisation trusts them, which will enhance job engagement. On the other hand, the absence of this trust will lead to lesser commitment/engagement on the part of employees (Jiang & Luo, 2018).

Table C 17: Job enlargement and enrichment

Job enlargement and enrichment	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	15	19.0	19.0	20.3
Few (6–25%)	14	17.7	17.7	38.0
Some (26–74%)	25	31.6	31.6	69.6
Many (75–94%)	15	19.0	19.0	88.6
All or nearly all (95–100%)	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 17, the respondents had to indicate the percentage of their staff to which job enlargement and enrichment applied. The findings indicate that in the case of 30.4% of the respondents, it applied to between 75 and 100% of their staff, in 31.6% between 26 and 74%, in 17.7% between 6 and 25% and in 19.0% of the respondents, between 0 and 5%. As was the case with job analysis earlier (Table C 13), to which job enlargement and enrichment are closely related, job enlargement and enrichment appear to be present within the organisations in this study, however, at relatively low levels. While job enlargement involves broadening the scope of a job by expanding the number of different tasks to be performed, job enrichment increases the depth of a job by adding responsibility for planning, organising, controlling and evaluating the job. An example here would involve giving the employee an entire job rather than just a part of the work (Alias, Othman, Hamid, Salwey, Romainha, Samad & Masdek, 2018).

Section: Training and Development

Table C 18: Extensive training

Extensive Training	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	7	8.9	8.9	10.1
Few (6–25%)	15	19.0	19.0	29.1
Some (26–74%)	15	19.0	19.0	48.1
Many (75–94%)	17	21.5	21.5	69.6
All or nearly all (95–100%)	24	30.4	30.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 18, the respondents had to indicate the percentage of their staff to which extensive training applied. The findings indicate that in the case of 51.9% of the respondents it applied to between 75 and 100% of their staff, in 19.0% between 26 and 74%, in a further 19.0% of respondents, between 6 and 25% and in 8.9% of the respondents, between 0 and 5%. It is clear that extensive training is fairly prevalent in the organisations. This is an important finding as enabling employees to improve/increase their competencies/skills can only be to the advantage of both the employee and the organisation (Lochy, Zimmermann, Laguesse, Willenbockel, Rossion & Vuong, 2018).

Table C 19: Training to improve performance

Training to improve performance	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	4	5.1	5.1	5.1
Few (6–25%)	14	17.7	17.7	22.8
Some (26–74%)	18	22.8	22.8	45.6
Many (75–94%)	15	19.0	19.0	64.6
All or nearly all (95–100%)	28	35.4	35.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 19, the respondents had to indicate the percentage of their staff to which training to improve performance applied. The findings indicate that in the case of 54.4% of the respondents, it was between 75 and 100% of their staff, in 22.8% between 26 and 74%, in 17.7% between 6 and 25% and in 5.1% between 0 and 5%. Thus, undertaking training to improve performance is quite prevalent in the organisations. This finding is not surprising when looking at the finding for the previous statement of “extensive training”. There is no doubt that undertaking training does improve performance to the advantage of both the organisation and the individual (Petrakos, Morin & Egan, 2016).

Table C 20: Training for job or firm specific skills

Training for job or firm specific skills	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	4	5.1	5.1	5.1
Few (6–25%)	12	15.2	15.2	20.3
Some (26–74%)	20	25.3	25.3	45.6
Many (75–94%)	16	20.3	20.3	65.8
All or nearly all (95–100%)	27	34.2	34.2	100.0
Total	79	100.0	100.0	

Comment

In Table C 20, the respondents had to indicate the percentage of their staff to which training for job- or firm-specific skills applied. The findings indicate that in the case of 54.5% of the respondents it was between 75 and 100% of their staff, in 25.3% between 26 and 74%, in 15.2% between 6 and 25% and in 5.1% of the respondents, between 0 and 5%. Again, as was the case with the previous statements, in this section training for job- or firm-specific skills appears to be reasonably well applied in the organisations. There is no doubt that this type of training holds benefits for both the organisations and the individuals involved (Raffiee & Coff, 2016).

Table C 21: Training for career development

Training for career development	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	18	22.8	22.8	22.8
Few (6–25%)	16	20.3	20.3	43.0
Some (26–74%)	12	15.2	15.2	58.2
Many (75–94%)	12	15.2	15.2	73.4
All or nearly all (95–100%)	21	26.6	26.6	100.0
Total	79	100.0	100.0	

Comment

In Table C 21, the respondents had to indicate the percentage of their staff to which training for career development applied. The findings indicate that in the case of 41.8% of the respondents, it was between 75 and 100% of their staff, in 15.2% between 26 and 74%, in 20.3% between 6 and 25% and in 22.8% of the respondents, between 0 and 5%. It is interesting to note that this finding is somewhat weaker than the findings for the earlier statements in the training and development group. Perhaps the reason for this finding could be that the line managers in organisations either do not understand the concept of career development or they just do not have the time to attend to this aspect as far as their staff is concerned. Career development and planning efforts may include, for example, formal mentoring programmes (Ponterotto & Park-Taylor, 2019).

Table C 22: Cross-functional or multi-skill training

Cross-functional or multi-skill training	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	15	19.0	19.0	20.3
Few (6–25%)	24	30.4	30.4	50.6
Some (26–74%)	15	19.0	19.0	69.6
Many (75–94%)	13	16.5	16.5	86.1
All or nearly all (95–100%)	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 22, the respondents had to indicate the percentage of their staff to which cross-functional or multi-skill training applied. The findings indicate that in the case of 30.4% of the respondents, it applied to between 75 and 100% of their staff, in 19.0% it was between 26 and 74%, in 30.4% between 6 and 25% and in 19.0% of the respondents, between 0 and 5%. This finding is interesting because although cross-functional or multi-skilled training is undertaken in the organisations, when compared to the earlier training for job- or firm-specific skills it appears to be less prevalent. Thus, organisations appear to prefer to focus on training for specific jobs within the organisation than training employees to undertake multiple jobs. This may be to the detriment of the organisation as it does not allow for some flexibility among staff to, for example, move around within the organisation (Posthuma et al., 2017).

Table C 23: New employee training and orientation

New employee training and orientation	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	3	3.8	3.8	3.8
Few (6–25%)	10	12.7	12.7	16.5
Some (26–74%)	5	6.3	6.3	22.8
Many (75–94%)	12	15.2	15.2	38.0
All or nearly all (95–100%)	49	62.0	62.0	100.0
Total	79	100.0	100.0	

Comment

In Table C 23, the respondents had to indicate the percentage of their staff to which new employee training and orientation applied. The findings indicate that in the case of 77.2% of the respondents it applied to between 75 and 100% of their staff, in 6.3% it was between 26 and 74%, in 12.7% between 6 and 25% and in 3.8% of the respondents, between 0 and 5%. It is therefore clear that new employee training and orientation is relatively well applied in the organisations. This is very important as new employees need to function as soon as possible and providing them with suitable training will assist them greatly (Rowland, Ruth & Ekot, 2017).

Section: Recruiting and Selection

Table C 24: Selective hiring of new employees

Selective hiring of new employees	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	6	7.6	7.6	7.6
Few (6–25%)	10	12.7	12.7	20.3
Some (26–74%)	15	19.0	19.0	39.2
Many (75–94%)	12	15.2	15.2	54.4
All or nearly all (95–100%)	36	45.6	45.6	100.0
Total	79	100.0	100.0	

Comment

In Table C 24, the respondents had to indicate the percentage of their staff to which the selective hiring of new employees applied. The findings indicate that in the case of 60.8% of the respondents, it was applied to between 75 and 100% of their staff, in 19.0% it was between 26 and 74%, in 12.7% between 6 and 25% and in 7.6% of the respondents between 0 and 5%. It is thus clear from the findings that the organisations make an effort to identify employees who fit their specific profile. This is very important as recruiting/selecting individuals is an expensive process. Apart from the costs it is also important that organisations do not recruit/select individuals who do not fully fit the job profile, as this will result in unhappy employees, which may have a negative impact on the organisation (Deller & Sandino, 2018).

