THE INFLUENCE OF CONSTRUCTION SITE WORKERS' SATISFACTION WITH WORKING CONDITIONS ON THEIR LOYALTY

BY

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DECLARATION

I, Mariclesthaphora Tshilefu, student number 212073451, declare that the entire body of work contained in this research assignment is my original work; that I am the sole author thereof (unless explicitly otherwise stated); that reproduction and publication thereof by Cape Peninsula University of Technology will not infringe any third-party rights; and that I have not previously, in its entirety or in part, submitted this for obtaining any qualification.

Mariclesthaphora Tshilefu
February 8, 2021

DEDICATION

I dedicate this work to my parents, Albert Kalenga Mwenze and Celestine Kisama Mutakwe.

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ABSTRACT

The South African construction industry is faced with a high skills shortage which hinders the development of the industry. While loyalty has been identified as one independent factor allowing managers of organisations to retain a pool of qualified and committed employees, the South African construction industry is believed to overlook loyalty of employees for retaining the best employees. Construction site workers, more specifically trade workers, foremen, artisans and labourers, are showing a type of continuous commitment and are agonising from the poor working conditions to which their employers are subjecting every day. Construction site workers are dissatisfied with working conditions and cannot be loyal to their employers and to some extent, to the construction industry either. Hence, there are many challenges with the alleviation of skill shortages of construction site workers in the construction industry in South Africa.

The present study adopted a mixed method approach whereby both qualitative and quantitative data were collected, and a deductive approach whereby hypotheses were formulated based on perceptions of satisfaction with working conditions on loyalty of construction site workers. Extensive literature related to working conditions in construction organisations around the world and in South Africa were reviewed. The literature reviewed the impact of working conditions on the satisfaction of employees and specifically on the loyalty of employees. Qualitative data were gathered through interviews with construction site workers. Empirical, quantitative questionnaires were distributed through a “survey hero” web survey. Data analysis was done by means of content analysis, ranking, paired sample test, Mann-Whitney and Kruskal-Wallis tests; reliability testing was done using Cronbach’s alpha coefficient of reliability. In total, 42 respondents participated in the gathered qualitative data and 134 respondents participated in the survey.

Poor working conditions were revealed to be an impediment to satisfaction of construction site workers to a level that most construction site workers remain in the South African construction industry only because of the high rate of unemployment elsewhere. Moreover, it has been found that satisfaction with working conditions is an important factor for employers to maintain the loyalty of construction site workers. The government, unionisations and employers have joined forces to investigate corruption. Corruption is impacting the industry in terms of poor working conditions and poor work quality through lack of training and employment of poor workmanship. The tested hypotheses revealed no statistically significant difference between various demographics pertaining to perception on the influence of satisfaction with working

conditions on employee loyalty toward employers, nor concerning perception on the influence of satisfaction with working conditions on employees' loyalty toward employers. The statistically significant difference between some demographic groups was, however, revealed in age, qualification, gender, experience and sector of experience. In effect, measures and legislation protecting unemployed construction workers who are employed on a daily basis or on short-term contracts by home owners or sole traders should be established and enforced to protect construction workers and increase loyalty.

KEY TERMS

Construction workers: Every person implicated in physical construction activities, including skilled and unskilled labour which constitute the key labour components for the physical construction and completion of the construction process (Windapo, 2016:2).

Employee satisfaction: The contentment felt by workers as a result of their satisfaction with job and work conditions, used as a tool to measure a company's success (Cambridge Dictionary, 2019).

Loyalty: The quality of being faithful or devoted to a particular company or brand (Cambridge dictionary, 2019). *Loyalty* can also be defined as the willingness of an employee to remain with an employer for period of time exceeding two years and to defend the best interest of the employer (Burns, 2012:310-313).

Satisfaction: The pleasure derived from or the act of fulfilling one's wishes, anticipations, desires or needs (Oxford dictionary, 2019).

Working conditions: The International Labour Organisation (ILO) (2019) defines *working conditions* as a fundamental of employment and employment relationship which comprises a comprehensive range of topics and matters, including working time (work hours, rest period and work programme), remuneration, physical conditions and mental demand in the workplace.

ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CIDB	Construction Industry Developing Board
CITB	Construction Industry Training Board
FEMA	Federated Employers' Mutual Assurance Company Limited
HIV	Human Immunodeficiency Virus
H&S	Health and Safety
ILO	International Labour Organization
OHS	Occupational Health and Safety
PPE	Personal Protective Equipment
QoL	Quality of Life

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1.1 Background

In South Africa, the construction industry struggles to provide satisfactory working conditions for construction site workers (Aiyetan & Dillip, 2018:59); as a result, loyalty is hardly evident among dissatisfied construction site workers. Arguably, there is an implied strong relationship between employee satisfaction and employee loyalty. According to Wan (2002:1), it is becoming increasingly important to retain good employees and to develop loyal employees in a tight market. *Loyalty* can be defined as the willingness of an employee to remain with an employer for a period of time exceeding two years and to defend the best interest of the employer (Burns, 2012:310-313). Elegido (2013:496) perceives employee loyalty as an employee's intentional commitment to promoting the interests of the employer, even when the situation requires the employee to do more than expected by legal and other moral duties. Loyal employees are more efficient, intend to stay longer in a company, promote the image and the interest of a company and indirectly decrease employee turnover (Zanabazar & Jigjiddorj, 2018:51; Rajput, Singhal & Tiwari, 2016:2). Many authors concur that satisfied employees develop a positive and favourable attitude towards the job which subsequently develops loyalty within them (Giritli, Sertyesilisik & Horman, 2013:9-10; Furnham & Taylor, 2011:64; Rajput et al., 2016:2; Rothwell, 2012:310-313; Varelius, 2009:264; Zhang & Walace, 2008:6-13; LaMalfa, 2007:3,6). Similarly, employee satisfaction derives from many factors such as environment, fair terms of employment, good salary, normal working schedules, welfare facilities and workload, all of which can increase or decrease employee satisfaction (Kinzl, Knotzer, Traweger, Lederer, Heidegger & Benzer, 2005:211; Bakotić & Babić, 2013:206; Böckerman & Ilmakunnas, 2008:521,525).

According Birchall (2001:1-2), in many countries, dissatisfaction with working conditions propels construction workers to leave the construction industry. The study reveals that construction workers choose a career in construction as a last resort, that workers do not value a career in construction, and that workers are unwilling to invest in training (Birchall, 2001:13-14). Consequently, contractors often choose to not invest in training of construction workers, knowing that workers will leave them for other employers Birchall (2001:19). The Birchall (2001:14-19) also reports that in the United States, construction workers leave the construction industry for better wages in other industries, resulting in an increasing skills shortage in the construction industry. Some of the reasons why workers are leaving the construction industry in the United States are poor image of the industry, temporary and

insecure employment, poor employment methods, lack of protection, and outsourcing of labour which is typically a synonym for unfair labour practices (Birchall, 2001:19).

Olsen and Tatum (2012:3) argue that the majority of subcontractors have difficulties hiring or maintaining an adequate workforce. In Malaysia, for example, recruiting skilled construction workers is so difficult that contractors have to depend on foreign nationals who desperately need employment (Zaki, Muhamad & Yusof, 2012:99-101). Malaysian citizens picture construction careers as unclear, of low salary assuredness and of poor working environments; some skilled Malaysian workers leave the construction industry even after undergoing training from training institutions (Zaki et al., 2012:99-101).

A Construction Industry Training Board (Citb) (2017:4-5) study reveals that some British construction workers leave the construction industry without completing the training and others, after only two years of working, leave the organisation and even the construction sector. Several of the reasons for leaving include better opportunities in other sectors, work dissatisfaction, low wages in comparison to other sectors, slow career development, job insecurity and long hours (Citb, 2017:4-5). According to Aghimien, Awodele and Maipompo (2019:8,14), in Nigeria, the majority of skilled construction workers stay with their employers because of insufficient employment opportunities; however, unlike in other countries, Nigerian construction workers are primarily dissatisfied with lack of supervisor feedback, payment and workload inequality amongst workers, and lack of career development. Furthermore, Farrell (2016: IV) mentions the fact that sometimes construction workers are compelled to leave the construction industry because of death, illness or retirement. Nonetheless, Birchall (2001:13, 14, 19) reports that while in many countries construction careers are of low esteem, in some countries such as Denmark and Sweden construction workers are well paid and well protected.

Working conditions in the construction industry are acknowledged as poor in many countries; South Africa is no exception. According to Abrey and Smallwood (2014:3-9), poor working conditions, absence of welfare facilities, the dangerous nature of the construction industry coupled with corruption and reports of building collapse have a negative effect on the satisfaction and morale of construction workers as well as on the image and reputation of the construction industry as a whole. Their study further reveals that work-related illness and injuries are the highest in construction of all industries and that racial discrimination leads to poor quality of life of many construction workers (Abrey & Smallwood, 2014:3-9). The findings of Human (2012:85,90,91) and Haupt and Harinarain (2016:102-104) suggest that besides

having a negative effect on construction workers and the image of the construction industry, the presence of poor working conditions discourages young people from pursuing a career in construction, and that there is a link between the industry's poor image and skills shortage. The CIDB (2015:12) study reports that wages and working conditions are some of the causes of labour unrest and labour dispute in the construction industry in South Africa. Working conditions in the South African construction industry are critical, characterised by exploitation of workers, low wages, poor health and safety, poor skill development and low labour protection (Araia, Kola & Polzer, 2010:21, 34). In fact, there are so many people leaving the construction industry in South Africa, it is difficult for contractors to replace lost talents (Haupt & Harinarain, 2016:102). Human (2013:86), however, argues that insecure employment in the construction industry caused by economic conditions is yet another reason why construction workers leave the construction industry for other sectors.

The government, unionisations, employers and clients bear most of the responsibilities in the provision of satisfactory working conditions for construction workers. However, the government is failing to ensure that the law is applied and the rights of construction workers are respected. Unethical behaviour and corrupted government officials encourage the award of contracts to incompetent and unethical contractors, who in return exploit construction workers (Malunga 2016:10; Bowen, 2012:891; Humans, 2013:2; Rashid, 2017:3,7). Moreover, site inspections by government officials are either infrequent or non-existent, hence it is difficult for government officials to ensure that contractors comply with the regulations (Araia et al., 2010:21,34).

Employers in the construction industry consider the provision of adequate working conditions to carry a financial weight (Abrey & Smallwood, 2014:3; Araia et al., 2010:23). Consequently, contractors prefer to outsource construction workers through subcontractors, labour brokers and self-employment (Goldman, 2003:11; Wells, 2007:88; Wills, 2009:2,17; Rogan & Skinner, 2017:2; CIDB, 2018:6). With globalisation and restructuring, most formal organisations are encouraged to hire workers at low wages and with few benefits or to outsource workers (ILO, 2003:7). Informal workers largely do not have written employment contracts, are not given any social benefits such as sick and annual leave provision, or are not protected against practices such as unfair labour practices, long working hours, low salary, unsafe working environments and unfair dismissals (Araia et al., 2010:6; CIDB, 2015:17; Dlungwana & Wall 2014:3; Heffer 2016:46; Mollo & Emuze, 2017:2019; CIDB, 2018:6).

Clients are the initiators, the central and the driving force of construction projects, and because of this, clients have the capacity to exert power within the construction industry to make a significant and positive impact on the negative attitudes, behaviours and bad procedures of other parties to achieve sustainability of the built environment (Chigangacha, 2016:1; Haupt, 2015:250). Alinaitwe (2008:73,76,75) highlights the importance of client involvement in construction phases to change the situation of workers through the improvement of ineffective management of labour such as poor motivation, unfair wages and absence of training programmes that contribute to client dissatisfaction. However, Kometa, Olomolaiye and Harris (1995:68-69) explain that the wellbeing of construction workers is not regarded as the responsibility of clients by the clients and client consultants, and for this reason, clients are reticent to get involved with political and social factors such as fiscal policy, safety, employment terms and community. Additionally, Kikwasi (2008:62, 65, 69) states that most clients appoint contractors with the lowest bid instead of appointing contractors based on competencies such as a commendable health and safety (H&S) record. Regrettably, the lowest bidder tends to be the one exploiting construction workers the most (Hefer, 2016:46).

Unionisation, labour agreement and collective bargaining have been established to ensure that working conditions of construction workers in respect of social factors on construction sites – factors including but not limited to wage rates, working hours and conditions, site conditions, the provision of decent facilities, and health and safety provisions – are implemented (CIDB, 2015:13; Mwilima, 2008:11). However, due to the restructuring of the construction industry with the introduction of temporary and informal employment, it is becoming an increasingly difficult task for trade unions to defend and protect construction workers (Hellmann-Theurer, 2013:164-165; Monyatsi, 2013:33). Construction site workers are therefore less protected and are growing more worried about upcoming challenges which could arise with the recruitment and organisation of informal workers (Goldman, 2003:X; Hellmann-Theurer, 2013:162).

Although it is implied that working conditions affect employee satisfaction and subsequently, loyalty, demographic impacts should not be ignored. According to Reissová, Šimsová and Hášová (2017:84,91), women are not job hoppers as much as men and show greater loyalty to employers than men. Petersen, Snartland and Milgrom (2006:13) argue that although women in the workplace are appreciated for values such as stability, agility and loyalty, women have are habitually given boring and repetitive work, and women are typically too physically weak for heavy work. Oppositely, a study on gender differences assumes that the difference between men and women in terms of organisational commitment is low and that both men and women can show great organisational commitment (Marsden, Kalleberg & Cook, 1992:385).

1.2 Context of the research

Construction firms struggle to acquire and retain construction site workers due to poor working conditions in the construction industry. Arguably, there is a strong connection between construction workers' retention, skill shortage, client dissatisfaction and the downfall of construction companies (John, 2006:141-142; Oke, Aigbavboa & Khangale, 2018:306-308; Makhele & Thwala, 2009:135). The awareness concerning the influence of satisfaction with working conditions on construction site worker loyalty is a key factor guiding construction stakeholders to focus on construction worker satisfaction. In addition to the benefits derived from loyal construction workers, failure to create a working environment which enhances worker satisfaction results in skill shortages, high employee turnover and low performance.

Previous studies regarding construction site worker satisfaction in the South African context have focused on the improvement of factors integral to working conditions, the image of the construction industry through working conditions, the importance of training to increase productivity and the decrease of skills shortage in the construction industry. However, little is known about the factors contributing to retaining skills within the construction sector.

According to Abrey and Smallwood (2014:3), poor health and safety, poor supervision and inferior working conditions have had an adverse effect on overall performance of construction site workers. Construction site workers' moral and satisfaction is negatively affected, the life of construction site workers is rated between poor to near poor and working conditions on construction site are rated as poor to average (Abrey & Smallwood, 2014:14). There are many people leaving the construction industry in South Africa and so it is difficult for contractors to replace lost talent (Haupt & Harinarain, 2016:102). Moreover, Human (2013:86) argues that insecure employment in the construction industry resulting from tenuous economic conditions is yet another reason why construction workers leave the construction industry for other sectors. Haupt and Harinarain (2016:70-81) agree and explain that the image of the South African construction industry is so poor that people will choose a career in construction only as a last resort. Workers in the construction industry are negatively affected and are not loyal to their job but are remaining in the industry because of lack of better opportunities.

Loyalty is the quality that generates in an employee the desire to remain with an employer despite financial crises. Loyal construction workers will ensure continuity and sustainability of construction businesses, and to a large extent, will then contribute to the economy of the country. Currently, the construction industry in South Africa faces shortages of skilled construction workers; the situation is critical and needs immediate attention. It is therefore imperative to increase the number of loyal construction workers to alleviate the skills shortage. The improvement of satisfactory working conditions through work-related policies and proper

implementation will improve the lives of construction workers and citizens. The current study will explore and evaluate if satisfaction with working conditions will increase construction workers' loyalty to their employers and consequently the construction industry.

1.3 Problem statement

Working conditions have been identified as a continual problem in the construction industry affecting construction site worker satisfaction and their subsequent loyalty. Arguably, loyalty has been recognised to be imperative for firms to retain employees and vital for employee performance. Therefore, adherence to work-related policies would create a conducive work environment to enhance construction site worker loyalty.

1.4 Sub-problems

- The level of satisfaction of construction workers with working conditions is not evident.
- The extent to which enabling factors of working conditions contribute towards satisfaction of construction workers is not evident.
- The extent to which construction workers are loyal to their employing companies is not evident.
- The variation of construction site worker loyalty according to worker demographics is not evident.
- The extent to which construction worker satisfaction with working conditions influences their loyalty is not evident.
- The efficiency of strategies to enhance the level of loyalty of construction site workers is not evident.

1.5 Hypotheses

The hypotheses to be tested are as follows:

1. Perception of the influence of satisfaction with working conditions on employee loyalty toward employers:

H1. There is no statistically significant difference between the mean rankings of groups of construction site workers' perception on the influence of satisfaction with working conditions on employee loyalty toward employers.

H2. Age, experience, qualification and gender do not result in statistically significant differences in groups of construction site workers' perception on the influence of satisfaction with working conditions on employee loyalty toward employers.

2. Perception on the efficiency of strategies to enhance the level of loyalty of construction site workers:

H3. There is no statistically significant difference between mean rankings of the perception on the efficiency of strategies to enhance the level of loyalty of construction site workers.
H4. Age, experience, qualification and gender do not result in statistically significant differences in groups of construction site workers' perception on the efficiency of strategies to enhance the level of loyalty of construction site workers.

1.6 Research questions

Q1. What is the level of satisfaction of construction workers with their working conditions?

Q2. To what extent do enabling factors of working conditions contribute towards satisfaction of construction workers?

Q3. To what extent are construction workers loyal to their employing companies?

Q4. Do employee demographics (gender, age group) influence the loyalty of construction site workers?

Q5. To what extent does construction worker satisfaction with working conditions influence their loyalty?

Q6. What is the perception on efficiency of the strategies to enhance the level of loyalty of construction site workers?

1.7 Aim

The aim of this research is to investigate the influence of satisfaction with working conditions on loyalty of construction site workers in order to take practical measures to improve working conditions, so as to then increase satisfaction and subsequent loyalty of construction site workers.

1.8 Objectives

The objectives of this study are as follows:

O1. To identify the level of satisfaction of construction workers with working conditions.

O2. To identify the extent to which enabling factors of working conditions contribute towards satisfaction of construction workers.

O3. To investigate to what extent construction workers are loyal to their employing companies.

O4. To determine influence of construction site worker demographics on loyalty.

O5. To analyse the extent to which construction worker satisfaction with working conditions influences their loyalty.

O6. To assess the perception of the efficiency of the strategies for enhancing the level of loyalty of construction site workers.

1.9 Theoretical and conceptual framework

The theoretical framework consists of how the theory(s) hold up the author's thoughts relative to how the author understands and prepares to research the topic as well as the idea and definitions from the theory(s) that are related to the topic (Grant & Osanloo, 2014:12). The review of theories and literature provide the foundation for establishing hypotheses and testing the connection between variables (Ndihokubwayo, 2014:21). Based on the objectives and literature, the theoretical framework illustrates what the problem or the question is that will be solved in the study and why the approach is chosen to solve the problem or to answer the questions realistically (Lederman & Lederman, 2015:594).

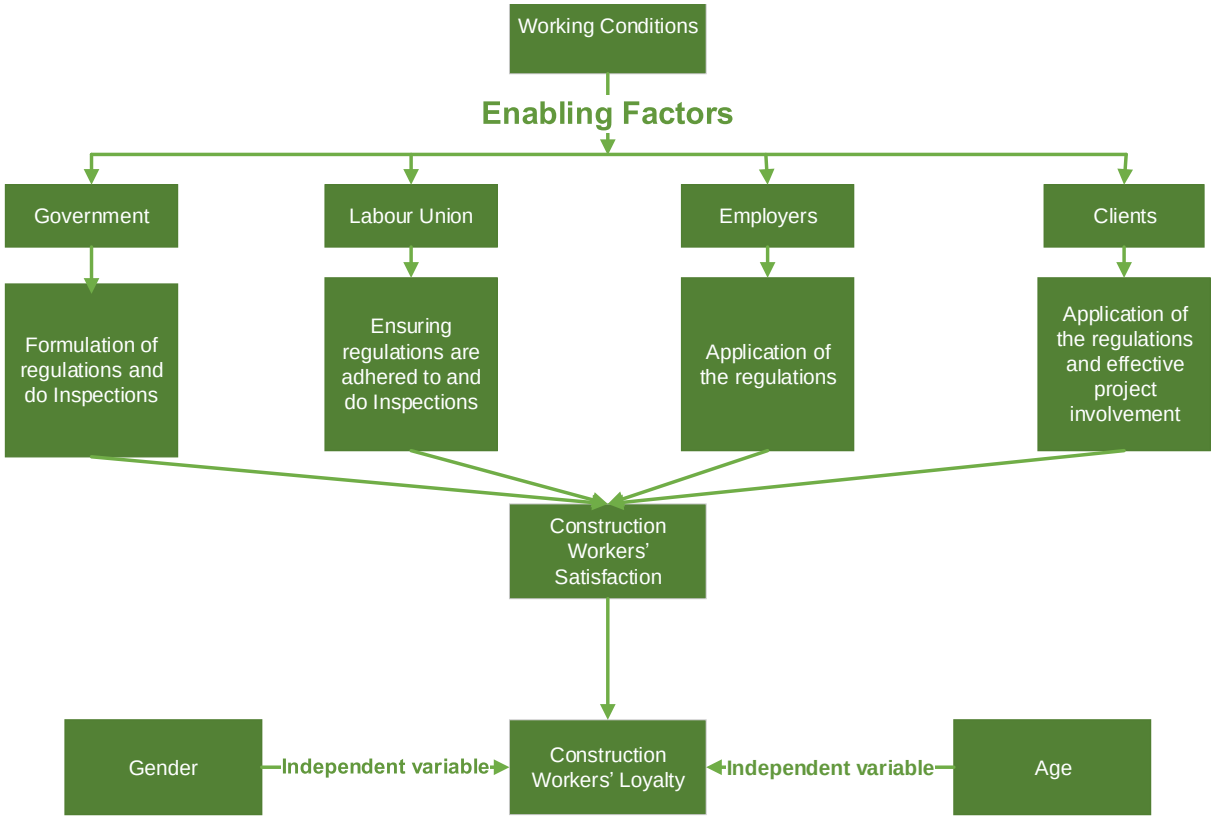

Figure 1.1: Conceptual framework

Figure 1.1 illustrates the enabling factors of working conditions as well as their responsibilities. The government, together with labour unions as both legislators and inspectors, establishes the rules and regulations that contractors and clients must apply for the provision of adequate working conditions for construction workers. The government and the labour unions must ensure as well that employers and clients in the construction industry abide by the rules and regulations, generally through scheduled inspections. Employers and clients have the obligation to apply the rules and regulations established by the government and the labour unions for the provision of good working conditions for construction workers. Additionally, clients are advised to select contractors based on competencies and to be actively involved in all phases of construction projects to ensure that good working conditions are provided and that contractors do not exploit workers.

1.10 Significance

Acquiring and retaining skilled construction workers are persistent issues in the construction industry in South Africa, negatively impinging on the sustainability and development of construction firms. Working conditions have been identified as a major factor affecting the desire of individuals to pursue a career in construction and to remain in the construction industry. The present study evaluates the impact of satisfaction with working conditions on loyalty of construction workers and identifies the enabling factors of satisfactory working conditions of construction workers. This study further investigates the perception on efficiency of the strategies toward enhancement of the level of loyalty of construction site workers. Moreover, the study will evaluate the level of effectiveness of the government, labour unions, employers and clients in the provision of good working conditions for construction workers, testing the efficacity of legislation in place for the provision of satisfactory working conditions. The present study bring benefits in the following areas:

1.10.1 Benefit to the client

Considering the actual situation of the construction industry in South Africa in relation to the quality of projects, time to complete projects, project budgets and H&S regulations, the client benefits would include in several ways:

- The higher likelihood of employers delivering construction projects that meet a high standard.
- The higher possibility of delivering construction projects within set time and budget and according to H&S regulations.

- Workers who have many years with construction firms will know about H&S regulations and have more experiences with H&S, thereby reducing human capital loss and accidents and saving on costs related to H&S loss.

1.10.2 Benefit to construction employers

- The study will assist employers to know how to attract, satisfy and retain construction workers.
- The study will assist with lowering the level of skill shortage of construction workers in the South African construction industry.
- Employers will have capacity to deliver quality projects within time budgeted and H&S regulations to their clients, and within highly competitive markets.
- The cost related to repetitive training and recruitment as a result of unstable construction workers will be reduced due to lower employee turnover.

1.10.3 Benefit to construction workers

Construction site workers will benefit in several ways:

- Working in an industry where working conditions are promoted and improved.
- Employment without unfair discrimination.
- Improved social wellbeing and balanced work-life of construction workers.

1.11 Limitations

This study is delimited in terms of participants and geographical areas. Data will be collected from construction workers in the Western Cape Province of South Africa. Participants include employed and unemployed construction site workers such as general workers, artisans, supervisors and foremen.

1.12 Assumptions

This study assumes the following:

- Construction workers are not satisfied with working conditions in South Africa.
- Construction workers are not loyal to their employers.
- Retaining and recruiting skilled construction workers is a serious issue in the South African construction industry.
- The target population will provide relevant information to justify the study objectives and research questions.
- Participants are working, or have been working, in the construction industry and will give information according to their experiences.

- Policies concerning construction workers in South Africa will not change during the course of the study.

1.13 Ethical statement

The data collected from respondents will be treated diligently, sensitively and professionally; therefore, the personal details of the respondents will not be published. The respondents are guaranteed that responses will be used only for research purposes. Quality assurance will be guaranteed regarding the following:

- maintaining quality in capturing data;
- accuracy in calculations;
- correctness and completeness of research instruments; and
- general conduct and competence of interviewers.

1.14 Chapter outline

Chapters in the study are outlined as follows:

Chapter One: The Problem and Its Setting – This chapter discusses the problem and its setting. It is comprised of an introduction, research questions and objectives, theoretical and conceptual framework, significance of the study, limitations of the study, assumptions of the present study and an ethical statement.

Chapter Two: Literature Review – This chapter will present the relevant literature review of past research relating to the impact of satisfaction with working condition on employee loyalty in the construction industry. These factors include the importance of loyal construction site workers in the construction industry; employee loyalty in the workplace; working conditions in the construction industry in South Africa; the strategies of enabling factors for the provision of satisfactory working conditions in the South African construction industry; employee satisfaction; the relationship between employee satisfaction, loyalty and working conditions; discussion of employee loyalty; the demographic impact on loyalty of employees in an organisation; and the impact of employee satisfaction on loyalty. The chapter closes with a summary.

Chapter Three: Research Methodology – This chapter contains the description of the methods that were applied in conducting the actual study, organised under the following subsections: methodological approaches, research approaches and justification, source of data, population and sampling techniques, questionnaire design, survey administration, data

presentation and data analysis (comprising qualitative data analysis, quantitative data analysis, reliability analysis, validity analysis) and finally, a chapter summary.

Chapter Four: Qualitative Data Analysis and Discussion of Results – This chapter reports on the collected qualitative data organised under the following subsections: research participation, data analysis, qualitative survey and a chapter summary. It also displays the analysis of the results obtained, represented in narrative, graphical and tabular forms.

Chapter Five: Quantitative Data Analysis and Discussion of Results – This chapter comprises an introduction, research participation, the contribution of enabling factors on the satisfaction of construction site workers, the perception of the influence of satisfaction with working conditions on employee loyalty, the perception of the efficiency of strategies toward enhancement of the level of loyalty of construction site workers, and a chapter summary, many of which are represented in narrative, graphical and tabular forms.

Chapter Six: Hypothesis Testing and Discussions – This chapter contains an introduction, the tests of hypotheses on the perception of the influence of satisfaction with working conditions on employee loyalty toward employers, the perception of the efficiency of strategies toward enhancement of loyalty of construction site workers, and finally, a chapter summary. The results are displayed in narrative, graphical and tabular form and the discussion therewith.

Chapter Seven: Conclusions, Recommendations and Summary – This chapter comprises the introduction, reliability of the study, achievement of project objectives, limitations of the study, analyses of the findings, conclusion, contribution to the body of knowledge and final recommendations made with reference to the aim of the research. Finally, it closes with areas for further research and a concluding summary.

1.15 Chapter Summary

The present chapter outlines the background of the study, the context of the research, the problem statement, the sub-problem, the hypotheses, the research questions, the aim, the objectives, the theoretical and conceptual framework, the significance of the study, the limitations of the study, assumptions, ethical statement and a chapter outline. Chapter two will review the literature related to loyalty, satisfaction, and working conditions of employees in organisations, particularly in the construction industry globally and in South Africa. The chapter will present the literature regarding the loyalty of employees and the importance of employee loyalty in organisations.

CHAPTER TWO

THE INFLUENCE OF WORKING CONDITIONS ON LOYALTY OF CONSTRUCTION SITE WORKERS

2.1 Introduction

The present chapter discuss the importance of construction site workers' loyalty in the construction industry in South Africa, including employee loyalty in the workplace, the impact of working conditions on employee satisfaction, strategies of the enabling factors of satisfactory working conditions, and the relationship between employee satisfactions. Loyalty and working conditions. Moreover, it explores the demographic impact on employee loyalty and closes with a summary.

2.2 The importance of loyal construction site workers in the construction industry in South Africa

The South African construction industry is faced with difficulties retaining skilled construction workers due to the presence of poor working conditions (Abrey & Smallwood, 2014:3-9). Human's (2013:85,90,91) and Haupt and Harinarain's (2016:102-104) findings suggest that, besides having a negative effect on construction workers and the image of the construction industry, the presence of poor working conditions discourages young people from pursuing a career in construction, and that there is a link between the industry's poor image and skill shortage. However, loyalty of employees in the construction industry is also affected by demographic factors such as age and gender. Women in the construction industry have been found to have a high level of loyalty than men (Agherdien & Smallwood, 2008:8-9), and mature employees have been found to have a higher level of loyalty than young employees toward employers (Self, 2016; Rathner, 2009:1). But while the government, unionisations, clients and employers have an evident role to play in the provision of working conditions, they are failing to do so, as discussed in the study.

2.3 Employee loyalty in the workplace

Employee loyalty is important for companies to achieve targeted goals successfully, since loyal employees put the interests of the company before personal interests (Murali, Poddar & Seema, 2017:62). Moreover, loyal employees intend to remain within the same organisation for a long stretch of time. As maintained by Reichheld (1996, cited in Employee Loyalty

towards Organization-A study of Academician by Mehta, Singh, Bhakar & Sinha, 2010: 98), employee loyalty is a process wherein certain attitudes of employees generates certain behaviours. Reichheld (1996) defines *loyalty* as the will or desire to invest or an intended personal sacrifice to strengthen a relationship. Loyalty is a quality that can be found only in a just man, stated Plato (Mehta et al., 2010). Therefore, employee loyalty can be described as a process wherein certain attitudes of the employee bring out certain intended or actual behaviours (Mehta et al., 2010). According to Nkasiobi, Anyanwu and Nwuche (2017:84), for almost all organisations, employees are the most important resource; this is true because organisations largely invest in locating, recruiting, training, paying and providing healthcare for the development and protection of employees. Hence, organisational management must develop good working condition factors in terms of training programmes, salaries, benefits, packages, appraisals and work systems in relation with the company's strategies. The provision of such working conditions is purposed to develop loyal employees, for an employee becomes more valuable the greater the time and experience acquires with an organisation (Nkasiobi, Anyanwu, & Nwuche, 2017:84; Nasiri, Najafbagy & Nasiripour, 2015:27). Kaplan and Norton (2001:2) support that an employee's education and growth perspective is the base of a Balanced Scorecard system, even the principal factor in fact, for the achievement of financial goals set by an organisation. Organisations nowadays are growing increasingly reliant on employee participation and commitment, or in other word, employee loyalty, explain Nasiri, Najafbagy and Nasiripour (2015:27). Therefore, it is necessary and beneficial for organisations today to invest in elements that strengthen employee loyalty and to prevent the damage caused by the loss of good employees.

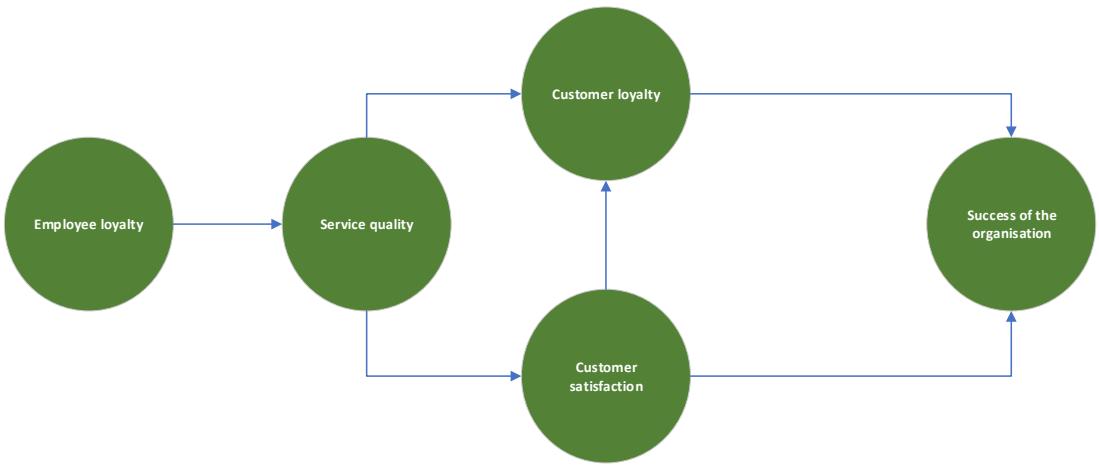

Figure 2.1: Employee loyalty conceptual model (Nasiri et al., 2015:29)

2.4 The impact of working condition on employee satisfaction

Job satisfaction can be defined as a feeling of happiness or a positive emotional state resulting from job appraisals or job experience (Judge & Klinger, 2008:394). According to Spector (1997:513), job satisfaction refers simply to how employees feel about their jobs. Employees' satisfaction brings valuable benefit to any organisation, for satisfaction enhances the desires in the employee to improve at work, to innovate, to be productive and most importantly, to protect one's position at work. According to Myskokva (2011:102), employee satisfaction not only impacts positively on employee performance in an organisation, but an organisation with a satisfied workforce has low employee turnover and high employee productivity and loyalty. Other authors emphasise that satisfaction makes employees happy and that happy employees are more likely to pass on gained knowledge and skills to other employees (Iwata, Jones, Young-Havens & Martin, 2017). While managers could consider many factors pertaining to employee satisfaction, working conditions have been identified as among the most important factor boosting employee satisfaction.

2.5 The impact of working conditions on employee satisfaction in the construction industry

According to Abrey and Smallwood (2014:3-5), unsatisfactory working conditions are the main cause of the poor image of the construction industry and the low morale and dissatisfaction of construction workers in the South African construction industry. Research findings on the factors affecting construction workers in the Ghanaian construction industry reveal that working conditions are a very important factor affecting satisfaction of construction site workers (Anin, Ofori & Okyere, 2015:77-78). In Tanzania, as another example, a similar study reveals that construction worker satisfaction with working conditions is vital, impacting construction worker performance (Ngonde, 2015:53).

CIDB (2015:12; 2019) studies confirm that working conditions are one of the primary factors of labour unrest among South African construction workers. Most South African construction workers expressed dissatisfaction with working conditions (CIDB 2015:12). A study in Bangladesh determined that working conditions affect job satisfaction of construction workers and have a direct impact on performance of construction workers; construction workers leave the construction industry each year because of lack of satisfaction with working conditions (Mustafi, Afsar, Kamal & Hossain, 2014:171,175). Working conditions are a major factor in the achievement of employee satisfaction and retention; hence, to increase satisfaction of

employees, the provision of good working conditions is strongly recommended (Bakotić & Babić, 2013:206; Kinzl et.al, 2004:211; Raziq & Maulabakhsh, 2015:717).

2.6 Working conditions

2.6.1 Definitions

The US Legal refers to *working conditions* as the working environment associated with circumstances which affect labour in the workplace, including job hours, physical characteristics, legal rights and responsibilities. The Business Dictionary defines *working conditions* as the circumstances in which a person works, which include, but are not limited to, subjects such as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like. European Foundation (Eurofund) refers to the working environment as aspects of an employee's terms and conditions of employment, covering matters such as the organisation of work and work activities; training, skills and employability; health, safety and wellbeing; and working time and work-life balance. Pay is also an important aspect of working conditions, although Article 153 of the Treaty on the Functioning of the European Union (TFEU) excludes pay from the scope of its actions in the area of working conditions. The ILO (2019) defines *working conditions* as a fundamental of employment and employment relationships which comprise a comprehensive range of topics and matters including working time (work hours, rest period and work programme), remuneration, physical conditions and mental demand existing in the workplace. Douglas (1919:725-728) explains that *working conditions* are an ambiguous equivalent of conditions of employment and conditions of labour which include matters such as H&S, training and education, payment, leaves and employee classification. Considering all the above-mentioned definitions, working conditions can be considered as a comprehensive concept constituting the fundamentals of employment. Working conditions have a significant impact on performance and the willingness of an employees to remain with an employer. The more employees are satisfied with working conditions, the higher the desire to remain with the employer.

2.6.2 Importance of good working conditions in the work place

Good working conditions are important within a workplace because when working conditions are perceived as inadequate by employees, employees are less productive, less committed, and prone to absenteeism and stress-related illnesses (Sheikh, Abdi & Adan, 2013:63). Bacotic and Babic's (2013: 207,209) study which considered working conditions from the point of view of external conditions (such as meteorological conditions, temperature and humidity), subjective factors (such as gender and age of the worker and fatigue), and factors related to the organisation of production (such as duration of work shift, work schedule and working time) suggests that working conditions are a major factor impacting overall job satisfaction of

workers in difficult conditions. Good working conditions contribute to the wellbeing of workers and the success of an enterprise.

But unbundling the everyday reality of women and men at work is not a simple task. This is particularly true in in our changing world of work, where new technologies and new forms of work organisation are continuously integrated into our workplaces (Aleksynska, Berg, Foden, Johnston, Parent-Thirion & Vanderleyden, 2019:VII). According to Mehta, Singh, Bhaka and Sinha (2010:98), with the initiation of globalisation, employers began to face restructuring, company relocations, and downsizing; nowadays, employees are constantly looking for companies that offer better salaries and working conditions. However, according to Oludeyi, (2015:39), working conditions in connection to job loyalty have not really enjoyed much experiential attention in research studies.

2.6.3 Working conditions in construction industry in the world

According to the International Labour Organisation Birchall (2001:1-2), in many countries, dissatisfaction with working conditions results in construction workers leaving the construction industry. Birchall (2001:13-14) reveals that construction workers choose a career in construction as a last resort, that workers do not value a carrier in construction, and contractors are unwilling to invest in training. Contractors are reluctant to invest in training of construction workers knowing that workers may leave them for other employers (Birchall, 2001:19). Birchall (2001:14-19) also reports that in the United States, construction workers leave the construction industry for better wages in other industries, furthering the skill shortage in the construction industry. Some of the reasons why workers are leaving the construction industry in the United States are poor image of the industry, temporary and insecure employments, poor employment methods, lack of protection, outsourcing of labours and unfair labour practices (Birchall, 2001:19). Olsen and Tatum (2012:3) argue that the majority of subcontractors have difficulties hiring or maintaining an adequate workforce. In Malaysia, recruiting construction skilled workers is so difficult that contractors must depend on foreign nationals who are desperate for employment (Zaki et al., 2102:99-101). Malaysian citizens picture construction careers as unclear, of low salary assuredness and of poor working environment; some skilled Malaysian workers leave the construction industry even after going through training from training institutions (Zaki et al., 2102:99-101). A Citb (2017:4-5) study reveals that some British construction workers leave the construction industry without completing training, and others within two years of working. Reasons for leaving include better opportunities in other sectors, work dissatisfaction, low wages in comparison to other sectors, slow career development, job insecurity and long hours (Citb, 2017:4-5). According to Aghimien, Awodele and Maipompo (2019:8,14), in Nigeria the majority of skilled construction workers stay with their employers because of insufficient employment opportunities; however,

unlike in other countries, Nigerian construction workers are mostly dissatisfied with lack of supervisor feedback, payment and workload inequality amongst workers, and lack of career development. Furthermore, Farrell (2016:IV) mentions that sometimes construction workers are compelled to leave the construction industry because of death, illness or retirement. The Birchall (2001:13, 14, 19) study opines that although in many countries construction careers are of low esteem, in some countries such as Denmark and Sweden, construction workers are well paid and well protected.

2.6.4 Working conditions in the South African construction industry

While working conditions of construction site workers has been a topic of research for many years in South Africa, it seems that zero to little improvement has occurred. Working conditions in the South African construction industry are critical, characterised by exploitation of workers, low wages, poor H&S, poor skill development and low labour protection (Araia et al., 2010:21,34). There are many people leaving the construction industry in South Africa and so it is difficult for contractors to replace lost talent (Haupt & Harinarain, 2016:102). However, Human (2013:86) argues that insecure employment in the construction industry resulting from tenuous economic conditions is yet another reason why construction workers leave the construction industry for other sectors.

