

**The challenges construction
companies headed by black women
face in sustaining businesses, in
Ngaka Modiri Molema district,
North West Province**

NOMAYOYO ASNATH MOKGWAMME

**Mini-dissertation submitted in partial fulfilment
of the requirements for the degree of Masters
of Business Administration at the Mafikeng
Campus of the North-West University.**

**Prof. Sam Lubbe
October 2012**

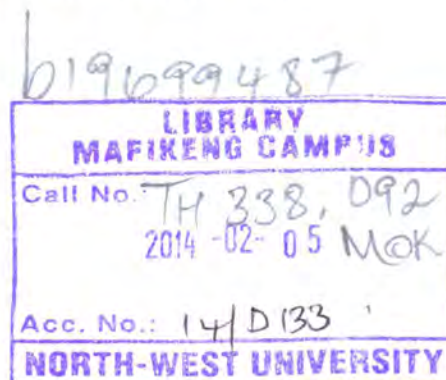
**THE CHALLENGES CONSTRUCTION COMPANIES HEADED BY
BLACK WOMEN FACE IN SUSTAINING BUSINESSES, IN NGAKA
MODIRI MOLEMA DISTRICT, NORTH WEST PROVINCE**



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DECLARATION

I, Nomayoyo Asnath Mokgwamme, hereby declare that this dissertation titled "The challenges contraction companies headed by black women face in sustaining businesses in Ngaka Modiri Molema District, North West Province" is an original piece of work produced by myself. All sources have been accurately reported and acknowledged. This document has not previously, in its entirety or in part, been submitted to any university in order to obtain an academic qualification.



Nomayoyo Asnath Mokgwamme

Date: October 2012

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ABSTRACT

The South African government has placed great emphasis on SMMEs being the group that could assist in steering the economy. It reviewed the measure of introducing women to the mainstream economy, as a marginalised group that are a majority in numbers, but a minority in the economy due to circumstances surrounding their traditional role and especially due to the constraints of the previous regime. The current government has introduced sweeping reforms through regulations aimed at preferential procurement of female-owned companies, but regardless of all government's initiatives female owned companies still struggle to compete with their male counterparts in the construction industry. The research problem questions the processes and systems put in place to alter the social, political and economic climate in South Africa that created a new cycle of opportunities and threats for the different stakeholders. It gave rise to hidden occlusions based on gender and race that need to be addressed. Frustrations such as those found in the empowerment initiatives of BEE that resulted in the decline of standards and an increase in the disadvantaged groups trapped into worse liabilities are worth mentioning. The literature review has produced important recommendations that when implemented may resolve the flaws that tend to create opportunities for unintended parties. Issues such as motivational factors, collaboration between partners, sound partnering relationships and establishing an organisational culture will assist role players to take stock, enable them to make a turn-around, view challenges in terms of concealed manifestations and ultimately effectively address said challenges.

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CHAPTER 1

Overview of the Study

1.1 Introduction

Historically women have participated in informal trade and actively in the construction industry, building mud houses for their families. This situation intensified by the industrial revolution, in which men moved to the cities to work. The full swing industrial revolution brought about a shift from informal to formal business practices, which affected many sectors including construction. During this period, trade became mainly formal and slowly moved out of the hands of women that is eventually dominated by men. The transitional economy in the post-apartheid era was characterised by generalised stunted economic results. Like many developing nations, the democratic South African government developed strategies and policies, aimed at redressing the injustices of the past, in its quest to boost the economy such as gender equality and opening up once male dominated industries to female participation, to steer and sustain socio-economic development, is critical. Forbes (CIDB, 2008) notes that in the Publication for Women in the Construction Industry, the existence of problems related to the issue of gender, that prevent growth of small, micro and medium enterprises (SMMEs) owned by women. That is why the study seeks to identify the challenges normally faced by black businesswomen in sustaining their businesses, specifically in the construction industry, focusing in the central region of the North West Province.

The South African Constitution and procurement procedures have laid down the foundation on how women should reclaim their rightful place in the economy. Through government publications and government reports provide information on how the activities of the government and other entities are being fast tracked to give teeth to the constitution. It is on this information that the chapter is based, coupled with other researchers' findings in South Africa and other developed and developing countries.

Chapter One provides an overview of the study. It lays down the foundation and systematic plan that the researcher's discussion of the topic to be follows and encompasses Introduction of the study that focuses on the circumstances from which the topic derived. The background introduces the problem statement and informs the formulation of the problem statement. This includes the objectives, research design, plan of the study and end with the summary and conclusion of the chapter.

1.2 Background to the Problem Statement

The construction sector is the fastest growing national production asset in South Africa and is a large contributor to the gross domestic product (GDP). In the year 2007 it made a significant impact on the general growth rate of the GDP. It performs an indispensable role in the economy of South Africa and increasingly of the SADC region as a whole. In order to tap into the potential of this sector, to determine economic growth and sustain socio-economic development, capacity in the form of human resources has to be maximised. Since women comprise more than half of the general population, they are clearly the resource that needs to be developed. According to the Global Gender Report, the reduction in gender gaps is a direct correlation to high economic competitiveness. Gender equality has to be revolutionised to mobilise a major pool of talent (Schwab *et al.*, 2010).

The government has put forward a strategic framework on female economic empowerment, to develop black contractors, but SMMEs still face a number of challenges. These challenges distinguish between three sets of groups, viz.: between urban and rural communities, between female and male owned enterprises and between the types of sectors.

According to the assessment report of research on women business ownership in the UK, a large proportion of activity takes place in businesses co-owned by men and women in equal partnership. The report goes further states that there is evidence to suggest that women-owned business may experience a higher rate of

exit than male owned. In terms of the type of sector, the survival rate of women-owned businesses is higher in the service sector than in the technically oriented and male dominated professions, such as engineering and agriculture. The assessment research report also confirms the growing education attainment of women, coupled with a long-term and consistent increase in female entry into managerial and professional employment sectors in particular law, accounting and medicine, which has a tradition of private practice, offer important opportunities for the development of female enterprises in that field (Carter & Shaw, 2006).

The Deputy Minister of Trade and Industry alluded, upon addressing the conference on Advancing Women's Economic Empowerment through Entrepreneurship, to the second economy that is located in the peri-urban and rural areas associated with low skills, poor infrastructure and poor labour. The Global Entrepreneurship Monitor (GEM) report (Maas & Herrington, 2007) confirms that entrepreneurship activities are high in Gauteng, KwaZulu-Natal and Western Cape, as regarded as the growth poles for the South African economy and, therefore, provide more opportunities. It is evident that contractors in those areas, already affected by the marginalised second economy, face yet another wave of challenges and a threat to their survival (Thabethe, 2006).

1.3 Problem Statement

It is quite clear that black businesswomen are marginalised in the male dominant construction sector. Notwithstanding the fact that numerous micro and small black businesswomen manage to enter the sector, many of these black businesswomen are unable to sustain business operations beyond the first year. The researcher needs to understand the challenges faced by women in sustaining their businesses. The findings will assist the government in designing appropriate strategies that will impact on women enterprises in the construction industry, in terms of survival and employment creation.

The democratic government of South Africa acknowledges the fact that women are the backbone of the economy and that when you feed the woman, you feed the nation. Long before the birth of democracy, women were already recognised as being involved in informal trade for their survival, due to the unemployment rate among them. After 1994, the role of women in the economy was at the forefront of discussions. The government formulated policies that are gender centred in order to create opportunities for women to join the mainstream economy, even in the male-dominated industries. Initiatives like the incubator programme and black economic empowerment (BEE) programme were put in place to motivate and build their skills.

Despite all the measures taken, women continue to come up against challenges related to male dominance in the construction sector. The entry of black women owned businesses into the construction sector is made impossible by the already existing male dominated businesses. In some instances women contractors manage to enter the industry, but fail to make any progress and sustain their businesses, especially in the predominantly rural provinces like the North West Province. According to the research findings the construction industry in the North West Province remains male dominated, whereby 78% are male owned and 22% female owned (Thwala & Phaladi, 2008).

In order to understand the challenges faced by female contractors, in sustaining their businesses, it is necessary to look back at their start-up and see how there are two motivations for start-ups: enterprises characterised by necessity, “pushed” into business by factors such as unemployment and, according to common consensus, tend to run a high risk of failure; and enterprises resulting from factors such as the awareness of market opportunities that are likely to benefit from greater development. The samples obtained from the unemployed and others identified a third type from the necessity type that is the result of both the “pull” and “push” simultaneously influencing the start-up, which account for 70% of entrepreneurs (Caliendo & Kritikos, 2009).

Furthermore, the Global Entrepreneurship Monitor (GEM) report (Maas & Harrington, 2007) differentiates between entrepreneurship and a normal business, which tally with the implications of the motivational factors as laid down above on entrepreneurship development. Entrepreneurship refers to risk-taking behaviour that entails ambiguity in terms of innovation, investment of substantial amounts of capital and creation of further employment; whereas a normal businesses focus on maintaining a fixed quality of life and promoting the expansion of their own employment, which makes entrepreneurship the core area of future economic growth (Maas & Harrington, 2007).

The participation of black women in the construction industry is principally through the micro and small business, which reflect low levels of sustainability. The growth in per capita income may lead to more established and larger businesses, in order to satisfy demand and may lead to a decline in smaller business start-ups, which may contribute to the low entrepreneurial activity among women. It is, therefore, imperative that in a changing environment interventions, aimed at entrepreneurial development, be adapted to maintain a degree of balance in the endeavours to promote female participation (Maas & Harrington, 2007).

1.4 Significance of the Study

The significance of the study is the aim to determine the underlying causes of the problems brought about by the prevailing social, political and economic conditions of the past and in the present, such that black businesswomen may be motivated to stay in the construction industry as a vehicle for freedom, economic survival and empowerment as well as ultimately benefit the country. There are many varied reasons why black businesswomen are continually in distress in this industry, given the doctrine of Apartheid that only men are fit for this sector. The findings of the study may enlighten other black businesswomen on how to avoid the issues that are problematic and characteristic of the industry and likely to distract them from exploiting the opportunities within the construction sector.

1.5 Objectives

- To explore interventions that are adaptable to a changing environment and relevant to women in the North West Province.
- To determine the type of enterprises in which women are engaged in the North West Province.
- To establish the barriers that women will face in establishing and sustaining businesses in the construction industry.
- To establish the attitudes of women in the construction industry that may be contributing to their high failure rate in the North West Province.
- To establish the effectiveness of the various empowerment interventions in developing the confidence, attitude and positive self-image to overcome the stigma of doing business in a male dominant industry and to determine the knowledge gained, which is important to enhance success in entrepreneurship development.

1.6 Research Design

The quantitative research approach is preferable in this type of study, because the study intends to describe and reveal the nature of specific situations, settings, processes, relationships or people. It enables the study to provide new insights on a particular issue or phenomenon, as confirmed by Leedy and Ormond (2009).

The target population of this study consists of black female entrepreneurs, registered with the Construction Industry Development Board (CIDB) and classified under general building (GB) within the North West Province. The sample will be drawn from five municipalities, in the central district of the North West Province. The research approach employs several tools designed to gather data. They include, among others, structured interviews, unstructured interviews, observation and questionnaires. The study will use the questionnaires to determine the opinions, attitudes, preferences, interest and perceptions of persons participating in the study, featuring a series of questions collected from randomly selected respondents.

The advantages of questionnaires, over other types of surveys, are that they are inexpensive, are not as labour intensive as personal or telephone surveys and often have standardised answers that simplifies data compilation. Questionnaires have limits by the fact that respondents must be able to read and respond to the questions.

1.7 Plan of the Study

The study will be divided into the following five chapters:

CHAPTER	DESCRIPTION
Chapter 1	Overview of the study
Chapter 2	Discussion of challenges faced by black women contractors
Chapter 3	Research matrix
Chapter 4	Empirical study and findings
Chapter 5	Summary, conclusion and recommendations

1.8 Conclusion

Chapter One gave an overview of the study. It discussed the government's standpoint on the empowerment of women, as the driving force behind the country's economic development and sustainability. The discussion also focused on the different situations around entrepreneurship that may impact either negatively or positively on women in the construction industry.

It is clear that despite the government's initiatives, the implementation of strategies and policies on women empowerment there is still a great deal of ground to cover. A "one-size-fit-all" attitude of developing policies needs to be replaced with situational policies that will address specific problems in each province, if their implementation is to be successful.

