MAURITIUS RESEARCH COUNCIL

THE IMPACT OF THE MEDIA ON EMPLOYER OF CHOICE STRATEGIES IN MAURITIUS AND RODRIGUES

Final Report

November 2014

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This report is based on work supported by the Mauritius Research Council under award number MRC/RUN-1304. Any opinions, findings, recommendations and conclusions expressed herein are the author's and do not necessarily reflect those of the Council.

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Acknowledgements

We are first and foremost grateful to the Mauritius Research Council for the opportunity and for making available the funds and other support necessary to undertake this research project.

Our thanks also go to the University of Mauritius for providing encouragement, and for the facilities at the level of the Faculty, throughout the process of implementing the project.

Our special thanks to managers in Mauritius and Rodrigues who gave their valuable time and ideas towards achieving the project.

Finally, the project would not have met its objectives but for the invaluable inputs from all the survey participants from the University of Mauritius, the University of Technology Mauritius, the MITD centres, and from Rodrigues.

Special thanks to Ms. Laura Meunier, Research Assistant on the project, for her tireless commitment, for her diligence and great sense of professionalism through and through.

To all, friends, colleagues and family, we are grateful for the support and co-operation received in various forms all along.

Anita Ramgutty-Wong (Principal Investigator) and Indra Dusoye

University of Mauritius

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CHAPTER ONE: INTRODUCTION

The rationale for the project on the effect of the media on corporate image flows from several phenomena currently running at a pace which soon threatens to be unmanageable: firstly, the growth and spread of media of all types, including social and virtual that creates images, opinions, and perceptions, often in ways that appear uncontrollable; secondly, the increasing accessibility to various forms of media by organisations, in the form of advertising, publicizing events, (such as Corporate Social Responsibility activities), and job fairs; and thirdly, the competition for "talent" which often shops around for the best employer, often but not always justifiably, influenced by the image and brand circulated *via* the media.

The project aimed at assessing the extent to which the media are used by organisations in Mauritius, both in public and private firms, the impact of such media coverage on the minds of individuals and especially of those found in the "young" age bracket, representing the young, much sought-after talent.

In methodological terms, surveys and interviews amongst the young tertiary and post-secondary, vocational education institutions, and with employers were conducted, and data was also collected from media representatives and with Human Resource managers.

The outcomes of the project include reliable information to organisations about the way they are perceived by the outside talent pool, and a framework incorporating these factors likely to be the determinants of opinion formation as influenced by the media. Such knowledge may ultimately lead to an adjustment or review of corporate communication/PR/branding strategies, and assist in closing somewhat the opinion and expectation mismatch between the labour market and the employment offerings of employers.

1.1. Research problem

The images which the media creates of organisations, either unconsciously or purposefully, impacts on the way consumers perceive and shape ideas about these companies. Moreover, these consumers may range from potential and current labour markets, potential and current product or service markets, suppliers, government, and all stakeholder groups of the organization. Such a process of image creation is important because it helps in determining the existence of organisations, by threatening the latter's ability to attract the talent it requires or the public opinion it cherishes.. It is thus essential that such perceptions and conceptions be first established, and then assessed for potential impact on the organization. Organisations often engage in "visibility" acts in a naïve fashion, assuming that public opinion is relatively inelastic or under-estimate the potency of such opinions.

The research problem being addressed in this study is the existence and extent of the media portrayals in the minds of members of the labour market specifically, thereby determining the factors most likely to be determinant in opinion-formation (or change) as influenced by the media.

1. 2. Background

Private firms in Mauritius conduct Public Relations, communications and information campaigns and activities, and activities such as advertising and high-visibility CSR events, but much of this is not specifically nor strategically directed at branding the firm as an employer of choice. As such, investments in media coverage and communications do not always yield a return of specific and lasting value.

1.3. Innovativeness

No study so far has established the potential or impact of employer branding activities on the minds and actions of the external labour market. In addition, feedback from potential employees will serve as a reality check to firms, who may incorporate such information into various aspects of their operations, including but not limited to their public relations/branding strategy.

1.4. Potential for application

The benefits of the research could be to ensure better communication between the labour market and organisations who are potential employers. Firms can use the findings to initiate or adjust their PR and communications and improve their image as employers in order to attract or retain the workers they need at the same time creating improved job-to-person and person-to-organisation fit. This ought to result in a workforce better able to fulfill their role as the foundation for the firm's growth and competitiveness, and by extension, national social and economic development, as well as greater human wellbeing and harmony.

The framework developed would be of benefit to firms in increasing their awareness of the importance of image building, as well as to improve their external communication strategies. It will also provide a perspective that is often overlooked, that of addressing the gap between expectations of employers and those of the young generation making up the labour market.

1.6. Overall Objective

The overall objective of the study set was to evaluate the extent to which the corporate image of Mauritian firms, as crafted by the media and the visibility afforded by activities of firms influences the firms' attractiveness as employers among students in university and vocational education institutions.

1.7. Specific objectives:

1. To examine the media representation of Mauritian firms in terms of the latter's branding (including CSR) activities.
2. To establish the factors influencing the attractiveness of firms as employers and what sources of information including the media does the labour marker use to assess these factors.
3. To establish what are the perceptions held of firms by the labour market.
4. To establish the gap between actual labour market perceptions and the image/branding strategy of firms.

5. To construct a conceptual framework based on the stakeholder concepts to map the overall attractiveness of an organization.

This research has attempted to establish the attractiveness of companies as employers among students of universities and MITD centres. This attractiveness is a factor which will contribute to the movements of talent across labour markets, as they seek a closer coherence between their expectations of work and employment experience as a process, and what employers offer. Thus, a low attractiveness index of a firm could also suggest a mismatch between the education system and the world of work, as members of the labour marker fail to secure employment that meets their level of education. This may even explain the disappointments of many young, educated folk and their subsequent exodus to other parts of the world.

1.10. Outline of this report

This report is structured as follows:

Chapter two, the literature review, describes the nature and the various components and definitions around the concepts of Employer of Choice and media. It describes the emergence of the concept in this new globalized era, and how scholars and other researchers have tried to make sense of the concepts. The review has formed the basis for the conceptual framework developed with a view to conceptualizing the methodology. This is described in Chapter Three (methodology). As the main target with respect to the study objectives, the perceptions and views of learners at universities and at the MITD were gathered. Our assumption was that this group would have received the fundamental formal education to enable them to make greatly significant, immediate and future contributions to their employing organisations, and that it was crucial to access their perspective with regard to the subject at hand.

A mix of surveys, focus groups, and interviews were used following a mixed-methods approach. Both qualitative and quantitative data was captured.

As for the employer perspective, a representative sample of the employer group, was approached via the Human Resource managers to gain accurate and rich insights into their

awareness of, and competencies in, image management and employer branding as routes to developing their organisations into employers of choice. The largest private firms in Mauritius was the key group targetted, because it was assumed that they are the most frequently and significantly represented in the media and also the best known among the emerging "young" labour force. They also are somehow the "emblems" of private sector success. Public sector organisations and para-statals, as well as the major State-owned companies were also included. The same logic was applied to organisations contacted in Rodrigues.

The findings of all the data gathered are presented in Chapter Four, in the form of tables, charts and text.

Web 2.0 was considered as an innovative research tool to capture the perceptions and attitudes of the online community about a specific issue. Indeed, a blog was specifically designed to pass on issues related to the study and was put online for three weeks, in accordance with the methodology (See Appendix for blog page). The blog was shared on Facebook, LinkedIn, Tumbler, Google +, and Twitter. However, it was unsuccessful, and we surmise that this technique requires a different approach and more time for fruitful implementation.

The report closes with a chapter on discussion of and conclusions from the study's findings. Some recommendations for the consideration by stakeholder groups, namely employing organisations, the young talent in the labour pool and the media are also made.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

The employer of choice strategy has often been associated with recruitment and retention strategies, but the concept of a company developing a branding strategy to project itself as an employer to whom the best talent will be attracted is similar to the branding practices used in marketing. The idea behind the employer of choice concept implies such practices as: positive image and reputation, family-friendly policies, social and community practice (Hull and Read, 2003), all destined to increase the attractiveness of the organisation, as marketing professionals would to increase the appeal of a product. In the same manner, then, the organisation may be perceived differentially by different stakeholder groups, including the potential talent in the labour pool, consumers of products and services offered, and the public which can validate or reject the organisation, and these diverse perspectives consequently influence the success of the business (Kahler, 2005).

In addition, with new waves of globalization, technological advancement has brought about new challenges to companies, including in the task of attaining the status of employer of choice. As new technologies in communication and information emerge, media usage and type also broadens, along with more complex impacts. In consequence, companies are now obliged to reshape their strategies in terms of branding, attraction and retention strategies. New structures of human resource management have emerged such as e-recruiting, and studies have shown that the best performing companies have now adopted social media strategies as a means of improving reputation, and recruiting the best talent, thereby increasing their chances to become employers of choice, with the media as a tool in the process. Indeed, new forms of media, and the internet, have extended the range of communication that facilitates patterns of behavior that were impossible to practice before (Lipski, 2000).

The penetration of the internet into every corner of the globe has promoted instant international connection. According to the ICTA Report (2013) the total number of internet subscriptions for Mauritius itself has experienced a significant increase from 370,000 in 2011 to 568, 7000 in 2012. This has in turn developed a marked shift to online media. Such a swift development in the telecommunication sector has helped to place Mauritius at the 48th position out of 144 for the availability of latest technologies in Africa and 81st position in terms of individuals using the internet.

Thus Mauritius has made its way into the global village. However, being part of the global village implies new opportunities and challenges to be faced in the field of Human Resource Management which is essential for the success of all organizations.

2.2. Employer of choice strategy and media

Witz (2011) defines media as all goal oriented technical means or instruments which help in the for the procurement of information in various forms; print, visual, or auditory forms as well as organizational and institutional entities behind them that generate and provide this information. The information is directed in a traditional manner, at a broad and public audience.

Bennett (1982) states that new media is associated with the nineteenth and twentieth centuries; the press, the radio and television, the cinema and the record industry are all mediatic tools for the constant spread and sharing of information worldwide. Henderson and Bowley (2010) argue that the media has infused internal communications and human resource management functions within companies. One most commonly used form of media is the internet and social media and Boydel (2004) argues that the internet and social media have become an essential part of corporate communication.

2.3. Employer branding and employer of choice

Employer branding has been defined as a concept which involves the extension of marketing principles which recognizes the need to build acquisition and retention

strategies across a number of stakeholder groups and markets through closer relationships (Morgan and Hunt, 1994; Amstrong ,2006).

Brakchaus and Tikoo (2004) (see Figure 1) argue one the most basic understanding provided by the American Marketing Association about brand comes from the definition which describes a brand as *"a name, a term, a symbol, or design, or combination of the which is intended to identify the goods and services of one seller group or group of sellers and to differentiate them from those of competitors."*

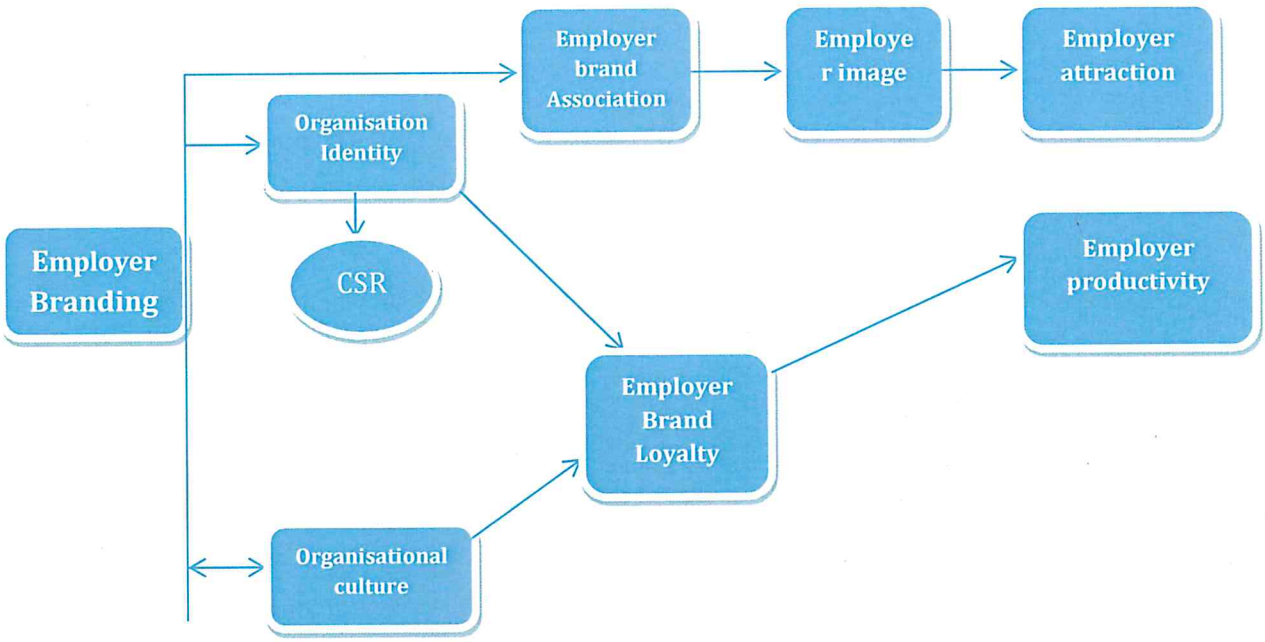


Figure 1 Employer Branding Model, Brackaus and Tickoo, (2004)

Source: Brackhaus and Tikoo, (2004)

The Chartered Institute of Personnel Development (2008) states that employer branding is a set of attributes and qualities- often intangible- that makes an organization distinctive,

promises a particular kind of employment experience, and appeals to those who will thrive and perform to their best in its culture.

The concept of employer branding has been introduced in order to position a company/organization as an employer of choice (Ambler and Barrow, 1996). For instance, employer branding has been defined as "the package of functional, economic, and psychological benefits provided by employment and identified with the employing company". Therefore an employer brand consists of multiple facets that will allow the organization to achieve the status of an employer of choice (Brackaus and Tikoo, 2004

The employer brand is often associated with the corporate brand, which describes the organization's culture and values (Foster et al., 2012). Indeed, an organization's identity is determined by the corporate brand through which a distinctive image is created.

The interest for employer branding has gained momentum since some decades as more companies aspire to become employers of choice. As such, employer branding has been crucial mostly in the retention of talented employees, and has in fact emerged as a retention management technique. According to Edouards (2010), some positive features are required for a company to achieve a positive employer branding; communicating successes, demonstrating Corporate Social Responsibility practices, and ideological alignments. The Global Reporting Initiative (2002) reports that an employer of choice organization represents the development of human capital which includes the unique capabilities and expertise that individuals bring to an organization. The concept of employer of choice strategy implies that the employee takes along essential resources to the workplace in terms of social capital, intellectual capital, cultural capital and individual talents and resources (Pitt-Catsouphes, 2007; Sokro, 2012). Although it is debated that there is no single set of indicators of an employer of choice, the concept emphasizes some key components health and safety protection, opportunities for meaningful work, provisions for employability and employment predictabilities, workplace flexibility, promotion of constructive relationships at the workplace, rewards, and opportunities for learning for development and advancement (see Figure 2 below).

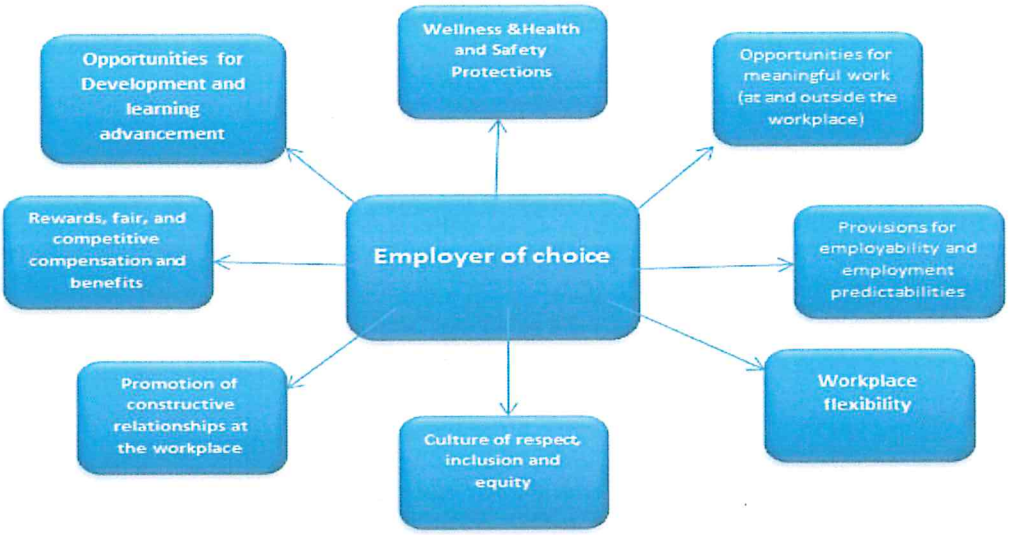


Figure 2 The Employer of Choice Model, Pitt-Catshouphes (2007)

Source: Pitt-Catsouphes (2007

Brisbois (2003) argues that the employer of choice of a business is reflected in the capacity to offer quality employment in view of improving organizational performance and productivity. The assumption is that the employer of choice strategy benefits both the organization and the employees (Pitt-Catsouphes, 2007).

2.4. Stakeholder Theory

The stakeholder theory, according to Freeman et al. (2010), has penetrated the academic discourse in management as well as other disciplines.

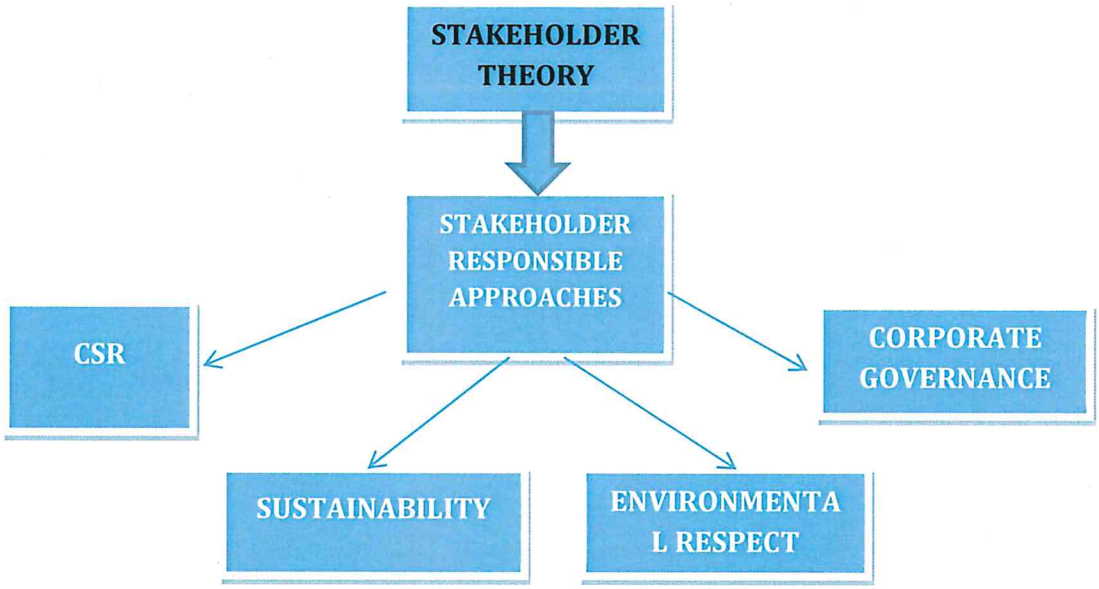


Figure 3: The Stakeholder Theory Model by Zambo and Del Bello, 2005

Source: Zambo and Del Bello, 2005

The concept argues that firms have stakeholders and they (the firms) should proactively pay attention to them (Freeman, 1984). The stakeholder theory exists in tension with shareholder theory (Friedman, 1930) arguing that stakeholders provide a vehicle for connecting ethics and strategy (Phillips, 2003) and that firms diligently that seek to serve the interests of a broad group of stakeholders will create more value over time (Campbell, 1997).

2.5. Value

A stakeholder- based perspective of value is important from a managerial perspective because managers tend to focus attention on things that lead to higher performance based on what gets measured (Kaplan and Norton, 1992). Thus, rather than focusing primarily on economic measures of performance, a stakeholder-based performance measure will

challenge managers to examine more broadly the value their firms are creating from the perspective of the stakeholders who are involved in creating it.

2.6. Corporate social responsibility and corporate social performance

Gill (2008) argues that corporate social responsibility and employer of choice are 'intertwined'. For instance, corporate social responsibility involves the external reporting of an organization's operations which addresses policies and practices.

As Turban and Cable (2003) advocate, organizations with better reputations attract high-quality and skilled talent while the corporate social performance is essential for reputation.

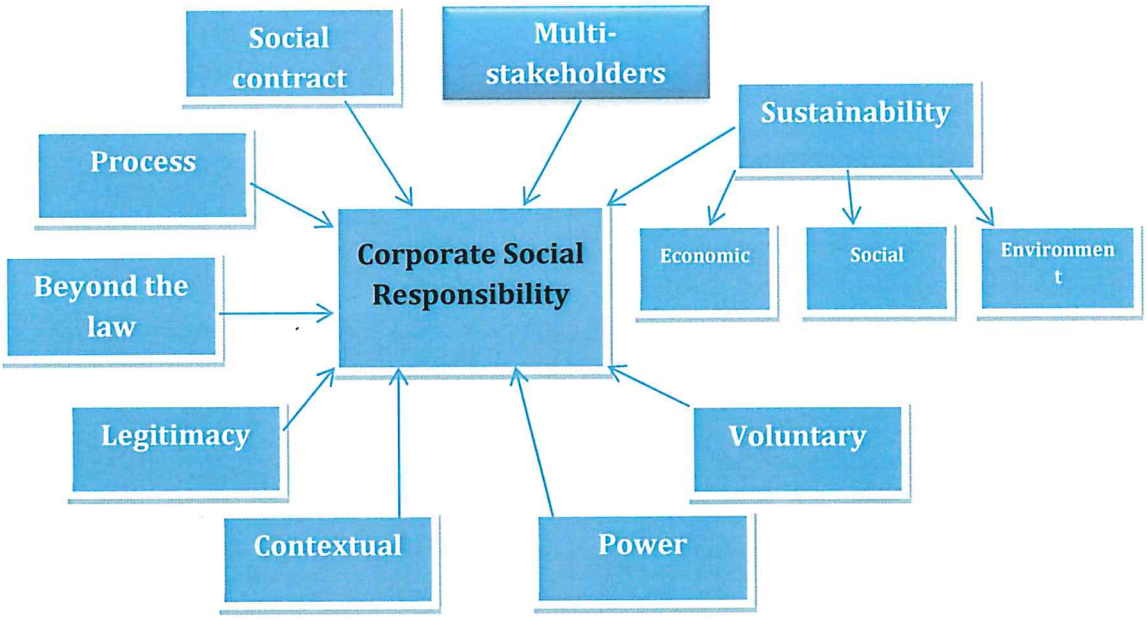


Figure 4: The CSR Model

Source: Ouagourd and Nielson (2002)

According to Ouagourd and Nielson (2002) (Figure 4 above), Corporate Social Responsibility refers to 'long term ethical principles which are codified by law, arguing that its presence may be the result of a possible social contract between society and a business

which enables the society to take back the social power that has been granted to the business. Ouagourd and Nielson (2002) further note that Corporate Social Responsibility can be viewed as a process which involves various stakeholders which may be informally related in practice and submitted to the micro environment as much as very personal factors of influence. Furthermore, Corporate Social Responsibility tends to be multidisciplinary and requires examination by various lenses. (Ouagourd and Nielson, 2002)

The Experience CSR Report (2003) states that the five pillars of the corporate social responsibility strategy are: business ethics, employee relations, human rights, community investment and environmental sustainability, and the way these pillars are applied within the organization constructs the foundation to a solid corporately responsible organization (Gill, 2008).

In the globalized world, corporate governance, accountability and citizenship are becoming part of mainstream policy management. Suggett and Goodsir (2002) state that many companies have started producing CSR/sustainability reports, post internet statements and make press releases to show their practices, policies and procedures relating to social responsibility, social performance sustainability and employer of choice practices

2.7. Sustainability

According to Herman (2005) there is a keenness of organizations to integrate sustainability, ecological or social responsibility, into their branding and communication strategies as a means to improve their corporate reputation and their attractiveness to potential employees.

Wright et al. (1992) for their part, present the case for a resourced-based view of the firm such that the human resources provide a source of sustained competitive advantage. Barney (1991) has argued that organizations achieve competitive advantage through the implementation of value-enhancing strategies that distinguish them from other organizations. Therefore, such strategies can be achieved only through the effective supply

and use of human resources. Wright and Mac Mahan (1992) further note that human resources have the potential to be the foundations of sustained competitive advantage provided that they are both highly-skilled and motivated.

Sustainable human resource management is therefore defined as:

> *"... The pattern of planned or emerging human resource strategies and practices intended to enable organizational goal achievement while simultaneously reproducing the HR base over a long lasting calendar time."* (Ehnert 2009: 74)

2.8. Attraction and retention

The Strategic Human Resource Management literature is rich in demonstrating that attracting high quality employees is crucial for the competitiveness of organizations (Delery and Shaw, 2001), although Becker and Huselid (1998) argue that a workplace with highly performance work systems may not be sufficient to attract and retain high skilled employees nor to increase the firm's performance. Boxall and Macky (2009) suggest that the organizations should be able to provide employee-focused employment and generate high involvement practices that will create a positive working environment to attract and retain the desired workforce.

Petkovic (2007) describes the current labour market as being in a transition of a seller's to a buyer's market mostly regarding highly skilled or talented employees. Darcy et al. (2012) suggests that the problem is even more pronounced because the workforce now comprises an ageing population, people from diverse cultures, women, dual-career couples, single parent individuals, and a young generation leading to a more diverse workforce. Research indicates that the current workforce is comprised of three different generations: the Baby boomers, Generation X and Generation Y. The Baby Boomers consist of those born between 1946 and 1960 and this generation is presumed to be reaching retirement over the next few years. The Generation X employees are those born 1961 and 1979 and most of these employees tend to be found in middle and senior positions in the company hierarchy. Often characterized as the most ignored, the most misunderstood and the most 'disheartened'

(Nagle, 1999), Generation X, employees are seen as those who value education, hard work and the power of money.

The most recent workforce generation, referred to as Generation Y, is made up of those born between 1980 to 2000. They are characterized as being confident, independent with high self-esteem, and goal oriented. Meier and Crocker (2010) note that Generation Y are the most educated comprising largely those who have completed undergraduate studies and with rich technological knowledge.

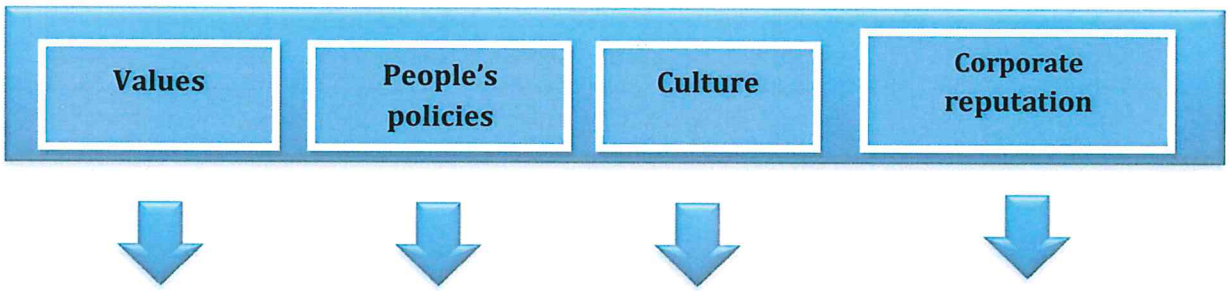
Moreover, Munro (2009) argues that the influx of Generation Y has brought new challenges and opportunities that have forced organizations to reinforce their strategies for attraction and retention of employees. Some companies have begun to investigate the aspirations of the Generation Y as a strategy to position themselves as employers of choice (Munro, 2009; D'Netto, 2012).

2.9. Impact of media in reputation management

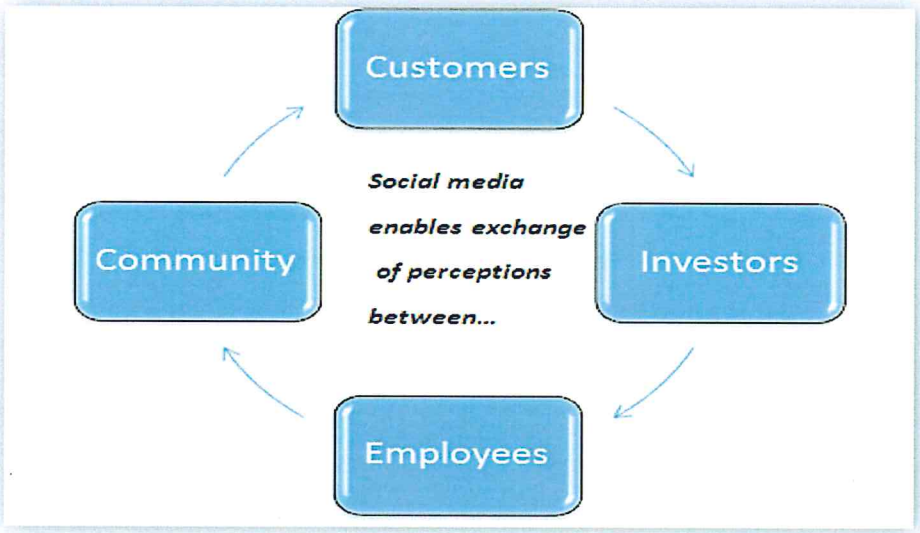
According to Cable and Turban (2003), the reputation of an organization impacts on the desire of potential employees to seek employment or not with an organisation. For instance, organizations with better reputations charm larger pools of job seekers, enabling the organization to select the most high-quality employees. Reputation is defined as "the public evaluations of an organization, relative to other organizations" (Fombrum and Shanley, 1990). Argenti (2004) associates a company's reputation to its image and identity which consists of a viewer's perception of the company, stating that reputation is achieved over time.