In 2012, a study by Plascon revealed tough working conditions in a highly competitive market in the South Africa construction industry, where small contractors had difficulties finding work (Plascon, 2012). In 2013, Human's findings revealed that the image of the South African construction industry is tarnished by substandard quality, outdated technology and poor working conditions while the construction industry is a potential tool that could be and should be, used to alleviate unemployment in the country (Human, 2013:5). Abrey and Smallwood's (2014:3-9) findings reveal that poor working conditions, poor H&S and substandard quality are chronic problems from which the South African construction industry suffers. According to Abrey and Smallwood (2014:3-9), the above-mentioned chronic problems negatively affect productivity, overall performance and the image of the construction industry. Poor working conditions, absence of welfare facilities, the dangerous nature of the construction industry coupled with corruption and reports of building collapse have a negative effect on the satisfaction and the morale of construction workers as well as on the image and the reputation of the construction industry (Abrey & Smallwood, 2014:3-9). The study further reveals that work-related illness and injuries are the highest of all industries and that racial discrimination leads to poor quality of life of construction workers (Abrey & Smallwood, 2014:3-9).

The CIDB (2015:12-15) reveals that working conditions are one cause of labour disputes and that poor working conditions tarnish the image of the construction industry in South Africa.

However, the study also reveals that approximately 50% of construction workers expressed satisfaction with working conditions and yet were not satisfied with bonuses and incentives, wages and leave provision offered to them (CIDB, 2015:12-15). Haupt and Harinarain (2016:81-83) explain that poor working conditions in the construction industry affect the image of the construction industry, and as a result, women and young people are less attracted to the construction industry. Moreover, the South African construction industry is perceived as less prestigious, with few career-advancement opportunities, low salaries and wages, poor H&S, prone to fraud and corruption and insensitive to economic conditions (Haupt & Harinarain, 2016:81-83). Haupt and Harinarain (2016:81-83) further explain that the poor image of the construction industry could exacerbate the skill labour shortages in the construction industry. And the CIDB (2018:17) confirms that skilled labour shortages is the second serious cause of business constraint to contractors in South Africa after work availability; Human (2013:85,90,91) and Haupt and Harinarain (2016:102-104) argue that, besides having a negative effect on construction workers and the image of the construction industry, the presence of poor working conditions discourages young people from pursuing a career in construction, and that there is a link between the industry's poor image and skill shortage.

2.4.4.1 Condition of employment

Fundamental legislation in South Africa has been established to regulate employment conditions. Regulations include but are not limited to the following: The Basic Conditions of Employment Act (No. 75 of 1997) (BCEA); The Labour Relations Act 66 of 1995 (LRA); The Employment Equity Act 55 of 1998 (EEA); The Skills Development Act 97 of 1998 (SDA); and Unemployment Insurance Act, 2001. The present legislation compel employers to issue a detailed written contract stating the commencement, currency and termination of the contract. They prohibit unfair discrimination in the workplace and guarantee equal opportunity and fair treatment to all employees. A key requirement of the Employment Equity Act is the elimination of all barriers, particularly unfair discrimination, in the workplace. However, the present legislation seems to have little effect on the South African construction industry. Recent studies reveal that employment in the construction industry is gradually shifting from formal to informal forms of employment with the introduction of outsourcing of construction site workers through subcontractors, labour brokers and even self-employed construction site workers (Goldman, 2003:11; Wells, 2007:88; Wills, 2009:2,7; Skinner, 2017:2; CIDB, 2018:6). According to CIDB (2018:5), the construction industry accounts for 17% of total informal employment in the country which is 44% of informal employment within the construction industry. However, most workers employed informally are underprivileged. To maximise profit and to remain in competition, contractors prefer to employ general workers and make use of

cheap labour through casualisation (Mollo & Emuze, 2017:2019). Hefer (20016:45-46) postulates that contractors are typically selected based on competitive tendering: often the lowest tenderer is the winner. Therefore, contractors lower their bids to remain in competition, even if this means leaving out the provision of H&S. In such competitive markets, the scenario is such that the lower bidder is usually the one paying the lowest wages, does not have provision for Occupational Health and Safety (OHS), does not offer accident cover insurance and employs a large pool of informal workers for whom no tax and no social security is paid, with workers receiving no legal or social protection (Hefer, 2016:46). According to Adebowale (2014:3), client demands on low bid contractors means avoidance or reduction of training for construction workers and a proliferation of low-skilled workers on projects. Araia, Kola and Polzer's (2010:25-26) findings on migration and employment in the construction industry reveal that only 57% of survey respondents had written contracts; the remaining were informally employed and subject to violations of employment rights. The findings also reveal that respondents felt that a written employment contract is important for protection against unscrupulous employers (Araia et al., 2010:25-26). Informal workers in South Africa are mostly working without employment contracts and are not protected against unfair labour practices, long working hours, low wages, dangerous work and unfair dismissals; moreover, informal workers are not awarded any social benefits (CIDB, 2015:19-20; CIDB, 2018:6).

2.4.4.2 Working time

The Basic Conditions of Employment Act (No. 75 of 1997) states that no employee should work for more than nine hours a day in a week of five days, and eight hours a day in a week of more than five days. However, the construction industry is characterised by a rigid work schedule and a rigid system of long working hours, increasing the challenge that the industry is facing with retention and attraction of skilled workers and high labour turnover (Adebowale, 2014:16). Windapo (2016:3) and Haupt and Harinarain (2016:103) agree that the construction industry is not only physically demanding but also demands workers work for long hours. Because of such facts, young people perceive a career in construction as unattractive. This further amplifies skill replacement issues and skill shortages. Additionally, in an industry and a country where informal employment is prevalent, the presence of unfair labour practices such as long working hours has become expected (CIDB, 2015:20; CIDB, 2018:6; Araia et al., 2010:25-26). The culture of working for longer hours in the construction industry is not unique to South Africa, however. Dlamini, Shakantu and Kajimo-Shakantu (2013:1,5) and Morrison and Thurnell (2012:257) indicate that the construction industry is generally characterised by long and irregular working hours around the world. In Australia, for example, the highly competitive construction market constrains contractors to cut labour cost, work with low profit margin, and within a tight time frame, and drive employees to work longer hours than

contractually agreed (Holden & Sunindijo, 2018:13). Morrison and Thurnell's (2012:257) study in New Zealand identified an existing conflict between worker wellbeing and long working hours. The authors recommend that the construction industry change some of the old industry configurations in order to meet worker expectations with regard to long working hours and work-life balance and thereby meet the demands of the construction industry (Morrison & Thurnell, 2012:257).

2.4.4.3 Wages and benefits

The implications of employee benefit decisions are among the most relevant for contractors to remain competitive in the labour market. From a total compensation perspective, indirect compensation or direct benefits factor significantly in the attraction and retention of employees. This is particularly true for costly benefits such as health insurance and pension plans, the provision of which is an increasingly important issue to both employers and employees (Dulebohn, Molloy, Pichler & Murray 2008:1). The implied process, based on social exchange, is that when employees are satisfied with benefits provided them, they are committed to the employer, remain with the employer, and perform their jobs well, which in turn lead to strong organisational performance (Tessema, Ready & Embaye, 2013:1; Monese & Thwala, 2009:200; Human, 2013:2-3). According to the CIDB (2015:i,1,16,17,31), wages, bonuses and other types of compensation were the reasons for work stoppage and strikes in the construction industry in South Africa, and although employers felt that employees were getting higher wages than legislated by the sectorial rate, employees however only expressed satisfaction with benefits and expressed dissatisfaction with bonuses, incentives, wages and leave provision. The study also noted that temporary or casual workers were only entitled to benefits such as sick leave, which was unpaid in most cases.

The CIDB (2018:5) reports that the high increase in the number of employees in the informal sector could also be due to the fact that workers who lost employment in the formal sector shifted to the informal sector. Moreover, high levels of work competition, low demand and strict employment regulations have enticed registered contractors to replace permanent employees with temporary or casual workers (CIDB, 208:5; Fourie, 2008:110). However, such employees do not receive the same income and benefit as in the formal sector (CIDB, 208:5). The shift from permanent to casualisation and informal employment negatively impacts on matters such remuneration as informal and casual employees are frequently denied basic labour rights and benefits (Araia et al., 2010:13,35). Fourie (2008:111) adds that payment or remuneration of informal or temporary workers is based on the completion of a job and not based on time spent on the job.

2.4.4.4 Health and safety (H&S)

The Occupational Health and Safety Act 85 of 1993 (OHSA) and The Compensation for Occupational Injuries and Diseases Act 130 of 1993 (COIDA) are the key legislation established to ensure H&S of the workers on construction sites, stipulating that it is a requirement that the client or the agent running the project on behalf of the client, ensure the management of H&S on a construction project through the appointment of a person registered with a statutory body approved by the Chief Inspector. All construction industry employers are required to be registered with either the Compensation Commissioner (housed within the Department of Labour) or the Federated Employers' Mutual Assurance Company Limited (FEMA) (Smallwood, Haupt & Shakantu, 2009:2). The construction industry is hazardous; hence the above-mentioned legislation were established to ensure that construction site workers and all people working on construction sites are protected and are working in an environment where safety is prioritised. Client, employer and employee compliance with H&S is extremely imperative on construction sites. However, as contractors in the South African construction industry consider H&S either a luxury or a financial burden, H&S is still the cause of high rates of death and injury (Hefer, 2016:V; Jacobs, 2010:467; Abrey & Smallwood, 2014:4; CIDB, nd:2; Ayessaki & Smallwood, 2017:44).

Compounding the problem is that the lowest-price method of selection in competitive bidding is not compatible with H&S requirements **(**Heffer, 2016:46; Musonda & Pretorius, 2015:3; Masimula, 2018:3). According to Heffer (2016:16), the construction industry in South Africa is ranked third highest in the number of fatalities and ninth highest in the number of permanent disabilities per 100 000 workers and even so, there has been no significant improvement in the country's overall H&S performance. Leshoedi (2017:4) reports that construction regulations in place are not making an impact in promoting H&S at all project phases. The full H&S compliance process by construction companies prior to appearing on a client database is done only in writing (Leshoedi, 2017:4). The fact that construction site workers have only vague knowledge of the legislation is continuously ignored, even while the lack of H&S regulation compliance causes numerous accidents (Thejane, 2017; Othman, 2012:187,189). Although it is true that H&S regulations are of high standard in South Africa (Thejane, 2017), Joubert (2012:4) argues that the policies in place are too advanced to tackle all H&S related problems. Poor H&S on construction sites affects construction site workers mentally, physically and psychologically, and causes disabilities and deaths (Joubert, 2012:3; Vogel, 2016:14,16). However, construction personnel are also responsible for poor H&S on construction sites. Construction workers unfortunately consider H&S procedures a waste of time and resources **(**Masimula, 2018:3).

2.4.4.5 Site conditions

The work environment in the construction industry – characterised by the casual nature of temporary relationships between employer and employee, irregular working hours, the absence of basic amenities and insufficient welfare facilities – make the implementation of labour welfare measures a challenge as compared to other industries (Sampa, 2016:2). According to Abrey and Smallwood (2014:430), poor and untidy site conditions are factors that can affect worker morale and attitudes. Many sites suffer from a lack of hygienic drinking water points, insufficient and unhygienic latrines, inadequate welfare facilities, inadequate washing facilities, insufficient first aid appliances, inadequate shelters and a fixation of working hours (Mony, 2015; Abrey & Smallwood, 2014:4; Okoro, Musonda & Agumba, 2016:21; Kumar & Othman, 2014:45). Ayessaki and Smallwood (2017:42) agree that the implementation of H&S and welfare and facilities influence the performance of construction site workers. Welfare facilities are a serious issue for South African construction sites. Although site-layout planning is frequently neglected, it is a fact that a well-organised construction site is important to promote safe, healthy and efficient operations (Ayessaki & Smallwood, 2017:43).

2.4.4.6 The nature of the construction industry

The construction industry is a sector employing different types of workers, from the unskilled to the very highly skilled. However, unlike other industries, the construction industry is hazardous by nature and dangerous for people working in it, from material, product and activities to different services (Vitharana, De Silva & De Silva, 2015:15). The construction industry is physically demanding, for construction tasks are largely handled manually (Seo, 2018: Xi, Xii,1). The physical demand on construction workers causes long term physical fatigue, and subsequently results in a degradation in physical performance (Abdelhamid & Everett, 2002:1; Eaves, Gyi & Gibb, 2016:10). Although the demand of long work hours affects health, long working hours in the construction industry is a culture perpetuated to allow contractors to meet deadlines or to assist with shortage of skills (Dong, 2005: 329). In addition, the nature of construction business demands construction site workers to relocate often **(**Eaves et al., 2016:10). However, many health risks are associated with this (Sampa, 2016:2). The construction industry is dangerous by nature and highly physically demanding; therefore, the industry naturally contributes to the deterioration of lives and health of construction workers.

2.4.4.7 Quality of life (QoL) of construction work

The term *quality of life* (QoL) is used to evaluate the general wellbeing of individuals and societies. The standard indicators of quality of life include not only wealth and employment, but also the built environment, physical and mental health, education, recreation and leisure

time and social belonging (Jessil, 2018:6). Working conditions and work roles were found to severely affect the lifestyle, health and growth potential of construction workers (Jessil, 2018:7). According to Ramesh, Mathew, Shanbhag, Goud, Subramanian, Lobo, Xavier and Dasari (2016:54-59), workers engaged in the construction industry are victims of various occupational disorders and psychosocial stresses. These researchers explain that poor working conditions, exploitation, increased workplace insecurities, and lack of health benefits can lead to poor QoL and psychological distress among workers (Ramesh et al., 2016:54-59). The quality of life of construction workers in South Africa is rated between poor and near poor (Abrey & Smallwood, 2014:3; Ramesh et al., 2016:54-59). Chileshe and Haupt (2007:394) found that personal development is ranked as the most important factor affecting satisfaction of construction workers. Poor QoL in the South African construction industry is affecting negatively on construction workers and is consequently tarnishing the image of the construction industry, diminishing its appeal as a career choice. It is therefore imperative for companies to invest in the improvement of the community and the quality of life of the workforce (Haupt & Harinarain, 2016: 83; Human, 2013:5,20; James, 2011:99). In addition to the danger and poor working conditions in the construction industry, there are many unskilled workers who are HIV/AIDS positive and are affected by other sexually transmitted diseases (STDs) (Dlungwana & Wall, 2014:3). Construction workers suffer from common health problems such as musculoskeletal disorders, deafness, and work-related diseases such as backache and occupational diseases such as asbestosis (Joubert, 2012:13,65-66; Smallwood et al., nd:1,35). Construction activities naturally represent a danger to the health and life of construction workers.

2.4.4.8 Women in the construction industry

The construction sector is male dominated, especially on construction sites **(**Amaratunga, Haigh, Lee, Shanmugam & Elvitigala, 2006:559; Martin, 2015). Female workers in the construction industry are often discriminated against because of gender (Lombardi, 2017). According to Aboagye-Nimo, Collison, Wood, Jin, and Wyche (2018:2), in some sub-sectors of the construction sector, as sexism toward female colleagues has become a normal behaviour, many women report being bullied, harassed by managers, and exposed to various forms of sexual harassment. Women, however, remain fearful of reporting discrimination. Agherdien and Smallwood (2008:8-9) explain that employment of women in the construction industry in South Africa is steeped in society, tradition, organisation culture and sexist attitudes. Woman have to overcome many challenges to be recognised in the construction industry; it takes great courage and perseverance to penetrate and participate in this male dominated industry (Agherdien & Smallwood, 2008:8-9). Women in the construction industry have the choice of either acting like a man, accepting lower positions than capable of, or giving

up entirely on their dream to work in the construction industry. The researchers continue, acknowledging that maternity leave is also an issue for women: employers find it problematic to grant female employees enough time for maternity leave and then retaining the female employees after the maternity leave (Agherdien & Smallwood 2008:8-9). In short, women are often forced to choose between career and family (Rosa, Hon, Xia & Lamari, 2017:29-30). Kumar and Othman (2014:45) denote that irrespective of the profession, women struggle to maintain balance between family and work, particularly in the construction industry, because work is highly demanding and intense working hours make it difficult for female workers to spend enough time between family and work. In South Africa, many men still believe that a career in construction is not for women, especially site work, because of the overall nature of the construction industry (Jahn, 2009:21,31-34).

2.4.4.9 Work ethics in the construction industry

The construction industry is steeped in unethical behaviour, not only in South Africa, but worldwide. There are different types of unethical behaviour in the construction industry including, but not limited to, conflict of interest, inflation of bills, professional incompetence, poor work delivery, fraud, bribery, professional misconduct, intimidation and kickbacks (Shah & Alotaibi, 2017:55; De Jong, Henry & Stansbury, 2009:105,111). In Saudi Arabia, for example, the common forms of unethical behaviour are exchange of financial and personal benefits through bribes and inducements, followed by accepting gifts and benefits from conflicts of interests (Shah & Alotaibi, 2017:55,75). In Malaysia, corruption in the construction industry comes in the form of cover pricing, followed by bid cutting, late and short payment, absence of safety ethics and unfair tendering processes (Adnan, Hashim, Yusuwan & Ahmad, 2012:719,725).

In South Africa, unethical practices in the construction industry are stirred by greed, favouritism, political influence, monopoly of bigger companies over smaller companies and pressure to meet unrealistic company objectives and deadlines. Unethical practices prevalent in the industry include bribery and fraud, falsification of experience, illegal award of tenders and collusive tendering, among which the most common are bribes, illegal tender awards and collusive tendering (Oke, Aigbavboa & Tyali, 2016). Bowen and Cattell (2012), Malunga (2016:6), and Edwards, Bowen and Cattell (2017:405-408) opine that corruption is a widespread cancer infiltrating the South African construction industry, pointing out that corruption opportunities are present in every project phase, but mostly during tendering and tender evaluation processes. The studies further reveal that no parties are exempt from corruption; however, government officials at all levels are plunged into unethical practices. Private parties are involved in corruption to sustain the workload flow in a highly competitive

market. Political influence and nepotism are rampant as well (Bowen, Bowen & Cattell, 2012; Malunga, 2016:6; Edwards, Bowen & Cattell, 2017: 405-408). Through corruption and bribes, incompetent contractors are appointed. The results include allocation of inadequate resources and work force, escalating threats to the H&S of construction workers, unsafe working conditions and poor-quality project delivery (CIDB, 2017:16-17). Sometimes corruption leads to poor working conditions such as paying low wages (Owusu, Chan & Shan, 2017:19). Corruption is yet another cause of the detrimental image of the construction industry in South Africa (Haupt, 2016:81,82; Abrey & Smallwood, 2014:429).

2.4.4.10 Skills and training

The South African construction industry is faced with a high skill labour shortage. Makhene and Thwala (2009:128,130) have determined that 75% of contractors and owners in the country encounter high losses due to schedule delays, cost overrun and project cancelation because of skilled labour shortages. Some factors identified in the study as participating in labour shortage are an aging workforce, low wages and low career development for skilled labour (Makhene & Thwala, 2009:130). According to the authors, much has been done to alleviate labour shortage, from wage increases to guaranteed overtime, training incentives, employment and outsourcing of foreign labour as well as labour replacement with technology, but with no success for long term solutions (Makhene & Thwala, 2009:131). Skills shortage in the construction industry leads to such issues as project cost increase, project delay, reduction in quality, increase in number of accidents on site, rework and low productivity of workforce (Oke et al., 2018:303,307,309). Other effects include reduction in an organisation's competitiveness, complete failure of enterprises and rise in construction worker wages. The unavailability of necessary construction skills affects the success of project in terms of sustainability, quality, cost, time, health and safety as well as satisfaction of stakeholders. (Oke et al., 2018:303,307,309). Additionally, skilled labour shortage is driving up the cost of labour and decreasing profit margins of small and medium contractors and creating difficulties for small and medium contractors to bear labour costs of skilled workers, attracting and training skilled labour (CIDB, 2017:16). According to Windapo (2016:1), the industry is short of qualified workers such as plumbers, electricians, welders, carpenters and fitters whose trades are more practical and which necessitate training and certification. Furthermore, lack of high-quality basic education, difficult economic conditions and an ageing workforce add to the nearly depleted skilled labour supply (Windapo, 2016:1). Employers are forced to increase wages of skilled workers and artisans to retain them, even while wage increases decrease profits and competitiveness (Tshele & Agumba, 2014:105,107,108). Although wages are a means to attract workers in the industry, Tshele and Agumba (2014:108) argue that remuneration is not a frequent cause of the skill shortage, rather monitoring and supervision

of artisans would alleviate skill shortage. The authors further suggest that compensation of professionals to enter the industry and pass on knowledge would alleviate skill shortage (Tshele & Agumba, 2014:108). Moreover, the construction industry is poorly perceived because of poor working conditions, the danger of the career, the physical demands, low wages, long working hours and the extensive travel required to pursue the career (Makhene &Thwala, 2009:131; Monese, 2009:130; Haupt, 2016:81-82).

Lack or insufficient training programmes have been identified as a hindrance to the provision of suitable workforce pipeline. Although the construction industry and infrastructure sector have continually been investing in skills training despite the decline in economy, the presence of a significant number of small and medium contractors are a hindrance to the development of staff training in the South African construction industry (Anonymous, 2012:30). Windapo (2016:3) speculates that the skills taught in the various training programmes do not make the required or expected contribution to the specialised skills needed by the construction industry. Windapo (2016:6-7) also argues that there is a lack of basic education required for people to enter Further Education and Training (EFT) colleges, a consequence of an impoverished educational system, economic conditions and compulsory certification. Tshele and Agumba (2014:105,107,108) claim that the closing down of training schools and deficient exposure to practical sessions are to blame for the skills shortage. According to Makhene and Thwala (2009:131), training is no longer a responsibility of the unions: the unions have restricted training programmes to only the craftspeople trained by the unions, unlike in previous days where the union focused on the improvement of training programmes and identification of the difference in performances. Additionally, it has been found that the South African government has over-regulated in some cases and has failed to ensure that different critical learning institutions are functional enough to meet the needs of the industry (Windapo, 2016:3).

2.7 Strategies of the enabling factors of satisfactory working conditions in the South African construction industry

While many factors can enable working conditions of construction site workers, this study will focus on some stakeholders of the construction industry namely, the employers such as contractors, and subcontractors, the government as a law legislator and the client.

2.7.1 Employers

The employer (main or subcontractor) is the person who concludes a contract with a client to construct something for the client (Bowmans, 2016:11). Employers, by law, have the obligation to provide construction site workers with good working conditions. South African legislation is comprehensive and protective, set to ensure that human and labour rights are respected in the workplace and good working conditions are provided to every employee. Different key

legislation in place for the protection of the employee include the following: the Basic Conditions of Employment Act 75 of 1997; the Broad-Based Black Economic Empowerment Act 53 of 2003; the Companies Act 61 of 1973; the Companies Act 71 of 2008; the Companies Amendment Act 3 of 2011; the Compensation for Occupational Injuries and Diseases Act 130 of 1993; the Constitution of the Republic of South Africa 1996; the Employment Equity Act 55 of 1998; the Labour Relations Act 66 of 1995; the Occupational Health and Safety Act 85 of 1993; the Promotion to Access to Information Act 2 of 2000; the Protected Disclosures Act 26 of 2000; the Skills Development Act 97 of 1998; the Unemployment Insurance Act 63 of 2001; the Occupational Health and Safety Act of 1993 (OHSA); the Skills Development Act of 1998 (SDA); and the Skills Development Levy Act of 1999 (SDLA) (Botha, 2015:64; Goldman, 2003:16).

Despite the existence of numerous policy instruments preventing the exploitation of workers, the introduction of casualisation in the construction industry has exacerbated the level of exploitation of construction workers. Minor (2019) defines *casualisation* as the conversion of a workforce from a permanent employment contract to engagement on a short-term or informal employment contract. Casualisation has advantages such as flexibility (the employer can increase or decrease the number of workers as necessitated), efficient control of the budget and cost and the possibility of casual employees becoming permanent (Heery & Noon, 2019). However, there are disadvantages such as job insecurity and employment uncertainty and a high number of businesses shutting down due to workforce instability and shortage (Heery & Noon, 2019).

Employment of construction site workers has undergone drastic changes. Construction site workers are generally employed on a short-term basis and are deprived of fair wages and most, if not all benefits, unlike in the former days where workers were typically employed for the duration of a project and were expected to be employed formally and entitled to payment and benefits (Well, 2007:92; Well, 2013:1). A study in Bloemfontein (South Africa) explains that *casualisation* is the opposite of a decent job; people accept to be casual workers in the South African construction industry because of a lack of training and education, even though casual workers are paid under the regulated rate and are not provided with PPE (Mollo & Emuze, 2017:2018,2015). According to the Birchall (2001:1-2,58-60), the recruiting method of a workforce in the construction industry affects the image of the industry more than the nature of the industry itself. According to the survey, employers in many countries, having adopted the method of outsourcing labour through subcontractors and other sources, have created a high level of work insecurity, no social security, poor H&S, undermining of the training provision by collective bargaining and no respect of labour rights. The CIDB (2015:16,17,19) has acknowledged that many contractors in South Africa are shedding permanent employees

to depend mostly on subcontractors. Abrey and Smallwood (2014:4) explain that employers in the construction industry consider the provision of H&S a financial burden. According to Hefer (2016:46), the successful tenderer will often be the one who lacks insurance coverage for accidents, who does not provide H&S equipment for site, who pays the lowest wages, and who employs a high percentage of informal workers for whom no social benefit, tax, legal or social protection and security will be paid. Hefer (2016:46) argues that the lowest-price culture in competitive bidding is not compatible with the H&S requirement. Informally employed workers are generally low-skilled workers whose employers do not typically register with a bargaining council, do not comply with any other labour regulations and do not pay income taxes (Mollo & Emuze, 2017:2019). In summary, the restructuring of the construction industry is increasing informal employment and rendering construction site workers more vulnerable and insecure (Goldman, 2004:1,2,11; CIDB, 2018:6; Well, 2007:92; Windapo, 2016:3).

2.7.2 Clients

The South African labour Guide (2019) defines the term *client* as an individual (like property owners or landlords), body corporate(s), or most business owners for whom construction work is performed or a construction project is realised (The South African Labour Guide, 2019). Clients are the initiators, the central and the driving force of construction projects and for this reason, clients have the capacity to exert power within the construction industry to make a significant and positive impact on the negative attitudes, behaviours and bad procedures of other parties, to achieve sustainability of the built environment (Chigangacha, 2016:1; Haupt, 2015:250). Research conducted by Said, Shafiei and Omran (2009:132) and the Health and Safety Authority (2009:5) found that client involvement could influence the safety management and safety commitment of the designers, contractors, and subcontractors in different manners. Although the client might not be directly in charge of project safety, the attitude and physical involvement of the client can positively impact safety performance. In a study in South Africa, it was found that clients do not appoint contractors based on H&S performance, and that a lack of client supervision and control during construction and maintenance stages causes the most accidents. The study suggested that clients should be more aware and involved in H&S to reduce incidents and accidents on construction sites (Lopes, Haupt & Fester, 2011:13,14). Additionally, due to high competition in the construction market, contractors are selected based on lowest tender prices causing contractors to lower prices and select, in return, the lowest subcontractor tenderer, even if this results in poor attitudes, cut corners and unfair treatment of labour (CIDB, 2013:25). In a study of the International Finance Corporation (IFC), it is revealed that many clients found it difficult to ensure that the appointed contractors abide with the necessary environmental and social requirements (IFC, 2017:Vii,IX). Clients have many responsibilities over the course of a project (Haupt 2016:1,2). Therefore, clients have

the power to change the attitude of contractors towards the provision of good working conditions for construction site workers. Clients should therefore assess the capability and competencies of the tenderers and be optimally involved at all construction phases for the achievement of a successful project and satisfaction of all participants (Trigunarsyah & Solaiman, 2016:260; Health and Safety Authority, 2009:14). One of the main duties of the clients, as suggested by the South African Labour Guide (2019), is the appointment of a competent main contractor with the necessary resources to carry out construction activities safely. This ensures that prior to project's erection, a contractor is registered and is in good standing with the compensation fund or with a licensed compensation insurer as stipulated in the Compensation for Occupational Injuries and Diseases Act (Act No. 130 of 1993), the Unemployment Insurance Fund and the Unemployment Insurance Act (Act No. 63 OF 2001). The client must discuss and negotiate with the main contractor the content of the H&S plan and finally approve the plan thereafter. The H&S plan must be documented within which hazards that have been identified are addressed, with safe work procedures and additional measures to alleviate, lower or control the hazards previously identified.

2.7.3 Government

The government is responsible for ensuring that all stakeholders in the construction industry honour all rules and regulations legislated for the protection of workers. However, absence or poor ethics from government officials who violate civil and political rights encourages the award of contracts to incompetent and unethical contractors who in return deprive construction employees of their rights; sadly, the cost of unethical behaviour falls on the poor (Malunga, 2016:10; Bowen, 2012:891). Corruption in the construction industry in developing countries is present at all levels, from low level clerks to high officers in both the government and the private sector. Corruption leads to low wages (Rashid & Johara, 2018:135). Corruption in the construction industry also leads to loss of human capital in term of deaths and injuries (Kenny, 2009:21,27; K&L Gate, 2014). Contractors involved in corruption are frequently accused of using poor workmanship (Bowen, 2012:891).

2.7.4 Labour unions

Unionisations, labour agreements and collective bargaining have been established to ensure good working conditions of construction workers in respect of social factors on construction sites, factors including but not limited to wage rates, working hours and site conditions, the presence of rest areas and ablution facilities, and H&S provision (CIDB, 2015:13 Ntwala & Mwilima, 2008:11). Unionisation, labour agreements and collective bargaining in South Africa are organisations of workers who together defend and advance worker interest by working hand-in-hand with employers and the state within certain trades, professions, enterprises or industries (Monyatsi, 2013:4-6). The emphasis is on acts such as the Basic Conditions of

Employment Act, the Labour Regulations Act, the Employment Equity Act, the Health and Safety Act and the Skill Development Act (Manamela, 2015:44). However, due to the restructuring of the construction industry with the introduction of temporary and informal employment, it is becoming more difficult for trade unions to defend and protect construction workers (Hellmann-Theurer, 2013:164,165; Monyatsi, 2013:33). The new system decreases the protection of workers while increasing worries in workers for challenges arising with recruitment and the organisation of informal workers (Goldman, 2003:X; Hellmann-Theurer, 2013:162). Goldman (2013:1) argues that employers have opted for subcontracting as a deliberate approach to weaken worker solidarity and union organisation. Subcontractors are more likely than main contractors to disregard bargaining council agreements, and subcontractor employees are more vulnerable to exploitation as compared to workers formally employed by main contractors (Goldman, 2003:11).

2.8 Employees' satisfaction

2.8.1 Definitions

The Cambridge Dictionary (2019) and Collins Dictionary (2019) define *satisfaction* as a pleasant feeling that individuals get after receiving something they previously longed for, or as a feeling that individuals have after achieving something they wanted to fulfil. Folorunso and Dan (2015:2) explain that *satisfaction* is a cognitive or emotional experience for which evaluation is based on what is received in comparison to what was expected. In other words, satisfaction expresses quality or the level of fulfilment of a certain existing need or expectation which has been met. *Employee satisfaction* could then be defined as the as the contentment or the happiness expressed by employees after their intended or expected desires have been fulfilled by work or at work (Sageer, Rafat & Agarwal, 2012:32).

2.8.2 Employees satisfaction/ job satisfaction

In today's fast-paced world and increasingly competitive market, it is more crucial than ever for organisations to motivate and engage the greatest organisational asset: employees. It is clear that employee satisfaction leads to organisational success. Moreover, satisfied employees bring other benefits: higher productivity, more creativity and collaboration and lower turnover (Columnist, 2017). Job satisfaction relates to the attitude of employees toward work itself, the work situation, cooperation between leaders and fellow leaders and fellow employees (Prayogo, Pranoto & Purba, 2017:134). Employee satisfaction is an important topic because employee satisfaction could either represent prosperity for organisations that promote the concept of satisfaction of employees or future failure for organisations which disregard the promotion of employee satisfaction. According to Prayogo, Pranoto and Purba (2017:134), satisfied employees have the tendency to be more productive at work and produce

more innovative ideas, whereas employees who are not satisfied or who are disappointed with aspects such as employment conditions or work environment have the tendency to be unproductive and bored in their daily work. The focus is on employee satisfaction because people in general spend long portions of their life working; hence, knowing and understanding the factors for increasing satisfaction in the workplace justify the importance of improving the wellbeing of the people. Job satisfaction, or employee satisfaction, is an indicator that people in an organisation are fairly treated and that job satisfaction can affect employee behaviour and consequently the functionality of a company (Salanova & Kirmanen, 2010:7). Salanova and Kirmanen (2010:7) further explain that satisfaction causes employees to be performant and employee satisfaction is a key driver for employee retention, increased productivity, good quality service and satisfactory customer service. In addition, Iwata, Jones, Young-Havens and Martin (2017:1) agree that the benefits of satisfied employees include low employee turnover, higher productivity, increased customer satisfaction and deepened loyalty; moreover, happy employees are more likely to pass on the knowledge and skills gained to their fellow colleagues, demonstrated the care developed within for the organisation and employee wellbeing when leaving the organisation.

Aziri (2011:77) concurs that there a remarkable impact of job satisfaction on employee motivation while motivation itself impacts employee productivity and on the overall organisational performance. Organisations which achieve heightened employee satisfaction have higher profitability, productivity, employee retention and customer satisfaction. Satisfied, motivated employees will generate higher customer satisfaction and in turn positively influence organisational performance (Lai Wan, 2007:297).

There are three important features of job satisfaction: first, running of the organisation by human values, orientating the organisation towards treating workers fairly and with respect, as this will be a good indicator of employee effectiveness because high employee satisfaction is a sign the employee is in a good state emotionally and mentally (Aziri, 2011:79); secondly, employee behaviours, depending on their level of satisfaction, affect the daily activities and functioning of organisation, because job satisfaction can produce positive behaviours and job dissatisfaction, negative behaviours; thirdly, job satisfaction can be an indicator of organisational activities. When evaluating job satisfaction of different levels of satisfaction in different organisational units, it is possible to identify which unit in the organisation needs change or assistance to elevate performance level of that particular unit (Aziri, 2011:79).

2.8.3. Factor of job satisfaction

Job satisfaction is dependent on many factors. According to Eslami and Gharakhani (2012:85), the factors impacting on employee or job satisfaction are promotions, personal

relationships and favourable conditions of work. In addition, Singh and Jain (2013:105) reveal that employee satisfaction is under the influence of a series of factors such as the nature of work, salary, advancement opportunities, management, work groups and work conditions including a manager's concern for people, job design, compensation, working conditions, social relationships, perceived long-range opportunities, perceived opportunities elsewhere, levels of aspiration and need achievement. There are a variety of factors that can influence a person's level of job satisfaction. According to Singh and Jain, some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself in terms of the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job requirements. The happier people are within their job, the more satisfied they are said to be (Singh & Jain, 2013:105).

Poor satisfaction of workers may come as a result of poor working conditions, fewer fringe benefits and autocratic management style. Job dissatisfaction is experienced when employees are not happy with their job, or when things are not the way they should be (Stone, 2005:416). This can occur as a result of poor pay, a poor working environment and bad working conditions (Ukandu & Ukpere, 2014: 51). Kapur (2018:3-6) enumerates some factors of job satisfaction such as job security, existence of skill development programmes, good human resource management, benefit and salary, good employee and employer relationships, good working environmental conditions, flexibility in managing work life and personal life and job characteristics as factors that influence job satisfaction. Parvin and Kabir (2011:113) opine that salary, efficiency in work, fringe supervision and co-worker relations are the most important factors contributing to job satisfaction. Abuhashesh, Al-Dmour and Masa'deh (2019:1) found that factors that affect job performance of employees in Jordan's manufacturing companies are employment position and salary received. Kinzl, Knotzer, Traweger, Lederer, Heidegger and Benzer (2005:211), Bakotić and Babić (2013:206) and Böckerman and Ilmakunnas (2008:521,525) stipulate that employee satisfaction derives from many factors such as environment, fair terms of employment, good salary, normal working schedule, welfare facilities, and workload, among many aspects which can increase or decrease employee satisfaction.

Working conditions, as one extremely important factor in the retention of employees, are to be explored and understand carefully. Construction activities are physically demanding. Another important indirect source of variability in construction is the physical demand of work. Physically demanding work leads to physical fatigue which in turn leads to decreased productivity and motivation, inattentiveness, poor judgment, poor quality work, job dissatisfaction, accidents and injuries (Abdelhamid & Everett, 2002:2). According to Bakotić

and Babić (2013:206), workers who work in normal working conditions are more satisfied with working conditions than workers who work under difficult working conditions; in the case of workers who work under difficult working conditions, the working conditions are an important factor of their overall job satisfaction. Therefore, a thorough understanding of the degree of importance of working conditions on the satisfaction of construction as a means to retain workers is of utmost importance. The alternative, workers dissatisfied with working conditions, leads to losing employees, to high employee turnover, or even worse, to a complete shutdown of an organisation.

2.9 The relationship between employee satisfaction, loyalty and working conditions

The success of an organisation relies primarily on its employees, because human resources are by far the greatest existing assets of any organisation (Fulmer & Ployhart, 2014:162). However, according to Gabcanova (2011:1), the basis of a successful and competitive organisation is found in satisfied, highly-motivated and loyal employees. Sila and Širok (2018:111) opine that for an organisation to be successful or effective, it is imperative that the organisation is populated with satisfied employees, as such satisfaction can subsequently entice employees to be loyal or committed, conscientious and honest, which in turn relates to job performance. Employee loyalty is a quality enabler which when developed within employees compels them to improve productivity (Grönfeldt & Strother, 2006:234). Furthermore, Grigg and Neil (2008:137) explain that loyal employees are beneficial to a company for they enable the company to save on costs related to recruitment and to increase acquisitions As elaborated by Steenackers and Guerry (2016:494), a company's investment in human capital is a smart step to future productivity; while contrarily, the lack of investment in human resources leads to departure of employees and subsequently, to loss of knowledge and expertise resulting in costs for the company. Dissatisfied employees lack organisational loyalty and become job-hoppers. Additionally, according to Duboff and Heaton (1999:9), losing valuable employees is costly to companies because of costs associated with recruiting and orienting new employees.

There is impressive evidence that retaining valuable employees is directly connected to value growth. Therefore, it is important to implement strategies and programmes which will maintain satisfied employees and anticipate continual steady performance while preventing withdrawal behaviours of employees. Withdrawal behaviour is transmissible among employees in cases where the withdrawal is caused by dissatisfaction or the existence of better offers elsewhere. In such cases the remaining employees' performances, satisfaction and attitudes might be negatively affected (Guerry & Steenackers, 2016:495). Lai Wan (2007:297) explains that

companies have to do more than just provide training and development programmes to achieve success. Companies need to have a close look into employee needs to satisfy them and encourage participation in the growth of the enterprise. Although job satisfaction produces employee loyalty, employee satisfaction itself results from many factors, among which working conditions happen to be one of the most important. Sila and Širok (2018:111) opine that working conditions play a crucial role when it comes to achieving employee satisfaction. Sila and Širok (2018:111) further emphasise that working conditions directly affect life of people or employees: their behaviour, perceptions, opinions and performance. Bakotić and Babić (2013:2019) concur that working conditions are an important factor to overall job satisfaction of workers, especially those in difficult working conditions. Working conditions have been identified as the first demotivator for employee dissatisfaction; working conditions have also been identified as a reason for poor performance of construction site workers in the construction industry (Adebowale, 2014:42, 55).