Table C 25: Specific and explicit criteria used to hire new employees

Specific and explicit criteria used to hire new employees	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	6	7.6	7.6	8.9
Few (6–25%)	4	5.1	5.1	13.9
Some (26–74%)	15	19.0	19.0	32.9
Many (75–94%)	18	22.8	22.8	55.7
All or nearly all (95–100%)	35	44.3	44.3	100.0
Total	79	100.0	100.0	

Comment

In Table C 25, the respondents had to indicate the percentage of their staff to which specific and explicit criteria were applied when hiring new employees. The findings indicate that in the case of 67.1% of the respondents these were applied to between 75 and 100% of their staff, in 19.0% it was between 26 and 74%, in 5.1% to between 6 and 25 and in 7.6% of the respondents, between 0 and 5%. As was the case with the previous statement, it would appear that specific and explicit criteria were applied when hiring new employees. Thus, organisations spend time ensuring that their hiring is undertaken properly. This use of specific criteria can only be to the advantage of the recruiting/selection process (Deller & Sandino 2018).

Table C 26: Multiple selection methods to screen job applicants

Multiple selection methods to screen job applicants	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	14	17.7	17.7	17.7
Few (6–25%)	6	7.6	7.6	25.3
Some (26–74%)	19	24.1	24.1	49.4
Many (75–94%)	10	12.7	12.7	62.0
All or nearly all (95–100%)	30	38.0	38.0	100.0
Total	79	100.0	100.0	

Comment

In Table C 26, the respondents had to indicate the percentage of their staff to which multiple selection methods for screening job applicants applied. The findings indicate that in the case of 50.7% of the respondents, such methods applied to between 75 and 100% of the staff, in 24.17% they applied to between 26 and 74%, in 7.6% between 6 and 25% and in 17.7% of the respondents, between 0 and 5%. It is clear from the finding that organisations largely make use of multiple selection methods to screen job applicants. This is an important finding as it indicates that the organisations do not rush the selection process, but place the candidates through a number so-called selection obstacles to make quite sure that the right person is finally appointed (Millet, Chuen, Silverstein, Yee, Gordon & Criteria Corp, 2018).

Table C 27: Employment tests or structured job interviews

Employment tests or structured job interviews	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	9	11.4	11.4	12.7
Few (6–25%)	11	13.9	13.9	26.6
Some (26–74%)	10	12.7	12.7	39.2
Many (75–94%)	14	17.7	17.7	57.0
All or nearly all (95–100%)	34	43.0	43.0	100.0
Total	79	100.0	100.0	

Comment

In Table C 27, the respondents had to indicate the percentage of their staff to which employment tests or structured job interviews applied. The findings indicate that in the case of 60.7% of the respondents, they applied to between 75 and 100% of their staff, in 12.7% they applied to between 26 and 74%, in 13.9% between 6 and 25% and in 11.4% of the respondents, between 0 and 5%. It is thus clear that the use of employment tests or structured job interviews is quite prevalent among the organisations. This is of great importance as it means that all candidates are treated equally (Nguyen & Gatica-Perez, 2015). Together with the findings in the previous table (Table C 26), this finding indicates that the provisioning process in the organisations is well developed.

Table C 28: Planning for selection and staffing procedures

Planning for selection and staffing procedures	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	10	12.7	12.7	12.7
Few (6–25%)	13	16.5	16.5	29.1
Some (26–74%)	11	13.9	13.9	43.0
Many (75–94%)	15	19.0	19.0	62.0
All or nearly all (95–100%)	30	38.0	38.0	100.0
Total	79	100.0	100.0	

Comment

In Table C 28, the respondents had to indicate the percentage of their staff to which planning for selection and staffing procedures applied. The findings indicate that in the case of 57.0% of the respondents, they were applied to between 75 and 100% of their staff, in 13.9% they applied to between 26 and 74%, in 16.5% between 6 and 25% and in 12.7% of the respondents, between 0 and 5%. It is clear from the findings that in the recruitment/selection process, planning for selection and staffing procedures are important in the organisations. Again, this allows for the fair treatment of all the candidates and enables the organisation to properly focus its efforts in this regard (Idrees, Waqas, Naqvi & Imran, 2018). The findings here support the findings highlighted in Tables C 26 and C 27.

Section: Employee Relations

Table C 29: Job security or an emphasis on permanent job

Job security or an emphasis on permanent job	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
None or very few (0–5%)	6	7.6	7.6	10.1
Few (6–25%)	4	5.1	5.1	15.2
Some (26–74%)	14	17.7	17.7	32.9
Many (75–94%)	21	26.6	26.6	59.5
All or nearly all (95–100%)	32	40.5	40.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 29, the respondents had to indicate the percentage of their staff to which job security or an emphasis on permanent jobs applied. The findings indicate that in the case of 67.1% of the respondents it applied to between 75 and 100% of their staff, in 17.7% it was between 26 and 74%, in 5.1% between 6 and 25% and in 7.6% of the respondents, between 0 and 5%. It is clear from the findings that the organisations emphasise job security/permanent jobs for their employees to a great extent. This is an important motivator for the workforce as the aspect of fear regarding their jobs is minimised which can lead to better engaged employees (Jarosch, 2015).

Table C 30: Low status difference between employees & managers

Low status difference between employees & managers	N	Percent	Valid percent	Cumulative percent
Missing	5	6.3	6.3	6.3
None or very few (0–5%)	17	21.5	21.5	27.8
Few (6–25%)	13	16.5	16.5	44.3
Some (26–74%)	26	32.9	32.9	77.2
Many (75–94%)	11	13.9	13.9	91.1
All or nearly all (95–100%)	7	8.9	8.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 30, the respondents had to indicate the percentage of their staff to which low status difference between employees and managers applied. The findings indicate that in the case of 22.8% of the respondents, this applied to between 75 and 100% of their staff, in 32.9% it was between 26 and 74% of staff, in 16.5% between 6 and 25% and in 21.5% of the respondents, between 0 and 5%. It would appear from the findings that the aspect of low status difference between employees and managers is currently to a fairly large extent prevalent in the organisations. This finding is important as a good relationship between the employees and managers are essential for the efficient and effective operation of an organisation (Janssen & Gao, 2015).

Table C 31: Conducting employee opinion or attitude surveys

Conducting employee opinion or attitude surveys	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	27	34.2	34.2	34.2
Few (6–25%)	10	12.7	12.7	46.8
Some (26–74%)	21	26.6	26.6	73.4
Many (75–94%)	7	8.9	8.9	82.3
All or nearly all (95–100%)	14	17.7	17.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 31, the respondents had to indicate the percentage of their staff to which employee opinion or attitude surveys are applied. The findings indicate that in the case of 26.6% of the respondents, these were applied to between 75 and 100% of their staff, in 26.6% between 26 and 74%, in 12.7% between 6 and 25% and in 34.2% between 0 and 5%. Although such surveys were used, it is clear from the findings that the use of these surveys among staff is not particularly that prevalent. Opinion surveys are important tools which the organisations should use to identify trouble spots, and the early detection of problems. It is thus important for preventing problems from becoming serious issues (Reddy & DeLaurentis, 2016).

Section: Communication

Table C 32: Formal information sharing program

Formal information sharing program	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	15	19.0	19.0	19.0
Few (6–25%)	12	15.2	15.2	34.2
Some (26–74%)	21	26.6	26.6	60.8
Many (75–94%)	10	12.7	12.7	73.4
All or nearly all (95–100%)	21	26.6	26.6	100.0
Total	79	100.0	100.0	

Comment

In Table C 32, the respondents had to indicate the percentage of their staff to which a formal information sharing program applied. The findings indicate that in the case of 39.3% of the respondents, it applied to between 75 and 100% of their staff, in 26.6% it was between 26 and 74%, in 15.2% between 6 and 25% and in 19.0% of the respondents, between 0 and 5%. It was clear from the findings that the application of formal information sharing programmes is reasonably prevalent in the organisations. It is important that there is a free flow of information in the organisation as this will empower employees in the execution of their duties. If this is not the case, they will be uncertain of the contribution they are making in realising the goals of the organisation (Mazzei, Flynn & Haynie, 2016).