Studies in Australia have suggested that organizations with a firm understanding of what employer of choice strategy implies have consideration for government legislation, industry regulation and comply with global corporate trends that have the capacity to attract excellent employees, increase business performance and improve their status within the industry through reputation (Campbell, 2004). Lipski (2000) claims that services such as reputation management, employer communication and recruitment

advertising have now become available through communication and marketing agencies and there has been an increasing interest in online reputation management. Lipski (2000) further adds that for this to occur, companies should be able to listen to third parties' views and endorsements and have the capability to build relationships with the online community.



Are perceived by:



The sum of their perceptions equals:

Employer Reputation

Figure 5: Theory of employer reputation

Source: Hepburn, 2005 and Argenti, 2009

Employees, communities, customers and investors are influenced by each other's perceptions and values, people management policies and culture, while social media both enable and facilitate the communication (See Figure 5). The isolated messages which take place between individuals through social media are transmitted to the larger audience. Hepburn (2005) therefore argues that this dynamic between perceptions and social media interactions leads to employer reputation. Referring to the same causal relationship, Swertzen et al. (2013) state that the process also impacts on potential employees' decision to apply for a position in the organization (See Figure 6 below).

Lang (2010) argues that consumers devote at least one third of their time on social media sites. Deephouse (2000) states that media reputation is a deliberate strategic resource for firms and the resource based view of the firm suggests why the media could be important in the reputation process.

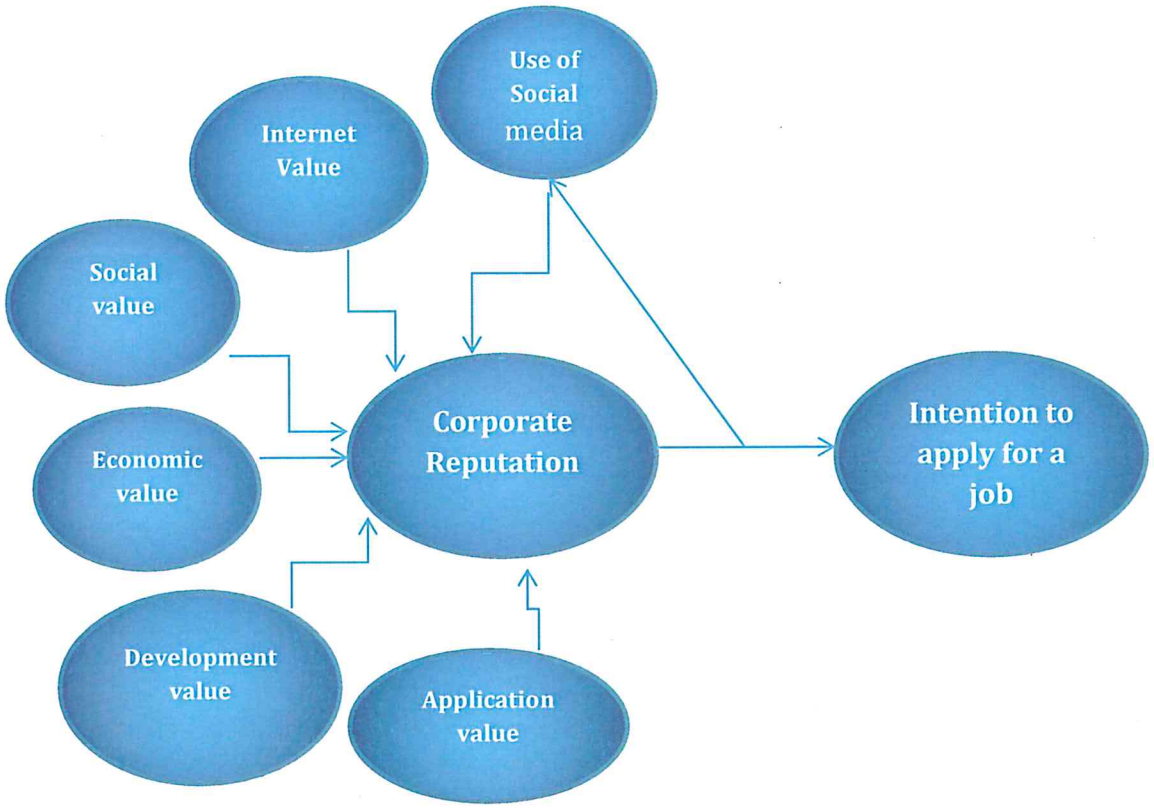


Figure 6: Employer branding, corporate reputation and social media

Source: Swertzen, A., Nilen, E. and Olafsen, A. (2013)

2.10. Social media and e-recruiting

The Chartered Institute of Personnel Development reports that the use of online recruitment has seen a rapid increase in the years 2006-2008. Indeed, the internet was considered as the future of recruitment (Boydell, 2002).

Tong (2009) defines recruitment as a process whereby a company seeks to identify, attract and evaluate the best person for a particular job in an organization. Barber (1998) argues that recruitment has long been seen as a strategic component of human resource management because it has the important role of drawing an important human resource capital into the organization. However, recruitment is a very costly and time consuming exercise. Yeung (2008) claim that managers often fail in the process because they tend to undertake the selection hastily or based mostly on intuition. Galanaki (2002) claims that

online recruitment provides for the possibility of conducting more remote interviews, online aptitude tests, interactive applications, global awareness and the ability to attract passive job seekers.

According to Kluemper and Rosen (2009), recruiters have implemented social media into the recruitment process as a means to access more information about candidates, to communicate employment opportunities to a wider pool and maintain a dialogue with the labour market, in a more efficient fashion.

Studies that have focused on the use of the social networks have tried to look at its various uses, namely social relationship building (Choi et al. , 2011) or connecting with friends (Agarwal et al., 2009), crafting culture (Lewis et al., 2008), identity creation and management (Boyeez et al., 2006). Van Zyl (2009) states that social media involves applications and websites that support the discovery, development and maintenance of potential and existing relationships which are essential in the talent attraction and retention process.

O'Brien (2011) suggests that social media platforms allow consumers to form a 'tribal community' around a product or brand. Although businesses that adopt social media as a strategy have to face a lack of control over the consumer, for many firms, social media is their largest web presence through the company website and email connections (Neff, 2010).

O'Brien (2011) also notes that social media has brought about new apprehensions and challenges mostly related to privacy and the impact of user-generated concerns and complaints.

According to the U.K. NHS Employers Briefing of November 2013, there are hundreds of social media platforms. Bullas (2014) states that 72 per cent of internet users are now active on social media of which people from ages 18-29 hold 89 per cent of usage.

The following figure (Figure 7) represents the penetration of social networks by region. As shown, North America has the highest rate with 56 per cent while Africa stands at 7 per cent.

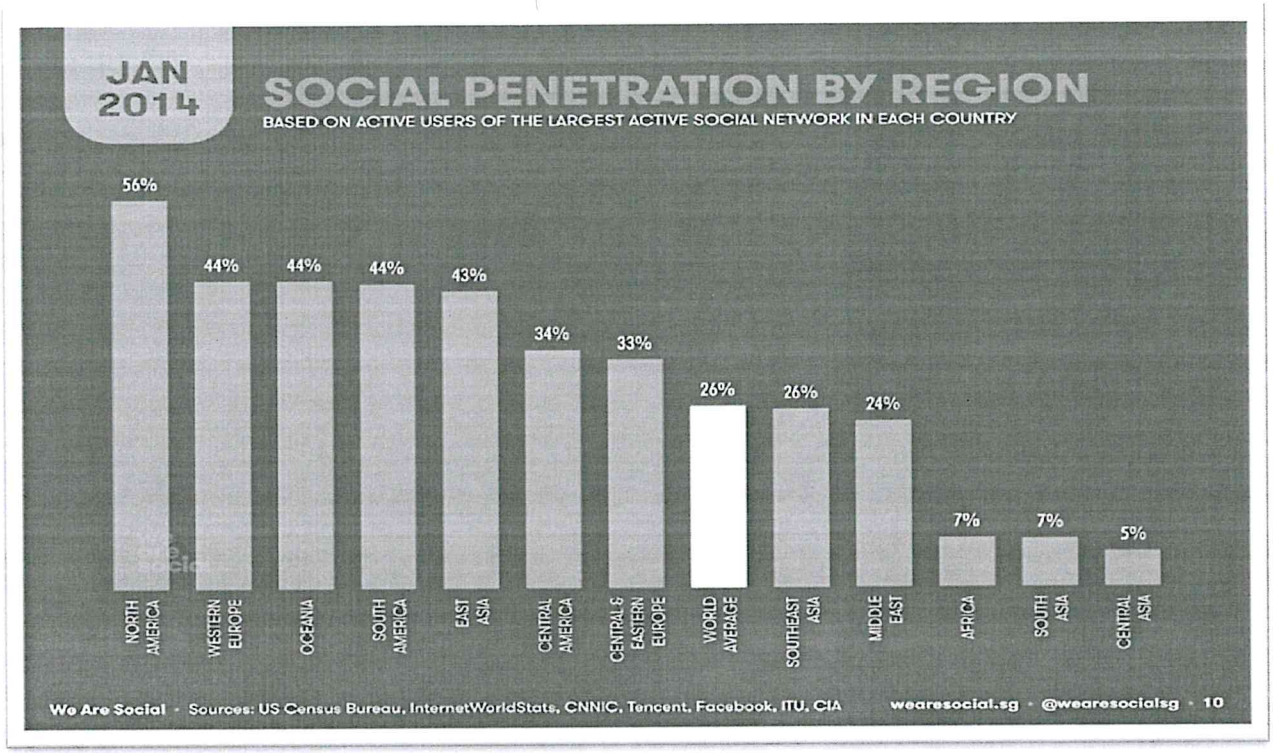


Figure 7 Penetration of social network by region, 2014

Source: We Are Social, 2014

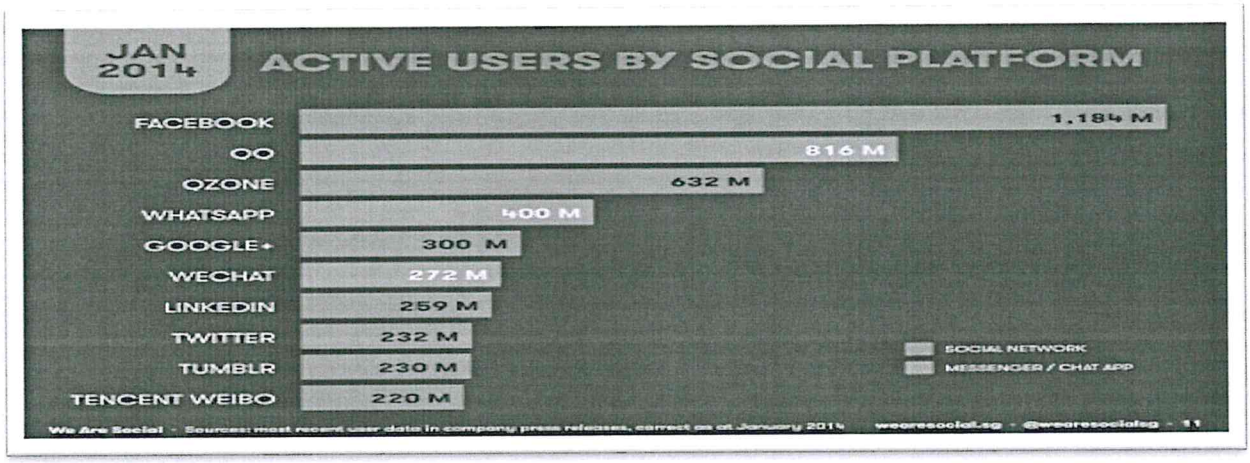


Figure 8: Penetration of Social Networks

Source: We are Social, 2014

Social platforms are diverse, and as shown in Figure 8, Facebook has the highest number of users with 1.184 million.

Galanaki (2002) claims that online recruitment offers a corporate image of companies rather than being a practical recruitment method, but other, such as Cheung and Lee (2010) explain how both are actually connected, with reputation preceding recruitment. (see Figure 9 below). Social networks also provide a comprehensive image of candidates than an interview would, especially in terms of the evaluation of their personality and intelligence (Kluemper and Rosen, 2009).

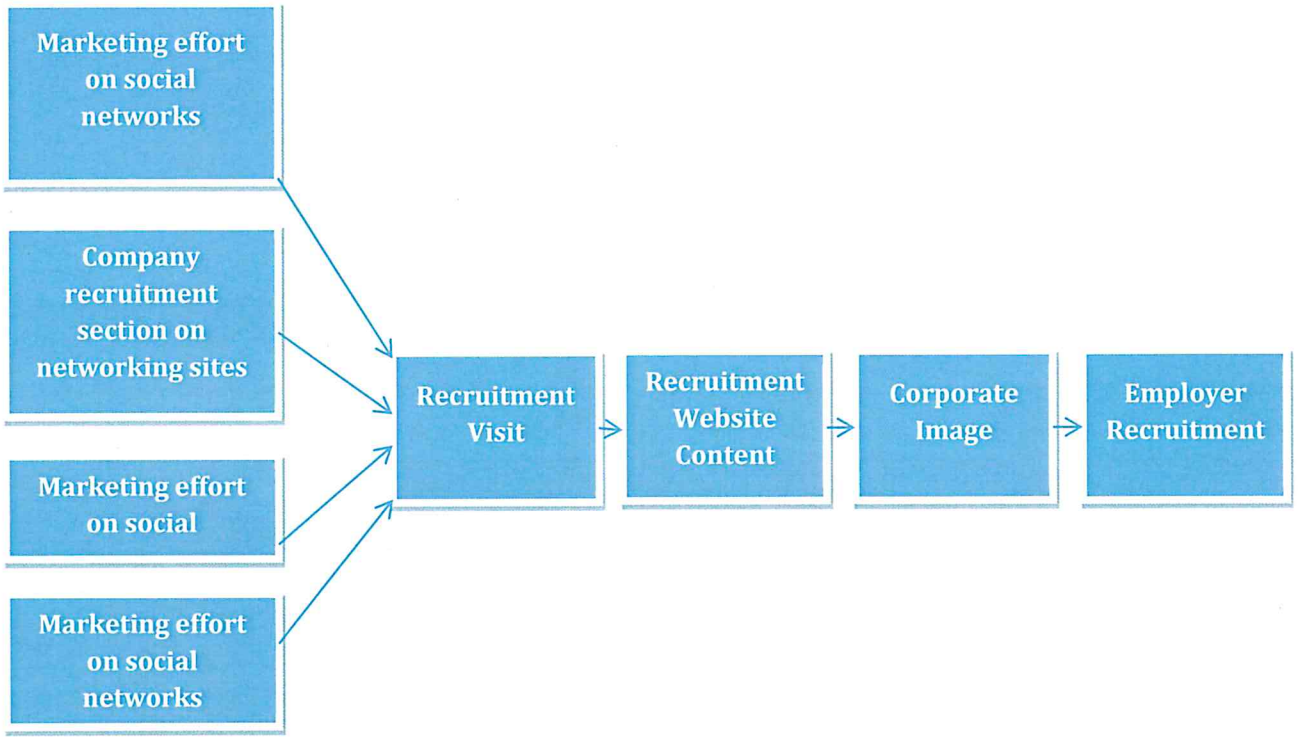


Figure 9: Model for Online recruitment Process, Cheung and Lee, (2010)

Source: Cheung and Lee (2010)

2.11. Websites and Company Branding

According to Flores et al. (2009), the number of companies that have a website has increased unprecedentedly. Nowadays, a large majority of companies have adopted website branding, image website, e-commere and e-recruitment.

However, as traffic to brand websites is increasing, it has become critical to both researchers and practitioners to have a better and deeper understanding of visitors' navigation behaviours and experiences online (Peterson, et al. 1997). Traditional tools measuring traffic performance such as the number of visitors to a website and page views are no longer sufficient (Flores, 2004). For instance, the primary mission of website is to provide information, entertainment, or shopping fulfillment. Indeed, these tasks that happen on the website with a branding purpose help in reinforcing the brand cognitively or emotionally.

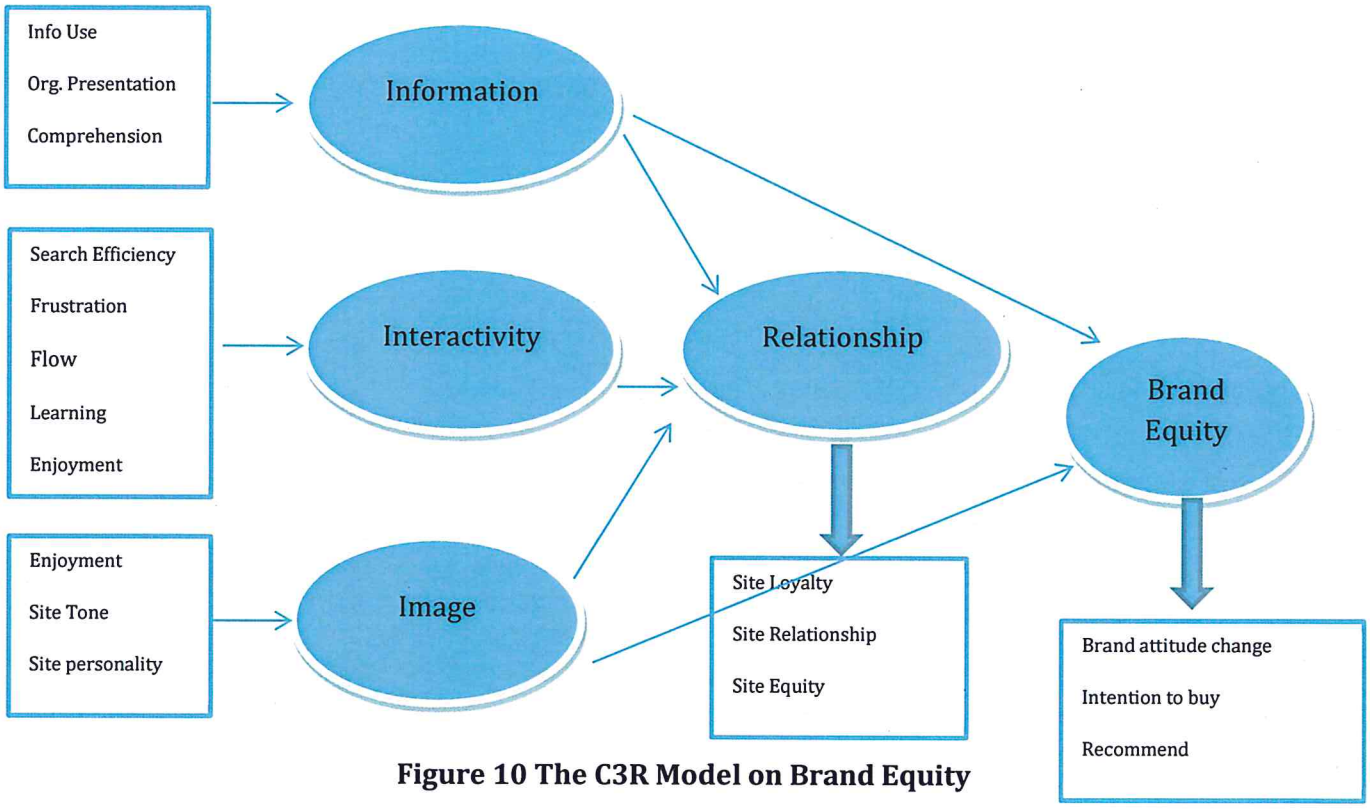


Figure 10 The C3R Model on Brand Equity

Source: C3R 2014

As depicted in the C3R model in Figure 10, the information channel builds brand equity by providing selective information in a manner that the consumer finds useful for making a brand decision, cognitively easy to understand and process, and stands out in a competitive context. Moreover, the interactivity channel can shape a brand subconsciously by engaging the consumer with the website and inducing a state of "flow" – a state in which a consumer may forget time and is open to branding influences. The image channel can transfer brand Image and personality subtly while the consumer is engaged in some conscious task on the site since a website can simulate a human personality and interact with the consumer as if the site was a real human being.

The outcome of a successful branding effort on a website would be felt at two levels. Firstly site equity; since the website is both the medium and the message, the first sign of success would be a buildup of site affinity – a sort of "site equity" – where the consumer appreciates the site and would be willing to return.

CHAPTER THREE: METHODOLOGY

3.1. Introduction

This chapter describes the overall methodology and the operationalization tactics of the study.

The steps in the research process are depicted below:

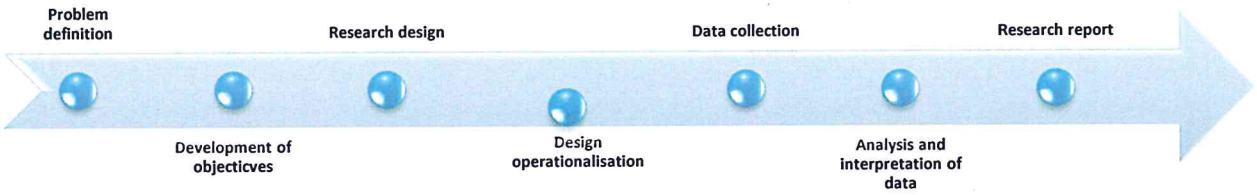


Figure 11: The research process

3.2. Problem Definition

The broad research problem addressed in this study is the existence and extent of media portrayals and representations on the minds of stakeholders groups generally, and the labour market specifically, thereby determining the factors most likely to be determinant in opinion-formation (or change) as influenced by the media. The image that the media creates of organisations, either unconsciously or purposefully, impacts on the way consumers perceive and shape ideas about these companies. Consumers of organizational media images may range from potential and current labour market (also referred to as "talent pool"), potential and current product or service market, suppliers, government, and other stakeholder groups of the organization. Organisations often engage in "visibility" acts in a naïve fashion, assuming that public opinion is relatively inelastic, or under-estimate the potency of such opinions. Such a

process may even hinder the very existence of an organisation by threatening the latter's ability to attract the talent it requires or the public opinion it cherishes. In an era characterized by stiff competition worldwide, organisations large and small are finding that the basis for their survival and competitiveness is the quality of their workforce. How they attract, motivate and develop the required talent is a strategy they put in place, and this includes their image, brand, reputation, as transported by the media in general, and increasingly, by newer forms of media such as social media.

3.3. The main objective of the research

The overall objective of the research is to evaluate to what extent the corporate brand image of Mauritian firms, as crafted by the media and the visibility afforded by activities of the firm, influences their attractiveness as employers among students in university and vocational education, also referred to as the "young talent".

3.4. Specific objectives of the study

1. To examine the media representations of Mauritian firms of the latter's branding (including CSR) activities;
2. To establish the factors influencing the attractiveness of firms as employers and what sources of information, including the media, does the labour force use to assess these factors;
3. To establish what perceptions are held of firms by the labour market;
4. To establish the gap between the actual labour market perceptions and the image/branding strategy of firms, and
5. To construct a conceptual framework based on stakeholder concepts to map the overall attractiveness of an organization.

3.5. Measures used

The terms "independent variable" and "dependent variable" are used when researchers are trying to determine if there exists a probable causal relationship between variables. These terms distinguish the variable that the researcher expects to exert an influence (the independent) and the variable that s/he expects to be influenced (the dependent). The independent variable is the

variable expected to change or influence the dependent variable. The dependent variable identified for this study was employer of choice strategy. Decisions, choices, motivations to develop an EOC strategy are sub-variables of the dependent variable. EOC is a broad construct, the measurement of which depends on a number of factors. An organisation develops an EOC strategy through a process which begins with a distinctive business paradigm about strategy and strategic management, followed by a philosophy about the people of the organisation, then a conceptualization of an approach that will enable it to find and retain the people it requires. Lastly the organisation puts in place a series of actions, typically of the HR type, to become an employer that the best talent would choose to work for.

The independent variable for this study is the media's impact, which was measured in terms of: type of media forms, differential media impacts as perceived by individuals in the labour market and the employers, types and intensity of media usage, media portrayals of employing organisations, and whether media representations included brand promotion, corporate image building, and showcasing of employment practices.

3.6. The research design

3.6.1. Rationale for a mixed method approach

Determining the research design involves a sequence of steps in the systematic collection and analysis of the data. According to Lewin (2005) methodology refers to *"the collection of methods or rules by which a particular piece of research is undertaken"* and the *"principles, theories and values that underpin a particular approach to research"*.

Causal research seeks to discover the effect that one variable has on another. This study is considered a "causal" because it is concerned with determining a cause-to-effect relationship between the media and organisations' strategic employment strategies. In this study, our approach to determining causality builds on exploratory and descriptive research, and goes on to attempt at identifying the reasons for which employer of choice strategies are happening or not, and why. Because a high degree of methodological expertise is required for such a goal, we adopted a carefully-crafted, comprehensive mixed-methods approach to address the issue.

Crewall 2003) states that the mixed methods approach can be used in a single study through the triangulation method, Webb et al. (1966) state that triangulation implies mixing both qualitative and quantitative methods, where both methods are viewed as leading to a harmonization of data. Decropp (1999) states the value of looking at the same phenomenon or research question from more than one source of data where information coming from different angles can be used to substantiate, elaborate or illuminate the research problem. Moreover, the triangulation method has been also seen as decreasing methodological biases and enhancing generalization from findings.

Mixing qualitative and quantitative data sets and capturing data from various sources can give a better understanding of the problem and yield more complete evidence, as the investigator gains both depth and breadth about the phenomenon under investigation (Adolphus, 2011). The following sections describe the various methods and approaches employed for this study within a broad mixed-methods, triangulation strategy, as it is depicted in the following diagram.

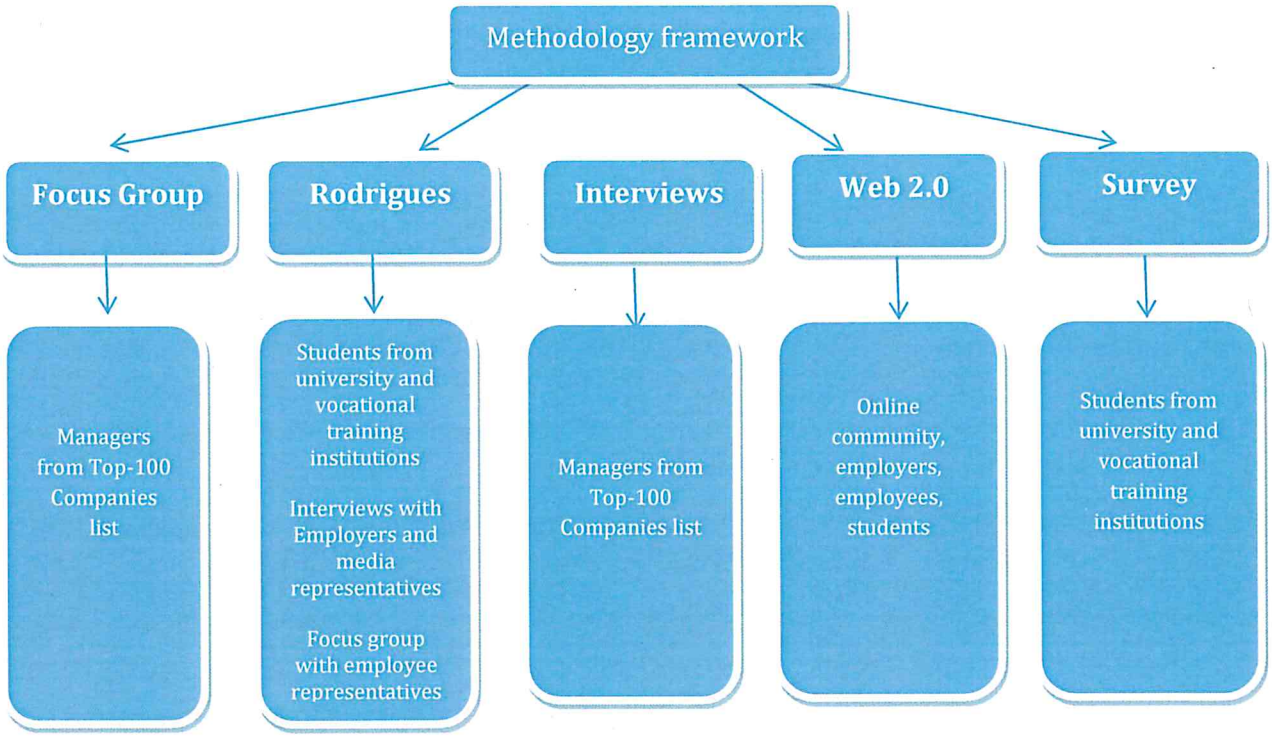


Figure 12: The Methodology Framework

3.7. Qualitative research

Qualitative research is usually said to be anticipatory. According to Strauss and Corbin (1990) qualitative research is generally defined as *"any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification."*

Hoepfl (1997) further notes that unlike quantitative research qualitative research seeks illumination and understanding of the research topic. As such, we adopted qualitative methods based on the specific nature of the objectives as well as on the necessity for continuous and progressive "sense making" of the research problem and the data.

3.7.1 Interviews

One of the most popular and frequently used methods for gathering qualitative data is the interview. Interviews are not "neutral" social spaces and we decided to conduct a semi-structured interviewing technique with HR managers in Mauritius that would allow the application of the variables derived from the review of the literature, and some flexibility for responding to the interviewee if necessary as well as for iteratively developing themes and issues as they arose.

3.7.2. Focus group meeting

The focus group is an in-depth meeting held in a group where the proceedings define the characteristics that relate to the research project. The focus or analysis happens through the interaction and synergy inside the group where the participants influence each other through their answers to the ideas and contributions during the course of the discussion.

As per Rabiee (2004) we conducted a focus group with HR managers from the Top-100 list and moderated the discussion around a range of issues about employer of choice and media impacts. The meeting was attended by HR managers only, although invitations had been sent to media representatives also. This latter shortcoming was addressed by contacting a small sample of media leaders through telephone and email so as to gather some exploratory data from them.

