

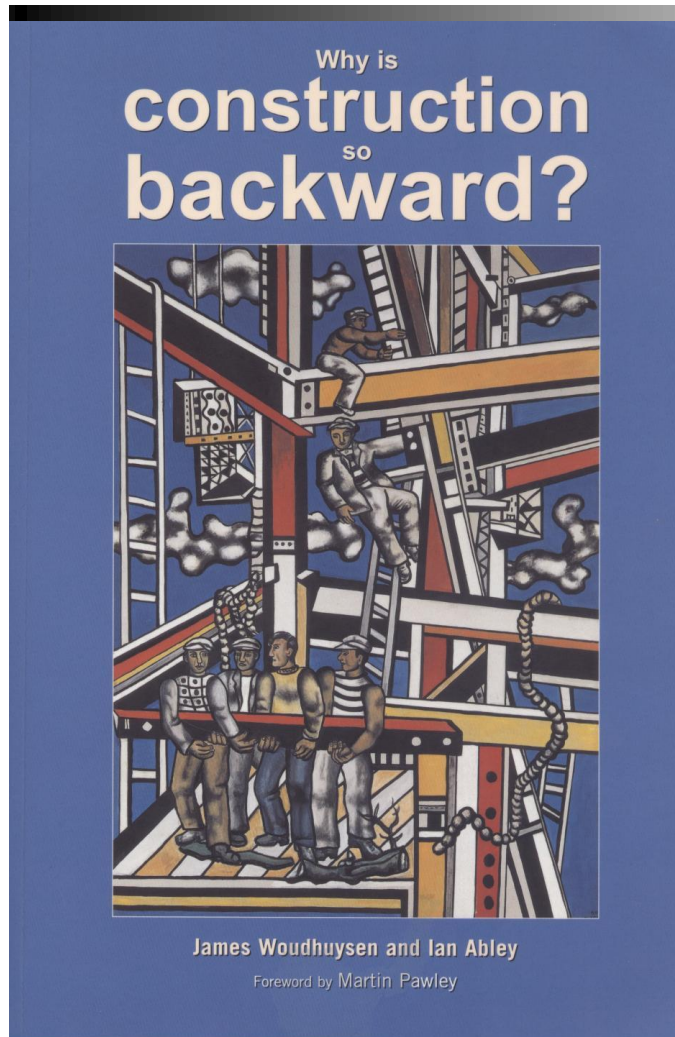
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**CORE VALUES THAT SUPPORT CONSTRUCTION HEALTH, SAFETY, AND
WELL-BEING (HSW)**

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Why is construction so backward?



“So long as construction remains a backward industry, safety within it will be backward. So long as off-site manufacturing remains a footnote to general building, a lot of accidents are bound to happen in the hurly-burly rush to get on-site work completed on time .” (p. 43)

(Woudhuysen and Abley, 2004)

Definitions (1)

- **Health: “A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (World Health Organisation, 2013)**
- **Well-being: ”Includes the presence of positive emotions and moods (e.g., contentment, happiness), the absence of negative emotions (e.g., depression, anxiety), satisfaction with life, fulfilment, and positive functioning” Centers for Disease Control & Prevention (2018). Includes:**
 - **Physical well-being**
 - **Economic well-being**
 - **Social well-being**
 - **Development and activity**
 - **Emotional well-being**
 - **Psychological well-being**

Definitions (2)

- Life satisfaction
- Domain specific satisfaction
- Engaging activities and work

Core Values that Support HSW at Work (1):

Zwetsloot, van Scheppingen, Bos, Dijkman, & Starren (2013):

- **Argued that individual values are recognised as HSW influencing factors:**
 - However, a good overview of HSW-related values is missing
 - Their study aimed to fill this gap by identifying relevant values and clustering them into a limited set of core values supportive of HSW
- **Central research question: What organisational values are supportive of HSW at work? Operationalised into the following sub-research questions:**
 - What organisational values or value-laden concepts are mentioned in the literature as relevant for HSW?
 - Can these values and value-laden concepts be logically clustered around a limited set of core values relevant for HSW?

