

EMPLOYEE VALUE PROPOSITION: CHALLENGES AND OPTIONS ON EMPLOYEE ATTITUDE TO WORK

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Abstract

This study is on employee value proposition challenges and options on employee attitude to work which is the total value an employer can offer to his employee in return for his or her time and effort invested in the performance in the work place. It was a survey research and the instrument used for data collection was questionnaire structured in line with 5 point likert scale. A sample size of 622 was obtained and used in the study. The completed questionnaire was collated, coded and subsequently analyzed using ANOVA. The study concluded that employee satisfaction survey would assist in assessing employee level of satisfaction with his work; justice and fairness in the discharge of managerial functions improve employee attitude to work; manpower planning influence employee value proposition; employee value proposition would create a desirable impact if it becomes a policy of an organization.

Keywords: Value proposition, employee, organization, attitude, work.

Introduction

Organizations are only as good as the people in them (Omo-ikiroda, 1998:65). The technical knowledge, expertise and other skills needed for continuous survival of organization are what employees come to the organization with. And are ready to make the necessary sacrifices and contributions if managers can provide environment that fosters personal and subjective satisfaction (Kreitner, 2010:43).

To make the best use of people as a valuable resource of the organization, attention is given to the relationship among staff, staff and management and the nature and content of their jobs that influence the attitude to work. Winning organizations do not get to the top by accident. How they achieve excellence, improve productivity, efficiency and effectiveness, quality in their plants, their strategies and practices, embracing new technology are dependent on holding employees as paramount and sought to improve their value proposition in their work environment. It takes managers a steady stream

of concepts, ideas, strategies, approaches, tools and techniques to apply all these towards achieving satisfactory working environment to stay on the top of relentless waves of changes overtime. What organizations look for are a set of values or principles which guide the employers conduct in his everyday working life. This is becoming more critical because of the current drive to improve productivity of workers. Most profound change in organizations relate to what to expect from workers and what workers expect from their organization and their jobs.

Such decision is often the difference between success and failure in organization – make the right decision it will survive and if it makes the wrong ones failure results (Iyer, 2009:31). Organizations are led by humans and human stray from premises that made organization great. Every organization that is worth anything today derived it from the efforts, knowledge, and ingenuity of its employees. Increasingly that is the only competitive advantage organization now has.

These are good reasons for enhanced interest in employee value proportion. Consequently, organizations are showing keen interest in any practices that offer to aid in the attraction or retention of qualified employees, as this will also help in the awakening of employees need for meaning and fulfillment at work.

To achieve this organization provides the material and human resources and building the structure to carry out the activities of the organization. It is the responsibility of managers to manage and to achieve result through the utilization of human resources and the efforts of other people. The way in which managers exercise their responsibilities and duties is important. Consideration must be given to the effective management of people. Organization has become more about managing people than managing operations; unless they harness the full potential of their people even the best plans are likely to be less than successful. Furthermore, it has also become evident that releasing the potential of employees involve more than simply providing them with the best training and a clear company strategy. Organization has to gain their support and commitment by providing an environment in which they will thrive as individuals (Mullins, 2007:237).

Only management's sensitivity to individual concern can foster the cooperation necessary for higher productivity. This bridges the natural gap between the individuals willingness to serve an organization purpose. If this is not considered loyalty to their organization by employees are last on their list- behind families, their friends, communities etc. The way in which managers approach the performance of their jobs and the behavior they display towards subordinates staff is likely to be conditioned by predisposition must become fully involved and committed members of the value adding team. Today's efforts focus more on effectiveness- doing the t right things. This leads to innovation which involves unleashing people's power, cross-fertilization and sharing of ideas.