Table C 33: Employees receive market, firm performance or strategic information

Employees receive market, firm performance or strategic information	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	12	15.2	15.2	16.5
Few (6–25%)	21	26.6	26.5	43.3
Some (26–74%)	18	22.8	22.8	65.8
Many (75–94%)	15	19.0	19.0	84.8
All or nearly all (95–100%)	12	15.2	15.2	100.0
Total	79	100.0	100.0	

Comment

In Table C 33, the respondents had to indicate the percentage of their staff that receive market, firm performance or strategic information. The findings indicate that in the case of 34.2% of the respondents, between 75 and 100% of the staff received such information, in 22.8% it was between 26 and 74%, in 26.6% between 6 and 25% and in 15.2% of the respondents, between 0 and 5%. This finding is similar to the previous finding, indicating the relatively low prevalence regarding the sharing of important information such as market, firm performance or strategic information with their employees. The ideal situation would be a 100% coverage of staff regarding information sharing. It is important that employee functioning is put

into context by providing information such as firm performance and other strategic information. If employees know the purpose of their efforts and that these are not in vain, this will help to strengthen employee commitment (Campbell, Kruscynski & Olson, 2017).

Table C 34: Employee input and suggestion processes

Employee input and suggestion processes	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	12	15.2	15.2	16.5
Few (6–25%)	13	16.5	16.5	32.9
Some (26–74%)	23	29.1	29.1	62.0
Many (75–94%)	13	16.5	16.5	78.5
All or nearly all (95–100%)	17	21.5	21.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 34, the respondents had to indicate the percentage of their staff to which employee input and suggestion processes applied. The findings indicate that in the case of 38% of the respondents, it was between 75 and 100% of their staff, in 29.1% between 26 and 74%, in 16.5% between 6 and 25% and in 15.2% of the respondents, between 0 and 5%. It is clear from the findings that although employee input and suggestion processes exist in organisations, the level of prevalence is not completely sufficient. For proper communication to take place there needs to be an uninterrupted flow of information from both the top of the organisation down as well as from the bottom up. Thus, employee input in general, as well as through suggestion processes, is important. This will enhance the culture of management/the organisation listening to employees, which will lead to greater employee commitment (Iqbal, Anwar & Haider, 2015).

Section: Performance Management and Appraisal

Table C 35: Appraisals based on objective results or behaviour

Appraisals based on objective results or behaviour	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	14	17.7	17.7	17.7
Few (6–25%)	7	11.4	11.4	29.1
Some (26–74%)	22	27.8	27.8	57.0
Many (75–94%)	8	10.1	10.1	67.1
All or nearly all (95–100%)	26	32.9	32.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 35, the respondents had to indicate the percentage of their staff to which appraisals based on objective results or behaviour applied. The findings indicate that in the case of 43% of the respondents,

these applied to between 75 and 100% of their staff, in 27.8% between 26 and 74%, in 11.4% between 6 and 25% and in 17.7% of the respondents, between 0 and 5%. It is clear from the findings that appraisals based on objective results or behaviour are fairly prevalent in the organisations. It is important that employees perceive their appraisals as being fair and thus they have to be based on facts. If the employees support this process, it will lead to a more greatly committed and satisfied workforce (Mohrman & Lawler, 2017).

Table C 36: Appraisals for development or potential

Appraisals for development or potential	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	12	15.2	15.2	15.2
Few (6–25%)	14	17.7	17.7	32.9
Some (26–74%)	13	16.5	16.5	49.4
Many (75–94%)	14	17.7	17.7	67.1
All or nearly all (95–100%)	26	32.9	32.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 36, the respondents had to indicate the percentage of their staff to which appraisals for development or potential applied. The findings indicate that in the case of 50.6% of the respondents, these applied to between 75 and 100% of their staff, in 16.5% between 26 and 74%, in 17.7% between 6 and 25% and in 15.2% of the respondents, between 0 and 5%. The findings thus indicate a wide use of the approaches for the development of potential. This is important as the ultimate goal of performance appraisal is to identify the employees' strengths and weaknesses and to address those aspects which need attention. It is also a method to identify opportunities for individuals regarding their career paths within the organisation (George, 2016).

Table C 37: Frequent performance appraisal meetings

Frequent performance appraisal meetings	N	Percent	Valid percent	Cumulative percent
Missing	-	-	-	-
None or very few (0–5%)	18	22.8	22.8	22.8
Few (6–25%)	10	12.7	12.7	35.4
Some (26–74%)	14	16.5	16.5	53.2
Many (75–94%)	15	19.0	19.0	72.2
All or nearly all (95–100%)	22	27.8	27.8	100.0
Total	79	100.0	100.0	

Comment

In Table C 37, the respondents had to indicate the percentage of their staff to which frequent performance appraisal meetings applied. The findings indicate that in the case of 46.8% of the respondents, such

meetings applied to between 75 and 100% of their staff, in 17.7% between 26 and 74%, in 12.7% between 6 and 25% and in 22.8% of the respondents, between 0 and 5%. The findings thus indicates fairly wide use of frequent performance appraisal meetings with staff. This is important as employees need to know how the organisation sees their performance and what steps can be taken should problems be identified. If this process is done frequently it will support employees in carrying out their duties and also contribute to their commitment and job satisfaction (Ledford, Benson & Lawler, 2016).

Section: Promotions

Table C 38: Employees are promoted from within the organisation

Employees are promoted from within the organisation	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	3	3.8	3.8	5.1
Few (6–25%)	8	10.1	10.1	15.2
Some (26–74%)	22	27.8	27.8	43.0
Many (75–94%)	23	29.1	29.1	72.2
All or nearly all (95–100%)	22	27.8	27.8	100.0
Total	79	100.0	100.0	

Comment

In Table C 38, the respondents had to indicate the percentage of their staff that is promoted from within the organisation. The findings indicate that in the case of 56.9% of the respondents the percentage was between 75 and 100%, in 27.8% it was between 26 and 74%, in 10.1% between 6 and 25% and in 3.8% of the respondents between 0 and 5%. The findings indicate that the promotion of employees from within the organisation is widely applied. This approach has a number of advantages for both the organisation and employees. For the organisation, it is cheaper than appointing someone from outside the organisation, and the organisation gets an employee who understands the organisation and is trained within the organisational culture. It will also lead to a greater satisfaction among staff, as they are recognised for their efforts. With regard to the individual, it assists in his/her career development, as it indicates an appreciation of what the individual is doing for the organisation (Sarboini, 2016).

Table C 39: Promotions are objectively based on merit

Promotions are objectively based on merit	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
None or very few (0–5%)	4	5.1	5.1	7.6
Few (6–25%)	11	13.9	13.9	21.5
Some (26–74%)	10	12.7	12.7	34.2
Many (75–94%)	20	25.3	25.3	59.5
All or nearly all (95–100%)	32	40.5	40.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 39, the respondents had to indicate the percentage of their staff to which promotions are applied objectively based on merit. The findings indicate that in the case of 65.8% of the respondents, this applied to between 75 and 100% of their staff, in 12.7% between 26 and 74%, in 13.99% between 6 and 25% and in 5.19% of the respondents, between 0 and 5%. The findings thus indicate the wide use of promotions based objectively on merit in the organisations. This is an important finding as mentioned earlier. Employees need to see that promotions are given to those who deserve them. This will encourage employee commitment and also lead to a more satisfied workforce. If this process is seen as fair and just, it will also encourage the development of healthy relationships between colleagues (Sarboini, 2016).

Table C 40: Career planning

Career planning	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	18	22.8	22.8	24.1
Few (6–25%)	15	19.0	19.0	43.0
Some (26–74%)	21	26.6	26.6	69.6
Many (75–94%)	8	10.1	10.1	79.7
All or nearly all (95–100%)	16	20.3	20.3	100.0
Total	79	100.0	100.0	

Comment

In Table C 40, the respondents had to indicate the percentage of their staff to which career planning applied. The findings indicate that in the case of 30.4% of the respondents, it applied to between 75 and 100% of their staff, in 26.6% between 26 and 74%, in 19.0% between 6 and 25% and in 22.8% of the respondents, between 0 and 5%. It is clear from the findings that although career planning was present in the organisations, the level was still relatively low. This finding is similar to that for training for career development discussed earlier in Table C 21. There is no doubt that career trajectories are very different to what they were in the past and thus managing them has become challenging. Effective career planning considers both organisation-centred and individual-centred perspectives. Organisation-centred career planning focuses on identifying career paths that provide for the logical progression of people from job to job in the organisation. Thus, the system followed by the employer should be planned and managed to guide managers in developing employees' careers. This will be to the advantage of both the organisation and the individual. On the other hand, individual-centred career planning focuses on the individual taking responsibility for their own career rather than on the organisation's needs. Here, individuals manage their own careers. Three aspects are important here: self-assessment, feedback on reality and the setting of career goals (Waddell & Spalding, 2015).