Further steps towards facilitating achievement of policies include getting all economic role players on board; the close monitoring of the implementation of strategies and policies; and the review policies in terms of change management. Failing to undertake all management processes is a recipe for policy failure and a waste of resources that will have an adverse impact on the economic development of the country.

Chapter Two will review the literature to provide greater insight into the challenges faced by black women entrepreneurs in the construction industry, drawing information from both local and international sources, since South Africa plays a role in the global arena and its economy is as such affected by global issues.

CHAPTER 2

Overview of the Literature

2.1 Introduction

South Africa follows in the footsteps of other developed countries regarding economic policies. In order to remain competitive, take advantage of retail market positioning, and ensure new business opportunities, many businesses will need to alter their ownership and stakeholder profile. Business ownership and stakeholder profiling refer to bringing on board previously disadvantaged groups, such as women. Clinton shared this view, when addressing 53nations in Addis Ababa (Krause-Jackson, 2011), and stated that in a male-dominated world the women of Africa are the hardest working women in the world. She further reiterated that if all the women in Africa, from Cape to Cairo, decided to refrain from working for a week; the economies of Africa would collapse. The US secretary of state was in fact endeavouring to instil the realisation of women as economic engines (Podges, 2009).

Since the establishment of democracy, South Africa has introduced laws aimed at changing its economic profile. The economic policy reform on women participation is set out in the Construction Transformation Charter. It was published in the Government Gazette in February 2007 (SA, 2007), as well the DTI's Code of Good Practice published in May 2009 (SA, 2009) provide opportunity and give tooth to the transformation and Black Economic Empowerment in terms of procurement of programs, services and reaching the target of 30% black ownership in 10 years.

The researcher used the following keywords to search for articles: definition of WBEs; types of support and disputes in businesses for women; positive and negative impacts in the construction industry for women; ethical standards; leadership; gender issues; women's perceptions in businesses; and financial incentives in women owned businesses. Search engines, such as Duckduckgo and Google Scholar, were used for articles while electronic databases, such as Science Direct and EBSCO, were also consulted.

The main topics include: definitions, types of industry, perceptions, women buyers, issues that affect WBEs, economy for women, disadvantages, causes, types of support, leadership, training and ethics.

2.2 Issues that affect WBEs

2.2.1 Defining women-owned enterprises

Women's enterprise is a broad term used to describe female self-employment and business ownership. Female-owned businesses are those that are wholly or largely owned and managed by women. This definition, therefore, excludes the enterprises that are exploited by other parties for being female owned, but not managed, as a front to secure business (Orser, 2009).

Women's enterprise has evolved from traditional trade aimed at the household market to targeting other businesses and units of government. Canada is one of the leading countries in female-enterprise issues. According to the research conducted on behalf of WEconnect Canada, an NGO that seeks to grow women-owned enterprise by fostering opportunities within Canadian and international value chains, women's enterprise is described as an economic cluster that is operated across all industry sectors, many of which are growth oriented and increasingly engaged in global trade (Orser, 2009).

The definition of empowerment on the web covers a wide spectrum ranging from self-empowerment through learning, to the contemporary South African context of Black Broad-Based Economic Empowerment (B-BBEE). The Black Broad Based Economic Empowerment Code of Conduct, published in the Government Gazette in 2007 (SA, 2007), refers to empowerment as direct empowerment through ownership and management. However, ownership and management in the current context may not be the prevailing state and the benefits of such transactions may not bring about significant advantages, depending on whether the transaction involves individual empowerment or collective empowerment. In fact, the

undertaking might be purely symbolic to emphasise the political and moral imperatives of equity and social justice (Ojwang, 2008).

Maas and Harrington (2007) note that The Global Entrepreneurship Report(GEM) (2007) stated that many writers and researchers have not yet reached a conclusion regarding the definition of entrepreneurship, in terms of whether it is an intrinsic characteristic or whether individuals can be trained into entrepreneurs and whether entrepreneurship differs between small and corporate business. Botha (2006) believes that one can be trained to be entrepreneur, especially when training is informed by researched needs in areas such as networking and confidence building. This should also be coupled with post-training programmes such as mentorship, counselling and the use of role models. While there is no clear definition, the concept can best be understood in terms of generally accepted principles that include:

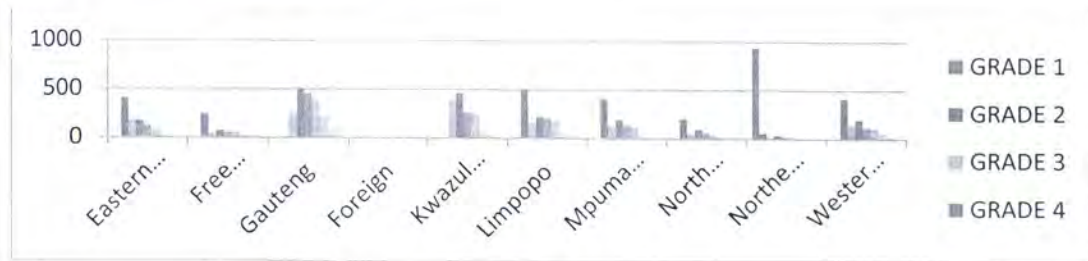
- entrepreneurship can facilitate employment creation and economic growth;
- entrepreneurs are involved in exploiting new opportunities, which necessitates a high degree of personal creativity and innovation; and
- entrepreneurship differs from normal business in that a normal business focuses mainly on maintaining a fixed quality of life, whereas entrepreneurship is a risk-based enterprise and, therefore, requires the ability to work with ambiguity.

The aforementioned principles make it clear that entrepreneurship should be promoted differently from normal business. The unpredictable and rapidly changing environment, in which entrepreneurship exists, poses a complicated scenario whereby past initiatives may not provide the expected results. A “one-system-fits-all” approach to entrepreneurship development might not be effective in a changing environment.

Therefore, it is imperative that policymakers' design of strategies and interventions informed by the immediate environment, to sustain the development of construction enterprises (Mass & Harrington, 2007).

Wong *et al.* (2010) state that due to a range of factors, entrepreneurial activity varies between regions. The difference in entrepreneurial activity across regions is confirmed by the CIDB registration depicted in Figure 2.1. More activities are concentrated in the urban areas, which further suggest that stimulating entrepreneurship in rural and less-developed regions may necessitate a different approach than that of urban regions.

Figure 2.1: Grading by Province



Source: CIDB report 2009/2010 (2010)

Caliendo and Kritikos (2009) state that the definition of women-owned enterprise can further be viewed in terms of the motivational factors on start-ups. The Global Entrepreneurship Monitor (Maas & Herrington, 2007) classifies start-ups as being motivated either by opportunity resulting from pulls factors, such as the perception of the market, or by necessity resulting from push factors, such as unemployment. The principles of the opportunity entrepreneur correspond to the generally accepted principles of entrepreneurship, discussed above, while necessity entrepreneurs simply employ themselves and their survival rate is low.

The research that done in Germany to determine the reasons for the unemployed to start businesses, observed that 13% are driven by push motives alone, 16% by pull motives and 71% are guided by both pull and pull motives. Reflecting that not all unemployed individuals who start businesses are necessity entrepreneurs,

according to Caliendo and Kritikos (2009, 6). The report also observed the survival and job creation rate among the three motives. The businesses started to show differences after six months of operation and at one year the difference was significant, with 92% of pull types still in business compared to the 79% of push and 84% of both push and pull types.

The report summarises the findings by concluding that it is the motivational factors that play a major role in the size, survival and job creation rate of an enterprise and not the differences in basic characteristics. This would, therefore, imply that the survival of women-owned businesses in the construction industry is dependent on the relevant motivational factors and not on gender.

Another finding of the general principle of an entrepreneur relates to the influence of the invested capital on the survival rate of the construction and craft industries, whereby the comparatively higher survival rate can be ascribed to the capital investment required. The report also highlighted how push-and-pull type start-ups usually seek advice from a third party, in contrast to the purely push type. This type, therefore, requires third party support that focuses on market opportunities, growth options and survival strategies as well training to manage larger capital investment and staff. The aforesaid identified training and coaching assistance, through programmes aimed at enhancing entrepreneur development, is a grey area in most programmes. This once again calls for the design of development programmes that are informed by research (Caliendo & Kritikos, 2009).

2.2.2 Women in business

Women-owned businesses are the minority within the previously disadvantaged majority. The social reconstruction of the economy in terms of the participation of female minorities in the economy, through small businesses, is a growing phenomenon in all developing and developed countries. It arises from governments' realisation of the potential power women have in driving today's economy. Canada is one of the countries that have made progress in women's business issues, through its strategies to increase women-owned enterprises'

understanding of and access to government contracts. The incidence rate and growth of women-owned enterprises positions Canada as a global leader in women's entrepreneurship and confirms that the failure to embrace women's entrepreneurial talents is simply a lost resource, since it reduces the number of new businesses and shrinks the pool from which significant businesses can emerge in the future (Orser, 2009).

In South Africa, it started in the new democratic order that introduced sweeping reforms, which included rectifying the gender inequality in the workplace and encouraging women towards entrepreneurial development, even in sectors that were male dominated such as the construction industry. Transformation is fostered through legislation and the great number of sector transformation charters that saw women's activities in business increase. Didiza, upon addressing the SAWIC summit held in 2008, stated that there are an increasing number of black women-owned enterprises competing effectively in the sector. The table below reflects international trends in the growth of female entrepreneurs.

Table 1: Gender involvement in Early-Stage Entrepreneurial Activity (TEA)

	cat	2004	2005	2006
18-24	Male	13.7%	10.4%	8.9%
	Female	5.1%	7.4%	12.6%
25-34	Male	18.7%	17.0%	17.8%
	Female	20.1%	12.6%	14.1%
35-44	Male	12.9%	17.0%	14.1%
	Female	12.9%	13.3%	8.9%
45-54	Male	5.8%	6.7%	5.9%
	Female	3.6%	5.9%	7.4%
55-64	Male	2.2%	3.0%	5.9%
	female	5.0%	6.7%	4.4%

Source: GEM: South African Report (2007)

When reviewing South Africa's history in terms of exclusion from professional and economic opportunities based on race, language, culture and colour that was first imposed by colonisation, followed by Apartheid, the pattern of exclusion seems to

continue but in this era based on gender. Notwithstanding the sweeping reforms introduced by the majority government, to create equality in terms of management and ownership of businesses, there seems to be an impermeable barrier to the advancement and survival of black women in business and top management positions (Sutton, 2007).

Hammond *et al.* (2009) argue that the long history of closure of women in some professions, such as chartered accounting and ownership of formal businesses, created a lasting impact on their participation in the business environment and a base of credentials such as capacity of finance, access to information, social networking and technical skills that mask exclusions based on gender. Yet women, through their numbers and a known history of participation in traditional businesses, have the potential and the strategic business reasoning to play a major role in creating opportunities.

2.2.3 Women in the economy

The economic crisis can largely be attributed to unsound risk management practices. Researchers believe that women are risk averse and companies that are more gender diverse in their corporate structure will bring the economy back on track (Marinova *et al.*, 2010:103).

2.2.3.1 Evolution of women in the economy

Women were prevented from full participation in the economy for decades by societal norms and culture, yet in their own backyards women were engaged in the hard labour of managing informal trade. In so doing striking a balance between household duties, social activities and informal trade that produced such a low profit that their contribution to the economy went unrecorded. The same situation still prevails in developing countries. Millions of women in Nigeria gain their livelihood through economic activities that are not officially registered or connected to formal avenues (Fajana, 2008). However, this state of affairs militates against the realisation of the full economic potential of women and

requires deconstruction of social beliefs and attitudes about gender roles and responsibilities at the household level (Mutandwa *et al.*, 2008).

Women's engagement in the economy is gradually taking shape. Historically it ranged from a barter economy, wherein women were mainly the means of production and only participated in the traditional business of household duties that serviced household clientele to informal trade, characterised by very small businesses and self-employment, which all contributed to the economy of countries. The women who own businesses today are educated and able to embrace innovation; tap their businesses into public and international market opportunities; and establish sound financial and economic policy frameworks.