The focus group meeting took place at the University of Mauritius almost a full day. A large amount of qualitative data was generated by the meeting, which helped greatly in fine-tuning the

structure of the interviews and the questionnaire survey that would follow. The information and insights that were collected greatly helped shed light on many of the issues that had emerged from the literature, and also helped tighten the conceptual base for use in the next immediate phase, that is, the interviews.

The range of themes used to guide the focus group discussion was:

- The education and learning discourse and implications thereof for development of employers of choice.
- Youth and employment
- The existence of a "war for talent"
- Innovation and creativity
- The influence of the media
- The social-economic climate and implications for management of human resources

3.7.3. Web 2.0

Web 2.0 refers to the innovations that have enabled users reinvent the Web by making it more interactive and participatory. Web 2.0 sites, such as Facebook, Linked In, YouTube and My Space have experienced a phenomenal growth over the last ten years. Web 2.0 is also reported to have helped people share interests, socialize and regularly exchange information, opinions, and other content on virtual media platforms.

Unfortunately, we did not benefit from the above claims, given that no responses were received from our blog during the time allocated to this activity. We posted our questions on a specially-designed online platform; a blog was created and shared on a number of social media networks such as Facebook, Twitter, MySpace, and GooglePlus, but no response followed.

3.8. Quantitative Research

Quantitative methods involve a series of systematic steps in the collection and analysis of data. For this study, both exploratory and descriptive research approaches were adopted to firstly examine the media representation of Mauritian firms and secondly to find out how the labour market (or "talent") perceived firms. Moreover, the scope of the survey enabled an examination

of the expectations of the current and future labour market regarding work, which no study has ever been explored before.

3.8.1. Survey

Because of the paucity of information on the research topic, it was impossible to rely on secondary data to address the objectives of the study. It was therefore necessary to seek primary data, and the survey was ideally suited for this purpose, given that it was a practical method which successfully generated a large amount of data. The survey questionnaire (see Appendix A) was constructed and administered to young people attending university and vocational training schools. The target group comprised of 450 students from the University of Mauritius (UOM), the University of Technology (UTM) and various centres of the Mauritius Institute of Training and Development (MITD). A stratified sample was used for the universities and a convenience sample was used for the MITD surveys.

3.9. Sampling

A sample is a limited number taken from a large group for testing and analysis, on the assumption that the sample can be taken to be representative of the population. The sample consisted of university students and students from the vocational institutions, taken to represent the "young" up-and-coming, formally-educated talent that would very soon be on the job market.

As stated earlier, different methods were used for the purpose of triangulation and each had its own population and participation, as shown in the following table.

Table 1: Sampling

	Method	Population	Sample
Qualitative data	**Focus group**	The focus group was organized in the form of a consultative workshop and a purposive population was built by considering all HR managers of the Top-100 companies list.	50 managers.
	Rodrigues survey	The survey in Rodrigues was conducted in an opportunistic fashion, given that is was practically impossible to secure interviews and focus group participation from the Mauritius base. Once in Rodrigues, a number of data-collection activities were efficiently organized. • Interviews with employers/CEOs	7 participants
		• Focus group with media representatives.	2 participants
		• Questionnaire survey with students from of MITD centres, one private IT training institution, and students of the University of Mauritius in Rodrigues at that time.	45 participants from a purposive sample
	Interviews with HR managers	HR managers of the Top-100 companies list	20 respondents from a purposive sample
Quantitative data	**Questionnaire**	The population consisted of University-going students and students at vocational training institutions.	For university of Mauritius and University of Technology: stratified by Faculty For MITD centres: random and purposive sample 450 students formed the sample:

	Sample	Population
UOM	220	213
UTM	120	109
MITD	60	58
Rodrigues	50	43
Total	450	423

3.10. Instruments

3.10.1. Survey questionnaire

The questionnaire consisted of 29 questions based on the exploratory work that was previously undertaken and on the conceptual framework arrived at during the review of the literature. The instrument was designed in such a way as to provide a logical and progressive flow in the issues

and topics covered. The questions were made easy and non-technical, and both open and closed-ended questions were included.

The questionnaire was structured in the following manner:

Section1. Demographic profile of respondents
Section 1 explored the demographic profile of the respondents; gender, age, programme of study, occupation and residential region (Questions 1-5)

Section 2. Knowledge and approaches to the concept of employer of choice
Section 2 sought to assess the knowledge and awareness of the respondents about the employer of choice concept using both closed and open-ended question type. For instance, the aim was to find out whether they could identify companies that they knew were, or they personally considered as employers of choice. (Questions 6 (a), (b), (c))

Section 3. Perceptions and expectations of the labour market
Section 3 of the questionnaire aimed to capture the perceptions and expectations of the labour market, such as the factors that they considered as crucial for them in choosing and deciding about the company they wanted to work for. The components of the employer of choice framework were used here. (Questions 7-9)

Section 4. Influence and usage of the media
Section 4 tried to assess the usage and influence of the different types of media; the radio, television, newspaper, magazines, internet, social media, websites, billboards, by individuals (Questions 11, 12, 14). For instance; attempting to find whether the media exerts and influence in their decision and perceptions on a company (Question 9). Questions 13, 15 and 16 tried to explore the extent to which the shift for traditional media to newer forms of media, specifically social media, has exerted an influenced on the respondents. Question 17 and 18 tried to explore the significance of companies' efforts regarding their websites.

Section 5. Corporate Social Responsibility, branding and the media
Section 5 aimed at assessing respondent's consideration of companies' engagement in Corporate Social Responsibility and the influence of the media in providing visibility to such activities. Questions 23, 24, 25 and 26 focused on social media as a tool for branding and the extent to which social media could shape perceptions of a company's image. Question 29 consisted of true/false statements about the use of and trust in the media, young people's attitudes towards work and towards organisations.

3.11. Interview instrument

Following the focus group meeting, a survey was carried out with other Human Resource managers of the same Top-100 pool of companies. An interview schedule was designed as an instrument to collect qualitative data, with just four open-ended "questions", presented below.

Perceptions of young people about work and organisations in Mauritius and Rodrigues
Find out employers' views on the perceptions of the youth about work in Mauritius and whether they believe there has been a change in youths' perceptions.

Employer of Choice Strategies
How the concept of 'employer of choice' is being interpreted and defined by the HR managers Explore whether there are efforts being made by organisations to become employers of choice. Assess whether there is an interest on the part of employers to become employers of choice Find out whether employers believe there is a war for talent in Mauritius. Provide clearer articulations on the different types of talent that are being sought by employers; whether there are specific characteristics being looked for by employers.

Traditional and new forms of media.
Find out whether organisations have a communications manager or department for their branding

and image management strategy and activities;

Find out whether organisations make use of traditional/old media and/or new media forms.

Impact of the media
Find out, based on the employers' perceptions, whether there is an impact of the traditional/old forms and new forms of media on the minds of current and potential employees. Identify whether organisations have adopted any strategy concerning new forms of media and their potential impact on brand image, reputation and company attractiveness.

3.12. The Rodrigues survey

The research project also included a Rodrigues component. The same questionnaire was used for the survey of young people in Rodrigues. As for the qualitative aspect, we conducted interviews and ran a focus group. A focus group was held with employee representatives and employers from different companies (SMEs), along the same lines as the focus group held in Mauritius, but all our questioning and moderating focused on collecting data that was Rodrigues-specific.

Similarly, interviews with HR managers were guided by the same themes used in Mauritius.

3.13. Data collection

For the survey, the method of administration varied, according to the institution being targetted. As such, regarding the University of Mauritius, the administration of questionnaire was done without any great difficulty. Students were fairly familiar with the terms used in the questionnaire. The data collection at the University of Technology Mauritius was time consuming but was also eventually done successfully. At both institutions the administration of questionnaires was carried out in the form of informal personal interview within small groups of students, as a means to guiding respondents in case of difficulty with questions.

In terms of stratification, respondents from a broad range of study programmes were targeted in order to ensure proper representiveness. Some difficulties were encountered during the administration of questionnaires at the centres of the MITD. Most of the students at the MITD centres did not have advanced language proficiency compared to the university students and they

appeared to have had some difficulty in completing the questionnaire. This slowed down the data collection process and necessitated an addition to the number sampled, to make up for unusable questionnaires. This adjustment was made by adding only students who had completed their Higher School Certificate and who were on the verge of completing their studies.

As for the Rodrigues component, the questionnaire was administered by personal interview by a team of field workers recruited and trained for the purpose.

3.14. Pilot testing

The survey instrument was pilot- tested on 10 respondents to check for validity. The feedback helped in making some adjustments, namely:

- A definition each of the key terms was included, such as of *"Employer of Choice"* and *"Social Media Strategy"*
- The length of the questions was reduced and the questions simplified.

3.15. Analysis and interpretation of data

For data to be meaningful, it has to be analysed and interpreted. For this project, quantitative data from the survey was analysed using SPSS and Excel, whereas data from interviews and focus groups followed a content analysis approach, with groups of words and phrases undergoing a coding process before a thematic categorization was arrived at.

3.16. Limitations of the survey

The major limitations of this study were:

- Response rate: We would have preferred a wider base for the HR managers as well as media representatives, but we felt that the topic was perhaps too novel and did not catch their attention sufficiently.
- Web 2.0 was not successful in capturing online views in the time period available.
- A number of questions remained unanswered by the students, even though a high-touch method was used to encourage participants to answer all questions. The impression we

gathered was that a survey questionnaire was seen as a nuisance and that respondents simply wanted to get it out of their way. This led to statistically weak data sets for some questions, which affects generalisability.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.1. INTRODUCTION

The analysis and discussion chapter is structured as follows: data from the discrete qualitative methods (focus groups and interviews) are presented separately, followed by data from the quantitative survey, and a discussion is held at the end of the chapter, synthesizing the findings from the various sources.

4.2. Qualitative data analysis

4.2.1. Focus Group data

For the purpose of the study, two focus groups were conducted: one in Mauritius, with the Human Resource managers from a sample of the top 100 companies in Mauritius, and one in Rodrigues, with employee representatives. The issues that were explored were the employer of choice concept and the penetration of the media in the Mauritian and Rodriguan society with regard to the branding of companies.

The analysis was undertaken thematically along the following broad questions:

- **Opinions about employer of choice and employer of choice strategies by organisations**
- **The existence and implications of a "War for Talent"**
- **The role and impact of the media on the above**

4.2.2. Findings from focus group meeting with HR managers

4.2.2.1. Theme 1: Employer of choice strategies

The literature suggests that the perceptions and attitudes of the younger generation have changed considerably in the last fifteen years or so. For instance, the new and future labour workforce have a whole new set of expectations about work and employment, authority, careers, and benefits, and employers are finding it difficult to cope with and understand this. Participants at the focus group meeting confirmed this. Participants also brought up the issue that that there was a malfunction in the education system in Mauritius which has resulted in a mismatch between the job offerings and the skills and qualifications of people on the labour market. On the subject of work-experience placements, participants were of the opinion that such placements had to be revisited in order to offer students a proper opportunity to acquire the appropriate skills and behaviours, One participant nevertheless affirmed that students who came to his company for placement performed quite well, and those who stayed on in because they were offered a position, will have learnt the company's values and culture during the placement period, thus facilitating their integration and encouraging the employee to be loyal and committed. Several participants stated that they did not find any necessity to position themselves as employers of choice, given that they were already considered as good employers, and that they were constantly facing a deluge of applications for placements and jobs.

It was also mentioned that the Mauritian society is a nurturing one, even though prevailing attitudes and behaviours tended to reflect a Western culture. As such, many companies in Mauritius have the profile of an "Employer of Choice", but the discipline and attitudes towards work vary according to region or locality. For instance, quoting one of the participants:

> *"there is the North and there is the South, with differences in attitudes probably linked to the differences in terms of infrastructural development".*

4.2.2.2. Theme 2: Is there a war for talent in Mauritius?

The participants stated that the general orientation of the education system in Mauritius does not suit the demands of the world of work. Talents are not well-developed and the education system restrains the potential and capabilities of learners. To a large extent,

there seems to be a problem of self-discipline as well. Another point that came out of the discussion was a generational gap between the Generation X and Generation Y, and even between these two generations and the emerging Generation Y. What was even suggested was that inappropriate [work] values, behaviours and attitudes of the current generations were even "contaminating" the older (Gen X) employees.

According to several participants, management of organisations ought to provide additional and more innovative opportunities for the current workforce to adapt to change, especially on the technological front, so as to lessen the pressure on the search for new talent.

Given that the young generation recently and currently entering the workforce were born and raised in a high-tech era, companies are forced to find ways to integrate such a culture and to adapt to the characteristics of the new generation if they want to attract and retain the best skills and talent. Companies admit to finding it really difficult to capture the young generation because of this lack of innovation and technological facilities within enterprises. As such, participants agreed that attracting and retaining this type of workers is necessitating the articulation of new strategies for designing the very nature of work, and reviewing the culture of the organization.

4.2.2.3. Theme 3: The role of the media

The media is an aid to enhancing the visibility of firms, and it was acknowledged that there are now various forms of new media that could be tapped by organisations. Participants stated that the media is mainly used for the reputation building and image branding of the company, but increasingly, also for 'tracking' potential employees, especially if it was important to find sector-specific or age-specific candidates. Some companies that had their own communications department also used the media for focused campaigns, be that for product launches, promotions, or visibility (marking "presence in society" acts).

Moreover, it was found that there is also a language and communication barrier between employers and potential employees, which may be a reflection of the type of transactional relationship between teachers and students. It was suggested by participants that the

young people tend to underestimate the technological ability of the older generation, instead of playing an active role in helping to integrate the two generations.

The labour market in several sectors was not considered as either tight or loose. Apart from an acknowledgement of the vague notion of mismatch of required behaviours and attitudes, it was generally recognized that skilled and talented people in Mauritius had a propensity to job-hopping. Such mobility was explained by the difference in offerings, with benefits and pay packages seen as the greatest attraction. Some views were expressed about the positive side to workforce mobility –skills transferability, additional and diverse perspectives, and broadening of the mind – but other managers viewed it as a nuisance, because it resulted in a state of ongoing recruitment.

One participant, a recent winner of the HR Excellence Award and known as an employer of choice, expressed the view that offering variety and innovative opportunities for learning and development, including some forms of international exposure, were excellent attraction and retention methods, even if such a strategy also implied devising other and increasingly innovative incentive approaches, some of which may be quite costly in the short term.

A general discussion ensured about the characteristics of the present generation and the implications for developing employer of choice strategies. It was generally agreed that "Gen Y" is an impatient generation, seeking immediate gratification and with little sense of organizational loyalty and commitment. For the Generation Y, employability equates to salary and values equates to compensation. This, it was surmised, could threaten both the management and productivity of the organization. They are "educated" through social media, and so are more accessible in terms of finding and recruiting them, but social media can also be a double-edged sword in the same strategy, given that brand image can be promoted virally through social media, but so can the latter cause damage to the company's reputation and its chances to attract good .talent

4.2.3. The Rodrigues survey

This study also included a Rodrigues perspective, due to previous research having systematically shown that the political, social, cultural and corporate realities of Rodrigues were distinct from those of mainland Mauritius. As such, the themes to be explored, that is, the employer of choice strategy and the media, were the same, but the methodology was adapted and the data which emerged is rich in local insight. The focus group was organized with a cross-section of relevant stakeholders, namely a sample of employee representatives, a representative of the media, and members of the Rodrigues Government Employees Association (RGEA), representing unions.

4.2.3.1. Employer of choice in Rodrigues

Indeed, one of the most prominent questions that was explored during the discussions was whether there really exists a concept of employer of choice in the Rodriguan landscape. Participants were unanimous in that there was no such concept, the economy of the island being under-developed, unemployment being high, and, very simply, there being not enough jobs to go around. It was pointed out that, in spite of the tourism sector being the main driver of the economy, this did not mean that it was a well-developed industry with plenty of jobs and opportunities. In fact, it was made clear that the public service was not only the main employer, but that most locals preferred working in "government" anyway. There was no private sector to speak of, and self-employment did not seem to have yielded much development either. Participants in our discussions repeatedly stated that there simply was no question of "choice" in Rodrigues with regard to employment; you took what you could get, even if you were over-qualified and even if the job was well below your expectations.

> *"As a young person, if I had a choice, I would not really choose the public sector. If I had the chance for further studies, I would have had further prospects and chosen job from the private sector and even migrate elsewhere because the job prospect here in Rodrigues is not encouraging at all".*

Therefore, there exists no concept of employer of choice in Rodrigues

4.2.3.2. Is there a war for talent in Rodrigues

Many people are being trained in various fields but cannot find the opportunities to put their skills to work. Many youths attend and complete University but returning to Rodrigues is a major challenge, both for repayment of their student loan as well as finding a job in Rodrigues. Most are forced to remain in Mauritius, although their preference would have been to return home and earn a living in Rodrigues

Moreover, for those who have the good fortune of landing a job in the public sector, career prospects are extremely limited, no matter what their skills or talents are. All participants discussed at length the very foundation of Rodrigues' problem: the island had yet to find its right development model. Till then, the forced exodus to Mauritius and beyond would continue, creating a negative spiral, for, without the creative and innovative skills and talent, entrepreneurship and development in Rodrigues would remain enormous challenges. One respondent despondently predicted that Rodrigues would end up in five to ten years a subsistence economy with a "low level", illiterate population.

The private sector is so very restricted in terms of opportunity that this has resulted in a culture whereby most people prefer waiting for a job in the public sector, known for guaranteeing job security as well as an easy life of short and unproductive working hours.

4.2.3.3. The influence of the media in Rodrigues

Because the concept of branding and employer of choice really applies to medium and large organisations, and given the fact that the private sector of Rodrigues is really made up of micro and small entrepreneurs, there is no sense in considering the media to develop a brand or a reputation with the aim of attracting talent.

All the people we spoke to declared that the media in Rodrigues lacked substance, were politically oriented and biased.

There was also no significant culture of commercial advertising, which was considered as a good thing by some (who were in favour of keeping the natural environment free from billboards, posters, and flyers) and less by others (such as "larger" employers).

In terms of connectivity, Rodrigues still has underdeveloped internet connectivity. Our respondents were of the view that social media could be a great communication tool *per se*, especially amongst the young generation and amongst entrepreneurs, provided the internet could be tapped more significantly, and much hope seems to be hinged on the long-awaited fibre-optic telecommunications cable

Several respondents in Rodrigues criticized the poor enterprise culture and the lack of a proper public administration that would encourage business to grow. Several spoke of the necessity for developing the port, the airport, and telecommunications. Yet others said that there were many niche markets that Rodriguans could develop if they really wanted to, but that they preferred either the same traditional sectors such as fishery products and 'achards', while others would wait for a job in the public sector, and do nothing productive in the meantime.

4.2.4. Findings from interviews with HR managers

4.2.4.1. The perceptions of young people about work and organisations

We observed a consensus amongst responses on the idea that the "new" generation is a completely different group of people, when compared with Gen-X. Gen-Y people want a more balanced life, they value their leisure and they do not view work as the centre of their existence. They are not interested in staying in one company for too long, and they do not tend to show a great degree of loyalty and commitment to the organisation.

Some responses suggested that Gen-Y is a group of people who are probably disoriented in terms of life and career choices; they do not seem to know where to go despite the fact of living in a world with many more opportunities than their parents had had. Gen-Y individuals also seem to have developed a culture of detachment and high mobility. Several respondents said this could be a positive thing, since mobile individuals acquired more and varied skills and abilities along the way. Comments were made regarding the Gen-Y bordering on Gen-Z, who seemed to be more about devices and telecommunications tools which they not only used, but were even addicted to. Communication for this generation

seemed to be mostly virtual, and this could unfortunately mean that they missed a lot of what happens 'outside' and might experience a life without the advantages of in-person interaction and communication. Management of organisations would have to give greater consideration to such individuals who might prefer teleworking and homeworking. Managers were also advised to keep an eye on the corporate culture, since Gen-Y individuals had a tendency towards detached individualism, expect to have everything instantly at their fingertips, and need to feel virtually connected all the time.

4.2.4.2. Employers of choice

One responding organization stated that it was the marketing unit that worked with the HR department for attracting talent and branding the organization as an employer of choice. In fact, a substantial portion of the marketing budget was devoted to branding efforts. For instance, the organization partners with the *Association Internationale des Etudiants en Sciences Economiques et Sociales (*AIESEC), a student-led organization which promotes youth leadership and helps link young graduates with the world of work and organisations, to help the young people in Mauritius cross the bridge between the educational environment and the workplace. The participants of the survey which qualified themselves as employers of choice in Mauritius also stated that they had developed a proper social media strategy to handle communications through Facebook and LinkedIn platforms in particular.

4.2.4.3. The War for Talent

The War for Talent was considered a reality in some sectors, such as banking and financial services. Some jobs positions were difficult to fill these days, such as positions in accounting, management, and investment analysis. Through social media platforms, some leading organisations in Mauritius also seek to attract the Mauritian diaspora who have received skills and training but are living elsewhere than Mauritius.

It was found that visibility efforts, campaigns and messages passed through the media were not specifically targeted at young people.

4.2.4.5. New forms of media

It was noted that the use of the media by organisations is mainly for reputation and branding the image of the company. Moreover, other purposes of the media were also revealed. For instance, the media is also used for tracking and moderating potential employees, and for attracting "niche" applications for certain specific jobs.

4.2.4.6. Do the new forms of media exert a significant impact on the minds of current and potential employees?

Some media forms help in promoting certain values, while others are targeted to enhancing the customer's "journey".

LinkedIn is widely used for profiling and identification of new talent by the Human Resource Department. Social media is also used a means to develop presence as an employer of choice but for specific jobs such as professional jobs and junior to mid-management, LinkedIn is relied on for more accurate profiling of candidates. For those organisations considering themselves as employers of choice, a new position of "social media specialist" now exists and particular care is taken with regard to content and "impression creation" when communicating messages through social media. For instance, image management on social networks being critical and vulnerable at the same time, organisations offer staff professional photography services before pictures and images are posted.

4.2.4.7. The perceptions and attitudes of the new generation about work, careers, and organizational life.

Respondents were asked about their perceptions of the younger generation in the workforce in Mauritius. Responding HR managers provided a variety of replies to characterize the young generation:

- The young generation perceives their work and career progression as a means of personal fulfillment.

- The young generation believes that the organization should cater for the needs of the individual well beyond monetary recognition.
- Young people value leisure more than work.
- Everyone acknowledges that the work environment is now more competitive.
- Individuals now have greater expectations in relation to their respective careers and organizational life.
- There are significant expectations about training and development for the sake of improving employability and mobility.
- Work does not have the same intrinsic meaningfulness for the young, who have little attachment, and are mostly concerned about financial gain.
- Young people strive to conceptualise life and work as a seamless process; they do not want to be forced into choosing to spend time either at work or with family or leisure.
- The young generation does not favour having one career in a single organization.; there is much more mobility.
- Higher expectations about career progression and speed in achieving success; they have big goals.
- Gen Y expects to grow and to be rewarded quickly, they are highly confident, and they have been raised with a sense of entitlement.
- Gen Z youth are always virtually connected, they value social relationship, and are highly adapted to technological innovations.
- Young people are willing to persevere but are not highly motivated, due to their perceptions of limited career openings.
- Degree holders are very ambitious and career-minded.
- Both Gen Y and Gen Z perceive work as a selective choice and will opt for jobs that are challenging and rewarding, and will thus only stay in a job/organization for the time that their motivation is still high.
- Young people are very competitive and seek fast promotions and significant benefits quickly.
- Nowadays, the new generation works to satisfy their need for luxury whereas the older generations worked for a living.

4.2.4.8. Defining the term "employer of choice" in Mauritius.

The literature review has provided several approaches in a definition of the concept of employer of choice. Given that the concept may also have contextual interpretations; respondents were questioned on their own understanding of the idea and its application in Mauritius.

Several organisations in Mauritius have been described as employers of choice. Of the various factors considered to arrive at such a description, the one that stands out the most for its frequency and the evident impact it expresses, is "system of strong values". For some organisations, such values as integrity, customer care, teamwork, knowledge, innovation, and excellence were the critical factors. Talent management, high rewards, creativity and innovation, empowerment are cited as key in developing a strong culture. Some organisations stress on the development of such values as: continuous learning, innovation, 'outside the box' thinking, ethics, and team spirit, while others state that their values are driven by a performance orientation, recognition for excellent work, and fair rewards One winner of the HR Excellence Awards for the Employer of Choice category described integrity, fairness, transparency and accountability among its key values. One major hotel group stated that its emphasis was on the creation of a learning organisation, on staff morale, and the quality of its management team.

The different definitions and characteristics of an employer of choice that were stated are listed below:

- An employer who is reputed and known by everyone An employer who cares for employees, clients, and community.
- An employer who puts employees before the company and understands the needs of employees.
- Employer who offers a work culture and workplace environment that attracts and retains key employees.
- An employer that states specific requirements and a demand for high-quality skills in the recruiting process.
- An employer that offers great benefits and conditions of employment.

- An organization that promotes staff wellbeing where people like to work.
- An employer who can attract and retain employees.
- An organisation that offers great job satisfaction
- A company that has successfully retained employees through the right behaviour and respect given to them.
- An organization that attracts people to work for them.
- An employer that has understood and adopted the criteria appropriate to valuing, developing and rewarding its people.
- An employer that recognizes the qualities and strengths of its workers and assigns them work that is suited to their needs, and helps them to grow.
- A company which is highly reputed and competitive in its own market;
- A company which values its employees highly
- A company with clear core values, a vision and a mission.
- A company where so many people would like to work, and that has highly-skilled employees
- An employer who provides the best conditions to its employees.

4.2.4.9. Is your organization making efforts to be an Employer of Choice?

Based on the ideas on the components of the employer of choice strategy, it is evident that a large number of employers are aware of the concept. Findings show that most of the respondent companies are acknowledging the criticality of branding their companies as employers of choice, and their responses below are indicative of this trend: .

• HR has proposed employer of choice strategies
• Engaging in continuous training, research skills development and knowledge management. • Besides training, there are outdoor activities such as sports day, fun day. • Online courses (e-learning) to help employees keep up to date.

• Initiative to satisfy the needs of employees.
• Training, incentives for personal as well as professional growth.
• Regular training at work and up to date information about new issues related to work especially new rules, regulations and laws.
• Recruiting only the best candidates with the highest level of skills and qualifications to keep the whole organization running at full capacity, in order to serve better clients.
• Introduction of new employee benefits, such as insurance.
• Performance development approach which is designed to help everyone to reach their full potential.
• Recruit the best candidates with the highest skills and qualifications.
• Our values are in line with our workplace environment • Building trust and transparency throughout, removing hierarchical and status barriers.
• A high-quality work environment, competitive pay package, training, work security, employee happiness.

While the majority of respondents affirmed that they were on their way to developing their organisations as employers of choice, some stated that such a strategy was not a priority due to the nature of their activities, while some others said that they were already considered as excellent employers and did not have to improve on that.

4.2.4.10. Is there a war for talent in Mauritius?

The most prominent scholars in the field of war for talent remain McKinsey et al., in their book "The war for talent" in which they described the phenomenon that "many people had been experiencing but had not fully articulated" (Michaels et al. 2001). However, it should be noted that the concept came about at a time when the economy in industrialised countries was growing and human resource departments were struggling to hire and retain the workforce they needed. We attempted to establish whether top organisations

considered that there was a war for talent in Mauritius. The responses received were as follows:

• There are far more graduates on the market than jobs available for them.
• There are other skills that are required in a company that academic qualifications do not provide for other than academic qualifications.
• Candidates are struggling to become better and better because companies seek to recruit and retain the best candidates.
• Flexible, highly skilled, motivated, talented, one who can multi-task are the qualities employers would look for in employees which is why it is believed that there is a war for talent. Employers of choice want to recruit only the best candidates.
• Firms would want to recruit not only highly skilled and competent, talented individuals but also those who desire to contribute to the success of the organization.
• Companies nowadays believe and invest in human capital.
• Employers do their best to recruit and retain the most talented employees so as to be competitive and to yield the best return possible on their investments.
• Competition is currently everywhere. Everyone should aim at giving their best capabilities.
• Talent is not recognized in Mauritius. It is rather the academic qualifications that are recognized.
• Employer wants to have star employees to work for them and some are ready to employ all sorts of means to attract them.
• The war is for education, to gain the maximum academic qualifications possible.
• The education system is itself a promoter of competitive attitudes; only the best student/individual will be selected.

Following this, the idea that special skills or talents were being sought was developed, and yielded the following comments:

• Discipline, multi-tasking ability, analytical skills.
• The ability to communicate fluently and in a friendly manner
• Interpersonal skills, flexibility and ability to work quickly and under pressure; ability to meet deadlines.
• Ability to work independently, be highly flexible and willing to put in more work.
• Flexibility, interaction skills, hard-working, competitive,, independent and honest..
• Extrovert personality, flexible and most importantly independent (i.e. not having to depend on a senior to work at all times).
• The ability to work very fast, to work in diverse teams, and with people different levels in the hierarchy.
• Trustworthiness, analytical, open-minded, creative, mathematics-capable, ability to work with diverse people, have a professional attitude, be good at time management.

4.2.4.11. Company branding and image management

Branding has arisen as a managerial tool which can assist in constructing a strong bond between an organization and/or its products and services and its desired 'audience', and the media in its various forms has greatly assisted in this strategy. Based on the different responses that we received, it appears that there exist a few companies that have adopted branding and communication strategies. Other companies stated that it was not felt necessary to set up a structure and to commit resources to communications *pe se.* Others stated that the job of brand management was carried out naturally by managers, but only

when they were "free". Those companies with a communications unit or department rendered the latter responsible for promoting the good reputation of the organization, both internally and externally. Respondents also suggested that branding is important because it conveys to the market how and what company is and that it was each and every employee's responsibility to protect the company brand because it reflects what the company is and what it stands for.