This is because innovation flourishes in working situation where employees are not afraid to fail i.e where they feel satisfied. They are generally an essential element in any work organization. The economists often talk about people as a factor of production along with land, and capital, which are combined together in order to produce an output. The essential differences between people and these other factors is that people can think, be creative, have feelings and demonstrate emotion, and may have concerns about how they are treated; fairly, reasonably and with respect at their place of work. It follows that staff, and the people skills that they possess are seen as key elements for organization to maintain a competitive edge in their industry. What is important here therefore is the balance and the emphasis placed on employee welfare and satisfaction by senior managers on employees (Murton, Inmam and Osullivan, 2010:3).

Statement of the Problem

The outcome of the first industrial revolution was the coming together of many people in the employment of someone else. Organizations were established with lines of authority. But most efforts in those organizations were undertaken without apparent thought. The aim of early thinkers was specially to improve productivity through increased efficiency of the workers. It was their target to develop accurate measurement to determine what constitute day's work for various factory operations. They otherwise, urge the establishment of standards through study of the job to find the best way of doing it and the shortest time required to do the job. Therefore the greater and most efficient production occurs when managers, give each worker a definite task to perform in a definite time and in a definite manner. Select the right worker for the task and train him and motivate the worker to a high level of performance by incentive methods of payment. The overall goal was industrial efficiency in term of high productivity.

However, this is without the input of employees. They are meant to be seen but not heard. The thinking is devoid of managers doing things with

employees but doing things through them. Their welfare are not considered. Neither are their salaries and wages worth what was actually due to them. Overtime this thinking has affected the psyche of employees leading to employee disillusion of work and work place. Employees are not finding joy and fulfillment in their work resulting in poor performance. Managers' poor concern for the lot of employee leads to employee lack of concern for their organization and it results to total distrust between employee and management.

Literature Review

Employee Value Proposition is creating a balance of rewards and recognition in return to an employee's performance at workplace (Management Study Guide, 2008:45). Explaining further Mullins (2007:700) maintains that it is people centered approach that is directed to existing employees and integrated manpower planning strategies because it comes from existing employees themselves (Corporate Leadership Council, 2018). This must be original, unique, compelling and strategically directed to a talent pool as every organization wants the best talent onboard (Dessler,2014:231). Minchington (2010:6) in his words asserts that employee value proposition is a set of offerings provided by an organization in return for the skills, capabilities and experiences an employee brings to the organization. Aligning with the earlier statement Martic (2018:234) emphasizes that for employee value proposition to be meaningful it must be unique, relevant and compelling to act as a key driver of talent attraction, engagement and retention. In other words organization benefits from well-formed employee value proposition because it attract and retains key talent, help priorities the human resource agenda, creates a strong people brand, helps re-engage a disenchanted work-force and reduce hire premium (Barrow and Mosley, 2005:72). It encompasses the central reasons that people are proud and motivated to work in a company, such as the inspiring vision or distinctive culture (Templar,2006:78).

An employee value proposition is all about defining the essence of organization- how it is unique and what it stands (Tandehill, 2006:18). <https://www.talentlyft.com/enresource> retrieved 30th September 2019 opines that employee value proposition is the balance of rewards. They express further that organizations generally develop an employee value proposition to provide a consistent platform for employer branding and experience management. Newstrom (2015:58) insists that it is a magnet which attracts job candidates. Employee value proposition is proven to help organization more successfully recruit and compete for top talent (Murton, Inman and OSullivan, 2010:30). It is the value that employee gains in return for working in an organization and it includes rewards, benefits or opportunities like work-life balance or professional development and it is critical for attracting the candidates of choice (Abiazim, 2014:3). Besides attracting candidates employee value proposition can help employer engage and retain employees. In order to make oneself employer of choice, employer has to be able to target their perfect candidate interest by differentiating their organization from that of competitors (Mullins, 2007:456). According to linkedin research (2018:322) when candidates have to give their final answer on a job offer, the deciding factor for them is how their career advancement and how stimulating the job will be (both financially and intellectually).