According to the World Economic Forum, Canada was ranked 15th among 130 nations in 2008 with respect to women's economic participation and opportunity (Orser, 2009). Women's contribution to economic prosperity is not limited to SMMEs, but extends to operational performance in large organisations. For example, the Conference Board of Canada features the first woman chartered accountant (CA) and one of the founders of Gobodo Accounting in South Africa. An industry that experienced severe marginalisation based on race, colour and gender currently has a woman as chief executive (Ntingi, 2010).

Despite the fact that women are now engaged in the mainstream economy, which has been revolutionised over the past fifty years, they remain impoverished and it is estimated that four billion still live on the equivalent of \$4 per person per day (Sutton, 2007).

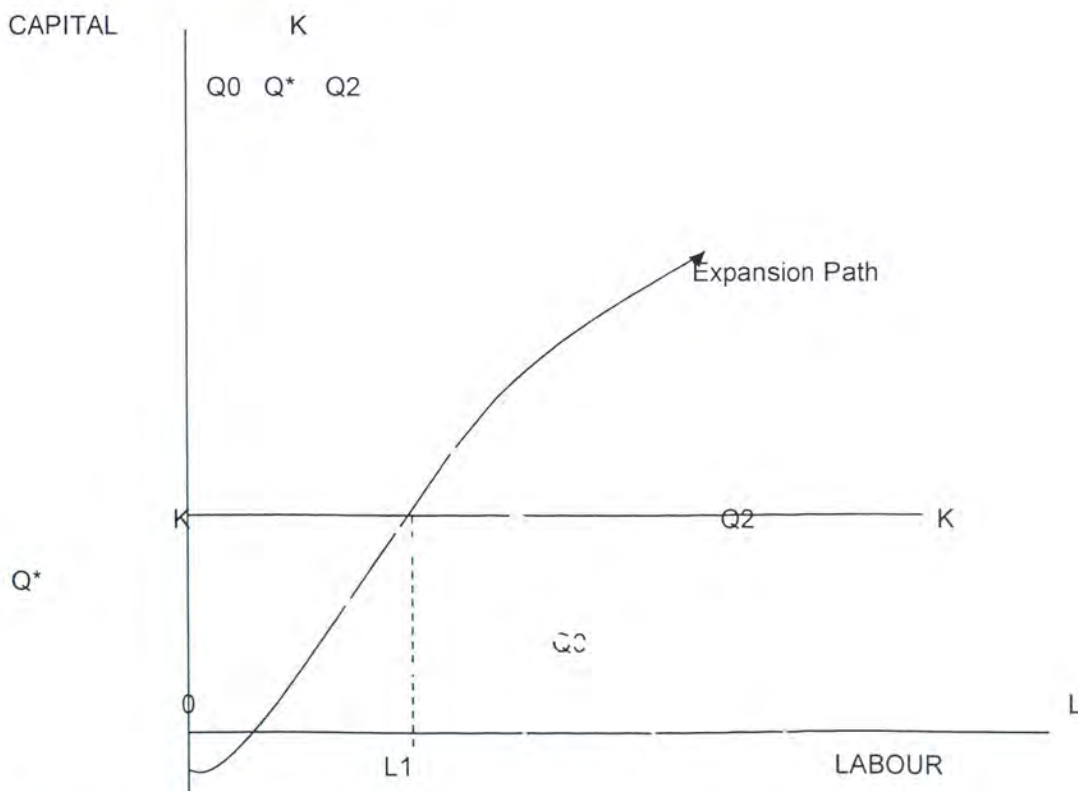
2.2.3.2 The role of construction in economic development

The construction industry is a large, dynamic and complex sector that plays an important role in the economy, in both developing and developed countries (Behm, 2009:101; Wong *et al.*, 2010:256; Ortiz *et al.*, 2009:29; Sweis *et al.*, 2008:665) and its significance may be traced back to the 1960's, as Giang and Pheng (2011, 118)

indicate. Construction employs capital stock in terms of human and physical resources, which interrelate to determine the national output's impact on income and employment, which in turn results in greater demand for capital stock.

Hence, one way for the government to promote economic growth is to invest in capital resources in the form of skilled labour, new factories, machinery, equipment, materials and infrastructure (Giang & Pheng, 2011:118). See Figure 2.2 for illustration. The government's strategy of targeting women when increasing skills in the construction industry, given that they constitute more than 50% of the population, is therefore a step in the right direction and has a two-pronged effect: to reduce the level of poverty and promote gender diversity that will enhance the performance of the industry.

Figure 2.2: Production Curve



Source: Rangasamy (2007)

There is a great deal of debate around employing the construction industry to steer the economy, however, in that it may result in economic growth in the short run, but have a negative impact on the economy in the long run. The argument based on the premise that its contribution to the economy comes from its link to other sectors in the economy, where infrastructure investment should correlate with the business cycle, which necessitates that construction industry activities accelerate in correspondence to economic growth. Should investment overlap with a downturn or start later in the upturn, it may result in oversupply and other adverse economic consequences (Giang *et al.*, 2011).

Other empirical studies have shown that the contribution of construction to the economy is not consistent in all countries, especially in developing countries. There is a further risk that the government's use of the construction industry to generate sustained employment, by means of unskilled labour employment and presumably unskilled contractors in ill-planned public works programmes, would only damage the healthy development of the construction industry and its economic role (Giang & Pheng, 2011).

The creation of the CIDB in South Africa was an effort to guide the sector in formulating, monitoring and managing policies, standards, programmes and initiatives to deal with the shortage of local skilled labour, materials, low-output productivity and quality. The failure of this agency in its duty will impede the country's economic growth and the SMMEs ability to achieve growth and sustainability (Giang & Pheng, 2011).

2.2.3.3 Women in innovation and value creation

Innovation, is defined as the cyclical process of diagnosis, action planning, development, distribution and application of technologies to a new or improved product, with the purpose of improving productivity and comply with the target market's requirements. It denotes value creation as subjectively perceived desirable outcomes at a personal, collective, corporate or societal level.

Both innovation and value creation use knowledge management to achieve the desired results, especially in the construction industry, which is highly competitive and is characterised by increasingly sophisticated economies, technological and social change (Yitmen, 2007).

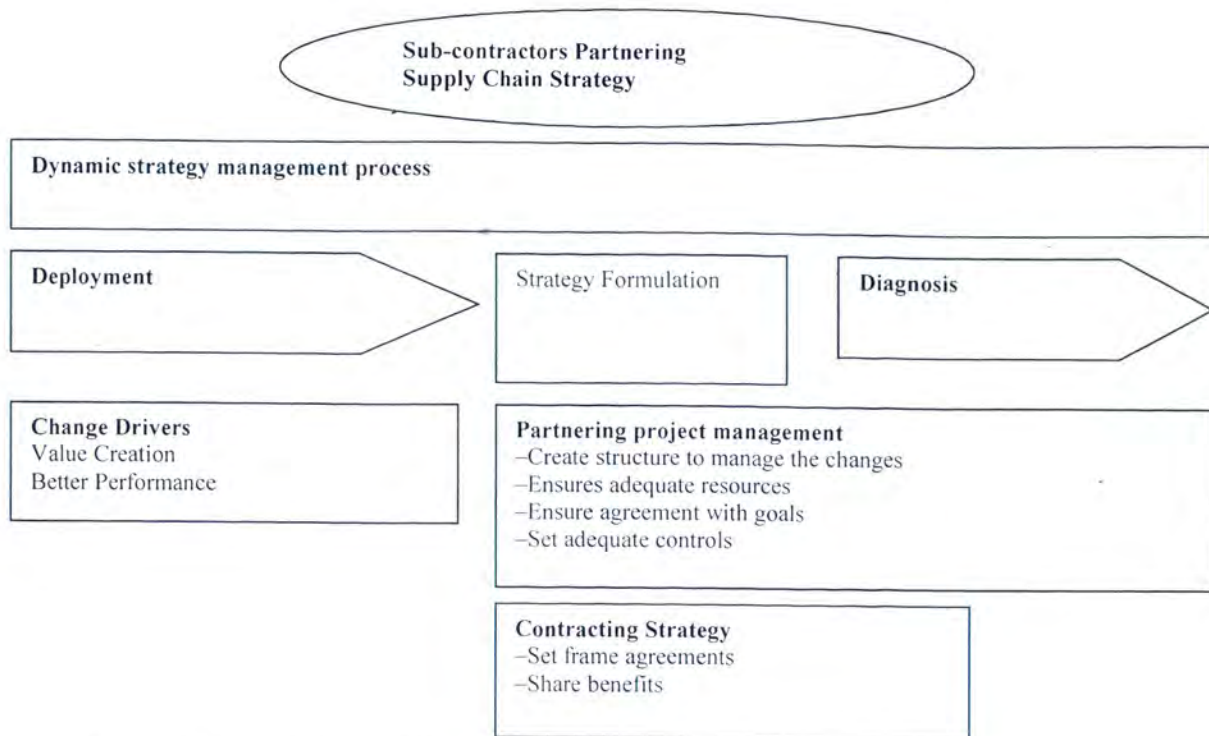
Knowledge management perceived as a framework for designing organisational goals, structures and processes by means of learned information to create value and enhance innovation for the target market and community, wherein strategic planning is key to sustainable development (Sun and Zhang, 2011).

Sun and Zhang (2011) assert that strategic planning, which should be comprehensive and incorporate multi-disciplinary collaboration, especially in mega industrial projects, is necessary to enable managers and partners to achieve project objectives to a greater or lesser extent.

The research done on strategic planning, for the sustainable development of the construction industry, identified the following four key strategic directions: (a) formulating an industry-specific long-term vision and policy; (b) developing favourable factor conditions and resources; (c) fostering a best-practice culture; and (d) enhancing technical competency (Vorakulpipat *et al.*, 2010:105).

Errasti *et al.*, 2007) argue that supply chain management is one way of value creation that will improve quality, service and cost. The development of partnerships along the supply chain regarded as a strategic issue and as a proper strategy development process should be undertaken. A dynamic strategy development process has four stages that have to start with a diagnosis, which will inform the formulation of the strategy. He proposed the methodology/guide towards the formulation of the strategy as provided in Figure 2.3 below.

Figure 2.3: Schematic representation of the methodology/guide and critical factors to be considered



Source: Errasti *et al.* (2007)

Vorakulpipat *et al.* (2010) note that the fundamentals of knowledge value creation are:

- technology assets in the form of knowledge management systems that involves the coding and sharing of best practices, creation of corporate knowledge directories and the creation of knowledge networks;
- human networks that motivate people to share and create knowledge;
- social capital that aids in establishing employer/employee trust, respect, social cohesion and understanding of others;
- change management that plays an important role during times of environmental change and increased competition; and
- intellectual capital that encompasses organisational learning, innovations, skills, competencies, expertise and capabilities.

In other words, knowledge value creation and management is based on best practices of human resource management and is, therefore, the best tool towards innovation and value creation. The ability to foster innovation and value is, therefore, important to a successful modern economy and to sustainability, prescribing the rules according to which all entities are to operate regardless of ownership, size and location. Women-owned businesses have to, if they are to be successful and sustainable in the global market, conform to the same value creation and innovation principles to which all other businesses are subjected (Fernandes *et al.*, 2006).

The government needs to play an important role in empowering women with regard to human resource management skills, as the starting point. Women have to migrate from traditional organisations to really empowered value added alliances, which is the innovation essential in the current business environment for the enhancement of business competitiveness. Business uncertainties are growing and new game plans are being drawn up by organisations concerned with their profitability and sustained competitiveness. This seems to imply that organisations need to be like industrial chameleons that respond to different customer ethics by adapting to procedures for specific bids and design briefs as well as different legislative frameworks (Demaïd *et al.*, 2006).

Women-owned companies are new entrants into the construction industry and should as such embrace innovative strategies, if their entry is going to be a smooth one. In fact, the new entrants are exposed to the forces that determine the intensity of competition in the construction industry (Smit *et al.*, 2011; Yitmen 2007, 1320). The type of innovation by new entrants will depend on the nature of interaction in the environment, which is achieved through the integrated development of a company's business strategy and market positioning as well as organisation of work, technology and people.

The government and its agencies are important to create and assist women-owned businesses, by creating an enabling environment that will enhance their entry and sustainment.

The following may be done by the government:

- Proper assessment of entrants to determine personal profile of contractors
- Profiling characteristics of the industry such as fragmentation and adversarial culture, analysis of factors within the environment that may impede the efforts such as the attitudes and perceptions.
- Such proper analysis will guide the development of strategies and programmes.