Table C 41: Many opportunities to get promoted

Many opportunities to get promoted	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
None or very few (0–5%)	13	16.5	16.5	19.0
Few (6–25%)	22	27.8	27.8	46.8
Some (26–74%)	21	26.6	26.6	73.4
Many (75–94%)	11	13.9	13.9	87.3
All or nearly all (95–100%)	10	12.7	12.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 41, the respondents had to indicate the percentage of their staff that was given opportunities to be promoted. The findings indicate that in the case of 26.6% of the respondents it was between 75 and 100% of staff, in 26.6% it was between 26 and 74%, in 27.8% between 6 and 25% and in 16.5% of the respondents, between 0 and 5%. It would appear from the findings that although opportunities for promotion existed for the staff, this was limited to a restricted number. This finding is in line with Table C 21 relating to the training for career development and Table C 40 relating to career planning aspects. For employees to grow and prosper they need to move forward progressively in their careers, they thus need to have many opportunities to be promoted. If these are not available to them, they will become frustrated and less committed to the realisation of the organisation's goals (Waddell & Spalding, 2015; O'Keeffe, 2016).

Table C 42: Defined career paths and job ladders

Defined career paths and job ladders	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
None or very few (0–5%)	19	24.1	24.1	25.3
Few (6–25%)	21	26.6	26.6	51.9
Some (26–74%)	19	24.1	24.1	75.9
Many (75–94%)	10	12.7	12.7	88.6
All or nearly all (95–100%)	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 42, the respondents had to indicate the percentage of their staff to which defined career paths and job ladders applied. The findings indicate that in the case of 24.1%, this was between 75 and 100% of their staff, in a further 24.1% it was between 26 and 74%, in 26.6% between 6 and 25% and in 24.1% of the respondents, between 0 and 5%. It is clear from the findings that although defined career paths and job ladders existed, they were limited to just a few employees. This finding is not surprising when one looks at the results for the earlier statements pertaining to career development in Tables C 21, C 40 and C 41. It is important that employees in the organisation have at least some indication of where they can

move to regarding their jobs in the future. Thus, they need to be informed about the career ladders available to them. If they have no clear direction they may become frustrated and despondent which will inevitably affect their productivity and commitment to the goals of the organisation (Bidwell & Mollick, 2015; Waddell & Spalding, 2015).

GENERAL OPINION QUESTIONS

Table C 43: The topic of this survey is very important

Topic of this survey is very important	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
Strongly disagree	3	3.8	3.8	5.1
Disagree	8	10.1	10.1	30.4
Unsure	12	15.2	15.2	22.8
Agree	32	40.5	40.5	70.9
Strongly agree	23	27.1	29.1	100.0
Total	79	100.0	100.0	

Comment

In Table C 43, the respondents had to indicate the importance of the topic of the survey. The findings indicate that 69.6% of the respondents agreed/strongly agreed that the topic was very important, 15.2% of the respondents were unsure, while 13.9% disagreed/strongly disagreed. Thus, it is clear that HPWPs were regarded an important aspect in the participating organisations.

Table C 44: I am usually too busy to fill out surveys

Too busy to complete surveys	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
Strongly disagree	3	3.8	3.8	6.3
Disagree	15	19.0	19.0	25.3
Unsure	9	11.4	11.4	36.7
Agree	28	35.4	35.4	72.2
Strongly agree	22	27.8	27.8	100.0
Total	79	100.0	100.0	

Comment

In Table C 44, the respondents had to indicate whether they were usually too busy to fill out surveys. The findings indicate that 63.2% agreed/strongly agreed with this statement, 11.4% was unsure, while 22.8% of the respondents disagreed/strongly disagreed. Thus, it is clear that the majority of the respondents are generally too busy to fill out surveys.

ORGANISATIONAL DETAILS

Table C 45: Approximately how many years has your organisation conducted operations in South Africa?

Years	Number of companies
1-20 years	32
21-40 years	24
41-70 years	18
71-and more	3
Total	77
Missing	2

Comment

From Table C 45, it is clear that 32 companies have been around in South Africa for between 1 and 20 years, 24 companies for between 21 and 40 years, 18 companies for between 41 and 70 years and three companies for more than 71 years. Thus, it may be safely assumed that the majority of the companies may be seen as mature companies and as a result should have well-developed HRM practices. As indicated in the previous tables, the HR profile discussed does not reflect this position and companies generally will have to take a closer look at their individual HRM practices.

Table C 46: Approximately how many employees does your organisation have?

Number of employees	Number of companies
1-200	33
201-400	21
401-600	12
601-800	2
801-1000	1
1001 and more	7
Total	77
Missing	2

Comment

From Table C 46, it is clear that 33 companies had between 1 and 200 employees and thus may be classified as small; 21 companies had between 201 and 400 employees and thus may be classified as medium; while 22 companies had between 401 to more than 1001 employees and thus may be classified as large. The findings thus indicate a fairly even spread between the three company sizes.

PERSONAL DETAILS OF THE RESPONDENTS

Table C 47: Your primary job area?

Job area	Percent
Operations/Production	19.0%
Human Resources	11.4%
Engineering	2.5%
Sales and Systems	3.8%
Information Systems	2.5%
Accounting	12.7%
Other: Learning services etc.	-

Comment

From the findings in Table C 47, it is clear that the largest group of respondents were working in Operations/Production (19.0%), followed by Accounting (12.7%), Human Resources (11.4%), Sales and Systems (3.8%), Information Systems (2.5%) and Engineering (2.5%). Thus, the individual functions within the participating organisations were fairly well represented.

Table C 48: Summary of the frequency distribution for the HR functions in Part I of the questionnaire

To how many of your employees in South Africa do these work practices apply?	None or very few (0-5%)	Few (6-25%)	Some (26-74%)	Many (75-94%)	All or nearly all (95-100%)
COMPENSATION AND BENEFITS					
Pay for performance	21.5	12.7	21.7	10.1	32.9
Pay appraisal for pay increases	15.2	19.0	11.4	12.7	41.0
Competitive and fair pay compared to other companies	8.9	11.4	16.5	17.7	43.0
Incentive compensation	32.9	17.7	21.5	13.9	13.9
Comprehensive fringe benefits	24.1	10.1	17.7	11.4	35.4
Profit sharing or gainsharing	70.9	6.3	10.1	3.8	8.9
Group-based pay	51.9	5.1	16.5	11.4	13.9
Pay for skills or knowledge	13.9	11.4	32.9	17.7	24.1
Employee stock ownership	74.7	8.9	5.1	6.3	2.5
Public recognition and other non-financial rewards	45.6	12.7	13.9	12.7	12.7
JOB AND WORK DESIGN					
Decentralised participative decision-making	25.3	24.1	30.4	8.9	11.4
Project or other temporary work teams	30.4	27.8	22.8	8.9	6.3
Job analysis	17.7	16.5	24.1	13.9	26.6
Job rotation or cross-functional employee utilisation	25.3	25.3	29.1	12.7	6.3
Self-managed work teams, quality teams, etc.	30.4	15.2	27.8	16.5	10.1
Employee discretion and autonomy	20.3	32.9	31.6	6.3	7.6
Job enlargement and enrichment	19.0	17.7	31.6	19.0	11.4
TRAINING AND DEVELOPMENT					
Extensive training	8.9	19.0	19.0	21.5	30.4
Training to improve performance	5.1	17.7	22.8	19.0	35.4
Training for job or firm-specific	5.1	15.2	25.3	20.3	34.2
Training for career development	22.8	20.3	15.2	15.2	26.6
Cross-functional or multi-skill training	19.0	30.4	19.0	16.5	13.9
New employee training and orientation	3.8	12.7	6.3	15.2	62.0

Table C 48: Summary of the frequency distribution for the HR functions in Part I of the questionnaire (continued)