Core Values that Support HSW at Work (2):

- **29 Values or value-laden concepts were identified courtesy of the survey of the literature**
- **Resulted in the need to evolve clusters of closely related value factors**
- **Content analysis:**
 - **Value factor was attributed only to the cluster it was judged most relevant for**
 - **What values are more central than other values or value-laden factors?**
 - **Some value factors are ‘essential values’ - potentially relevant for the identity of organisations, and selected as core values**
 - **Other factors appeared to be ‘expressions of’ such deeper values**
 - **For example, interconnectedness (core value), and ‘social support’ (an expression thereof)**

Core Values that Support HSW at Work (3):

- **1st Workshop – 14 stakeholders:**
 - Clarify the meaning of core values
 - Provide feedback and associations wrt the cultural factors identified
 - Cluster the cultural factors and select a ‘core value’ for each cluster
 - Evolved 7 clusters versus the researchers’ 6 clusters
- **2nd Workshop – 8 stakeholders:**
 - Clarify the meaning of core values
 - Provide feedback and associations wrt the cultural factors identified
 - Cluster the cultural factors and select a ‘core value’ for each cluster
 - Evolved 7 clusters versus the researchers’ 6 clusters
- **Finally (last step) researchers categorised the 7 core values identified:**
 - Resulted in 3 main categories of core values that are supportive of HSW (value clusters)

Core Values that Support HSWB at Work (4)

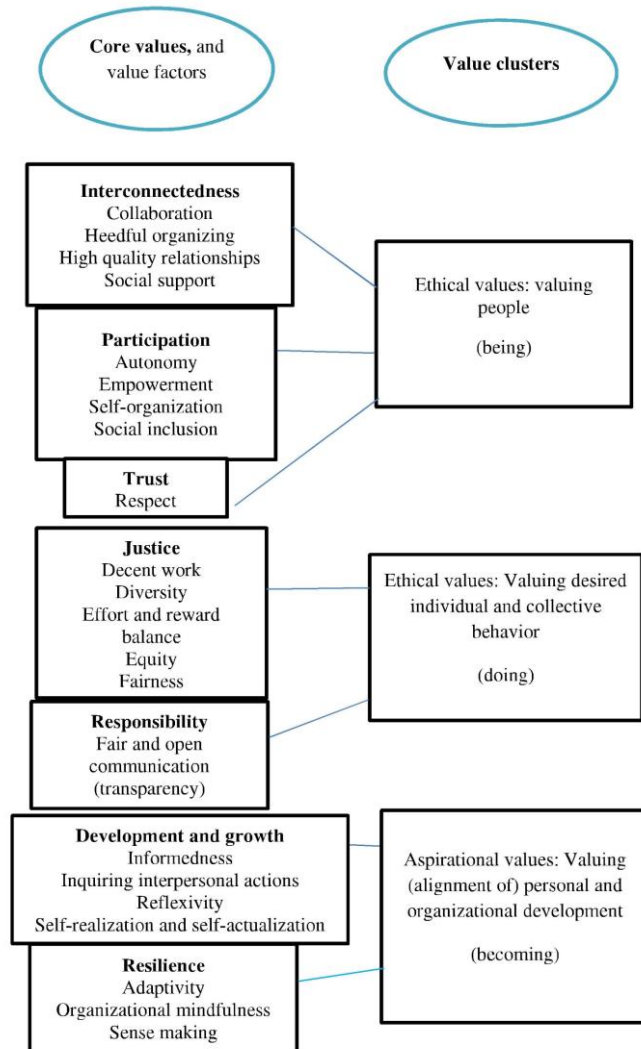


Figure 2: A framework of core values, value factors, and value clusters that support HSW (Zwetsloot, van Scheppingen, Bos, Dijkman, & Starren (2013))

Research method and sample strata (1)

- **Research method:**
 - **The framework of core values, value factors, and value clusters that support HSW as evolved by Zwetsloot, van Scheppingen, Bos, Dijkman, & Starren (2013)**
 - **The core values and value factors constituted the basis of the questionnaire in the form of two five-point Likert scale type questions, followed by a qualitative question, and six close ended demographic questions**

Research method and sample strata (2)

- **Sample strata:**
 - **Pr Construction H&S Agents (CHSAs)**
 - **Candidate Construction H&S Agents (Can CHSAs)**
 - **Construction H&S Managers (CHSMs)**

Sample stratum	Size (No.)	Response (No.)	Response rate (%)
CHSAs	78	14	18.0
Can CHSAs	124	14	11.3
CHSMs	562	26	4.6
Mean	764	54	7.1

Table 1: Sample strata details and response rates.