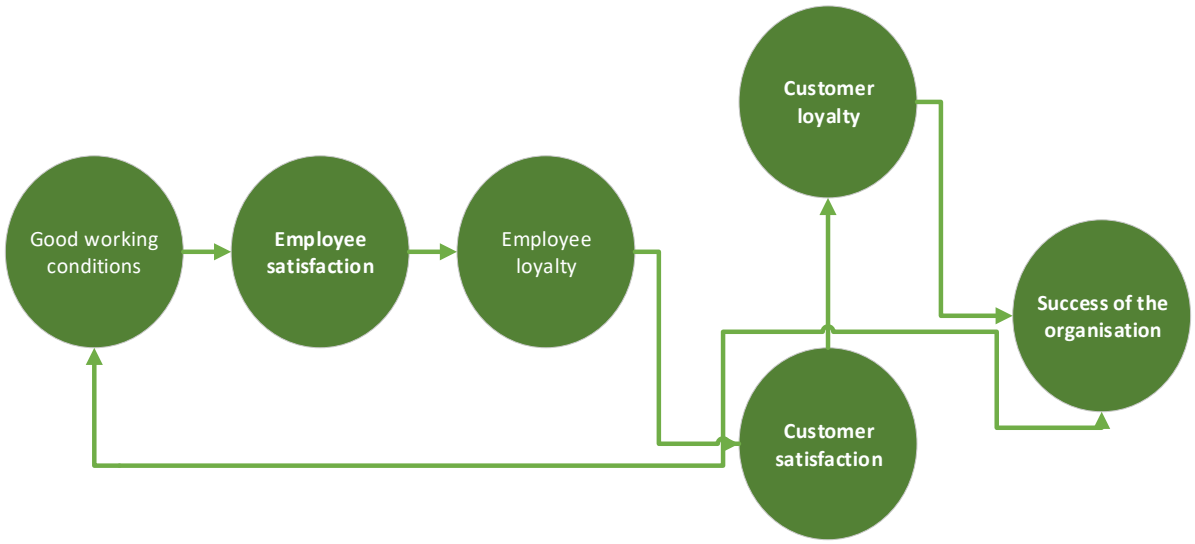

Figure 2.2 Relationship between employees' satisfaction, loyalty and working conditions (Turkyilmaz, Ali & Akman & Özkan, Coskun & Pastuszak, Zbigniew 2011:683)

2.10 Employees' loyalty

Loyalty can be defined as "a strong tie that binds an employee to his/her company even when it may not be economically sound for him/her to stay there" (Logan,

1984:page; Murali et al., 2017:62). Murali, Poddar and Seema (2017:62) and Rajput, Singhal and Tiwari (2016:2) refer to *employee loyalty* as a solid bond binding an employee to a company, a commitment that leads an employee to do more than required as directed in the legal and moral duties to further the interest of the employer, and to remain within the company even when the company faces economic crises (Murali et al., 2017:62; Rajput, Singhal & Tiwari, 2016:2). Other authors define *employee loyalty* as the commitment that an employee has to the success of an organisation through the belief that working for that one particular organisation is the best option for the employee (Iqbal, Tufail & Lodhi, 2015:1). An employee is considered loyal if the employee stays with the same employer for a minimum of two years, explains Burns (2012:310-313). Murali, Poddar and Seema (2017:63) opine that an employee decision to stay with the same employers for a minimum of two years can be affected by factors such as benefits and pay, working atmosphere, job contentment and customers. Employee loyalty is critical for organisations because it tends to be expensive for an organisation have a continuous turnover; therefore one suggested way to effectively improve employee loyalty is to make employees feel like they are a significant part of the organisation (Murali et al., 2017:63). Job satisfaction and employee loyalty are key challenges for managers today when it comes to managing their employees. Employees are the most valuable resource for all organisations; the longer an employee works for a company, the more valuable the employee becomes. Research has been conducted in various sectors to demonstrate the impact of Job satisfaction on employee loyalty, demonstrating that employee loyalty is all about employees being committed to the success of the organisation with a strong belief that working with that particular organisation is their best option (Rajput, Singhal & Tiwar, 2016:1).

Employee loyalty can be defined as a psychological attachment or commitment to the organisation, developing as a result of increased job satisfaction. Employee loyalty then develops into a generalised emotional attitude towards the organisation (Rajput, Singhal & Tiwar, 2016:1). A business may manage with mediocre employees but competent employees can propel an average business to greater heights. Likewise, bad employees can cause a flourishing business to collapse. In a tight labour market, retaining good employees and developing employee loyalty becomes increasingly important and a continuing challenge. High turnover is harmful to a company's productivity, particularly if losing skilled workers. Organisations are increasingly concerned about their capability to retain key employees such as high performers and employees who make an important contribution to stimulate an organisation's innovative behaviour (Long, Ajagbe, Nor & Suleiman, 2012:282).

2.11 The impact of employee satisfaction on loyalty

It has been proven that there is a relationship between employee satisfaction and employee loyalty or commitment (Frempong, Agbenyo & Darko, 2018:96). *Job satisfaction* can be

defined as the degree to which an employee is content with the remuneration earned from the job, particularly in term of basic motivation (Murali et al., 2017:62**;** Rajput, Singhal & Tiwari, 2016:2). Murali, Poddar and Seema (2017:62) and Rajput, Singhal and Tiwari (2016:2) define *employee loyalty* as a solid bond binding an employee to a company, a commitment that leads an employee to do more than required as directed in the legal and moral duties in order to further the interest of the employer, and to remain within the company even when the company faces economic crises (Murali et al., 2017:62; Rajput, Singhal & Tiwari, 2016:2). However, studies have shown that a loyal employee is a satisfied employee while not all satisfied employees are loyal. Although most companies associate loyalty to satisfaction, satisfaction is only one key to loyalty and loyalty itself is much more complex than portrayed (Unk, 2017). Habek (2017) ascertains that loyalty in employees is not a natural phenomenon, it is rather created within employees when management provide employees with good reasons to be loyal, or in other words, to stay with the same company as a result of satisfied expected needs. Employee satisfaction is a major factor for employee loyalty, commitment and even punctuality. The authors further ascertain that employee satisfaction drives a stable and productive workforce while simultaneously reducing the cost of hiring and training from labour turnover (Murali et al., 2017:62; Rajput, Singhal & Tiwari, 2016:2).

Many factors affect job satisfaction of employees. According to Rajput, Singhal and Tiwari (2016:2) and Frempong, Agbenyo and Darko (2018:95,96,104), factors that mostly affect employee satisfaction are recognition and rewards, employee participation in decision making, good or pleasant work environment and empowerment of employees within a company. Therefore, a company wherein employees are rewarded and appreciated, where employee opinions matter in decision making, where employees have the freedom to conduct daily activities and a company where working conditions, H&S, and wellbeing of employees are promoted, have satisfied, loyal, committed and happy employees and higher performance (Rajput, Singhal & Tiwari, 2016:2; Frempong, Agbenyo & Darko 2018:95, 96,104). Redmond and Lane (2016) offer a clear distinction between factors that increase satisfaction. According to their research, optimisation of factors such as poor pay, poor compensation, poor working conditions, lack of promotion, poor benefit offering and poor job security eliminate job dissatisfaction but do not increase job satisfaction. On the other hand, optimisation of factors such as good leaderships practices, good managerial relationship, recognition, advancement, personal growth, feedback and support, clear direction and objectives increase satisfaction (Redmond & Lane, 2016). According to a survey method (2017), employee's participation in decision making, promotions or salary raise, maintaining employee happiness, giving benefits and good human management are all factors that increase satisfaction and subsequently, strong loyalty. Loyalty driven by satisfaction is by far the best type of loyalty. In addition,

Frempong, Agbenyo and Darko 2018:104) found that although the four factors – reward/recognition, participation, workplace environment and empowerment – are not the only factors affecting job satisfaction, these factors boost employee satisfaction and loyalty. The more employees were recognised and rewarded, the more they were satisfied. The findings also confirm the strong relationship between satisfaction and loyalty. However, there are other types of loyalty striking the very difference between loyalty and satisfaction (Survey Method, 2017).

2.12 Loyalty of employees in the construction industry

Various research around the world reported that people working in the construction industry expressed dissatisfaction with many factors such working conditions, working environment, working hours and salary, and that low or lack of satisfaction negatively impacted on performance and organisational commitment or loyalty (Hosseini, Chileshe & Zillante, 2014:13; Khahro, Alli, Siddiqui & Khoso, 2016:512; Haupt & Chileshe, 389,396,397; Monese & Twala, 2009:208-209; Ifije, Aigbavboa & Sitholimela 2016:25). Employee loyalty is becoming an interesting topic in the business world nowadays because not only does loyalty of employees determines the success or the failure of a company, employee loyalty is also becoming a rare quality (Wan, 2002:1). According to Murali, Poddar and Seema (2017: 62), unlike today, in previous centuries people believed in life-time employment where employees were devoted to the employers, and managers automatically expected employee loyalty to enterprises. However, thanks to globalisation, changes in the business world due to restructuring, downsizing and company relocation have weakened employment security subsequently, employees are regularly looking for satisfactory working conditions and higher salaries to such an extent that job hopping has become a normal phenomenon (Mehta et al., 2010:99; Leidner & Smith, 2013:31).

According to the International Labour Organisation Birchall (2001:1-2), in many countries dissatisfaction with working conditions entices construction workers to leave the construction industry. The study reveals that construction workers choose a career in construction as a last resort, that workers do not value a carrier in construction and are unwilling to invest in training (Birchall, 2001:13-14). Consequently, contractors are reluctant to invest in the training of construction workers, knowing that workers will leave them for other employers (Birchall, 2001:19). Birchall (2001:14,19) also reports that in the United States, construction workers leave the construction industry for better wages in other industries, thereby exacerbating the skill shortage in the construction industry. Some of the reasons why workers are leaving the construction industry in the United States are poor image of the industry, temporary and insecure employment, poor employment methods, lack of protection, outsourcing of labours and other unfair labour practices (Birchall, 2001:19).

Olsen and Tatum (2012:3) argue that the majority of subcontractors have difficulty hiring or maintaining an adequate workforce. In Malaysia, for example, recruiting skilled construction workers is so difficult that contractors have to depend on foreign nationals who desperately need employment (Zaki et al., 2102:99-101). Malaysian citizens envisage construction careers as unclear, of low salary and of poor working environments; some skilled Malaysian workers leave the construction industry even after receiving training from training institutions (Zaki et al., 2102:99-101).

A Citb (2017:4-5) study reveals that some British construction workers leave the construction industry without completing the training and others leave within two working years, leaving the organisation and the entire construction sector afterward. Some of the reasons for leaving include better opportunities in other sectors, work dissatisfaction, low wages in comparison to other sectors, slow career development, job insecurity and long hours (Citb, 2017:4-5). According to Aghimien, Awodele and Maipompo (2019:8,14), in Nigeria the majority of skilled construction workers stay with their employers because of insufficient employment opportunities; however, unlike in other countries, Nigerian construction workers are mostly dissatisfied with lack of supervisor feedback, payment, workload inequality amongst workers, and lack of career development. Furthermore, Farrell (2016:IV) mentions that sometimes construction workers are compelled to leave the construction industry because of death, illness or retirement. Nonetheless, the Birchall (2001:19) study opines that although in many countries, construction careers are of low esteem, in some countries such as Denmark and Sweden construction workers are well paid and well protected.

Working conditions in the construction industry are regarded as poor in many countries; South Africa is no exception. According to Abrey and Smallwood (2014:3-9), poor working conditions, the absence of welfare facilities, and the dangerous nature of the construction industry coupled with corruption and reports of building collapse have a negative effect on the satisfaction and the morale of construction workers as well as on the image and reputation of the construction industry. The study further reveals that work-related illnesses and injuries are the highest of all industries and that racial discrimination leads to poor quality of life for construction workers (Abrey & Smallwood, 2014:3-9). Human's (2012:91) and Haupt and Harinarain's (2016:102-104) findings suggest that, besides having a negative effect on construction workers and the image of the construction industry, the presence of poor working conditions discourages young people from pursuing a career in construction, and that there is a link between the industry's poor image and skill shortage. The CIDB (2015:12) study reports that wages and working conditions are some of the causes of labour unrest and labour disputes in the South African construction industry. Working conditions in the South African construction industry are critical, characterised by exploitation of workers, low wages, poor H&S, poor skill development and

low labour protection (Araia et al., 2010:21,34). There are so many people exiting the construction industry in South Africa that it is difficult for contractors to replace lost talent (Haupt & Harinarain, 2016:102). Human (2013:86) argues that insecure employment in the construction industry because of difficult economic conditions is yet another reason why construction workers leave the construction industry for other sectors.

2.13 The importance of employee loyalty in the South African construction industry

Employee loyalty, when sturdy and strongly, affects company profitability through employee service quality, customer satisfaction and customer loyalty, explain Aityan and Gupta (2012:2). According to Aityan and Gupta (2012:2), employees, in older days, had an automatic sense of loyalty, and in return employers had an anticipated duty to care for and keep employees satisfied and happy. Likewise, it was anticipated that employees would work for one company for years or for their entire life. However, nowadays it is the opposite, again say Aityan and Gupta (2012:2). Employee loyalty is important to a company because it is a factor leading an organisation to low turnover, improved service quality, steady and increased profit, assured success and sustainability. Nkasiobi, Anyanwu and Nwuche (2017:84) explain that loyalty is a type of faithfulness and truthfulness in a person causing devotion to a particular object or a cause, expressed in the thought and action. Companies with loyal employees have a significant competitive advantage and a higher rate of survival compared to companies with less loyal employees: the continuous success of any organisation is fundamentally dependent upon the quality and loyalty of its human resources. Loyal employees are assets to an organisation, and retention of such employees is key to the success of the organisation: loyal employees bring in loyal customers. Given their importance, employers need to be able to identify and retain loyal employees (Onsongo & Maina, 2013: 32). According to Adjetey and Preko (2013:51), high performance is the main objective of most companies in today's competitive market environment. However, for performance to be high in the workplace, a series of motivation factors must be in place. Employee loyalty is an independent factor perceived to have a significant level of correlation with employee performance. When employees are recruited and are not situated in good working conditions such as proper facilities, then employees do not develop loyalty towards the organisation (Adjetey & Preko, 2013:51).

In South Africa, the construction industry struggles to provide satisfactory working conditions for construction site workers (Aiyetan & Dillip, 2018:59). As a result, loyalty is barely achieved among dissatisfied construction site workers. Arguably, there is an implied strong relationship between employee satisfaction and employee loyalty. Messey (2018) explains that the South

African construction industry has undergone major changes: big companies that used to employ many workers in the former days are presently unable to do so because of the numerous subcontractors and labour brokers. South African labour laws and their implications for employers who wish to employ labour for the long-term have caused two main problems, one, for example, being that skilled operations like bricklaying and shuttering are subcontracted to labour-only subcontractors. There is, therefore, little incentive for the major construction groups to invest in training and development of people with these skills. Secondly, unskilled people are appointed on the basis of limited duration employment contracts. Given the generally unfavourable trading situation in the construction sector in the past several years, it is highly likely that the jobs created will be limited-duration employment arrangements. Nothing is done to address neither the real unemployment situation, nor the need to upskill construction workers and improve their attraction as repeat and long-term employment candidates (Massey, 2018). The construction industry is facing a serious high skill labour shortage and construction site workers have the reputation of being job hoppers (Windapo, 2016:3; Haupt & Harinarain, 2016:103). The CIDB (2015:12) study reports that wages and working conditions are some of the causes of labour unrest and labour disputes in the construction industry in South Africa. Working conditions in the South African construction industry are critical, characterised by exploitation of workers, low wages, poor H&S, poor skill development and low labour protection (Araia et al., 2010:21,34). There are so many people leaving the construction industry in South Africa that it is difficult for contractors to replace lost talent (Haupt & Harinarain, 2016:102). However, Human (2013:86) argues that insecure employment in the construction industry caused by difficult economic conditions is also a reason why construction workers leave the construction industry for other sectors. According to Abrey and Smallwood (2014:3-9), poor working conditions, absence of welfare facilities, the dangerous nature of the construction industry coupled with corruption and reports of building collapse have a negative effect on the satisfaction and the morale of construction workers as well as on the image and the reputation of the construction industry. The study further reveals that work-related illness and injuries are the highest of all industries and that racial discrimination leads to poor quality of life of construction workers (Abrey & Smallwood, 2014:3-9). Human's (2012:85,90,91) and Haupt and Harinarain's (2016:102-104) findings suggest that besides having a negative effect on construction workers and the image of the construction industry, the presence of poor working conditions discourages young people from pursuing a career in construction, and that there is a link between the industry's poor image and skill shortage. To address the skill shortage, loyalty of employees is required in the construction industry (Wan 2002:1).

Loyalty can be defined as the willingness of an employee to remain with an employer for a period of time exceeding two years and to defend the best interests of the employer (Burns, 2012:310-313). Elegido (2013:496) perceives employee loyalty as an employee's intentional commitment to promoting the interests of the employer, even when the situation requires the employee to do more than expected by legal and moral duties. Loyal employees are more efficient, intend to stay longer in a company, promote the image and interest of a company and indirectly decrease employee turnover (Zanabazar & Jigjiddorj, 2018:51; Rajput, Singhal & Tiwari, 2016:2). Many authors insist that satisfied employees develop a positive and favourable attitude towards the job which subsequently develops loyalty (Giritli et al., 2013:9-10; Furnham & Taylor, 2011:64; Rajput, Singhal & Tiwari: 2016:2; Rothwell, 2012:310-313; Varelius, 2009:264; LaMalfa, 2007:3,6). Similarly, employee satisfaction derives from many factors such as environment, fair terms of employment, good salary, normal working schedule, welfare facilities, and workload, all of which can increase or decrease employee satisfaction (Kinzl et al., 2005:211; Bakotić & Babić, 2013:206; Böckerman & Ilmakunnas, 2008:521,525).

2.14 Demographic impact on loyalty of construction workers

Although employee loyalty is realised though employee satisfaction, there are however certain external factors bearing upon employers, factors such age and gender. Men and women, having different desires and needs, find satisfaction differently according to their needs and desires. Therefore, it is important for construction employers to know and understand the needs and desires of both their female and male employees to attain high levels of loyalty.

A recent study has revealed little impact of demographic characteristics on loyalty of employees. According to Kónya, Matić and Pavlović (2016:119), gender does not have any influence on organisational commitment and characteristics of organisations. Most demographic characteristics such as age, education and tenure have a little influence on organisational commitment. Job characteristics, though, have a strong impact on organisational commitment. A study in China revealed that commitment is based on the position held by employees: the higher the position, the more the employee is committed or loyal, with gender, age or education having little bearing on loyalty (Chen & Francesco, 2000:881). A study in Croatia showed rather that the effect of demographic characteristics such has gender and age on loyalty is dependent on certain working conditions and working sectors. For example, women in the public sector were found to be loyal when factors such as salary and direct financial rewards are present. On the other hand, men in the public sector are striving for respect from colleagues and superiors and job recognition, whereas men working in the private sector are interested in salary and direct financial rewards (Klopotan, Buntak & Drožđek, 2016:311-312). The findings correlate with the study of Foster, Whysall and Harris (2008:423) in the United Kingdom retailing industry which proposes that employee

loyalty in this industry is multi-faceted and can be understood in relation to commitment to the retailing industry, the retailer and the store. The study also suggests that, due to their domestic circumstances, female general assistants are more likely to be loyal to their store than men (Foster, Whysall & Harris, 2008:423). Loyalty is an extreme important factor needed by employers, especially when it comes to construction sire workers. Replacing trained and skilled construction site workers is costly for employers and difficult in an industry with a high rate of skilled labour shortage.

2.14.1 Age

Construction activities performed on construction sites are dangerous by nature and demand efforts that are primarily physical. However, old-aged workers usually take pride in the work and do not ask employers for better opportunities or incentives unlike the younger (Self, 2016; Rathner, 2009:1). Middle-age and old-age (45 to 60 years) workers are found to be committed to employers, to value the work, and to be more responsible at work than younger workers; they consider contribution to society through work more valuable than remuneration, unlike younger workers who largely consider the full package offered with the job (Sweet, Pitt-Catsouphes, Besen, Hovhannisyan & Pasha, 2010:26; Alaniz, 2018). Research in the United Kingdom (UK) reveals an increase in the number of older workers entering the construction industry and a decline in the number of younger people entering the construction industry in the UK (CIOB, 2007:22-23). Research carried out in Australia finds that older workers in the Australian construction industry are expecting to continue working in the construction industry, and expressed the need to access training and development programmes to update their skills and keep up with developments in technology (Lundberg & Marshallsay, 2007:22). There is a range of benefits associated with the recruitment of older workers such as loyalty, reliability, time-keeping, numeracy, customer focus, customer matching and managerial/supervisory skills (Barnes, Smeaton, & Taylor, 2009:VII-VIII). Although older workers are discriminated against in the construction industry and employers mainly rely on younger and more vigorous employees, older workers are more experienced and beneficial to organisations in the construction industry (Sweet et al., 2010:8)

2.14.2 Gender

Loyalty is a quality that is typically found more in women than in men. According to research in Brazil, women in construction pay more attention to detail, clean the work area after finishing, improve hygiene on site, are more loyal and waste less products (Vischer, 2017). There is evidence that commitment, dedication, acknowledgement, responsibility and confidence impact the core competencies of women working in construction. More than self-promotion, women are prepared to work much harder to be given an opportunity to prove their own mettle, and women can multitask (Agherdien & Smallwood, 2008:8-9). According to Jahn

(2010:105), women are more advanced in human relations, language, expressiveness, appreciation and carrying out detailed and planned duties and responsibilities. Ali, Azim and Falcone's (1993:63) research results on a study of the relationship between work loyalty and individualism in the USA and Canada indicate that gender influences loyalty and individualism and that women are more distinctive in scoring higher on work loyalty than men. In addition, a high connection was found between work individualism and loyalty (Mehta et al., 2010:98). Nonetheless, Petersen, Snartland and Milgrom (2006:12,20) suggest that although women are valued for their stability and loyalty, some employers however mention that women do repetitive work, and many employers claim that women are physically weak and unable to engage in heavy work.

2.15 Chapter summary

The literature in this chapter reviewed the literature related to loyalty, satisfaction and working conditions of employees in organisations, particularly in the construction industry globally and in South Africa. The chapter presents the literature surrounding loyalty of employees and the importance of employee loyalty in organisations. It has been shown that employee loyalty is an important factor leading to organisational success; hence, organisations without loyal employees experience lower employee performance and are prone to failure. Additionally, it has been shown that employers in the construction industry, globally as in South Africa, struggle to retain good employees due to employee dissatisfaction. Likewise, the industry is facing high skill shortages.

Satisfaction of employees is crucial in any organisation, because this is the key to attain loyalty of employees. Satisfied employees are ready to sacrifice personal interests for the benefit of the organisation. Literature acknowledges from previous research that loyalty is dependent on job satisfaction and job satisfaction in return is dependent on working conditions. The literature defines *working conditions* and discusses the benefits of good working conditions and the factors constituting working conditions. Working conditions are comprised of many factors such as salary, work schedules, site conditions, and health and safety regulations, as described in the present chapter. Factors of working conditions constitute the package for attaining satisfaction of employees. Once employees are seeing their needs and desires being fulfilled by the employers through the provision of good working conditions, employees are satisfied and loyalty is engendered. However, literature has proven that in the construction industry, the enabling factors or the stakeholders who are responsible for providing good working conditions are far from fulfilling their duties; working conditions remain inadequate in the South African construction industry.

Poor working conditions tarnish the image of the construction industry. Construction workers are victims of unfair working conditions to the point that workers are immune to commitment: workers are losing the desire to remain in the South African construction industry, but are often forced due to lack of employment opportunities. The literature concerning the enabling factors of good working conditions in the South African construction industry – namely, the government, the unionisations, the employers and the client – was reviewed as well. The study revealed that the strategies or duties in the form of legislation to satisfy construction site workers exists but are not effectively implemented, leaving construction workers exploited and dissatisfied. Unionisation has assisted in implementing better working conditions, but is crippled by new legislation and changes occurring in the construction industry with the introduction of labour brokers and subcontractors. Additionally, employers, unionisations and the government have joined together in corruption, disregarding the provision of good working conditions to the disadvantage and dissatisfaction of construction workers. Because of dissatisfaction with working conditions, construction site workers are leaving the industry for other opportunities and are not motivated to perform well; even young people are reluctant to start a career in the construction industry, and skills shortage is at its peak. Employers, consequently, have difficulty retaining good employees; as loyalty is almost non-existent with construction site workers, construction organisations are facing problems related to a deficit of loyal employees. The literature revealed as well that loyalty is dependent, to an extent, on demographic factors such gender and age. Young people are more interested in the whole employment package while mature workers find satisfaction in working for the communities. Women, research has determined, are more loyal than men and although they face gender discrimination in the construction industry, women work hard to climb the ladder and prove that the construction industry is not a space only for men.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The present chapter reviews the literature related to the methodology of the study. The chapter comprises the description of the methods applied in conducting the actual study, organised under the following subsections: methodological approaches, research approaches and justification, source of data, population and sampling techniques, questionnaire design, survey administration, data presentation, data analysis (comprising qualitative data analysis, quantitative data analysis, reliability analysis and validity analysis) and finally, the chapter summary.

3.2 Ethical statement

The data collected from respondents have been treated diligently, sensitively and professionally; therefore, the personal details of the respondents have not been published. The respondents were guaranteed that responses will be used only for research purposes. Quality assurance was guaranteed regarding the following:

- maintaining quality in capturing data;
- accuracy in calculations;
- correctness and completeness of research instruments; and
- general conduct and competence of interviewers.

3.3 Methodological approaches

Due to the nature of the study, it was judged necessary to adopt a triangulation approach that involves several techniques. According to Fellows and Liu (2008:27), the triangulation method is advantageous because it uses two or more research techniques such as qualitative and quantitative approaches. The use of both methods is highly recommended. Burns (2000:11) attests that in the 1970s, academics began to accept the use of both methods as necessary, because one methodological approach cannot fully answer all the questions asked nor provide full insight on all existing issues. Each approach has advantages and disadvantages; hence, the use of both approaches allows the researcher to eliminate the disadvantages of each unique approach while benefiting from the advantages of the combination of the two techniques. In this present study, while the deductive approach has been adopted to test

hypotheses based on established theories, and while both qualitative and quantitative methods produce reliable results, the study was based primarily on a quantitative approach.

3.3.1 Qualitative

The *qualitative method* tends to focus attention on how a group of people can have, to a certain degree, a different perception of reality. Mohajan (2018:2) explains that the qualitative method considers complexity by including the context of the real world so it can take diverse viewpoints on the platform; it studies people's behaviour in natural settings and focuses on reports of experience or data that cannot be effectively demonstrated numerically. Hancock, Ockleford and Windridge (2009:7) explain that qualitative research is concerned with expanding clarification of social phenomena in order to understand why things are the way they are in the social world. McLeod (2017) agrees that qualitative research is multi-method in focus involving an interpretive, naturalistic approach to the subject of the matter in question. This will assist to study things in their natural settings, trying to make sense of, or explain phenomena in terms of the meanings people attribute to them (McLeod, 2017). With the qualitative approach, the researcher aims for a holistic picture of historically unique situations, where particularities are important for meaning. The researcher uses an inductive mode, letting the data speak (Ospina, 2004). To collect data in the present research, semi-structured interviews with selected employed construction site workers have been conducted. Specifically, the qualitative approach has been adopted to examine the issues faced by construction site workers. As explained by Burns (2000:11), the qualitative method is based on recognising the importance of the subjective, experiential 'life world' of human beings. For the present study, construction site workers were interviewed, with answers recorded by the aid of notes or electronic records. Construction workers expressed their perception about working conditions in the construction industry, explained the existing problems, and indicated their level of satisfaction and of loyalty to their employers and the construction industry as a whole. The question were asked in a manner to avoid leading the respondents to expected answers, but to allow the respondents to freely explain the situation, to let the data speak. The aim, as explained by Walliman (2005:247), was to dig as deep as possible into the phenomenon, getting as close as possible to the research subject to collect valuable data for the development of social construct through the process of research.

3.3.2 Quantitative

Quantitative research can be defined as research that describes or gives details in words of facts according to numerical data analysed by means of mathematical based methods, mainly statistics (Yilmaz, 2013:311). According to Daniel (2016:92), the use of quantitative research is advantageous because it allows the researcher to use statistical data which saves time and

resources, and it is possible for the researcher to generalise after using scientific methods to analyse data. Quantitative research enables the researcher to collect hard but reliable data from a distance; in this case, the reliability of the data is based on the exoteric and static fact of the reality (Walliman, 2005:247). Therefore, answers to quantitative questions are credible and firmer than opinion, intuitions or common sense of a person without professional or specialised knowledge in a particular subject (Burns, 2000:9). Quantitative approaches tend to appeal to positivism and aim to collect quantitative data, review relationships between facts and whether these facts and relationships are compatible with theories and results of any previous research (Fellows & Liu, 2008:27). Quantitative methods include snapshots and are thus used to answer issues like when, how much, how many (Fellows & Liu, 2008:9). The quantitative approach involves considering amounts, or quantities, of one or more interest variables (Leedy & Ormrod, 2010:94). Quantitative data were obtained through structured questionnaires to assess how satisfaction (or lack thereof) with working conditions is affecting the loyalty of construction workers. In the present study, quantitative data were collected using structured questionnaires. The questions were structured in such a way to obtain data which will lead to answers of research questions and attain research objectives. The questions aimed at investigating working conditions in the construction industry, the level to which the enabling factors – the impact of working conditions on satisfaction and loyalty of construction site workers; the impact of satisfaction with working conditions on loyalty of construction site workers; and the effectiveness of the strategies of employers and the government – affect construction worker loyalty.

3.3.3 Justification of the selected research approach

Both qualitative and quantitative research methods have been used for this study to correctly answer the research questions and to achieve the research objectives. The qualitative research method assisted with holistic insight on the opinion and perception of how working conditions affect construction worker loyalty. Firstly, a study by means of interviews has been conducted on selected construction site workers. The study consisted of semi-structured interview containing open-ended questions designed to reach the research objectives and to answer the questions posed in the study. The semi-structured interviews elicited opinions from selected participants on the impact of satisfactory working conditions on loyalty of construction workers. Secondly, a quantitative research method involving a structured questionnaire was designed based on the results of the semi-structured interviews. The purpose of the questionnaire was to establish and support facts in the responses of the respondents.

3.4 Research approach and justification

3.4.1 Inductive approach

The *inductive approach* is a broad method of reasoning which moves from a specific aspect of a matter or a problem to its general aspect (Hyde, 2000:83; Soiferman, 2010:3). Inductive reasoning begins not with a preestablished truth or assumption but instead with an observation (Leedy & Ormrod, 2010:33; Creswell & Poth, 2016:194). According to Soiferman (2010:3), the inductive method of reasoning is suitable for studies that are based on experience or observations. The inductive approach pulls different individual facts together in group to form theories from manageable sets of generalisations (Burns, 2000:8). However, Burns (2000:9) contends that the inductive approach presents a weakness that should not be neglected which is the fact that each individual observer understands and interprets in a subtly different way what they see; past experience, expectation and personality all influence the construing of an event.

3.4.2 Deductive approach

The *deductive approach* is a method consisting of testing theories. The approach specifies important variables and makes comparisons among groups (Creswell & Poth, 2016:35). Deductive logic begins with one or more premises. These premises are statements or assumptions that the researcher initially takes to be true. Reasoning then proceeds logically from these premises toward conclusions that, if the premises are indeed true, must also be true observation (Leedy & Ormrod, 2010:33). Inductive reasoning uses a set of specific observations to reach an overarching conclusion; it is the opposite of deductive reasoning. So, a few particular premises create a pattern which gives way to a broad idea that is likely true (Wilson, 2016). The main strength with deduction as a scientific approach lies in precision and control (Burns, 2000:9). Burns (2000:9) points out that control is achieved through the sampling and design, whereas precision is achieved through quantitative and reliable measurement. Leedy and Ormrod (2010:32) opine that deductive logic is extremely valuable for generating research hypotheses and testing theories. The deductive reasoning approach has been adopted in this study. In this regard, the theoretical concepts of motivation, which have been limited to individual employees, were replicated to the construction and consultant team rendering services to the clients.

3.4.3 Justification of the approach used

The deductive approach has been selected for the purpose of the present study for the reason that during the process of deductive reasoning, the researcher is able to study the theory and test to see if the theory is applicable or not under the intended circumstances (Zalaghi & Khazaei, 2016:231). As stated by Wilson (2016), for the deduction approach, the premises do

not justify the conclusion but prove it. Deductive reasoning is meant to demonstrate that the conclusion is absolutely true based on the logic of the premises. Walliman (2005:222) advises that depending on the subject and position in the debate about the research, the main argument may be based on inductive or deductive reasoning. The inductive mode involves developing concepts and theories on the basis of observations and consultations; but, the deductive mode is based on a scientific method using deductive reasoning (Walliman, 2005:222). Trafford and Leshem (2008:96) stipulate that the terms *deductive* and *inductive* may be used to describe research. Inductive and deductive approaches are only different ways of approaching the same goal, and not as clearly demarcated as the division would suggest (Burns, 2000:9). The study has therefore followed a deductive approach. Figure 3.1 illustrates the distinction between deductive and inductive reasoning. Induction is the bottom-up logical process of reasoning from the specific to the general (theory) and deduction takes the form of top-down reasoning. The deductive approach has been selected because the area of study has established theories on motivation which need to be replicated in construction project team contexts.

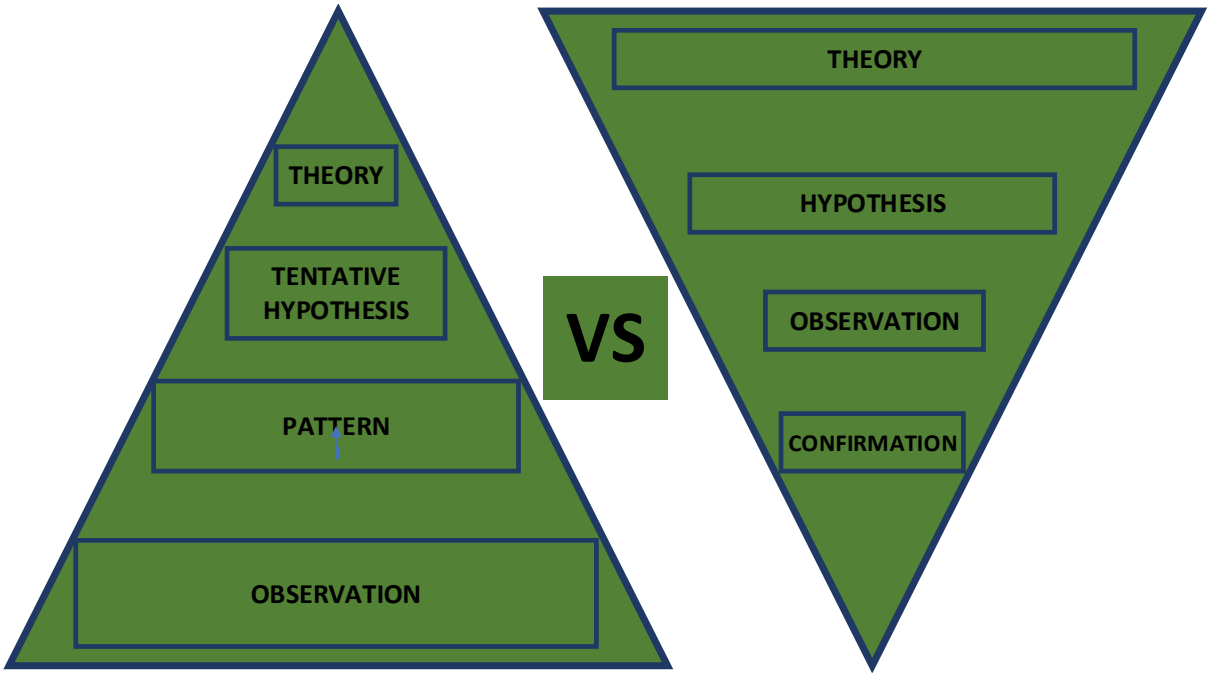

Figure 3.1 Distinction between deductive and inductive approach

Adapted from Bumey and Saleem (2008:4-5)

Inductive vs Deductive diagram

3.5 Source of data

The two different sources that have been used to gather information for the present study were primary and secondary data.

3.5.1 Primary data

Primary data is one category of data collection used to gather information; primary data are original and real-time data, from an involved process that assists the researcher to address an existing problem through surveys, observations, experiments questionnaires and interviews (Ajayi et al., 2017:3). Primary sources, referred to as data generated by people who are actually witnessing or experiencing an event, may also include any number of documents or artefacts, such as newspaper articles, personal journals, photographs, toys and interviews (Hines, 2009:152). Primary sources are those from which a researcher can obtain data through direct, detached observation or measurement of phenomena in the real world, unaffected by any intermediate interpreter (Walliman, 2005:242). Walliman (2005:242) explains that data from primary sources can be in the inanimate form of instrumental readings, counting and calculating outcomes, physical or animated artefacts, for example direct observation reports of events or conditions or recordings of experiences by those concerned. The primary data in this study have been collected through the distribution of questionnaires, including closed-ended and open-ended questions, to respondents who are construction site workers, more specifically, labourers, trade workers, supervisors and foremen. All respondents are directly involved with day-to-day construction activities.

The design of the questions was in a manner that elicited data useful to test a hypothesis. Haber and Judith (2010:28) and Yusif (2007:51) define *hypothesis* as a trial to answer research questions, an intelligent prediction that help the researcher obtain an answer to a research question. According to Fellows and Liu (2008:127), a hypothesis is a statement that is speculative which reasonably suggests a relationship between the independent variable and the dependent variable. An independent variable is the variable considered by a researcher as a possible cause of a problem and in many cases, the one that the researcher directly manipulates (Leedy & Ormrod, 2010:224). A dependent variable is a variable that is potentially influenced by the independent variable (Leedy & Ormrod, 2010:224). As advised Fellows and Liu (2008:127), a researcher should always bear in mind the null hypothesis when framing the hypothesis, as well as the complement, the alternate hypothesis. According to Jackson (2009:166), the null hypothesis always predicts that there is no difference between the compared groups, whereas an alternate hypothesis is the one in which the difference between the groups is expected.

3.5.2 Secondary data

Secondary data involves the use of existing data by researchers or investigators who are not part of the primary data collection to analyse data in order to repeat or further explore observed findings or even to solve new research questions not addressed in the formerly published data analysis (Greenhoot & Dowsett, 2012:3). Johnston (2014:620) explains that secondary data analysis commences with learning through investigations of what is already known about the topic and what is yet to be learned by reviewing secondary sources and investigations by other researchers in the past. Secondary data may be available in written forms, either electronic or typed (Sindhu, **.(2011:9** For the present study, the studies related to the influence of satisfaction with working conditions on construction worker loyalty have been investigated deeply. The literature was compiled based on journal articles, textbooks, conference proceedings, dissertations and theses. A full literature study is a comprehensive study which is part of the research itself rather than part of the preparation for the research (Goddard & Melville, 2001:18). A thematic literature review analyses various themes or topics that are common across the literature; these topics become the organisational structure for the body of the literature review (McAllister & Furlong, 2009:23). The literature was organised under main sections including theories on the importance of loyalty in the South African construction industry, employee satisfaction, working conditions and loyalty of employees.

3.6 Population and sampling techniques

Saunders, Lewis and Thornhill (2007:138-139) explain that the objective of the sampling method is to assist the researcher to collect data from all required sources in the form of samples or to analyse an entire population based on samples. Hence the sampling method facilitates the researcher to analyse an entire population based on a reduced and manageable number of cases. The purpose of sampling is to enable collection of data and processing of this practical component of a research study to be completed while ensuring that the selected sample provides a good representation of the population (Fellows & Liu, 2008:159). According to Fellows and Liu (2008:27), the focus of a quantitative approach is to gather data based on fact. Ndihokubwayo (2014:113-114) explains that there are two categories of sampling methods: probability sampling where the researcher can state in advance that each section of the population is represented in the sample; and nonprobability sampling where the researcher is unable to forecast or to guarantee that the sample represents each segment of the population. For this study, it is not probable that the sample would represent each segment of the population; hence, the nonprobability sampling method has been employed. The three common forms of nonprobability sampling method are convenience, quota and purposive sampling method (Lavrakas, 2008:524). In the present study, a purposive sampling method

has been adopted to achieve the aim and objectives of the study. Lavrakas (2008:524) defines *purposive sampling*, also known as judgemental sampling or expert sampling, as a sampling method which aims at producing a sample considered to represent a population. Purposive sampling consists of selecting, based on knowledge, supposed typical cases that are meant to represent a population (Lavrakas, 2008:524; Blaxter, Hughes & Tight, 2001:163). Respondents were purposively selected from the city of Cape Town of the Western Cape province of South Africa, only instead of all the seven districts of the province as proposed in the first chapter, only one was chosen – Cape Metropole, or the city of Cape Town – due to insufficient finances. The respondents were comprised of site workers, those who are directly involved with physical activities on site, including skilled, semi-skilled and unskilled construction workers. More specifically, the respondents included foremen, supervisors, artisans of all varieties of construction trades, craftsmen and labourers. Questionnaires were distributed to construction workers who were willing respondents; in some cases respondents were unwilling to complete a questionnaire or respond to survey fearing job loss or problems with their employers. In other cases, employers were unwilling to allow employees to participate in the survey. Additionally, construction workers could only respond during a time-frame given by the employer, so most of the time, workers were interviewed during lunch time. As this time was insufficient to interview many workers, it took longer than anticipated to obtain the targeted number of respondents. Moreover, as many construction workers cannot read, the questions had to be explained to workers before responding, filling the short amount of time given.

Unemployed construction workers were not interviewed in numbers for safety reasons: most unemployed construction workers are found on the road expecting employers to stop and give them a job, thereby presenting danger for a female researcher alone, unlike on construction site where safety and protection is somewhat guaranteed. Additionally, unemployed workers are generally unwilling to respond unless they receive something in return, making it difficult to get respondents. Some of the questionnaires were distributed online with the aid of the "e-survey" platform, during the COVID-19 lockdown level 5, to respondents who had internet facilities. Considering that construction site workers are numerous in the Western Cape, it was anticipated that collecting data with such respondents would be a quick exercise. However, employers were reluctant to allow construction workers to participate and some construction site workers refused to participate fearing job loss. Most had difficulties speaking and understand the language, rendering it difficult to acquire as large a sample size as expected.