To how many of your employees in South Africa do these work practices apply?	None or very few (0-5%)	Few (6-25%)	Some (26-74%)	Many (75-94%)	All or nearly all (95-100%)
RECRUITMENT AND SELECTION					
Selective hiring of new employees	7.6	12.7	19.0	15.2	45.6
Specific and explicit used to hire new employees	7.6	5.1	19.0	22.8	44.3
Multiple selection methods to screen job applicants	17.7	7.6	24.1	12.7	38.0
Employment tests or structured job interviews	11.4	13.9	12.7	17.7	43.0
Planning for selection and staffing procedures	12.7	16.5	13.9	19.0	38.0
EMPLOYEE RELATIONS					
Job security or an emphasis on job permanent jobs	7.6	5.1	17.7	26.6	40.5
Low status differences between employees & Managers	21.5	16.5	32.9	13.9	8.9
Conducting employee opinion or attitude surveys	34.2	12.7	26.6	8.9	17.7
COMMUNICATION					
Formal information sharing program	19.0	15.2	26.6	12.7	26.6
Employees receive market, firm performance, or strategic information	15.2	26.6	22.8	19.0	15.2
Employee input and suggestion processes	15.2	16.5	29.1	16.5	21.5
PERFORMANCE MANAGEMENT AND APPRAISAL					
Appraisals based on objective results or behaviours	17.7	11.4	27.8	10.1	32.9
Appraisals for development or potential	15.2	17.7	16.5	17.7	32.9
Frequent performance appraisal meetings	22.8	12.7	17.7	19.0	27.8
PROMOTIONS					
Employees are promoted within the organisation	3.8	10.1	27.8	29.1	27.8
Promotions are objectively based on merit	5.1	13.9	12.7	25.3	40.5
Career planning	22.8	19.0	26.6	10.1	20.3
Many opportunities to get promoted	16.5	27.8	26.6	13.9	12.7
Defined career paths and job ladders	24.1	26.6	24.1	12.7	11.4

The descriptive statistics for Part II of the questionnaire will now be presented and commented on per section.

Section: Human Capital

Table C 49: Our employees are highly skilled

Our employees are highly skilled	N	Percent	Valid percent	Cumulative percent
Strongly disagree	4	5.1	5.1	5.1
Disagree	21	26.6	26.6	31.6
Unsure	7	8.9	8.9	40.5
Agree	34	43.0	43.0	83.5
Strongly agree	13	16.5	16.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 49, the respondents had to indicate to what extent they agreed that their employees were highly skilled. The findings indicate that 59.5% of the respondents agreed/strongly agreed with this statement, 8.9% was unsure, while 31.7% of the respondents disagreed/strongly disagreed. This finding is somewhat surprising when looking at the individual results for the component “Training and development” in Part I of the questionnaire. From these findings, it appeared that training was overall fairly prevalent, although some weaknesses appeared in regard to cross-functional and multi-skilled training. This could thus perhaps be the reason for the respondents’ views pertaining to this item. Organisations can only become and stay competitive if they have employees with exceptional skills and competencies who carry out their duties properly. Not having that type of employee may be problematic in respect of growth and service delivery.

Table C 50: Our employees are widely considered the best in our industry

Our employees are widely considered best in our industry	N	Percent	Valid percent	Cumulative percent
Strongly disagree	1	1.3	1.3	1.3
Disagree	13	16.5	16.5	17.7
Unsure	10	12.7	12.7	30.4
Agree	44	55.7	55.7	86.1
Strongly agree	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 50, the respondents had to indicate to what extent they agreed that their employees were widely considered best in their industries. The findings indicate that 69.6% of the respondents agreed/strongly agreed with this statement, 12.7% was unsure, while 17.8% of the respondents disagreed/strongly disagreed. This is a positive finding, as it is vital that employers see value in their employees. This is to the mutual benefit of both parties and can also improve the trust relationship between them, leading to a more committed workforce.

Table C 51: Our employees are creative and bright

Our employees are creative and bright	N	Percent	Valid percent	Cumulative percent
Strongly disagree	2	2.5	2.5	2.5
Disagree	9	11.4	4.4	13.9
Unsure	11	13.9	13.9	27.8
Agree	47	59.5	59.5	87.3
Strongly agree	10	12.7	12.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 51, the respondents had to indicate to what extent they agreed that their employees were creative and bright. The findings indicate that 72.2% of the respondents agreed/strongly agreed with this statement, 13.9% was unsure, while 13.9% of the respondents disagreed/strongly disagreed. Again, as was the case with the previous statement, the respondents to a very large extent agreed that their employees are creative and bright. This is a positive finding. Because talented individuals are available, this will give the organisation opportunities to pursue other ventures such as the expansion of the business.

Table C 52: Our employees develop new knowledge and ideas

Our employees develop new knowledge and ideas	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
Strongly disagree	-	-	-	-
Disagree	13	16.6	16.5	19.0
Unsure	10	12.7	12.7	31.6
Agree	44	55.7	55.7	87.3
Strongly agree	10	12.7	12.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 52, the respondents had to indicate the extent to which their employees develop new knowledge and ideas. The findings indicate that 68.4% of the respondents agreed/strongly agreed with this statement, 12.7% was unsure, while 16.5% of the respondents disagreed/strongly disagreed. Again this is a positive and important finding, especially in a learning organisation environment. It is important that employees develop new knowledge and ideas as this will enable the organisation to move forward and explore new avenues for business.

Section: Social Capital

Table C 53: Our employees are skilled at collaborating with each other to diagnose and solve problems

Our employees are skilled at collaborating with each other to diagnose and solve problems	N	Percent	Valid percent	Cumulative percent
Strongly disagree	1	1.3	1.3	1.3
Disagree	13	16.5	16.5	17.7
Unsure	7	8.9	8.9	26.6
Agree	49	62.0	62.0	88.6
Strongly agree	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 53, the respondents had to indicate to what extent they agreed that their employees are skilled at collaborating with each other to diagnose and solve problems. The findings indicate that 73.4% of the respondents agreed/strongly agreed with this statement, 8.9% was unsure, while 17.8% of the respondents disagreed/strongly disagreed. This is again a very positive finding, as it is important for organisations to have their employees work together on aspects such as problem solving. This enhances the general level of service delivery to customers and strengthens the bonds between the employees to the benefit of not only of themselves, but also the organisation.

Table C 54: Our employees share information and learn from one another

Our employees share information and learn from one another	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
Strongly disagree	-	-	-	-
Disagree	11	13.9	13.9	15.2
Unsure	3	3.8	3.8	19.0
Agree	51	64.6	64.6	83.5
Strongly agree	13	16.5	16.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 54, the respondents had to indicate to what extent they agreed that their employees shared information and learnt from one another. The findings indicate that 81.1% of the respondents agreed/strongly agreed with this statement, 3.8% was unsure, 13.9% of the respondents disagreed/strongly disagreed. Again, a very positive finding, as it is clear that the organisations have a strong learning character, which is a great advantage for them.

Table C 55: Our employees interact and exchange ideas with people from different areas of the company

Our employees interact and exchange ideas with people from different areas of the company	N	Percent	Valid percent	Cumulative percent
Strongly disagree	1	1.3	1.3	1.3
Disagree	18	22.8	22.8	24.1
Unsure	5	6.3	6.3	30.4
Agree	46	58.2	58.2	88.6
Strongly agree	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 55, the respondents had to indicate to what extent they agreed that their employees interact and exchange ideas with people from different areas of the company. The findings indicate that 69.6% of the respondents agreed/strongly agreed with this statement, 6.3% was unsure, while 24.1% of the respondents disagreed/strongly disagreed. This statement is closely related to the previous statement. However, the response appears to be somewhat weaker than that to the previous statement. It would appear that the employees work closely with their colleagues within their own division. However, when it comes to working across boundaries, it remains a problem. This reflects the earlier view on the aspect of cross-functional or multi-skilled training in Part I of the questionnaire, which also appeared not to be particularly popular. Encouraging this type of exchange can only improve employees' knowledge base to the advantage of the organisation.