Research findings (1)

Core Value / Value Factor	MS		Exp. % of Imp.	Imp Rank
	Imp	Exp		
Interconnectedness:	4.08	2.83	59.3	5
• Collaboration	4.35	2.98	59.1	
• Heedful organising	4.11	2.88	60.5	
• Quality relationships	4.30	2.90	57.6	
• Social support	3.81	2.67	59.4	
Participation:	3.96	2.56	52.7	7
• Autonomy	3.69	2.49	55.4	
• Empowerment	4.19	2.65	51.7	
• Self-organisation	4.19	2.55	48.6	
• Social inclusion	3.78	2.55	55.8	
Trust:	4.70	2.96	53.0	2
• Respect	4.70	2.96	53.0	
Justice:	4.27	2.97	60.1	4
• Decent work	4.43	3.04	59.5	
• Diversity	4.09	3.00	64.7	
• Effort and reward balance	4.43	2.88	54.8	
• Equity	3.94	2.96	66.7	
• Fairness	4.48	2.96	56.3	

Table 2A: Comparison of the importance and experience by workers of core values / value factors (MS = 1.00 – 5.00).

Research findings (3)

Core Value / Value Factor	MS		Exp. % of Imp.	Imp Rank
	Imp	Exp		
Responsibility:	4.76	2.87	49.7	1
• Fair and open communication (transparency)	4.76	2.87	49.7	
Development and growth:	3.92	2.72	59.0	6
• Informedness	4.35	2.86	55.5	
• Inquiring interpersonal actions	3.74	2.71	62.4	
• Reflexivity	3.69	2.64	61.0	
• Self-realisation and self-actualisation	3.89	2.67	57.8	
Resilience:	4.30	2.81	54.7	3
• Adaptivity	4.26	2.81	55.5	
• Organisational mindfulness	4.38	2.88	55.6	
• Sense making	4.26	2.73	53.1	

Table 2B: Comparison of the importance and experience by workers of core values / value factors (MS = 1.00 – 5.00).

Research findings (3)

Comments in general:

- **CHSAs:**
 - **Workers are seen as a resource to complete a project, and when the project is running down they are de-mobbed as soon as possible, irrespective of the value they can add to the company they have been working for.**
 - **Workers are bullied into a situation where it is clear that they must do as senior staff insist or face penalties, sometimes even loss of employment, this has the effect that workers do as they are told. I, for one had many discussions with the workers at grassroots level and I know that they DO have positive contributions to make, yet that are not given the chance.**
 - **Further research is required re decent work environments. The South African government and private procurement systems should modernise their systems to allow for greater transparency throughout their supply chains. The UK's recent launch of their Modern Slavery Act could be used as a starting point.**

Conclusions (1)

- **Given the importance of the core values and value factors in terms of supporting HSW, it can be concluded that a holistic approach needs to be adopted relative to H&S, and that well-being needs to be included in the 'equation', and focused on**
- **Furthermore, it is no longer a case of merely employing workers and addressing H&S, but rather addressing workers' wider needs as reflected in the core values: responsibility; respect; resilience; justice; interconnectedness; participation and development and growth.**
- **Given that the perceived experience of the value factors by workers expressed as a percentage of importance ranges between 48.6% and 66.7%, it can be concluded that the nature of the construction industry in the form of the manifestation of value factors is not conducive to HSW**

Conclusions (2)

- This conclusion has implications for the construction industry in the short to medium term as workers may no longer be willing to entertain the status quo
- Furthermore, the construction industry may be viewed as a 'last resort', and therefore may not attract the preferred 'employee'.
- The empirical findings reinforce the relevance of the framework as evolved by Zwetsloot, van Scheppingen, Bos, Dijkman, & Starren (2013) in terms of the importance of the core values, and value factors, which framework was not empirically tested

Recommendations (1)

- **Appropriate general management and human resource practices should be implemented in the business of construction, and on projects, and should precede or at least accompany HSW practices and interventions. A case of simply applying the basics of construction management, and more specifically industrial psychology principles, which manifests itself in the form of the seven core values, and twenty-two value factors**
- **The construction industry first needs to focus on the health component of H&S, and realise that well-being is an essential component of the ‘duty of care’ and respect for people**

Recommendations (2)

- **H&S programmes need to be expanded to increase focus on the health component, and to include well-being issues, which are represented by the seven core values, and twenty-two value factors. Therefore, employer associations should provide leadership, raise, or for that matter, create awareness relative to well-being, and amend their industry-wide H&S programme, H&S star grading, and H&S competition programmes**
- **All professional associations, especially H&S and construction management associations, and statutory built environment councils should provide leadership, raise, or for that matter, create awareness relative to well-being, and evolve practice notes relative to HSW**

Recommendations (3)

- **Tertiary built environment education, especially construction management, needs to address well-being issues**
- **All stakeholders need to be conscious and mindful of the implications of project-wide decisions on the HSW of the construction team, and especially workers, who are generally from the low-income group, and vulnerable**

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