4.2.4.12. New forms of media

Studies have shown that new forms of media have been very influential either in the promotion of a company's image or, inversely, in damaging its reputation. Findings from the interviews show that social media such as Facebook is being seriously taken, evidenced by the uptake of online recruitment, websites and Facebook presence by a number of organisations. The HR managers of these organisations explained that such efforts were mainly motivated by the recognition that young people were much more accessible in this way rather than through traditional media.

4.2.4.13. Organisations' strategies to adapt to new forms of media and brand image, reputation, and attractiveness

The study attempted to glean the strategies devised by companies for promoting the company's brand and image. It was generally agreed that a strong brand helps consumers understand and memorise the features of a product and so distinguish it from other products and companies. Secondly brand management was seen as creating loyalty on the part of the customer, either for the product/service and/or the company. What we found was that companies were developing their web presence for greater impact, through improved user-friendliness and better content, as well as making their values and general brand more clear and attractive.

4.3. Quantitative data analysis

4.3.1 Findings from survey of university students

4.3.1.1 Response rate

The survey was carried out amongst two tertiary education institutions in Mauritius (the University of Mauritius and the University of Technology Mauritius), and the Mauritius Institute of training and Development representing vocational training, and also involved a Rodrigues component. 450 respondents were targeted of which 423 responses were obtained, although a much lower response rate were obtained for certain questions. The chart below shows the participation from each of these institutions.

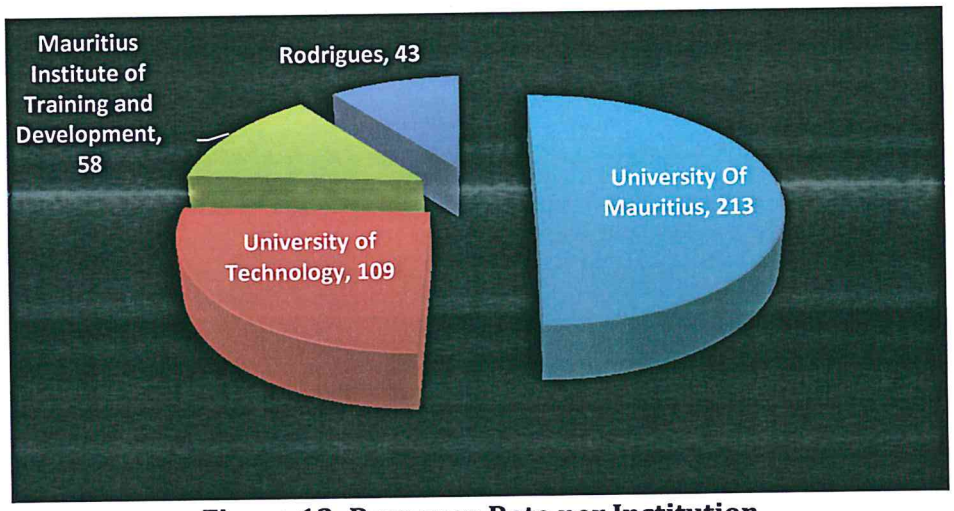


Figure 13: Response Rate per Institution

4.3.1.2 Demographic Profile

This part deals with the demographic profile of the survey respondents shown in bar-charts and pie-charts.

- **Gender composition of respondents**

The pie chart shows the gender composition of the respondents within the sample. As such, the number of female participants is 211 compared to 212 males.

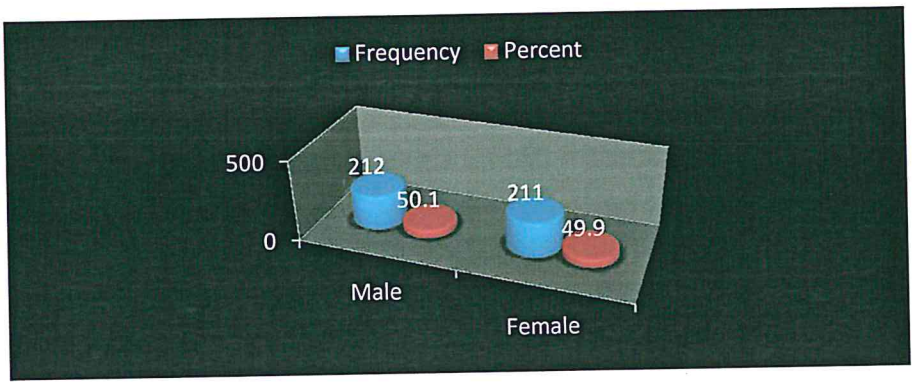


Figure 14: Gender Composition

The age distribution of the respondents is denoted in following table.

Table 2: Age distribution of respondents

	Ages	Frequency	Percent
Valid	19	59	13.9
	20	82	19.4
	21	138	32.6
	22	52	12.3
	23	13	3.1
	24	44	10.4
	25	12	2.8
	26	6	1.4
	27	4	.9
	28	3	.7
	29	2	.5
	30	1	.2
	31	2	.5
	32	1	.2

	33	2	.5
	34	1	.2
	35	1	.2
	Total	423	100.0

As Table 1 denotes, the ages of the students varied considerably from 19 to 35 years, with the highest percentage (32.6%) being in the 21 years age group.

Table 3: Respondents by programme of study

	Programme of studies	Frequency	Percent
Valid	Missing	1	.2
	BA (Hons) History and International Relations	3	.7
	BA (Hons) Library and Information Science	1	.2
	Beauty care and hair dressing	10	2.4
	Brevet de Technicien	1	.2
	Brevet Technicien	8	1.9
	BSc (Hons) Accounting with Finance	18	4.3
	BSc (Hons) Actuarial Science	6	1.4
	BSc (Hons) Agricultural Science and Technology	8	1.9
	BSc (Hons) Agriscience and Technology	1	.2
	BSc (Hons) Banking with Inter Finance	4	.9
	BSc (Hons) Chemical Engineering	4	.9
	BSc (Hons) Chemistry	12	2.8
	BSc (Hons) Computer Science	6	1.4

	BSc (Hons) Crop Technology	16	3.8
	BSc (Hons) Crop Technology with specialisation in Landscape Management	1	.2
	BSc (Hons) Eco with Finance	9	2.1
	BSc (Hons) Economics with International Relations	1	.2
	BSc (Hons) Economics with management	13	3.1
	Bsc (Hons) Engineering	1	.2
	BSc (Hons) English	1	.2
	BSc (Hons) Financial Services General and with Law	5	1.2
	BSc (Hons) Financial Risk Management	6	1.4
	BSc (Hons) Food Science and Technology	22	5.2
	BSc (Hons) French	10	2.4
	BSc (Hons) Human Resource Management	18	4.2
	BSc (Hons) Law and Management	1	.2
	BSc (Hons) Management	11	2.6
	BSc (Hons) Management with marketing	16	3.7
	BSc (Hons) Mathematics	8	1.9
	BSc (Hons) Mathematics with Computer Science	4	.9
	BSc (Hons) Mechatronics	3	.7
	BSc (Hons) Physiotherapy	5	1.2
	BSc (Hons) Political Science	1	.2
	BSc (Hons) Safety and Health	8	1.9
	BSc (Hons) Social Studies	1	.2
	BSc (Hons) Social Work	13	3.1
	BSc (Hons) Sociology	26	6.1
	BSc (Hons) Sociology with Specialisation in Gender Studies	14	3.3
	BSc (Hons) Sustainable Development Planning and Management	8	1.9
	BSc Chemistry	1	.2

	BSc Economics and Management	1	.2
	BSC Hons Management and PGCE	1	.2
	BSc Human Resource Management	23	5.4
	BSc Mechatronics	1	.2
	BSc Psychology	7	1.7
	BT Mechanic Automobile	1	.2
	Business Stats with Finance	1	.2
	Business Management	1	.2
	Diploma in Business Administration	1	.2
	Electro-technical	1	.2
	Electrotechnicien	1	.2
	Fabrication Mecanique	2	.5
	Information and Communication Technology	8	1.9
	Management and Tourism	1	.2
	MBA Financial Management	14	3.3
	Mechanical fabrication	1	.2
	Mecanique Automobile	4	.9
	Mechatronics Engineering	1	.2
	MSc Development Studies	12	2.8
	PGCE	1	.2
	Tourism and Hospitality	34	8.0
	Total	423	100.0

Table 3 describes the range of study disciplines considered in the survey. In fact, the respondent base shows a wide coverage across disciplines and programmes, thus ensuring adequate representation of the youth across campuses, study disciplines, and levels and types of studies. This coverage of campuses and disciplines was made possible by approaching students of the University of Mauritius, the University of Technology, and the Mauritius Institute of Training and Development, included part-time as well as full-time learners, and Rodriguan students as well..

The findings show that 91.5 per cent of the respondents were full-time students who were not employed. For those who were in employment, the jobs they occupied were" accountant; accounting operations analyst; assistant financial manager; banker; cashier; contract specialist; educator; finance broker; hair dresser; insurance salesmen; loans operations manager; part time operator: part time lecturer: project analyst; receptionist: revenue accounts officer: senior sales executive: service agent: social welfare officer: supply teacher and teacher.

- **Residential region of respondents**

Respondents came from both rural and urban regions. The different regions covered are Beau Bassin (6.6 per cent), Bel Air (6.1 per cent), Mahebourg (6.1 per cent), Quatre Bornes (9.2) per cent, Rose Hill (11.8 per cent), Poste de Flacq (3.8 per cent), Souillac (2.8 per cent), Vacoas (4.3 per cent), Terre Rouge (1.7 per cent), Port-Louis (8.3 per cent), Camp de Masque (3.5 per cent), Flacq (2.4 per cent), Curepipe (1.9 per cent), Moka (4.5 per cent), Vuillemin (2.1 per cent), Terre Rouge (1.7 per cent) and other rural and urban regions.

4.3.1.3 Do you know any company which can be considered as employer of choice in Mauritius?

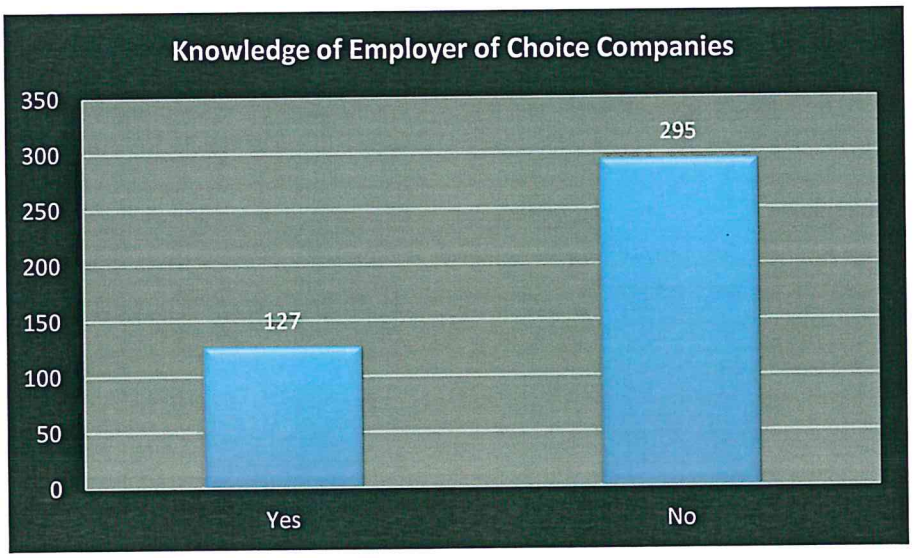


Figure 15: Knowledge of Employer of Choice

As shown in the above chart, 295 respondents, (69.7 per cent) of the respondent do not have knowledge of any employer of choice companies.

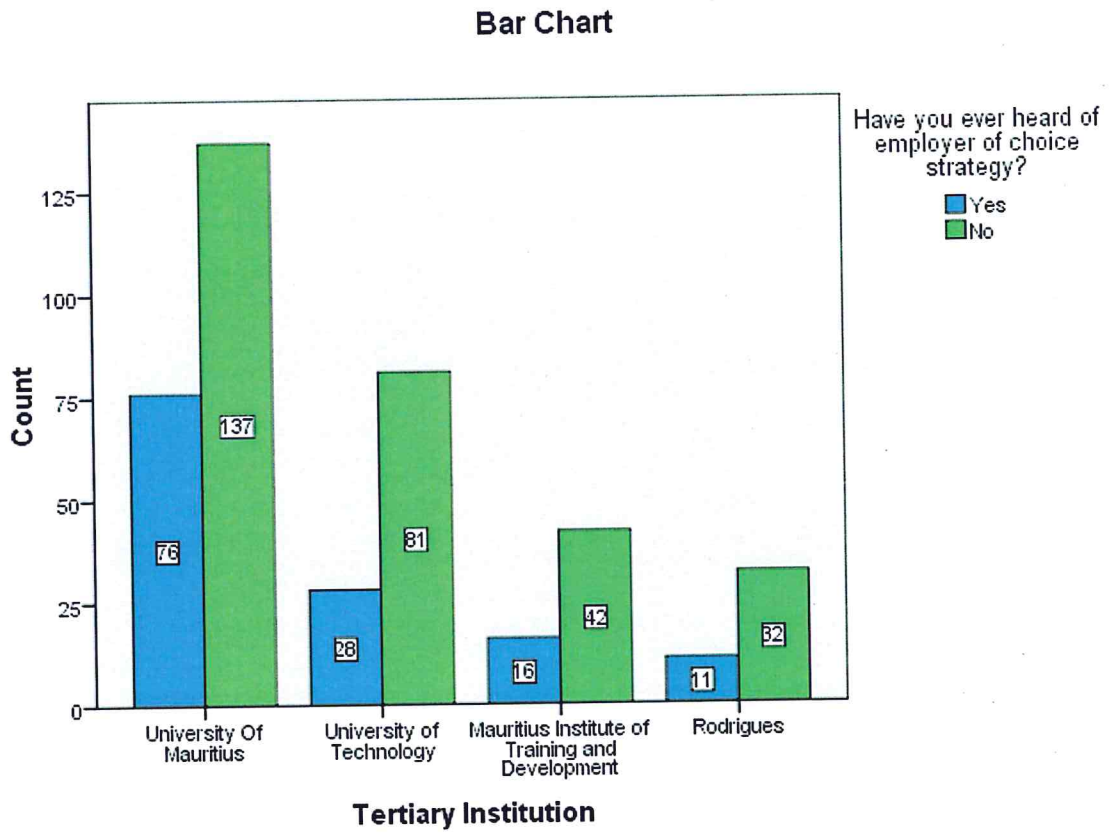


Figure 16 Knowledge of Employer of Choice by Tertiary Institution

Figure 16 shows that of the 295 respondents who have not heard of the term employer of choice, 137 respondents are from the University of Mauritius, 81 respondents from the University of Technology, 42 from the Mauritius Institute of training and Development, and 32 from Rodrigues.

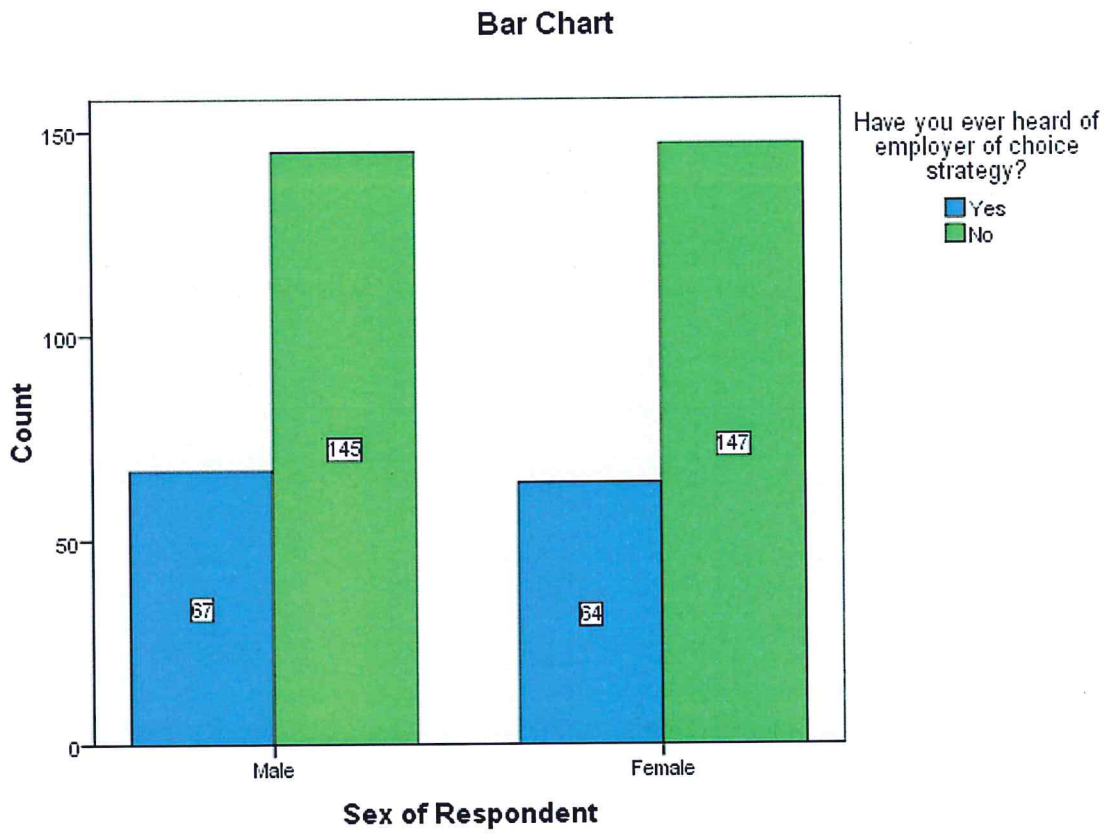


Figure 17 Knowledge of Employer of Choice by Sex of respondent

Figure 17 shows that, gender wise, 145 male and 147 female respondents have not heard of the term employer of choice.

Of the few who had heard of, or knew, such types of organisation, cited at least one company, as per the following table:

Table 4: Employer of Choice companies in Mauritius

	Companies	No of times cited
	Agricultural Marketing Board	2
	Air Mauritius	4
	Air Mauritius, HYMEC CNC	2
	Air Mauritius, SBM, Hilton Hotels	2
	Anahita, Rogers	1
	Bank of Mauritius	2
	Barclays Bank	2
	Deutsche Bank	2
	Four Seasons	7
	Harell Mallac	2
	HYMEC CNC Mauritius	2
	La Pirogue	1
	MCB	24
	MCB, Afrasia	2
	MCB, Bank of Mauritius, Accenture	2
	MCB, ENL, Harrel Mallac, Insurance Companies, SBM, Offshore Companies.	2
	Phoenix Beverages	2
	Rogers Company, MCB	2
	SBI	2
	SBM	2
	SBM, Hilton Hotel, MCB	2

4.3.1.4 Factors motivating the choice of a company

The literature suggests that there are various factors considered as 'motivating' to a young person as far as work and career goes. The survey questionnaire tried to explore the factors that motivate the respondents, through an open ended question type, to choose a company to work for. The findings show that the factors most cited by respondents were: a good salary (37.8 per cent), good communication among workers and managers, suitable working hours, a sound working environment, career prospects, opportunities to grow and develop, work life balance, prestige, experiences and prospects, reputation of the company, fringe benefits, holidays and other incentives, safety, the company's value

proposition, the location of the company, the culture of the company, and the job's status are factors most cited.

Table 5: Motivating factors, classified as per Pitt-Catshouphes (2007) Model of Employer of Choice

Components of Employer of Choice as per Pitt-Catshouphes's EOC Model	Factors	Frequency	Percent
Rewards, fair and competitive compensation and benefits	Salary, additional benefits, bonus (14th month) or performance based.	1	.2
	Salary	160	37.8
	Salary and benefits	1	.2
	Salary and Condition of Work	1	.2
	Salary and Flexibility	1	.2
	Salary and Fringe Benefits	1	.2
	Salary and Pleasant working environment	2	.5
	Salary and work environment	1	.2
	Salary, benefits, flexibility	1	.2
	Good salary, suitable working hours	17	4.0
	High salary	2	.5
	Remuneration	8	1.9
	Salary, Compensation, Prestige	1	.2
	Salary, Environmental, facilities, status	13	3.1
	Salary, Holidays	1	.2
	Salary, location, working hours	1	.2
	Salary, reputation	1	.2
	Salary, work environment	1	.2
	Salary, working condition, the name of the company.	5	1.2
	Salary, Working Hours and Incentives	17	4.0
	Salary, Working Hours, Safety	50	11.8
Wellness, health and safety protections	Work condition, salary, benefits, fours of work, vacation leaves, training police	1	.2
	Condition and security of work, and the best salary	17	4.0
	Working conditions, salary, fringe benefits.	1	.2

Opportunities for development and learning advancement	Career prospect	2	.5
	Self-motivation	1	.2
	Development, Learning and Advancement	17	4.0
	Motivational prospects	2	.5
	Opportunities to grow and develop and work life balance	1	.2
	Company growth, career opportunity, benefits and salary offered	3	.7
Workplace flexibility	Working Hours, pay terms	15	3.5
	Flexibility	2	.5
	Work life balance	1	.2
Promotion of constructive relationships at the workplace	Environment, Career prospects, job security, development opportunities	17	4.0
	Good working environment	2	.5
	Good communication among workers and managers and the facilities offers	17	4.0
	Working Environment, Salary, benefits and Prestige	1	.2
Image, Reputation and Value Proposition	Reputation of the company	8	1.9
	The reputation of the company on the job market, the salary level, the working conditions the benefit	1	.2
	The reputation, location and which provide certain facilities.	1	.2
	Prestige, Different Experience, Prospects.	1	.2
	Aim and Vision of the company, the way employees are treated.	6	1.4
	The company's value proposition, work life balance, fringe benefits and pay.	1	.2
	To have a good status, and where I can use what I have	1	.2

	learnt throughout my studies		
	Total	406	96.0
Missing		17	4.0
Total		423	100.0

4.3.1.5 Components of the employer of choice concept

The concept of employer of choice encompasses a number of key components, including flexibility in scheduling work, constructive relationships at the workplace, meaningful work, good level of employability, health and safety measures, development, learning, advancement, rewards, compensation and benefits. For this survey, 99 per cent of respondents stated that these components were "important". Probing the responses, it was found that respondents in their vast majority agreed that flexibility in work hours are important (99.1 per cent), as was constructive work relationships (99.3 per cent), meaningful work (98.8 per cent), good employability (99.3 per cent), health and safety measures (99.5 per cent), development, learning and advancement (99.5 per cent), and rewards, compensation and benefits (99.8 per cent). (Full data in Appendix M).

What also emerged from findings were other motivating factors apart from those proposed by Pitt-Catshouphes (2007), such as the image, reputation and the value proposition of a company, cited by the respondents as critical motivating factors.

4.3.1.6 In which field/industry do you aspire to work?

The data shows that the industries or sectors which were of greatest interest to respondents were Education, Health and Social work (26.4 per cent), Electricity, gas, water supply, electricity, transport, storage and communication (22.4 per cent), Financial intermediation (16.1 per cent).

Table 6: Employment sector preferences

Employment sectors	Fields	Frequency	Percent
Education, health and social work	Bureau D'Etude	7	1.7
	Diplomacy	12	2.8

	Education	4	.9
	Education or management	4	.9
	Educator	1	.2
	Educator	6	1.4
	Research	18	4.3
	Research Laboratory Work	10	2.4
	Social	1	.2
	Social work	4	.9
	Social Work	5	1.2
	Teacher in mechanic	10	2.4
	Teaching	16	3.8
	Teaching or IT	4	.9
	United nations	10	2.4
	Total	**112**	**26.4**
Electricity, gas, water supply, electricity, transport, storage and communication	CEB	13	3.1
	Electrical	5	1.2
	Electrotechnical field	6	1.4
	Engineering	16	3.8
	Fabrication Mecanique	9	2.1
	Journalism	9	2.1
	Mechanical	4	.9
	Mechanical Engineering	15	3.5
	Technician at CEB	8	1.9
	Technicien	10	2.4
	Total	**95**	**22.4**
Financial intermediation	Accountability and Finance	5	1.2
	Bank	1	.2
	Banking	8	1.9
	Banking Industry	8	1.9
	Banking sector	4	.9
	Finance	16	3.8
	Finance and Tourism	4	.9
	Finance Department	4	.9
	Financial	5	1.2
	Law	6	1.4
	Legal and Corporate	4	.9

	Administration.		
	Legal, Audit, Risk Mgt.	4	.9
	Total	**69**	**16.1**
Real estate, renting and business activities	BPO	6	1.4
	Manager	4	.9
	Sales and customer care	4	.9
	Showroom and car maintenance agency	4	.9
	HR	16	3.8
	HR and HR Consultancy	4	.9
	HR in the tertiary sector/banks	4	.9
	HR, Banking	4	.9
	Human Resource Dept	4	.9
	Human Resource Management	4	.9
	Offshore	1	.2
	Total	**55**	**8.3**
Hotels and restaurants	Public Relations	10	2.4
	Total	**10**	**2.4**
Construction	Construction	6	1.4
	Total	**6**	**1.4**
Agriculture, Hunting Forestry, fishing, mining, Quarrying	Agri-business	6	1.4
	Agricultural sector and tourism landscape	6	1.4
	Total	**6**	**1.4**
Manufacturing	Machinery	10	2.4
	Total	**10**	**2.4**
Wholesale and retail trade, repair of motor vehicles	Phoenix Beverages	10	2.4
	Total	**10**	**2.4**
Others	Laboratory	4	.9
	Undecided	4	.9
	United nations	10	2.4
	Field	4	.9
	Total	**22**	**5.1**

4.3.2 Impact and Penetration of the media

4.3.2.1 Influence of the media in company attractiveness

Table 7: Does the media influence you in deciding about the attractiveness of a company?

Tertiary Institution * Does the media influence you in deciding about the attractiveness of a company? Crosstabulation				
% within Tertiary Institution				
		Does the media influence you in deciding about the attractiveness of a company?		Total
		Yes	No	
Tertiary Institution	University Of Mauritius	69.4%	30.6%	100.0%
	University of Technology	63.6%	36.4%	100.0%
	Mauritius Institute of Training and Development	47.4%	52.6%	100.0%
	Rodrigues	59.5%	40.5%	100.0%
Total		63.8%	36.2%	100.0%

As the literature suggests, digital and technological advances have become integral to young people's lives. The pace of technological innovation has increased in an almost abrupt and even uncontrollable manner. Indeed, technology plays an ever increasing role in youth's social interactions. For example, smart phones that are easily accessible to even the youngest generation are used as a means to link the youth to the world wide web through text, photo, and video sharing and immediate sequential digital video transmissions, enabling them to transmit and interact through visual images of themselves on their electronic devices from any location. As previous scholars have pointed out, the image that is projected by the media influences the perceptions of media users, such that the media can serve as a facilitator for reputation management.

The following section therefore provides some empirical data on the knowledge, use and penetration the media on the generation aged between 18 and 35 years in Mauritius.

63.8 per cent of the respondents affirm that the media exerts an influence on their perception regarding the attractiveness of a company.

4.3.3 Usage of different forms of media

Previous works that have reported on the use of the different forms of media and globalization have suggested that there has been a significant shift regarding types of media usage. Traditional forms of media include the radio, newspaper, magazines and others, while the newer forms of media consist of those that have newly emerged; namely through the World Wide Web which includes social media and the internet.

Findings show that the most frequent forms of media being used by the respondents are: the internet (80.4 per cent), social media (76.4 per cent), newspapers (64.5 per cent), television (60.5 per cent), the radio (60.3 per cent) and magazines (41.4 per cent). Usage of different forms of media is spread across the various forms (see Table 7 below).

Table 8: Media usage

Forms of media	Frequently use		Rarely use		Never use	
	Number	**%**	**Number**	**%**	**Number**	**%**
Radio	255	60.3	91	21.5	6	1.4
Television	256	60.5	79	18.7	8	1.9
Newspaper	273	64.5	80	18.9	0	0
Magazines	175	41.4	148	35.0	43	10.2
Internet	340	80.4	13	3.1	9	2.1
Social Media	323	76.4	20	4.7	19	4.5

4.3.4 Job search means and preferences

The trend reported in the literature, that is, a shift in media preference towards social media forms, has also touched the lifestyle habits of the young in Mauritius. Whereas in the past, people would tend to consult newspapers to search for job openings, information and communication technology advances have transformed the search for work. Findings from the survey of young people show that 78.5 per cent of the respondents state a preference for internet job searches, and that only 20.8 per cent still prefer newspaper job searches (Table 9). The preference for internet job searches has been explained by respondents in terms of its convenience, its speed of access, its ability to cover a wide range of vacancies, its user-friendly communicative aspect, its ability to provide details about the job offer, its ease of use, its reliability, its accuracy and credibility, the possibility to know more about the company, the abundance of choices and the ability of the individual to interact instantly with the sender or job offerer. Other respondents also stated that the improvement in technology use by companies was appreciated in terms of the innovativeness and "savviness" of companies, which was considered important (see Appendix Q for full data).

Table 9: Most preferred job search means

Tertiary Institution * Most preferred job search means: Newspaper Crosstabulation					
% within Tertiary Institution					
		Most preferred job search means: Newspaper			Total
		N/A	Newspaper	Internet	
Tertiary Institution	University Of Mauritius	.9%	17.8%	81.2%	100.0%
	University of Technology	.9%	21.1%	78.0%	100.0%
	Mauritius Institute of Training and Development		20.7%	79.3%	100.0%
	Rodrigues		34.9%	65.1%	100.0%
Total		.7%	20.8%	78.5%	100.0%

4.3.5 Usage and penetration of social media

According to Lenhert (2012), in 2004, 39 per cent of teens in the United States in the United Sates owned a cell phone and by 2011, the ownership had risen to 77 per cent.

Moreover, Rideout (2012) further notes that 75 per cent of teens use an online social network site such as Facebook and 41 per cent own a smart phone.

The data collected from our questionnaire survey shows that that 68.1 per cent of the respondents in Mauritius show a preference for Facebook, followed by 10.4 per cent for Google+ and 0.9 per cent for YouTube.

The reasons cited for the use of Facebook, were: to chat with friends and family, and relatives from abroad, for posting updates, for research, sharing and downloading material, for group work, and simply for virtual socializing. (Full details in Appendix S).