SMMEs are a strong base for economic development in any country and should, therefore, be targeted for application of Environmental Management Systems. The construction sector provides women-owned businesses with environmental innovation opportunities for exploitation, through sustainable construction practices, which may be achieved through passive and active architectural measures such as slant facades, irregular architectural shapes, solar panels, grass roofing, thermal insulation systems, etc. Not only are these innovations environmentally beneficial, but also reduce costs in terms of energy saving. Sustainable building innovations are better positioned in developing countries that are characterised by mushrooming slums and illegal settlement areas. Since the developing world still needs to be constructed anyway, including environmental friendly features that SMMEs may exploit, in their architectural design is ideal (Ortiz *et al.*, 2009).

Although the Netherlands is densely populated, it has a dynamic economy and has managed to effectively introduce sustainable building through a policy framework. This suggests that the government should play a role in encouraging role players to internalise sustainable building by creating awareness about environmental issues and environmental change, through policy and legislation frameworks. Such measures must be directed at the actors in the construction industry and the end-users.

Offers in bid documents should include sustainable building practices, which will contribute significantly to sustainability development (Melchert, 2007).

2.2.3.4 Women-owned businesses in the built environment

Governments face the predicament of determining approaches and priorities. Many authors suggest integrated development as an important method to achieve risk reversal and sustainability. An example of this is the reconstruction that takes place after the devastation of a natural disaster, like in Sri Lanka after the tsunami in the Indian ocean in 2004. The social and economic impact was enormous and the rapid restoration of services of the social and political infrastructure was critically important, creating the need for a trade off between consultation and the involvement of local communities.

Sri Lanka established, in its search for solutions, parallel-centralised donor-assisted programmes (DAPs) and decentralised owner-driven programmes (ODPs) to address post-disaster housing and promotion of developmental concerns. The analysis of the two programmes' overall contribution to the reconstruction process found to be radically different. The large-scale approach adopted by DAPs created secondary problems related to the temporary relocation of labour far from workplaces, services and amenities that raised the cost of infrastructure development, since delays in construction led to long periods of maintaining transitional shelter camps. The large-scale approach of DAPs also compromised quality. The DAPs failure to reach objectives was attributed to a lack of insight on local knowledge and behaviour (Lyons, 2009).

The findings refute the basic premise that large companies are more capable of dealing with large projects effectively and efficiently than participatory, small-scale development. The economic disparities prevalent in South Africa that need a recourse dominated by concepts such as transformation, equity, social justice and empowerment are similar to reconstruction after natural disasters. The housing backlog in South Africa makes involving women-owned companies a sensible option, since women comprise over 50% of the population.

Therefore, to drive the efforts to address the housing shortfall in a participatory rationed way. Wong *et al.* (2010) agree that local SMMEs should be promoted for large-scale infrastructure development, which will also increase their level of experience, provide them with knowledge on aspects such as technology and lead to the formation of joint ventures/partnerships/mergers as well as acquisition/consortia that will foster collaboration throughout the supply chain (Ojwang, 2008).

Forging the development of new relationships between large and small actors is another approach to levelling the playfield and forge economic development as well as better building practices. Furthermore, if the government is to succeed in its women-owned business development strategies, it needs to develop a conceptual framework to investigate and establish value creation and innovation within women-owned companies (Lyons, 2009).

2.2.3.5 Women as buyers

Gaur (2009) states that in developed countries such as Canada, France, Sweden, United States, Netherlands, Spain and Italy the number of working-age men has decreased as a result of factors such as drug and alcohol abuse. Women have taken over many responsibilities, stabilising these countries' economies. The state of a country's economy is determined by its spending capacity, especially on important items such as education and health. Women are known to spend their earnings on ensuring their family's wellbeing, in contrast to men who keep a significant amount (26%, according to a study conducted in southern India) of their earnings for themselves.

2.2.3.6 Sustainable development

Sustainable development described as enhancing quality of life and thus allowing people to live in a healthy environment and improve social, economic and environmental conditions for the present and future. The improvement of sustainable development in terms of social, economic and environmental

conditions highlights the construction industry as a cardinal contributor. As a whole, the construction industry has a dual impact on the economy. It accelerates the economy by providing employment, but may also retard the economy due to factors like environmental damage and resource depletion. Research identifies SMMEs as the cause of a great deal of adverse environmental loads and further research needs to be undertaken to evaluate SMME's part in the global environmental burden. The above statement confirms how SMMEs indeed have a role in the sustainable development of the economy. Since make up a major part of the global population and most of their businesses are SMME's, they have a significant role to play in the economy (Ortiz *et al.*, 2009).

2.2.4 Gender and firm performance

B-BBEE aims to ensure the empowerment of women and enhance performance in all sectors of the economy through preferential procurement of contracts, skills development, increased female representation in top management positions and increased business ownership by women. The government, as implementing body, is responsible for ensuring that legislative frameworks followed regardless of the different impeding facts in terms of women's education status, financial capacity, accessibility, culture, etc. The pace and scale at which implementation needs to occur is a matter of concern due to the numerous processes it entails: creating an enabling environment for all stakeholders, planning, supervision and control. Skills development may face the shortage of skilled individuals to enable effective skills transfer. B-BBEE agreements could be of substantial value if properly utilised and contributing beyond the set legal requirements to enhance companies' performance, but could also destroy value if self-interest is the only motive leading to liability and poor performance or even the demise of a company (Allesandri *et al.*, 2011).

The variety of conditions in which businesses operate also influences the issues surrounding gender. Businesses trading in underdeveloped areas, with its scarcity of resources and transport difficulties, will underperform and struggle to survive. Improved education provides the ability to apply proper management principles

and knowledge value creation (Orser, 2009). The other factor that contributes to businesses' performance is human resource management, which is described as the performance of a set of activities that are aimed at ensuring that the human resources of an organisation are available, competent, motivated, healthy, diverse, organised, focused and satisfied at specified levels, times and places in order to facilitate efficient organisational goal achievement. Human resource capability should be utilised to the optimum for the sustainable development of the industry. Discriminatory practices and beliefs in terms of recruitment, selection and retention; performance management; management of employee wellness; skills development and management of affirmative action are still found in the workplace. Female representation in top positions is so low that there is little chance of them effecting any change in relating to gender issues, in an effort to enhance the performance of businesses (Acker, 2009).

The issues of preferential procurement and gender equality, is currently side-lined and seem to be a mere add-on failing to walk the talk. Indian women still work in unacceptable conditions in labour intensive construction projects where health, safety and labour issues are not considered (Maiti, 2008).

Nigeria is highly populated and its informal economic activities continue to grow due to a crumbling formal sector. Working conditions are atrocious and mainly affect women who are deprived of decent work, pay and productivity. While attempts have been made to unionise the informal sector, it is met with hostility from employers and unpleasantness to trade union leaders (Fajana, 2008).

Women represent over 50% of the population and this makes them a national asset in terms of human resource. Providing them with the necessary skills may solve the critical human resource requirement in the construction industry. During economic acceleration, active skilful gender participation is essential to meet the demand for human resources. Further promotion of gender participation may be through the application of advanced technology, such as the e-tendering process, which has been shown to reduce tendering costs and time.

There are, however, potential barriers to all members of the supply chain reaping the rewards of e-tendering and may not be easily overcome, which include: capability in terms of education; uniformity of procedures and standardisation of data; financial backing, to acquire the necessary software/hardware and resistance to change. Presently, women are poor and disadvantaged members of the supply chain and merely providing technology to the poor, for contemporary development, is not sufficient for their empowerment (Tindsley & Stephenson, 2008).

Research revealed factors such as the perception of being unequally treated is the major cause of poor performance amongst women - especially in the construction industry. Eunice Forbes, the president of Masters Builders South Africa (MBSA), argued in a key-note address, at the TG 59 International People in Construction Conference held in 2009 that one has to believe in oneself and turn the prevailing challenges into opportunities and how earning respect hinges on personal conduct. She affirmed the view that women should change their attitudes and be optimistic in order to succeed (Podges, 2009).

2.2.5 Characteristics of women-owned enterprises

Understanding the challenges faced by black women in the construction industry, necessitates insight into the characteristics of women in relation to business and specifically those related to the construction industry.

2.2.5.1 Characteristics relating to construction industry

The construction industry is affected by the environment in which it exists and, therefore, some of its characteristics are acquired through its interaction with the environment. The environment consisting of the demand for commodities, the availability of resources and competitive attitude influences innovation and determines how the industry should behave (Matopoulos *et al.*, 2009).

2.2.5.1.1 Inherent characteristics

The organisational culture attributes of the construction industry makes such business identifiable and unique, and if positive in nature contributes to the success of the business. Organisational culture gives identity to the organisation and shapes the behaviour of its members in such a manner that they unconsciously share the norms, beliefs and values that contribute to the cohesion and productivity of the business. The development of a structural framework for organisational culture in a construction business is a necessary tool for growth and sustainability (Cheung *et al.*, 2010a).

According to research conducted in Hong Kong, goal setting and accomplishment as well team orientation are the result-oriented and teamwork characteristics of construction businesses that are known as knowledge intensive industries with unique work settings and virtual organisations like *modus operandi* and short-term partnering of teams. The short-term partnering in this industry relates to the short-term seasonal and location characteristics of the construction industry, which unions argue diminishes annual earnings. Developed countries such as the UK, with highly knowledge intensive tackle technology adoption aggressively and use virtual reality to enhance the survival and growth of construction businesses. Virtual reality is a value creation tool and serves to stimulate construction processes and its environment to enhance construction planning and support (Kazazet *et al.*, 2007).

Chronic fragmentation, a result of flawed communication between partners or between suppliers of construction products and the client during a project, is one of the characteristics of the construction industry. Fragmentation may result in constraints and mismanagement of projects, compromising project quality and causing delays. Delays are experienced in most of the projects, whether simple or complex, and it is an age-old problem that has become such a common part of projects that it may also be regarded as one of the characteristics. The research done in Jordan on delays in the industry revealed financial difficulties; interference in the construction operation, due to conflicting orders; poor planning, by the role

players; and a shortage of skills, which all characterise fragmentation in the management of projects in the industry (Sweis *et al.*, 2008:125).

Collaboration among suppliers of construction services in a project is a chronic problem and deters the establishment of sound relationships among the parties. Researchers believe that there is a need to balance and improve operational efficacy and product quality, within a compressed delivery time, through the establishment of models for measuring and improving supply chain relationships in the construction industry. Supply chain management is the management of the flow of materials, processes and information between the various parties in the supply chain, in order to create value for customers. The practice of concurrent engineering techniques, in which suppliers take part should be implemented early in the planning of the project. One example of partnership strategy is the partnership development process between the contractor and supplier that is built on trust, integrity of relationship and deep cultural changes yielding considerable value in terms of cost and quality savings (Errasti *et al.*, 2007).

Yitmen (2007) argues that unhealthy conditions in the construction industry are exacerbated by lack of trust among the partners. Working relationships that have a positive impact on cooperation and project performance and that also builds the confidence of the relevant parties result from trust. A trusting relationship is fundamental of social interaction and reduces the scepticism that exists when a new approach or new method of construction is attempted. In their study on developing a trust inventory for construction contracting, Cheung *et al.* (2011b:184) name the credit crunch in 2008 as an example of a lack of trust between banking institutions in the UK. Cheung *et al.* (2011b:184) what might happen in the construction environment if there is no trust among the partners, i.e. how change over the course of a project may be viewed with scepticism, either by the contractor or developer, and result in unnecessary enquiries and reviewing of procedures that lead to delays and ultimately disputes.

They propose a trust inventory based on a three-trust type framework for construction contracts consisting of:

- system-based trust that focuses on formalised and procedural arrangements to build trust and strengthen the communication channel between contracting parties;
- cognition-based trust that develops from confidence built on objective knowledge of the trustworthiness of the contracting parties; and
- affect-based trust, which is built on a sentimental platform and describes an emotional bond tying individuals together in the partnership.