3.7 Questionnaire design

Questionnaire design is an important and useful part of a study because a questionnaire is a means to collect data from participant of a study (Song, Son & Oh, 2015:323; Maree & Pietersen, 2007:158). As clarified by Bird (2009:1308), a questionnaire is a stable instrument within social science research for obtaining information on samples of present and past studies, social attributes, standards of attitudes and principals, and motives for action with reference to the topic under investigation and observations. Therefore, it was important to consider what type of data generated the questions and from data analysis. Maree and Pietersen (2007:158) recommend researchers design a questionnaire in such a manner that the attention is mostly directed to the appearance of the questionnaire, the way the question are positioned in sequence, the wording of the questions and the different categories of response. In reference to the recommendations of Maree and Petersen (2007:158), the presentation of the questionnaire was properly and neatly done, comprising clear instructions for responding to the questions, as a motivator to encourage respondents to willingly give some of their time to complete the questionnaire. The aim and scope of the survey were explained in a cover letter, with instructions specifying the type of workers who qualified to complete the survey and how to complete the survey given as well. The assurance of confidentiality and the contact details of the researcher were specified in the cover letter.

According to Maree and Pietersen (2007:159), young participants should be able to complete the questionnaire in a maximum of 30 minutes, and adult participants in a maximum time of 20 minutes. The questions were organised in sequence from general to in-depth questions relating to the study. As suggested by Maree and Pietersen (2007:160), the best way to sequence questions is to start with a few easy-to-answer, non-threatening questions like biographical details that will not trouble the respondents. As shown in Appendix A, the questionnaire was divided into sections. Section A solicited data relating to the profile of the respondent. Maree and Peiterson (2007:167) explain that a useful and effective method that makes possible for researchers to measure the way respondents think is the use of a scale. The scale that was used in the questionnaire for this present study is 7-point Likert scale. Section B captured information with regard to the extent to which enabling factors of working conditions influence satisfaction of construction workers. Section C captured information about the perception of the influence of satisfaction with working conditions on employee loyalty toward employers. The questions focused on the influence of working conditions on satisfaction and the influence of working conditions on loyalty of construction site workers. Section B and C were comprised of 7-point Likert scale questions where 1=not influential, 2=little influential, 3=somewhat influential, 4=influential, 5=very influential, 6=extremely influential, 7=utmost influence and U=Unsure. Section D captured information on the

perception on the efficiency of strategies toward the enhancement of the level of loyalty of construction site workers. The focus was to gather information about the efficiency of strategies/legislation of the government and employers' strategies by the aid of 7-point Likert scaled questions where 1 = not efficient, 2 = little efficient, 3 = somewhat efficient, 4 = efficient, 5 = very efficient, 6 = extremely efficient, 7 = utmost efficiency and 8 = Unsure.

When drafting the questions, special attention and care were taken concerning the wording because questions not formulated to match the purpose of the research render the results null, void or without importance. As explained by Maree and Pietersen (2007:160), questions that are not carefully worded could result in wrong answers and lead to meaningless data that may be irrelevant to the research. According to Krosnick and Presser (2019:7), one of the most important aspects that a researcher must consider for question design is whether the questions will be open-ended or close-ended. For the present study, both open-ended and close-ended questions were used. It was imperative to use both types of question because open-ended questions are without standard and leave space for the respondents to think and express themselves with regard to the problem. Maree and Petersen (2007:160) contend that open-ended questions might be more difficult to analyse than closed-ended questions. However, for the present study, open-ended questions helped reveal unanticipated opinions and clarify respondents' opinions based on field experience. On the other hand, closed-ended questions allowed the respondents to choose from a set of responses one or more responses. According to Maree and Pietersen (2007:161), the advantages of closed-ended questions are that they are easy and quick to answer, and coding and statistical analysis are easy to do. Closed-ended questions generate categorical and scale data: categorical data consist of nominal and ordinal data which are a compilation of the profile of the respondents and the project particulars.

3.8 Survey administration

According to Walliman (2005:282), it is advantageous for the researcher to personally deliver the questionnaires to the respondents as it can assist in overcoming some difficulties, help with persuading respondents to participate in the survey, and assure a high response rate. Some people do not want to complete the questionnaire; therefore survey administration is important to check for possible incomplete questions (Walliman, 2005:282). Kaplowitz, Hadlock and Levine (2004:100) suggest that in a population in which a member has web access, a web survey affords the possibility of achieving a comparable response rate to a questionnaire delivered using electronic mail. However, for the present study, an average of 25% of the e-survey questionnaires were returned incomplete and unfortunately the electronic system did not allow the surveyor to identify respondents from the questionnaires for any

further queries. The final draft of the questionnaire was typed in Microsoft Word on A4 paper with font size 11, six pages long. As numerous respondents were unwilling to respond to questions, the researcher had to persuade for participation through kind explanation of the study. Hence, it was understandable that some of the electronic surveys were returned incomplete. The link to the web survey is no longer available because of the financial obligation to retain a survey in the system for more than a month.

3.9 Data presentation

Data have been presented by the aid of narratives as results of qualitative data collection. Tables and graphs have been used to present quantitative data. The use of tables and graphs is crucial in the analysis and production and publication of results, given that it organises the collected information in a clear and summarised fashion. Duquia, Bastos, Bonamigo, González-Chica and Martínez-Mesa (2014:280) indicate that the correct preparation of tables allows researchers to present information about tens or hundreds of individuals efficiently and with significant visual appeal, rendering the results easily understandable and attractive to the users of the produced information.

3.10 Data analysis

3.10.1 Qualitative data

Qualitative data extracted from open-ended and semi-structured interviews have been analysed using content analysis. Content analysis is a technique which allows researchers or investigators to do a systematic and objective identification of specified characteristics of messages for making inferences (Haggarty, 1996:99). *Content analysis* can be defined as the scientific study of content of communication. It is an analysis or a study of the content with regards to the meanings, contexts and intentions within messages (Prasad, 2018:1). Qualitative content analysis focuses attention on a combine opinion of speech/texts and their specific contexts and allows the researcher to do more than simply count words or extract objective content from texts to analyse the significances, themes and patterns that may be revealed or hidden in certain texts (Zhang & Wildemuth, 2009:1). Thus, it allows researchers to garner enough knowledge regarding social reality in a subjective and a scientific aspect (Zhang & Wildemuth, 2009:1).

3.10.2 Quantitative data

Quantitative data analyses make use of the syntax of mathematical operations to enable the researcher to investigate the properties of data (Walliman, 2005:302). Responses to close-ended questions constituted quantitative data. Inferential and descriptive methods were used to statistically analyse the quantitative data. The statistical package for the social sciences

(SPSS), also known as IBM SPSS Statistics, has been used to capture and compute relevant analyses.

3.10.2.1 Descriptive statistics

The central tendency as one major characteristic of a single variable, divided into categories, namely mean and median, has been measured by descriptive statistics. Ranking method is a questioned response format that was used to establish some level of priority among a group of objects such as policies, attributes, individuals or some among some other subjects or properties in a field of interest (Lavrakas & Oldendick, 2008:2). Fellows and Liu (2008:182) note that one possibility of producing ranking is from rating. In the present study, rating has established the degree of influence and ranking has displayed the hierarchy. Typically, the mean has been obtained from Likert scale responses that have been ranked as follows: 1 = not influential, 2 = little influential, 3 = somewhat influential, 4 = Influential, 5 = very influential, 6 = extremely influential, 7 = of utmost influence, and U = unsure. As an exception, the mean of one question in the questionnaire has been obtained from Likert scale responses have been ranked as follows: 1 = not efficient, 2 = little efficient, 3 = somewhat efficient, 4 = efficient, 5 = very efficient, 6 = extremely efficient, 7 = of utmost efficient, and U = unsure.

3.10.2.2 Inferential statistics

Inferential analysis assisted the author to decide whether a probability on the difference existing between groups is caused by something or is merely a coincidence. Inferential analysis involves the use of information from a sample to make inferences, estimates or conclusions about the population, allowing the author to review information acquired from a small sample and conclude on the tested population (Lehman, 2005:16-17).

3.10.2.2.1 Kruskal-Wallis test of association

The Kruskal-Wallis tests, also known as an H test and sometimes called the ‘one-way ANOVA on ranks’, are non-parametric tests for determining if the statistic differences between two or more groups of an independent variable on a continuous or ordinal dependent variable are important (Ghoodjani, 2016). According to Ndihokubwayo (2014:122), non-parametric tests generally require the scores or observation to be independent or matched samples are employed instead. Furthermore, it is advisable for the researcher to use a rank-sum test to test if the independent samples have been obtained from the same population, to use Mann-Whitney U-test when there are two samples, and to use the Kruskal-Wallis K-Test in a case where the researcher has more than three samples (Ndihokubwayo, 2014:122).

3.10.2.2.2 The Mann-Whitney U test

The Mann-Whitney U test is a non-parametric test that can be utilised as another option to an unpaired t-test. The Mann-Whitney U test is important in the sense that it allows the researcher to test the null hypothesis to find out if two samples are drawn from the same population, or

alternatively, if observations in one sample tend to be larger than observations in the other sample (Shier, 2004:1) The Mann-Whitney U test is a non-parametric test for comparing the median of two independent groups by converting the scores of the variables to ranks across the two groups and evaluating whether the ranks for the two groups differ significantly (Arcangeli & Houssein, 2013:19).

3.10.2.2.3 The paired sample T-test

The aim of this paired sample T-Test is to provide numerous reports for making inference about the difference between the means of two populations. Including confidence intervals of the mean difference, the paired sample t-test, and non-parametric tests including the randomisation test, the quantile (sign) test, as well as the Wilcoxon Signed Rank test. The reports also provided the tests of assumptions and distribution plots (Kent State University, 2021; NCSS Statistical Software, nd:1).

Because the paired samples T-Test compares two means from the same samples, the different things that the two means can represent are as follow:

1) A measurement taken at two different times.
2) A measurement taken under two different conditions.
3) Measurements taken from two halves or sides of a subject or experimental unit.

These types of representations determine whether there is statistical evidence that the mean difference between paired observations on a particular outcome is significantly different from zero. The paired samples T-Test is a parametric test (Kent State University, 2021).

3.10.3 Reliability and validity

Reliability and validity are the two significant and essential elements for the evaluation of any type of measurement tool of good research (Mahajan, 2017:1). *Reliability* can be defined as the degree of consistency over time of result obtained and an exact representation of the entire population of the study. If the results obtained from the study can be repeated under similar methodology, the research tool is then considered reliable. On the other hand, *validity* confirms if the goals were reached, if the research measured what it was planned to measure, or in other words, if the research instrument allows the researcher to get answers to research objectives (Golafshani, 2003:598). According to Heale and Twycross (2015:66), *reliability* refers to steadiness of a measure, a researcher completing an instrument to test motives, for example, must have approximate responses every time a test is completed. *Validity* refers to the extent to which a research tool produces the same results when used in the same circumstances or situations every time the test is repeated (Heale & Twycross, 2015:66). In order to test content validity, the opinions of construction site workers have been sought. The

research questions in the questionnaire have been developed to represent the dimensions of each variable in the research, whereas reliability has been analysed with the aid of the SPSS by calculating the correlation of values of items for questions for which responses have been predicted. The reliability test was done using Cronbach's alpha coefficient of reliability. According to Maree and Pietersen (2007:216), for internal reliability, when a number of items are formulated to measure a selected structure, the items should have a high degree of similarity among them, given that they are to measure one common structure. Furthermore, Maree and Pietersen (2007:216) propose that the guidelines for the interpretation of Cronbach's alpha coefficient be as follows: the values with 0,90 degrees are considered to have a high reliability, the values with 0,80 degrees are considered to have a moderate reliability, and those with 0,70 degrees are considered to have low reliability.

Table: 3.1 Specific Treatment of hypothesis

Hypotheses	Variables	Analysis
Hypothesis 1	7-point Likert scales on: The Influence of working conditions on loyalty and The influence of working condition on satisfaction	Mean rankings Paired-samples t-test
Hypothesis 2	7-point Likert scales on: The influence of working conditions on loyalty and The influence of working condition on satisfaction Demographics: gender, age, qualification, experience	Non-parametric test: Mann-Whitney U and Kruskal-Wallis
Hypothesis 3	7-point Likert scales on: Perception of the efficiency of government strategy/ legislation and Perception of efficiency of employer/contractor strategies	Mean rankings Paired-samples t-test
Hypothesis 4	7-point Likert scales on: Perception of the efficiency of government strategy/ legislation and Perception of efficiency of employer/contractor strategies Demographics: gender, age, qualification, experience	Non-parametric test: Mann-Whitney U and Kruskal-Wallis

3.11 Chapter summary

The present study comprises a review of the methodology adhered to throughout the research process. The deductive method of reasoning was deemed the best choice for the present study based on the motivation theories described. The study used both quantitative and qualitative methodological approaches. It was proposed that the source of data would be constituted secondary data from a literature review and primary data from empirical data. The method of sampling selected is a nonprobability sampling method. Participant have been purposively sampled from contractors and subcontractor site workers of different trades, such as brick-layers, plumbers, electricians, painters, labourers as well as supervisors and foremen

– those employed and involved in the construction industry in South Africa. It was anticipated that the questionnaires would comprise both closed and open-ended questions. During the process, a web survey was adopted to assist with data collection during the COVID-19 pandemic. Additionally, descriptive and inferential statistics were selected to analyse the data. Mean ranking and paired sample t-testing was used to analyse means. Non-parametric (Mann-Whitney, Kruskal-Willis) tests were deemed best for the present study, based on the results from the normality test when analysing a statistically significant difference between demographics; and finally reliability and validity analyses have been discussed in the chapter.

CHAPTER FOUR

QUALITATIVE DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1 introduction

This chapter is divided into different sections presenting the empirical data compiled with the aid of semi-structured interviews and a questionnaire. The research participation section presents the profile of the respondents. The section concerning enabling factors of good working conditions presents descriptive data on the perception of respondent about which bodies are responsible for ensuring the provision of good working conditions for construction site workers. The section on perception on the influence of satisfaction with working conditions on employee loyalty toward employers in construction covers the factors of working conditions that affect construction site worker loyalty. The sections on the perception on the efficiency of strategies toward enhancement of the level of loyalty of construction site worker covers the efficiency of government strategies/legislation, contractors or employers' strategies with regards to maintaining and increasing loyalty of construction site worker employees.

4.2 Research participation

4.2.2 Gender of the respondents

Figure 4.1 shows that 98% (41) of the respondents were males and 2% (1) were females, suggesting that male respondents were well represented and female respondents were not well represented in the survey. The lack of proper representation of the female gender could be explained by the fact that the construction industry in South African has been found unwelcoming to female candidates. The construction sector is male dominated, especially on construction sites. Agherdien and Smallwood's (2008:8-9) research findings reveal that employment of women in the South African construction industry is limited because of societal tradition, organisational culture and sexist attitudes. Jahn (2009:21,31-34) opines that in South Africa, men still believe that a career in construction is not for women, especially site work, because of the nature of the construction industry.

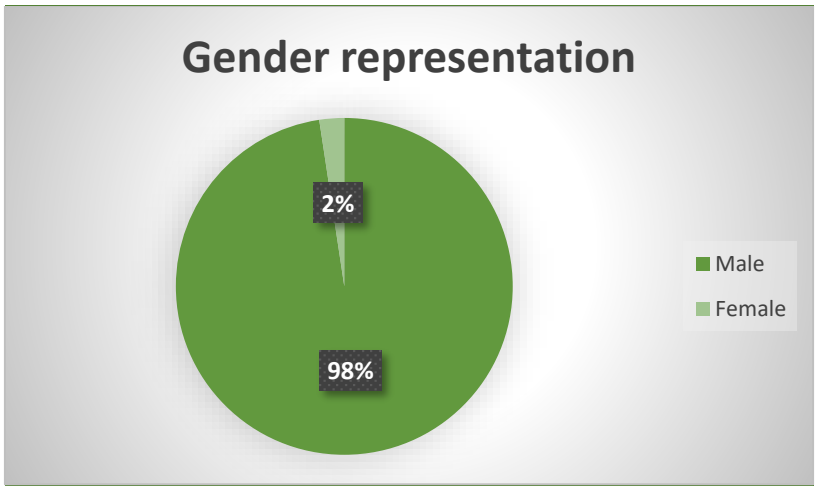

Figure 4.1 Gender of the respondents

Figure 4.1 shows the gender distribution where 98% were males and 2% were females.

4.2.1 Age of the respondents

Table 4.1 shows the age distribution of the interviewees, where 3% were under 25 years old, 30% were between 25 and 30 years, 38% were between 31 and 40 years, 28% were between 41 and 50 years and 3% were between 51 and 60 years.

Table 4.1 Age of the respondents

Age Group	Number	Percentage (%)
Under 25 years	1	3
26-30 years	12	30
31-40 years	15	38
41-50 years	11	28
51- 60 years	1	3
60 years and over	0	0

4.2.3 Experience of the respondents

Table 4.2 Years of experience of respondents

Age groups	0-5 years	6-10 years	11-20 years	20 years and over
Under 25 years	1	0	0	0
25-30 years	4	4	2	0
31-40 years	1	7	6	3
41-50 years	1	2	6	1
51-60 years	0	0	0	1
60 years & over	0	0	0	0

Table 4.2 illustrates the experience of the interviewees in the construction industry. Respondents within the age range of 31 years and 40 years stayed longer in the construction

industry, respectively, followed by respondents with ages ranging between 41 and 50 years, 25-30, 51-60 and under 25.

4.2.4 Respondents' years of experience with the current employer

Table 4.3 Experience of the respondents with their current employers

Age groups	0-5 years	6-10 years	11-20 years	20 years and over
Under 25 yrs.	1	0	0	0
25-30 yrs.	9	0	0	0
31-40 yrs.	11	1	2	1
41-50 yrs.	7	2	0	0
51-60 yrs.	0	1	0	0
60 yrs. & over	0	0	0	0

Table 4.3 illustrates the years the interviewees spent working with the same employer. The results demonstrates that most employees do not remain with their employers for more than five years.

4.3 Profile of the companies and profile of respondents

Table 4.4 illustrates the types of companies that participated in the study. The participant companies were seven main contractors and six subcontractors, and their experience ranged from 1 year to 25 years.

Table 4.4: Details of companies

Company	Type of company	Specialisation	Experience (Years)
A	Main contractor	General construction	Not specified
B	Main-contractor	Commercial development and civil works	14
C	Subcontractor	Not specified	
D	Main-contractor	General construction	Not specified
E	Subcontractor	Electrical in commercial development	20
F	Main-contractor	Property development	25
G	Subcontractor	Bricklaying, plastering, painting	10
H	Subcontractor	Bricklaying, plastering	7
I	Main-contractor	Bricklaying, plastering, paving	17
J	Main-contractor	Project management, design, planning & construction	10
K	Subcontractor	Bricklaying, plastering	<1
L	Subcontractor	General Construction	Not specified

Table 4.4 shows that participant companies, including, six main contracting companies (46,14%), specialising in general construction, commercial development and civil work, property development and project management, design, planning and construction; and six subcontracting companies (53,84%) specialising in bricklaying, plastering, painting and general construction.

Table 4.5 Details of Respondents

Respondent	Specialisation	Gender	Age	Qualification (Certificate)	Experience	Experience with the company	Duration	Location	Means for recording
A1	Bricklayer, plastering and tiling	Male	25-30	No	5 years	5 years	15 min	Site	Notes
A2	Bricklayer, plastering and tiling	Male	31-40	No	+20 years	3 years	15 min	Site	Notes
B1	Scaffolding labourer, building	Male	31-40	Yes	5 years	2 years	15 min	Site	Notes
B2	Storeman and H&S representative	Male	41-50	Yes	-5 years	-5 years	15 min	Site	Notes
B3	Waterproofing	Male	25-30	Yes	+5 years	-5 years	15 min	Site	Notes
C1	Paving	Male	31-40	No	21 years	21 years	15 min	Site	Notes
C2	Ceiling and partition	Male	25-30	Not specifies	14 years	Not specified	15 min	Site	Notes
C3	Joint and ceiling	Male	31-40	Not specified	15 years	-5years	15 min	Site	Notes
D1	Painting and scheming	Male	25-30	Yes (electrical)	6 years	2 years	15 min	Site	Notes
D2	Labourer	Male	31-40	No	23 years	2 years	15 min	Site	Notes
D3	Bricklayer and Plasterer	Male	31-40	No	8 years	1 year	15 min	Site	Notes
D4	Bricklayer and plasterer	Male	31-40	No	6 years	1 year	15 min	Site	Notes
D5	Tiler	Male	25-30	No	+10 years	-5 years	15 min	Site	Notes
E1	Plasterer	Male	41-50	Yes(matric)	+10 years	-5 years	15 min	Site	Notes
E2	Cleaner	Female	Under 25	No	-5 year	-1 year	10 min	Site	Notes
E3	Paving and building	Male	41-50	No	Not specified	Not specified	15 min	Site	Notes
E4	Plumber	Male	31-40	Not specified	+15 years	1 year	15 min	Site	Notes
E5	Electrician	Male	25-30	Yes	7 years	4 years	15 min	Site	Notes
F1	Not specified	Male	31-40	yes	+10 years	+10 years	15 min	Site	Notes
F2	Not specified	Male	41-50	No	+5 years	-5 years	15 min	Site	Notes
F3	Not specified	Male	31-40	No	+ 5years	Not specified	15 min	Site	Notes
F4	Painter	Male	41-50	Yes	+5 years	-5 years	15 min	Site	Notes
G1	Carpenter	Male	31-40	Yes	15 years	Not specified	5 min	Site	Notes
G2	Supervisor	Male	31-40	Yes	10 years	7 years	10 min	Site	Notes
G3	Electrician	Male	31-40	Yes	15 years	Not specified	15 min	Site office	Phone-recording and notes
G4	Painter	Male	51 and over	No	27 years	10 years	25 min	Guard office	Notes
G5	Painter	Male	25-30	No	8 years	4 years	5 min	Site	Face to face
H1	Bricklayer, plasterer	Male	41-50	No	20 years	7 years	20 min	Site	Notes
H2	Bricklayer, plasterer	Male	31-40	No	11 years	3 months	7 min	Site	Notes
H3	Bricklayer, plasterer	Male	41-50	No	15 years	3 months	7 min	Site	Notes
H4	Bricklayer, plasterer	Male	41-50	No	18 years	3 months	7 min	Site	Notes
I1	Bricklayer, plasterer	Male		Not specified	Not stated	Not specified	10 min	Site	Notes
J1	Labourer	Male		No	Not stated	Not specified	8 min	Site office	Phone recording & notes
J2	Electrician	Male	31-40	No	7 years	3 years	20 min	Site office	Phone recording & notes
J3	Supervisor	Male	41-50	No	30 years	6 years	40 min	Site office	Phone recording & notes

J4	Labourer	Male	41-50	No	20 years	Not specified	13 min	Site office	Phone recording & notes
K1	Bricklayer	Male	25-30	Not specified	2 years	8 months	7 min	Site	Phone recording & notes
K2	Bricklayer	Male	25-30	Not specified	2 years	8 months	4 min	Site	Phone recording & notes
K3	Bricklayer	Male	31-40	Not specified	10 years	8 months	6 min	Site	Phone recording & notes
K4	Bricklayer	Male	31-40	Not specified	10 years	8 months	6 min	Site	Phone recording & notes
L1	Painter	Male	25-30	No	5 years	5 years	20 min	Site	Notes
L2	Painter	Male	41-50	No	20 years	3 years	20 min	Site	Notes

4.3 Data analysis

The total number of interviewees was of 42. Respondents were informed of the purpose of the interview before commencing the interview. This assisted the respondents to understand and answer adequately for the interview. The interviews took between four and 25 minutes and were either voice recorded or noted and later transcribed. The interviews were all done on construction sites. Just over a quarter (26,19%) of the respondents have certificates; the different functions filled by respondents included bricklaying, plastering, tiling, painting, waterproofing, scaffolding, plumbing, carpenter, paving, electrician, labourer, supervisors and storeman.

4.3.1 Satisfaction of construction workers with working conditions

Respondents were asked to indicate their level of satisfaction as construction workers with working conditions. Respondent E1 revealed that the level of satisfaction at the work place is very low, rating it at 20%. Furthermore, respondent E1 stated that no written contract and benefit are provided as part of the working conditions. The respondent revealed that they are receiving wages less than the regulated minimum, working under poor site conditions and working unregulated hours. Respondent G1 explained that there is no opportunity to grow in the construction industry: the workers are not advancing in their careers but stay at the same level. Respondents A1, G1, G3, I1, J1, J2 and J3 indicated that the most difficult problem that workers faced is payment of low wages. Respondents A1, G3, I1 and J1 indicated that there is poor H&S on construction sites and facilities on site are not sufficient; there are not enough toilets for the workers. To confirm the assertion of the respondents concerning poor H&S practices on site, only two portable toilets were provided at the construction site of company B. Respondents G4 and B1 lamented that the employers do not provide training certificates to the workers because of fear of losing them after being trained. Respondent B1 was unhappy with the fact that employers issues repetitive short-term contracts. According to the respondent, employers do not care about problems that workers face. Whereas respondent

B2, however, added that the provision of a written contract was not important to him but financial remuneration mattered the most. Respondent B1 added that the construction industry is dangerous and affects employee satisfaction and loyalty. Respondent B3 disclosed the fact that the contractors do not pay for overtime hours. Inspections conducted by labour unions are not known by construction workers. Respondent B2 and respondent E4 complained about unethical behaviours and the language barrier on construction sites which negatively impact the satisfaction of construction workers. Respondent C1 affirmed that although working conditions are poor and there is no job security or training provisioned for workers, good financial remuneration in the forms of salary and benefits are the most important factors of working conditions. As a cleaner, respondent D2 specified that for such position there is no right to receive benefits, affirming that salary is an important factor for the satisfaction of workers. According to respondent D3, working conditions on construction sites are deplorable. There is no provision of written contracts or benefits, but rather the existence of illegal employment, discrimination of age and race, unfair payments or low salary. Satisfaction is very low, to a rate of 20% as revealed by respondent E1, with no written contract and no benefit provided. The respondent revealed receiving wages less than regulated, working under poor site conditions and working unregulated hours. Respondent C3 agreed with respondent E1 on unfair payments or payment below regulated amount. Respondent C5 agreed as well and expressed not only unfair payment but also poor H&S, no written contracts and unfair overtime payment. Respondent C2 divulged the presence of poor working conditions through factors such as payment of wages below the regulated amount, no benefit provided, poor site condition and H&S, no respect of overtime wages and not even induction. Respondent C2 added that even after complaining about poor working conditions, more specifically poor H&S, nothing was done. The respondent claimed to have received no assistance as a reason that temporary workers have limited rights. According to respondent C4, workers have one complaint, and that is unfair payment. In addition to what respondents had to say, some respondents showed the desire to upgrade their skills for better employment but claimed to have no means to do so. Respondent J4 indicated that although he has been in charge because of the knowledge gained on site, he is still identified as a labourer, and even though he attends training, he does not obtain the certificate from the employer.

CIDB (2018:6) reports that informal workers are working without employment contracts and are not protected against unfair labour practices, long working hours, low wages, dangerous work environments and unfair dismissals; informal workers are not given any social benefits. Low wages is a culture in the construction industry that contractor adopt to secure projects. Additionally, Araia, Kola and Polzer (2010:25-26) argue that working conditions in the South African construction industry are critical, characterised by the exploitation of workers, low

wages, poor H&S, poor skills development and low labour protection. Respondents G4 and J3 believed that education is important in the industry and respondents H1, H2, H3 and H4 pointed out that employers employ unskilled people, even children, thereby creating a major problem for employers and workers. Respondent J3 added that they employ the people who cannot do the job. Respondent G4 complained that employment is based on race, and employers discriminate when employing. Respondent G5 complained that workers are treated evilly by their employers.

Small and medium sized contractors are unable to employ and train skilled labour (CIDB, 2018:16-17). However, some trade experienced construction workers opined that the blame is not only on their employers. According to Respondents H1, H2, H3, H4 and J3, trade experienced construction workers do not like to work and have a habit of absenteeism at work. Respondent J3 revealed workers' bad behaviour, such as the tendency to delay the job on site, insubordinate attitudes and absenteeism; and as consequence, workers are dismissed or punish as required. Some research revealed that working conditions are very important in the workplace and employees who have a negative view of working conditions are more likely to be absent at work, to have stress related illnesses and tend to be less committed and productive (Sheikh et al., 2013:68; Bacotic & Babic 2013:207, 209). According to Respondent J3, abusive language and bad attitudes on site push workers to leave the industry. Miscommunication in term of understanding each other between top, middle and low management and workers causes workers to feel humiliated and leave the construction sector for other sectors. The professionals do not listen to worker advice and participation of workers in decision making is neglected because they are perceived as unqualified. According to Tishma (2019), miscommunication heavily affects employees and causes stress, frustration poor morale and unproductivity.

4.3.2 The extent to which enabling factors of working conditions contribute towards satisfaction of construction workers

Respondents were asked about the extent to which the government, labour unions, contractors/employers and the client influenced working conditions for construction site workers: According to respondents A1, B4 and C3, it is in the duty of the government and labour unions to enable satisfactory working conditions of construction site workers. According to respondents B2, B5, D1, E1 and E2, the client is responsible for ensuring good working conditions of construction workers. Respondents B1, B3, D2, D3 and C2 were of the opinion that contractors and subcontractors were solely responsible for enabling good working conditions of construction site workers, while E4 opined that all bodies (namely, the government, labour unions, employers and clients) are responsible of ensuring satisfaction of construction site workers though the provision of good working conditions.

Respondents were asked about government and labour union participation in enabling good working conditions of construction workers. Respondent A2 revealed that while labour unions do occasionally visit construction sites, employers forbid workers from speaking about problems they encounter in their careers to the labour unions or the government officials. B1, B2, B5 and C4 attested to have never seen government officials on construction sites for inspections, but B1 and B2 indicated that labour unions do help workers with their employment struggles. Respondent C2 revealed that labour union officers do not visit the site despite the fact that some of his colleagues are part of the unions. B1 added that he is unsure about visits and inspections by labour unions, as he himself is not a permanent employee and therefore cannot be part of the labour unions. Unlike all other respondents, B2 attested that inspections by officials from the labour unions are scheduled. Respondents B3, B4 and C5 revealed that neither government nor labour union officials visited the site so there is no participation of either of these bodies to enable good working conditions of construction site workers. According to respondent B4, the Building Industry Bargaining Counsel (BIBC) representative, rather, visited the construction site and enquired about the worker issues; unfortunately, due to limited time, it is difficult for respondent B4 to go to the BIBC. Respondent B5 said that labour union officials truly visit construction sites but do not assist workers with problems they face. Respondent B6 affirmed that government and labour union officials do come on site, interact with workers about existing issues and make sure the law is implemented and that justice is served right. Moreover, the government officials ensure that workers are registered with the BIBC. Respondent C1 confirmed to have seen government officials visiting a site once to talk about worker issues; however they required workers to visit their offices for them to be assisted with different issues. The visit from the government representative was unscheduled. Respondent C1 also confirmed to have never seen employees from the labour unions on site; moreover, he explained that no workers on construction sites were part of the labour unions. Respondent D1 claimed that government officials come but the worker is not aware of their coming; however, respondent D2 explained that although the authorities in charge meet with their employer, they do nothing for workers and do not care for the worker wellbeing. According to respondent D4, government and labour union officials rarely visit construction sites, and on a visit day, the officials neglect to interact with workers. Respondent D5 is of the opinion that government representatives rarely visit construction sites and rarely assist workers with their issues; however, labour union representative do visit sites, are quick to respond, fight for worker rights and teach workers about their rights. Respondent E2 seemed to live in a different world the other workers. According to respondent E2, government and the labour unions do fulfil they duties toward workers and ensure issues are solved, they know their rights and even ensure that employers are punished who do not comply with the rules and regulation for providing good working conditions to construction site workers. Respondent C1 was willing to

upgrade his skills and get a certificate; however, the South African government training centres are not allowing foreign citizens to access the training and private training centres are expensive, explained respondent C2. According to respondent C2, government officials had not been on the site he was working since 2017, but had been on other sites he worked on before. The responded also revealed that they give clear explanation of good working conditions to employers that employers must apply and must register workers, ask about the trade of each worker, and instruct the employer about the wage of each worker. The respondent revealed to have had a small construction business in the past which is how respondent C2 confirmed knowledge about the information given. Respondent C2 disclosed that the business went under due to contractors who required the respondent to slash prices. The respondent further explained that the situation prevented the flourishing of the business which had to close.

The present information confirms the findings of the CIBD (2013:25) which showed that due to high competition in the construction market, contractors are selected based on lowest tender prices, causing contractors to lower prices and select in return the lowest subcontractor tenders; the situation results in poor practices such as cutting corners and unfair treatment of labour. Respondent D3 claimed that the law is not being enforced on employers because employers get away with their wrongdoings even though he has seen government officials on site. The situation of workers is still deplorable, according to Respondent D3, leaving workers with no right but to surrender and accept the bad conditions and treatment. Respondent D3 also explained that only workers with a written contract or permanently employed have their rights respected: the rest have no right at all. The version of respondent C3 was that labour unions help people; even if no labour officials were present on the site the respondent was working at the time of the interview, the labour unions have been of great help in the past. The respondent praised the labour unions for helping workers and ensuring the enforcement of the law by the employer to the benefit of workers. The respondent added that the officials asked workers about the satisfaction in the workplace and with the wages. However, government officials at all levels are steeped in unethical practices. Private parties are involved in corruption to keep the workload flowing in a highly competitive market and political influence and nepotism strongly contribute to corruption (Bowen et al., 2012; Malunga, 2016:6; Edwards et al., 2017:405-408). Poor ethics of government officials who violate civil and political rights encourage the award of contracts to incompetent and unethical contractors who in return deprive construction employees of their rights; the cost of unethical behaviour falls on the poor (Malunga, 2016:10; Bowen, 2012:891). Corruption in the construction industry in developing countries is present all levels, from low level clerks to high officers in both the government and private sectors. Site inspections by government officials are either infrequent or non-existent;

hence, it is difficult for government officials to ensure that contractors comply with the regulations, according to Araia, Kola and Polzer (2010:21,34). The findings from this study correlate to some extent with respondent complaints that the government is not adequately protecting construction site workers.

When asked about duties and commitment of employers and contractors influencing satisfaction with working conditions of construction site workers, respondent D1 affirmed that contractors do not give clear explanations of good working conditions to workers, do not provide satisfactory working conditions to workers and are not in any way being punished for unfairly treating workers. Respondent D3 explained that employers help but not sufficiently; employers do not provide safety equipment; workers have to buy themselves; and when it comes to the duties and commitment of employers, he claims that the law is not being enforced on employers because employers get away with wrongdoing although he has seen government officials on site. The situation, according to respondent D3, leaves workers with no option but to surrender and accept the bad conditions and negligent treatment. Respondent D3 also explained that only workers with a written contract or permanently employed have their rights respected; the rest have no rights at all. Respondent D3 also revealed that workers do not complain when they have problems because without a written contract, workers will not be helped, heard or assisted. He affirmed, however, that representative from the labour unions do come on site, although typically unannounced, and do help workers with problems they may face. Respondents B3 and B4 affirmed as well that employers do not issue a written contract and do not pay benefits. Respondent B3 was unhappy working for unpaid overtime, adding that the employer does not care about the issues of workers and that workers accept unfair treatment without complaints. According to respondents B3 and B4, employers do not remunerate fairly or provide benefit. Respondent B3 revealed that his employer provided no training; workers have to buy their own personal protective equipment (PPE); and employers sometimes do not respect regulated working hours of workers. Respondent B4 explained that subcontractors are bad employers; the work-life of workers for subcontractors is bad. Respondent B6 seemed to be living in another world compared to his colleague. According to respondent B6, although his employer did not provide him with a written contract, he explained that he knows his rights and complains if needed, and the contractor provides solutions to the satisfaction of the workers. Nevertheless, respondent B6 revealed that the construction industry is not perfect; the quality of life of workers is bad. In regard to commitment of employers, respondent C1 explained that workers do not know about some rights such as minimum wages and although the employer provided written contracts and gave bonuses, he does not habitually provide safety equipment to workers. The respondent also added that their employers do not care about the problems or wellbeing of workers. According to respondent

C1, the contractor does not care about workers and their complaints, pays less than the minimum average, provides no full benefits, disregards H&S and site conditions and has no respect for regulated working hours. Respondent C3 agreed that the employer provides meaningless bonuses and unfair payment for working overtime. Respondent D3 was also of the group of unhappy workers with no contract and who do not complain about the unfairness of the employer. Satisfaction is very low, to a rate of 20% as revealed respondent E1, with no written contract and no benefits provided. The respondent received wages less than the regulated minimum, worked under poor site conditions and worked unregulated hours. Moreover, respondent E1 explained that the employer does not inform workers about updated regulations or legislation. Opposingly, respondent E1 disclosed that the employer does attend more quickly to worker problems when informed and tended to improve the life of workers. On the other hand, E2 opposed that employers ensure good working conditions except for the respect of minimum wages. Respondent D3 explained that employers help but not sufficiently; his employer does not provide safety equipment, workers have to buy this themselves, and when it comes to the duties and commitment of employers and government, he claimed that the law is not being enforced on employers because employers get away with their wrongdoings although he has seen government officials on site. The situation, according to respondent D3, leaves workers with no option but to surrender and accept the bad conditions and treatment. Respondent D3 also explained that only workers with a written contract or permanently employed have their rights respected; the rest have no right at all. Respondents D3, C4 and C5 also revealed that workers not complain about problems because without a written contract, they will not be helped, heard or assisted. Respondent C3 accused employers in the South African industry of terminating worker employment if workers dare complain about salary. The respondent complained that as a foreigner, his current employer would not consider his complaint. Respondent C3 added that employers do not care for workers even when injured; the contractors only provided meaningless help. When workers demanded a pay increase, the employer increased the salary a meaningless amount. Respondent C5 speculated that contractors do not allow for dialogue with workers to prevent workers from complaining about low wages. Respondent E4 confirmed that there is no dialogue at all, and further, the chances of having a serious conversation with an employer are very slim. Respondent J2 indicated that subcontractors make the workers work overtime and refuse to pay them, dismissing workers who complain about unfair payment. Additionally, respondents J2, J3 and J4 complained that there is pressure from the job and subcontractors make them work hard. Subcontractors pay for the job completed and not for the time spent on the job, and put pressure on workers to finish the job in as little time as possible. Subcontractors also take advantage of workers by paying them for fewer days than they work. Respondent G4, J1, J2, C3 and C4 indicated that it is much better to work with main-contractors than to work with

subcontractors. However, although respondent H1 agreed that subcontractors don't pay for overtime, he also noted the fact that subcontractors can give a bonus if workers agree to work for some extra hours. Hi agreed that it is better to work for subcontractors because main-contractors tend to delay payment for months. Respondent J1 indicated that he was in a situation where the main contractor delayed his payment as a result of insufficient funds to pay workers.

According to the survey, employers have adopted the method of outsourcing labour through subcontractors and other sources, creating high work insecurity, social insecurity, poor H&S and undermining of the training provision by collective bargaining and lack of respect of labour rights (Wells, 2007:1; Araia et al. 2010:12; CIDB, 2013:22; CIDB, 2015:16-19). Respondents G5, J1 and J2 expressed they are not happy that employers keep certificates from the workers and refuse to return them to the workers when they undergo training. Resultantly, they leave the workers with no proof of skills when they decide to leave their employers. Respondents J1, J2 and K1 indicated that some employers do not provide pay slips to trade experienced construction workers. Respondent J2 added that subcontractors are scared to give pay slips because the workers can prove that they are underpaid. He added that the majority of subcontractors do not give written contract. Respondents J2 and J4 reported that subcontractors prefer to employ workers for a maximum of three months and to repeatedly renew the contracts for three-month segments as necessary instead of employing permanent workers. Respondents H1, H2, H3, H4 and I1 revealed that workers do not get travel allowance when relocating and must find their own transport; however, as travelling for construction projects is frequent, this disadvantages workers.