Table C 56: Our employees partner with customers, suppliers, alliance partners etc. to develop solutions

Our employees partner with customers, suppliers, alliance partners etc. to develop solutions	N	Percent	Valid percent	Cumulative percent
Strongly disagree	2	2.5	2.5	2.5
Disagree	18	22.8	22.8	25.3
Unsure	6	7.6	7.6	32.9
Agree	44	55.7	55.7	88.6
Strongly agree	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 56, the respondents had to indicate to what extent their employees partner with customers, suppliers, alliance partners and the like to develop solutions. The findings indicate that 67.1% of the respondents agreed/strongly agreed with this statement, 7.6% was unsure, while 25.3% of the respondents disagreed/strongly disagreed. The findings here are very similar to those of the previous statement. It would appear that partnering with customer/suppliers and alliance partners to develop solutions is fairly popular. This type of partnering can bring great benefits to both the knowledge base of the employees and the organisation itself, as problems are jointly resolved to the satisfaction of both parties. This is a typical characteristic of a learning organisation.

Table C 57: Our employees apply knowledge from one area of the company to problems and opportunities that arise in another

Our employees apply knowledge from one area of the company to problems and opportunities that arise in another	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
Strongly disagree	3	3.8	3.8	5.1
Disagree	14	17.7	17.7	22.9
Unsure	8	10.1	10.1	32.9
Agree	45	57.0	57.0	89.0
Strongly agree	8	10.1	10.1	100.0
Total	79	100.0	100.0	

Comment

In Table C 57, the respondents had to indicate to what extent their employees apply knowledge from one area of the company to problems and opportunities that arise in another. The findings indicate that 67.1% of the respondents agreed/strongly agreed with this statement, 10.1% was unsure, while 21.5% of the respondents disagreed/strongly disagreed. This statement reflects the characteristic of a learning organisation. It is clear from the findings that a fairly large portion of the respondents were actively involved in applying their knowledge from one area of the company to problems and opportunities that arrive in another. This finding is however interesting when compared to the findings in Table C 22 relating to the aspects of cross-functional or multi-skilled training. The scenario could perhaps be that employees are taking their own initiative in this regard which will be to both the benefit of the employee and the organisation.

Section: Organisational Capital

Table C 58: Our organisation uses patents and licences

Our organisation uses patents and licences	N	Percent	Valid percent	Cumulative percent
Strongly disagree	6	7.6	7.6	7.6
Disagree	20	25.3	25.3	32.9
Unsure	7	8.9	3.9	41.8
Agree	37	46.8	46.8	88.6
Strongly agree	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Comment

In Table C 58, the respondents had to indicate whether their organisations use patents and licences. The findings indicate that 58.2% of the respondents agreed/strongly agreed with this statement, 8.9% was unsure, while 32.9% of the respondents disagreed/strongly disagreed. From the findings, it is clear that

there is a reasonable presence of the use of patents and licences within the participating organisations. The use of these patents and licences saves the companies from spending large sums of money of their own research and development activities.

Table C 59: Our organisation stores much of our knowledge in manuals, databases etc.

Our organisation stores much of our knowledge in manuals, databases etc.	N	Percent	Valid percent	Cumulative percent
Strongly disagree	2	2.5	2.5	2.5
Disagree	12	15.2	15.2	17.7
Unsure	1	1.3	1.3	19.0
Agree	64	64.6	64.6	83.5
Strongly agree	13	16.5	16.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 59, the respondents had to indicate whether their organisations store much of their knowledge in manuals, databases etc. The findings indicate that 81.1% of the respondents agreed/strongly agreed with this statement, 1.3% was unsure, while 17.7% of the respondents disagreed/strongly disagreed. It is therefore clear that the storage of knowledge in manuals/databases is very prominent in the organisations. This is a typical characteristic of a learning organisation. Thus, no valuable information generated by the organisation's employees is unaccounted for which can only be of benefit to the organisation.

Table C 60: Our organisation has a culture (stories, rituals) that contains valuable ideas, ways of doing business etc.

Our organisation has a culture (stories, rituals) that contains valuable ideas, ways of doing business etc.	N	Percent	Valid percent	Cumulative percent
Strongly disagree	2	2.5	2.5	2.5
Disagree	9	11.4	11.4	13.9
Unsure	3	3.8	3.8	17.7
Agree	54	68.4	68.4	86.1
Strongly agree	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 60, the respondents had to indicate whether their organisations had a culture (stories, rituals) that contained valuable ideas, ways of doing business etc. The findings indicate that 82.3% of the respondents agreed/strongly agreed with this statement, 3.8% was unsure, while 13.9% of the respondents disagreed/strongly disagreed. It is clear from the findings that the participating organisations have strong cultures which include stories and rituals that assist them in the ways they do business. The

presence of a strong culture within the organisation is important, as it forms the glue which binds employees together and directs the way they operate in the organisation.

Table C 61: Our organisation integrates much of our knowledge and information in structures, systems and processes

Our organisation integrates much of our knowledge and information in structures, systems and processes	N	Percent	Valid percent	Cumulative percent
Strongly disagree	-	-	-	-
Disagree	5	6.3	11.4	13.9
Unsure	7	8.9	8.9	15.2
Agree	54	68.4	68.4	83.5
Strongly agree	13	16.5	16.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 61, the respondents had to indicate whether their organisations integrated much of their knowledge and information into structures, systems and processes. The findings indicate that 84.9% of the respondents agreed/strongly agreed with this statement, 8.9% was unsure, while 6.3% of the respondents disagreed/strongly disagreed. This finding is not surprising as it reflects the characteristics of a learning organisation and supports the strong findings for a learning organisation identified in the statements under the section “Social Capital”. Being a strong learning organisation has numerous benefits such as providing a better service to customers, empowering employees to carry out their duties better and more productively and thus producing motivated/committed employees, as well as facilitating the achievement of the organisation’s goals.

Section: Market Performance

Table C 62: Growth in sales

Growth in sales	N	Percent	Valid percent	Cumulative percent
Much worse	2	2.5	2.5	2.5
Worse	5	6.3	6.3	8.9
About the same	21	26.6	26.6	35.4
Better	33	41.8	44.8	77.2
Much better	18	22.8	22.8	100.0
Total	79	100.0	100.0	

Comment

In Table C 62, the respondents had to indicate how well their organisations performed compared with other similar organisations over the past year with respect to growth in sales. The findings indicate that for 64.6%

of the respondents sales were better/much better, 26.6% about the same, while 8.8% indicated that they were worse/much worse. It is thus clear that the majority of the organisations appeared to do better/much better. This is a positive finding as far as their market performance its concerned.

Table C 63: Market share

Market share	N	Percent	Valid percent	Cumu-lative percent
Missing	2	2.5	2.5	2.5
Much worse	1	1.3	1.3	3.8
Worse	3	3.8	3.8	7.6
About the same	29	36.7	36.7	44.3
Better	32	40.5	40.5	84.8
Much better	12	15.2	15.2	100.0
Total	79	100.0	100.0	

Comment

In Table C 63, the respondents had to indicate how well their organisations performed compared with other similar organisations over the past year with respect to their market share. The findings indicate that 55.7% of the respondents performed better/much better, 36.7% about the same, while 5.1% of the respondents indicated that they performed worse/much worse. Although the majority of the companies indicated a growth in their market share, a prominent group of companies, namely 36.7%, indicated no real growth in their market share. Thus, it would appear that their market performance, as far as market share is concerned, is in a sense problematic. Thus, perhaps new product development would be the answer in view of the positive finding earlier in the section on 'Human Capital' where a positive finding was identified in respect of the creativity and intelligence of their employees, and the development of new knowledge and ideas.

Section: Operational Performance

Table C 64: Productivity

Productivity	N	Percent	Valid percent	Cumu-lative percent
Much worse	1	1.3	1.3	1.3
Worse	4	5.1	5.1	6.3
About the same	23	29.1	29.1	35.4
Better	41	51.9	51.9	87.3
Much better	10	12.7	12.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 64, the respondents had to indicate how well their organisations had performed compared with other similar organisations over the past year with respect to their productivity. The findings indicate that 64.6% of the respondents had performed better/much better, 29.1% about the same, while 6.4% of the respondents indicated that they had performed worse/much worse. From the findings it is clear that as far as the organisations' productivity is concerned, they had performed better/much better during the past year. This is a positive finding and could be related to the positive findings in relation to the Human Capital, Social Capital and Organisational Capital categories as indicated earlier.