4.3.6 Most influential social media for reputation building

Hepburn (2005) and Galanaki (2009) suggest that employees, communities, customers and investors are influenced by the perceptions that are exchanged through social media, which makes visible the values, people policies, culture and corporate reputation. These are factors and components considered crucial in determining employer reputation

4.3.7 Most appropriate social media for reputation building

Only half of our respondents provided answers to this question. Those who did, cited social networks they considered as appropriate for reputation building as follows: Facebook, Linked In, Google + and Twitter, shown in the table below.

Table 10: Most appropriate social media for reputation building

Social networks	Frequency	Percent
Twitter, My Space	5	1.2
Facebook	71	16.8
Facebook, Google +	12	2.8
Facebook, LinkedIn	24	5.7

Facebook, Twitter	4	.9
Facebook, Twitter, Google +	5	1.2
Facebook. Twitter, Google +	4	.9
Google +	14	3.3
LinkedIn	43	10.2
LinkedIn, Facebook, Google +	4	.9
LinkedIn, Google +	4	.9
LinkedIn, Google +	4	.9
My Space, Google +	4	.9
Twitter	8	1.9
Twitter, My Space	4	.9

4.3.8 Does advertising through social media have more impact on you than does traditional media?

Table 11: Impact of the media on advertising compared to traditional media, by tertiary institution

Tertiary Institution * Does advertising through social media have more impact on you than the traditional media? Crosstabulation						
% within Tertiary Institution						
		Does advertising through social media have more impact on you than the traditional media?				Total
		Missing	Yes, much higher impact	Same impact	Less impact	
Tertiary Institution	University Of Mauritius	4.2%	73.7%	19.2%	2.8%	100.0%
	University of Technology	1.8%	65.1%	25.7%	7.3%	100.0%
	Mauritius Institute of Training and Development	1.7%	60.3%	31.0%	6.9%	100.0%
	Rodrigues	4.7%	65.1%	25.6%	4.7%	100.0%
Total		3.3%	68.8%	23.2%	4.7%	100.0%

68.8 per cent of the respondents state that social media exerts a much higher impact on advertising compared to traditional forms of media (such as newspapers, magazines, and billboards). 23.2 per cent claim that the impact is the same, while 4.7 per cent state that there is less impact.

4.3.9 How often do you access company websites?

Table 12: Access company websites, by tertiary institution

Tertiary Institution * How often do you access company websites? Crosstabulation						
% within Tertiary Institution						
		How often do you access company websites?				Total
		Missing	Never	Often	Rarely	
Tertiary Institution	University Of Mauritius	4.7%	13.6%	36.6%	45.1%	100.0%
	University of Technology	1.8%	21.1%	45.0%	32.1%	100.0%
	Mauritius Institute of Training and Development	1.7%	29.3%	51.7%	17.2%	100.0%
	Rodrigues	2.3%	9.3%	48.8%	39.5%	100.0%
Total		3.3%	17.3%	42.1%	37.4%	100.0%

42.1 per cent of the respondents state that they often access company websites, 37.4 per cent state that they rarely use websites and 18 per cent never access company websites.

4.3.10 Should companies have websites?

Table 13: Should companies have websites, by tertiary institution

Tertiary Institution * Should companies have websites? Crosstabulation						
% within Tertiary Institution						
		Should companies have websites?				Total
		Missing	Yes	No	3	
Tertiary Institution	University Of Mauritius	1.9%	94.4%	2.8%	.9%	100.0%
	University of Technology	.9%	94.5%	.9%	3.7%	100.0%
	Mauritius Institute of Training and Development		93.1%	1.7%	5.2%	100.0%
	Rodrigues		95.3%	2.3%	2.3%	100.0%
Total		1.2%	94.3%	2.1%	2.4%	100.0%

As depicted in the above table 9,4.3 % of respondents think that companies should have websites.

4.3.11 Influence of websites in building the image and reputation of companies

Table 14: Are websites influential in building the image and reputation of companies?

Tertiary Institution * Are websites influential in building the image and reputation of companies? Crosstabulation					
% within Tertiary Institution					
		Are websites influential in building the image and reputation of companies?			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	1.9%	88.3%	9.9%	100.0%
	University of Technology	.9%	90.8%	8.3%	100.0%
	Mauritius Institute of Training and Development		86.2%	13.8%	100.0%
	Rodrigues		81.4%	18.6%	100.0%
Total		1.2%	87.9%	10.9%	100.0%

According to the above table, 87.9 per cent of the respondents affirm that websites are influential in the image and reputation building of companies.

4.3.12 Influence of company websites

Table 15: Are you personally influenced by company websites?

Tertiary Institution * Are you personally influenced by company websites? Crosstabulation					
% within Tertiary Institution					
		Are you personally influenced by company websites?			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	3.3%	80.8%	16.0%	100.0%
	University of Technology	.9%	78.0%	21.1%	100.0%
	Mauritius Institute of Training and Development	1.7%	72.4%	25.9%	100.0%
	Rodrigues	2.3%	69.8%	27.9%	100.0%
Total		2.4%	77.8%	19.9%	100.0%

4.3.13 Attractiveness of website infomation

- All about the company and the job
- Background, history, and activities of the organisation, career prospects and testimonies
- Benefits
- Benefits related to the work
- Career management
- Company profile
- Company pProfile
- Cosmetic aspect
- Culture, values, expertise
- Job descriptions, job prospects
- Different job availability, qualifications required of employees
- Discovery, news, educational
- Display and availability of information.
- Employment, career prospects, services offered

- Financial statistics, salary, management
- Flexibility of work
- General information about vacancies and the company
- How the company is presented
- If the company contributes to the welfare of its employees and environment including CSR activities
- Information about the company itself, what it offers
- Information about the company and their vacancies, core values, mission and vision of the company
- Information about the company's financials
- Job offers
- Job vacancies
- Machinery and equipment the company uses
- Opportunities offered
- Photos of the workplace
- Recruitment and salary
- Reliable information
- Requirements for job offers
- Projects that are being undertaken
- Salary
- Staff information, areas of expertise and project portfolios
- Success of the company over time
- Benefits
- The employer branding strategy
- The image of the company
- The information about the working facilities
- The products of the company, if the company has the best workplace and work laws and discipline
- The services proposed

- The value proposition of the company, what makes it different from other organisations
- The work environment, the core values listed
- Types of products/services provided, the customer base
- Types of training offered to employees.

4.3.13 Influence of companies' engagement in Corporate Social Responsibility

Table 16: Are you personally influenced by the engagement of companied in CSR, by tertiary institution

Tertiary Institution * Are you personally influenced by the engagement of companies in Corporate Social Responsibility? Crosstabulation					
% within Tertiary Institution					
		Are you personally influenced by the engagement of companies in Corporate Social Responsibility?			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	1.9%	38.5%	59.6%	100.0%
	University of Technology	.9%	33.9%	65.1%	100.0%
	Mauritius Institute of Training and Development		24.1%	75.9%	100.0%
	Rodrigues		39.5%	60.5%	100.0%
Total		1.2%	35.5%	63.4%	100.0%

Table 17: Reasons for being influenced by organisation's' CSR

• 2 per cent of their profit goes into CSR
• A company that shows commitment to CSR is more likely to care for their people.
• Acts of charity or any welfare program is a must to eradicate poverty in our country.
• Companies providing CSR are actually doing it for a good cause; these CSR funds go to NGOs to help the needy.
• Companies engaging in CSR shows concern for the environment and community and this reflects its approach towards its workforce as well.

• CSR concerns the social responsibility of companies such as environmental care.
• I am in a company which promotes CSR and I feel I have to be engaged in it also.
• I choose these companies over their rivals
• I want to associate itself with the company as they care for society.
• If the companies provide for CSR and ethics, this will encourage me to work in this company due to high reputation.
• It is good to know about the companies who contribute in CSR and in what social works they engage in.
• It is social Work
• Sponsorship of activities and relevant issues are tackled through CSR
• The company is able to create/reinforce its brand name through CSR.
• It shows the way companies cater for the environment
• They contribute a percentage of their economy to development.
• This depicts the organisation's concerns about a particular problem
• When companies are in CSR, this shows that they are ethical and have concerns for the environment, thus they will treat me well in their organisation.

4.3.14 Do you think that companies should have social media strategies?

Table 18: Companies should have social media strategies

Tertiary Institution * Do you think that companies have social media strategies? Crosstabulation					
% within Tertiary Institution					
		Do you think that companies have social media strategies?			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	5.2%	73.7%	21.1%	100.0%
	University of Technology	3.7%	73.4%	22.9%	100.0%
	Mauritius Institute of Training and Development	6.9%	67.2%	25.9%	100.0%
	Rodrigues	2.3%	74.4%	23.3%	100.0%
Total		4.7%	72.8%	22.5%	100.0%

72.8 per cent of respondents believe that companies should have social media strategies.

Table 19: Companies that have social media strategies

Tertiary Institution * Do you know any Companies that have social media strategies. Crosstabulation

% within Tertiary Institution					
		Do you know any Companies that have social media strategies.			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	6.6%	35.2%	58.2%	100.0%
	University of Technology	4.6%	33.0%	62.4%	100.0%
	Mauritius Institute of Training and Development	6.9%	32.8%	60.3%	100.0%
	Rodrigues	2.3%	34.9%	62.8%	100.0%
Total		5.7%	34.3%	60.0%	100.0%

The above shows which companies have been identified by 34.3 per cent respondents to have social media strategies, for instance, the most cited companies are the Mauritius Commercial Bank (MCB), the State Bank of Mauritius (SBM), and Air Mauritius.

4.3.15 Would you personally rate a company's performance though social networks?

Table 20: Would you personally rate a company's performance through social networks, by tertiary institution

Tertiary Institution * Would you personally rate a company's performance though social networks? Crosstabulation					
% within Tertiary Institution					
		Would you personally rate a company's performance though social networks?			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	3.8%	54.9%	41.3%	100.0%
	University of Technology	3.7%	56.9%	39.4%	100.0%
	Mauritius Institute of Training and Development	5.2%	60.3%	34.5%	100.0%
	Rodrigues		48.8%	51.2%	100.0%
Total		3.5%	55.6%	40.9%	100.0%

According to Table 19, 55.6 per cent of the respondents assert that they would personally rate a company's performance through information on social networks.

4.3.16 Importance of CSR for a company's reputation

Table 21: Do you think that Corporate Social Responsibility engagement is crucial for a company's reputation?

Tertiary Institution * Do you think that Corporate Social Responsibility engagement is crucial for a company's reputation? Crosstabulation					
% within Tertiary Institution					
		Do you think that Corporate Social Responsibility engagement is crucial for a company's reputation?			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	3.8%	68.1%	28.2%	100.0%
	University of Technology	3.7%	61.5%	34.9%	100.0%
	Mauritius Institute of Training and Developent	5.2%	51.7%	43.1%	100.0%
	Rodrigues		60.5%	39.5%	100.0%
Total		3.5%	63.4%	33.1%	100.0%

4.3.17 Importance of the media in determining a company's image

Table 22 Would you agree that the media is an important component in determining a company's image?

Tertiary Institution * Would you agree that the media is an important component in determining a company's image? Crosstabulation					
% within Tertiary Institution					
		Would you agree that the media is an important component in determining a company's image?			Total
		Missing	Yes	No	
Tertiary Institution	University Of Mauritius	3.8%	87.3%	8.9%	100.0%
	University of Technology	3.7%	88.1%	8.3%	100.0%
	Mauritius Institute of Training and	5.2%	84.5%	10.3%	100.0%

	Development				
	Rodrigues		83.7%	16.3%	100.0%
Total		3.5%	86.8%	9.7%	100.0%

The above table shows that 86.8 % of the respondents are agreeable on the fact that the media is an important determinant in reputation building, which encompasses the branding strategy of the companies.

Table 23 Company image and job preferences

Statements	Totally agree	Agree	Totally disagree	Disagree	No Opinion	Total
Companies do not need to be engaged in CSR to promote their image	24	56	296		26	402
I would only work for a company if my work is meaningful	362	33			3	405
I would only work for a company if my work is being valued and recognised.	103	96		86	128	413
I totally trust newspaper reports	109	107		41	152	409
I totally trust social media adverts	71	37	31	43	12	394
I totally trust radio reports and advertisements	216	18		82	101	417
I totally trust public television reports and advertisements.	389			16	4	409
Advertising through social media has a much higher impact on me than any other form of media	277	9	5	83	39	413
I would not work in a low tech company.	286	62		31	21	400
Companies that are considered as great place of work are those that are environmentally conscious and I would be attracted to work for such companies.	94	218	25	26	29	372
I don't want to work at all.	3	6	381	2	1	393
I would prefer a job that is short-term and very well paid rather than a permanent job with low salary.	303	21	3	11	55	393
I seek to work for companies with a permanent job, even though the salary is low.	73	26	107	81	87	374
The respect of culture and the consideration for inclusion weighs a lot in my decision to choose the best company.	181	61	6	15	126	389
I would only work for a company that offers me an adequate position which fits my qualifications.	364	11		7	9	421

The data are further described in the following charts.

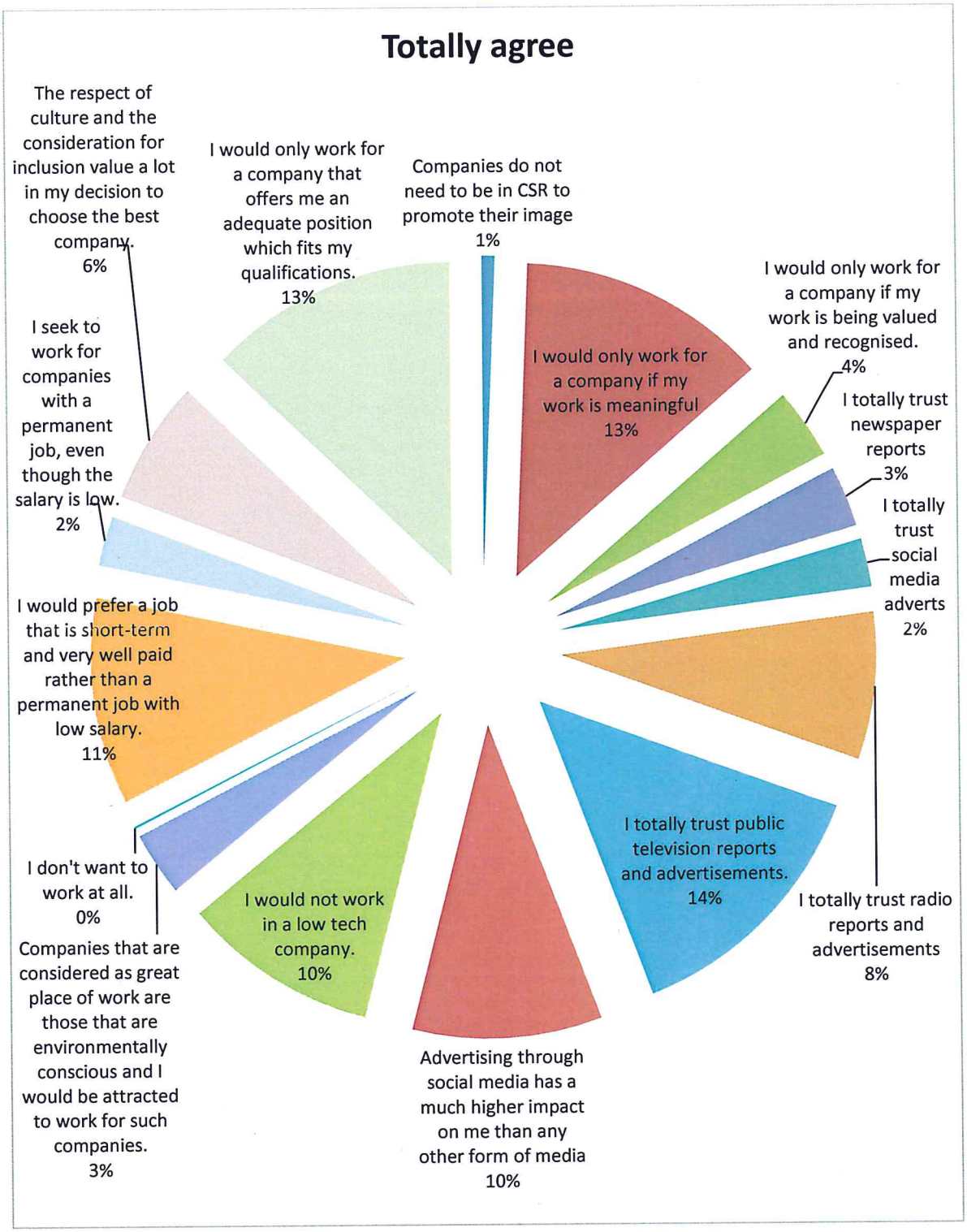


Figure 18: Respondents who totally agree with the statements

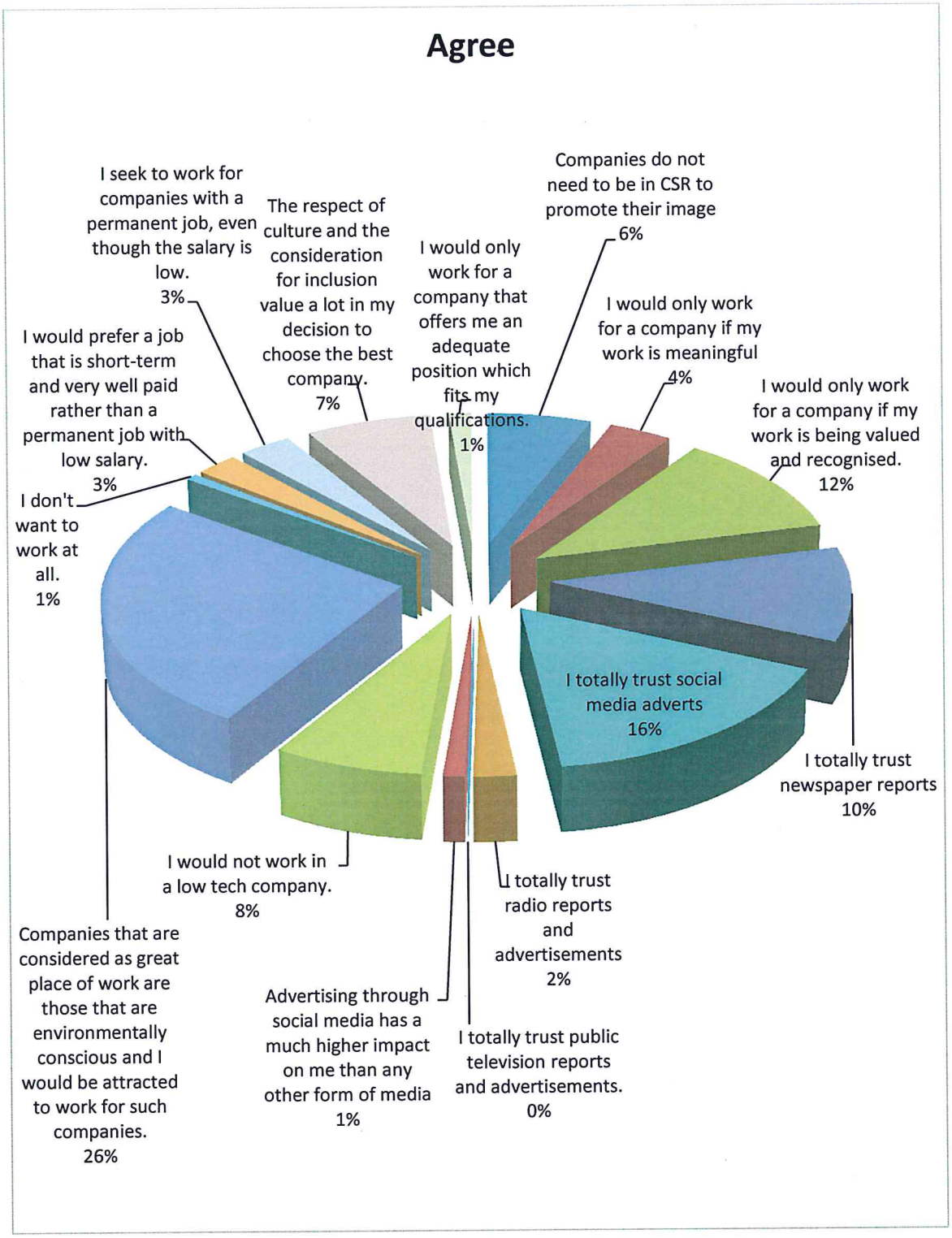


Figure 19: Respondents who agree with the statements

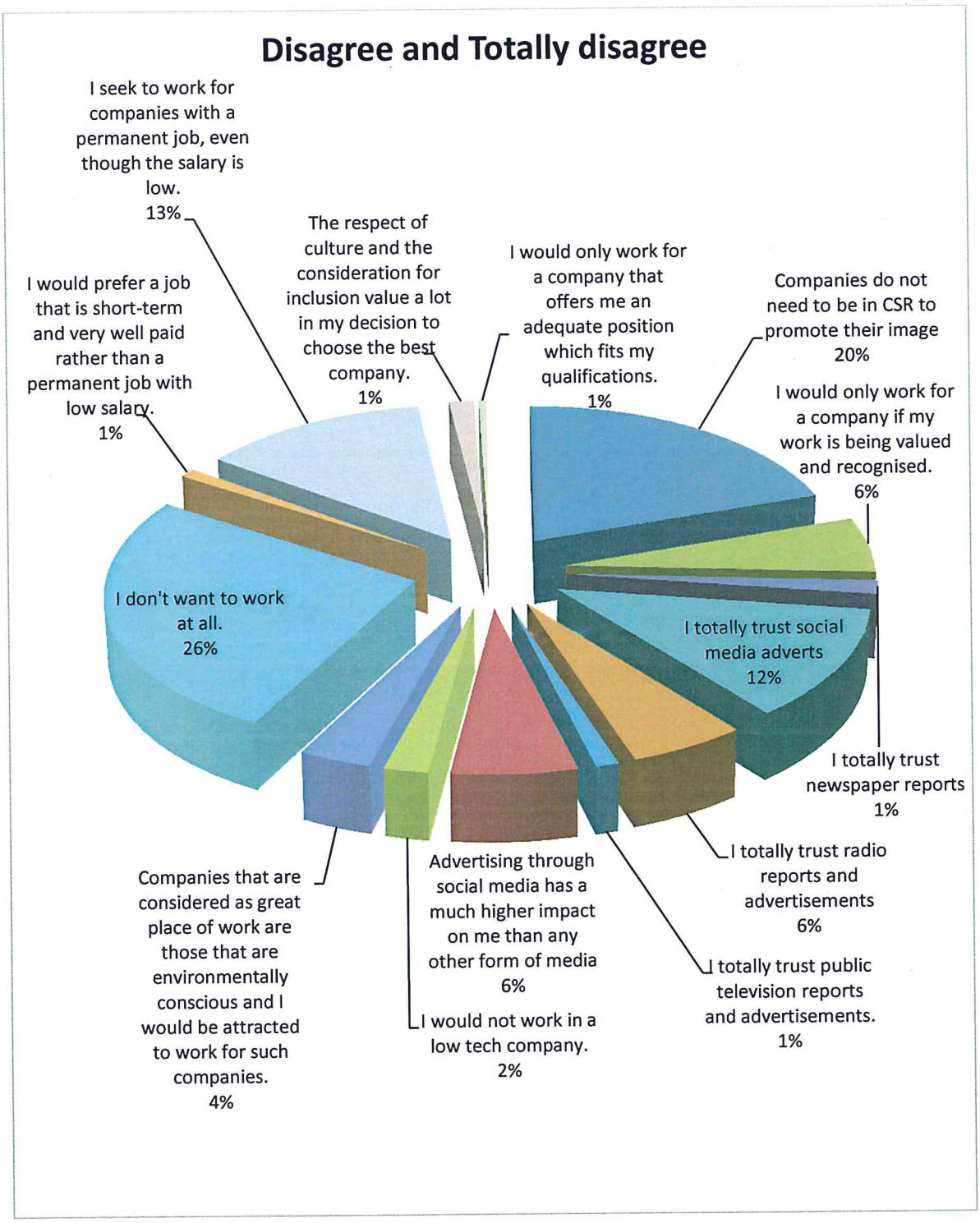

Disagree and Totally disagree
I seek to work for companies with a permanent job, even though the salary is low. 13%
The respect of culture and the consideration for inclusion value a lot in my decision to choose the best company. 1%
I would only work for a company that offers me an adequate position which fits my qualifications. 1%
Companies do not need to be in CSR to promote their image 20%
I would prefer a job that is short-term and very well paid rather than a permanent job with low salary. 1%
I would only work for a company if my work is being valued and recognised. 6%
I don't want to work at all. 26%
I totally trust social media adverts 12%
I totally trust newspaper reports 1%
I totally trust radio reports and advertisements 6%
I totally trust public television reports and advertisements. 1%
Companies that are considered as great place of work are those that are environmentally conscious and I would be attracted to work for such companies. 4%
Advertising through social media has a much higher impact on me than any other form of media 6%
I would not work in a low tech company. 2%

Figure 20: Respondents who disagree and totally disagree with the statements.

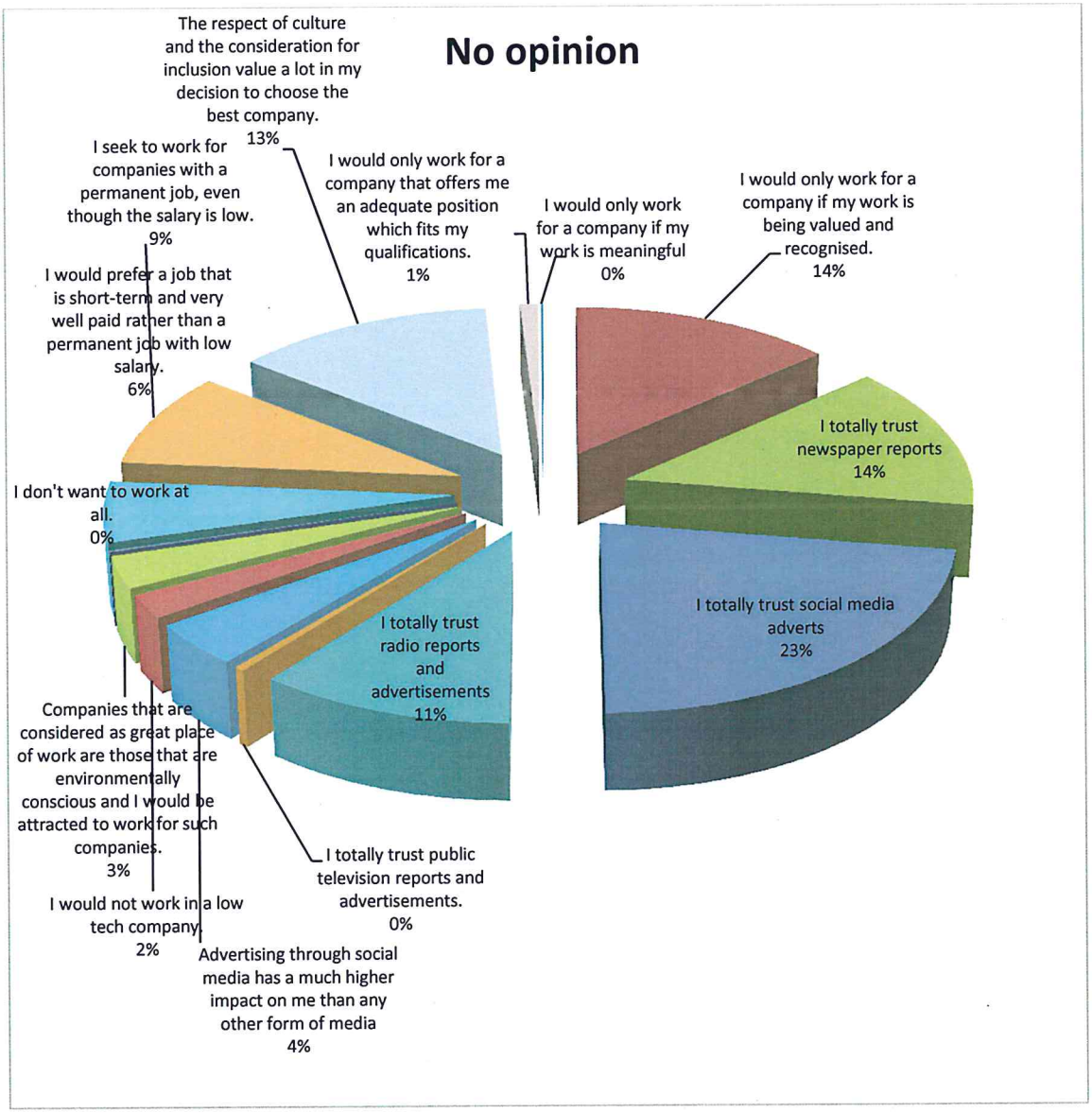


Figure 21: Respondents who have no opinion on the statements.

5. DISCUSSION AND CONCLUSIONS

The discussion and conclusions from the survey of media and employers of choice are organized along the lines of the stated objectives, as presented below.

Objective 1. To examine the media representation of Mauritian firms in terms of the latter's branding activities.

The acute shift from the use of traditional media (magazines, newspapers, billboards) to newer forms of media (internet, social media) marks a transition in the media representation of firms worldwide. In Mauritius, we have found that usage of the internet and of social media largely exceeds usage of the more traditional forms.

We found that several organisations participating in the study were qualified as employers of choice, and these organisations stated that they had developed social media strategies for various purposes, such as communicating job openings, CSR activities, public relations and generally positioning themselves for greater presence and visibility. With a reported 76.4 percent of young people from the survey claiming "frequent" use of social media networks, it becomes a matter of survival that other firms also follow in the footsteps of these. The survey participants reported that they used social media for such activities as chats, research, to get software updates, to do group work, do job searches, and such. These young people, who are known to spend long hours "connected", represent a valuable audience or target for media representation of firms, and the latter would be wise to take this fact on board. Indeed, with 69 percent of our surveyed young people stating that advertising across the internet and through social media platforms had more impact on their minds that did traditional media, and with 79 percent stating that they preferred online job searching, firms must now wake up to the reality of an online existence that may well surpass all other forms of visibility and presence in the market and in society.