4.3.3 The perception of the influence of satisfaction with working conditions on employees' loyalty toward employers

Respondents were asked about the impact of the influence of working conditions on loyalty of construction workers. According to B2 the provision of good site conditions is important to keep an employee loyal. Respondent B1 is of the opinion that important factors of satisfaction are significant tasks, job security and provision of training programmes. Respondent B4, on the other hand, explained that being given significant tasks is important as long as employers pay adequately, and that job security is not important to him. Respondent B2 was not sure about his rights and explained that the supervisor informs or instructs him about his rights and duties. Respondents G1, G2, H2 and J3 explained that satisfaction is based on company that trade experienced construction labours work for. Respondent G2 further added that the relationship between the employer and employees can decrease or increase the satisfaction. Respondents G3, I1 and J4 indicated that satisfaction is dependent on the salary: if the salary is increased it is enough to retain trade experienced construction workers. According to A1,

despite the reputation of the construction industry, the respondent was happy to be in the construction industry; however, he was willing to go for training and yearned for the provision of benefits and good salary as well as job security. Nevertheless, according to A1, he was happy to be in the construction industry. Respondent D5 pointed out that good working conditions, financial remuneration, employer to employee relationships and good work ethics impact the satisfaction of workers. Respondents B2 and B4 disclosed that unethical behaviour exists and hurt construction workers. Unlike respondents B2 and B4, unethical behaviour on construction sites does not affect respondent B3. According to B4, factors of working conditions affect construction site worker loyalty. Despite the fact that the respondent is happy with many factors of working conditions, B1 revealed his intention to leave his current employer for the next one who will pay better. Respondent E4 explained that although, the employer motivates, promotes, pays bonuses and fights to keep the workers happy, the respondent is not loyal to the employer but to his own rights. Respondent E4's behaviour could lend credibility to the previous research findings that contractors would not invest in training of construction workers, knowing that workers will leave them for other employers (Birchall, 2001:1-19). In Malaysia, for example, construction workers, because of poor working conditions, leave the construction industry even after undergoing training from training institutions (Zaki et al., 2102:99-101). Or again, the study from the Citb (2017:4-5) which reveals that some British construction workers leave the construction industry without completing the training and others within two years of working, leave the organisations and the construction sector afterward. Respondent E2 explained as well that being exposed to training and obtaining qualification is advantageous. Respondents C2, C3, C4 and C5 clearly revealed a lack of loyalty to their employer, but have accepted the job and tolerated unfair working condition out of desperation and did not hide the desire to leave for the next employer offering more if the occasion is presented. The findings are similar to those reported by the Birchall (2001:19), where in United States, construction workers leave the construction industry for better wages in other industries, increasing skill shortages in the construction industry. Some of the reasons why workers are leaving the construction industry in the United States are the poor image of the industry, temporary and insecure employments, poor employment methods, lack of protection, outsourcing of labours and other unfair labour practices (Birchall, 2001:19). Research findings by the Citb (2017:4-5) reveal that some reasons of leaving are better opportunities in other sectors, work dissatisfaction, low wages in comparison to other sectors, slow career development, job insecurity and long hours (Citb, 2017:4-5). As well, Aghimien, Awodele and Maipompo's (2019:8,14) research study reported that because of poor working conditions in the Nigerian construction industry, the majority of skilled construction workers stay with their employers only because of insufficient employment opportunities. Respondent E4 affirmed to have become a job hopper instead of a loyal worker

because of lack of job security. Respondent J4 has moved from one company to another because of dissatisfaction with remuneration and benefits. The findings correlate with the recommendations of Harinarain and Haupt (2016:103) that it is advantageous for the construction industry to provide meaningful and financially rewarding employment in a working environment characterised by good working conditions and channels for career advancement. However, according to B1, good working conditions influence the level of loyalty of construction workers. Respondent B1 added that the construction industry is dangerous and affects employee satisfaction and loyalty. Responded C1 affirmed that the presence of poor working conditions highly impacts on satisfaction and on loyalty. Respondents J2 and J3 indicated that employment insecurity also drives workers out of the construction industry. The fact that after a project is completed, workers lose their employment, is another reason why they leave for other industries. Respondent J3 explained that it is one of the reasons why trade experienced construction workers should uplift their skills to be able to work in other industries when there is no employment in the construction industry. Additionally, job hopping has become a better option for trade experienced construction workers because they look for employers who have more work to secure long term employment even if it means unfair or low wages. Respondent J4 reported that a reason for job hopping is to look for better opportunities. According to Mehta, Singh, Bhakar and Sinha (2010:99), job hopping, resulting from diverse attitudes, has become a normal behaviour, always looking for satisfaction in another organisation. Most trade experienced construction workers are in the construction industry because of the high level of unemployment, especially for workers without qualifications. According to Aghimien, Awodele and Maipompo (2019:14), employees who stay in an organisation for other reasons than satisfaction show a type of continuance commitment. Respondent J3 revealed that abusive language and bad attitudes on site push workers to leave the industry. Miscommunication in term of understanding between top, middle, low management and workers causes workers to feel humiliated and leave the construction sector for other sectors.

4.3.4 The influence of construction site workers' demographics on loyalty.

When analysing Figures 5.2, 5.3 and 5.4, it can be concluded that respondents aged between 31 and 50 tend to remain with the same employer for more than five years more than younger workers between 20 and 30 years. Figure 5.3 illustrates the experience of the interviewees in the construction industry. Respondents with ages between 31 and 40 years stayed longer in the construction industry, followed by respondents with ages ranging between 41 and 50 years, 25-30, 51-60 and under 25. Figure 5.4 illustrates the years the interviewees worked for the employer when the interview took place. The results demonstrate that employees whose ages range between 31 and 40 tend to remain with the same employer longest, followed by

employees whose ages range between 41 to 50, 25 to 30, under 25 and 51-65 years old. However, after analysis of the respondents' answers and intentions, it can be concluded that the years spent in the construction industry and with the same employer do not necessarily mean that construction workers are loyal to their employer. As respondent E4 explained, although the employer motivates, promotes, pays bonuses and fights to keep the workers happy, the respondent is not loyal to the employer but to his own right.

The findings of Zanabazar and Jigjiddorj, (2018:51) and Rajput, Singhal and Tiwari (2016:2) stipulate that loyal employees are more efficient, intend to stay longer in a company, promote the image and the interest of a company and indirectly decrease employee turnover. It can be concluded that construction workers are not loyal, but rather are workers showing a type of continuance commitment because of lack of better employment opportunity. As explained by Aghimien, Awodele and Maipompo's (2019:14) research, employees who stay in an organisation for reasons other than satisfaction show a type of continuance commitment. This finding opposes the definition of Burns (2012:310-313), stipulating that *loyalty* can be defined as the willingness of an employee to remain with an employer for a period of time exceeding two years and to defend the best interest of the employer (Burns, 2012:310-313). However, this promotes the findings of studies that establish that satisfied employees develop a positive and favourable attitude towards the job which subsequently develop loyalty within them (Giritli et al., 2013:9-10; Furnham & Taylor, 2011:64; Rajput, Singhal & Tiwari: 2016:2; Rothwell, 2012:310-313; Varelius, 2009:264; Zhang & Walace, 2008:6-13; LaMalfa, 2007:3,6).

4.3.5 To perception of the efficiency of the strategies toward enhancement of the level of loyalty on construction site workers

Respondents were asked about government and employers' strategies/legislations to improve satisfaction and subsequently, the loyalty of construction workers. According to respondent A1, safety of construction workers has to be checked. According to respondent A2, employers do not care about workers' problems, and workers must provide their own safety equipment. Respondent A2 did not have a written contract. Respondent A2 revealed that employers don't care about the issues construction workers face. The perception that respondent B1 had about the efficiency of strategies in place, both the legislation in place and the strategies of the employers, is more or less good or not quite satisfactory. Respondent B4 explained that financial remuneration was more or less good and different incentives and rewards were fair. Respondent B4 ascertained that government officials do come to the site and interact with employers regarding the increase of wages and assist workers with various problems faced. But respondent D3 opposes, claiming that government does not assist workers so employers are getting away with unfair treatment of workers. Workers are not protected by legislation because the ones who have the duties to enforce it on employers are not doing so.

Respondents C2 and C5 were of the opinion that the South African government should review legislation concerning the working conditions of construction workers. Respondent C2 explained that the minimum wages are not satisfactory and the government should ensure implementation and compliance to ensure satisfaction of construction site workers with regards to working conditions. Trade experienced construction workers also complained about the fact that labour unions have formed an unethical relationship between employers in the construction industry through corruption and are not fighting for the rights of the workers. According to respondents G4, J2, J3 and J4, labour unions cannot fight for the workers because the employment contracts mention fewer days than what the workers work for normally; therefore, subcontractors pay the workers for fewer days. Additionally, workers are paid for holiday as a normal day, as pointed out respondent J4. Respondents J2 and J4 indicated that workers are scared to complain over fear of losing their jobs, so the unions work together with the employers and report to the employers about the particular worker who complains; afterward, however, the employers indirectly make sure that the worker leaves. Respondent G5 indicated workers have to closely follow up on their cases after filing a complaint to the labour union, otherwise employers bribe the labour union officials. However, respondents K1 and H4 opposed this by claiming that labour unions do assist with complaints. Respondents K1 and H4's statements could explain what respondents J2 and J3 explained by indicating a small percentage of labour union members who do in fact assist workers when there is a complaint. In support of the respondents' statements, Hellmann-Theurer (2013:164,165) and Monyatsi (2013:33) affirm that due to the restructuring of the construction industry with the introduction of temporary and informal employment, it has become difficult for trade unions to defend and protect construction workers. Additionally, Goldman (2003) and Hellmann-Theurer (2013:162) agree that the new system decreases the protection of workers while increasing worries in workers for challenges arising in recruitment and the organisation of informal workers. Respondent J1 indicated that government inspectors are only present for the main contractors and not subcontractors and subcontractors are independent of labour unions and respondent J2's point of view was that the government is not protecting the workers. Moreover, respondent H2 agreed with respondent G2. Goldman argues that employers have opted for subcontracting as a conscious approach to weaken worker solidarity and union organisation. Subcontractors are more likely than main contractors to disregard bargaining council agreements, so subcontractor employees are more vulnerable to exploitation as compared to the workers formally employed by main contractors (Goldman, 2003:11). The findings of this present research are reinforcing the truthfulness of previous studies stipulating that the poor ethics of government officials who violate civil and political rights encourages the award of contracts to incompetent and unethical contractors who in return deprive construction employees from their rights; the cost of unethical behaviour falls

on the poor (Malunga, 2016:10; Bowen, 2012:891). Corruption in the construction industry in developing countries is present at all levels, from low level clerks to high officers in both the government and the private sector. Corruption leads to low wages (Rashid, 2017:7,3). Corruption in the construction industry also leads to loss of human capital in term of deaths and injuries (Kenny, 2009 21,27; K&L Gate, 2014). Contractors involved in corruption are also accused of using poor workmanship (Bowen, 2012:891).

When asked about contractors' strategies and legislations to improve satisfaction and subsequent loyalty of construction workers, respondent B2 replied that the strategies of the employers were good; however, the respondent wasn't happy with the fact that the employer withheld certificates of workers after workers went through training. Respondent D1 affirmed that contractors do not give clear explanations of good working conditions to workers and do not provide satisfactory working conditions to workers. Respondent B4 deplored the fact that subcontractors are bad employers and there is no good H&S for subcontractor employees. Respondent B4 added that workers struggle with transportation to get to construction sites. The respondent also explained that lack of promotion affects worker loyalty while job security was not important to the respondent. Respondent B5 agreed and explained that participation in decision making, job security/permanent employment and the provision of training programmes were not of any importance to him. Opposingly, although B4 and B5 complained about their employer, they also disclosed that the employer offered a promotion every year. For respondent B6, participation in decision making is important and money is an important factor when it comes to increasing loyalty. Respondent C1 was not sure about how good or bad government strategies are; however, he supported that the strategies of employers and contractors must be improved. From the perspective of respondent D3, the contractors is providing poor working conditions and workers are dissatisfied; the respondent also revealed that workers are in for the money that they cannot have easily. As stated by responded D3, motivation that drives workers to continue working in such horrible conditions is the fact that they can financially provide for themselves, or the need to provide in order to survive. Respondent D5 acknowledged not being loyal to his employer but being loyal to the industry. Reward for good performance and for loyal employees, promotion, being given significant tasks, and being part of decisions are the important factors in satisfaction and loyalty of workers, opined respondent E1. For respondent E2, job security is the important factor as a strategy to be satisfied. Respondent E4 agreed and explained that job security is important to him because everyone is irreplaceable. Respondent E3 expressed dissatisfaction, complaining that there is no existence of promotion, no motivation for loyal employees and unsatisfactory payment, but revealed that main contractors are good employers compared to subcontractors. For respondents C3 and C5, employers must increase wages to satisfy

workers and keep them loyal, adding that other factors of working conditions are important but not as important as a good salary. For a contractor to satisfy workers, financial motivation, promotion and bonuses are factors to consider when establishing strategies, attested respondent E4.

Some respondents were of the opinion that to establish good strategies to ensure satisfaction and subsequent loyalty of site construction workers, both parties, namely employers and employees, should work together. Respondent C2 opined that both the employer and employees have to work together to ensure each other's satisfaction; the worker expresses that for an employer to provide good strategies for the employees, the employees should work effectively and satisfactorily according to employer requirements. Furthermore, respondent J3 opined that satisfaction is dependent not only on worker salary but also based on their passion for the work they do.

Respondent G4 indicated that satisfaction depends on whether a worker has a certificate or not, but if a trade experienced construction worker has proof of qualification, the employer automatically provides the necessary package. Moreover, while comparing respondent G2, who is a supervisor with qualification, and respondent J3 who is also a supervisor with no qualification but who has proven skills in the field, both seem to be satisfied and happier with the construction industry than the ordinary workers. Respondent G2 explained that the construction industry is a nice place to work because while he acquired skills on site, he also trained and obtained certificates and subsequent benefits. But he still complained that he was not paid according to his personal expectations. Respondent D2 specified that for a cleaner's position, there is no right to receive benefits, and also affirmed that salary is an important factor for the satisfaction of workers. Respondent B2 revealed that the employer was paying an incentive to workers but only at the end of the year, unlike respondents B2 and E4. Surprisingly, B4 and B5 claimed that every year there is a promotion. Respondent E2 revealed that except for payment of wages which are lower than the regulated amount, the employer complies with good working condition regulations.

4.4 Qualitative survey of unemployed respondents

4.1 Analysis of respondents

Table 4.3 shows that 100% (5) of respondents interviewed are males, suggesting that male respondents were well represented in the study and female respondents were not. The lack of proper representation of the female gender could be explained by the fact that the South African construction industry is apparently unwelcoming to female candidates. The construction sector is male dominated, especially on construction sites. Agherdien and Smallwood's (2008:8-9) research findings reveal that employment of women in the South

African construction industry is based on society, tradition, organisational culture and sexist attitudes. Jahn (2009:21,31-34) opined that in South Africa, men still believe that a career in construction is not for women, especially site work, because of the nature of the construction industry (Jahn, 2009:21,31-34). The interviews were conducted on the road where workers were waiting for potential employers to employ them. All respondents had no certificates and were specialised in general construction, wet work (bricklaying, plastering, tiling) and painting.

Table 4.6: Profiles of respondents

Respondents	Specialisation	Gender	Qualification	Age	Experience	Duration	Location	Means-for recording
O	General worker	Male	No certificate	25-30	5 years	6 min	On the road	Notes
P	Wet work	Male	No certificate	31-40	6 years	5 min	On the road	Notes
Q	Wet work	Male	No certificate	31-40	Not specified	6 min	On the road	Notes
R	Painter	Male	No certificate	31-40	7 years	10 min	On the road	Notes
S	Painter	Male	No certificate	31-40	7-8 years	20 min	On the road	Notes

Respondents were asked about their situation and satisfaction as unemployed construction site workers. Respondent O explained that he was waiting to be hired for a part time job, for informal employment with no written contract. The respondent further expressed the desperation that causes him to accept any type of payment instead of remaining unemployed. According to respondents O, P, Q and S, there is no job security because the agreement is verbal. Respondent I explained that such employment is not secured and employers take advantage of the workers. Such employers can refuse to pay the workers after the worker has completed a certain job and payment can be as low as R150 for a one-day job. Respondent F indicated that health and safety is the responsibility of the workers themselves to bring in PPEs or to work unprotected. The respondent further explained that sometimes a worker works for several different employers in a single week as long as he is employed. Finding employment is difficult: sometimes workers goes for months without a job, explained respondent R and P, while agreeing with respondent F and expressing the desire to have a certificate or qualification to be employed formally in a company to avoid being taken advantage of. Respondent Q also highlighted the existence of racial discrimination.

Respondent R was a former employee in a registered company for seven years and was receiving the full package; however, due to financial crises the company closed down. The

respondent has been forced onto the street waiting for potential employers who employ the workers based on verbal agreement at a fixed rate. However, respondent R express the desire to always remain in the construction industry no matter what. Although he has no certificate, the respondent affirms to have people who know about his skills and whom the workers uses as references. The respondent indicated being paid at a rate ranging between R400 and R450 per day and is satisfied. The respondent further reported that rates varies from one employer to another. Respondent S explained that he is happy to remain unemployed on the street because he has the capacity to negotiate the rate, the time frame of the job and the type of work he wants to do, unlike employed workers who do not negotiate. The respondent further expressed the desire to remain in the construction industry because he believes he earn a satisfactory rate. All respondents indicated that the rate is fixed based on verbal negotiations between the employer and employees. Respondent S explained that some contractors pay well while others don't; the respondent also complained that the remuneration is low, there is no job security and no formal agreement between the employer and the employee when working as an unemployed, which heightens the risk working for someone without being paid after job completion.

4.5 Chapter summary

Working conditions in the construction industry are deplorable and affect construction site workers negatively. The government, together with unionisations, employers and clients, are all failing to ensure satisfaction of construction site workers; hence, the all industry is deeply affected. The introduction of subcontracting is exacerbating the situation because the regulations and legislation are not sufficient to ensure effective compliance of regulation by subcontractors. Respondents expressed the desire to be qualified and the number of workers with certificates is very low. According to Windapo (2016:3), the South African government has aimed to over-regulate in some cases and yet has failed to ensure that different critical learning institutions are functional enough to meet the needs of the industry. Construction site workers are without a doubt dissatisfied and far from feeling loyal to their employers and to the construction industry. The South African industry is already presenting a danger with a high level of unskilled workers and a high number of workers exiting the industry. Therefore, there is a great need to improve the situation for a more prosperous construction industry and national economy.

CHAPTER FIVE

QUANTITATIVE DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

5.1 Introduction

This chapter is sectioned into various subdivisions presenting the empirical data compiled from the survey. The profile of respondent section presents the profiles of the respondents. The section on enabling factors presents descriptive data concerning perception of the influence and participation in the provision of good working condition by enabling factors namely the government, labour unions, clients' contractors and subcontractors. The section regarding the perception of the influence of satisfaction with working condition on employee loyalty toward employers presents descriptive data on the working conditions of artisans/general workers and the influence of working conditions on loyalty of artisans/general workers' self-development needs, organisational commitment and team performance criteria. The section on the perception of strategies toward enhancement of the level of loyalty of construction site workers presents descriptive data on the efficiency of government strategies or legislation and the employers' or contractors' strategies.

5.2 Research participation and profile of the respondents

5.2.1 Gender of the respondent

Table 5.1 shows that 97.7% (129) of the respondents were males and 2.3% (3) were females, indicating that both genders participated in the survey; however, females were not well represented. This suggests that females in the South African construction industry are under-represented, as reported by several authors (Agherdien & Smallwood, 2008:1,8; Cidb, 2019:15).

Table5.1 Gender of respondents

Gender	Frequency	Percent (%)
Female	3	2.3
Male	129	97.7
Total	132	100.0

5.2.2 Age groups of the respondents

Table 5.2 statistics illustrate that 54.2% of the respondents' ages range between 31-40 years, followed by 22.9% of the respondents with ages between 25-30 years old, and 9.9% of respondents whose ages range between 41-50. Also, 7.6% of the respondents are under 25 years, and finally, 5.3% of the respondents are between 51-60 years. While the total number of respondents is 134, the missing data reported in Table 5.2 is three (3), representing 1.5% of the respondents.

Table 5.2: Age of respondents

Age Group	Frequency	Percentage (%)
Under 25	10	7.6
25-30	30	22.9
31-40	71	54.3
41-50	13	9.9
51-60	7	5.3
Total	131	100.0

As displayed in Table 5.2, respondents aged between 31-40 are numerous in number, followed by respondents between 25-30. Whereas respondents whose ages range between 41-50 years, 0-24 years old and between 51-60 are few in number. According to Chileshe and Haupt (2007:394), personal development is ranked as the most important factor affecting satisfaction of construction workers. Poor quality of life (QoL) in the South African construction industry is affecting construction workers negatively and consequently, tarnishing the image of the construction industry, making it less appealing for a career choice; it is therefore imperative for companies to invest in the improvement of the community and the QOL of the workforce (Haupt & Harinarain, 2016:83; Human, 2013:5,20; James, 2011:99). Demographic changes and an apparent loss of interest among young people in careers in the construction industry are contributing to an increase in the proportion of older workers in the industry, with a resultant decline in new cohorts entering the labour market. Consequently, the size of the older cohort relative to the size of the younger cohort is increasing. Additionally, general and chronic occupational and non-occupational diseases potentially reduce the overall labour force, shift the age structure due to mortality, change the skill composition of the labour supply and increase labour turnover. This paper reports on a study that sought to establish the health status of the older worker cohort in construction (Deacon, Smallwood & Haupt, 2005:1). The studies correlate with the findings of the present studies. There are fewer young people entering the construction industry and there are fewer mature workers in the industry.

5.2.3 Formal qualification of respondents

According to the data in Table 5.3, only 45,8% of the respondents had a certificate.

Table 5.3 Qualification status

Qualification	Frequency	Percent (%)
Yes	60	45.8
No	71	54.2
Total	131	100.0

Table 5.4 illustrates the respondents having a certificate, including National Certificate in Construction Painting (15.9%), National Certificate in Construction Plastering (13.6%), National Certificate in Construction Tiling (11.4%), National Certificate in Construction Masonry (3.8%), National Certificate in Carpentry (2.3%) and other types of certificates held by some respondents (19.8%). Some respondents hold more than one certificate which is why the sum of people holding individual certificates is more than the number of respondents who ticked “yes” for a certificate. The number of respondents without certificate is above 50% (54%). While the total number of respondents is 134, missing data were reported in the tables throughout the study of three respondents (2.2%).

Table 5.4 Statistics of different types of qualification

Qualification	Frequency	Percentage (%)
National Certificate: Construction Painting NQF3	21	15.9
National Certificate: Construction Tiling NQF3	15	11.4
National Certificate: Construction Plastering NQF3	18	13.6
National Certificate: Construction Carpentry NQF3	3	2.3
Other type of certificate	26	19.8
Total	83	

5.2.4 Working sectors of respondents

Table 5.5 Working sector

Sector	Frequency	Percent (%)
Public	14	10.9
Private	35	27.1
Both sectors	80	62.0
Total	129	100.0

Table 5.5 shows that 62% of respondents had experience of working in both the public and private sector; 27% had experience working in the private sector; and 10.9% of the respondents worked in the public sector. This suggests respondents had experience working in both the private and public sectors.

5.2.5 Years of experience in the construction industry

Table 5.6: Experience in the construction industry

	Frequency	Percent (%)
No experience	21	16.9
Less than 5 years	41	33.1
5 to10 years	41	33.1
Over 10 years	21	16.9
Total	124	100.0

Table 5.6 shows that most of the respondents had less than 10 years of experience, with 33.1% of the respondents having less than five years of experience and 33.1% of respondents having between 5 and 10 years of experience in the construction industry. Only 16,9% of respondents had more than 10 years of experience and 16.9% of respondents had no experience in the construction industry.

The histogram (Figure 1) illustrates that there are fewer people entering the industry, and fewer workers with more years of experience. Research in the United Kingdom (UK) revealed an increase in the number of older workers entering the construction industry and a decline in the number of younger workers entering the construction industry in UK (CIOB, 2007:22-23). The figure below, however, illustrates a different scenario for this study.

5.2.6 Categories of respondents' employers

Table 5.7 shows that most participants were employed by subcontractors. Notably, subcontractors employed 52.9% of the workers representing 64 of the respondents; this is followed by main contractors with a response rate of 21.5%; the government sector employed fewer than 10% of respondents (9.1%); and the rest representing 16.5% of the respondents ticked the 'not applicable' box. The 16.5% respondents are those employed in different companies which are not directly involved in actual construction sites activities. The fact that the respondents are working for other types of companies which are part of the construction industry (e.g. cleaning or landscaping services or even site clearance and demolition) would not preclude their professionalism or abilities such that their response would be invalid. This suggests respondents had a wealth of experience accumulated from various construction fields. It was deemed worthwhile not to reject any response as long as the respondent worked for a construction related company. Missing data reported on the statistics were 13, representing 9.7% of the respondents.

Table 5.7: Categories of employers

Employers	Frequency	Percent (%)
Subcontractor	64	52.9
Main contractor	26	21.5
Not applicable	20	6.5
Government	11	9.1
Total	121	100.0

5.2.7 Employment status of respondents

It is evident from Table 5.8 that most of the respondents are employed. The descriptive analysis indicates that 89.1% are employed whereas 10.9% are unemployed. The missing data is five, representing 3.7% of the respondents.

Table 5.8: Employment status

Employment	Frequency	Percent (%)
Yes	115	89.1
No	14	10.9
Total	129	100.0

5.2.8 Area of experience of respondents

Table 5.9 makes evident that most of the participants are occupying the position of general workers (20.8%), followed by painters (13.2%), and foreman (10.4%). Others include plasterers (9.4%), tilers (8.5%), and those providing security services (7.5%). The rest of the participants are electricians (4.5%), bricklayers (3.8%), cleaners (3.8%), plumbers (2.8%), supervisors (2.8%), carpenters (1.9%) mechanics (1.9%), store man/shelf packers (1.9%), and the minority are artisans (0.9%), painters and leading hands (0.9%), labourers (0.9%) elevator workers (0.9%) and operators (0.9%). Only 1.8% of the participants did not specify their positions, and the missing data was 20.9%. The results correlate with the findings of Windapo (2016:1), indicating that the industry is short of qualified workers such as plumbers, electricians, welders, carpenters and fitters whose trades are more practical and necessitate training and certification. Likewise, the results correlate with the arguments of Tshele and Agumba (2014:108) that remuneration is not a frequent cause of the skill shortage, rather monitoring and supervision of artisans would alleviate skill shortage.

Table 5.9: Positions of respondents

Position of respondents	Frequency	Percent (%)
Artisan	1	0.9
Painter and leading hand	1	0.9
Labourer	1	0.9
Not specified	1	0.9
Not applicable	1	0.9
Elevator worker	1	0.9
Operator	1	0.9
Carpenter	2	1.9
Mechanic	2	1.9

Store man/Shelf packer	2	1.9
Plumber	3	2.8
Supervisor	3	2.8
Cleaning services	4	3.8
Bricklayer	4	3.8
Electrician	5	4.7
Security services	8	7.5
Tiler	9	8.5
Plasterer	10	9.4
Foreman	11	10.4
Painter	14	13.2
General worker	22	20.8
Total	106	100.0

5.2.9 Years of experience of respondents in their positions

Figure 5.10 shows that only 18% of the respondents had experience in the same position for more than 10 years; 34.4% of the respondents had between five and 10 years; and 47.75% had less than five years. The missing data was 4.5%. The results reveal that promotion in the South African construction industry is infrequent for site construction workers.

Table 5.10: Years of experience in respondents' positions

Years Categories	Frequency	Percentage (%)
less than 5 years	61	47.7
5-10 years	44	34.4
over 10 years	23	18.0
Total	128	100.0

5.3 The extent to which enabling factors of working conditions contribute towards satisfaction of construction site workers

5.3.1 Influence of government, unionisations, client and employers on satisfaction of construction site workers

Respondents were asked to indicate the extent to which the four bodies responsible for the provision of good working conditions influence the working environment to the achievement of satisfaction of construction site workers: where 1 = uninfluential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = of utmost influence, and U = unsure.

Low influence Moderate influence High influence

1_____2_____**3**_____4_____**5**_____6_____**7**

Table 5.11: Extent to which enabling factors contribute toward satisfaction of construction workers

Organisations	N	Mean	SD	Rank
Subcontractor	87	5.10	1.65	1
Contractor	48	4.44	1.29	2
Client influence	49	3.47	1.42	3
Government	42	3.17	1.79	4
Labour union	38	3.16	1.48	5
Average		3.87	1.53	

It is evident from Table 5.11 that subcontractor contribution in terms of influencing the provision of good working conditions is ranked 1st with a mean score (MS) of 5.10 followed by contractors (MS = 4.44), and client with a MS of 3.47. This suggests an eminent need for subcontractors to improve working conditions to elevate satisfaction of construction site workers. The government, labour unions, clients and employers have the responsibility to ensure satisfaction of construction site workers. The average mean of 3.87 demonstrates a state of importance for improving working conditions of construction workers to achieve satisfaction. According to the ILO (2001:1-2), employers in many countries have adopted the method of outsourcing labour through subcontractors and other sources and have created a high level of work insecurity, no social security, poor H&S, undermining the training provision by collective bargaining and no respect of labour rights. The CIDB (2015:16-19) states that many contractors in South Africa are shedding permanent employees to depend primarily on subcontractors.

5.3.2. The influence of government participation in the provision of satisfactory working conditions of construction site workers

Respondents were asked to indicate how influential 'government participation' was in the improvement of good working conditions: where 1 = uninfluential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = of utmost influence, and U = unsure.

The means obtained from a 7-point Likert scale question were interpreted as follows throughout the report, as evident from Table 5.12: enforcement of working conditions regulations by punishing non-compliant employers/companies (5.36); initiation of programmes of awareness policies (5.23.); and initiation of programmes of awareness of policies regarding working conditions to artisans/labourers (4.04) recorded the highest mean scores. This implies that while government is participating in improving good working conditions, participation is low and there is still room for improvement. The average mean of 3.84 demonstrates that government participation in general is estimated as low to moderate.

Table 5.12: Government participation in the improvement of good working conditions of construction site workers

Government participation	N	Mean	SD	Rank
Enforcement of working conditions regulations by punishing non-compliant employers/companies	121	5.36	2.06	1
Initiation of programmes of awareness policies	96	5.23	2.13	2
Initiation of programmes of awareness of policies regarding working conditions to artisans/labourers	120	4.04	2.01	3
Awareness of problem related to working conditions faced by artisans/general workers	118	3.30	1.65	4
Scheduled inspections of government officials on construction sites	116	2.75	1.61	5
Unscheduled inspections of government officials	125	2.37	1.76	6
Average		3.84	1.88	

5.3.3 The influence of labour unions participation in the provision of satisfactory working conditions of construction site workers

Respondents were asked to indicate how influential the participation of labour unions is to ensure satisfaction with working conditions of construction site workers: where 1 = uninfluential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = of utmost influence, and U = unsure. From Table 5.13, the 1st ranked factor in this category is ensuring adherence to legislation by artisans/general workers (MS = 5.22); labour unions updating artisans/general workers on a regular basis concerning any new development pertaining workings conditions is ranked 2nd with an MS of 4.98; and conducting unscheduled inspections is ranked 3rd with an MS of 4.57. A careful interrogation reveals that these three factors had moderate to high scores. This suggests the need for more effort from the labour union in the participation of the provision of good working conditions. The average mean score of 3.77 demonstrates low to moderate participation of the labour union in the provision of satisfactory working conditions.

Table 5.13: Labour union participation

Labour union participation	N	Mean	SD	Rank
Ensure adherence to legislation by artisans/general workers	125	5.22	1.75	1
Labour unions updating artisans/general workers on a regular basis concerning any new development pertaining workings conditions	113	4.98	2.19	2
Conduct unscheduled inspections	125	4.57	2.54	3
Ensure punishment of employers who do not adhere to the legislation	78	3.83	2.067	4
Resolve problems related to working conditions raised by workers effectively	109	3.80	1.514	5
Ensure that enquiries made by workers are resolved within a fair amount of time	124	3.73	1.763	6
Labour unions ensuring artisans/general workers are aware of current legislations, rules and regulations	121	3.56	2.543	7
Ensure effective implementation of good working conditions by employers	102	3.52	1.627	8
Inform workers about upcoming inspections	120	2.48	2.098	9
Conduct scheduled inspections	125	1.97	1.718	10
Average		3.77	1.98	

5.3.4 Duties and commitment of employers' influence on satisfaction with working conditions of construction site workers (contractors/subcontractors)

Respondents were asked to indicate the extent to which 'duties and commitment' of contractors have influenced respondent satisfaction with working conditions: where 1 = uninfluential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = of utmost influence, and U = unsure.

Table 5.1.4 shows that employers' adherence to legislated working hours (6.13); employers show concern about quality of life of artisans/general worker (5.50); and employers inform employees about any changes regarding rules and regulations concerning working conditions as applicable (5.48), had the highest mean scores. This implies that employers are succeeding in the provision of good working conditions. The average mean score of 4.69 indicates that employers are making some effort with regards to the improvement of working conditions; however, more effort is required to highly satisfy construction site workers.

Table 5.14: Duties and commitment of contractors

Employers participation	N	Mean	SD	Rank
Employers adhere to legislated working hours	126	6.13	1.504	1
Employers show concern about quality of life of artisans/general workers	126	5.50	2.054	2
Employers inform employees about any changes regarding rules and regulations concerning working conditions as applicable	124	5.48	1.600	3
Employers give a clear explanation of good working conditions of the country	105	5.46	1.647	4
Employers provide written contracts	125	5.19	2.422	5
Employers tend to improve quality of life of artisans/general workers	99	4.93	2.006	6
Employers adhere to site conditions regulation of the construction industry	92	4.84	2.061	7
Employers adhere to H&S regulations of the construction industry	117	4.68	1.735	8
Employers interact with employees to enquire about working conditions	124	4.64	1.505	9
Employers collaborate with the government to ensure that problems related to working conditions are resolved to enhance contentment of artisans/general workers	88	4.26	1.771	10
Employers collaborate with the labour union to ensure that problems related to working conditions are resolved to enhance contentment of artisans/general workers	80	4.15	1.700	11
Employers provide full benefit	106	4.11	1.563	12
Employers adhere to minimum wage payment	96	3.93	1.802	13
Problem related to working conditions, raised by artisans/general workers are attended to faster	121	3.62	1.724	14
Employers show concern in terms of providing satisfactory working conditions	119	3.48	1.789	15
Averages		4.69	1,79	

5.4 Perception of the influence of satisfaction with working conditions on employees' loyalty toward employers

5.4.1 The perception of the working conditions of construction site workers

Respondents were asked to indicate how influential factors were relating to 'working conditions affect construction site worker satisfaction'. The extent to which 'duties and commitment' of contractors have influenced respondent satisfaction with working conditions: where 1 = uninfluential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = of utmost influence, and U = unsure. Table 5.15 shows that fairness of working hours and resting hours (5.82); provision of written contract (5.57); and payment of overtime due to artisans/general workers (5.40) recorded the highest mean scores. The average mean score of 4.53 demonstrates perceive working conditions at a moderate level.

Table 5.15: working conditions of construction site workers

Working conditions	N	Mean	SD	Rank
Fairness of working hours and resting hours	123	5.82	1.908	1
Provision of written contract	111	5.57	1.966	2
Payment of overtime due to artisans/general workers	108	5.40	1.928	3
Provision of full benefit	124	4.92	2.055	4
Physical conditions of construction site	111	4.77	1.763	5
Payment of fair wages	122	4.61	2.247	6
Impact of quality of life of artisans/general workers	105	4.59	1.719	7
Existence of H&S regulations on construction sites	114	4.50	2.150	8
Contentment based on ethical behaviour	112	4.21	1.556	9
Provision of incentives to boost the morale of artisans/general workers	104	3.73	1.620	10
Ethical behaviour effect on the contentment of artisans/general worker	110	3.34	1.528	11
Provision of regular trainings	112	2.93	1.691	12
Average		4.53	1.84	

5.4.2 The perception regarding the influence of working conditions affecting construction site workers on loyalty in the workplace

Respondents were asked to indicate their perception regarding factors of working conditions that affect employee loyalty. The extent to which 'duties and commitment' of contractors have influenced respondent satisfaction with working conditions: where 1 = uninfluential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = of utmost influence, and U = unsure. The statistics in Table 5.4.2 illustrate that payment of overtime due to artisans/general workers (5,60); provision of fair wages (5.30); adherence to regulated working time and resting time (5.45); and existence of written contract (5.95) have the highest average scores, implying that these factors are important to construction site

workers to increase their loyalty. The average mean score of 4.50 demonstrate a state of moderate influence on loyalty of construction site workers.

Table 5.16: Influence of working conditions on loyalty of artisans/general workers

Working conditions	N	Mean	SD	Rank
Existence of written contract	122	5.95	1.893	1
Payment of overtime due to artisans/general workers	103	5.60	1.997	2
Adhering to regulated working time and resting time	122	5.45	1.907	3
Provision of fair wages	123	5.30	2.020	4
Employers' adherence to H&S regulations	98	4.99	2.245	5
The quality of life of artisans/general workers	109	4.95	1.696	6
Provision of good site conditions	98	4.51	2.179	7
Provision of full benefit	120	4.49	1.759	8
The nature of construction industry impact on the willingness of artisans/general workers to pursue a career in construction	77	3.92	2.264	9
Provision of incentives to boost the morale of artisans/general workers	83	3.42	1.809	10
Ethics behaviours towards artisans/general workers	109	2.99	1.777	11
The existence of regular training programmes	108	2.47	1.759	12
Average		4.50	1.94	

5.5 Perception on the efficiency of strategies toward enhancement of the level of loyalty of construction site workers

5.5.1 Perception of government strategies to protect employees in the workplace to achieve loyalty of employees

Respondents were asked to indicate their perception regarding the efficiency of the 'strategies/legislation established by the government' to protect employees in the workplace to achieve loyalty of construction site workers. The extent to which 'duties and commitment' of contractors have influenced respondent satisfaction with working conditions: where 1 = inefficient, 2 = little efficient, 3 = somewhat efficient, 4 = efficient, 5 = very efficient, 6 = extremely efficient, 7 = of utmost efficient, and U = unsure. Table 5.16 illustrates that the rate of the minimum wages and benefits (4.14); the effectiveness of H&S regulations (4.85); and the effectiveness of rules and regulations about site conditions to keep employees safe on construction sites (4.19) had the highest means, implying that government strategies are perceived as moderate by construction site workers. The average score of 3.88 demonstrates a low to average perception of government strategies by construction site workers.

Table 5.17 Efficiency of government strategies/legislation

Government strategies	N	Mean	SD	Rank
The H&S regulations are effective	72	4.85	2.366	1
Legislations established to govern artisans/general workers are effective for their satisfaction	117	4.22	1.427	2
Rules and regulations about site conditions are effective to keep employees safe on construction sites.	107	4.15	1.806	3
Minimum wages and benefits are fairly rated	96	4.14	2.456	4
Minimum requirements legislated for employed artisans/general workers ensure a standard quality of life	89	3.88	1.671	5
Various training programmes established by government enables artisans/general workers to uplift their skills as required in the construction industry	113	3.35	1.731	6
Legislations about ethics in the construction industry are effectively protecting artisans/general workers from unethical behaviour	117	2.57	1.379	7
Average		3.88	1.83	

5.5.2 Perception of employers' strategies to protect employees in the workplace to achieve loyalty of employees

Respondents were asked to indicate their perception regarding the efficiency of the strategies/legislation established by the employers to protect employees in the workplace to achieve loyalty of construction site workers. The extent to which 'duties and commitment' of contractors have influenced respondents' satisfaction with working conditions: where 1 = inefficient, 2 = little efficient, 3 = somewhat efficient, 4 = efficient, 5 = very efficient, 6 = extremely efficient, 7 = of utmost efficient, and U = unsure. The averages mean scores of Table 5.5.2 demonstrates that employers need to improve their strategies through adequate pay (4.33); rewards/bonus for good performance (4.27); and reward/bonus for loyal employees (4.38). The average mean score of 3.58 demonstrates that employer strategies are perceived as low by construction site workers.

Table 5.18 Perception of employer strategies to protect employees in the workplace

Employer strategies	N	Mean	SD	Rank
Reward/bonus for loyal employees	115	4.38	1.867	1
Adequate pay	121	4.33	1.814	2
Rewards/bonus for good performance	123	4.27	2.081	3
Reward/bonus for moral boosting	103	4.23	2.406	4
Job security/permanent employment	119	4.15	1.812	5
Adequate recognition for loyal employees	87	4.00	1.824	6
Entrust artisan/general workers with variety of tasks	113	3.26	1.812	7
Various training programs to upgrade artisans/general workers	103	3.19	1.772	8
Participation in decision making	122	2.10	1.608	9
Promotion	121	1.90	1.695	10
Average		3.58	1.87	

5.6 Chapter summary

The purpose of this chapter includes explaining the processes followed during experiential data gathering exercises and presentation of the results. The data were mainly gathered manually. Although the troubles and difficulties that come with physical data gathering were time and cost, this was the best way to reach the population of this particular study. It is important to note that a total of 200 questionnaires were distributed, with 132 retrieved, representing a response rate of 67%. Nevertheless, the number of participants was enough to generate reliable and meaningful results as required to compute statistical analysis. The demographic information obtained from the questionnaires sufficiently demonstrates that respondents had enough experience in the construction industry to have knowledge about working conditions of construction site workers.

The extent to which enabling factors of working conditions contribute towards satisfaction of site construction workers was investigated and recorded as an average mean score of 3.87, suggesting that the government, together with the clients, employers and unionisations, should improve working conditions of construction workers to increase satisfaction. With regard to the influence of government participation in the provision of satisfactory working conditions of construction site workers, the average score was of 3.84, implying that government participation in the provision of satisfactory working conditions is rated as low to moderate participation. Nevertheless, the results display some positive results, showing some effort from the government, in statements such as the enforcement of working conditions through punishment of the non-compliant, and the initiation of programmes of awareness policies.