Table C 65: Quality

Quality	N	Percent	Valid percent	Cumulative percent
Much worse	1	1.3	1.3	1.3
Worse	1	1.3	1.3	2.5
About the same	18	22.8	22.8	25.3
Better	47	59.5	59.5	84.8
Much better	12	15.2	15.2	100.0
Total	79	100.0	100.0	

Comment

In Table C 65, the respondents had to indicate how well their organisations had performed compared with other similar organisations over the past year with respect to their quality. The findings indicate that 74.7% of the respondents had performed better/much better, 22.8% about the same, while 2.6% of the respondents indicated that they had performed worse/much worse. Thus, it is clear from the findings that the majority of the companies had experienced an increase in the quality of their services/products. This is a positive finding and, as the results show, in respect of market performance there was an increase in sales growth and in market share.

Table C 66: Efficiency

Efficiency	N	Percent	Valid percent	Cumulative percent
Much worse	-	-	-	-
Worse	8	10.1	10.1	10.1
About the same	17	21.5	21.5	31.6
Better	42	53.2	53.2	84.8
Much better	12	15.2	15.2	100.0
Total	79	100.0	100.0	

Comment

In Table C 66, the respondents had to indicate how well their organisations had performed compared with other similar organisations over the past year with respect to their efficiency. The findings indicate that 68.4% of the respondents had performed better/much better in this regard, 21.5% about the same, while 10.1% of the respondents indicated that they had performed worse. It is clear from the findings that the majority of the companies experienced improvements in their efficiency, which as indicated earlier may have an impact on their market performance. This is a positive finding.

Table C 67: Overall operational performance

Overall Operational Performance	N	Percent	Valid percent	Cumulative percent
Much worse	1	1.3	1.3	1.3
Worse	5	6.3	6.3	7.6
About the same	14	17.7	17.7	25.3
Better	43	54.4	54.4	79.7
Much better	16	20.3	20.3	100.0
Total	79	100.0	100.0	

Comment

In Table C 67, the respondents had to indicate how well their organisations performed compared with other similar organisations over the past year with regard to their company's overall operational performance. The findings indicate that 74.7% of the respondents had performed better/much better, 17.7% about the same, while 7.6% of the respondents indicated that they had performed worse/much worse. It is clear from the findings that the majority of companies experienced better overall operational performance. This can be related to a number of aspects already discussed such as an improvement in productivity, quality and efficiency and a strong relationship between human, social and organisational capital.

Section: Financial Performance

Table C 68: Net income

Net Income	N	Percent	Valid percent	Cumulative percent
Missing	4	5.1	5.1	5.1
Much worse	3	3.8	3.8	8.9
Worse	4	5.1	5.1	13.9
About the same	21	26.6	26.6	40.5
Better	34	43.0	43.0	83.5
Much better	13	16.5	16.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 68, the respondents had to indicate how well their organisations performed with other similar organisations over the past year with regard to their net income. The findings indicate that 59.5% of the respondents had performed better/much better, 26.6% about the same, while 8.9% of the respondents indicated that they had performed worse/much worse. Thus, in the case of the majority of companies there has been an improvement in their net income. This finding is not surprising in view of the improvement within the companies in the areas of market and operational performance. This is thus a positive finding.

Table C 69: Return on assets

Return on assets	N	Percent	Valid percent	Cumulative percent
Missing	4	5.1	5.1	5.1
Much worse	1	1.3	1.3	6.3
Worse	5	6.3	6.3	12.7
About the same	19	24.1	24.1	36.7
Better	44	55.7	55.7	92.4
Much better	6	7.6	7.6	100.0
Total	79	100.0	100.0	

Comment

In Table C 69, the respondents had to indicate how well their organisations performed compared with other similar organisations over the last year with regard to their company's return on assets. The findings indicate that 63.3% of the respondents had performed better/much better, 24.1% about the same, while 7.6% of the respondents indicated that they had performed worse/much worse. Thus, in the case of the majority of the companies this has been positive. This finding, as mentioned earlier, is not surprising when comparing the results for market and operational performance.

Table C 70: Overall financial performance

Overall financial performance	N	Percent	Valid percent	Cumulative percent
Missing	3	3.8	3.8	3.8
Much worse	1	1.3	1.3	5.1
Worse	4	5.1	5.1	10.1
About the same	16	20.3	20.3	30.4
Better	44	55.7	55.7	86.1
Much better	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 70, the respondents had to indicate how well their organisations performed compared with other similar organisations over the last year with regard to their company's overall financial performance. The

findings indicate that 69.6% of the respondents had performed better/much better, 20.3% about the same, while 6.4% of the respondents indicated that they had performed worse/much worse. This finding is not surprising looking at the results for the earlier two statements in this group, namely, net income and return on assets.

Section: Low Costs

Table C 71: Keeping our labour costs low

Keeping our labour costs low	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
Strongly disagree	1	1.3	1.3	2.5
Disagree	15	19.0	19.0	21.5
Unsure	4	5.1	5.1	26.6
Agree	47	59.5	59.5	86.1
Strongly agree	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 71, the respondents had to indicate whether keeping their labour costs low had been important to the success of their organisations. The findings indicate that 73.4% of the respondents agreed/strongly agreed, 8.9% was unsure, while 16.5% of the respondents disagreed/strongly disagreed. Thus, in the case of the majority of the organisations, keeping their labour costs down was an important aspect in their success. It is important to note that labour costs in companies can be as much as 60% of a company's operating costs. Thus, monitoring this aspect closely and trying to work smarter is a very realistic goal.

Table C 72: Keeping material consumption low

Keeping material consumption low	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
Strongly disagree	2	2.5	2.5	3.8
Disagree	8	10.1	10.1	13.9
Unsure	6	7.6	7.6	21.5
Agree	51	64.6	64.6	86.1
Strongly agree	11	13.9	13.9	100.0
Total	79	100.0	100.0	

Comment

In Table C 72, the respondents had to indicate whether keeping their material consumption low had been important to the success of their organisations. The findings indicate that 78.5% of the respondents

agreed/strongly agreed, 7.6% was unsure, while 12.6% of the respondents disagreed/strongly disagreed. It is clear from the findings that the majority of companies made an effort to keep their material consumption low to improve their companies' performance. This is a positive finding as material costs through wastage can be very high.

Table C 73: Keeping our energy consumption low

Keeping our energy consumption low	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
Strongly disagree	2	2.5	2.5	3.8
Disagree	8	10.1	10.1	13.9
Unsure	7	8.9	8.9	22.8
Agree	47	59.5	59.5	82.3
Strongly agree	14	17.7	17.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 73, the respondents had to indicate whether keeping their energy consumption costs low had been important to the success of their organisations. The findings indicate that 77.2% of the respondents agreed/strongly agreed, 8.9% was unsure, while 12.6% of the respondents disagreed/strongly disagreed. Thus, the majority of companies have made efforts to keep their energy consumption low with a view to becoming more successful. This is a positive finding especially with the energy problems in the past few years in South Africa, as well as a possible unsure future in this regard.

Table C 74: Keeping our inventory costs low

Keeping our inventory costs low	N	Percent	Valid percent	Cumulative percent
Missing	2	2.5	2.5	2.5
Strongly disagree	1	1.3	1.3	3.8
Disagree	6	7.6	7.6	11.4
Unsure	6	7.6	7.6	19.0
Agree	50	63.3	63.3	82.3
Strongly agree	14	17.7	17.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 74, the respondents had to indicate whether keeping their inventory costs low had been important to the success of their organisations. The findings indicate that 81% of the respondents agreed/strongly agreed, 7.6% was unsure, while 8.9% of the respondents disagreed/strongly disagreed. Thus, the majority of companies had made an effort to keep their inventory costs low with a view to

achieving success for their business. Using techniques such as just-in-time systems can support companies greatly in this regard.

Section: Innovation

Table C 75: Introduction of new products or services

Introduction of new products or services	N	Percent	Valid percent	Cumulative percent
Missing	1	1.3	1.3	1.3
Strongly disagree	1	1.3	1.3	2.5
Disagree	12	15.2	15.2	17.7
Unsure	7	8.9	8.9	26.6
Agree	44	55.7	55.7	82.3
Strongly agree	14	17.7	17.7	100.0
Total	79	100.0	100.0	

Comment

In Table C 75, the respondents had to indicate whether the introduction of new products or services had been important to the success of their organisations. The findings indicate that 73.4% of the respondents agreed/strongly agreed, 8.9% was unsure, while 16.5% of the respondents disagreed/strongly disagreed. Thus, the majority of respondents had focused on the introduction of new products/services to improve the performance of their companies. Thus, innovation plays a crucial role in organisational survival and competitiveness.