EVP, is simply a jargon commonly used to describe the characteristics and appeal of working in an organization (Agu, 2013:58). It is the total value of an employer's offer to their employees in return for their work (Holbeche, 2009:456). It encompasses everything that employees get in return for their time and effort invested in their performance in the work place (Keenoy,1990:260). Martic (2018:12) asserts that employee value proposition strikes a fine balance between tangible rewards received by employees (such as compensation and benefits), and also intangible rewards (such as interesting and meaningful projects to work on, great organizational culture, flexible, working hours etc).

It is therefore a compelling answer to the following candidates' questions: Why should I work for this organization instead of somewhere else? What is in it for me? In line with afore mentioned Dessler, (2015:342) states that employee value proposition is all about capturing spirit of an organization – what it stands for and what set it apart from the rest of other similar organizations. Management needs information on employee job satisfaction in order to make sound decisions, in both preventing and solving employee problems (Paauwe, 2004:654). This explains the types of benefits that management can gain and conditions under which a study of job satisfaction will be most likely to succeed (Newstrom, 2015:246).

Factors that inhibit Employee value Proposition

Lack of Satisfaction Survey Mechanism:

This is a means by which employees are given opportunity to report their feeling towards their jobs and work environment. The relationship between the organization and its members is influenced by the way organization listens to the complaints of employees. How easy it is for employee to be listened to. Who and who will serve as a morale booster. Are the organization and their managers ready to be shoulder for emotionally and psychologically disturbed employee? How easy it is for organization to respond to identified problems in the work environment. Organization has stimulating workplace where the staff feels that they are valued. Without an exception, the creation of an outstanding workplace has been a deliberate act by management. Since managers develop the habit of bearing the burden of employees, the psychological result is a feeling of being recognized. The managers' role is one of helping employees solve their problems and accomplish their work. By listening and discussing challenges of both personal and organization employees feel at home with their working environment. All people are different and this diversely is recognized and viewed as a valuable asset to organization. Not taken the concern of employees into consideration leave them frustrated. (Mullins, 2007:470).

Employee Poor Interpersonal Skill:

Drucker (1977:168) states that organizations are not looking for genius, but honest people who can work with others for organization to achieve objectives. The scope for the examination of behavior in organization is very wide. There are multiplicity of interrelated factors which influence the behavior and performance of people as members of a work organization. Managers need to understand the main influences of behavior at work and the nature of the people-organization relationship. This explains how employee relates with one another between employees and management and managers relationship with one another. This also involves consideration of interactions among the formal structure, the tasks to be undertaken, the technology employed and the methods of carrying out work, the process of management and the external environment. Accordingly, how managers exercise the responsibility for, and duties of management is important. Successful organization is the level of interpersonal relationship existing within an organization which managers show case the ability to handle people effectively. Of course people respond according to the manner in which they are treated by superior's peers and subordinates. A working environment can mar or make an organization. This is because if arouses or diminishes interest in their organization two points stand out in the complex interactions among people in social system. First the behavior of any one member can have an impact, direct and indirectly on the behavior of any other (Peeling, 2008:143). Two points stand out in the complex interactions among people in social system. First the behavior of any one member can have an impact, direct and indirectly on the behavior of any other.

Conflict of Interest:

Organization has it objectives which are most often stated in quantitative form. These are what it hopes to achieve within a specified time frame. Likewise every employee hopes to achieve certain objectives by working in an organization within a time frame. Managers need employees and

individuals generally need to work and both have an interest in an organization being successful which they hope to profit from. Of course one person wage is another person's cost. The interest of those who own and run organizations and those who work in them clearly overlap. When the aspirations of the employee cannot be achieved by the organization, employee certainly loses interest to continue to work for the organization. The same way when organization is not getting what it expects from employee it loses interest in continuing keep the employee. It results from an appraisal of an employee's experiences at work which leads to likes, dislikes, extrinsic and intrinsic needs. It is when an employee's control and yet also beyond his or her control. It is a fit between what is required, what the employee is seeking and what the employee is receiving. The degree of it will determine the extent to which the employee is satisfied (Pearce, 2011: 40).