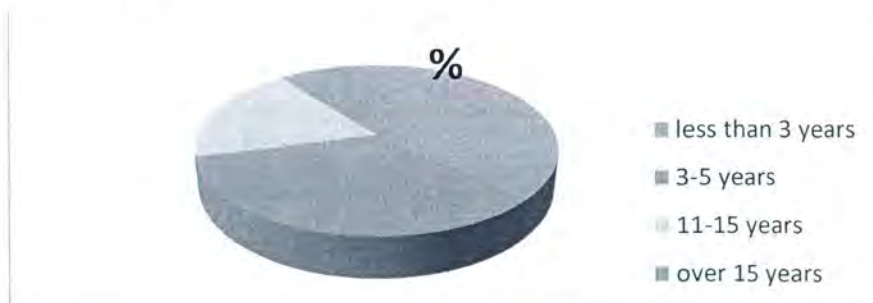
The discussion on inherent characteristics also pertains to SMMEs. Smit and Watkins (2012) believe that managers are greatly ignorant about the management of SMMEs, in terms of the identification and analysis of risks associated to SMME by managers. They assert that SMMEs do not rise up to the challenge of their larger counterparts in responding to globalisation, relaxation of trade barriers, legislation, increased competition and growing market expansion, due to advanced technology and innovation. SMMEs remain in their comfort zones when it comes to their relationship with clients. They demonstrate inertia on exploring new ways of working and overindulgence in risk avoidance, which makes them susceptible to external shock and a high failure rate.

2.2.5.1.2 Experience in the construction industry

Experience is a vital requirement in the construction industry. It determines the quality and efficiency of project execution, in which the interaction between market forces and company resources demonstrates the innovative capability of a company so important to its survival. Given the history of business ownership in South Africa, it is clear that women-owned businesses are less experienced in the construction industry as well in government procurement and public corporate purchasing markets (Kanapeckiene *et al.*, 2010).

According to the 1998 survey of the Centre for Women's Business Research (CWBR) in Canada as named by Orser (2009, 27), 35% of women-owned businesses had operated for five years or less, compared to the 29% of male-owned businesses. Conversely, 52% of male-owned businesses had sold goods or services to government agencies or other markets for 10 years or more, in contrast to the 34% of female-owned businesses. The study further conducted a comparison on businesses involved in American federal procurement, to provide a set of benchmarks. The study reported the similarity in age of the women involved and the significantly higher rate of enterprise engagement in American federal procurement. Employment among women-owned federal contractors averaged 52.2%, compared to the 12.5% of commercially active firms and 2.3% of women-owned businesses as a whole. It also reported how women-owned businesses in federal procurement addressed business development from the start and nearly 72% received their first contracts within three years of starting their business. Figure 2.5 below illustrates the experience level of contractors in the North West Province, which reflects that a large percentage of female contractors have less than three years of experience.

Figure 2.4: Percentage of female contractors' years of experience in the North West Province



Source: Thwala and Phaladi (2008)

2.2.5.1.3 The culture of doing things versus a best-practice culture

A best-practice culture ensures that a construction company is well positioned to be competitive locally and internationally, through the application of technological and managerial aspects that will enhance timely services, cost effectiveness,

application of effective research methods, quality service and product as well safe environmental performance (Wong *et al.*, 2010).

In most instances, businesses simply follow prescribed legislation in their business endeavours and fail to demonstrate any sense of integrated solutions, which neglects knowledge on value creation. One issue that depicts this form of behaviour is the failure to incorporate environmental practices, which is as an additional cost, completely disregarding its long-term impact on cost reduction. Usually a crisis-oriented management approach, which ends up being costly is adopted. Gender inequality is another way in which the prevailing culture impedes government's initiatives to create diversity in the economy (Acker, 2009).

Demaïd and Quintas (2006) identify the following practices that arise from this kind of culture:

- Do what we have always done – take the easy route.
- Do what the project director wants, which is not always the best solution.
- Follow the team's design.
- Do what the client wants.

Such practices put the burden of design and project management on the contractor. The buck stops with the contractor, as all the risk is transferred to her, and will bear all the responsibility, risk and litigation in the end.

2.2.5.1.4 Leadership

Leadership is defined as a social process of influencing people to work voluntarily, enthusiastically and persistently towards a purposeful group or organisational goal. The Chartered Institute of Building (CIOB, 2008), the leading professional body for managers in construction, describe leadership in general terms as a process by which a person influences others to accomplish an objective. According to a research report on skill shortages survey by the CIOB conducted in the UK in 2008 (CIOB, 2008), there is gross lack of leadership at company level for improving the

sustainability in the construction arena. The report blames the common way of appointing leaders by means of undeserved rewarding, such as financial benefits and incentives, and unsuitable internal recruitment processes rather than recruitment from different industries. It further raises the need to re-assess the leadership qualities and skills required in the construction industry, which would inform training programmes. Figure 2.5 below illustrates the role of a leader (Bargaim *et al.*, 2007).

Figure: 2.5: Functional leadership model



Source: Source: Chartered Institute of Building (2008)

Leadership differs from management and success in organisational transformation requires greater input from leadership: 70-90% in leadership and 10-30% in management. Table 2.2 depicts a number of differences between leadership and management. The CIOB report further states that there is brain drain due to aging with regard to leadership whereas the number of workers aged 24 and young has fallen by 27%. Accordingly, the leadership dearth within the industry will take time to recover from this shortage, due to the duration of the education, training and work experience necessary to develop a competent leader/manager. Bargaim *et al.* (2007:289) assert that leadership and development training, aimed at the construction industry, might be frustrated by a lack of supply of such training skill

Table 2.2: Differences between leadership and management

LEADERSHIP	MANAGEMENT
Initiates change	Implements change
Develops	Maintains
Inspires people	Monitors people
Does the right things	Does things right
Assumes a long-term perspective	Acts reactively
Connects with followers	Preserves authority

Source: Bagraim *et al.* (2007)

2.2.5.2 Characteristics relating to women-owned businesses

2.2.5.2.1 Gender and leadership

According to the report of Chartered Institute of Building (CIOB, 2008), the survey done in the UK on leadership in the construction industry reveals that there is no real leader in the construction industry. The participants mentioned names such as Nelson Mandela, Ray O'Rourke and Sir Michael Latham (failing to mention any women at all). This reflects, according to the report (CIOB, 2008), a genuine misunderstanding of the industry's requirements of leadership and demonstrates the need to re-assess the leadership qualities and skills required by the construction industry.

Maxwell (2008) writes that people need to master four crucial areas to develop a proficient leadership style:

1. Relationship: Maxwell (2008) believes that no one undertakes the journey alone and we constantly depend on others in tangible and intangible ways and on different levels. Relationship emphasises positive relationship and impacts on leadership.

2. Equipping: Maxwell (2008) believes that the most successful organisations possess leaders who equip those around them. Smit and Watkins (2012) write that although SMMEs have the opportunity to nurture and develop unskilled labour, any endeavour is thwarted due to lack leadership skills.

3. Attitude: Maxwell (2008) believes that a leader should have positive sense of determination. SMMEs' practices reflect, Smit and Watkins (2012) indicate, a negative determination in their over management of risks that deter them from taking risks that could yield high returns. Podges (2009) asserts that there are differences between male and female leadership behaviour, which is somewhat problematic for women in a traditionally male dominant environment. Table 3 shows the difference in leadership traits.

4. Leadership: Maxwell (2008) believes that each individual influences at least 10 000 other people during their lifetime, which illustrates the need to raise the level of leadership.

The table below shows the difference between male and female leadership behaviour that influences leadership style and impacts on the success of a business.

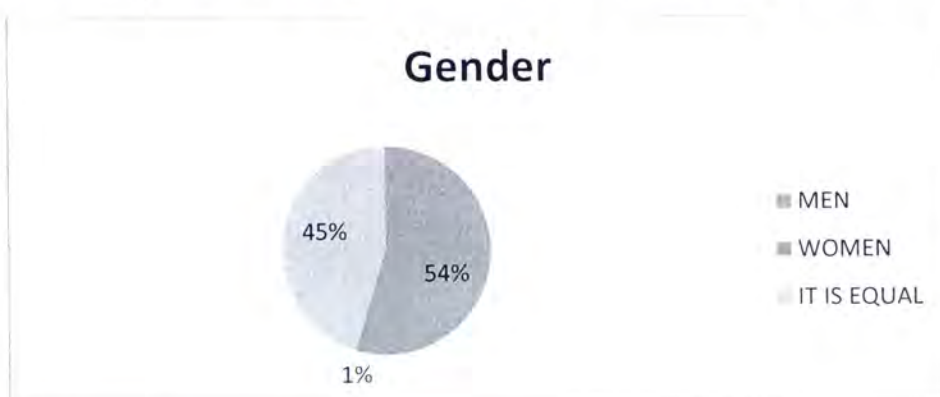
Table 3: Gender differences in leadership behaviour

WOMEN	MEN
Relationship orientated	Fact and task orientated
Unassertive	More dominant
More adaptable and flexible	Less adaptable and flexible
Low self-efficacy	Higher self-efficacy
More democratic and participative leadership style	More autocratic and directive leadership style

Source: Bagraim *et al.* (2007)

The findings of the CIOB (2008) survey also show that 54% of all respondents (male and female) considered that leaders are more likely to be male, while 45% considered leadership opportunities equal. Analysis of the females' responses shows how a larger proportion (58%) considered leadership equal. Forty two percent of female respondents considered males as more likely to be leaders. Yet, female respondents did not feel that women were more likely to be leaders (0%). These results reflect the lack of leadership skill among women and the report (CIOB, 2008) further indicates that skills development on leadership in construction is scanty or non-existent, which explains why many women-owned businesses in the construction industry are not sustainable. The illustration below show the opinion results of the survey.

Figure 2.6: The opinion of the preferred leader, based on gender



Source: Chartered Institute of Building (2008)

2.2.5.2.2 Challenges/barriers faced by women-owned businesses

The survey by the Centre for Women's Business Research (CWBR) as cited by Orser (2009) reported the challenges and outcomes of American procurement programmes that are difficult to overcome such as complex paperwork (20%); understanding the process (20%); complying with requirements (17%); could not obtain enough bonding (8%); promptly payment/cash flow (7%); finding information on bidding opportunities (6%); and building credentials/proving capability (6%). Only 12% said they encountered no significant problems when first entering the federal market. The most important current challenges facing

businesses in federal procurement are as follows: competition (19%), managing relationships with procurement officials (15%), keeping up with changing requirement/regulations (12%), getting contracts (10%) and receiving payment in a timely fashion (10%) (Orser, 2009).

The other challenges reported related to sub-contracting, wherein 42% were used by the main contractor for tender procurement and subsequently not used having won the tender, while 58% reported challenges related to payment. Although third party certification is not a requirement for federal procurement, 74% of women-owned businesses certified in some form, which reflects these businesses' awareness of the certification required for opportunities to supply to government; growth-oriented nature; ability to foster a collaborative supplier network and relationships; and their awareness of the opportunities and limitations of government procurement (Orser, 2009).

According to Worrall *et al.* (2009), a study in the UK on the barriers women face in the construction industry to sustain their businesses found that industry fragmentation poses two problems, which in turn leads to limited availability, ability and resources to impact on the supply chain:

1. A high volume of companies involved in the construction industry, waste along the supply chain where information on potential improvements may get lost.
2. The vast majority of companies are small, with a limited number of employees.

Further challenges identified related to the inherent character of the organisational structure. The dominant male organisational culture, competitive in nature, inflexible in working practices and lacking in communication often place the value of profit over people. This undervalues both the industry as well as the women and SMMEs who work for it (Worrall *et al.*, 2009).

Challenges confronting women-owned businesses classified as gender related and as traditional challenges facing all SMMEs. Many studies identify the potential obstacles to business sustainability as the following: discrimination; clustering of businesses with low profit; limited work and management experience; a shortage of peer support networks; and work/family conflicts, necessitating women to divide their time between their role as business owners and their role as primary caregivers. This results in less time to devote to business issues such as exploiting the advantage of information; training; markets and technology that will promote their businesses and make them competitive. This is further exacerbated by lack of support from spouses and poor access to finance and business support (Orser, 2009).

2.2.5.2.3 The size of women-owned businesses

Women-owned businesses are relatively small in terms of sales, assets and employment in comparison to male-owned businesses, as a result of the amount of capital that is invested. This lack of capital relates to the difficulty of obtaining funds from financial institutions. The amount of investment in a business directly impacts on level of profit, and performance (Sabarwal & Terrell, 2008).

2.2.5.2.4 Attitudes and perceptions

In business the general perception and attitude to particular segments of the business population guide decision-making, thus creating a bias towards certain businesses. SMMEs are perceived as lacking the capacity to carry out large-scale projects and are only capable of doing projects in rural areas (Lyons, 2009).