Notwithstanding the fact that such findings are likely related to the intense *usage* of new media forms in effect blocking out the efforts of traditional forms of media to catch the attention of the market (for product/service/talent), it would seem that this trend is now irreversible. The survey respondents explained that being online whilst going about researching, chatting, and so on meant that it was easier, cheaper, more convenient, more informative, and more interactive when companies had a strong online presence. With Facebook reported that the most influential social

network, companies could achieve a massive presence and establish a community of followers through "likes" and interactive comments, collect feedback, suggestions for improvement, grow and develop brand loyalty, in addition to growing a pool of pre-acculturated potential employees.

A few companies in Mauritius are tapping into this revolution. The creation of specialized units, the recruitment of experts in social media, and the integration of other departments such as Marketing, HR, and CSR into the PR and communication strategies, point to an acknowledgement of the phenomenon and the necessity not only to take proactive action in case such a phenomenon is a threat (which it could) but more especially, to tap into its potential for business growth and market superiority. This point is well argued by Flores et al. (2009), who explains how the internet can offer opportunities for both growth and loyalty for brands, that the online community that visited company websites tended to develop a more positive attitude towards the brand and in the process, increased their purchase level and frequently consulted email newsletters and consumer magazines.

A strategy for establishing a company's desired media representation for the purpose of branding a product or service, or the organisation itself, therefore implies a close consideration of the current trend in media use and preference. Our findings showed clearly that the types of information that young people valued most in internet and social media representations were: available jobs, the background, history and activities of the organization; information about the culture and values of the organisation; images and photographs of the workplace environment; information about the staff composition; and the company's products and services. How organisations will effectively articulate and more importantly, implement their strategies and commit resources to such an inexorable phenomenon, which is not only technological but sociological is now in the hands of senior managers and strategists. What is clear at this point is that only established employers of choice are making an effort in this direction. Our focus group and interview data sadly point to a generation gap, in which the employer group is bent on viewing the young generation as having too-high expectations in terms of salary and benefits; of valuing their leisure too much; of being less diligent than the previous generation of employees; and of being less connected and committed to their employing organisation. Some HR managers did acknowledge, however, that the effort to close the gap for the sake of adaptation and survival was in the hands of organisations.

Sadly, the picture in Rodrigues is a relatively bleak one; whereas it was reported that the young people were very "connected" by nature, there arose the issue of connectivity and the much-awaited fibre optic telecommunications cable. Organisations in Rodrigues were, in any case, not much present in the media, given that (a) the private sector was under-developed and had no need for talent attraction strategies, (b) the media sector was politically dominated by the various political parties, and (c) newer forms of media such as the internet and social media networks could not be counted in, given the poor connectivity and low computer usage.

Objective 2. To establish the factors influencing the attractiveness of firms as employers and what sources of information including the media, does the labour market use to assess these factors.

Not surprisingly, the findings regarding what motivates a person to work for a particular company revolved around the traditional motivational factors, namely: pay and benefits, a quality work environment, sound working conditions, employment security, flexible schedules, the good image and reputation of the company, opportunities to grow and learn, advancement, prestige and status, the location of the company, and the values and culture of the company. In fact, the theory on employer of choice also states such factors, amongst others. All the characteristics of an employer of choice company were cited by our respondents as making a firm attractive. Nevertheless, the preferences of the "new" generation, or Gen-Y, may add a dimension in this understanding of attractiveness factors. What, then, specifically makes a firm attractive to this generation, and how should firms reckon with this information? Parry and Urwin (2011) have described Gen-Y individuals as having dramatically different values, attitudes, behaviours and expectations from those of the 'older' generation, or Gen-X. As Ambler and Barrow (1996) argue, the concept of employer branding has been one of the strategies adopted by some firms to attract young graduates and to retain the much-needed talent inside. Therefore, adequate attraction and retention of talent requires effective employer branding strategies, and the media is an excellent tool for promoting an employer brand. Companies are now required to redefine their strategies, mainly when it concerns the attraction and retention of the new pool to talent who have got their own specific expectations about work, such as: salary (top-ranked attraction) and "working hours" (second ranked, comprising various

definitions, including shorter hours, flexible hours, hours for work-life balance) and followed by "working environment" (third-ranked, comprising various definitions, including a learning and development environment; good communications; pleasant working environment, and "facilities") .

As we have seen, the media and more specifically social media, exerts a significant influence on the minds of individuals and as such, influences their views, perceptions and preferences. Indeed, the media representation of entities such as employing organisations has a considerable bearing the image of a company, determining both its corporate, product or service reputation and 'attractiveness' as well as its attractiveness or brand as an employer. Choosing where to go work is one of the most stressful decisions a person can make, and it's natural for people to want more information so they can make better career decisions," says Glassdoor spokesperson Samantha Zupan. Glassdoor is one amongst many online jobs and career communities. Numerous case studies are held up worldwide to extol the virtues of employer branding strategies, such as Google, Ernst & Young, KFC, Twitter, Apple, Disney, Mayo Clinic Mariott Hotels, and a number of mechanisms are now in place to promote such efforts, such as Awards and League Lists (Best Companies to Work For (US), Best Workplaces (UK), Great Place to Work (India) and many others around the world, including Mauritius, that encourage companies to vie for top positions on their lists, as a strategy to position themselves as excellent companies that would draw the best talent worldwide. Online jobs and career communities are now numerous, in keeping with the trend in internet usage and social media penetration. And so, the advantages of social technology are clear. A CIPD study, "Social Media and Employee Voice" that, despite the reluctance of some organisations to embrace social media, there is evidence of good practice. Adapting to the preferences of Gen-Y may represent a challenges to managers (who are themselves of the previous, less tech-savvy generation), but many organisations are taking the bull by the horns and setting an example for others. For example, Virtusa, a global IT company, built V+ – an in-house social-media platform – as 85% of its workforce were born after 1980. The platform offers social networking, video sharing and a "gaming environment" designed to focus employees' attention and increase productivity. Increasingly, there are other examples even on the local Mauritian front, of companies re-designing their internal information system to

ressemble a social media page, and other companies like McDonald's have created Our Lounge, an internal online platform, and this has become the company's primary means to communicate and engage with its employees, who can check their work schedules, connect with one another, and participate in polls.

Here again, the Rodrigues picture is glaringly sparse, with the majority of our respondents agreeing that Rodriguans were constantly on the lookout for a public service job, given that there were no jobs to speak of in the private sector. You took what you got, even if your employer underpaid you, treated you badly, or generally gave you a poor deal. This is particularly sad because many of our respondents believed that there was a strong will on the part of young Rodriguans to contribute to the development of the island, but that opportunities were simply too scarce. Perhaps the weakness could be transformed into an opportunity once the fast connectivity becomes a reality, as in other parts of the world, successful entrepreneurs could also be tiny start-ups involving one computer that was connected to the World Wide Web.

Objective 3. To establish the perceptions held about firms by the labour market.

It has been widely acknowledged that the newer generations, Generation Y and soon, Generation Z, have their own particular mindsets about life and about work. Our survey respondents were clear in their opinions about the efforts being made, or not, by firms to cater for their (the youth's) needs and preferences. The vast majority of young people stated that would only work for a company that offered them meaningful work. A good 30 per cent stated that they would work for a company where their work was valued and recognized.

The vast majority stated that they would only work for a company that offered them positions that matched their qualifications and competencies, that they would not work in a low-tech company, and that they would prefer a short-term job with a high salary than a secure job that was badly-paid, confirming earlier findings about the importance that the young generation accorded to salary and benefits in general. Also important was the perception regarding CSR efforts, as respondents stated that CSR engagement was crucial in determining the reputation of the company. The findings we gathered about the "reputation" factor was novel in that it did not reflect the literature's claims. Mauritian youth seem to pay more attention to company reputation

than others surveyed in other parts of the world. Sociologically speaking, it would seem that young people in Mauritius would be greatly attracted to a company if the latter enjoyed significant positive visibility and a sound reputation locally, which speaks volumes about the disparity amongst local organisations in their efforts to establish "presence" in the community and in the media. This is coherent with findings regarding the importance of CSR activities, which usually get publicized, somehow or other. Noteworthy is that the Mauritius Commercial Bank, known perhaps more for its visible and solid "presence" more than its employment policies, was systematically cited as the top employer of choice in Mauritius.

Technology is the middle name of the new generation employees. We believe it is significant that most of the youth surveyed stated they would not work for a low-tech company. Perhaps part of the explanation for the "highly mobile" youth stated by the HR managers resides in this: that companies were finding it difficult to *retain* their talent because the environment was too low-tech, amongst other factors. We noted that the working environment and "facilities" was one of the top attractiveness factors cited by the young respondents. Although this study did not probe into this aspect of attractiveness, we could suggest that a work environment that was facilitated by technology would be a key retention factor as well, along with salary, benefits and flexible work schedules. We also note that a significant portion of surveyed youth were ready to judge a company by what the social media was saying about it, and this is also evidence of the impact of technology and technologically-enabled communication. If the majority (90%) of young people believe that the media in general is an important component in determining a company's image and reputation, and the same respondents are themselves sensitive to company image and reputation in terms of being attracted and retained by companies, then it would make enormous sense for organisations in general to step up their media strategies immediately as a matter of survival and sustained competitive growth.

Objective 4. To establish the gap between actual labour market perceptions and the image branding strategy of firms.

As discussed earlier, and as demonstrated by the survey findings, the new generation has its own particular expectations of work and working life. The question is now whether employers are ready, willing, and able to face these new expectations, to attract the new generation of talent, and to retain them. Is there already a paradigm gap? Arguably, employers offer employment and

have a right to decide on their offerings. However, does it pay to design an organisation and jobs that talented people do not want? Would it more sense to establish a dialogue with the talent, attempt to understand their motivations, and carve job offerings that would attract such talent? We have found that employers, represented by their HR managers, seem to have some difficulty accepting the style and profile of the potential employee pool, being too different from their own. Perhaps this generation gap is the true mismatch. Employers have criticized the educational system for producing skills not required by employers and not producing those that they need. Some employers state they have made efforts to adapt to the new generation, notably by rendering the workplace more "technological". However, no employer had done any study or observation to try to understand the motivations and needs of the young generation. Several HR managers said that it was up to the young people to conform to the culture of the organisation. It was also suggested that the placements and internships were not suited to the needs of either young people or employers. The latter did not have time to train placement students, and these ended up more often doing tasks that added no value to their skills and knowledge, which was acknowledged as a major failing. The fact that the placement system is a mismatch is evidence enough that companies are not adequately positioned to understand the new generation, and to cater for their needs. This kind of employment paradigm can at best be qualified as unenlightened and at worst as backward. Perhaps organisations are of the view that the employer of choice concept does not apply to them, and that they need not make great efforts to capture the talent of the future. If competitiveness and survival itself is to be based on innovation and creativity, on technological advancement and globalized mindsets, then firms must make much greater efforts in (a) articulating the required talent (b) attracting the talent and (c) motivating and developing the talent. Such talent is to be found in the young generation emerging out of universities and vocational schools, and firms would do well to establish close collaborations and dialogues not only inter-institutionally but also directly with this new talent market. Inter-institutional collaboration and dialogue would serve two purposes: closing the gap between employer expectations of skills, knowledge, behaviours and attitudes by making direct and regular inputs into the curriculum development and delivery in educational and vocational education providers, as well as building and crossing the generational bridge to better understand, value and respect the young people's values and preferences, with a view to

incorporating these into a redesigned workplace environment, newly designed jobs, organisational structure and culture.

Objective 5. To construct a conceptual framework based on the stakeholder concepts to map the overall attractiveness of an organization.

As this report comes to a close, we hope to have thrown light on a novel topic, that of the employer of choice and the impact of the media. We have attempted to bring to attention the emerging and important issue of a possible generational gap between the perceptions, preferences and practices of the young talent, and the perceptions and offerings of employers. We also sought to assess whether the media, and in particular, new forms of media, had any influence in the process of developing views about employers by young people, and of developing talent attraction strategies.

The younger the individual, the more s/he is "connected". This fact plays upon a number of variables in life generally and on the employment scene specifically. We now can say that social media is very influential in determining a company's reputation, and that it is also instrumental in attracting valuable talent.

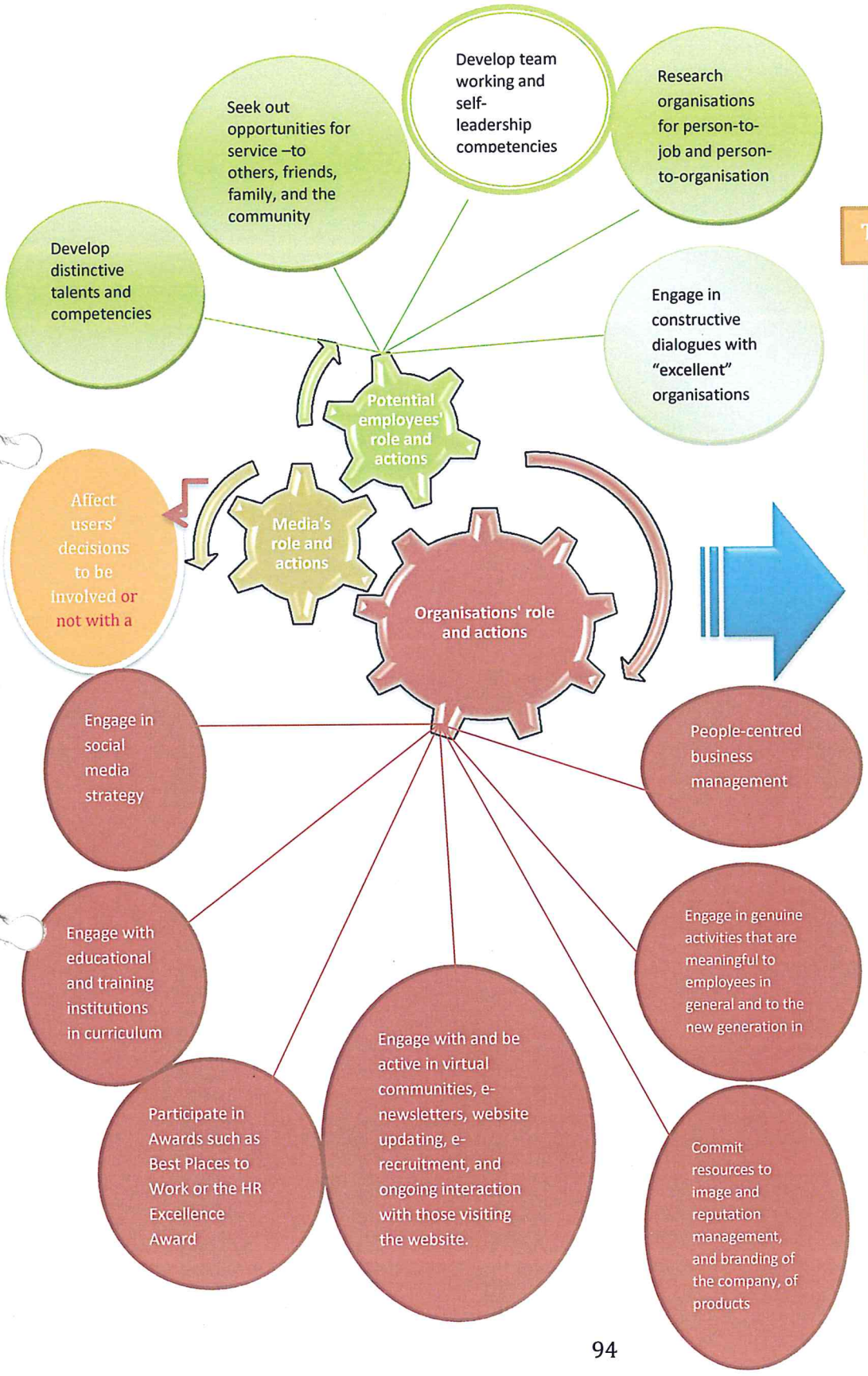
As we acknowledge a generational gap that is very much linked to technology use and familiarity, we note a number of misperceptions and misunderstandings on both sides. This must now be addressed by various stakeholders, namely the educational system policy makers, the employers, unions, youth and social leaders, and the family institution itself. The diagram below proposes such a framework.

Young people have developed great reliance and trust in online media, have expectations regarding websites and online presence by firms, and are influenced about companies and their reputation based on information available on the internet. Whereas few organisations in Mauritius have made significant efforts to address this trend, the majority have to step up and learn to adapt to the developments, or get left behind.

Part of the perception gap may also be understood from the findings regarding expectations of the young people, as opposed to opinions of the older generation. If salary, benefits, working environment and flexible work are what matter, then the value proposition must now cater for that. If reputation and image influence motivation and intention to stay/quit, then these must

enter the strategic equation of organisations, not only in terms of image management, of attraction strategies, but perhaps more strategically, of the very design and culture of the organisation.

And so, apart from adopting social media strategies and practices and increasing the use of websites for the branding and recruiting purposes, companies are now expected to be more modern, more technological, more open and inclusive in their management. China Gorman, CEO of Great Place to Work Institute, explains that today, organisations that wish to survive and succeed, to perform better, to have happier customers and more satisfied employees will need to develop three key characteristics: employees will have trust in their management, there will be a strong sense of camaraderie amongst employees, and employees will be proud of the work they do. How will companies build such characteristics? Various frameworks are now available, and locally the HR Excellence Award is one such. Organisations can find out how well they are doing in terms of attracting, motivating and developing the talent that is needed. And, as this study has shown, media representations and technological work environments must be part of this strategy and philosophy.



The attractive organization

Creative recruitment

Present a value proposition

Develop and communicate a distinct culture and values

Craft a clear organisation identity

Nurture a positive employer image and reputation

Develop a culture of respect, inclusion, and equity

Offer flexibility in schedules and places of work

Promote employability, learning and development

Provide opportunities for meaningful work

Provide work people can be proud of

A strong wellness, health and safety policy

Camaraderie at work

Practice sound and fair pay

Offer enticing competitive benefits

Ensure there are good, constructive, and friendly relationships at work

Highlight the contribution and impact employees can make by working here.

Figure 22: Proposed conceptual framework

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Appendices

Appendix A: Questionnaire Survey data- HR Managers

UNIVERSITY OF MAURITIUS

Faculty of Law and Management

Questionnaire

Dear Sir/Madam

We are currently carrying a project on Social Media in Mauritius and Rodrigues and will be very grateful to seek your valuable time in filling the questionnaire.

The project is entitled "The impact of the media on Employer of Choice Strategy in Mauritius and Rodrigues" and will be focusing on the major themes evolving around media and employer of choice. The image created, unwittingly or purposefully, of organisations by the media, influences perceptions and ideas of these organisations in the minds of consumers of media material. Such perceptions may help or hinder the very existence of an organization, for instance, by threatening the latter's ability to attract the talent it requires or the public opinion it cherishes, this project aims at assessing the extent of use of the media by organisations in Mauritius, both public and private, the impact of such media coverage on the minds of individuals, and especially of those found in the young bracket, representing in effect the "young", much sought after-talent.

We trust your expertise as an expert in the area to shed light on the unknown about the subject to us. We highly appreciate your time and effort in providing your responses to make our work more enriching and valuable.

Thanking you for your support and cooperation,

Associate Professor (Dr.) Anita Ramgutty-Wong and Ms. Indra Dusoye

d. Do you believe that there has been a change in the way young people perceive work and organizational life since the last twenty years*

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b. If yes, list what you believe are the perceptions and attitudes of Gen Y and Gen Z about work, careers, and organizational life.

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2. Employer of Choice Strategies

a. What do you understand to be an Employer of Choice?

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b. Is your organization making efforts to be an Employer of Choice?
   i. If yes, what are these efforts?
   ii. If no, is it because there is no need for such a strategy? And/or because capabilities and means are not available for such a strategy?

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c. Do you believe there is currently a War for Talent? Please explain.

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d. What are the special talents that are being sought by your organization?

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3. **Traditional and New forms of media**
    a. Does your organization have a communications manager/department to deal with company branding and image management, including external communications? Please explain.

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    b. Does your organization use traditional (newspapers, radio, TV, billboards, community actions, CSR, and so on) to brand itself as a Company of Choice? If yes, please describe what is being done.

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    c. Does your organization use new forms of media (social media –Facebook, Website, e-recruitment, and so on)? Please describe what is being done.

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4. **Impact of the media**
    a. Do you believe that **traditional forms of media** exert a significant impact on the minds of current and potential employees of your organization?

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    b. Do you believe that **new forms of media** have a significant impact on the minds of current and potential employees of your organization?

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c. What is your organisation's strategy with regard to new forms of media and their potential impact on brand image, reputation, and attractiveness? Please explain.

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Appendix B: HR manager survey data

1. **Do you believe that there has been a change in the way young people perceive work and organizational life since the last twenty years**

Do you believe that there has been a change in the way young people perceive work and organizational life since the last twenty years										
Yes	Yes	Yes	Yes	Yes	Yes, the economy has evolved and youngsters looking for employment the way young people perceive work.	Yes	Yes	Yes	Yes	
Do you believe that there has been a change in the way young people perceive work and organizational life since the last twenty years (con'td)										
Yes, young people have more and more motivation to keep on learning to achieve higher skills and qualifications and thereby to be recruited in successful organisations which would brighten their professional life.	Yes	Yes	Yes	Yes.	Yes.	Yes	Yes	Yes. Young people have more motivation to keep learning to achieve higher skills and qualifications and thereby, to be recruited in successful organisations which would brighten their professional life.	Yes	

2. **If yes, list what you believe are the perceptions and attitudes of Gen Y and Gen Z about work, careers, and organizational life**

If yes, list what you believe are the perceptions and attitudes of Gen Y and Gen Z about work, careers, and organizational life.									
Work does not have the same meaning for them. There is no attachment. They are just concerned by the financial aspect.	Young people try to find the right work-life balance, they try to find new ways to define career that do not force them to choose between spending time with their families	More mobility, younger generations do not favour career in one organization.	Generation Y: mobile techno savvy, connected, driven by challenged. They expect to grow and to be rewarded quickly, highly confident, raised with a sense of entitlement. Gen Z: always connected, value social relationship, highly adapt to technology.	Willing to persevere but less motivated due to limited career openings for degree holders much career minded.		The Gen Y and Gen Z perceive work as a selective choice and will opt for job that is challenging and stay in a short term to keep them interested. The career path evolves in a fast way that Gen Y and Gen Z have the opportunity to rise up on the career ladder. Organization life seems to be hard for work and life balance.	More risk taklers, people before preferred more secured jobs even if less remunerated. Now we look for more rewarding careers.	The young generation perceives their work and career progression as a means of personal fulfillment. Believe that the organization should cater to the needs of the individual which goes beyond the monetary recognition.	They value leisure more than work
If yes, list what you believe are the perceptions and attitudes of Gen Y and Gen Z about work, careers, and organizational life. (cont'd)									
Much more expected from employees than previously. Work environment is now more competitive.	Individuals have more expectations in relation to their respective careers and organization al life.	There is a lot of expectation from employees nowadays, employees believe they need to possess a wide variety of skills so that they can better adapt themselves to the	More career oriented, promotion matters, more competitive mind.	More expectations, more motivation to achieve success, bigger goals.	Nowadays, the new generation work so as to satisfy their luxury wants while the older generations0 work or a living.	Generation Y's aim was to provide their family with their basic needs. Even Generation Y has the same perception but together they target to develop their own personality, increase			

		competitive working world.				their confidence level, to enlarge their social networks.			

3. **What do you understand to be an Employer of Choice?**

What do you understand to be an Employer of Choice?										
An employer who is reputed and known by everyone such as GML who is an employer of choice.		An organizatio n favoring staff wellbeing whereby people like to work. Benefits offered conditions of employmen t.	Employer who offers a work culture and workplace environme nt that attracts and retains key employees.	Specific requiremen ts for high demand of skills and experience required in the recruiting process.	First ranked employers.	An employer who puts its employees before the company and understand the needs of the employee.	An employer who cares for his employees, clients, and community.	An employer of choice is an employer which has the criteria appropriate whereby it values and rewards its staff when appropriate and develops the skills of its staff.	An employer who value the best conditions to its employees. It is an employer who understand s its employees.	
What do you understand to be an Employer of Choice? (Cont'd)										
It's an employer who offers a work culture and workplace environme nt that attracts and retains superior employees.	A company where so many people would like to work, highly reputed and competitive company with highly skilled employees.	An employer of choice refers mainly to an organizatio n in which employees feel motivated, values and have job satisfaction.	A company which is highly reputed and competitive , and a company which highly values its employees and its core values, vision and mission.	An employer who recognizes the qualities and strengths of his workers and assigns them work that is suited to their needs and at some time helps them to grow.	Employer of choice is being able to choose your own career path without having to compulsoril y execute a job.	Someone who offers job satisfaction	Employer who can attract and retain employees.	It means an organizatio n which attracts people to work for them.	In my opinion, it is where a company has successfully retained employees as a reason of proper guidance, right behaviour as respect given to them.	It's an employer who offers a work place culture and a workplace environme nt that attracts and retains superior employees.

4. **Is your organization making efforts to be an Employer of Choice?**

Is your organization making efforts to be an Employer of Choice?										
Yes, as we are form part of the GML Group.		Yes, quality work environme nt, competitive pay training, work security, employee happiness.	Yes, our values are in line with our workplace, environme nt (transparen t) office for our chief executive.	Not a priority due to the specificatio n of our establishme nt.		Yes	Yes, KPMG is already and Employer of Choice.	Yes	Yes. Satisfying the needs of its employees.	Yes, the Human Resource department recruits only the best individuals with the highest skills and qualificatio ns to keep the whole organizatio n running at full capacity, to serve

										better our clients.
Is your organization making efforts to be an Employer of Choice? (Cont'd)										
Constant training t research skills and knowledge. Besides training there are outdoor activities like sports day, fun day. Online courses are also available regarding new complex to help on keeping up to date.	Training sessions are frequently organized to refresh skills and knowledge; moreover, team building activities are also organized for employees.	Regular training, online courses to keep up to date.	Regular training at work and up to date about new issues related to work especially the new rules, regulations and laws.	Yes, they give trainings, incentives to grow personally as well as professiona lly.	No	No	Yes, Insurance benefits.	Yes, in my opinion there is my performanc e developme nt approach which is designed to help everyone to reach their full potential.	The HR department only recruits the best candidates with the highest skills and qualificatio ns.	

5. Do you believe there is currently a War for Talent? Please explain.

Do you believe there is currently a War for Talent? Please explain.										
Yes. Employer wants to have star employees who work for them and some are ready of all sorts mechanism s to attract them.		Yes, competitive work environme nt, employee provides comparativ e advantage to organizatio n, therefore each organizatio n make their best to attract the best talents.	Yes	Not really, skill requiremen t is the key factor involved rather.	Yes, companies need the best staff on the market to be able to compete.	Yes. A war of academic knowledge. The education system is set in a competitive environme nt, where the best student/ind ividual will gain the best of his skills, attitudes.	A war for education, to gain the maximum academic qualificatio n possible.	Yes, more graduates on the market and less jobs available.	Yes, there are only a few on the market.	Yes, employers do their best to recruit and retain the most talented employees so as to be the best competitor s and to yield the best return possible on their investment s.
Do you believe there is currently a War for Talent? Please explain. (Cont'd)										
Yes, every individual wants to become competent and each company seeks to recruit the best people to work in their organizatio n. Company nowadays believe and invest in human capital.	Yes. Firms would want to recruit highly skilled and competent, competitive and talented individuals who would be willing to contribute to the success of the organizatio n.	Flexible, highly skilled, motivated, talented, one who can multitask are the qualities employers would look for employees which is why it is believed that there is a war for	Everyday everyone strives to become better and better because companies seek to recruit and retain the best candidates.	Yes there are other skills that are required to deal in a company other than academic qualificatio ns.	No	No	No. Talent is not organized in Mauritius. It is rather the academic capabilities which are recognized.	Yes, competitio n is currently everywhere . Everyone aims at giving their best capabilities.	Yes, our employers do their best attract and retain the most talented employees to be able to compete more on the labour market.	

		talent. Employers of choice want to recruit only the best candidates.								

5. **What are the special talents that are being sought by your organization?**

What are the special talents that are being sought by your organization?										
It is mostly technical skills, such as in the process of engineering field.		Good presentation, extravert, good attitude, good academic background.	Risk managers, people who can take risks when engaged in taking decisions.	Skills knowledge, expertise, experience.	Responsibility	Academic skills	Nothing special- Just individuals with very good academic background.	None.	Disciplined, multi-tasks, high analytical skills.	Trustworthiness, analytical capacity, open mindedness, creative mathematics capable, ability to work with diverse people, competency, quality work, professionalism, time management.
What are the special talents that are being sought by your organization? (Cont'd)										
The ability to work very faster in different teams, with people at different at different levels in one hierarchy. To meet deadlines people who are extravert, flexible and most importantly independent (i.e. not having to depend on a senior to work at all times).	Flexibility, interactive skills, hard-working individuals, competitive individuals, independence, honest individuals.	Ability to become independent, highly flexible and willingness to work more, ability to meet deadlines.	Interpersonal skills, flexibility and ability to work quick, under pressure and ability to meet deadlines.	The ability to communicate fluently and in a friendly manner with other clients.	No		The ability to work better.	Team spirit, good relationship and communication skills with clients.		