Non-Assessment of Reputation of Organization:

Reputation of an organization is reputable when it is known to be financially stable, well paid, employee concern, etc. Organization in one form or another are necessary part of our society and serve many important needs through which they create names for themselves. The decisions and actions of management have an increasing impact on individuals, other organizations and the community. It is important, therefore, to understand how organizations functions and the pervasive influences which they exercise over the behavior of people. It is necessary to understand interrelationships with other variable which together comprise the total organization. To do this involves considerations of interactions among the formal structure, the tasks to be undertaken, the technology employed and methods of carrying outwork, the process of management and the external environment. And managers also is expected give others vision and ability to perform. This entail answers to such questions as, exactly what is required, what activities are involved, what are the available resources, what are the time scales, what standards are required and how is

performance are measured, what restrictions or limitations apply, clarification of objectives provides the basis for planning and organization of work, and the activities of staff (Mullins, 2009:201).

Lack of Opportunity for Growth:

Growth is important in order to attract and hold high-caliber people. These individuals will align their future only with a company that offers them considerable opportunity for personal progress. Opportunities are greater and more challenging in a growing company. It is expected that employees earn positive self-esteem from doing their work well. Employees act in their rational, long term self-interest. Individual personality is molded from an employee background from his or her parental upbringing, culture upbringing, environment upbringing to his social and religious upbringing. All these in one way or the other influence directly or indirectly the behavior and attitude of employees and therefore might their value proposition in organization. They lead to what an employee value most in his/her life. Individual personality shows actually what a person's real self, his world view and his reasoning pattern. This is something that is built and developed over time at most often unconsciously (Pearce, 2011: 25).

Factors that Improve Employee value Proposition

Manpower Planning:

A key resource in organizations is people. People are often integral to the development and sustainability of core competence. It is expected to be a means of acquiring people with the right skills, knowledge, experience and altitude to enhance the future of the organization recruitment and selection needs to be seen within the context of the overall environment that the organization operates within. It is therefore just as important for the candidate to get to know the company and see if they really want the job as it is for the organization to discover if the prospective employee suits their business need. Making the right choices must result from a thorough and systematic process. This is often a good chance for the organization to review their requirements

and make changes to vacant jobs in the light of external and internal environment relevant to the organization. Research involved in the manpower planning must provide enough information that can be used to the benefit of the organization. This is important as only suitable applicants want to apply for vacancy. To avoid a costly and time-consuming selection process, organization needs to have in place effective methods of screening applicant (Murton, Inman and Osullivan, 2010:31).

Employee value proposition being part of organization policy:

Employee value proposition not built on the policy and culture of organization is an excellent way of achieving distrust in the management of people in the organization. People and organization must have established way of doing things so that employees know what is expected of them and what they will get in return. Whatever that is not approved is avoided while what is approved is adhered to. Compassion is always the norm rather than an exception. Where employees can easily predict how managers would react to a particular set of circumstances. In other not to undermine the whole exercise culture or policy must be valued by employees. Therefore changing any aspect of the existing culture will need skillful and honest handling. Building on the culture does not in any way portray managers as unimaginative and dull but is an acceptable way of making leadership and followership in organization easy (Peeling, 2008:47).

Openness/Honesty:

Being honest is simply being consistent with reality. To be dishonest is to be in conflict with reality which is therefore self-defeating. The primary reason that individuals paid is because they become disconnected from reality, pretending that fact are other than they are. Some organizations try to hide their capabilities and competence. This leads to hiding the true financial position of their organization from the prospective applicants. Everything about it is kept secret. All employees or would be employees seem to

misjudge the organization because they are being manipulated. A person's performance directly relates to the way he thinks. Managers can change the attitudes of employees, but must take care in the methods used to influence the staff. Employees lose trust and confidence on employers and managers when they discover they are being manipulated. They pay back by employing all manner of tricks to dodge work or even plan to leave their organization. Good influences will add to the self-esteem of employees and will make them more productive while bad influence will cause the employees to feel manipulated, and production will be negatively affected. Organization's members are being treated as outsiders.