The centralisation of power influences attitudes and perceptions to such an extent that even in rural or undeveloped areas the local population and especially women will not be deemed to possess the capacity to manage large-scale projects. This perception undermines government's community development and empowerment initiatives as well the gains government may derive from the involvement of the local population and SMMEs. It, furthermore, robs the poor and disadvantaged of

a livelihood and breeds a culture of dependency in the economy. Women are regarded as the weaker gender and are as such deterred from gaining employment in previously male-dominated fields. Research in Zimbabwe on women cooperatives, involved in making building bricks, revealed a positive societal perception in terms of the quality and cheaper product (Lyons, 2009).

The attitude of managers in companies is an area of concern that impedes entrepreneurship initiatives and threatens the survival of businesses. This attitude may be the result of managers' lack of awareness of employees' needs. Maxwell (2008) believes that attitude has a profound effect on life and a leader cannot disregard the attitudes of those he/she leads and expect success. Attitude can make or break an endeavour. Attitudes such as "who cares about the person, as long as the job gets done" is common amongst managers who treat employees as simply a means of production. SMMEs should realise that human resource management is important and to be exercised in its entirety.

2.2.6 Gender diversity

Marinova *et al.* (2010) define diversity as variety and its application to the construction industry relates to inviting more suppliers of services and materials to:

- create opportunities for brand and corporate image building;
- expand supplier diversity and customer bases;
- enhance customers' brand loyalty;
- leverage other sources of competitive advantage;
- promote superior economies through increased competition in the supply chain;
- improve access to rapidly growing minority markets;
- enhance access and trust relationships to international business markets; and
- promote innovation and supplier efficiency and enhance knowledge transfer and exchange.

Diversity viewed as inviting multiple actors who will co-exist and bring forth diverse objectives and values to exploit the economic situation for its development (Marinova *et al.*, 2010). Marinova *et al.* (2010) further asserts that Canada's 47% SMMEs are women-owned and employ over 1.5 million full-time and contract workers, while one third of Canadian self-employed workers are women and represent the next generation of business owners. Procurement strategies aimed at gender diversity make sense in terms of human resources and promoting supplier diversity has a direct impact on this.

Internationally governments have embraced Public Private Partnerships (PPPs), also referred to as private sector participation or privatisation, as an economic tool and are one form of encouraging diversity. The government thereby acknowledges that it does not have the funds and technical capability to drive policies and by shedding these responsibilities and retaining its core responsibilities, such as regulation and supervision be achieved. The Asian Development Bank handbook, as cited in Felsing and Mannapbekov (2008), describes PPPs as a range of possible relationships among public institutions, comprising of government and its entities as well as private entities that include non-governmental organisations (NGOs) and community-based organisations (CBOs) in the context of infrastructure and other services. Felsing and Mannapbekov (2008) explain that the rationale behind PPPs is to ensure that social obligations met and successful sector reforms and public investments achieved.

The handbook (Felsing & Mannapbekov, 2008) cites the three main needs that motivate the government to enter into PPPs as:

1. to attract private capital investment, often to either supplement public resources or release them for other public needs;
2. to increase efficiency and use available resources more effectively
3. to reform sectors through reallocation of roles, incentives and accountability.

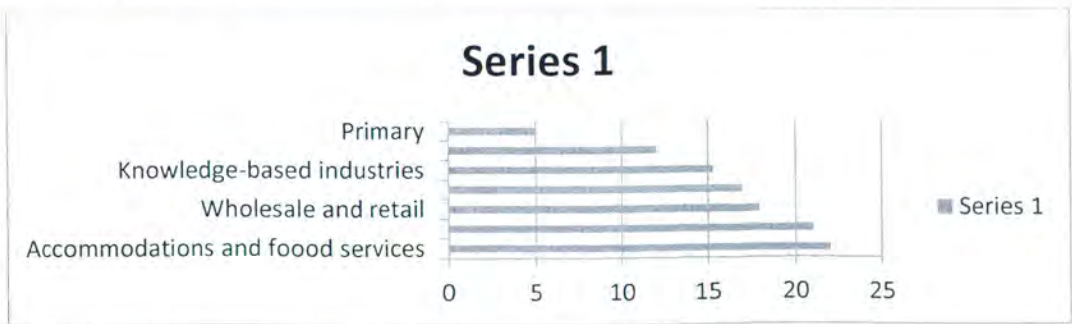
SMMEs should, therefore, equip themselves with expertise, operations, management and innovations (Lyons, 2009) to participate in the PPP initiative effectively. The role of NGOs in the economic development sector is a way of diversification seen to play an alternative role in existing development approaches, state Miltin *et al.* (2007). If practised in South Africa, women could participate in businesses as NGO entities, sourcing funds to assist in infrastructural development such as implementers, support groups or knowledge developers - especially for women-owned companies.

2.2.7 Type of industry

Maiti (2008, 765) and Yitman (2007, 1319) agree that the construction industry is strenuous, dynamic and potentially risky with the highest injury rate among all other industries. It is vast field and present opportunities in the building, civil, electrical and telecommunication arenas (Yitmen, 2007).

The complexity of huge construction projects, historical background and demand, relative to other sectors, lead women to choose other fields. According to the statistics report 2009 as cited by Orser women-owned businesses in Canada are concentrated in accommodation, food services, wholesale and retail, but somewhat less in goods production and knowledge-intensive sectors such as construction. See Figure 2.7 illustrating sector distribution.

Figure 2.7: Sector distribution of Canadian women-owned businesses



Source: Statistics Canada (2009)

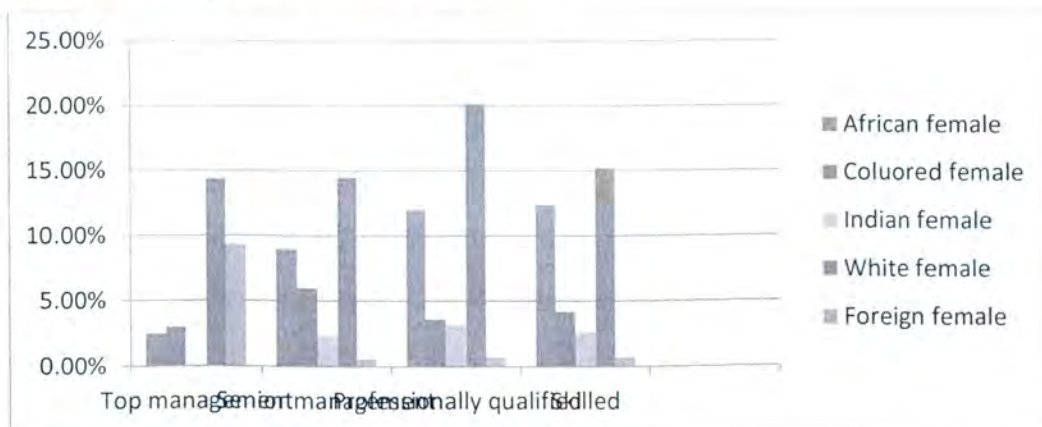
A further challenging factor that drives women to engage in traditional business activities is the attitude of customers and the community that have entrenched views on proper behaviour, deeming women unfit for employment in fields such as

construction or accounting (Hammond *et al.* (2009, 715). The demography of the industry, in terms of the small number of women in decision-making positions especially in male dominant professions, force women into traditional businesses and non-professional jobs. The lack of adequate representation by black women in managerial and professional positions is illustrated in Figure 2.8 below as cited by Hammond *et al.* (2009).

Kanapeckiene *et al.* (2010) note that the description of the construction industry as a workplace characterised by construction companies and personnel who carry out their business on the basis of their past experience or established analytic approach, rather than the textbook approach, which enhance their decision-making skills on time. The experience and analytic approach reflect knowledge as one of the most important resources in the construction industry. This feature works against women-owned enterprises, since the above reflects their inadequate or lack of technical knowledge and experience.

Errasti *et al.* (2007) note that the description of the construction industry, in terms of partnerships, is formidable whenever a project is undertaken. He distinguishes them as being either short-term and project-oriented or long-term and strategic in nature. In the latter case the relationship is strategic and intended to optimise the partnership resources to reap long-term benefits, such as establishing best practices for future use. The former is only for governance of the project, available to secure immediate benefits.

Figure 2.8: Industry distribution - females



Source: Commission for Employment Equity Report (2007)

2.2.8 Support and disputes for women

Many researchers have indicated the low performance of the construction industry in terms of productivity, quality and functionality in comparison to other industries and thus impacting negatively on the industry and the economy in general. The initiatives by the government on the development of women-owned businesses, especially in the construction industry, corresponds to the re-engineering of the construction industry to improve its capacity and effectiveness in order to meet the demand for building and engineering products (Yitman, 2007).

The working situations for women as workers, business owners and managers still needs further attention given the continued reporting of appalling working conditions and abuse of all kinds. Continuous analyses and work studies may highlight the complexities in the field and large engineering companies in US have already started to heed the call for developing internal specific processes and programmes with regard to occupational safety such, as the Construction Industry Institute Design for Construction Safety Toolbox and variations of the Construction Hazard Assessment Implication Review processes (Behm, 2010:101).

The dilemma faced by women in businesses is that it adversely impacts their competitiveness is the following: the inability to access information; to network in promotion of information sharing; and the lack of skills and technical knowledge that offers support in the form of mutual dependence of contracting parties and partners, through the creation of a trusting environment that will foster information sharing to the benefit of women in the long run. Senior management should also play their role by supporting and committing to supply chain collaboration (Meng, 2009:103).

Research has shown that other industries have long adopted information and communication technology (ICT), whereas its use in the construction industry is relatively low. The low usage attributes to among other things, the failure of key stakeholders, such as the research community and the software industry, to raise awareness on the benefits of training and education initiatives targeted at large, medium and small construction firms. The construction industry is dominated by SMMEs with tight financial margins, a variety of different human actors and

capabilities the support of top management may lead to securing the acquisition of the capital, labour and related resources that determine the success of implementing ICT structures (Rezgui *et al.*, 2011).

Successful integration of technology solutions in the construction industry should support teamwork and provide customised solutions, such as: Internet services, maintained by a dedicated application service provider; providing an alternative to the traditional licensing model for software provision, by introducing a model based on service rental or offered on a pay-per-use basis; and providing a change of focus from point-to-point application integration to service collaboration and inter-working, enabling a single point of contact for service and client support. The reality of employing web-based techniques, in construction projects, is closer now that the information infrastructure may provide a collaborative “culture bed” for people, systems and processes.

Companies that fail to foresee technological change in advance are apt to stagnate and eventually pushed out of the market (Matopoulos *et al.*, 2009). The failure to adopt ICT linked to small and medium enterprises. Research findings in the Greek agri-food industry and the construction industry in relation to factors affecting e-business adoption reflect, however, how competition and collaboration drives play a determinant role rather than the size of the business and other intra-related factors (Matopoulos *et al.*, 2009).

Most governments in both developed and developing countries have limited applied scientific researched data, in relation to construction, which impacts negatively on the strategic planning process of the industry towards its sustainable development. Great resource needs to be allocated to research and development, as for other initiatives such as training. Japan's government urges contractors to spend about 3% of their gross receipts on research and development. Research-driven training initiatives should be launched for leadership, as noted above, and communication skills to enable women to negotiate deals especially in abnormal environments (Wong *et al.*, 2010).

Conflict is a common aspect of life and amicable settlement in the workplace benefits the project in terms of quality, time and cost. We have learnt the culture of established practice in construction and how it affects inexperienced SMMEs. Mediation is important to limit conflict and build sound relationships between disputants. It is described as the process through which agreements in a dispute are reached, with the aid of a neutral third party, through negotiation. The mediator's strategies for conflict resolution are classified into: content and process. Content tactics aim at altering the interaction between parties, while process tactics aim at changing the perception of parties (Yiu *et al.*, 2007).

The support of women is of great value and needs the active participation of all stakeholders. Procurement tends to be carried out by employees who are unaware or disregard knowledge on the importance of supplier diversity, government procurement strategies and targets. The executive or top management in government departments should educate personnel and ensure supervision of implementation of policy frameworks, to achieve benchmarks for performance (Orser, 2009).

2.2.9 Women as managers

B-BBEE requires that women be empowered in terms of ownership and management of companies. This is achievable if the empowering company view the process as a corporate social responsibility, rather than self-interest fulfilment. In corporate social responsibility the empowering company goes beyond the stipulations of legislation, resulting in the true empowerment of minorities in terms of receiving on-site supervised training and skills transfer, by experienced companies, even in the non-traditional field of construction (Orser, 2009).