The labour unions are not doing a good job either, with a mean average of 3.77 ranging from low to moderate participation. As labour unions are the voice of construction site workers, it is imperative to ensure satisfaction of construction site workers. On a positive note, employer participation shows more good results. The average score was 4.69, ranging from moderate to high participation. Employers showed good participation in the influence of good working conditions. Employer adherence to legislated working hours recorded the highest score (6.13); employers showing concern about quality of life of artisans and general workers had a score of 5.5; employers updating employees on changes regarding rules and regulations concerning working conditions recorded a score of 5.48; employers giving clear explanation of good working conditions recorded a score of 5.46; and employers giving a written contract recorded a mean score of 5.19.

With regard to the perception of the influence of satisfaction with working conditions on

employee loyalty toward employers, the level of influence of working conditions affecting construction site workers recorded a moderate to high mean score of 4.53. More specifically, fairness of working hours and resting hours (5.82) had a higher influence on satisfaction of construction site workers, followed by written contract (5.57) and payment of overtime (5.40). Regarding the perception of the influence of working conditions on loyalty of construction site workers in the workplace, the results display an average mean score of 4.50, ranging from a moderate to high mean score. Existence or provision of written contract (5.95), payment of overtime (5.60), adherence to regulated working hours (5.45) and provision of fair wages (5.30) recorded the highest mean scores. The results suggest that the above-mentioned statements highly influence loyalty of construction site workers. However, the nature of the construction industry impacts on the willingness of artisans/general workers to pursue a career in construction (3.92); the provision of incentives to boost the morale of artisans/general workers (3.42); ethics behaviours towards artisans/general workers (2.99); and the existence of regular training programmes (2.47) – all showed a low to moderate influence on loyalty of construction site workers.

Finally, with regards to perception of efficiency of strategies toward enhancement of the level of loyalty of construction site workers, the level of government strategy efficiency are perceived as low to moderate. Despite the existence of a good H&S legislation (4.85) in place yet not highly effective. Legislations established to govern artisans/general workers effectiveness for their satisfaction, rules and regulations about site conditions are effectiveness to keep employees safe on construction sites and minimum wages and benefits are fairly rated all recorded a moderate to high effectiveness. The minimum requirements legislated for employed artisans/general workers ensure a standard quality of life; the various training programmes established by government enable artisans/general workers to uplift their skills as required in the construction industry; and legislation about ethics in the construction industry are effectively protecting artisans/general workers from unethical behaviour all recorded low to moderate average scores. The results imply that legislation in place are not yet sufficiently effective to protect construction site workers.

Equally, the analysis results about employers showed a low to moderate average mean score. The ineffectiveness of strategies of employers are showing low mean scores, specifically for statements such as entrusting construction workers with a variety of tasks, various training programmes to upgrade construction site workers, participation in decision making and promotion. The results suggest imminent intervention from employers in order to satisfy and gain a pool of loyal construction site workers.

CHAPTER SIX
HYPOTHESIS TESTING AND DISCUSSIONS

6.1 Introduction

T1his chapter presents the objective to test four hypotheses, and the discussions thereof. The tests of hypotheses first and foremost focus on the perception of satisfaction with working conditions on employee loyalty toward employers (level of satisfaction with working conditions and the level of construction site workers loyalty toward their employers). The second is the influence of demographics on loyalty of construction site workers and the perception of the efficiency of government and employer strategies to enhance loyalty of construction site workers. The project objectives aligned with satisfaction of working conditions, loyalty and a summary. Given that Likert-type scales were used in the survey, Cronbach's alpha coefficient for internal reliability was deemed necessary to calculate and report. The reliability of an instrument (internal consistency, test–retest) by definition refers to its validity, because the reliability of measures does not prove that the scale measures what they are purported to measure (Frost, Reeve, Liepa, Stauffer, & Hays, 2007:94). Or as explained by Heale and Twycross (2015:66), reliability indicates steadiness of a measure. A researcher completing an instrument to test motives, for example, must have approximate responses every time a test is completed. Validity refers to the extent to which a research tool produces the same results when used in the same circumstances or situations every time the test is repeated (Heale & Twycross, 2015:66). Reliability indicates the overall consistency of a measure. A measure is highly reliability, then, if similar results are obtained under consistent and different conditions, in other words, it guarantees that potential users will be able to assess the extent to which findings could be generalised beyond the scope of the study. The paired t-test was used to assess any statistical difference between means in hypotheses 1 and 2 as well as hypotheses 3 and 4. The test of a statistically significant difference between demographics of respondents in hypotheses 1 and 2 and hypotheses 3 and 4 was done using a non-parametric test, including the Mann-Whitney U and Kruskal-Wallis tests. The decision to compute a non-parametric test was based on the test of normality output.

6.2 Perception on the influence of satisfaction with working conditions on employees' loyalty toward employers

6.2.1 Hypothesis 1- Perception on the influence of satisfaction with working conditions on employees' loyalty toward employers

The hypothesis is as follows: "There is no statistically significant difference between the mean rankings of perception on the influence of satisfaction with working conditions on employees' loyalty toward employers".

6.2.1.1 Test of reliability regarding scale of the perception on the influence of satisfaction with working conditions on employees' loyalty toward employers

In reference to Maree and Pietersen (2007:216), the interpretation of the coefficient Cronbach's alpha will be done as follows: 0.90 – high reliability; 0.80 – moderate reliability; and 0.70 – low reliability. The report displayed in Table 6.1 shows that the test produced moderate to high reliable measures ranging from 0.80 to 0.90.

Table 6.1: Test of reliability of perception on the influence of satisfaction with working conditions on employees' loyalty toward employers

Working conditions on employees' loyalty toward employers	Number of items (N)	Cronbach's alpha coefficient	Comments
Influence of working conditions on satisfaction	12	0.82	Moderately reliable
Influence of working conditions on loyalty	12	0.90	High reliable

Table 6.1 shows that the study produced moderate to high reliable measures ranging from 0.80 to 0.90.

6.2.1.2 Test of mean ranking and paired sample test on the perception of the influence of satisfaction with working conditions on employees' loyalty toward employers

Table 6.2 displays information regarding the importance of the mean ranking of the 'perceptions of the influence of satisfaction with working conditions on employee loyalty toward employers' to achieve loyalty. It is shown that "the influence of working conditions on loyalty" ranked the highest with a mean score of 4.77 and "the influence of working condition on satisfaction" ranked the lowest with a mean score of 4.58. A paired statistic test assessed any

statistical difference between the factors of the perceptions on the influence of satisfaction with working conditions on employees' loyalty and the effect of size. Table 6.3 displays a statistically significant difference between the paired samples (p=0.01 was revealed), and the eta squared ranged showing a small size effect of 0.25. The significance, however, signalled that something is operating below the surface of the statistic and calls for more attention and study or investigation (Leedy & Ormrod, 2010:279). The significance level was accepted based on a standard value $p< 0.05$ (Field, 2013:71) throughout the study. As a result, the null hypothesis stating that there is no significant difference between the mean rankings of the 'perceptions on the influence of satisfaction with working conditions on employee loyalty toward employers' can be rejected in favour of an alternate hypothesis. The alternate hypothesis proposes that there are reliable and foreseeable differences in scores (Gravetter & Wallnau, 2009:344) between the influence of working conditions of construction site worker satisfaction and the influence of working conditions on loyalty. A statistical difference implies a good chance that finding a relationship that exists between two variables is of a good and profitable cause (California State University Long Beach [CSULB],(2013). Naturally, the mean ranking sustains, and did not happen by chance.

Table 6.2: Ranking of the perception of the influence of satisfaction with working conditions on employees' loyalty toward employers

Perception on the influence of satisfaction with working conditions on employees' loyalty toward employers	N	Mean	SD	Rank
The influence of working conditions on loyalty	124	4.77	1.16	1
The influence of working condition on satisfaction	124	4.58	0.96	2
Valid N (listwise)	124			

Table 6.3: Paired samples test on perception on the influence of satisfaction with working conditions on employees' loyalty toward employers

		Paired Differences					t	df	Sig. (2-tailed)	Eta squared
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference					
					Lower	Upper				
Pair 1	Mean_wkg_Cdt_H1a - Mean_wkg_Cdt_H1b	-0.18	0.73	0.07	-0.31	-0.05	-2.81	123	0.01	0.25

Keys: Influence of working conditions on loyalty; Influence of working condition on satisfaction

6.2.2 Hypothesis 2 - perception of the influence of satisfaction with working conditions on employees' loyalty toward employers in relation with demographics

The hypothesis is as follows: "Gender, age, qualification, employment status, experience,

sector of employment and employment status do not result in significant difference in construction workers' level of the perception of satisfaction with working conditions on employees' loyalty toward employers".

6.2.2.1 Test of normality on perception on the influence of satisfaction with working conditions on employees' loyalty toward employers

Table 6.4 displays results of the test for perception on the influence of satisfaction with working conditions on construction site worker loyalty toward employers. The presence of a nonsignificant result (sig value of more than 0.05) indicates normality (Pallant, 2010:63). Because of the size of the sample, which was greater than 50, it was preferable to use the significance level based on the Shapiro-Wilk test (Field, 2013:188). The obtained significance value of 0.00 (equal or less than 0.05) suggests the violation of the assumption of normality (Pallant, 2010:63; Field, 2013:185); therefore, it was a suitable decision to use non-parametric statistics, namely the Mann-Whitney and Kruskal-Wallis tests.

Table 6.4: Test on normality for the influence of working conditions on satisfaction of construction site workers

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
The influence of working conditions satisfaction	0.14	124	0.00	0.95	124	0.00
The influence of working conditions on loyalty	0.15	124	0.00	0.91	124	0.00

6.2.2.2 Test of significant difference in the levels of the influence of working conditions' influence on satisfaction

6.2.2.2.1 Gender

The Mann-Whitney U Test for gender group results are presented in Tables 6.5 and 6.6. The present test revealed no statistically significant difference in the levels of the influence of working conditions on satisfaction of females (Md=4.24 n=2) and males (Md=4.75, n=120), U=98, z=-0.44, p=0.66, and r=0.04 having small effect on size.

Table 6.5: Mann-Whitney gender ranks on the influence of working conditions on satisfaction

The influence of working condition on satisfaction	Gender	N	Mean Rank	Sum of Ranks	Median
	Female	2	50.50	101.00	4.24
	Male	120	61.68	7402.00	4.75
	Total	122			

Table 6.6: Mann-Whitney gender statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig. (2-tailed)	N	r
	98.00	101.00	-0.44	0.66	122	0.04

The SPSS application does not provide a feature for calculating the effect of size (r) for an independent sample. Therefore, the following formula will be used to calculate the effect size: $r=z/\sqrt{N}$, where N=Total number of cases. The effect of size would be interpreted as follows: 0.1=small effect, 0.3=medium effect and 0.5=large effect (Cohen, 1988, in Pallant, 2010:230). Therefore a "no statistically significant difference" means gender has no influence on the influence of working conditions on satisfaction, and the results have happened by chance (Leedy & Ormrod, 2010:278).

6.2.2.2.2 Age groups

The Kruskal-Wallis Test outputs on statistically significant differences between age groups are presented in Tables 6.7 and 6.8. A Kruskal-Wallis Test revealed a statistically significant difference (see box highlighted in light green) in the importance of 'the levels of the influence of working conditions' influence on satisfaction' across six different age groups (however, no respondent within the group of more than 60 years old was represented). (Gp1, n=10: under 25yrs; Gp2, n=25: 26-30yrs; Gp3, n=67: 31-40yrs; Gp4, n=12: 41-40yrs; Gp5, n=7: 51-60 yrs., Gp6, n=0: over 60yrs), X^2 (4, n=121) = 11.36, p=0.00 and the Kruskal-Wallis H=15.99.

Table 6.7: Kruskal-Wallis age group ranks on the influence of working conditions on satisfaction

The influence of working condition on satisfaction	Age of respondents	N	Mean Rank	Median
	under 25	10	80.75	5.14
	26-30	25	47.56	4.25
	31-40	67	60.63	4.75
	41-50	12	52.21	4.65
	51-60	7	99.36	5.83
	Total	121		

The age group no. 3 (51-60 years) recorded the highest median score (5.83) while the age group no. 2 (26-30 years) recorded the lowest median value of (4.25).

Table 6.8: Kruskal-Wallis age groups statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square Df Asymp.	Df.	Asymp. Sig.
	15.99	11.36	4	0.00

Pallant (2010:235) indicates that although a statistically significant result of the Kruskal-Wallis is obtained, after running the test, one may not know which groups are statistically significantly different from one. Therefore, it is advisable to find out the post-hoc and the effect size tests. A follow up can be made using the Mann-Whitney U test between pairs of groups (Pallant, 2010:235).

Tables 6.9 and 6.10 report post-hoc results: the younger age and the oldest groups' satisfaction is more influenced by working conditions than the middle age group (Gp1: Md=5.14 vs. Gp2: Md=4.25; Gp1: Md=5.14 vs Gp3: Md=4.75, Gp1: Md=5.14 vs Gp4: Md=4.65) (Gp1: Md=5.14 vs. Gp5: Md=5.83; Gp2: Md=4.25 vs Gp5: Md=5.83, Gp3: Md=4.75 vs Gp5: Md=5.83, G4: Md=4.65 vs G55: Md= 5.83). The post-hoc statistic test revealed that the younger age is more concerned about working conditions.

Table 6.9: Mann-Whitney post-hoc age group ranks on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Age groups	N	Mean Rank	Sum of Ranks	Median
	Under 25 yrs.	10	25.00	250.00	5.14
	25-30 years	25	15.20	380.00	4.25
	Total	35			
	Under 25yrs	10	14.55	145.50	5.14
	41-50 yrs.	12	8.96	107.50	4.648
	Total	22			
	Under 25 yrs.	10	6.50	65.00	5.14
	51-60 yrs.	7	12.57	88.00	5.83
	Total	17			
	25-30 yrs.	25	13.88	347.00	4.25
	51-60 yrs.	7	25.86	181.00	5.83
	Total	32			
	31-40 yrs.	67	35.22	2360.00	4.75
	51-60 yrs.	7	59.29	415.00	5.83
	Total	74			
	41-50 yrs.	12	7.88	94.50	4.65
	51-60 yrs.	7	13.64	95.50	5.83
	Total	19			

Table 6.10: Mann-Whitney post-hoc age group statistics tests on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Age groups	Mann-Whitney U	Wilcoxon W	Z	Sig. (2-tailed) p	N	r
	Under 25-25 to 30 yrs.	55.00	380.00	-2.56	0.01	35	0.43
	Under 25 to 41-50 yrs.	29.50	107.50	-2.01	0.04	22	0.43
	Under 25 to 51-60 yrs.	10.00	65.00	-2.47	0.01	17	0.6
	25-30 to 51-60 yrs.	22.00	347.00	-2.99	0.00	32	0.53
	31-41 to 51-60 yrs.	82.00	2360.00	-2.82	0.01	74	0.33
	41-50 to 51-60 yrs.	16.50	94.50	-2.18	0.03	19	0.5

6.2.2.2.3 Qualification

The Mann-Whitney U Tests for qualification output are shown in Tables 6.11 and 6.12. The Mann-Whitney U Test outputs on the statistically significant difference between qualifications revealed significant difference in the level of the influence of working conditions on satisfaction between respondents with certificates and respondents without certificates (Group 1, n=52: With certificates and Group 2, n=69: Without certificate, U=1401.50, z=-2.06, p=0.04 and r = 0.19 having a small effect on size).

Table 6.11: Mann-Whitney qualification ranks on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Qualification	N	Mean Rank	Sum of Ranks	Median
Group 1	Yes	52	53.45	2779.50	4.63
Group 2	No	69	66.91	4601.50	4.91
	Total	121			4.75

Table 6.12: Mann-Whitney qualification statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
	1401.50	2779.50	-2.06	0.04	121	0.2

6.2.2.2.3.1 Type of qualification

The Mann-Whitney U Test for types of qualification outputs are shown in Tables 6.13 and 6.14. The Mann-Whitney U Test outputs on the statistically significant difference between types of qualifications revealed no significant difference in construction site worker satisfaction based on different types of qualifications (NQF3 Painting, n=19, Md= 4.67, NQF3 Tiling, n=14, Md=4.71, NQF3 Plastering, n=17, Md=4.67; NQF3 Carpentry, n=3, Md= 4.00; NQF3 Masonry, n=5, Md=4.25. r in all types of certificates range from 0 to 1.7 having a small effect on the sizes).

Table 6.13: Mann-Whitney qualification statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Type of qualification	N	Mean Rank	Sum of Ranks	Median
National Certificate: Construction NQF3Painting	Yes	19	48.61	923.50	4.67
	No	103	63.88	6579.50	4.86
	Total	122			
National Certificate: Construction NQF3 Tiling	Yes	14	44.93	629.00	4.71
	No	108	63.65	6874.00	4.83
	Total	122			
National Certificate: Construction Plastering NQF3	Yes	17	50.53	859.00	4.67
	No	105	63.28	6644.00	4.83
	Total	122			
National Certificate: Construction Carpentry NQF3	Yes	3	42.90	214.50	4.00
	No	118	62.29	7288.50	4.75
	Total	121			
National Certificate: Construction Masonry NQF3	Yes	5	42.70	213.50	4.25
	No	117	62.30	7289.50	4.75
	Total	122			
Other Type of Certificate	Yes	20	61.88	1237.50	4.79
	No	101	60.83	6143.50	4.75
	Total	121			

Table 6.14: Mann-Whitney qualification statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
National Certificate: Construction NQF3Painting	733.50	923.50	-1.73	0.08	122	0.16
National Certificate : Construction NQF3 Tiling	524.00	629.00	-1.89	0.06	122	0.17
National Certificate: Construction NQF3 Plastering	706.00	859.00	-1.38	0.17	122	0.13
National Certificate: Construction NQF3 Carpentry	116.50	122.50	-1.01	0.31	121	0.09
National Certificate: Construction Masonry NQF3	179.50	194.50	-1.46	0.14	122	0.11
Other Type of Certificate	863.50	1073.50	-1.02	0.301	121	0.01

6.2.2.2.4 Experience

The Kruskal-Wallis Test and the Mann-Whitney Test outputs on statistically significant differences between experience in the construction industry are shown in the tables below.

6.2.2.2.4.1 Sector of experience

The Kruskal-Wallis Test outputs for significant differences between sectors of experience in the construction industry are shown in Table 6.15 and Table 6.16.

Table 6.15: Kruskal-Wallis sector of experience ranks on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Sector of experience	N	Mean Rank	Median
	Public	11	66.14	4.75
	Private	32	66.58	4.91
	Both	76	56.34	4.75
	Total	119		

Table 6.16: Kruskal-Wallis sector of experience statistics tests on sector the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
Sector of experience	2.37	4.81	2	0.09

The Kruskal-Wallis Test revealed no statistically significant differences in the influence of working conditions on the satisfaction of respondents based on three different categories of sectors of experience in the construction industry (Public, n=11; Private, n=32; Both 3, n=76; X^2(2, n=119)= 4.81, p=0.09). The private sector category recorded the highest median score (4.91) and the group of the public sector and the group of both sector categories recorded the lowest median score (both 4.75).

6.2.2.2.4.2 Years of experience in the construction industry

The Kruskal-Wallis Test outputs of mean ranking and on statistically significant differences between years of experience categories are shown in Tables 6.17 and 6.18. A Kruskal-Wallis Test revealed a statistically significant difference in the influence of working conditions on satisfaction across four different categories of years of experience in the construction industry (Category1, n=21: no experience; Category 2, n=36: less than 5 years; Category 3, n=39: 5-10 yrs.; Category 4, n=18: over 10 years of experience), X^2(3, n=114)= 17.23, p=0.01).

Table 6.17: Kruskal-Wallis sector of experience ranks on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Years of experience in the construction industry	N	Mean Rank	Median
	no experience	21	77.21	5.25
	less than 5 years	36	55.29	4.58
	5 to10 years	39	48.10	4.58
	over 10 years	18	59.28	4.75
	Total	114		

Category no. 1 (no experience) recorded the highest median score (5.25) while category no. 2 (less than 5 years of experience) and no. 3 (5 to 10 years of experience) recorded both the lowest median value of 4.58.

Table 6.18: Kruskal-Wallis sector of experience statistics tests on sector the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	10.85	17.23	3	0.01

To find out the significant differences between groups, post-hoc and effect of size tests were performed. Pallant (2010:235) advises a follow-up using the Mann-Whitney U Test between pairs of groups.

Table 6.19: Mann-Whitney post-hoc sector of experience ranks on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Years of experience	N	Mean Rank	Sum of Ranks	Median
	No experience	21	34.93	733.50	5.25
	Less than 5 yrs.	36	25.54	919.50	4.58
	Total	57			
	No experience	21	42.38	890.00	5.25
	5 to 10 yrs.	39	24.10	940.00	4.58
	Total	60			

Table 6.20: Mann-Whitney post-hoc sector of experience statistics on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
No experience to less than 5yrs.	253.50	919.50	-2.06	0.04	57	0.27
No experience to 5 to10 yrs.	160.00	940.00	-3.87	0.00	60	0.5

Tables 6.19 and 6.20 post-hoc results report that satisfaction of respondents with zero to 10 years of experience is more affected by working conditions than respondents who have more than 10 years of experience in the construction industry (Category 1: Md=5.25 vs. Category 2: Md=4.58; Category 1: Md=5.25 vs Category 3: Md=4.58), with r-= 0.5 having a high effect on size.

6.2.2.2.5 Type of employer

The Kruskal-Wallis Test outputs on statistically significant differences between types of employers in the construction industry are shown in Table 6.21 and Table 6.22

Table 6.21: Kruskal-Wallis type of employer ranks: influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Type of employer	N	Mean Rank	Median

	Main contractor	20	57.23	4.75
	Subcontractor	60	56.13	4.77
	Government	11	69.45	5.08
	Not Applicable	20	46.98	4.46
	Total	111		

Table 6.22: Kruskal-Wallis type of employers' statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	3.53	0.87	3	0.32

The Kruskal-Wallis Test revealed no statistically significant differences in influence of working conditions on satisfaction of construction site workers based different types of employers (Type1, n=20: Main contractor; Type 2, n=60: subcontractor; Type 4, n=11: Government; Type 4, n=20: Not applicable;), with $X^2(3, n=111)=0.87$, p=0.32. Employees of the type 2 have a higher median score of 5.08.

6.2.2.2.6 Employment status

The Mann-Whitney U Test for employment status outputs are shown in Table 6.23 and Table 6.24. The Mann-Whitney U Test revealed no statistically significant difference in the influence of working conditions on satisfaction between the employed workers and the unemployed. Employed (Md=4.75, n=108) and unemployed (Md=4.91, n=11), with U=585.00, z=-0.08, p=0.93, and r=0.01 having small effect on size.

Table 6.23: Mann-Whitney employment status on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Employment Status	N	Mean Rank	Sum of Ranks	Median
	Employed	108	60.08	6489.00	4.75
	Unemployed	11	59.18	651.00	4.91
	Total	119			

Table 6.24: Mann-Whitney employment status statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig.	r
	585.00	651.00	-0.08	0.93	0.01

6.2.2.2.7 Years of experience in the same position

The Kruskal-Wallis Test outputs on statistically significant differences between work experience in the same position in the construction industry are shown in Table 6.21 and Table 6.22.

Table 6.21: Kruskal-Wallis work experience in the same position ranks: influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Years of experience in the same position	N	Mean rank	Median
	less than 5 years	56	55.80	4.73
	5-10 years	40	62.76	4.75
	over 10 years	22	62.98	4.75
	Total	118		

Table 6.22: Kruskal-Wallis work experience in the same position statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	1.25	0.48	2	0.54

The Kruskal-Wallis Test revealed no statistically significant differences in the influence of working conditions of construction site workers across three different years of experience in the same positions in the construction industry. (Category 1, n=56: less than 5 years; Category 2, n=40: 5-10 years; Category 3, n=22: over 10 years), with $X^2(2, n=118) = 0.48$, p=0.54. The experience category no. 1 (less than 5 years) recorded the lowest median score (4.73) while the other two categories both scored a median of 4.75.

6.2.2.2.8 Discussions on the influence of working conditions on satisfaction of construction site workers

Table 6.23 summarises the null hypothesis test on the influence of working conditions on satisfaction. There was no statistically significant difference in gender (0.66), qualification (0.19), sector of experience (0.09), category of employer (0.32), employment status (0.01) and years of experience in the same position (0.54). However, a statistically significant difference was revealed in the age groups (0.00) and years of experience of respondents in the construction industry (0.01). The statistical significance level was accepted based on a standard value of $p< 0.05$, indicating that a statistically significant difference was found. Furthermore, analysis has been done for each concerned statement to find a statistical difference between groups. According to Leedy and Ormrod (2010:279), the significance suggests that something is operating below the surface of the statistics and needs more attention and study.

Table 6.23: Null hypothesis test summary on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Gender (Sig.)	Age (Sig.)	Qualification (Sig.)	Sector of experience (Sig.)	Yrs. of experience in the CI (Sig.)	Type of employer (Sig.)	Years of experience in the current p (Sig.)	Employment status (Sig.)
Payment of fair wages	0.28	0.00	0.00	0.02	0.00	0.00	0.07	0.57
Provision of full benefit	0.53	0.01	0.00	0.94	0.00	0.00	0.71	0.07

Existence of H&S regulations on construction sites	0.85	0.18	0.38	0.26	0.28	0.01	0.02	0.18
Physical conditions of construction site	0.91	0.53	0.61	0.88	0.35	0.08	0.50	0.47
Fairness of working hours and resting hours	0.06	0.68	0.01	0.01	0.69	0.1	0.65	0.13
Provision of written contract	0.9	0.37	0.39	0.53	0.01	0.01	0.06	0.53
Impact of quality of life of artisans/general workers	0.53	0.00	0.09	0.93	0.16	0.06	0.11	0.24
Contentment based on ethical behaviour	0.32	0.14	0.05	0.2	0.46	0.01	0.38	0.61
Provision of regular trainings	0.43	0.75	0.00	0.88	0.27	0.02	0.13	0.00
Ethical behaviour effect on the contentment of artisans/general worker	0.78	0.44	0.00	0.44	0.00	0.01	0.06	0.73
Provision of incentives to boost the morale of artisans/general workers	0.59	0.25	0.06	0.00	0.00	0.32	0.14	0.92
Payment of overtime due to artisans/general workers	0.51	0.30	0.01	0.8	0.00	0.02	0.51	0.65

Table 6.24: Null hypothesis test summary on the influence of working conditions on satisfaction (type of qualification)

NQF3 Painting	NQF3 Tilling (Sig)	NQF3 Plastering (Sig)	NQF3 Carpentry (Sig)	NQF3 Masonry (Sig)	Other types of certificate (Sig)
0.057	0.02	0.01	0.32	0.04	0.91
0.05	0.04	0.23	0.84	0.21	0.32
0.77	0.43	0.68	0.33	0.19	0.13
0.06	0.09	0.09	0.95	0.21	0.72
0.11	0.47	0.57	0.20	0.07	0.00
0.08	0.11	0.15	0.16	0.08	0.01
0.75	0.26	0.39	0.99	0.81	0.97
0.01	0.14	0.14	0.53	0.32	0.80
0.89	0.72	0.79	0.87	0.99	0.03
0.00	0.08	0.13	0.89	0.23	0.34
0.05	0.04	0.03	0.46	0.82	0.59
0.65	0.77	0.99	0.03	0.16	0.01

The statistics results show no significant difference between males and females' points of view regarding the payment of fair wages, provision of full benefits, existence of H&S regulations on construction sites, physical conditions of construction site, fairness of working hours and resting hours, provision of written contract, impact of quality of life of artisans/general workers, contentment based on ethical behaviour, ethical behaviour effect on the contentment of artisans/general worker, provision of regular trainings, provision of incentives to boost the morale of artisans/general workers, and payment of overtime due to artisans/general workers.

There was a statistical difference between the group age in statements such as payment of fair wages and provision of full benefits and impact of quality of life of artisans/general workers. Moreover, the post-hoc statistic tests revealed that these differences are from the younger and the older generation who showed more concern about working conditions than the middle age generation. The findings agree and oppose at the same times with the reports of Self (2016) and Rathner (2009:1), reporting that old-aged workers usually have pride in the work and do not ask employers for much better opportunities or incentives, unlike younger workers. Middle-aged and old-aged (45 to 60 years) consider the contribution to society through work more valuable than remuneration unlike the younger workers who place value on the package offered with the job (Sweet et al., 2010:26; Alaniz, 2018). With regards to sector of employment, the statistically significant difference was revealed only in statements such as payment of fair wages and provision of incentives to boost the morale of artisans/general workers. With regards to qualification, there is a statistically significant difference between the qualified and the unqualified in statements such as payment of fair wages, provision of full benefit, fairness of working hours and resting hours, contentment based on ethical behaviour, provision of regular trainings, ethical behaviour effect on the contentment of artisans/general worker and payment of overtime due to artisans/general workers. Finally, with regards to experience in the construction industry, the only statement where a statistically significant difference was revealed was for the statement for payment of existence of H&S regulations on construction sites, whereas statistical difference between the employed and the unemployed existed only for the provision of regular training statement. Statements such as payment of fair wages, provision of full benefits, payment of overtime and provision of regular training raise more concerns, appeared across many demographic factors and require attention and investigation. According to Mollo and Emuze (2017:2018, 2015), construction site workers, typically employed on a short-term basis, are deprived from fair wages and most if not all benefits, unlike in the former days where workers were employed mostly for the duration of a project but were still expected to be employed formally and entitled to payment and all benefits (Well, 2007:92; Well, 2013:1). A study in Bloemfontein (South Africa) explains that casualisation is the opposite of a decent job and people accept being casual workers in

the South African construction industry because of a lack of training and education, even though casual workers are paid under the regulated rate and are not provided with PPE. According to Hefer (2016:46), the successful tenderer often lacks insurance coverage for accidents, does not provide H&S equipment for site, pays the lowest wages, employs a high percentage of informal workers to whom no social benefit, tax, legal or social protection and security will be paid. Hefer argues that the lowest-price culture in competitive bidding is not compatible with the H&S requirement. Informally employed workers are generally low-skilled workers whose employers do not generally register with a bargaining council, do not comply with any other labour regulations and do not pay income taxes (Mollo & Emuze, 2017:2019).

6.2.2.3 Influence of working conditions on loyalty construction site workers

6.2.2.3.1 Gender

The Mann-Whitney U Test outputs are shown in Tables 6.25 and 6.26. The Mann-Whitney U Test revealed no statistically significant difference in the statements of the influence of working conditions on loyalty of construction site workers of males (Md=5.0, n=120) and females (Md=4.17, n=2), with U=59.50, z=-1.222, p=0.22, and r=0.11 having small effect on size.

Table 6.25: Mann-Whitney gender ranks on the influence of working conditions on loyalty construction site workers

Influence of working conditions on loyalty	Gender	N	Mean Rank	Sum of Ranks	Median
	Female	2	31.25	62.50	4.17
	Male	120	62.00	7440.50	5.08
	Total	122			

Table 6.26: Mann-Whitney gender statistics test on the influence of working conditions on loyalty of construction site workers

Influence of working conditions on loyalty	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig. (2-tailed)	N	r
	59.500	62.500	-1.222	0.222	122	0.111

6.2.2.3.2 Age groups

The Kruskal-Wallis Test outputs on the statistically significant differences between age groups are presented in Table 6.27 and Table 6.28. A Kruskal-Wallis Test revealed no statistically significant difference in the influence of working conditions on loyalty across six different age groups (however, no respondent in the group of more than 60 years old was represented); (Gp1, n=10: under 25yrs; Gp2, n=25: 26-30yrs; Gp3, n=67: 31-40yrs; Gp4, n=12: 41-40yrs; Gp5, n=7: 51-60yrs, Gp6, n=0: over 60yrs), with X^2 (4, n=121)= 5.08, p=0.067 and the Kruskal-Wallis H=8.78.

Table 6.27: Kruskal-Wallis age group ranks: influence of working conditions on loyalty of construction site workers

The influence of working conditions on loyalty	Age of respondents	N	Mean Rank	Median
	under 25	10	59.65	5.00
	25-30	25	43.52	4.50
	31-40	67	64.66	5.40
	41-50	12	71.71	5.55
	51-60	7	71.93	5.21
	Total	121		

The age group no. 4 (41-50 years) recorded the highest median score (5.55) while the age group no. 2 (25-30 years) recorded the lowest median value of (4.20).

Table 6.28: Kruskal-Wallis age groups statistics test on the influence of working conditions on loyalty of site construction workers

The influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square Df Asymp.	Df.	Asymp. Sig.
	8.78	5.08	4	0.07

6.2.2.3.3 Qualification

The Mann-Whitney U Test for qualification outputs are shown in Table 6.29 and Table 6.30. The Mann-Whitney U Test outputs on the statistically significant difference between qualifications revealed no significant difference in the level of the influence of working conditions on loyalty between respondents with certificates and respondents without certificates. (Group 1, n=52: With certificates and Group 2, n=69: Without certificate, U=1788.50, z=-.029, p=0.98 and r = 0.00 having a small effect on size).

Table 6.29: Mann-Whitney qualification ranks on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Qualification	N	Mean Rank	Sum of Ranks	Median
	Yes	52	61.11	3177.50	5.08
	No	69	60.92	4203.50	5.00
	Total	121			5.07

Table 6.30: Mann-Whitney qualification statistics test on the influence of working conditions on satisfaction

The influence of working conditions on satisfaction	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
	1788.50	4203.50	-0.03	0.98	121	0.00

6.2.2.3.3.1 Type of qualification

The Mann-Whitney U Test for types of qualification outputs are shown in Table 6.31 and Table 6.32. The Mann-Whitney U Test outputs on the statistically significant difference between types of qualifications revealed no significant difference in construction site worker satisfaction based on different types of qualifications, except for the certificate type Construction NQF3 Painting where the test showed a statistically significant difference between those who have a Construction Certificate in painting and those who do not. (NQF3 Painting, n=19, Md= 5.64, NQF3 Tiling, n=14, Md=5.36, NQF3 Plastering, n=17, Md=5.36; NQF3 Carpentry, n=3, Md= 4.43; NQF3 Masonry, n=5, Md=3.43, other type of certificate, n=20, Md= 4.68, with r in all types of certificates ranging from 0 to 1.7 having a small effect on the sizes.

Table 6.31: Mann-Whitney qualification statistics test on the influence of working conditions on loyalty

The influence of working conditions on satisfaction	Type of qualification	N	Mean Rank	Sum of Ranks	Median
National Certificate: Construction NQF3 Painting	Yes	19	82.50	1567.50	5.64
	No	103	57.63	5935.50	5.00
	Total	122			
National Certificate: Construction NQF3 Tiling	Yes	14	68.11	953.50	5.64
	No	108	60.64	6549.50	5.00
	Total	122			
National Certificate: Construction Plastering NQF3	Yes	17	73.15	1243.50	5.64
	No	105	59.61	6259.50	5.00
	Total	122			
National Certificate: Construction Carpentry NQF3	Yes	3	34.33	103.00	4.43
	No	118	61.68	7278.00	5.07
	Total	121			
National Certificate: Construction Masonry NQF3	Yes	5	38.90	194.50	3.43
	No	117	62.47	7308.50	5.07
	Total	122			
Other Type of Certificate	Yes	20	53.68	1073.50	4.68
	No	101	62.45	6307.50	5.08
	Total	121			

Table 6.32: Mann-Whitney qualification statistics test of working conditions influence on loyalty

The influence of working conditions on satisfaction	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
National Certificate: Construction NQF3Painting	579.50	5935.50	-2.82	0.01	122	0.26
National Certificate: Construction NQF3 Tiling	663.50	6549.50	-0.74	0.46	122	0.07
National Certificate: Construction NQF3 Plastering	694.50	6259.50	-1.47	0.14	122	0.13
National Certificate: Construction NQF3 Carpentry	97.00	103.00	-1.34	0.19	121	0.12

National Certificate: Construction Masonry NQF3	199.50	214.50	-1.20	0.23	122	0.11
Other Type of Certificate	992.50	6143.50	-0.12	0.90	121	0.01

6.2.2.3.4 Experience

The Kruskal-Wallis Test and the Mann-Whitney U Test outputs on statistically significant differences between experience in the construction industry are shown in the tables below.

6.2.2.3.4.1 Sector of experience

The Kruskal-Wallis Test outputs for significant differences between sector of experience in the construction industry are shown in Table 6.33 and Table 6.34.

Table 6.33: Kruskal-Wallis sector of experience ranks on the influence of working conditions on loyalty

The influence of working conditions on loyalty	Sector of experience	N	Mean Rank	Median
	Public	11	60.50	5.00
	Private	32	60.17	5.074
	Both	76	59.86	5.046
	Total	119		

Table 6.34: Kruskal-Wallis sector of experience statistics tests on sector influence of working conditions on loyalty

The influence of working conditions on loyalty	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	0.004	0.83	2	0.99

The Kruskal-Wallis Test revealed no statistically significant differences in the influence of working conditions on loyalty of respondents based on three different categories of sectors of experience in the construction industry. (Public, n=11; Private, n=32; Both 3, n=76), with X^2(2, n=119)= 0.83, p=0.99. The private sector category recorded the highest median score (5.074) and the public sector recorded the lowest median score of 5.00.

6.2.2.3.4.2 Years of experience in the construction industry

The Kruskal-Wallis Test outputs of mean ranking and on statistically significant differences between years of experience categories are shown in Table 6.35 and Table 6.36 A Kruskal-Wallis Test revealed a statistically significant difference in the influence of working conditions on satisfaction across four different categories of years of experience in the construction industry (Category1, n=21:no experience; Category 2, n=36: less than yrs.; Category 3, n=39: 5-10 yrs.; Category 4, n=18: over 10yrs of experience), with X^2(3, n=114)= 17.23, p=0.01.

Table 6.35: Kruskal-Wallis years of experience ranks on the influence of working conditions on satisfaction

The influence of working conditions on loyalty	Years of experience in the construction industry	N	Mean Rank	Median
	no experience	21	64.45	5.08
	less than 5 years	36	47.99	4.67
	5 to10 years	39	63.32	5.50
	over 10 years	18	55.81	5.00
	Total	114		

The category no. 2 (less than 5 years of experience) recorded the highest median score (5.50) while category no. 3 (5 to 10 years of experience) recorded the lowest median value of 4.67.

Table 6.36: Kruskal-Wallis years of experience statistics tests of years on influence of working conditions on satisfaction

The influence of working condition on loyalty	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	5.181	7.144	3	0.16

6.2.2.2.5 Type of employer

The Kruskal-Wallis Test outputs on statistically significant differences between types of employers in the construction industry are shown in Tables 6.37 and 6.38.

Table 6.37: Kruskal-Wallis type of employer ranks: influence of working conditions on satisfaction

The influence of working conditions on loyalty	Type of employer	N	Mean Rank	Median
	Main contractor	20	64.18	5.54
	Subcontractor	60	61.03	5.08
	Government	11	55.00	5.18
	Not Applicable	20	33.28	4.54
	Total	111		

Table 6.38: Kruskal-Wallis type of employer statistics test on the influence of working conditions on satisfaction

The influence of working conditions on loyalty	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	12.772	6.01	3	0.01

The Kruskal-Wallis Test revealed no statistically significant differences in influence of working conditions on satisfaction of construction site workers based different types of employers (Type1, n=20: Main contractor; Type 2, n=60: subcontractor; Type 4, n=11: Government; Type 4, n=20: Not applicable;), with $X^2(3, n=111)=6.01$, p=0.01. Main contractors scored the highest median of 5.54.

6.2.2.2.6 Employment status

The Mann-Whitney U Test for employment status outputs are shown in Table 6.39 and Table 6.40. The Mann-Whitney U Test revealed no statistically significant difference in the influence

of working conditions on loyalty between the employed workers and the unemployed: Employed (Md=5.00, n=108) and unemployed (Md=5.07, n=11), with U=543.00, z=-0.47, p=0.64, and r=0.01 having a small effect on size.

Table 6.39: Mann-Whitney employment status on the influence of working conditions on satisfaction

The influence of working conditions	Employment Status	N	Mean Rank	Sum of Ranks	Median
	Employed	108	59.53	6429.00	5.00
	Unemployed	11	64.64	711.00	5.07
	Total	119			

Table 6.40: Mann-Whitney employment status statistics test on the influence of working conditions on satisfaction

The influence of working conditions	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig.	r
	543.00	6429.00	-0.47	0.64	0.04

6.2.2.2.7 Years of experience in the same position

The Kruskal-Wallis H Test outputs on statistically significant differences between work experience in the same position in the construction industry are shown in Table 6.41 and Table 6.42.