Human Resource Management:

Human resource management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns (Dessler, 2005:4). It is assumed that because people work; because they need to use the best of their ability from the time they enter in the morning to when they leave at night and collect their pay cheques at the end of the week or month. The idea that managing people should present any difficulties or challenges, let alone require a separate department of professionally qualify staff to develop policies to manage them, strikes some people as strange and necessary. Human resource studies and develops ways in which human beings can be effectively integrated into the various organizations. Management has a major purpose to provide for the continuation of the business over time. A properly managed organization can continue successful operation over generations of employees and during the temporary or permanent absence of any given manager. That means that organization can continue successfully while managers are away for lunch, a seminar, a business trip, a vacation, on a short-term illness. Moreover, permanent absence due to transfer to another position, retirement, poor health, or even death must not cripple the company. Those who can conquer the

need for affection never could build strong productive employees (Brown, 1985:29).

Improvement in Communication:

Organizations have prided themselves on proving their internal communication which deals with a bewildering array of communications from sending out information to new recruits, briefing managers on changes in labor laws, to health and safety policies. Communication is used to engage employees, to communicate the organization's mission and its strategic direction. But poor communication blocks all these benefits and kept every member of the organization ignorant of the goings on in the organization. Poor communication does not consider its target audience, level of previous knowledge, attitude to the information and any inherent bias or prejudice the communicator themselves. It is through information exchange that managers become aware of the needs of customers, the availability of suppliers, the claims of stock holders, the regulations of governments, and the concerns of the community (Wehrich, Cannice and Koontz, 2010:392).

Maintaining Justice/Fairness:

Management must be ethical- managing by treating all employees equitably. Employees at times are evaluated and rewarded not objectively- not based on their contributions toward accomplishing their organization mission and adherence to their value. Those who contribute the most are not receiving the most. The employees become extremely unhappy when they perceive that a person who is not contributing is over rewarded or a stronger contributor is under rewarded. If those who contribute the most are not rewarded they will leave the organization and the organization will be less successful. Even more important, if there is no reward for superior performance, the average person will not be motivated to maximize their productivity. The single most significant way in which employee evaluates a manager is in determining whether the manager is just. In evaluating employee it is important we based it on the essentials, not on

none essentials such as race sex, nationality etc. these must not be discrimination. The discrimination must be based on competency, performance and character. Individuals must be judged on their personal merits, not their membership of any group. Violating such principle will always lead to failure. Managers who want progress in their organization have strong work ethics. Employees believe that they receive from their work in proportion to how much they contributed are rewarded likewise (Pearce 2011:41).

Impact of Employee value Proposition on attitude to Work

Loss of Interest:

Employees join organization with the hope of getting something back or benefit from their contribution to the achievement of the organization's objectives. The benefits must meet what the employee is hoping to get from the organization. It is not only a privilege it is also a right. Every organization has what it offers in return for the contributions of the employee. When this hope and aspiration is not met the employee loses interest in his work. It creates low spirit of intense zeal and it also allows lack of strong excitement or feeling that helps to propel one to action. When employees are not given their due right, they will be less interested in what they may be doing. If employees are not respected they will never respect the organization. They must be given space or opportunities to grow their abilities. This is because if organizations or managers don't trust them they equally will not trust managers. It is therefore left for managers to make themselves available to employees' questions and offer explanations.