Table C 76: Offering new features in our products or services

Offering new features in our products or services	N	Percent	Valid percent	Cumulative percent
Strongly disagree	1	1.3	1.3	1.3
Disagree	12	15.2	19.2	16.5
Unsure	9	11.4	11.4	27.8
Agree	42	53.2	53.2	81.0
Strongly agree	15	19.0	19.0	100.0
Total	79	100.0	100.0	

Comment

In Table C 76, the respondents had to indicate whether the offering of new features in their products/services had been important to the success of their organisations. The findings indicate that 72.2% of the respondents agreed/strongly agreed, 11.4% was unsure, while 16.5% of the respondents disagreed/strongly disagreed. Thus, the majority of the companies pursue a strategy of offering new features in their products, services which increase the success of their businesses. The behaviours of

customers/clients change over the years and it is essential for companies to be sensitive to these changes and address them accordingly.

Table C 77: Being the first to offer something new in the marketplace

Being the first to offer something new in the marketplace	N	Percent	Valid percent	Cumulative percent
Strongly disagree	1	1.3	1.3	1.3
Disagree	16	20.3	20.3	21.5
Unsure	11	13.9	13.9	35.4
Agree	39	49.4	49.4	84.8
Strongly agree	15	15.2	15.2	100.0
Total	79	100.0	100.0	

Comment

In Table C 77, the respondents had to indicate whether being the first to offer something new in the marketplace had been important to the success of their organisations. The findings indicate that 64.6% of the respondents agreed/strongly agreed, 13.9% was unsure, while 21.6% of the respondents disagreed/strongly disagreed. It is clear from the findings that the majority of companies try and pursue this type of strategy with their products/services. As indicated previously, consumer behaviour needs to be studied on an ongoing basis to ensure that products/services no longer in demand are phased out.

Table C 78: Offering products or services that are different than our competitors

Offering products or services that are different than our competitors	N	Percent	Valid percent	Cumulative percent
Strongly disagree	-	-	-	-
Disagree	12	15.2	15.2	15.2
Unsure	6	7.6	7.6	22.8
Agree	48	60.8	60.8	83.5
Strongly agree	13	16.5	16.5	100.0
Total	79	100.0	100.0	

Comment

In Table C 78, the respondents had to indicate whether offering products or services that differ from those of their competitors had been important to the success of their organisations. The findings indicate that 77.3% of the respondents agreed/strongly agreed, 7.6% was unsure, while 15.2% of the respondents disagreed/strongly disagreed. Strong market forces dictate that companies need to differentiate themselves from their competitors by offering products/services to the consumer that are different. From the findings it appears that the majority of the companies are following this type of strategy.

Table C 79: Approximately how many employees voluntarily left (quit) your company during the past year?

Number of employees to quit voluntarily from the company	Number of companies
1-20 employees	55
21-40 employees	11
41-80 employees	8
81-100 employees	1
101 and more	2
Total	77
Missing	2

Comment

From Table C 79, it is clear that in the case of **55 companies** (69.6%), between 1 and 20 employees had left the company's employ during the past year. This is a relatively small group of employees and may possibly be attributed to the high rate of unemployment in the country, making finding a new job very difficult. This will thus slow down the mobility of staff between jobs. The advantage of this is a more stable workforce in organisations. The results further indicate that 11 companies had a turnover rate of their employees of between 21 and 40 employees, eight companies between 41 and 80 employees, one company between 81 and 100 employees, while two companies had a turnover of more than 101 employees.

Table C 80: Does this company have substantial foreign ownership (foreign parent, joint venture?)

	N	Valid percent
Yes	15	19.0%
No	63	79.7%

Comment

It would appear from the responses indicated in Table C 80 that the majority of the participating companies (79.7%) did not have foreign ownership, although 19.0% of the companies indicated that they did.

Table C 81: Is this a government or state-owned enterprise?

	N	Valid percent
Yes	1	1.3%
No	78	98.7%

Comment

In Table C 81, the companies had to indicate whether they were a government or state-owned enterprise. The majority of the participating companies (98.7%) indicated that they were not state-owned, and thus belonged fully in the private sector. Only one company indicated that it belonged to the government thus meriting the label of a state-owned enterprise (i.e. SAA, SABC, ESKOM).

Table C 82: Which of the following is your type of business?

	N	Valid Percent
Industrial or Manufacturing	52	65.8%
Services or Retail	14	17.7%
<i>Other:</i> automotive, beverages contract deceiving continuity management copyright asset management, education, Industrial services information technology, retro chemical pharmaceuticals	13	16.5%

Comment

From Table C 82, it is clear that the majority of the participating companies formed part of the Industry/Manufacturing sector (65.8%), while 17.7% fell in the Services or Retail sector and 16.5% in areas such as beverages, education, automotive, information technology, chemical and pharmaceuticals.

Table C 83: Summary of the frequency distribution for the components included in Part II of the questionnaire

HUMAN CAPITAL: Our employees....					
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
are highly skilled.	5.1	26.6	8.9	43.0	16.5
are widely considered the best in our industry.	1.3	16.5	12.7	55.7	13.9
are creative and bright.	-	16.5	12.7	55.7	12.7
develop new knowledge and ideas.	2.5	11.4	13.9	59.5	12.7
SOCIAL CAPITAL: Our employees.....					
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
are skilled at collaborating with each other to diagnose and solve problems.	1.3	16.5	8.9	62.0	11.4
share information and learn from one another.	-	13.9	3.8	64.6	16.5
interact and exchange ideas with people from different areas of the company.	1.3	22.8	6.3	58.2	11.4
partner with customers, suppliers, alliance partners, etc., to develop solutions.	2.5	22.8	7.6	55.7	11.4
apply knowledge from one area of the company to problems and opportunities that arise in another.	3.8	17.7	10.1	57.0	10.1
ORGANISATIONAL CAPITAL: Our organisation....					
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
uses patents and licences.	7.6	25.3	8.9	46.8	11.4
stores much of our knowledge in manuals, databases, etc.	2.5	15.2	1.3	64.6	16.5
has a culture (stories, rituals) that contains valuable ideas, ways of doing business, etc.	2.5	11.4	3.8	68.4	16.9
integrates much of our knowledge and information in structures, systems, and processes.	-	6.3	8.9	68.4	16.5

(continued)

Table C 83: Summary of the frequency distribution for the components included in Part II of the questionnaire (continued)

Over the past year, how well did your organisation perform compared with other similar organisations with respect to the following aspects....					
MARKETS PERFORMANCE					
	Much Worse	Worse	About the Same	Better	Much Better
Growth in Sales	2.5	6.3	26.6	41.8	22.8
Market Share	1.3	3.8	36.7	40.5	15.2
OPERATION PERFORMANCE					
	Much Worse	Worse	About the Same	Better	Much Better
Productivity	1.3	5.1	29.1	51.9	12.7
Quality	1.3	1.3	22.8	59.5	15.2
Efficiency	-	10.1	21.5	53.2	15.2
Overall Operational Performance	1.3	6.3	17.7	54.4	20.3
FINANCIAL PERFORMANCE					
	Much Worse	Worse	About the Same	Better	Much Better
Net Income	3.8	5.1	26.6	43.0	16.5
Return on Assets	1.3	6.3	24.1	55.7	7.6
Overall Financial Performance	1.3	5.1	20.3	55.7	13.9

Have the following issues been important to the success of your organisation?					
LOW COSTS					
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
Keeping our labour costs low	1.3	19.0	5.1	59.5	13.9
Keep material consumption low	2.5	10.1	7.6	64.6	13.9
Keep our energy consumption low	2.5	10.1	8.9	59.5	17.7
Keeping our inventory costs low	1.3	7.6	7.6	63.3	17.7
INNOVATION					
	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
Introduction of new products or services	1.3	15.2	8.9	55.7	17.7
Offering new features in our products or services	1.3	15.2	11.4	53.2	19.0
Being the first to offer something new in the marketplace	1.3	20.3	13.9	49.4	15.2
Offering products or services that are different than competitors	-	15.2	7.6	60.8	16.5

APPENDIX D

REFERENCE LIST

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