The social, political and economic transformation in South Africa after Apartheid created both threats and opportunities in the economic environment protected. The local and global managers of today confronted with a new economic situation that is characterised by pressure from political, social and global sources. They need to, therefore, adapt their management roles and solutions according to economic changes. One example of social pressure, in relation to the construction

industry, is the problem of mushrooming informal settlement in sub-Saharan Africa that has led to problems linked to sanitation, such as the seepage of faecal matter into underground water from pit toilets (Melchert, 2007; Kulabalo *et al.*, 2007).

Management solutions call for sustainability in construction activities integrated into strategic planning issues such as sanitation, green areas preservation, public transportation and efficient land management. As stated above, corporate transformation requires that managers should have more leadership traits than management traits achieved through training and proper recruitment of employees for managerial positions (Acker, 2009).

The government's initiative to foster gender equality, through legislation, aims at change. These endeavours may, however, by resistance to change, economic interests and a clinging to power by devalued groups, who may view increasing equality as an assault on their dignity and masculinity.

Resistance operationalised into direct or indirect processes, practices, beliefs and systems. Organisational structure is one method of influencing the nature and degree of inequality. Acker (2009) states that the steep structure has steep hierarchies that are usually gendered and racialised, whereas research has shown that flat structures have decentralisation properties and provide professional women more equality and opportunity (Acker, 2009).

Acker (2009) further distinguishes between occupation and job as the other influence on the pattern and degree of inequality. He describes occupation as a type of work, such as a Human Resource Director, and a job as a particular cluster of tasks in a particular work organisation, such as Director of Human Resource. Research has shown that gender segregation is more prevalent at the job level, than at the level of the occupation, namely the conversion of previously non-managerial jobs into management positions for women at a low management salary.

Acker (2009) explains how in the USA segregation at the level of occupation, especially in professions that are male-dominated, may take place through reconfiguration. Reconfiguration is when non-technical managerial positions are assigned to women, while the core managerial positions are filled by men - such as human relations manager as compared to line manager of central production. The recognition of such vague management positions narrows the path to top positions, in comparison to line management. Decision makers tend to stereotype women as being inappropriate or unprepared for performing top managerial tasks (Acker, 2009).

The post-Apartheid period in South Africa is one of reconstruction, which researchers have described as “Building Back Better”, the recovery period or “de-modernisation”. It is characterised by integrated development to risk reversal and massive sustainability, aimed at socio-economic development. Corruption and bribery in massive procurement are likely to occur, affecting the management practices of institutions. Women in managerial positions face these kinds of challenges and may affect their management skills.

Management training should be broad enough to equip them with the skills to deal with the challenges of this era (Fajana, 2008). In order to achieve sustainable development top managers in this new era have to embrace the concept of innovation, which leads to the adoption of collaborative technology. Managers should display an optimistic attitude that will contribute towards the minimisation of the failure rate, in the application of innovative activities (Nikas *et al.*, 2007).

Nikas *et al.* (2007) goes on to describe collaborative technology as comprising the backbone of information infrastructure for coordinating project activities. He further, explains that potential benefits of facilitating the management of construction projects; easing access to project information from anywhere at any time accelerating transaction time increasing transparency in the exchange of project information; improved collaboration between construction project partners time saving for communication of project information savings on project cost and streamlined business processes (Fernandes *et al.*, 2006).

Women executives in large businesses are reported as consensus builders, in that they are more inclusive in their decision-making and provide different perspectives that balance the views of their male colleagues, demonstrating a particular ability to take into account the needs of various stakeholders. The catalyst nature of women managers, enhanced by ICT applications, will aid in establishing collaboration and long-term relationship along the supply chain by driving the dynamic partnership development strategy that top management in the construction industry should be able to act across different functions, along the supply chain, to address conflicting objectives (Errasti *et al.*, 2007).

The other factor that contributes to sustainability through increased profitability is purchasing decisions, which is a management function. Construction enterprises should move away from focusing only on traditional objectives such as: time, cost and quality in their project management to a comprehensive management that includes issues such as environmental management. This is pro-active and cost effective, unlike the reactive nature of pollution control.

Establishing green purchasing activities, such as considering environmental issues in the tendering process, may result in reduced environmental risks and cost savings through waste reduction, energy saving and decreased use of material. Countries such as Sweden have already started to consider environmental parameters in the procurement of construction contracts (Varnas *et al.*, 2009).

Initiatives for cleaner production do not only benefit the organisation, but also the public it serves. Traditionally issues related to the tangible and intangible product resulting in a liability involves several areas of legislation including civil liability, the law of Delict and criminal liability (Lahe, 2005) and indirectly affects a business by creating an institutional environment that facilitates a competitive business sphere for an efficient enterprise (Mbao, 2008). The aforesaid statement implies that if a business is to be sustainable it must comply with the ethics of a matter, such as environmental care, to avoid risks in terms of liability that may destroy it. .

Lahe (2005) states that the Law of Delict has evolved from fault-based liability to strict liability. He further asserts that the fault-based principle used in the United States to nurture the economic development that obstructed by entrepreneurs being held liable for damages arising purely from accidents. SMMEs in South Africa are equally bound by the Law of Delict and globalisation also requires that the young democracy comply with such issues. In summary managers should review the construction industry comprehensively, to avert risks and promote sustainability.

The new labour legislation provides that managers in South Africa should face their workers more frequently and bargain according to certain stipulations. Workers are increasingly becoming involved and participate in the world of the future and in order to match the demand of labour, manager's role of communicator, negotiator and decision maker should be sharpened and should go beyond the scope requirement to conform to corporate social responsibility, as explained above, which adds value creation to the management role and yield positive benefits in the long run (Fernandes *et al.*, 2006).

2.2.10 Help to promote women

Ojwang (2008) states that a variety of concepts such as transformation, equity, social justice and empowerment are used in policy frameworks in an attempt to untangle the past. These concepts aim at diffusing power and extend it to those who need it or are unable to access it, because of structural barriers. She defines empowerment efforts as measures to restore equity and social justice, to those affected. She goes on to discuss the different perspectives from which empowerment is debated, such as: the individualistic approach that seeks to empower the individual through increased awareness and knowledge and the collective approach, which relates to the role of structures that facilitate access to and control of resources. The contemporary approach attempts to bridge the gap between the above two and involves the broader understanding of power to include acquisition of self-efficacy such as personal drive, ability and motivation to

succeed and a wide range of capital such as: intellectual, social, cultural and economic capital.

Despite the governmental initiatives, resistance to oppression and the structures that support it are still felt in both developing and developed countries. This is most probably due to the predominant understanding of power as the ability to exert control over people, even against their will. The discussion that follows focuses on attempts by governments to aid in promoting and empowering women to achieve social justice (Ojwang, 2008).

Addressing the challenges faced by women is long overdue and need radical economic transformation, if changes are to be substantive. The construction industry that has long been taken for granted and as such have failed to attain its potential. This necessitates the re-evaluation of the industry, to enhance its performance and image, involving all the stakeholders. The success of promotion and assistance of women-owned businesses will depend on the government's understanding of the dynamics of the salient features of closure, within the South African construction industry. Understanding the relationship between gender ideologies, economic class and the processes of professional closure and credentials, will inform the design of intervention strategies by the government. Change and innovation is perceived as consistent with the existing values, past experience and needs of potential adopters (Hammond *et al.*, 2009). The construction industry is likely to encounter disputes between partners and along the supply chain due to its contractual nature. The government should ensure that dispute resolution, through mediation, is included and adhered to in the standard forms of a contract as one method of promoting women-owned businesses (Yiu *et al.*, 2007).

2.2.10.1 The Broad-Based Black Economic Empowerment Act (B-BBEE)

The Broad-Based Black Economic Empowerment Act (53/2003) was enacted in response to dissatisfaction and mounting political pressure with the slow pace of empowerment of its predecessor that was more of a value-adding strategy to corporate social responsibility (CSR) on the part of the equity owner. The B-BBEE

Act (53/2003) aimed to ensure that true economic empowerment leveraged to previously disadvantaged groups. It addressed, among other issues, increasing the extent to which black women own and manage existing and new enterprises; their access to economic activities, infrastructure and skills training and equality in the workplace. The Act was also prescriptive in that empowered groups may have a variety of configurations, the common feature required by the Act is that more than 50% of the company must be owned by black persons and that there is substantial management control.

The government further gazetted the Construction Sector Broad-Based Economic Empowerment Charter - version 6 (SA, 2007) to give tooth to the B-BBEE Act. An example of an empowerment deal that has proven to be a success story of the B-BBEE model is Ixia Coal, a venture between Women Investment Portfolio Holdings Limited (WIPHOLD), a company formed by a group of women as managers, and Mining Women Investments, a newly established company comprising women drawn from areas in which Sasol Mining has operations and coal reserves. Mining Women Investments comprises of thousands of rural black women, put together by WIPHOLD, and comprises of women in the Free State, Mpumalanga and Limpopo Provinces (Alessandri *et al.*, 2011).

Alessandri *et al.* (2011) believe that empowerment has its share of advantages and disadvantages stories, which relate to the value-adding or value-destroying outcomes that may impact on all the parties involved. The shortcomings of a deal may arise from the following factors and attributes:

- The failure to pursue the deal in earnest, by not including the sacrifices necessary to for the pursuit of potential economic benefit. The market may react negatively to the announcement of a deal, if the risk-adjusted cash flow of the business is expected to decrease.

- The high expense of the deal in terms of management time, financial and human capital resulting in an incomplete deal.
- Pressure from the government and BEE charter, especially the actual black management control stipulation that is perceived as being skimpy and sparse, making businesses view empowerment as a business risk that may lead to a reduction in expected returns in the short run.
- A dilution in the equity shares, affecting the market price in the short run.
- Attributes such as: pricing shares offered by the equity company above market value, due to manipulative behaviour when it seems the empowerment group will not be able to raise finance for the purchase. The size of the equity sold is directly linked to this issue.
- The discrepancy in controlling interest, whereby the equity company retains the controlling percentage. A measure which makes a deal more of a symbolic move, than a credible commitment. The timing of transactions in the later stages of equity companies, were subjected to institutional pressure as compared to the early arrangement, which was more of a CSR oriented approach of manipulating the empowerment company for economic gain.
- It is important that empowerment groups are aware of these shortcomings, in order to mitigate their affects or avoid deals that may end in liability, rather than real empowerment initiatives. Monitoring, mentoring and supervision are important on the part of the government, to streamline the effectiveness of deals and also to define empowerment efforts beyond the issue of ownership and legal requirements (Alessandri *et al.*, 2011).

2.2.10.2 The Preferential Procurement Act (5/2000)

The government is the largest purchaser of goods and services in the construction industry and ensures, at all levels, through the policy framework that procurement efforts promote equality and that women-owned SMMEs benefit from contracts (Orser, 2009:31). Following the development of policies, the government established structures in terms of human resources and technology as well as increased the outsourcing of contracts. The establishment of agencies and institutions such as: Independent Development Trust (IDT), CIDB, NURCHA, NHBRC, South African Women in Construction (SAWiC), TWIB, etc. serves the purpose of championing women empowerment strategies in line with the Preferential Procurement System and B-BBEE.

The interventions established by agencies and other institutions include: contract bundling, i.e. the awarding of multiple sub-contracts through one master contract; enhancing technology, through Internet infrastructure and e-business that create industry partnerships; linking businesses with contract opportunities and networks of suppliers; optimising information; providing learnerships to entry-level contractors that will enable them register with the CIDB, which reported over 80 000 registrations in its 2009 report; skills development; providing finance; risk mitigation in the industry and other contractor development initiatives (Molise, 2009).

The Preferential Procurement Act (5/2000) also empowers women through the preferential points system of qualifying tenders. The points system consists of the 80/20 principle, which is for tenders not exceeding R500 000, and the 90/10 principle for tenders above R500 000. In each case women-owned businesses are awarded extra points. The Department of Public Works (DPW) enforces the provisions of acts and charters by means of the intervention strategies of contractor development programmes, like the Emerging Contractor Development Programme (ECDP) and Contractor Incubator Programme (CIP) that was launched in 2004 and 2009 respectively. 136 contractors were registered on the CIP programme, of which 62 are women-owned contractors (Molise, 2009).