Increase in Employee turnover:

Turnover simply means employees leaving their organization often in preference to other organizations. It shows employees are not satisfied with the goings on. When it reaches the level employee cannot continue to condone, he or she has to leave. This means to go away from; to leave; an action that he has embarked upon and

also meaning to give up i.e to leave a position, job or assignment most often out of expectation of success that is out of tune with reality. At a glance the major employees needs range from security of job, pay, and opportunities to advance. Employees act in ways that they find most personally rewarding. By controlling the rewards, people's behavior can be shaped and determined. Some executives fail to give their subordinates authority and responsibility, recognition and a change for growth and achievement. Employees must leave when they feel dissatisfied with their organization. The problem is, knowing when to let go and when to walk away. Employees need to learn to recognize those moments, learn how to philosophically shrug and walk away with their pride intact and their dignity high. Letting go and leaving an organization means employees are exercising control and good decision-making powers. They are making their choice rather than letting the situation control them (Templar, 2006:74).

Lack of Trust:

Secrecy breeds gossip, suspicious and distrust. The reciprocal obligations regarding the relationships between employees and their organization can be violated either through inability to fulfill them or by one party purposely renegeing on a promise. Employees agree to give a certain amount of loyalty, creativity, and extra effort, but in return they expect more than economic rewards from the system. Employees tend not to trust organization that reneges on its promise. And they also withheld some of their work-related contributions when distrust prevails. It usually signifies that a previous level of respect and trust has deteriorated or even broken. Distrust is faithlessness in the responsibility and actions of the parties involved. When it becomes the norm rather than an exemption each person has a strongly negative expectation that the other will not do the right thing. Development of mutual trust occurs over a period of time through the emergence of mutual understanding, the development of emotional bonds and the demonstration of trustworthy behaviors. Further, loss of trust results in a breakdown of

psychological contract. When employee, loses of trust on their managers, it requires concerted and extended effort to repair and to re-earn it.

Frustration and Conflict:

Organizations are made up of individual members. The individuals is a central feature of organizational behavior and a necessary part of any behavior situation, whether acting in isolation or as part of a group, in response to expectations of the organization, or as a part of a group, in response to expectation of the organization, or as a result of the individual and the demands of the organization are incompatible, this can result in frustration and conflict. It is the task of management to integrate the individual and the organization interest, and to provide a working environment which permits the satisfaction of individual needs as well as the attainment of organizational goals. Where this is not done grumblings and bitchy gossip, fierce competition where there doesn't need to be any. Ultimately stress normally ensues. It is potentially very harmful. It can lead to difficulties in communication and interpersonal relationships and can affect morale, effectiveness at work and health (Templar, 2005:43).

Lack of Pride:

Pride is the psychological reward that is earned by organization members for living by their value, that is from being just, honest, having integrity, being an independent thinker, being productive and rational. This is expected of employees to earn positive self-esteem, from doing their work well. Aristotle in Pearce (2011:41) believe that earn pride is the highest virtues, because it presupposes all the others. Striving to earned pride simply reinforces the importance of having high moral values. Employees perform work in a manner as to be able to be justly proved of what they have accomplished.

Research Design and Methodology

This chapter gives an introduction to the methodology that was adopted and used in the study. This study centered on the Employee Value Proposition and its effect on Ministry of Education

of Anambra State of Nigeria. It is a Survey research and the instrument used for data collection was questionnaire structured in line with 5 point likert scale. A sample size of 622 was

obtained and used in the study. The completed questionnaire was collected, coded and subsequently analyzed using ANOVA (Kothari, 2015:26).

Table1: Factors inhibiting employee value proposition

S/No	Description	SA	A	D	SD	UD
1	Lack of satisfaction survey inhibit employee value proposition	1590	924	159	40	0
2	Employee value proposition is being inhibited by poor interpersonal skill	815	1484	231	0	11
3	Conflict of interest inhibits employee value proposition	1315	1136	162	42	0
4	Lack of assessment of reputation of organization inhibits employee value proposition	485	1644	204	88	2
5	Lack of opportunity for individual growth inhibits employee value proposition	1445	932	141	106	0
6	Employee value proposition is hindered by lack of justice and fairness	1190	1464	54	0	0

Analysis of Variance (ANOVA)

Hypothesis

H₀: There are no factors significantly inhibiting employee value proposition.