6. **Does your organization have a communications manager/department to deal with company branding and image management, including external communications? Please explain.**

Does your organization have a communications manager/department to deal with company branding and image management, including external communications? Please explain.										
No		Yes, responsible for all external communication adverts. Yes, adverts	No, not really needed.	Yes, a marketing and communication team management deals with the company profile and image with an up to date goal.	Yes. It is done by managers when they are free.	There used to be a media person but I guess this has not yet been confirmed if the position/work position has been delegated.	No, I guess they do not want to spend money on that.	No	N/A	Yes. His role is to maintain and to further improve the image of the organization. As such, clients become more loyal toward the organization.
Does your organization have a communications manager/department to deal with company branding and image management, including external communications? Please explain. (Cont'd)										
Yes,. Branding is important because it conveys to the market how and what our company is and it is each and every employee's responsibility to protect the company brand because it reflects who we really are.	Yes. The communications department is responsible for promoting the good and reputation of the organization while making sure that all employees are protecting and respecting the good name of the organization.	In order to protect one company brand because it is the brand name which make the company famous and stand out of the crowd.	There is a need to protect one's brand and image of one's company and because this is what makes a company reckoned in market.	No	No	No	Yes	No		

7. **Does your organization use traditional (newspapers, radio, TV, billboards, community actions, CSR, and so on) to brand itself as a Company of Choice? If yes, please describe what is being done.**

Does your organization use traditional (newspapers, radio, TV, billboards, community actions, CSR, and so on) to brand itself as a Company of Choice? If yes, please describe what is being done.										
No		Yes, Brand communication	No	No	Yes, we use billboards.	Yes, billboards in the capital CSR donations.	Yes, billboards. A CSR as and when required for	Yes. Newspaper articles.	Yes, Billboards	Yes. There are many competitors nowadays and so it is

							donations, they sometimes host events such as Africa Audit Committees to make themselves more visible.			important for the organization to invest in advertising ,. For instance the company offers diverse sponsorships all over the world.
Does your organization use traditional (newspapers, radio, TV, billboards, community actions, CSR, and so on) to brand itself as a Company of Choice? If yes, please describe what is being done. (Cont'd)										
Yes, CSR	Yes. Community actions and CSR are more frequently used; the organization is environment friendly and engages in social activities.	One company believes and promoted the green concept.	The company engages in in social activities, cares for the environmental- the green concept.	No	Yes	CSR		No		

8. **Does your organization use new forms of media (social media –Facebook, Website, e-recruitment, and so on)? Please describe what is being done.**

Does your organization use new forms of media (social media –Facebook, Website, e-recruitment, and so on)? Please describe what is being done.										
We do not have a communication department but we seek external companies whenever needed.		Yes	Yes, when vacancies are created it is posted on well-known sites and also on newspapers.	Facebook, local and external media, International magazines and workshops.	Yes. Facebook and Website.	Yes, only at the global level, Facebook, twitter is being used.	No	Website	Yes, website	
Does your organization use new forms of media (social media –Facebook, Website, e-recruitment, and so on)? Please describe what is being done. (Cont'd)										
General info about one company. Platform for the young to stay connected.	Website. To provide general information about the organization, social media, to promote the company and to provide a means for individuals connected to the	Social media for youngsters to stay connected and get to know about one company on an informal manner. Website for general information about the company.	Social media mostly in an informal manner for people to stay connected. Website for information about one's company.	No	Yes	Website	No	No		

	company to stay in touch.									

9. **Do you believe that traditional forms of media exert a significant impact on the minds of current and potential employees of your organization?**

Do you believe that traditional forms of media exert a significant impact on the minds of current and potential employees of your organization?										
For Generation X		Yes	Yes	Yes	No	No	No	Yes	Yes	
Do you believe that traditional forms of media exert a significant impact on the minds of current and potential employees of your organization? (Cont'd)										
Yes. For example, TV (news) and newspapers are very informative.	Yes. Traditional forms of media, for example, the TV and newspapers are highly informative and can easily influence individuals.	Yes. Magazines, newspapers and TV are informative and successive communication media.	Traditional forms of media for example newspapers are very informative and are a medium which almost everyone has access to irrespective of age.	Yes		Yes		Yes		

10. **Do you believe that new forms of media have a significant impact on the minds of current and potential employees of your organization?**

Do you believe that new forms of media have a significant impact on the minds of current and potential employees of your organization?										
For generation Y			Yes	Yes	Yes	Yes	Yes	None at the moment	Yes	
Do you believe that new forms of media have a significant impact on the minds of current and potential employees of your organization? (Cont'd)										
Yes. E-news, online magazines can be easily accessed at little or free of cost.	Yes. New forms in media are easily accessed and viewed by individuals.	The company website.	E-news, Google new are user friendly and there is more ease of access and they are low of cost.	Yes		Yes	Yes	Yes		

11. **What is your organisation's strategy with regard to new forms of media and their potential impact on brand image, reputation, and attractiveness? Please explain**

What is your organisation's strategy with regard to new forms of media and their potential impact on brand image, reputation, and attractiveness? Please explain.										
				We are updated to new forms of media and ensure to show out that we are different in	Continuous advertising.	The company I work for in Mauritius does not encourage new forms of media.	From my perspective, there is no strategy.			

				the strategic approach.						
What is your organisation's strategy with regard to new forms of media and their potential impact on brand image, reputation, and attractiveness? Please explain. (Cont'd)										
User-friendly and informative website whereby the core values of one company are clearly stated, the brand name, tagline of the company can all be easily found on the company website.	The organisation's strategy is to promote its brand name, reputation, values and activities in a user-friendly and informative way.		On company website.				Recruit the right persons with the right skills.			

Appendix C: Rodrigues Interview data

As mentioned in the previous chapters, the study comprised of a Rodigues survey. Interviews were carried out with managers of private firms, media representatives and some members of the Rodrigues Regional Assembly. The topics that were investigated included employer of choice and the media form a Rodriguan perspective, the economy of the island and the labour market, and the changing attitudes towards work. The unstructured interview was used to generate qualitative and in depth data of the situation in Rodrigues and the analysis was done thematically.

Interview findings: member of the Rodrigues Regional Assembly

How do the media help in promoting the concept of Employer of Choice exists in Rodrigues?

The media is not sufficiently broad here in Rodrigues. There is no in depth analysis of the actuality. Moreover, most of the newspapers operating in Rodrigues are politically linked. There is no economics of the press; the independent press cannot survive here.

The advertising here in Rodrigues is not broad enough. There is not enough commercial advertising but instead everything is politically linked.

Moreover, there is the concept of "go get the job" instead of them going to look for a company. The private sector is so restricted and therefore there is the tendency to prefer jobs in the public sector where there is job security but also a free ride. The productivity is less.

The main strategy of the employees is to find a job despite the lack of opening. For example the tourism sector which is supposed to encourage the economic development in Rodrigues has no opening.

For instance, when we were ruling we had set up the SIDPR project but it was handed over as soon as other political party came into power.

The actual politics in Rodrigues is archaic, resistant to change. There is no modern public administration. This has discouraged the setting up of businesses that could be essential in the creation of jobs and contributing the economy in Rodrigues. There is no enterprise culture, the possibilities for job creation in Rodrigues depends on Fisheries and Tourism. Emphasis should be therefore laid on the development of the port and the airport authority and explore the additional facilities that could widen the economy such as the possibilities for cruise and duty free.

The liberal policies that are imposed come from Mauritius. Rodrigues should have its own company/structure. There are no infrastructural developments and the employment structure is not encouraging. There is also a depletion of intelligentsia. There are no prospects, leisure or activities that encourages the youth. In 5-10 years there will be low leveled and illiterate people surviving. In Rodrigues, they get little and they are happy. Rodrigues is a like a subsistent kind of economy. There are restricted opportunities and perspectives. There is no good utilisation of the autonomy. The public management in Rodrigues is not development friendly.

Youth and Branding

Nowadays everyone is connected. There is a continuous connectivity on social networks such as the Facebook. Youngsters of 14+ years old are connected to social networks. There are various services that are offered for the internet.

Economy of Rodrigues

There is the notion of "no choice" where they are obliged to grab whatever is offered to them.

And if they had the choice...?

The young people would look for job security. The public sector has been considered as the "culture de base". The private sector is not very developed and there is also the specificity of Rodrigues where the government is synonym to security. The government controls

everything, even the private sector. Development relies a lot on political decisions. There is a lack of professionalism where the government hinders the development of Rodrigues and the economy crumbles. Another difficulty that has impacted on the good development of the little island has been that there has been a lack of professionalism from the part of the decision-makers.

Moreover the mentality in regards to work implies that companies are looking for the special profile. They want dignity and status and the concept of choice is not really sold.

Taking for example the single mothers in Rodrigues who rely lot of the social pensions that are allocated to them. Such has helped in increasing the problem because the regulations related to the pension scheme encourage the single mothers to have more children. The scheme is not family-oriented.

The private sector in Rodrigues

One of the main issues in the private sector is that there is insecurity for the employees. They can "hire and fire" and consequently people prefer to work in the public sector.

Interview :Manager Super Cash Ltd

First of all, we should make it clear that Mauritius and Rodrigues are two completely different societies. There is this greater tendency to choose jobs from the Government because it is considered to be more secure and the conditions of work are much better compared to the public sector. For instance, at the Super Cash ltd, employees work on a contractual basis. We can only recommend employees here to other employers. But many of the employees who are working here at the company also apply for jobs in the public sector. As a consequence, the company faces the risk of losing the talented employees that have been formed and trained here at the company. However, the management has devised strategies to retain the employees by offering incentives on performance such as production bonus etc... One observation is that in the past people used to shift from job to job, but nowadays, people tend to stick to one job. The recruitment has also known a transition, we tent to hire people with low qualifications but who are experienced rather than people who are highly qualified and but who know nothing about the job. There have

been cases where people with a university degree have tried to apply here at the company while on the contrary, despite the good qualifications, employers think that this does not suit the labour market.

We do not really use the media such as newspapers or internet for promotion of services and products, but we use services such as mobile marketing for advertising.

The population has become a young one, and there are many university graduates who are unemployed. Even the sector on entrepreneurship is saturated. Entrepreneurs in Rodrigues lack professionalism and are not open to innovation while this could be a means for job creation. The opportunities that are offered are not modern ones, there is no "entrepreneurship spirit" while there is potential for development in this sector. The economic development could be also boosted up by expanding the call center BPO in Rodrigues. There are a lot of talents in the Rodrigues but there is a lack of principle and the population suffers. Even at the level of the decision-making there is no effort made for the innovation through entrepreneurship. For instance they have for long been concentrating on the growth of only some sectors, while the market is saturated with the services and products that are being emphasized on.

The SMEDA for instance is providing training for some segments only. The entrepreneurs produce on a subsistent kind only and companies, such as at the company here at Super Cash, we have to import a lot from Mauritius and other countries while there could have been the possibility for entrepreneurs to sell their products which are locally produced and of better quality.

People in Rodrigues are very conservative and are encrypted in their traditionalist culture which does not encourage the expansion of entrepreneurship.

Mauritius Commercial Bank

The openings in Mauritius and Rodrigues are very different and limited. Now the Government has set up the HSC –Pro which is supposes to bring more positive change and realism. But in Rodrigues, competence does not really fit qualification. For example at the

Mauritius Commercial Bank, it is not important to have a university degree but what is needed is background and capacity to perform.

Do they have a choice?

There is the great tendency to choose jobs form the public sector because the private sector, mostly in Rodrigues, may face the risk of closure and them losing their job. The parastatal organisations are very difficult to enter and the private sector is restrained.

We mostly use the social aspect of the Corporate Social Responsibility for branding, but everything is controlled by the Head Office of the Mauritius Commercial Bank in Mauritius. Our Corporate Social Responsibility Strategies explores different aspects such as education, entrepreneurship, health, and sport. We receive a large number of applications for jobs at the bank but it is very limited.

Media

The mostly used form of media is social media such as Facebook etc. But is should again be noted that everything is controlled by the Head Office from Mauritius, even for advertisng. But in Rodrigues advertising is not really developed, we do not have billboards and the newspapers are not really pro advertising. However, one mostly used form of media remains the social media, despite the fact that we do not really have a sophisticated means of communications; telecommunications and connectivity system, youngsters are connected to social networks.

Rodrigues remains a family oriented society. The young people who go for studies in Mauritius or elsewhere want to come back to Rodrigues because of the family ties.

Interview: Media representative

Branding and the media

Not much is being done or branding in Rodrigues. For instance, we need to have permits to be able to display. However, more effort has been concentrated on the promotion of entrepreneurs to boost up the reputation, image and clientele rather that the bigger companies.

Concerning the telecommunication, Rodrigues is still missing sophistication. There should be possibility for more social platforms which could be beneficial to promote the products and services that are offered here in Rodrigues. For instance, people in Rodrigues are more used to live on a subsistent way of life. They lack the ability to promote themselves and so doing the products and services.

Emphasis should be put on the creation of platform where the young people may get the opportunity to express and share, mainly on issues that concern Rodrigues and its development. However, the opportunities rely on the mechanic and technological means such as the optic cable that will allow space for such developments in Rodrigues.

There is however a will for more digital and modern media in Rodrigues and the search for information. The media exerts influence on the population. For instance, in Rodrigues there are 4 newpapers in operation:

1. L'Express

2. Tribune

3. Le Rodriguais autonome

4. La La vie catholique

Moreover, our newspaper is not only printed and sold, but they are also put online where other parts of the India Ocean have the chance to know what is happening in Rodrigues. Countries such as Australia, Canada, Seychelles, and France are regularly connected to our e-newspaper. About a thousand of our newspapers are sold every week and most of our readers are the intellect and the youth.

Interview findings Centido Co Ltd.

What are your branding strategies in relation to the media?

We rarely use the newspaper. The only one we were using was "L'Express Rodrigues" for advertising. But the most used for of media that we use for branding remains social media; Facebook. We have created a Facebook page that we use to promote our services and products and it has been proved to be very influential. It has more advantages because there is direct and immediate contact with the clients, mostly the youngsters. They stay connected and there is the "mouth to ear" which helps in the promotion of our image, product and services. Moreover the other advantage is that Facebook can be monitored compared to the other forms of media.

However, while there has been this successful shift to branding through social media, there has been an ongoing connectivity problem.

Moreover one of the main reasons why we do not use newspapers for branding is that almost all of then newspapers are politically linked and they do not value the quality of the image. Facebook is more direct.

What are you views and opinions of employer of choice in Rodrigues?

We do not really have employer of choice herein Rodrigues, mainly because the labour market is restraint. The economy decreases and people do not really have a choice. The biggest companies that operate here in Rodrigues are all limited in employment. The most preferred job here in Rodrigues remains the public sector mostly because it offers job security compared to the other companies of the private sector. The public sector also proposes working hours that suit the employees well.

What are your views and perceptions about the Gen Y?

There has been a shift in the type of work here. The younger generation does not want to perform manual type of jobs. Rodrigues is now experiencing a highly educated unemployed population, there are many graduates that do not obtain a suitable job after the university. Some are left with no option than to leave Rodrigues ad find a job in Mauritius and others

are forced to perform jobs that are not related to the type of jobs that are offered to them. But it is sad because almost all of these youngsters who have finished their university degree want to come and work in Rodrigues after their studies.

Rodrigues has the potential for development, for example the BPO outsourcing but without the optic cable, we won't be able to reach this kind of development that would to boost up the economy of the island and also improve the livelihoods of the population. The most promising sector for development in Rodrigues remains agriculture

Focus Group Discussion, Rodrigues Government Employers Association

As a young person, if I had a choice, I would not choose the public sector. If I had the chance for further studies, I would have had further prospects and chosen job from the private sector and even migrate elsewhere because the job prospect here in Rodrigues is not encouraging at all.

The young people here in Rodrigues are much convicted to contribute to the development on the island, but the system does not permit them at all. While there should be enlarged opportunity because there should be the recognition that every layer of the economy and o the society itself has its own needs and demands. But the issue is that people would prefer the job security that the public sector offers. There are cases where people with Higher School Certificate are applying for the post of General Workers which require only the Certificate of Primary Education. The conditions of work in the public sector are less stressful and they have no other choice than grabbing what they get.

On the other hand, those who have received the adequate training may have the possibility to enter the business and contribute to the different segments of the economy. The labour market is structurally limited. For example, many students are being trained in various fields but who are not given the opportunities. Many students who take the engagement to go for university studies often face many constraints after the completion of studies. Indeed many of the Rodriguan students have to apply for student loans and after their studies they are ought to reimburse the sum, and they are forced to stay in Mauritius to get a job.

Moreover, for those who have the chance to be employed in the public service, it is very difficult for them to climb up the ladder. For example those who are in the positions officer in the enforcement, forestry etc.. It is difficult for them to have the chance for higher positions because the sectors in the public sector are structurally limited.

The economy in Rodrigues

The structure of the public sector in Mauritius and Rodrigues is different. Despite the autonomy, the structure is still very present. The central government still makes it difficult mainly when it concerns the disbursement of funds. As for Mauritius, there is a high private sector, in Rodrigues there is only the public sector as the main contributor to the economy. The private sector in Rodrigues is not promising at all. Taking for instance the entrepreneurship sector, there should be special training for the cooperatives. There is no trust and collaboration, there is more individualism.

The Rodrigues Government Employers association is an independent organization which does not associate itself to any other organization. The system is becoming more and more capitalist. Despite the fact that Rodrigues has had its autonomy, the mentality has not changed yet. The labour market, the port, the airport, the optic cable; all these are still undeveloped.

The foreigners hinder the possibility for the young Rodriguans to develop themselves. For the Rodriguan Economy to grow, there should be the necessary support, but still there is the politics that delay the efficiency of the public service. There is no proper management in the public service; the system has become more capitalist and there is also a problem of accountability. The cooperatives in Rodrigues do not have the skills to manage. The trainings that are offered for the cooperatives are not concrete enough. The RGEA wants to make a model of an organization which meets the demands.

Appendix D. Focus Group with HR managers in Mauritius: programme

Event Committee

Dr. Anita Ramgutty-Wong,
Principal Investigator

Ms. Indra Dussoye,
Investigator

Contributors

Ms. Laura Meunier,
Research Assistant

The University of
Mauritius

Workshop on: "Impact of the Media on Employer of Choice Strategy in Mauritius"

30th May 2014, 9:00 a.m.-14:30 p.m.

Lecture Theatre 2

New Academic Complex

University of Mauritius

Welcome

Our consultative workshop is based on the theme "***Impact of the Media on Employer of Choice Strategy in Mauritius***". It aims at gathering ideas and perceptions about the extent to which the Media impacts on corporate brand image of Mauritian firms. It seeks to examine the attractiveness of firms from the point of view of the labour force and the employers. The workshop is part of the methodology of a research project funded by the Mauritius Research Council in collaboration with the University of Mauritius.

Morning

9:00 a.m. Registration & Tea/Coffee

9:15 a.m. Workshop Opening.

9:30 a.m. ***Youth's perceptions of Employers*** (Presentation by Ms. Indra Dusoye, Investigator)

9:40 a.m. Plenary Discussion

10:00 a.m. ***Employer of Choice Strategies*** (Presentation by Dr. Anita Ramgutty-Wong, Principal Investigator)

10:20 a.m. Plenary Discussion followed by group discussions

11:15 a.m. Feedback from groups

12:00 p.m. Lunch at the University Cafeteria

Afternoon

12:45 p.m. ***The Media's role and impact*** (Presentation by Ms. Laura Meunier, Research Assistant)

1:00 p.m. Plenary discussion

1:30 p.m. Thematic group discussions (Employers/Employee Representatives/Media)

2:15 p.m. Feedback from groups and workshop round-up

2:30 p.m. Tea/Coffee

END of Workshop

Appendix E: List of Focus Group participants

Workshop: "Impact of the Media on Employer of Choice Strategies in Mauritius"

30th May 2014

Registration form- List of attendees

No	Name	Profession	Company	Phone No.
1.	Mr. B. Veerapen	HRO	FAREI	4663885
2.	Mr. Dass Thomas	Group Head of Human Resource	Harel Mallac	57255545
3.	Mr. B. Taleb	President	Federation of Unions of Managers	57617474
4.	Mr. V. Ramnundun	HR Manager	MRA	2020500
5.	Mr. D. Jissurey	Divisional Manager	MITD	6018000
6.	Mr. V. Gopeechand	HR Manager	Mauritius Post	2082051
7.	Mr. A. Salauroo	HR Manager	La Sentinelle	2068200
8.	Mr. A. Peedoly	Research Officer	Mauritius Research Council	4651235
9.	Mr. Gyab Dushan	HR Manager	Innodis Ltd	52526862
10.	Mr. Parvez Edoo	Human Resource Manager	Sotravic Ltee	4057800

Appendix F: Questionnaire survey data

QN: | | | |

Project: Impact of media on Employer of Choice Strategy

Please note that this is a voluntary and anonymous questionnaire.

	Profile of respondent			
1	**Sex**			
2	**Age**			
3	**Programme of study**			
4	**Occupation (If any)**			
5	**Residential region**			
6	**(a) Have you ever heard of employer of choice* companies?** **1. Yes 2. No**			
	(b) Do you know any company which can be considered as an employer of choice in Mauritius? **1. Yes 2. No** **(c) If Yes, State which company/ies.**			
7	**What would entice you to choose a company to work for?**			
8	**Would you prefer to work in a company/organization where there is:** ***(Circle all that apply)***		**Yes**	**No**
	Work hours and work place flexibility			
	Constructive relationships at the workplace			
	Meaningful work			
	Good employability			
	Development learning and advancement			
	Health and safety measures			
	Rewards and Compensation benefits			
	Respect, inclusion and equity			
	Other			
9	**In which field/profession/industry do you aspire to work?**			

*Employer of choice is referred to a great place to work where a company/business offers quality employment and thus becomes a place where you would yourself choose to work.

10 **Do the media influence you in deciding about the attractiveness of a company?**
1. Yes 2. No

11 **State your familiarity in using the following forms of media:**

	Know	Don't know	Frequently use	Rarely use	Never use
1. Radio					
2. Television					
3. Newspaper					
4. Magazines					
5. Internet					
6. Social media (State which)					
Others					

12 **Which of these forms of media do you think influences you the most in choosing the best company /business?**
(Please rank in order of priority, with 1 being the most influential)

	Radio		Internet
	Television		Social media
	Newspaper		Others
	Magazines		

13 **(a) If you were to choose between doing a job search through the press/newspaper and the internet, which one would you prefer?**
1. Press/newspaper 2. Internet

(b) Please explain your answer.

14 **(a) Which social media do you use the most and for what purposes? (*Rank form 1 to 5 in order of priority)***

Rank	Social media	Purpose
	Facebook	
	LinkedIn	
	Twitter	
	My Space	

		Google +	
		Other Social media	

(b) Which of the above listed social media would you never consider to use?

(c) Based on your own experience with social media, which one of the following do you think is more appropriate and more influential for reputation-building for companies?

	Appropriate	Not appropriate	Very influential	Influential	Not Influential at all	Not Influential
Facebook						
LinkedIn						
Twitter						
My Space						
Google +						
Other Social Media						

15	Does advertising through social media have more impact on you than traditional media?	Yes much higher impact	
		Same impact	
		Less impact	
		No impact at all	

16 **Would you consider a company's product/service/job advertisement through the social media?**
1. Yes 2. No

17	How often do you access company websites?	Never	
		Often	
		Rarely	

18 (a) **Do you think companies should have websites?**
1. Yes 2. No

(b) **Based on your own experience, do you think websites are influential in building the image and reputation of companies?**
1. Yes 2. No

	(c)	**Are you personally influenced by company websites?** **1. Yes 2. No**
	(d)	**Which type of information attracts you the most on company websites?**

19	**Please state whether the statements below are true or false.**				
			True	**False**	**Don't know/ Not sure**
	a	The media impacts badly on an Employer of Choice strategy.			
	b	The adverts that are displayed through the social media cannot be trusted.			
	c	The social media has become the mostly used form of media.			
	d	Social media has become part of your life and definitely influences your decision to work in a company/business.			
	e	There is not enough innovation in advertising in Mauritius.			

20	**Which type of media do you think companies/organisations use for the promotion of their CSR activities (Corporate Social Responsibility)?**	**Media type**	**Yes**	**No**
		Radio		
		Television		
		Newspaper		
		Billboards		
		Magazines		
		Internet		
		Social media		
		Other		
21	**Which type of media do you think is the most influential in the promotion of a company's corporate image?**	**Media type**	**Yes**	**No**
		Radio		
		Television		
		Newspaper		
		Billboards		
		Magazines		
		Internet		
		Social media		
		Other		
22	**(a) Are you personally influenced by the engagement of companies in Corporate Social Responsibility?** **1. Yes 2. No**			
	(b) If yes, in what ways are you influenced.			

23	**Do you think that companies have social media strategies?** **1. Yes 2. No**
24	**Do you know of any companies that have social media strategies?** **1. Yes 2. No** **If Yes, Please State which companies.**

25	**Do you think that companies use <u>social media</u> for these activities?**	**Activities**	**Yes**	**No**
		Employer branding		
		Corporate Social Responsibility		
		Attraction and retention of employees		
		Job adverts		
		e-recruiting		
		Promotion of positive employer image		
		Product or service advertising		
		Other		

26	**Would you personally rate a company's performance through social networks?** **1. Yes 2.No**
27	**(a) Do you think that Corporate Social Responsibility engagement is crucial for a company's reputation?** **1. Yes 2. No**
28	**Would you agree that the media is an important component in determining a company's image?** **1. Yes 2. No**

29	**To what extent do you agree with the following statements?**						
			Totally agree	**Agree**	**Totally disagree**	**disagree**	**No opinion**
	a	Companies do not need to be in Corporate Social Responsibility Activities to promote their image.					
	b	I would only work for a company if my work is meaningful.					
	c	I would only work for a company if my work is being valued and recognized.					
	d	I totally trust newspaper reports.					
	e	I totally trust social media adverts.					
	f	I totally trust radio reports and					

		advertisements.					
	g	I totally trust public television reports and advertisements.					
	h	Advertising through social media has a much higher impact on me than any other form of media.					
	i	I would not work in a low-tech company.					
	j	Companies that are considered as great place of work are those that are environmentally conscious and I would be attracted to work for such companies.					
	k	I don't want to work at all.					
	l	I would prefer a job that is short-term and very well paid rather than a permanent job with low salary.					
	m	I seek to work for companies who provide me with a permanent job, even though the salary is low.					
	n	The respect of culture and the consideration for inclusion value a lot in my decision to choose the best company.					
	o	I would only work for a company that offers me an adequate position which fits my qualifications.					

Appendix F: Questionnaire Survey Data

Appendix G: Age distribution of respondents

	Ages	Frequency	Percent
Valid	19	59	13.9
	20	82	19.4
	21	138	32.6
	22	52	12.3
	23	13	3.1
	24	44	10.4
	25	12	2.8
	26	6	1.4
	27	4	.9
	28	3	.7
	29	2	.5
	30	1	.2
	31	2	.5
	32	1	.2
	33	2	.5
	34	1	.2
	35	1	.2
	Total	423	100.0

As Table 1 denotes, the ages of the students varied considerably from 19 to 35 years, age group in which the youth is categorically being defined.

Appendix H. Programme of studies

		Frequency	Percent
Valid		1	.2
	BA (Hons) History and International Relations	3	.7
	BA (Hons) Library and Information Science	1	.2
	Beauty care and hair dressing	10	2.4
	Brevet de Technicien	1	.2
	Brevet Technicien	7	1.7
	BSc (Hon) Physics	1	.2
	BSc (Hons) Accounting with Finance	18	4.3
	BSc (Hons) Actuarial Science	6	1.4
	BSc (Hons) Agricultural Science and Technology	8	1.9
	BSc (Hons) Agriscience and Technology	1	.2
	BSc (Hons) Banking with Inter Finance	4	.9
	BSc (Hons) Chemical Engineering	4	.9
	BSc (Hons) Chemistry	12	2.8
	Bsc (Hons) Computer Science	1	.2
	BSc (Hons) Computer Science	5	1.2
	BSc (Hons) Crop Technology	16	3.8
	BSc (Hons) Crop Technology with specilaisation in Landscape Management	1	.2
	BSc (Hons) Eco with Finance	9	2.1
	BSc (Hons) Economics with International Relations	1	.2
	BSc (Hons) Economics with management	13	3.1
	Bsc (Hons) Engineering	1	.2
	BSc (Hons) English	1	.2
	BSc (Hons) Fianacial Services General and with Law	5	1.2

BSc (Hons) Financial Risk Management	6	1.4
BSc (Hons) Food Science and Technology	22	5.2
BSc (Hons) French	10	2.4
BSc (Hons) Human Resource Management	18	4.2
BSc (Hons) Law and Management	1	.2
BSc (Hons) Management	11	2.6
BSc (Hons) management with marketing	1	.2
BSc (Hons) Management with marketing	15	3.5
BSc (Hons) Mathematics	8	1.9
BSc (Hons) Mathematics with Computer Science	4	.9
BSc (Hons) Mechatronics	3	.7
BSc (Hons) Physiotherapy	5	1.2
BSc (Hons) Political Science	1	.2
BSc (Hons) Safety and Health	8	1.9
BSc (Hons) Social Studies	1	.2
BSc (Hons) Social Work	13	3.1
BSc (Hons) Sociology	26	6.1
BSc (Hons) Sociology with Specialisation in Gender Studies	14	3.3
BSc (Hons) Sustainable Development Planning and Management	8	1.9
BSc Chemistry	1	.2
BSc Economics and Management	1	.2
BSC Hons Management and PGCE	1	.2
BSc Human Resource Management	23	5.4
BSc Mechatronics	1	.2
BSc Psychology	7	1.7

BT Mechanic Automobile	1	.2
Business Stats with Finance	1	.2
Businness Management	1	.2
Diploma in Business Administration	1	.2
Electro-technical	1	.2
Electrotechnicien	1	.2
Fabrication Mechanique	2	.5
Information and Communication Technology	8	1.9
Management and Tourism	1	.2
MBA (Financial Management)	1	.2
MBA Financial Management	13	3.1
Mechanical fabrication	1	.2
Mechanique Automobile	4	.9
Mechatronics Engineering	1	.2
MSc Development Studies	12	2.8
PGCE	1	.2
Tourism and Hospitality	34	8.0
Total	423	100.0

Table 2 denotes the variation of fields of studies being considered. The highest frequency is the BSc (Hons) Sociology with 26 students and percentage of 6. Moreover, there has been a variation in the fields of studies. It should also be noted that this variation in the fields of studied was done purposefully so as to grab the richest data possible in a way that it covers almost every ground. Moreover for this study, as mentioned at an earlier stage, three educational institutions have been covered. Namely the University of Mauritius, the University of Technology, and the Mauritius Institute of training and education and all the tree institutions are concerned with the Rodriguan students as well.