Table 6.41: Kruskal-Wallis work experience in the same position ranks: influence of working conditions on loyalty

The influence of working conditions on loyalty	Years of experience in the same position	N	Mean rank	Median
	less than 5 years	56	51.96	5.00
	5-10 years	40	68.72	5.50
	over 10 years	22	61.91	5.15
	Total	118		

Table 6.42: Kruskal-Wallis work experience in the same position statistics test on the influence of working conditions on loyalty

The influence of working conditions on loyalty	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	5.75	3.52	2	0.56

The Kruskal-Wallis Test revealed no statistically significant differences in the influence of working conditions on the influence of construction site workers across three different categories of years of experience in the same positions in the construction industry. Category 1, n=56: less than 5 years; Category 2, n=40: 5-10 years; Category 3, n=22: Over 10 years; with $X^2(2, n=118) = 3.52$, p=0.56. The experience category no. 1 (less than 5 years) recorded the lowest median score (5.00) while the third category scored the highest median of 5.15.

6.2.2.2.8 Discussions on the influence of working conditions on satisfaction hypotheses

Table 6.23 summarises the null hypothesis test on the influence of working conditions on satisfaction. There was no statistically significant difference in gender (0.657), qualification (0.19), sector of experience (0.09), category of employer (0.32), employment status (0.01) and years of experience in the same position (0.536). However, a statistically significant difference was revealed in age groups (0.00) and years of experience of respondent in the construction industry (0.01). The statistically significance level was accepted based on a standard value of $p < 0.05$, indicating that a statistically significant difference was found. Furthermore, analysis has been done for each concerned statement to find a statistical difference between groups. According to Leedy and Ormrod (2010:279), the significance suggests that something is operating below the surface and needs further attention and investigation.

Table 6.43: Null hypothesis test summary on the influence of working conditions on loyalty

The influence of working conditions on satisfaction	Gender (Sig.)	Age (Sig.)	Qualification (Sig.)	Sector of experience (Sig.)	Yrs. of experience in the CI (Sig.)	Type of employer (Sig.)	Years of experience in the current p (Sig.)	Employment status (Sig.)
Provision of full benefit	0.28	0.00	0.00	0.02	0.00	0.00	0.07	0.57
Provision of fair wages	0.53	0.01	0.00	0.94	0.00	0.00	0.71	0.07
Adhering to regulated working time and resting time	0.85	0.18	0.38	0.26	0.28	0.01	0.02	0.18
Existence of written contract	0.91	0.53	0.61	0.88	0.35	0.08	0.50	0.47
Employers' adherence to H&S regulations	0.06	0.68	0.01	0.01	0.68	0.09	0.65	0.13
Provision of good site conditions	0.90	0.37	0.39	0.53	0.01	0.01	0.06	0.53
The nature of construction industry impact on the willingness of artisans/general workers to pursue a career in construction	0.53	0.00	0.09	0.93	0.16	0.06	0.11	0.24
The quality of life of artisans/general workers	0.32	0.14	0.05	0.2	0.46	0.01	0.38	0.61
Ethics behaviours towards artisans/general workers	0.43	0.75	0.00	0.88	0.27	0.01	0.13	0.00

The existence of regular training programmes	0.78	0.44	0.00	0.44	0.00	0.01	0.06	0.73
Provision of incentives to boost the morale of artisans/general workers	0.59	0.25	0.06	0.00	0.00	0.32	0.14	0.92
Payment of overtime due to artisans/general workers	0.51	0.30	0.01	0.8	0.00	0.02	0.51	0.65

Table 6.44: Null hypothesis test summary on the influence of working conditions on loyalty (type of qualification)

NQF3 Painting	NQF3 Tilling (Sig)	NQF3 Plastering (Sig)	NQF3 Carpentry (Sig)	NQF3 Masonry (Sig)	Other types of certificate (Sig)
0.06	0.01	0.01	0.32	0.04	0.91
0.05	0.04	0.23	0.84	0.21	0.32
0.77	0.43	0.68	0.33	0.19	0.13
0.06	0.09	0.09	0.95	0.21	0.72
0.11	0.47	0.57	0.20	0.07	0.00
0.08	0.11	0.15	0.16	0.08	0.01
0.75	0.26	0.39	0.99	0.81	0.97
0.01	0.14	0.14	0.53	0.32	0.8
0.89	0.72	0.79	0.87	0.99	0.03
0.002	0.08	0.13	0.89	0.23	0.34
0.049	0.04	0.026	0.46	0.82	0.59
0.647	0.77	0.99	0.03	0.16	0.01

From the statistical results, it can be concluded that there is no significant difference between male and female points of view in all the statements in Table 6.43. With regards to age groups, a statistically significant difference was revealed in statements such as provision of full benefits, provision of fair wages and the nature of construction industry impact on the willingness of artisans/general workers to pursue a career in construction. Deacon, Smallwood and Haupt (2005:1) opined that demographic changes and an apparent loss of interest among young people to pursue careers in the construction industry are contributing to an increase in the proportion of older workers in the industry. There is a resultant decline in new cohorts entering the labour market (Deacon, Smallwood & Haupt, 2005:1). With regards to qualification, statically significant differences were revealed in statements such as provision of full benefit, provision of fair wages, employer adherence to H&S regulations, the quality of life of artisans/general workers, ethical behaviours towards artisans/general workers, the existence of regular training programmes, and payment of overtime due to artisans/general workers. Construction workers frequently choose a career in construction as a last resort and

workers do not always value a carrier in construction and are unwilling to invest in training, reports a study of the ILO (2001:14-19). Consequently, contractors do not always invest in training of construction workers, knowing that workers will leave them for other employers (ILO, 2001:14-19). The CIDB (2015:12) study reports that wages and working conditions are some of the causes of labour unrest and labour disputes in the construction industry in South Africa. Working conditions in the South African construction industry are critical, characterised by exploitation of workers, low wages, poor H&S, poor skill development and low labour protection (Araia et al., 2010:21,34). There are so many people leaving the construction industry in South Africa, that it is difficult for contractors to replace lost talents (Haupt & Harinarain, 2016:102). However, Human (2013:86) argues that insecure employment in the construction industry caused by economic conditions is also a reason why construction workers leave the construction industry for other sectors. With regards to sectors of experience, provision of full benefit and provision of incentives to boost the morale of artisans/general workers are the only statements where significant differences were revealed. As for years of experience in the construction industry, a statistically significant difference was revealed in statements such as payment of full benefit, provision of fair wages, provision of good site conditions, the existence of regular training programmes, provision of incentives to boost the morale of artisans/general workers, and payment of overtime due to artisans/general workers.

With regards to types of employers, a statically significant difference was revealed in statements such as provision of full benefit, provision of fair wages, adhering to regulated working time and resting time, provision of good site conditions, the quality of life of artisans/general workers, ethics behaviours towards artisans/general workers, the existence of regular training programmes and payment of overtime due to artisans/general workers.

Finally, when looking at the years of experience in the same positions, a statistically significant difference was revealed in statements such as adhering to regulated working time and resting time; and with regards to employment status, a statistically significant difference was revealed only in statement such as ethical behaviours towards artisans/general workers.

Loyalty is the quality that generates in an employee the desire to remain with an employer despite financial crises. Loyal construction workers will ensure continuity and sustainability of businesses of construction and at a large extent these will contribute to the economy of the country. Currently, the South African construction industry is facing a shortage of skilled workers; the situation is critical and needs immediate attention. There are more people leaving the construction industry in South Africa and it is difficult for contractors to replace lost talents

(Haupt & Harinarain, 2016:102). It is therefore imperative to increase the number of loyal construction workers to alleviate this skills shortage. Most importantly, the improvement of satisfactory working conditions through work related policies and proper implementation will improve the lives of construction workers and citizens.

6.3 Perception of the efficiency of strategies toward enhancement of the level of loyalty of construction site workers

6.3.1 Hypothesis 3 - Perception of the efficiency of strategies toward enhancement of loyalty on construction site workers

The hypothesis is as follows: “There is no statistically significant impact between the mean rankings of the efficiency of government strategies/ legislation and employer strategies in the workplace to achieve loyalty of construction site workers”.

6.3.1.1 Test of reliability scale of the perception of the efficiency of strategies toward enhancement of loyalty of construction site workers

Table 6.45 reports the reliability of the perception of the efficiency of strategies toward enhancement of loyalty of construction site workers. The study produced a low to a moderate reliability reliable measure ranging from 0.75 to 0.81.

Table 6.45: Test of reliability of perception of the efficiency of strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of strategies toward enhancement of loyalty in construction site workers	Number of items (N)	Cronbach’s alpha coefficient	Comments
Perception of the efficiency of government strategy/ legislation	7	0.75	Low reliability
Perception of efficiency of employer/ Contractor strategies	10	0.81	Moderate reliability

6.3.1.2 Test of mean ranking and paired sample test on perception of the efficiency of strategies toward enhancement of loyalty on construction site workers

Table 6.45 displays information on the importance of the mean ranking of the perception of the efficiency of government and employer strategies in the construction industry toward enhancement of loyalty of construction workers. It is shown that ‘government strategies’ ranked as the highest with a 3.73 mean score. Moreover, a paired statistic test was done to assess any statistical difference between factors on the perception of the efficiency of strategies toward enhancement of loyalty of construction site workers and the effect of size thereafter. Table 6.45 displays a statistically significant difference between the paired samples (p= 0.019 was revealed), and the eta squared ranged showed a small size effect of 0.21. The

significance difference, however, signals that something is operating below the surface of the statistics and calls for more attention and study or investigation (Leedy & Ormrod, 2010:279). The significance level was accepted based on a standard value $p < 0.05$ (Field, 2013:71) throughout the study. As a result, the null hypothesis stating that there is no significant difference between the mean rankings of the 'Perceptions on the strategies of government and employers in the construction industry toward enhancement of loyalty of construction site workers' can be rejected in favour of an alternate hypothesis. The alternate hypothesis proposes that there are reliable and foreseeable differences in scores (Gravetter & Wallnau, 2009:344) between the government strategies and employer strategies. A statistical difference implies a good chance that finding a relationship exists between two variables is of a good and profitable cause (CSULB, 2013). Indeed, the mean ranking sustains, and did not happen haphazardly.

Table 6.46: Ranking of perception of the efficiency of strategies toward enhancement of loyalty on construction site workers

Perception on the influence of satisfaction with working conditions on employee loyalty toward employers	N	Mean	Std. Deviation	Rank
Perception of the efficiency government strategy/ legislation	123	3.730	1.114	1
Perception of the efficiency of employer/ contractor strategies	124	3.557	0.956	2

Table 6.47: Paired samples test on perception of the efficiency of strategies toward enhancement of loyalty on construction site workers

		Paired Differences					t	df	Sig. (2-tailed)	Eta squared
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference					
					Lower	Upper				
Pair 1	Prc_Stgy_on_lyt_H2a - Prc_Stgy_on_lyt_H2b	0.185	0.864	0.078	0.031	0.339	2.372	122	0.019	0.214

Keys: perception of strategy, loyalty

6.3.2 Hypothesis 4 - Perception of the efficiency government and employers' strategies toward enhancement of loyalty of construction site workers

The hypothesis is as follows: "Gender, age, qualification, employment status, experience, and sector of employment do not result in significant difference in the perception of the efficiency of the strategies of government toward the enhancement or achieve loyalty".

6.3.2.1 Test of normality on perception of the efficiency of government and employer strategies toward enhancement of loyalty of construction site workers

Table 6.48 displays results of the test for perception of the efficiency of government and employer strategies to achieve loyalty of construction site workers. The presence of a nonsignificant result (sig value of more than 0.05) indicates normality (Pallant, 2010:63). Because of the size of the sample, which is greater than 50, it is preferable to use the significance level based on the Shapiro-Wilk test (Field, 2013:188). The obtained significance value of 0.00 (equal or less than 0.05) suggests the violation of the assumption of normality (Pallant, 2010:63; Field, 2013:185); therefore, a suitable decision to compute the hypothesis was by using non-parametric tests, namely the Mann-Whitney and Kruskal-Wallis tests.

Table 6.48: Test on normality for the of perception of the perception of the strategies toward enhancement of loyalty of construction site workers

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Perception of the efficiency of government strategies	0.098	123	0.006	0.964	123	0.002
Perception of employer strategies	0.119	123	0.000	0.944	123	0.000

6.3.2.2 Test of significant difference in the levels of the perception of the efficiency of government strategies

6.3.2.2.1 Gender

The Mann-Whitney U Test for gender group results are presented in Tables 6.49 and Table 6.50. The present test revealed no statistically significant difference in the perception of the efficiency of government strategies to achieve loyalty of females (Md=2.946 n=2) and males (Md=3.571, n=119), with U=68.00, z= -1.040, p=0.298, and r=0.1 having a small effect on size.

Table 6.49: Mann-Whitney gender ranks on perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies	Gender	N	Mean Rank	Sum of Ranks	Median
	Female	2	35.50	71.00	2.96
	Male	119	61.43	7310.00	3.57
	Total	121			

Table 6.50: Mann-Whitney gender statistics test on perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig. (2-tailed)	N	r
	68.000	71.000	-1.040	0.29	119	0.1

Therefore a “no statistically significant difference” means there is difference in the perception of the efficiency of government strategies based on gender (Leedy & Ormrod, 2010:278).

6.3.2.2.2 Age groups

The Kruskal-Wallis Test outputs on statistically significant differences between age groups are presented in Tables 6.51 and 6.52. A Kruskal-Wallis Test revealed a statistically significant difference in the perception of the 'efficiency of government strategies to achieve loyalty of site construction workers' across six different age groups (however, no respondent within the group of more than 60 years old was represented). (Gp1, n=10: under 25yrs; Gp2, n=25: 26-30yrs; Gp3, n=66: 31-40yrs; Gp4, n=12: 41-40yrs; Gp5, n=7: 51-60yrs, Gp6, n=0: over 60yrs), with X^2 (4, n=120) = 23.779, p=0.00 and the Kruskal-Wallis H=27.665.

Table 6.51 Kruskal-Wallis age group ranks: perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies	Age of respondents	N	Mean Rank	Median
	under 25	10	96.00	4.786
	26-30	25	48.26	3.286
	31-40	66	58.80	3.600
	41-50	12	41.29	3.250
	51-60	7	102.43	5.857
	Total	120		

The age group no. 5 (51-60 years) recorded the highest median score (5.857) while the age group no. 4 (41-50 years) recorded the lowest median value of (3.25).

Table 6.52: Kruskal-Wallis age groups statistics test on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Kruskal-Wallis H	Chi-Square Df Asymp.	Df.	Asymp. Sig.
	27.665	23.779	4	0.000

Tables 6.53 and 6.54 report the post-hoc results, showing that the younger age and the oldest group satisfaction is more influenced by working conditions than the middle age group (Gp1: Md=4.786 vs. Gp2: Md=3.286; Gp1: Md=4.786 vs Gp3: Md=3.600, Gp1: Md=4.786 vs Gp4: Md=3,250) (Gp2: Md=3.286 vs. Gp5: Md=5.857; Gp3: Md=3.600 vs Gp5: Md=5.857, G4: Md=3,250vs G5: Md= 5.857); implying that the younger age perceive strategies of government as ineffective for the protection of employees to achieve loyalty.

Table 6.53: Mann-Whitney post-hoc age group ranks the perception of the efficiency government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Age groups	N	Mean Rank	Sum of Ranks	Median
	Under 25 yrs.	10	28.15	281.50	4.786
	25-30 years	25	13.94	348.50	3.286
	Total	35			

	Under 25yrs	10	60.90	609.00	4.786
	31-40 yrs.	66	35.11	2317.00	3.600
	Total	76			
	Under 25 yrs.	10	16.20	162.00	4.786
	41-0 yrs.	12	7.58	91.00	3,250
	Total	22			
	25-30 yrs.	25	13.78	344.50	3.286
	51-60 yrs.	7	26.21	183.50	5.857
	Total	32			
	31-40 yrs.	66	34.36	2268.00	3.600
	51-60 yrs.	7	61.68	433.00	5.857
	Total	74			
	41-50 yrs.	12	7.17	86.00	3.250
	51-60 yrs.	7	14.86	104.00	5.857
	Total	19			

Table 6.54: Mann-Whitney post-hoc age group statistics on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Age groups	Mann-Whitney U	Wilcoxon W	Z	Sig. (2-tailed) p	N	r
	Under 25 to 25-30 yrs.	23.50	348.50	-3.72	0.00	35	0.63
	Under 25 to 41-50 yrs.	106.00	2317.00	-3.45	0.00	76	0.39
	25-30 to 51-60 yrs.	19.50	344.50	-3.10	0.00	32	0.55
	31-41 to 51-60 yrs.	57.00	2268.00	-3.27	0.00	73	0.38
	41-50 to 51-60 yrs.	8.00	86.00	-2.89	0.00	19	0.66

6.3.2.2.3 Qualification

The Mann-Whitney U Test for qualification outputs are shown in Table 6.55 and Table 6.56. The Mann-Whitney U Test outputs revealed no significant difference in the perception of the efficiency of government strategies to achieve loyalty of construction site workers between employees with certificates and respondents without certificates. (Group 1, n=52: With certificates and Group 2, n=68: Without certificate, U=1587.500, z= -0.959, p=0.338 and r = 0.0887 having a small effect on size).

Table 6.55: Mann-Whitney qualification ranks on the perception of the efficiency government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Qualification	N	Mean Rank	Sum of Ranks	Median
	Yes	52	57.03	2965.50	3.25
	No	68	63.15	4294.50	3.86
	Total	120			

Table 6.56: Mann-Whitney qualification statistics test on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
	1587.50	2965.50	-0.96	0.34	120	0.09

6.3.2.2.4 Experience

The Kruskal-Wallis Test and the Mann-Whitney Test outputs on statistically significant differences between experience in the construction industry are shown in the tables below.

6.3.2.2.4.1 Sector of experience

The Kruskal-Wallis Test outputs for significant differences between sector of experience in the construction industry are shown in Table 6.56 and Table 6.57.

Table 6.56: Kruskal-Wallis sector of experience ranks the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies	Sector of experience	N	Mean Rank	Median
	Public	11	50.18	3.400
	Private	32	82.75	4.429
	Both	75	50.95	3.250
	Total	119		

Table 6.57: Kruskal-Wallis sector of experience statistics tests on sector the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	20.417	23.406	2	0.00

The Kruskal-Wallis Test revealed no statistically significant differences in the perception of the efficiency of government strategies of respondents across three different sectors of experience in the construction industry. (Public, n=11; Private, n=32; Both 3, n=75), with $X^2(2, n=119)= 23.406$, p=00. The private sector category recorded the highest median score (4.429) and the group in both sectors category recorded the lowest median score (3.25).

Table 6.53: Mann-Whitney post-hoc employment sectors group ranks on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies	Sectors	N	Mean Rank	Sum of Ranks	Median
	Public	11	13.45	148.00	3.40
	Private	32	24.94	798.00	4.43
	Total	43			
	Private	32	74.31	2378.00	4.71
	Both	75	45.33	3400.00	4.83
	Total	107			

Table 6.54: Mann-Whitney post-hoc sector of employment statistics of the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies to achieve loyalty	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
Public vs Private	82.00	148.00	-2.62	0.01	43	0.39
Private Vs Both	550.00	3400.00	-4.44	0.00	107	0.43

6.3.2.2.4.2 Years of experience in the construction industry

The Kruskal-Wallis Test outputs of mean ranking and on statistically significant differences between years of experience categories are shown in Table 6.55 and Table 6.56. A Kruskal-Wallis Test revealed a statistically significant difference in perception of the efficiency of government strategies or legislation to achieve loyalty of construction site workers across four different categories of years of experience in the construction industry (Category1, n=21:no experience; Category 2, n=36: less than 5 yrs.; Category 3, n=38: 5-10 yrs.; Category 4, n=18: over 10yrs of experience), $X^2(3, n=113)= 18.087$, $p=0.004$.

Table 6.60: Kruskal-Wallis years of experience ranks on the perception of the efficiency of government strategies to enhance loyalty of construction site workers

Perception of government strategies to enhance loyalty of construction site workers	Years of experience in the construction industry	N	Mean Rank	Median
	no experience	21	78.93	4.43
	less than 5 years	36	56.22	3.57
	5 to10 years	38	46.51	3.25
	over 10 years	18	55.11	3.33
	Total	113		

The category no. 1 (no experience) recorded the highest median score (4.43) while category no. 3 scored the lowest median value of 3.25.

Table 6.61: Kruskal-Wallis years of experience statistics tests on years the perception of the efficiency government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Kruskal-Wallis H	Chi-Square.	Df.	Asymp. Sig.
Sector of experience	13.462	18.087	3	0.004

6.3.2.2.5 Type of employer

The Kruskal-Wallis Test outputs on mean ranking and on statistically significant differences between years of experience categories are shown in Table 6.62 and Table 6.33.

Table 6.62: Kruskal-Wallis type of employer ranks on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Type of employer	N	Mean Rank	Median
	Main contractor	20	66.03	4.0595
	Subcontractor	69	53.41	3.5714
	Government	11	55.27	3.5714
	Not Applicable	20	51.28	3.5536
	Total	111		3.5714

Table 6.63: Kruskal-Wallis type of employers' statistics test of the perception of the efficiency government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency government strategies	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	2.799	1.274	3	0.424

The Kruskal-Wallis Test revealed no statistically significant differences in the perception of the efficiency of government strategies to enhance loyalty of construction site workers across different types of employers (Type1, n=20: Main contractor; Type 2, n=69: subcontractor; Type 3, n=11: Government; Type 4, n=20: Not applicable;), with $X^2(3, n=111)= 1.274$, p=0.424. Main contractor scored the highest median of 4.059.

6.3.2.2.6 Employment status

The Mann-Whitney U Test for employment status outputs are shown in Table 6.64 and Table 6.45. The Mann-Whitney U Test revealed no statistically significant difference in the perception of the efficiency of government strategies between the employed workers and the unemployed. Employed (Md=3.633, n=108) and unemployed (Md=3.30, n=11), with U=585.000, z=-0.083, p=0.934, and r=0.01 having a small effect on size.

Table 6.64: Mann-Whitney employment status rank on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies	Employment Status	N	Mean Rank	Sum of Ranks	Median
	Employed	108	60.08	6489.00	3.63
	Unemployed	11	59.18	651.00	3.30
	Total	119			

Table 6.65: Mann-Whitney employment status statistics test of the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of government strategies	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig.	r
	585.00	651.00	-0.08	0.93	0.01

6.3.2.2.7 Years of experience in the same position

The Kruskal-Wallis H Test outputs on statistically significant differences between work experience in the same position in the construction industry are shown in Table 6.66 and Table 6.67.

Table 6.66: Kruskal-Wallis work experience in the same position ranks on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Influence of working conditions on satisfaction	Years of experience in the same position	N	Mean rank	Median
	less than 5 years	55	60.78	3.67
	5-10 years	40	54.56	3.45
	over 10 years	22	62.61	3.49
	Total	117		

Table 6.67: Kruskal-Wallis work experience in the same position statistics test on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	1.09	2.03	2	0.58

The Kruskal-Wallis Test revealed no statistically significant differences in the perception of the efficiency of government strategies to achieve loyalty of construction site workers across three different categories of experience in the same positions in the construction industry. (Category 1, n=55: less than 5 years; Category 2, n=40: 5-10 years; Category 3, n=22: Over 10 years;), with $X^2(2, n=117)= 2.026$, $p=0.579$. The experience category no. 1 (less than 5 years) recorded the highest median score (3.667) while category no. 2 scored the lowest median of 3.45.

6.3.2.2.8 Discussions on the influence of working conditions on satisfaction hypotheses

Table 6.68 summarises the null hypothesis test on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers. There was no statistically significant difference in gender (0.298), qualification (0.088), sector of experience (0.09), category of employer (0.317), employment status (0.008), experience in a certain position (0.579), years of experience in the same position (0.536), or type of employer. However, a statistically significant difference was revealed in age groups (0.00), sector of

experience (0.00), status of employment (0.01) and years of experience of respondent in the construction industry (0.004). The statistically significant level was accepted based on a standard value of $p< 0.05$, indicating that a statistically significant difference was found. Furthermore, analysis has been done for each concerned statement to find a statistical difference between groups. According to Leedy and Ormrod (2010:279), the significance difference suggests that something is operating below the surface of the statistics and needs further attention and investigation.

Table 6.68: Discussions on the influence of working conditions on satisfaction hypotheses

Demographic factors	Minimum wages and benefits are fairly rated	The H&S regulations are effective	Rules and regulations about site conditions are effective to keep employees safe on construction sites.	Legislations established to govern artisans/general workers are effective for their satisfaction	Minimum requirements legislated for employed artisans/ general workers ensure a standard quality of life	Legislations about ethics in the construction industry are effectively protecting artisans/general workers from unethical behaviour	Various training programs established by government enables artisans/general workers to uplift their skills as required in the construction industry
Gender (Sig)	0.164	0.480	0.893	0.731	0.516	0.816	0.786
Age (Sig)	0.000	0.185	0.002	0.005	0.007	0.674	0.025
Qualification(Sig)	.028	0.054	0.377	0.842	0.420	0.019	0.000
Sector of Exp (Sig)	.089	0.141	0.002	0.336	0.059	0.001	0.280
Yrs. of Exp in the CI (Sig)	0.004	0.033	0.001	0.583	0.070	0.413	0.030
Types of Employer (Sig)	0.029	0.059	0.028	0.083	0.108	0.010	0.167
Employment status (Sig)	0.011	0.734	0.954	0.482	0.646	0.215	0.588
Yrs. of Exp in the same position	0.004	0.033	0.001	0.583	0.070	0.413	0.030

From the statistics results, it can be concluded that there is no significant difference between male and female perceptions of government strategies toward enhancement of loyalty of construction site workers. The results display a significant difference for different age groups for statements such as minimum wages and benefits are fairly rated, rules and regulations about site conditions are effective to keep employees safe on construction sites, legislation established to govern artisans/general workers are effective for their satisfaction, minimum requirements legislated for employed artisans/general workers ensure a standard quality of life, various training programmes established by government enable artisans/general workers to uplift their skills as required in the construction industry, except for statements such as H&S

regulations and effectiveness and protection of construction workers toward unethical behaviour. A post-hoc further revealed that the younger age had a lower perception of government strategies. As an example, the degree to which younger ages could perceive that the minimum wages set by the government is not enough would be higher as compared to the mature ages' perception.

With regard to qualification, there was no significant difference for statements such as minimum wages and benefits are fairly rated, the H&S regulations are effective, rules and regulations about site conditions are effective to keep employees safe on construction sites, legislation established to govern artisans/general workers are effective for their satisfaction and minimum requirements legislated for employed artisans/general workers ensure a standard quality of life. But, for statements such as legislation about ethics in the construction industry are effectively protecting artisans/general workers from unethical behaviour and various training programmes established by government enables artisans/general workers to uplift their skills as required in the construction industry, the test results showed a significant difference. Ethics in the construction industry are inacceptable and studies further reveal that no parties are exempt from corruption; however, government officials at all levels are steeped in unethical practices, and private parties are involved in corruption to keep the workload flow in a highly competitive market. Political influence and nepotism strongly contribute to corruption (Bowen et al., 2012; Malunga, 2016:6; Edwards et al., 2017: 405-408). With regards to training, low wages and low career development for skilled labour are present in the construction industry and are causing labour shortages (Makhene & Thwala, 2009:130). Furthermore, Windapo (2016:3) speculates that the skills taught in the various training programmes do not make the expected contribution to the specialised skills needed by the construction industry. Windapo (2016:6-7) also argues that there is a lack of basic education required for people to enter Further Education and Training (EFT) colleges, which is a result of a poor educational system, economic conditions and compulsory certification. Tshele and Agumba (2014:105,107,108) explain that the closing down of training schools and deficiency in exposure to practical sessions are to blame for the skills shortage. Through corruption and bribes, incompetent contractors are being appointed and the result includes allocation of inadequate resources and work force, threatening the H&S of construction workers, unsafe working conditions and poor-quality projects delivery (CIDB, 2017:16-17). Sometimes, corruption leads to poor working conditions such as paying low wages (Owusu et al., 2017:19). With regards to sector of experience, the significant difference exist for statements such as 'rules and regulations about site conditions are effective to keep employees safe on construction sites' and 'legislation about ethics in the construction industry are effectively protecting artisans/general workers from unethical behaviour'. Abrey and Smallwood

(2014:430) insist that poor and untidy site conditions are among factors that affect worker morale and attitudes. There is a lack of hygienic drinking water points, insufficient and unhygienic latrines; no adequate welfare facilities, washing facilities, first aid appliances, or shelters; and fixation of working hours (Abrey & Smallwood, 2014:4; Okoro et al., 2016:21; Kumar & Othman, 2014:45).

Concerning years of experience in the construction industry, the statistical difference was present for statements such as minimum wages and benefits are fairly rated, the H&S regulations are effective, rules and regulations about site conditions are effective to keep employees safe on construction sites and various training programmes established by government enable artisans/general workers to uplift their skills as required in the construction industry. The younger age showed more concern about the strategies of the government than the older age; as an example, the younger age would complain more about wage rates or poor site conditions.

Regarding types of employers, the problem lies with statements such as minimum wages and benefits are fairly rated, rules and regulations about site conditions are effective to keep employees safe on construction sites and legislation about ethics in the construction industry are effectively protecting artisans/general workers from unethical behaviour.

The employed versus unemployed perception about government strategies significant difference was present for only one statement: minimum wages and benefits are fairly rated. When compared to government strategies based on experience in the same sector, the statistical difference existed for statement such as minimum wages and benefits are fairly rated, the H&S regulations are effective, rules and regulations about site conditions are effective to keep employees safe on construction sites, and various training programmes established by government enable artisans/general workers to uplift their skills as required in the construction industry. The private sector had the highest median (4.429) and after the post-hoc test, the private sector still showed concern about the perception of government strategies.

6.3.2.3 Test of significant difference in the levels of the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

6.3.2.3.1 Gender

The Mann-Whitney U Test for gender group results are presented in Tables 6.49 and 6.50. The present test revealed no statistically significant difference in the perception of the

efficiency of employers' strategies to achieve loyalty of females (Md=2.767 n=2) and males (Md=3.536, n=120), with U=44.50, z= -1.524, p=0.127, and r=0.138 having a small effect on size.

Table 6.69: Mann-Whitney gender ranks on perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employer strategies	Gender	N	Mean Rank	Sum of Ranks	Median
	Female	2	23.75	47.50	2.77
	Male	120	62.13	7455.50	3.54
	Total	122			

Table 6.70: Mann-Whitney gender statistics test on perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employer strategies	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig. (2-tailed)	N	r
	44.50	47.50	-1.52	0.13	122	0.14

Therefore a "no statistically significant difference" means there is no difference in the perception of the efficiency of government strategies based on gender (Leedy & Ormrod, 2010:278).

6.3.2.3.2 Age groups

The Kruskal-Wallis Test outputs on statistically significant differences between age groups are presented in Table 6.71 and Table 6.72. A Kruskal-Wallis Test revealed a statistically significant difference in the perception on the efficiency of employers' strategies to achieve loyalty of site construction workers across six different age groups (however, no respondent within the group of more than 60 years old was represented). (Gp1, n=10: under 25yrs; Gp2, n=25: 26-30yrs; Gp3, n=67: 31-40yrs; Gp4, n=12: 41-40yrs; Gp5, n=7: 51-60yrs, Gp6, n=0: over 60yrs), X^2 (4, n=121)=12.630, p=0.00 and the Kruskal-Wallis H=18.531).

Table 6.71: Kruskal-Wallis age group ranks: perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Age of respondents	N	Mean Rank	Median
	under 25	10	91.65	4.22
	25-30	25	49.28	3.11
	31-40	67	59.49	3.33
	41-50	12	48.67	3.10
	51-60	7	94.64	4.56
	Total	120		

The age group no. 5 (51-60 years) recorded the highest median score (4.556) while the age group no. 4 (41-50 years) recorded the lowest median value of (3.100).

Table 6.72: Kruskal-Wallis age groups statistics test on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Kruskal-Wallis H	Chi-Square Df Asymp.	Df.	Asymp. Sig.
	18.53	12.63	4	0.00

Tables 6.73 and 6.74 report the post-hoc results: the younger age and the oldest age group satisfaction are more influenced by working conditions than the middle age group (Gp1: Md=4.222 vs. Gp2: Md=3.111; Gp1: Md=4.222 vs Gp3: Md=3.600, Gp1: Md=4.222 vs Gp4: Md=3.1) (Gp2: Md=3.111 vs. Gp5: Md=4.556; Gp3: Md=3.333 vs Gp5: Md=4.556, G4: Md=3.1 vs G5: Md= 4.556) suggesting that the younger aged are more concerned with the efficiency of strategies of government.

Table 6.73: Mann-Whitney post-hoc age group ranks the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Age groups	N	Mean Rank	Sum of Ranks	Median
	Under 25 yrs.	10	25.95	259.50	4.222
	25-30 years	25	14.82	370.50	3.111
	Total	35			
	Under 25yrs	10	58.95	589.50	4.222
	31-40 yrs.	66	36.02	2413.50	3.333
	Total	76			
	Under 25 yrs.	10	15.70	157.00	4.222
	41-50 yrs.	12	8.00	96.00	3.100
	Total	22			
	25-30 yrs.	25	14.20	355.00	3.111
	51-60 yrs.	7	24.71	173.00	4.556
	Total	32			
	31-40 yrs.	67	35.45	2375.00	3.333
	51-60 yrs.	7	57.14	400.00	4.556
	Total	74			
	41-50 yrs.	12	7.83	94.00	3.100
	51-60 yrs.	7	13.71	96.00	4.556
	Total	19			

Table 6.74: Mann-Whitney post-hoc age group statistics on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Age groups	Mann-Whitney U	Wilcoxon W	Z	Sig. (2-tailed) p	N	r
	Under 25to25-30 yrs.	45.50	370.50	-2.93	0.00	35	0.49
	Under 25to31-40 yrs.	135.50	2413.50	-3.03	0.00	77	
	Under 25 to41-50 yrs.	18.00	96.00	-2.82	0.01	22	

	25-30 to 51-60 yrs.	30.00	355.00	-2.63	0.01	32	
	31-41 to 51-60 yrs.	97.00	2375.00	-2.55	0.01	74	0.38
	41-50 to 51-60 yrs.	16.00	94.00	-2.21	0.03	19	0.66

6.3.2.2.3 Qualification

The Mann-Whitney U Tests for qualification outputs are shown in Table 6.75 and Table 6.76. The Mann-Whitney U Test outputs revealed no significant difference in the perception of the efficiency of government strategies to achieve loyalty of construction site workers between employees with certificates and respondents without certificates. (Group 1, n=52: With certificates and Group 2, n=69: Without certificate, with U=1422.000, z= -1.951, p=0.051 and r = 0.18 having a small effect on size).

Table 6.75: Mann-Whitney qualification ranks on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Qualification	N	Mean Rank	Sum of Ranks	Median
	Yes	52	68.15	3544.00	3.60
	No	69	55.61	3837.00	3.20
	Total	121			

Table 6.76: Mann-Whitney qualification statistics test on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
	1422.00	3837.00	-1.95	0.05	121	0.18

6.3.2.3.4 Experience

The Kruskal-Wallis Test and the Mann-Whitney Test outputs on statistically significant differences between experience in the construction industry are shown in the tables below.

6.3.2.2.3.1 Sector of experience

The Kruskal-Wallis Test outputs for significant differences between sector of experience in the construction industry are shown in Table 6.76 and Table 6.77.

Table 6.76: Kruskal-Wallis sector of experience ranks the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Sector of experience	N	Mean Rank	Median
	Public	11	60.27	3.200
	Private	32	80.34	4.222
	Both	76	51.39	3.225
	Total	119		

Table 6.77: Kruskal-Wallis sector of experience statistics tests on sector of experience on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	15.91	6.63	2	0.00

The Kruskal-Wallis Test revealed a statistically significant difference in the perception of the efficiency of government strategies of respondents across three different sectors of experience in the construction industry. (Public, n=11; Private, n=32; Both 3, n=76), X^2(2, n=119)= 6.626, p=00. The private sector category recorded the highest median score (4.222) and the public sector category recorded the lowest median score (3.20).

Table 6.78: Mann-Whitney post-hoc employment sectors group ranks on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Sectors	N	Mean Rank	Sum of Ranks	Median
	Private	32	73.36	2347.50	4.22
	Both	76	46.56	3538.50	3.23
	Total	108			

Table 6.79: Mann-Whitney post-hoc sector of employment statistics of the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Mann-Whitney U	Wilcoxon W	z	Sig. (2-tailed)	N	r
	612.50	3538.50	-4.07	0.00	108	0.39

6.3.2.3.4.2 Years of experience in the construction industry

The Kruskal-Wallis Test outputs of mean ranking and on statistically significant differences between years of experience categories are shown in Table 6.55 and Table 6.56. A Kruskal-Wallis Test revealed a statistically significant difference in perception of the efficiency of government strategies or legislation to achieve loyalty of construction site workers across four different categories of years of experience in the construction industry. (Category1, n=21:no experience; Category 2, n=36: less than 5 yrs.; Category 3, n=39: 5-10 yrs.; Category 4, n=18: over 10yrs of experience; with X^2(3, n=114)= 9.034, p=0.004, H=7.50).

Table 6.80: Kruskal-Wallis years of experience ranks on the perception of the efficiency of employers' strategies to enhance loyalty of construction site workers

Perception of employers' strategies	Years of experience in the construction industry	N	Mean Rank	Median

	no experience	21	72.00	3.88
	less than 5 years	36	47.38	3.11
	5 to10 years	39	58.68	3.60
	over 10 years	18	58.28	3.47
	Total	114		

The category no. 1 (no experience) recorded the highest median score (3.88) while category no. 2 scored the lowest median value of 3.11.

Table 6.81: Kruskal-Wallis years of experience statistics tests on years of perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Kruskal-Wallis H	Chi-Square.	Df.	Asymp. Sig.
	7.50	9.03	3	0.06

6.3.2.3.5 Type of employer

The Kruskal-Wallis Test outputs on mean ranking and on statistically significant differences between years of experience categories are shown in Table 6.82 and Table 6.83.

Table 6.82: Kruskal-Wallis type of employer ranks on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Type of employer	N	Mean Rank	Median
	Main contractor	20	66.03	3.882
	Subcontractor	60	53.41	3.367
	Government	11	55.27	3.200
	Not Applicable	20	51.28	3.212
	Total	111		

Table 6.83: Kruskal-Wallis type of employers' statistics test of the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	4.79	6.61	3	0.19

The Kruskal-Wallis Test revealed no statistically significant differences in the perception of the efficiency of government strategies to enhance loyalty of construction site workers across different types of employers. (Type1, n=20: Main contractor; Type 2, n=60: subcontractor; Type 3, n=11: Government; Type 4, n=20: Not applicable; with $X^2(3, n=111) = 6.610$, p=0.188, H=4.791). Main contractors scored the highest median of 3.882.

6.3.2.2.6 Employment status

The Mann-Whitney U Test for employment status outputs are shown in Table 6.84 and Table 6.85. The Mann-Whitney U Test revealed no statistically significant difference in the perception

of the efficiency of government strategies between employed and unemployed workers. (Employed (Md=3.60, n=108) and unemployed (Md=3.143, n=11), with U=498.500, z=-0.878, p=0.380, and r=0.1 having a small effect on size).

Table 6.84: Mann-Whitney employment status rank on the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Employment Status	N	Mean Rank	Sum of Ranks	Median
	Employed	108	60.88	6575.00	3.60
	Unemployed	11	51.32	564.00	3.14
	Total	119			

Table 6.85: Mann-Whitney employment status statistics test of the perception of the efficiency of employers' strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Mann-Whitney U	Wilcoxon W	z	Asymp. Sig.	r
	498.50	564.50	-0.88	0.38	0.1

6.3.2.2.7 Years of experience in the same position

The Kruskal-Wallis H Test outputs on statistically significant differences between work experience in the same position in the construction industry are shown in Table 6.86 and Table 6.87

Table 6.86: Kruskal-Wallis work experience in the same position ranks on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Perception of the efficiency of employers' strategies	Years of experience in the same position	N	Mean rank	Median
	less than 5 years	56	58.27	3.317
	5-10 years	40	60.98	3.600
	over 10 years	22	59.95	3.467
	Total	118		

Table 6.87: Kruskal-Wallis work experience in the same position statistics test on the perception of the efficiency of government strategies toward enhancement of loyalty of construction site workers

Influence of working conditions on satisfaction	Kruskal-Wallis H	Chi-Square	Df.	Asymp. Sig.
	151	1.543	2	0.462

The Kruskal-Wallis Test revealed no statistically significant differences in the perception of the efficiency of government strategies to achieve loyalty of construction site workers across three different categories of experience in the same positions in the construction industry. (Category 1, n=56: less than 5 years; Category 2, n=40: 5-10 years; Category 3, n=22: Over 10 years;

with $X^2(2, n=118)= 1.543, p=0.462$). The experience category no. 2 (5 to 10 years) recorded the highest median score (3.6) while category no. 1 scored the lowest median of 3.317.