H₁: There are factors significantly inhibiting employee value proposition.

Decision Rule: We shall reject the null hypothesis if the p-value is less than the alpha (0.05).

Source	DF	Adj SS	Adj MS	F-Value	P-Value
Factor	4	9368537	2342134	42.85	0.00
Error	25	1366618	54665		
Total	29	10735155			

Figure 1: ANOVA

Conclusion

Since the p-value (0.00) is less than the alpha (0.05), we reject the null hypothesis and conclude that the extent to which those factors hinder employee value proposition significantly.

Table 2: Ways of improving employee value proposition

S/No	Description	SA	A	D	SD	UD
1	Manpower planning improves employee value proposition	1445	964	222	32	2
2	Employee value proposition being part of policy of organization	935	1684	42	0	0
3	Employee value proposition can be improved upon by managers being open and honest with employees	1315	1296	60	28	1
4	Human resource management promotes employee value proposition	1165	756	348	162	3
5	Improvement in communication improves employee value proposition.	0	0	0	0	0
6	Maintaining justice and fairness improves organisation employee value proposition	1050	1624	18	0	0

Analysis of Variance (ANOVA)

Hypothesis

H₀: There are no significant way(s) in which employee value proposition can be improved.

H₁: There are significant ways in which employee value proposition can be improved.

Decision Rule: We shall reject the null hypothesis if the p-value is less than the alpha (0.05).

Source	DF	Adj SS	Adj MS	F-Value	P-Value
Factor	4	6808579	1702145	12.39	0.00
Error	25	3434606	137384		
Total	29	10243185			

Figure2: ANOVA

Conclusion

Since the p-value (0.00) is less than the alpha (0.05), we reject the null hypothesis and conclude that there are significant ways in which employee value proposition can be improved.

Table 3: Impact of employee value proposition

S/No	Description	SA	A	D	SD	UD
1	Non-employee value proposition impact on employee interest in his work	1045	1528	36	38	0
2	Non-employee value proposition leads to employee turnover	865	1612	138	0	0
3	Recruitment of unqualified employee affects employee value proposition	1445	648	258	158	6
4	Non-employee value proposition create lack trust	1230	1324	114	10	2
5	Frustration sets as a result of non-employee value proposition	835	1652	126	0	0

Analysis of Variance (ANOVA)

Hypothesis

H₀: Employee value proposition does not significantly impact employee attitude to work.

H₁: Employee value proposition significantly impacts employee attitude to work.

Decision Rule: We shall reject the null hypothesis if the p-value is less than the alpha (0.05).

Source	DF	Adj SS	Adj MS	F-Value	P-Value
Factor	4	8291440	2072860	41.81	0.00
Error	20	991600	49580		
Total	24	9283040			

Figure 3: ANOVA

Conclusion

Since the p-value (0.00) is less than the alpha (0.05), we reject the null hypothesis and conclude that employee value proposition significantly impacts employee attitude to work. Employee satisfaction survey creates the impression on employees that management cares. And that they

employ or apply justice and fairness in the discharge of managerial functions which improves on the trust employees have on management. Manpower planning exposes knowledge of the skills and number of employees the organization will comfortably accommodate. Employee value

proposition being policy of organization raises employees' confidence and reconciles employees' aspirations with managements' expectations and organization objectives.

Recommendations

1. Managers and employee should build their relationship on trust.
2. Honesty and openness on financial and operational capability of organization should be maintained.
3. Interpersonal relationship among managers, employers and employees should be encouraged.
4. A sense of pride for their work and for their organization should be imbibed by employees.
5. Organization should harmonize its objectives with that of employees.

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