	Occupation	Frequency	Percent
Valid		1	.2
	Accountant	2	.5
	Accounting Operations Analyst	1	.2
	Analyst	1	.2
	Assistant Financial Manager	1	.2
	Banker	2	.5
	Beauty care	1	.2
	Cashier	1	.2
	Contract Specialist in Legal	1	.2
	Educator	9	2.1
	Finance broker	1	.2
	Hair dresser	2	.5
	Insurance salesman	1	.2
	Loans Operations Manager	1	.2
	Part-Time Operator	2	.4
	Part-Time Lecturer	1	.2
	Project Analyst	1	.2
	Receptionist	1	.2
	Revenue Account Officer	1	.2
	Senior sales executive	1	.2
	Service Agent	1	.2
	Social officer	1	.2
	Student	387	91.5
	Supply teacher	1	.2
	Teacher	1	.2

	Occupation	Frequency	Percent
Valid		1	.2
	Accountant	2	.5
	Accounting Operations Analyst	1	.2
	Analyst	1	.2
	Assistant Financial Manager	1	.2
	Banker	2	.5
	Beauty care	1	.2
	Cashier	1	.2
	Contract Specialist in Legal	1	.2
	Educator	9	2.1
	Finance broker	1	.2
	Hair dresser	2	.5
	Insurance salesman	1	.2
	Loans Operations Manager	1	.2
	Part-Time Operator	2	.4
	Part-Time Lecturer	1	.2
	Project Analyst	1	.2
	Receptionist	1	.2
	Revenue Account Officer	1	.2
	Senior sales executive	1	.2
	Service Agent	1	.2
	Social officer	1	.2
	Student	387	91.5
	Supply teacher	1	.2
	Teacher	1	.2
	Total	423	100.0

The occupation of the respondents varied form students to other occupations, it should also be noted that both full time and part time students have been studied, and the part time students are already in employment compared to the full time students. However, the statistics show that 91.5 per cent of the respondents were actually students.

Appendix I. Residential region of respondents

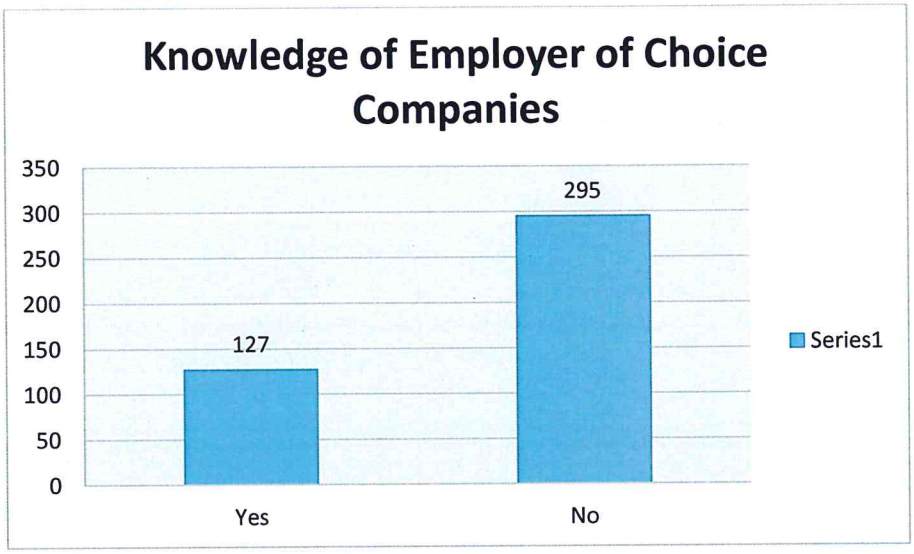
	Residential region	Frequency	Percent
Valid	Missing	3	.7
	Baix aux Huitres	2	.5
	Bambous	4	.9
	Beau Bassin	28	6.6
	Bel Air	26	6.1
	Calebasses	2	.5
	Camp de masque	1	.2
	Camp de Masque	14	3.3
	Camp du roi	1	.2
	Camp du Roi	1	.2
	Castel	2	.5
	Citron Donis	1	.2
	Curepipe	8	1.9
	Flacq	10	2.4
	Grand Gaube	1	.2
	Grand Port	2	.5
	Grande Montagne	2	.5
	Henretta	9	2.1
	L'escalier	5	1.2
	La ferme	1	.2

La Gaulette	1	.2
Lataniers	4	.9
Mahebourg	26	6.1
Malartic	1	.2
Marechal	1	.2
Moka	19	4.5
Mont Limon	2	.5
Mont Lubin	4	.9
Mont-Limon	1	.2
Mt Cabris	1	.2
New Grove	1	.2
North	1	.2
Pailles	1	.2
Pallisade	1	.2
Pamplemousses	3	.7
Petit Gabriel	2	.5
Petit-Gabriel	2	.5
Phoenix	1	.2
Plaine des Papayes	1	.2
Plaine Magnien	1	.2
Pointe Monier	1	.2
Port Louis	1	.2
Port-Louis	35	8.3
Port-Mathurin	1	.2
Poste de Flacq	16	3.8
Quatre Bornes	39	9.2
QUatre Bornes	1	.2

Quatre vent	1	.2
Quatre-Bornes	2	.5
Reduit	6	1.4
Riviere Cocos	2	.5
Riviere des Anguilles	1	.2
Roche Bon Dieu	1	.2
Rose Hill	38	9.0
Rose-Belle	1	.2
Rose-Hill	16	3.8
Sebastopol	1	.2
Souillac	1	.2
Soulliac	11	2.6
Soupir	1	.2
St Croix	1	.2
St Julien	1	.2
Ste Croix	4	.9
Surinam	1	.2
Terre Rouge	7	1.7
Triolet	9	2.1
Vacoas	18	4.3
Vullemin	9	2.1
Total	423	100.0

A diverse pool of residential regions had been covered, the students came from both rural and urban regions.

Appendix J. Knowledge of Employer of Choice



Appendix K: Employer of Choice companies in Mauritius

	Companies	Frequency	Percent
Valid	Missing	354	83.7
	Agricultural Marketing Board	2	.5
	Air Mauritius	4	.9
	Air Mauritius, HYMEC CNC	2	.5
	Air Mauritius, SBM, Hilton Hotels	2	.5
	Anahita, Rogers	1	.2
	Bank of Mauritius	2	.5
	Barclays Bank	2	.5
	Deutsche Bank	2	.5
	Four Seasons	7	1.7
	Harell Mallac	2	.5
	HYMEC CNC Mauritius	2	.5
	La Pirogue	1	.2
	MCB	24	5.7

MCB, Afrasia	2	.5
MCB, Bank of Mauritius, Accenture	2	.5
MCB, ENL, Harrel Mallac, Insurance Companies, SBM, Offshore Companies, Global Org.	2	.5
Phoenix Beverages	2	.5
Rogers Company, MCB	2	.5
SBI	2	.5
SBM	2	.5
SBM, Hilton Hotel, MCB	2	.5
Total	423	100.0

Appendix L. Motivating factors to choose a company

	Factors	Frequency	Percent
Valid	Salary, additional benefits, bonus (14th month) or performance based.	1	.2
	Aim and Vision of the company, the way employees are treated.	6	1.4
	Career prospect	2	.5
	Company growth, career opportunity, benefits and salary offered	3	.7
	Condition and security of work, and the best salary	17	4.0
	Development, Learning and Advancement	17	4.0
	Environment, Career prospects, job security, development opportunities	17	4.0
	Flexibility	2	.5
	Good communication among workers and managers and the facilities offers	17	4.0
	Good salary, suitable working hours	17	4.0
	Good working environment	2	.5
	High salary	2	.5
	Motivational prospects	2	.5
	opportunities to grow and develop and work life balance	1	.2
	Prestige, Different Experience, Prospects.	1	.2
	Remuneration	8	1.9
	Reputation of the company	8	1.9
	Salary	160	37.8

Salary and benefits	1	.2
Salary and Condition of Work	1	.2
Salary and Flexibility	1	.2
Salary and Fringe Benefits	1	.2
Salary and Pleasant working environment	2	.5
Salary and work environment	1	.2
Salary, benefits, flexibility	1	.2
Salary, Compensation, Prestige	1	.2
Salary, Environmental, facilities, status	13	3.1
Salary, Holidays	1	.2
Salary, location, working hours	1	.2
Salary, reputation	1	.2
Salary, work environment	1	.2
Salary, working condition, the name of th company.	5	1.2
Salary, Working Hours and Incentives	17	4.0
Salary, Working Hours, Safety	50	11.8
Self motivation	1	.2
The company's value proposition, work life balance, fringe benefits and pay.	1	.2
The reputation of the company on the job market, the salary level, the working conditions the benefit	1	.2
The reputation, location and which provide certain facilities.	1	.2
The salary and culture of the company	1	.2
To have a good status, and where I can use what I have learnt throughout my stud	1	.2

	Work condition, salary, benefits, fours of work, vacation leaves, training police	1	.2
	Work life balance	1	.2
	Working conditions, salary, fringe benefits.	1	.2
	Working Environment, Salary, benefits and Prestige	1	.2
	Working Hours, pay terms	15	3.5
	Total	406	96.0
Missing		17	4.0
Total		423	100.0

Appendix M: Employer of Choice components

Work Hours and Place Flexibility

		Frequency	Percent
Valid	Missing	1	.2
	Yes	419	99.1
	No	3	.7
	Total	423	100.0

Constructive relationships at the workplace

		Frequency	Percent
Valid		1	.2
	Yes	420	99.3
	No	2	.5
	Total	423	100.0

Meaningful work

		Frequency	Percent
Valid	Missing	1	.2
	Yes	418	98.8
	No	4	.9
	Total	423	100.0

Good employability

	Missing	Frequency	Percent
Valid		1	.2
	Yes	420	99.3
	No	2	.5

	Missing	Frequency	Percent
Valid		1	.2
	Yes	420	99.3
	No	2	.5
	Total	423	100.0

Health and Safety Measures

		Frequency	Percent
Valid	Missing	1	.2
	Yes	421	99.5
	No	1	.2
	Total	423	100.0

Development learning and advancement

		Frequency	Percent
Valid	Missing	1	.2
	Yes	422	99.8
	Total	423	100.0

Rewards and compensation benefits

		Frequency	Percent
Valid	Missing	1	.2
	Yes	422	99.8
	Total	423	100.0

Appendix N. Preferred fields/Industry

	Fields	Frequency	Percent
Valid	Missing	32	7.6
	Accountability and Finance	5	1.2
	Agri-business	6	1.4
	Agricultural sector and tourism landscape	6	1.4
	Bank	1	.2
	Banking	8	1.9
	Banking Industry	8	1.9
	Banking sector	4	.9
	BPO	6	1.4
	Bureau D'Etude	7	1.7
	CEB	13	3.1
	Construction	6	1.4
	Diplomacy	12	2.8
	Education	4	.9
	Education or management	4	.9
	Educator	1	.2
	Educator	6	1.4
	Electrical	5	1.2
	Electrotechnical field	6	1.4
	Engineering	16	3.8
	Fabrication Mecanique	9	2.1
	Field	4	.9
	Finance	16	3.8
	Finance and Tourism	4	.9
	Finance Department	4	.9

Financial	5	1.2
HR	16	3.8
HR and HR Consultancy	4	.9
HR in the tertiary sector/banks	4	.9
HR, Banking	4	.9
Human Resource Dept	4	.9
Human Resource Management	4	.9
Journalism	9	2.1
Laboratory	4	.9
Law	6	1.4
Legal and Corporate Administration.	4	.9
Legal, Audit, Risk Mgt.	4	.9
Machinery	10	2.4
Manager	4	.9
Mechanical	4	.9
Mechanical Engineering	15	3.5
Offshore	1	.2
Phoenix Beverages	10	2.4
Public Relations	10	2.4
Research	18	4.3
Research Laboratory Work	10	2.4
Sales and customer care	4	.9
Showroom and car maintenance agency	4	.9
Social	1	.2
Social work	4	.9
Social Work	5	1.2
Teacher in mechanic	10	2.4

Teaching	16	3.8
Teaching or IT	4	.9
Technician at CEB	8	1.9
Technicien	10	2.4
Undecided	4	.9
United nations	10	2.4
Total	423	100.0

Appendix O. Influence of the media in deciding about the attractiveness of a company.

		Frequency	Percent
Valid	Missing	11	2.6
	Yes	263	62.2
	No	149	35.2
	Total	423	100.0

Appendix P: Media Usage

Radio Usage

		Frequency	Percent
Valid	Frequently use	255	60.3
	Rarely use	91	21.5
	Never Use	6	1.4
	Total	352	83.2
Missing	System	71	16.8
Total		423	100.0

Television Usage

		Frequency	Percent
Valid	Frequently use	256	60.5
	Rarely use	79	18.7
	Never Use	8	1.9
	Total	343	81.1
Missing	System	80	18.9
Total		423	100.0

Newspaper Usage

		Frequency	Percent
Valid	Frequently use	273	64.5
	Rarely use	80	18.9

	Total	353	83.5
Missing	System	70	16.5
Total		423	100.0

Magazines Usage

		Frequency	Percent
Valid	Frequently use	175	41.4
	Rarely use	148	35.0
	Never Use	43	10.2
	Total	366	86.5
Missing	System	57	13.5
Total		423	100.0

Internet Usage

		Frequency	Percent
Valid	Frequently use	340	80.4
	Rarely use	13	3.1
	Never Use	9	2.1
	Total	362	85.6
Missing	System	61	14.4
Total		423	100.0

Social Media usage

		Frequency	Percent
Valid	Frequently use	323	76.4
	Rarely use	20	4.7
	Never Use	19	4.5
	Total	362	85.6
Missing	System	61	14.4
Total		423	100.0

Appendix Q. Most preferred job search means

		Frequency	Percent
Valid		3	.7
	Newspaper	88	20.8
	Internet	332	78.5
	Total	423	100.0

Appendix R. Crosstabulation: Reasons for job search means

Reasons	**Most preferred job search means: Newspaper**			Total
	Missing	Newspaper	Internet	
Missing	3	14	30	47
Always accessible	0	0	5	5
Articles in newspapers are not reliable	0	0	4	4
As a student I spend more time on the internet so by searching on internet it is not time consuming	0	0	10	10
Browsing is easier and we get exactly what we are looking for by fields and categories.	0	0	6	6
Can be accessed quicker	0	0	6	6
Daily use of people	0	5	0	5
Ease of accessibility	0	0	4	4
Easier, more information is available.	0	0	4	4
Easily accessible, well detailed	0	0	6	6
I do not like to read newspaper and it is easier to find jobs available on the internet.	0	0	4	4
I often read newspapers	0	5	0	5
I rarely buy newspaper	0	0	5	5
I use newspapers daily	0	5	0	5
I use the internet everyday compared to the newspaper and am more convenient for me to use the internet.	0	0	4	4
If the employer took the time to go to a newspaper and depends in the advert, it means that it needs someone rather	0	4	0	4

rapidly and expects response quickly.				
Internet does not cover all vacancies	0	10	0	10
Internet for better communication	0	0	8	8
Internet gives more information	0	0	9	9
Internet gives more information about the company	0	0	9	9
Internet is not accessible to all	0	10	0	10
Internet provides reference, information about the place and address	0	0	10	10
It is accessible and cheaper	0	0	6	6
It is an easy and rapid method of communication	0	0	6	6
It is easier	0	0	10	10
It is faster there are more varied choices.	0	0	4	4
It is easier.	0	0	5	5
It is more easily accessible and more time consuming.	0	0	4	4
It is more rapid and I get more information	0	0	10	10
It is mores easier and more frequently used.	0	0	6	6
It is more users friendly, do not get bored easily.	0	0	4	4
It seems more reliable	0	8	0	8
It shows the IT Savvyness and technological innovation of the organisation.	0	0	4	4
More accessible	0	0	6	6
More accurate and credible.	0	4	0	4
More at ease with the newspaper	0	5	0	5

More detailed information is available and the possibility to search for the company online.	0	0	4	4
More information available	0	0	4	4
More information is available on the internet than in the press and application can be done online itself.	0	0	4	4
More people use internet nowadays	0	0	7	7
More reliable	0	14	4	18
Most companies use technology and advertise on the internet	0	0	10	10
MyJob, PSC online quick access and less time to seek pages.	0	0	4	4
Newspaper are not available in certain regions	0	0	4	4
Newspaper is available to the public and every house compared to the internet.	0	4	0	4
The internet has the capacity to define the job offers (years of experience, region, job details) is much faster and we can obtain information about the organisations	0	0	10	10
There are more options and information	0	0	10	10
There are plenty of information available and from many sources.	0	0	4	4
There is a larger choice and more details are obtained while using internet. It is cheaper and more accessible.	0	0	6	6
There is a wide source of information and more choice	0	0	10	10
there is a world of information the	0	0	10	10

internet and we can easily get any information we want				
There is more information concerning the jobs and the information are updated daily.	0	0	4	4
There's a bundle of choice.	0	0	4	4
We can easily acquire information from other sites	0	0	6	6
We can easily communicate with the sender	0	0	6	6
We can get a variety of choices with more details.	0	0	4	4
We get all details and news of the company. We get to know more about the product and services of the company.	0	0	10	10
We get information more rapidly and it has become a common and important tool.	0	0	4	4
We obtain more information	0	0	5	5
We obtain more information and it is more accessible	0	0	5	5
Wider platform of information	0	0	4	4
Total	3	88	332	423

Appendix S: Most used social media cross tabulation

Most Used Social media * Reasons Crosstabulation

Count

Most Used Social media	Reasons				Total
		Facebook	Google +	Youtube	
	78	85	13	0	176
Chat	0	28	0	0	28
Chat with friends abroad	0	10	0	0	10
Chat and advert	0	4	0	0	4
Chat, research, sharing and downloading.	0	4	0	0	4
Communicate with friends	0	10	0	0	10
Connect with friends	0	4	0	0	4
Connecting with friends	0	4	0	0	4
For social networks, private chats.	0	4	0	0	4
Games, chatting, group work	0	4	0	0	4
Get in touch with friends	0	4	0	0	4
Get news and chat with friends	0	6	0	0	6
Instant communication with friends and relatives	0	4	0	0	4
Interaction	0	8	0	0	8
Keep contact with friends.	0	4	0	0	4
Keep in touch with friends	0	4	0	0	4
Keep in touch with friends	0	4	0	0	4
Keep update	0	1	0	0	1
News	0	6	0	0	6
Personal	0	4	0	0	4

Research	0	0	8	0	8
Research and Knowledge	0	0	10	0	10
Research and look for information	0	0	4	0	4
Social	0	4	4	0	8
Social networking	0	4	0	0	4
Social Networking	0	5	0	0	5
Social networking, latest updates on companies	0	4	0	0	4
Socialising, Keeping in touch with friends.	0	4	0	0	4
Talk to friends	0	6	0	0	6
To communicate with MBA friends.	0	5	0	0	5
To communicate with people	0	15	0	0	15
To communicate with friends and family	0	10	0	0	10
To contact friends and to communicate with people	0	10	0	0	10
To get news around the world	0	10	0	0	10
To keep in touch with family from other countries	0	9	0	0	9
To look for information	0	0	5	0	5
Watch videos	0	0	0	4	4
Work	0	0	9	0	9
Total	78	288	44	4	423

Appendix T. Most Influential Social media for reputation building

		Frequency	Percent
Valid		253	59.8
	, LinkedIn, Twitter	4	.9
	Facebook	84	19.9
	Facebook, Google +	8	1.9
	Facebook, LinkedIn	4	.9
	Facebook, My Space	8	1.9
	Facebook, Twitter	4	.9
	Google +	8	1.9
	LinkedIn	46	10.9
	LinkedIn, Google +	4	.9
	Total	423	100.0

Appendix U. Most appropriate social media for reputation-building

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	213	50.4	50.4	50.4
Twitter, My Space	5	1.2	1.2	51.5
Facebook	71	16.8	16.8	68.3
Facebook, Google +	12	2.8	2.8	71.2
Facebook, LinkedIn	24	5.7	5.7	76.8
Facebook, Twitter	4	.9	.9	77.8
Facebook, Twitter, Google +	5	1.2	1.2	79.0
Facebook. Twitter, Google +	4	.9	.9	79.9
Google +	14	3.3	3.3	83.2
LinkedIn	43	10.2	10.2	93.4
LinkedIn, Facebook, Google +	4	.9	.9	94.3
LinkedIn, Google +	4	.9	.9	95.3
LinkedIn,Google +	4	.9	.9	96.2
My Space, Google +	4	.9	.9	97.2
Twitter	8	1.9	1.9	99.1
Twitter, My Space	4	.9	.9	100.0
Total	423	100.0	100.0	

Appendix V. Relative impact of advertising through social media

		Frequency	Percent
Valid	Missing	14	3.3
	Yes, much higher impact	291	68.8
	Same impact	98	23.2
	Less impact	20	4.7
	Total	423	100.0

Appendix W: Frequency of accessing company websites.

		Frequency	Percent
Valid	Missing	14	3.3
	Never	73	17.3
	Often	178	42.1
	Rarely	158	37.4
	Total	423	100.0

Appendix X. Should companies have websites?

		Frequency	Percent
Valid	Missing	15	3.5
	Yes	399	94.3
	No	9	2.1
	Total	423	100.0

Appendix Y. Influence of websites

		Frequency	Percent
Valid	Missing	5	1.2
	Yes	372	87.9
	No	46	10.9
	Total	423	100.0

Appendix Z. Are you personally influenced by company websites?

		Frequency	Percent
Valid	Missing	10	2.4
	Yes	329	77.8
	No	84	19.9
	Total	423	100.0

Appendix A.A. Most attractive information on company websites

	Type of information	Frequency	Percent
Valid		58	13.7
	All about the company and the job information.	4	.9
	Background, history, and activities of organisation, career prospects and testimonials	10	2.4
	Benefits	8	1.9
	Benefits related to the work	4	.9
	Career management	4	.9
	Company profile	4	.9
	Company Profile	4	.9
	Cosmetics	10	2.4
	Culture, values, expertise	4	.9
	Descriptions, Jobs Prospects	4	.9
	Different Job availability, Qualifications of employers/employees.	6	1.4
	Discovery, news, Educational	6	1.4
	Display and availability of information rapidity.	5	1.2
	Employment, career prospects, services offered.	4	.9
	Financial statistics, Salary, Management	4	.9
	Function and Flexibility of Work	4	.9
	General information about vacancies and the companies	10	2.4
	How the company is presented	6	1.4
	If the company contributes to the welfare of its employees and environment including CSR activities	5	1.2
	Information	4	.9

Information about the company itself, what it offers	10	2.4
Information about the company and their vacancies, core values, mission and vision of the company.	5	1.2
Information about the company's financials	5	1.2
Job offers	6	1.4
Job vacancies	6	1.4
Jobs	6	1.4
Machines and equipment the company use	10	2.4
Opportunities offered.	4	.9
Photos of the workplace	8	1.9
Recruitment and salary	6	1.4
Reliable information	4	.9
Requirements for job offers. Projects that are being undertaken.	6	1.4
Salary	18	4.3
Salary, News	4	.9
Staff information, area of expertise and project portfolio	4	.9
Success of the company over time.	4	.9
The benefits	4	.9
The company	5	1.2
The compensation benefits and duties of the job.	4	.9
The employer branding strategy, the mission and vision of the organisation.	4	.9
The image and capacity of the company	7	1.7
The information about the working facilities	10	2.4
The job requirement on job offer	10	2.4

The products of the company, if the company has the best workplace and work laws and disciplines.	10	2.4
The services proposed.	5	1.2
The value proposition of the company, what makes them different from other organisations.	4	.9
The work environment, the mission, the core values listed by the companies, the employee value proposition	4	.9
Type of job and the facilities the company offers	10	2.4
Types of products/services provided, custom based.	4	.9
types of training, compensation and benefits offered to employees.	4	.9
Vacancies and information about the company.	4	.9
Vacancies	41	9.7
Vacancies, Careers	4	.9
Vacancies, services and products.	5	1.2
Workplace and space of work	10	2.4
Total	423	100.0

Appendix BB. Influence of CSR activities

		Frequency	Percent
Valid	Missing	5	1.2
	Yes	150	35.5
	No	268	63.4
	Total	423	100.0

Only 35.5 per cent of the respondents state that they are influenced by the Corporate Social Reponsibility engagement of companies.

Appendix CC: Should companies have social media strategies?

		Frequency	Percent
Valid	Missing	20	4.7
	Yes	308	72.8
	No	95	22.5
	Total	423	100.0

72.8 per cent of respondents believe that companies should have social media strategies.

Appendix DD: Would you personally rate a company's performance though social networks?

		Frequency	Percent
Valid	Missing	15	3.5
	Yes	235	55.6
	No	173	40.9
	Total	423	100.0

55.6 per cent of the respondents claim that they would personally rate a company's performance through social networks.

Appendix EE: Do you think that Corporate Social Responsibility engagement is crucial for a company's reputation?

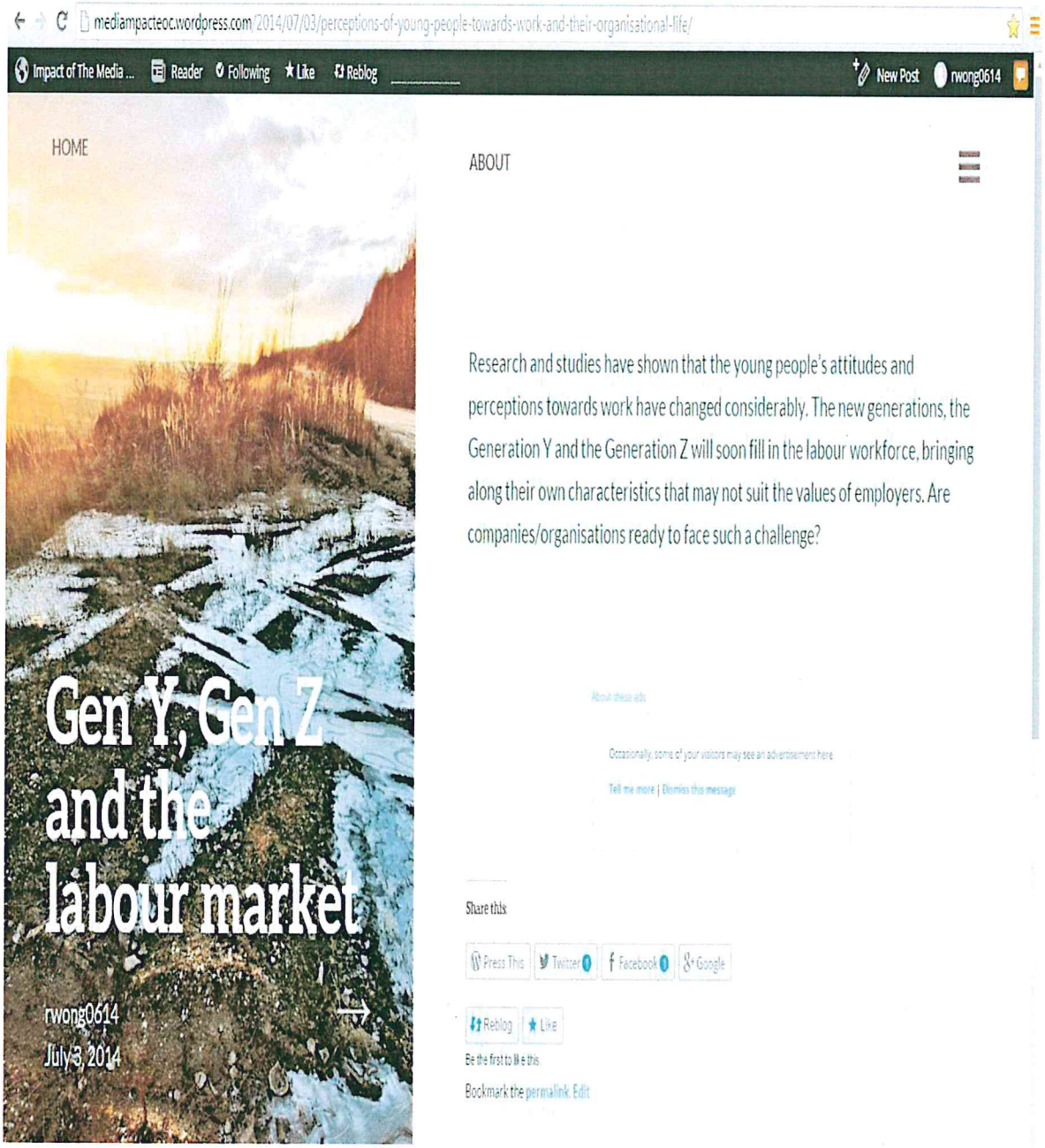
		Frequency	Percent
Valid	Missing	15	3.5
	Yes	268	63.4
	No	140	33.1
	Total	423	100.0

As shown in the above table, 63.4 per cent of the respondents think that the Corporate Social Responsibility engagement of companies is crucial for a reputation.

Appendix FF. Importance of the media in determining a company's image.

		Frequency	Percent
Valid	Missing	15	3.5
	Yes	367	86.8
	No	41	9.7
	Total	423	100.0

Appendix GG: Web 2.0 Blog




Impact of The Media ...
Reader
Following
Like
Reblog
New Post
rwong0614
HOME
Gen Y, Gen Z and the labour market
rwong0614
July 3, 2014
Share this:
Press This
Twitter 0
Facebook 0
Google
Reblog
Like
Be the first to like this.
Bookmark the permalink. Edit
One thought on "Gen Y, Gen Z and the labour market"
Pingback: Gen Y, Gen Z and the labour market | Impact of The Media On Employer of Choice Strategy Edit
Leave a Reply
Enter your comment here...
Blog at WordPress.com. The Bushwick Theme.