6.3.2.3.8 Discussions on the influence of working conditions on satisfaction hypotheses

Table 6.88 summarises the null hypothesis test on the perception of employers' strategies in the construction industry towards the enhancement of loyalty of construction site workers. There was no statistically significant difference in gender (0.127), experience in the construction industry (0.0058), types of employers (0.188), employment status (0.38) and work experience (0.462). However, a statistically significant difference was revealed in age groups (0.001), qualification (0.051) and sector of experience (0.00). The acceptable statistically significance level was based on a standard value of $p< 0.05$. Where a statistically significant difference was found, further analysis has been done for each concerned statement to find differences in groups. As indicated by Leedy and Ormrod (2010:279), significance is a signal that something is operating below the surface of the statistics and has to be given more attention and investigation.

6.89: Summary of the null hypothesis

Demographics	Adequate pay	Rewards/bonus for good performance	Reward/bonus for loyal employees	Adequate recognition for loyal employee	Reward/ bonus for moral boosting	Promotion	Participation in decision making	Entrust artisan/general workers with variety of tasks	Job security/permanent employment	Various training programs to upgrade artisans/ general workers
Gender(Sig)	0.098	0.283	0.107	0.147	0.459	0.714	0.755	0.762	0.544	0.958
Age (Sig)	0.000	0.001	0.381	0.384	0.001	0.885	0.463	0.013	0.067	0.342
Qualification(Sig)	0.768	0.656	0.02	0.890	0.000	0.014	0.077	0.000	0.307	0.005
Sector of Exp(Sig)	0.016	0.034	0.453	0.111	0.000	0.000	0.004	0.807	0.069	0.410
Yrs. Of Exp in the CI (Sig)	0.009	0.029	0.619	0.411	0.000	0.841	0.045	0.033	0.027	0.081
Employment Status (Sig)	0.006	0.092	0.248	0.401	0.394	0.344	0.042	0.626	0.517	0.943
Yrs. of Exp in the same position	0.836	0.844	0.302	0.211	0.192	0.102	0.622	0.330	0.183	0.006
Type of employer (Sig)	0.682	0.471	0.941	0.099	0.526	0.000	0.006	0.014	0.211	0.005

There was no statistically significant difference between males and females in all the statements. However, for the age groups, a statistically significant difference was revealed in statements such as adequate pay, rewards/bonus for good performance, reward/bonus for morale boosting and entrust artisan/general workers with variety of tasks. A post-hoc for the age group revealed that the younger age is more concerned with perception of the efficiency of government strategies than the mature age groups. With regards to qualification, a statistically significant difference was revealed in statements such as reward/bonus for loyal employees, reward/bonus for morale boosting, promotion, entrust artisan/general workers with variety of tasks and various training programmes to upgrade artisans/general workers. Tests results revealed a significant difference in statements such as adequate pay, rewards/bonus for good performance, reward/bonus for morale boosting, promotion and participation in decision making with regards to work experience. With regards to employment status, the significant difference was revealed between adequate pay and participation in decision making. Regarding work experience in the same position, the statement where a significant difference was revealed was various training programmes to upgrade artisans/general workers. With regards to experience in the construction industry, adequate pay, rewards/bonus for good performance, reward/bonus for morale boosting, participation in decision making, entrust artisan/general workers with variety of tasks, and job security/permanent employment were important. Finally, with regards to types of employers, the significant difference was revealed for statement such as promotion, participation in decision making, entrust workers with variety of tasks and various training programmes to upgrade workers. The statements wherein significant difference was revealed repetitively are statements such as adequate pay, rewards/bonus for good performance, reward/bonus for morale boosting, participation in decision making, entrust artisan/general workers with variety of tasks, and various training programs to upgrade artisans/general workers. More attention needs be paid to this statement to enhance loyalty of construction site workers. Tessema, Ready and Embaye (2013:1), Monese and Thwala (2009:200) and Human (2013:2-3) concur that when employees are satisfied with benefits provided to them, they are committed to the employer, remain with the employer, and perform their jobs well, which in turn lead to strong organisational performance.

6.4 Chapter summary

The present chapter presented results from four tested hypothesis. Before the commencement of the test, a reliability test ensured the extent to which the findings could be generalised. The reliability output ranged from moderate (0.75) to high (0.90) reliability, concluding that the obtained results can be generalised across different demographic settings of respondents. Afterward results were obtained from the tested hypothesis, another test was

done to find a statistically significant difference between the mean ranking. The statistically significant difference was found in perception on the influence of satisfaction with working conditions on employee loyalty toward employers (Hypothesis 1) and in perception of the efficiency of strategies toward enhancement of loyalty of construction site workers (Hypothesis 3). Additionally, a statistically significant difference was found in some of the paired secondary project objectives (influence of working conditions on satisfaction and loyalty and the perception of government and employers' strategies toward enhancement of loyalty). The statistically significant difference found between means indicated a good chance of finding a relationship between mean rankings.

The results obtained from hypotheses testing, the statistically significant difference between demographical groups, a statistically significant difference was revealed in age groups in Hypothesis 2 (the perception of influence of satisfaction with working conditions on employees' loyalty toward employers) and Hypothesis 4. Differences in qualification, sector of experience, and type of employer in Hypothesis 2 (perception on the efficiency of strategies toward enhancement of the level of loyalty of construction site workers); differences in age group, sector of experience, years of experience in the construction industry, and qualification in Hypothesis 4.

The results from the hypotheses displayed the impact and importance of working conditions on satisfaction of construction site workers and on subsequent loyalty, as well as the perceived level of efficiency of strategies of government and employers. Construction site workers perceive the level of efficiency of strategies in place as low. Therefore, an improvement of working conditions, through efficient strategies, to increase satisfaction and obtain loyal employees is highly recommended.

CHAPTER 7

CONCLUSION, RECOMMENDATION AND SUMMARY

7.1 Introduction

This chapter presents sections summarising various important points of the study, including the validity and reliability of the study, the achievement of research objectives, limitations of the study, factual conclusions, conceptual conclusions, recommendations, areas for further studies and a concluding summary.

7.2 Validity and reliability of the study

The validity of this study is based upon the assumption that the instrument measured what it intended to measure (Leedy & Ormrod, 2010:28; Field, 2013:12). The instruments used to gather the empirical data included direct interviews and questionnaires administered to construction workers. The respondents had necessary knowledge about the subject of the study, as evident in their years of experience in the construction industry, their level of education and their positions in their companies. Participants had knowledge about working condition issues that construction site workers are facing in the South African construction industry. Respondents have been involved in the construction industry long enough to know about the legislation and the level of participation of the enabling factors in their duties of enabling good working conditions. A total of 132 respondents participated in the quantitative survey and 42 participated in the qualitative survey. This served as an indication that the data would generate comprehensive and satisfactory results. Content analysis was used to analyse qualitative data and the SPSS software package was deemed appropriate to compute data for the quantitative analysis. The research study was deductive and involved hypotheses. According to Trafford and Leshem (2008:144), in a case where a study is deductive, it is imperative for the conclusion to be highly reliable in order for the conclusion to be generalised. The reliability for the Likert scale questions ranged from moderate to high, indicating consistency in responses. Thus, it can be concluded that the results from this study may be generalised in the South African construction industry context, typically using satisfaction with working conditions to achieve loyalty in the construction industry for construction site workers.

7.3 Achievement of research objectives

7.3.1 Qualitative results

As clearly explained in the study, for qualitative data collection, the questions were asked in a manner which did lead respondents to expected answers, but allowed respondents to freely explain the situation in order to let the data speak. The aim, as explained by Walliman (2005:247), was to dig as deep as possible into the phenomenon, getting as close as possible to the research subject in order to collect valuable data for the development of a social construct through the process of research.

The responses likely aligned with the research objectives of the study. With regards to objective 1, which aimed at level of satisfaction of construction site workers with working conditions, it can be concluded that construction site workers are dissatisfied with working conditions in the South African construction industry. Working conditions are rated as poor and construction site workers are exploited, victims of unfair working conditions.

The second objective was to identify the extent to which enabling factors of working conditions contribute to the satisfaction of construction workers. It was revealed that government, employers, clients and labour unions are all failing to ensure the provision of good working conditions to construction site workers. Although current legislation is ostensibly protecting construction site workers against unfair working conditions, there is however, poor implementation and only minimal commitment to the duties and legislation of the country. Corruption was cited as a main problem causing poor working conditions, as enabling factors have joined together in corruption to make profit, while caring little about their duties toward construction site workers. Moreover, unemployed construction site workers who work on a short-term contract or on a daily basis hired by homeowners or sole traders are more exploited than workers employed by contractor and subcontractors. Unemployed workers are sometimes denied the right to payment and wage bargaining is low and indecent.

Objective 3 was to investigate the extent to which construction workers are loyal to their employing companies. It was indicated that construction workers are not loyal to their employers and to the construction industry and accept unfair treatment only because of the high level of unemployment. Looking at the demographic aspect in objective 4, it was revealed that middle age workers (31 to 40 years) displayed more loyalty as compared to the younger age (under to 25 to 30) and the mature age (41 to 60).

Objective 5, to analyse the extent to which construction worker satisfaction with working conditions influences their loyalty, and Objective 6 to assess the perception of the efficiency

of the strategies toward enhancement of the level of loyalty of construction site workers, were achieved. The study revealed the certainty that satisfaction with working conditions influences loyalty of construction site workers and that construction site workers have a low perception of the strategies in place which aim to enhance their loyalty.

7.3.2 Descriptive statistics results

The results from the descriptive statistics revealed that enabling factor contribution towards the provision of good working conditions is not satisfactory. The average means indicate that the contributions range from low to moderate contribution. With regards to the perception of the influence of satisfaction with working conditions on employee loyalty toward employers, the results show that satisfaction with working conditions have moderate to high influence on loyalty of construction site workers. With regards to perception of the efficiency of strategies toward enhancement of the level of loyalty of construction site workers, the average mean indicates that construction site workers have a low perception about employer and government strategies to enhance loyalty of employees.

Table 7.1: Summary of means test results

Item	Average Mean	Average SD
The extent to which enabling factors contribute toward satisfaction of construction site workers		
1 a (5.3.1)	3.87	1.53
1 b (5.3.2)	3.84	1.88
1 c (5.3.3)	3.77	1.98
1d (5.3.4)	4.69	1.79
Perception of the influence of satisfaction with working conditions on employees' loyalty toward employers		
2 a (5.4.1)	5.53	1.84
2 b (5.4.2)	4.50	1.94
Perception on the efficiency of strategies toward enhancement of the level of loyalty of construction site workers		
3 a (5.5.1)	3.88	1.83
3 b (5.5.2)	3.58	1.87

Table 7.2: Summary of null hypotheses test results

Item	Hypothesis Variable	Demographic group tests								Paired
		Gender	Age	Qual	Sect of Exp	Type of employer	Exp in the CI	Exp in same position	Employment Status	Mean ranking
The perception of the influence of satisfaction with working conditions on employee loyalty toward employers										
H1	The perception of the influence of satisfaction with working conditions on employee loyalty toward employers mean ranking									Sig.
H2a	The influence of working conditions on loyalty	0.66	0.00	0.04	0.09	0.32	0.01	0.54	0.93	
H2b	The influence of working condition on satisfaction	0.22	0.07	0.98	0.99	0.01	0.16		0.64	
Perception on the efficiency of strategies toward enhancement of the level of loyalty of construction site workers										
H3	Ranking of perception of the efficiency of strategies toward enhancement of loyalty on construction site workers									Sig.
H4a	Perception of the efficiency of government strategies	0.29	0.00	0.34	0.00	0.42	0.00	0.58	0.93	
H4b	Perception of the efficiency of employer strategies	0.13	0.00	0.05	0.00	0.19	0.06	0.46	0.38	

The format below indicates how the objectives of the study were linked to the problems and hypotheses.

Perception on the influence of satisfaction with working conditions on employees' loyalty toward employers

Meanranking→Sub-problem1-Sub-problem5→Hypothesis1→Objective1-Objective4-Objective 5

Differences in demography→ sub-problem1-Sub-problem4-Sub-problem5→ Hypothesis2→1-Objective1-Objectve 4-Objectve 5

Perception on the perception on the efficiency of strategies toward enhancement of the level of loyalty of construction site workers

Mean ranking→ Sub-problem 5→Hypothesis3→Objectve 6

Difference in demographics- Sub-problem5→Hypothesis→ 4-Objective 6

While the sub-problems stated the gap in knowledge, the hypotheses were tools upon which data analysis would be based to uncover the gap; thus, results from data analysis meant the objectives have been achieved Hypothesis 1 tested the statistically significant difference between means of perception on the influence of satisfaction with working conditions on

employees' loyalty toward employers. A reliability test displayed moderate to high reliability ranging from 0.80 to 0.90. The means of the perception on the influence of satisfaction with working conditions on employees' loyalty toward employers were ranked in the following descending order:

The influence of working conditions on loyalty (4.77; 1st) and the influence of working condition on satisfaction (4.58; 2nd). The paired sample test between perceptions on the influence of satisfaction with working conditions on employees' loyalty toward employer factors displayed a statistically significant difference, suggesting that the mean ranking scores did not happen by chance.

Hypothesis 2 tested the statistically significant difference between the demographical groups of respondents on perception on the influence of satisfaction with working conditions on employees' loyalty toward employers. A normality test based on the Shapiro-Wilk test displayed a violation of the assumption of the normality justifying that the test of the difference between groups was computed using a non-parametric test, namely Mann-Whitney and Kruskal-Wallis.

Table 7.2 shows that no statistically significant difference was found in most demographical groups. However, a statistically significant difference (highlighted in green) was found in age, qualification, type of employer and experience in the construction industry.

Hypothesis 3 tested the statistically significant difference between means of perception of the efficiency of strategies toward enhancement of loyalty of construction site workers. A reliability test displayed low to moderate reliability ranging from 0.75 to 0.81. The means of the perception of the efficiency of strategies toward enhancement of loyalty of construction site worker were ranked in the following descending order: perception of the efficiency government strategy/legislation (3.73; 1st), and perception of the efficiency of employer/ contractor strategies (3.56; 2nd).

The paired sample test between perceptions on the influence of satisfaction with working conditions on employees' loyalty toward employers displayed a statistically significant difference; this means that the mean ranking scores did not happen by chance.

Hypothesis 4 tested the statistically significant difference between the demographical groups of perception on the influence of satisfaction with working conditions on employees' loyalty toward employers. A normality test based on the Shapiro-Wilk test displayed the assumption

of the normality was once again violated, confirming that the test of the difference between groups was computed using non-parametric tests, namely Mann-Whitney and Kruskal Wallis. Table 7.2 shows that a statistically significant difference was found in demographical groups including age, qualification, sector of experience and experience in the construction industry.

7.4 Limitations of the study

This study was conducted in Cape Town as opposed to the larger Western Cape province as initially intended, due to budget limitations. The number of respondents who participated in the study was low compared to the population of the study because respondents were limited by the time frame afforded them by their employers to participate in the survey. The unwillingness of the respondents to participate in the study, fearing problems with their employers, and the unwillingness of some employers to allow their employees to participate in the survey limited the study to a small number of respondents. Some respondents were unwilling to participate in the survey for less important reasons. Unemployed construction workers were available, but the safety of the researcher had to be considered since unemployed workers generally wait on the road rather that at construction sites where safety and accountability is guaranteed. Language was also a barrier which prevented some from participating fully in the survey when there was no one to assist with communication. Some were completely unable to participate.

7.5 Factual conclusion

The present study aimed at investigating the influence of working conditions on satisfaction of construction workers and subsequently on their loyalty. The study was inspired by the sad work life of construction site workers. It is a fact that construction site workers are victims of poor working conditions.

Poor working conditions, according to construction workers, are present and are causing dissatisfaction to a level that most construction site workers are remaining in the South African construction industry only because of the high rate of unemployment.

Construction site workers have revealed the importance of satisfaction with working conditions as a way for employers to retain their loyalty. Moreover, the government, unionisations and employers have joined forces in corruption. Corruption is influencing the industry's poor working conditions and even poor work quality through a lack of training and employment of poor workmanship. The construction industry is critical factor in the country's economy; however, with a shortage of skilled workers, the future of the South African construction industry is not promising. The present legislation and strategies of employers for the protection of employees are just too often legal formalities for the enabling factors, so construction

workers are losing their voice everyday considering that construction workers are receiving a low income.

The present study was based on both qualitative and quantitative data. The qualitative results offered clear insight into the quantitative data obtained. The combination demonstrated that there are in fact poor working conditions which pose a serious threat to the retention of good construction site employees in the future, a guarantee to high performance and a continual development of the construction industry and the economy thereafter.

7.6 Conceptual conclusion

A research conclusion is expected to be aligned with the living theory; nevertheless, evidence allowing for adding, modifying, or refuting the theory is as important (Trafford & Leshem, 2008:49) The statements in the concluding chapter are abstract and theoretical and will form the basis for claiming a contribution to the body of knowledge.

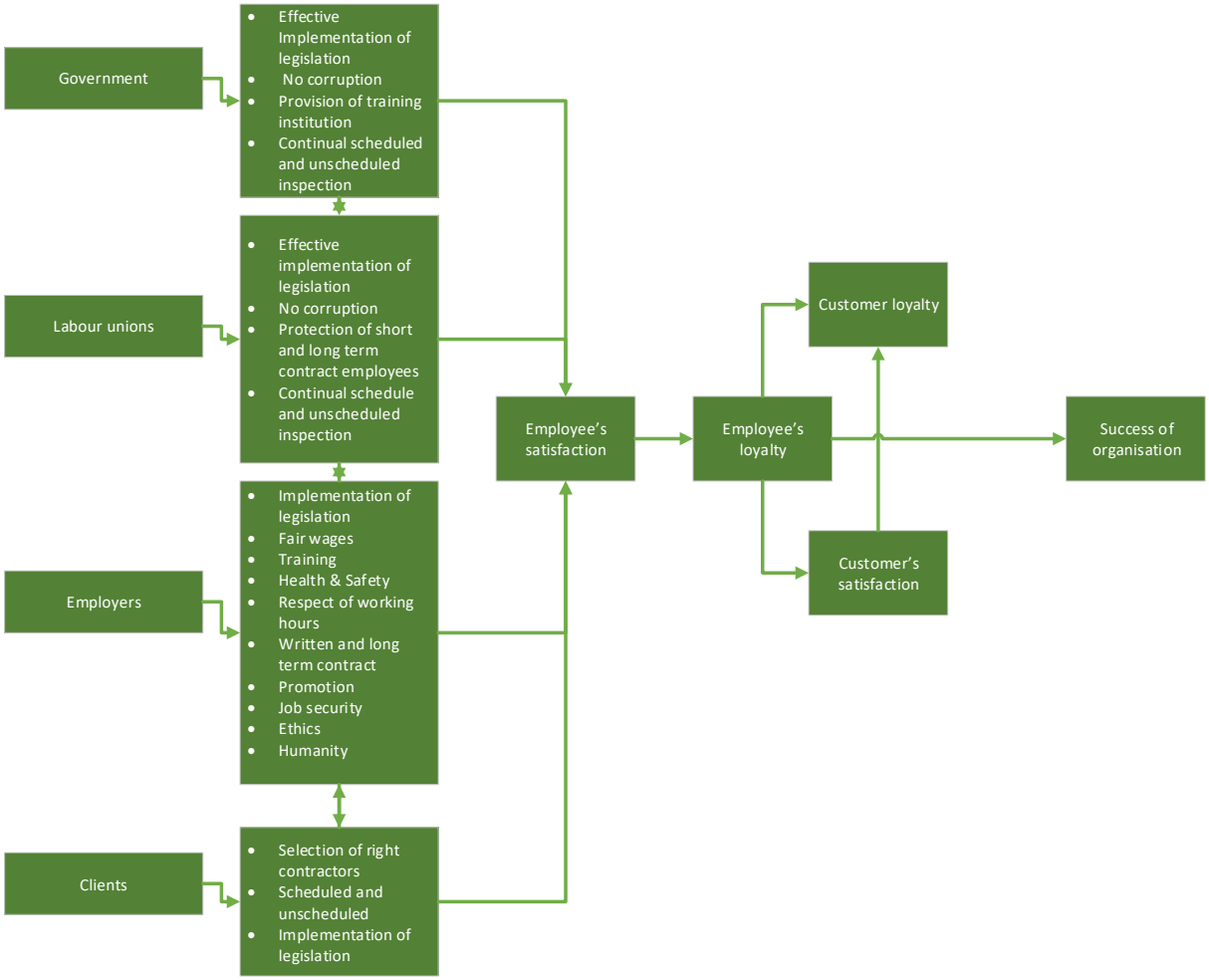

Figure 7.1: Framework for enhancing loyalty of construction site workers

Figure 7.1 constitutes the conceptual conclusion in the form of a framework recapping findings derived from the study. It reveals how a theoretical construct (Theoretical framework – Figure 2.1) has been reflected in concrete situations based on empirical findings. It also reveals how the gap in knowledge (Conceptual framework – Figure 2.3) has been filled based on the empirical findings.

Figure 7.1 illustrates the responsibility of the enabling factors in order to achieve loyalty of construction site workers. The government should implement legislation and ensure implementation by all stakeholders who have the duty to provide satisfactory working conditions to construction site workers. To ensure such effective implementation, unscheduled and scheduled inspections must be conducted on construction sites on a regular basis. Labour unions must protect construction site workers, whether employed on long-term or short-term contracts. Labour unions must also conduct regularly scheduled and surprise unscheduled site inspections to ensure the implementation of legislations by employers. Clients will benefit from successfully delivered project through satisfaction and loyalty of construction site workers. Clients can obtain such satisfaction through selection of qualified contractors who have a solid record of adherence to legislation and satisfaction of employees. Clients should conduct scheduled and unscheduled inspections to ensure that employers adhere to the regulated duties they have toward their employees. The findings reveal that factors of working conditions that appeared to be most important to construction site workers are implementation of legislation, provision of fair wages, training, health and safety, respect of working hours, written and long-term contract promotion, job security, ethics and humanity. However, other factors not mentioned are important as well and should not be disregarded by employers. Corruption should be eradicated in the construction industry, regardless of stakeholder. Corruption appears to be a prominent source of poor working conditions in the South African construction industry and is killing the construction industry and the economy of the country.

7.7 Contribution to the body of knowledge

This study consisted of a deductive approach that formulated hypotheses based on established theories and qualitative data, typically the influence of satisfaction with working conditions on loyalty. The knowledge gap was the lack of evidence of whether or not satisfaction with working conditions influence loyalty of construction site workers and lack of evidence in terms of the statistically significant differences of mean rankings and demographics on the perception of influence of working conditions on satisfaction and loyalty

and the perception of the efficiency of strategies to enhance loyalty of employees aligned with project objectives for the achievement of loyalty of construction site workers.

While the literature contained numerous studies previously researching satisfaction and loyalty of employees, this present study specifically considered working conditions in the construction industry focusing on various factors. Working conditions have been described in this study in their full context comprising many components. As a result, the literature and the findings have revealed that employees, in general, are dissatisfied with working conditions. The knowledge of the factors of working conditions that affect employees in an organisation will help company management to focus on and improve these particular factors. The research study went further by assessing the impact of demographics such as gender, age, qualification and experience on satisfaction and loyalty of construction site workers. As an example, the literature has revealed in the study that young employees are more interested in the package offered by the employer and are not as loyal as mature workers who find satisfaction in doing work for the community. Empirical findings in the present study reveal that the young and the more mature are not as loyal as middle-aged construction site workers. Moreover, the present study reveals that there was no significant difference in gender when it comes to satisfaction or loyalty although the literature suggested that women have the reputation of being more loyal than men in organisations.

Previous studies revealed that corruption in the construction industry influenced government officials to give construction contracts to unworthy contractors (subcontractors). As a result, such contractors exploit construction site workers for additional profit. The other impact of corruption presented in the present study is that the voice of construction site workers is being shut down as employers condone and connive with the labour unions and government officials to overlook and ignore construction worker complaints. This study also reveals that South African construction site workers who are employed on short-term contracts or on daily basis have no legal protection at all but live and work at a mercy of their employers.

7.8 Recommendations

The aim of this research was to investigate the influence of satisfaction with working conditions on loyalty of construction site workers in order to take practical measures to improve working conditions so to increase satisfaction and subsequent loyalty of construction site workers. Therefore, it is recommended that the government, employers in the construction industry, unionisations and clients should not overlook construction site worker loyalty as it is one crucial tool to the alleviation of skill shortage and concomitant issues deriving from the skills shortage.

It is recommended that the government be strict about implementation of legislation related to the protection of construction industry employees to better the working life of construction workers and develop the construction sector. Measures and legislation protecting construction workers who are employed on a daily basis or on short-term contracts by home owners or sole traders should be established and enforced to protect these vulnerable workers. Furthermore, a system should be established allowing the government to record construction projects in the country regardless of the scale, track activities and progress and conduct multiple inspections, announced and unannounced, to ensure that every stakeholder is abiding by the law and thereby reduce corruption. A system has to be put in place where construction workers can freely lodge complaints and denounce exploitation by their employers. The government should also regulate training facility centres and programmes to upgrade and train construction site workers.

7.9 Areas of further research

The current research study was limited to the influence of satisfaction with working conditions on loyalty of construction site workers, considering only the point of view of construction site workers. Further studies should focus on the following:

- To investigate the point of view of employers leading them to exploit construction site workers.
- To investigate the perception of employers in the construction industry about construction site worker satisfaction and loyalty.
- To investigate the reason behind government and unionisation failure to implement and enforce current legislation.
- To investigate different ways to alleviate the corruption in the construction industry in South Africa.
- To investigate the struggles of unionisations in protecting construction site workers.

7.10 Concluding summary

The aim of the research was to obtain evidence of the influence that working conditions have on satisfaction and subsequently, on loyalty of construction site workers by obtaining empirical evidence to assess the statistically significant difference between the mean rankings and demographic groups with regard to the influence of satisfaction with working conditions on loyalty of construction site workers. Both qualitative and quantitative data were collected from construction site workers through interviews and questionnaires in Cape Town (South Africa). Content analysis was used to analyse qualitative data and SPSS IBM to compute descriptive statistics (mean rankings), and inferential statistics: non-parametric (Mann-Whitney and

Kruskal-Wallis) and paired samples. The data analysis covered all research objectives and hypotheses. The interpretation provided a significant foundation which served as a basis for several notable conclusions. The validity of the study was explained to affirm that the findings may be generalised within the South African construction industry context. Tables in the study presented areas of statistically significant differences between mean rankings and groups as an indication that such areas need further attention. Factual conclusions are founded by the opinions, suggestions and comments raised by study participants, whereas conceptual conclusions summarised the findings of the empirical data, drawing a framework for enhancing loyalty though satisfaction with working conditions. The framework aligned with the objectives of the study and the contributions to the body of knowledge were highlighted, indicating the knowledge gaps that were filled by the findings of this present research. Recommendations were made for a new approach for enabling factors to address the issues raised in the findings and obtain a pool of loyal construction site workers.

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APPENDIX A – QUESTIONNAIRE

Faculty of Engineering and the Built Environment

Department of Construction Management and Quantity Surveying

09 March 2020

Dear Sir/Madam,

RE: PARTICIPATION IN A SURVEY

I kindly request your participation in a research project for my Master of Construction degree in the Department of Construction Management and Quantity Surveying, Cape Peninsula University of Technology. This research is entitled '**The influence of construction site workers' satisfaction with working conditions on their loyalty'**.

The survey will be distributed to unemployed and employed construction artisans and general workers who have experience in working in either the public or the private sector of the construction industry. When completing the questionnaire, please refer to **the overall experience you have in the Republic of South Africa's Construction Industry**. Please read all questions carefully and answer all questions. The survey will take about 15 minutes to complete. **The completed questionnaire should be returned before the 30TH June 2020.**

This research study is being undertaken for academic purposes, your participation in the survey will not bear any consequence to the reputation of your company or your professional career. You are assured that the information obtained from this survey will be kept strictly confidential and will only be used for research purposes.

Thanking you in anticipation of your response.

Declaration by participant:

I (Name and Surname) …….. agree to take part in this study and I am aware that no compensation will be provided for participating.

Signature …… Date ……/……/2020

Return the Questionnaire to:

Email : clestha.mt@gmail.com Mobile : 076-514-9868

Yours faithfully,

_____

Miss MT Tshilefu (Student)

QUESTIONNAIRE

SECTION A: PROFILE OF RESPONDENT

Please mark the appropriate box with 'X'.

1.1 Please indicate your gender

☐ Female ☐ Male

1.2 Please indicate your age group

☐ Under 25 years ☐ 41 – 50 years

☐ 25 – 30 years ☐ 51 – 60 years

☐ 31 – 40 years ☐ Over 60 years

1.3 Please indicate if you have a certificate or not

☐ Certificate

- ☐ National Certificate: Construction Painting NQ3
- ☐ National Certificate: Construction Tiling NQF3
- ☐ National Certificate: Construction Plastering NQF3
- ☐ National Certificate: Construction Carpentry NQF3
- ☐ National Certificate: Construction Masonry NQF3

☐ No certificate

☐ Other, please specify ……

1.4 Specify your hands-on experience?

1.5 In what sector do you have work experience?

☐ Public sector ☐ Both

☐ Private sector

1.6 How long have you been involved in the construction industry?

☐ No experience

☐ Less than 5 years ☐ Over 10 years

☐ 5 – 10 years

1.7 Which of the following categories describe your employer?

☐ Main contractor

☐ Subcontractor

☐ Government

☐ Not applicable

1.8 If other in Q1.7, please specify ……

1.9 Are you currently employed

☐ Yes ☐ No

If yes, what is your current position? ……

1.10 How long have you been in your current position?

☐ Less than 5 years ☐ 5 - 10 years ☐ Over 10 years

SECTION B: THE EXTENT TO WHICH ENABLING FACTORS OF WORKING CONDITIONS CONTRIBUTE TOWARDS SATISFACTION OF CONSTRUCTION WORKERS

2. As an artisan/general worker, please indicate to what extent the following bodies influence working conditions towards achievement of satisfaction**;** where **1** = Not influential, **2** = little influential, **3** = somewhat influential, **4** = influential, **5** = very influential, **6** = extremely influential, **7** = utmost influential, and **U** = Unsure. Please mark 1 box in each row.

Item	Organisation/firm	1	2	3	4	5	6	7	U
1	Government	1	2	3	4	5	6	7	U
2	Labour Union	1	2	3	4	5	6	7	U
3	Client	1	2	3	4	5	6	7	U
4	Contractors	1	2	3	4	5	6	7	U
5	Subcontractors	1	2	3	4	5	6	7	U

3. As an artisan/general worker, please indicate how government participation has the influence on the improvement of good working conditions**;** where **1** = Not influential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = utmost influential, and U = Unsure. Please mark 1 box in each row

Item	Government Participation	1	2	3	4	5	6	7	U
1	Awareness of problem related to working conditions faced by artisans/general workers	1	2	3	4	5	6	7	U
3	Initiation of programmes of awareness of policies regarding working conditions to artisans/labourers	1	2	3	4	5	6	7	U
4	Existence of venues of interactions between government officials and artisans/labourers	1	2	3	4	5	6	7	U
5	Scheduled inspections of government officials on construction sites	1	2	3	4	5	6	7	U
6	Unscheduled inspections of government officials	1	2	3	4	5	6	7	U
7	Enforcement of working conditions regulations by punishing non-compliant employers/companies	1	2	3	4	5	6	7	U

4. As an artisan/general worker, please indicate the influence of the labour unions participation to ensure satisfaction with working conditions**;** where **1** = Not influential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = utmost influential, and U = Unsure. Please mark 1 box in each row

Item	Labour Unions Participation	1	2	3	4	5	6	7	U
1	Labour unions ensuring artisans /general workers are aware of current legislations, rules and regulations	1	2	3	4	5	6	7	U
2	Ensure punishment of employers who do not adhere to the legislation	1	2	3	4	5	6	7	U
3	Ensure effective implementation of good working conditions by employers	1	2	3	4	5	6	7	U
4	Ensure adherence to legislation by artisans/general workers	1	2	3	4	5	6	7	U
5	Conduct scheduled inspections	1	2	3	4	5	6	7	U
6	Inform workers about upcoming inspections	1	2	3	4	5	6	7	U
7	Conduct unscheduled inspections	1	2	3	4	5	6	7	U
8	Ensure that enquiries made by workers are resolved within a fair amount of time	1	2	3	4	5	6	7	U

9	Resolve problems related to working conditions raised by workers effectively	1	2	3	4	5	6	7	U
10	Labour unions updating artisans/general workers on a regular basis concerning any new development pertaining workings conditions	1	2	3	4	5	6	7	U

5. As an artisan/general worker, please indicate to what extent do the following statements relating to 'duties and commitment of contractors' have an influence on the satisfaction with working conditions; where **1** = Not influential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = utmost influential, and U = Unsure. Please mark 1 box in each row

Item	**Duties and commitment of contractors**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**U**
1	Employers provide written contracts	1	2	3	4	5	6	7	U
2	Employers adhere to minimum wage payment	1	2	3	4	5	6	7	U
3	Employers provide full benefit	1	2	3	4	5	6	7	U
4	Employers adhere to H&S regulation of the construction industry	1	2	3	4	5	6	7	U
5	Employers adhere to site conditions regulation of the construction industry	1	2	3	4	5	6	7	U
6	Employers adhere to legislated working hours	1	2	3	4	5	6	7	U
7	Employers show concern about quality of life of artisans/general workers	1	2	3	4	5	6	7	U
8	Employers tend to improve quality of life of artisans/general workers	1	2	3	4	5	6	7	U
9	Employers give a clear explanation of good working conditions of the country	1	2	3	4	5	6	7	U
10	Employers inform employees about any changes regarding rules and regulations concerning working conditions as applicable	1	2	3	4	5	6	7	U
11	Employers interact with employees to enquire about working conditions	1	2	3	4	5	6	7	U
12	Problem related to working conditions, raised by artisans/general workers are attended to faster	1	2	3	4	5	6	7	U
13	Employers show concern in terms of providing satisfactory working conditions	1	2	3	4	5	6	7	U
14	Employers collaborate with the government to ensure that problems related to working conditions are resolved to enhance contentment of artisans/general workers	1	2	3	4	5	6	7	U

15	Employers collaborate with the labour union to ensure that problems related to working conditions are resolved to enhance contentment of artisans/general workers	1	2	3	4	5	6	7	U

SECTION C: PERCEPTION ON THE INFULENCE OF SATISFACTION WITH WORKING CONDITIONS ON EMPLOYEES' LOYALTY TOWARD EMPLOYERS

6. As an artisan/general worker, please indicate how influential the following factors relating to working conditions' affect artisans/general workers' satisfaction; where **1** = Not influential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = utmost influential, and U = Unsure. Please mark 1 box in each row

Item	**Working conditions of artisans/general workers**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**U**
1	Payment of fair wages	1	2	3	4	5	6	7	U
2	Provision of full benefit	1	2	3	4	5	6	7	U
3	Existence of H&S regulations on construction sites	1	2	3	4	5	6	7	U
4	Physical conditions of construction site	1	2	3	4	5	6	7	U
5	Fairness of working hours and resting hours	1	2	3	4	5	6	7	U
6	Provision of written contract	1	2	3	4	5	6	7	U
7	Impact of quality of life of artisans/general workers	1	2	3	4	5	6	7	U
8	Contentment based on ethical behaviour	1	2	3	4	5	6	7	U
9	Provision of regular trainings	1	2	3	4	5	6	7	U
10	Ethical behaviour effect on the contentment of artisans/general worker	1	2	3	4	5	6	7	U
11	Provision of incentives to boost the morale of artisans/general workers	1	2	3	4	5	6	7	U
12	Payment of overtime due to artisans/general workers	1	2	3	4	5	6	7	U

7. As an artisan/general worker, please state your perception regarding the influence of the following 'working conditions affecting employees' loyalty in the workplace; where 1 = Not influential, 2 = little influential, 3 = somewhat influential, 4 = influential, 5 = very influential, 6 = extremely influential, 7 = utmost influential, and U = Unsure. Please mark 1 box in each row

Item	**influence of working conditions on loyalty of artisans/general workers**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**U**
1	Provision of full benefit	1	2	3	4	5	6	7	U

2	Provision of fair wages	1	2	3	4	5	6	7	U
3	Adhering to regulated working time and resting time	1	2	3	4	5	6	7	U
4	Existence of written contract	1	2	3	4	5	6	7	U
5	Employers' adherence to H&S regulations	1	2	3	4	5	6	7	U
6	Provision of good site conditions	1	2	3	4	5	6	7	U
7	The nature of construction industry impact on the willingness of artisans/general workers to pursue a career in construction	1	2	3	4	5	6	7	U
8	The quality of life of artisans/general workers	1	2	3	4	5	6	7	U
9	Ethics behaviours towards artisans/general workers	1	2	3	4	5	6	7	U
10	The existence of regular training programmes	1	2	3	4	5	6	7	U
11	Provision of incentives to boost the morale of artisans/general workers	1	2	3	4	5	6	7	U
12	Payment of overtime due to artisans/general workers	1	2	3	4	5	6	7	U

SECTION D: PERCEPTION ON THE EFFICIENCY OF STRATEGIES

TOWARD ENHANCEMENT OF THE LEVEL OF LOYALTY ON CONSTRUCTION SITE WORKERS

8. As an artisan/general worker, please state your perception regarding the efficiency of the following 'strategies/legislation established by the government to protect employees' in the workplace' to achieve artisans'/laborers' loyalty; where 1 = Not efficient, 2 = little efficient, 3 = somewhat efficient, 4 = efficient, 5 = very efficient, 6 = extremely efficient, 7 = utmost efficiency, and U = Unsure. Please mark 1 box in each row

Item	**Efficiency of government strategy / legislation**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**U**
1	Minimum wages and benefits are fairly rated	1	2	3	4	5	6	7	U
2	The H&S regulations are effective	1	2	3	4	5	6	7	U
3	Rules and regulations about site conditions are effective to keep employees safe on construction sites.	1	2	3	4	5	6	7	U
4	Legislations established to govern artisans/general workers are effective for their satisfaction	1	2	3	4	5	6	7	U
5	Minimum requirements legislated for employed artisans/ general workers ensure a standard quality of life	1	2	3	4	5	6	7	U

6	Legislations about ethics in the construction industry are effectively protecting artisans/general workers from unethical behaviour	1	2	3	4	5	6	7	U
7	Various training programmes established by government enables artisans/general workers to uplift their skills as required in the construction industry	1	2	3	4	5	6	7	U

9. As an artisan/general worker, please state your perception regarding the efficiency of the following strategies established by the employer to protect employees' in the workplace' to achieve artisans'/laborers' loyalty; where 1 = Not efficient, 2 = little efficient, 3 = somewhat efficient, 4 = efficient, 5 = very efficient, 6 = extremely efficient, 7 = utmost efficient, and U = Unsure. Please mark 1 box in each row

Item	**Employer/Contractor strategy**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**U**
1	Adequate pay	1	2	3	4	5	6	7	U
2	Rewards/bonus for good performance	1	2	3	4	5	6	7	U
3	Reward/bonus for loyal employees	1	2	3	4	5	6	7	U
4	Adequate recognition for loyal employees	1	2	3	4	5	6	7	U
5	Reward/bonus for morale boosting	1	2	3	4	5	6	7	U
6	Promotion	1	2	3	4	5	6	7	U
7	Participation in decision making	1	2	3	4	5	6	7	U
8	Entrust artisan/general workers with variety of tasks	1	2	3	4	5	6	7	U
9	Job security/permanent employment	1	2	3	4	5	6	7	U
10	Various training programmes to upgrade artisans/general workers	1	2	3	4	5	6	7	U

APPENDIX B –QUESTIONNAIRE FOR QUALITATIVE INTERVIEW

SECTION A: PROFILE OF THE COMPANY

A1 Type of the company: Please state the category of your employer

A2 Specialisation: Please state your company specialisation in the construction industry

A3 Experience: Please state the years of experience your company has in the construction industry.

B PROFILE OF THE RESPONDENTS

B1 Employment status: Please state in if you are employed or not

B2 Specialisation: Please indicate your area of specialisation

B3 Age of the respondent: Please indicate your age group: (20-24 years, 25-30 years, 31-40 years, 41-50 years, 51-60 years and 60 years and over).

B4 Qualification: Please indicate if you have a certificate or not

B5 Experience of the respondent: Please indicate how long you have been working in the construction industry

B6 Experience with the employer: Please indicate for how long you have been working for your current employer

B7 Type of employer: To which category does your employer belong; Contractor, Subcontractor or Government.

SECTION C: QUESTIONNAIRE

C1 Are you satisfied with working conditions in the construction industry in South Africa

C2 To what extent are enabling factors including, the government, labour unions, clients and employers, contribute toward satisfaction of construction site workers.

C3 Please opine if satisfaction with working conditions affect employee loyalty toward employer

C4 Please indicate your perception about the efficiency of strategies and involvement of government and employers to improve working conditions and enhance loyalty

APPENDIX C – PUBLICATIONS DERIVED FROM THE THESIS DURING THE COURSE OF THE STUDY

Tshilefu TM. and Ndihokubwayo R**.** (2019). The implication of satisfaction with working conditions on retention of construction skilled workers, *SACQSP2019*, 1(1), pp 1-10.