Khoza report (CIDB, 2008) that the problems encountered by the preferential procurement system no longer make it a sufficient driver of gender empowerment. The opportunities to secure tenders have decreased, due to large numbers of new entrants in the industry. The bundling contracts also reduce opportunities for SMMEs to access government contracts. Elsie Snyman is one woman the CIDB recognises as having made a profound impact on the construction industry. In the 2008 CIDB publication for women in the construction industry (CIDB, 2008), she highlights the need for government and its agencies to assume the main responsibility to advocate women SMMEs.

Many researchers believe that the lack of empirical evidence linking procurement programmes with their impact on women-owned businesses and their performance is an impediment. The availability of relevant research findings will ensure the design of results-oriented and research-based development programmes that will enhance viability and the long-term survival of ventures. Snyman (CIDB, 2008) also believes that while the government has a major role to play, women SMMEs also need to play their part through hard work, dedication, self-equipping with relevant skill and not consider themselves to everything.

2.2.10.3 Employment Equity Act (55/1998)

The Employment Equity Act (55/1998), as amended, seeks to outlaw unfair discrimination, especially against the female minority in the workplace. It urges all organisations that employ more than 50 people to consider affirmative action to bring down misrepresentation of women in top and management positions, within a specified period. Consequently, the government's plan to ensure that women enter the mainstream economy as SMMEs, including sectors that were previously male dominated, have been confronted by the challenges of rectifying the extreme under-representation of women in top management and decision-making positions as well as ensuring that women who have managed to break the "glass ceiling" do their part in ensuring that other women benefit and endeavour to change larger economic and organising processes that create inequality (Mutandwa *et al.*, 2008).

2.2.10.4 Other measures

Internationally, governments have realised the impact of SMMEs and specifically women-owned businesses on economic development. Policy frameworks and legislation aimed at promotion of women-owned businesses put in place. In Canada the applicable legislation include:

- macro policies, such as federal and provincial small-business tax rates
- sector and technology assistance, such as the Industrial Research Assistance Programme;
- support of communities, such as ethnic minorities;
- financing, such as the Business Development Bank;
- support for exporting;
- small-business advisory and information services; and
- the enactment of the Canadian aboriginal and voluntary procurement goals.

The models in Canada and all countries that have embarked on women empowerment aim to increase women participation; build awareness of women-owned businesses; build experience and track records; programmes that promote and support female students in non-traditional professions; women entrepreneurs awards; and organisations for women in trade, women in construction, women in technology, etc. In addition, WEConnect Canada assists the federal, provincial and local government to establish mechanisms of data collection, analysis and reporting on the experiences and contributions of women in supplier value chains.

A further impact assessment of initiatives conducted in 2008, with recommendations that further informed policy frameworks. Nothing reported so far in this regard in developing countries, including South Africa. In South Africa the following measures to help promote women are in place:

- The cidb contractors in excellence awards to honour women contractors.
- Preferential procurement and B-BBEE policies
- Conceptualisation and implementing programmes such as Emerging Contractor Development Programme (ECDP) and Contractor Incubator Programme (CIP).
- Learnerships for entry level contractors.
- Mobilization of support and commitment by various financial institutions.

2.11 Research Questions

This research investigates the challenges faced by black women-owned enterprises to sustain their businesses in the construction industry, in the North West Province. The literature review has identified collaboration/communication construction practices, motivation and the size of the business as the main factors that influence sustainability. The research questions aim to identify the deficiencies of these variables:

1. Is there a communication/collaboration problem in the construction industry and if identified will it improve the sustainability of women-owned businesses?
2. What are the construction practices in the construction industry and their impact on the sustainability of women-owned businesses?
3. What are the factors that influence motivation and how important is motivation to the sustainability of women-owned business?

4. What is the size of women businesses, its causes of and its impact on sustainability?

2.12 Conclusion

Chapter Two provides a broad overview of women in construction and the female empowerment strategies put in place internationally. Gender-based closure continues to persist indirectly, however, due to the advantages of accumulated education, finance and experience in business, men possess that enables them to compete and secure opportunities in the market. Given this state of affairs, male-driven businesses are more likely to be sustainable, while women are confronted with a range of challenges to maintain their construction businesses. This is especially the case in rural areas, where opportunities are scarce and the rate of unemployment is high.

The government, as the custodian and driver of female empowerment, should ensure that systems are in place and adhered to through proper planning, organisation, monitoring and evaluation if policies to be achieved in the long term. Researchers still feel that intervention strategies do not contain the value-added research information to pursue unique challenges that affect women in earnest. The chapter that follows is about research methodology and describes the method that used to gather raw data.

Research Methodology

3.1 Introduction

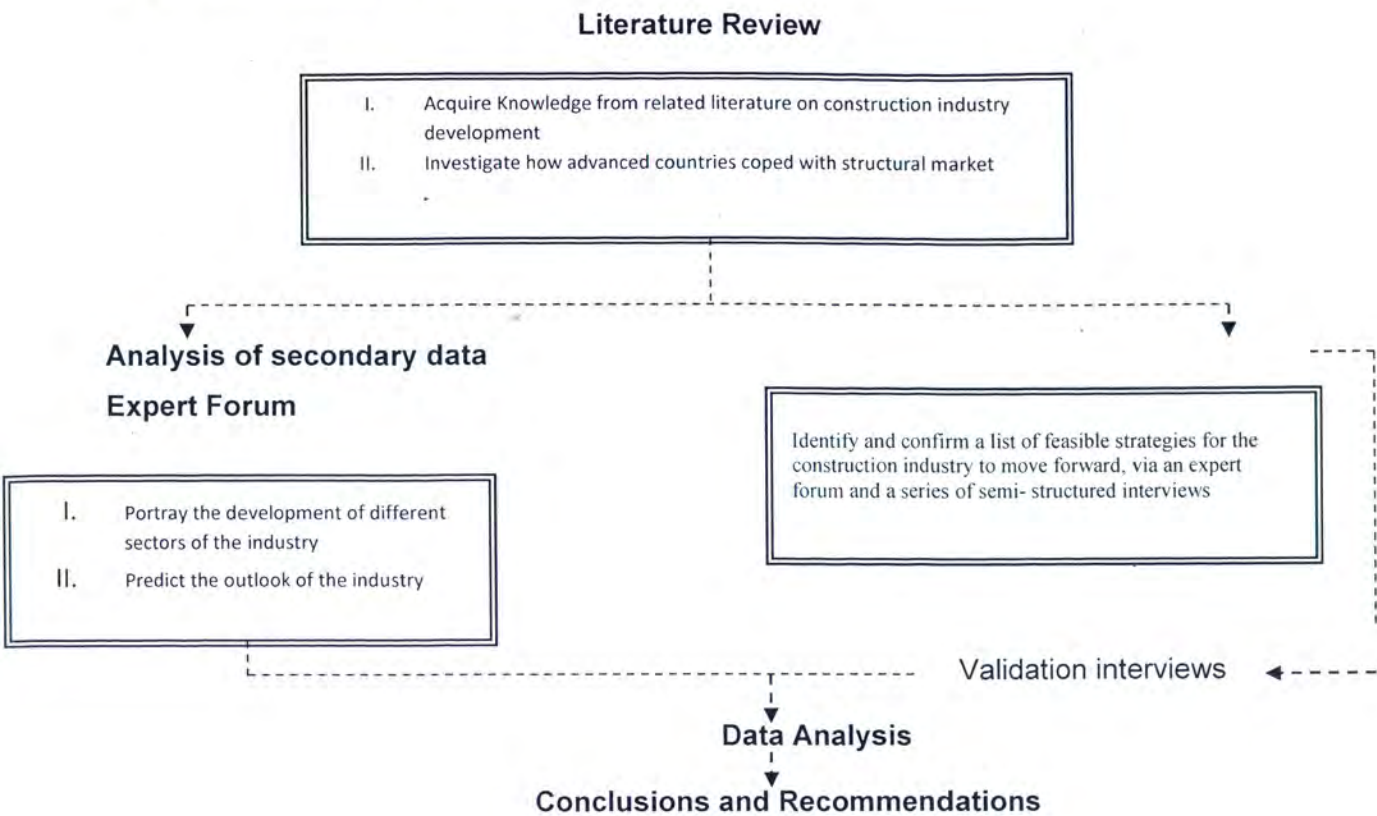
To achieve the stated objectives, this study is undertaken in two main phases: Chapter Two focuses on primary data collection, in which a comprehensive literature review is undertaken. The literature review aided in analysing the business environment in which women-owned SMMEs exist, both locally and abroad. The literature review identified the indicators according to which the strengths and weaknesses of women-owned businesses were discussed, focusing on their survival and contribution to the country's economy. Chapter three will focus on the planning and execution of secondary data collection that will further assist the analysis of women-owned businesses.

The aim of this chapter is to give insight into the methods and procedures followed in terms of research design, research paradigm, sampling and data collection. Research is described, by Booth *et al.* (2008:10), as the gathering of information to answer a question that solves a problem. Jonker and Pennink (2010, 17) refer to research methodology as the overall approach to the research process, by various means of data collection and analysis.

3.2 Research Design

Blanche *et al.* (2006) define research design as a strategic framework of action that serves as a bridge between research questions and execution or implementation of the research. They further explain research design in terms of plans that guide the arrangement of conditions for collection and analysis of data, such that the relevance of the research purpose with economy is combined. Figure 3.1 below depict the schematic presentation of research design.

Figure 3.1: Research framework



Source: Wong *et al.* (2010)

3.3 Research Approach

The two major approaches to research management are qualitative and quantitative. Quantitative approach is seen as an objective and relies heavily on statistics and mathematics to measure results conclusively and test theories (Sobh & Perry, 2006). It is mainly used in natural sciences such as Biology, Botany and Physics. Qualitative approach is subjective and prefers language and description, investigating perceptions in order to gain a better understanding of social and human behaviour (Collis & Hussey, 2009). This research favours the quantitative approach, because the study intends to describe and reveal the nature of certain situations, settings, processes, relationships or people.

The quantitative approach aims to determine the relationship between one thing (an independent variable) and another (a dependent variable) in a population. The approach is either descriptive, in which the subjects measured once, or experimental, in which the subjects are measured before and after the treatment.

The advantages of quantitative research are as follows (Blanche *et al.*, 2006):

- The approach is suitable for ascertaining the *who*, *when* and *where* in order to allow for a broader study to enhance the generalisation of the results.
- It is best suited to a study that is more interested in the collection of numerical and statistical data.
- It is built on positive a paradigm and perceived as the scientific approach to research, employing experimental and quasi experimental strategies.
- The quantitative approach places great premium on the objectivity and reliability of findings that encourages replication.
- The disadvantages of the quantitative approach are, according to Blanche et al. (2006) as follows:
 - The results of the research approach are limited in that they provide numerical descriptions, rather than detailed narrative and are generally less elaborative on human perception.
 - The approach only deals with issues that are defined at the beginning of the research, when the questions were decided.

- Questions in quantitative approach can be quite complex and require considerable investment for proper understanding and use.

3.4 Sampling

3.4.1 Target population

The word population is defined as the entire aggregation of cases that meet a designated set of criteria (Kotler *et al.*, 2008). The target population is described in terms of geographical area, gender, race or colour, language and age. This study will focus on all black businesswomen in the Ngaka Modiri Molema District of the North West Province participating in economic growth and specifically in the construction sector. It is made up of five the following local municipalities: Mafikeng, Ramotshere Moiloa, Tswaing, Ditsobotla and Ratlou.

Ngaka Modiri Molema District, formerly Central District Municipality, is one of four districts in the North West Province and is located on the international border to the Republic of Botswana. The municipality is mainly rural and has a total population of 764 844, which makes up 24% of the total population of North West, the highest in Mafikeng and lowest in Ratlou. It has a total of 554 668 people who live under the minimum living income, making it the district with the most underprivileged people in the North West Province - the higher percentage of minimum income earners are in Mafikeng and the lowest income earners are in Ratlou.

It has a total of 157 036 unemployed people, where Mafikeng has the highest unemployment rate and Tswaing the lowest unemployment figure. According to the 2007 household survey as cited in the Ngaka Modiri Molema Integrated Development Plan 2011/2012, a good number of people do not have any post-matric training or qualification and Ratlou has the highest illiteracy rate. Employment opportunities are high in Mafikeng followed by Lichtenburg.

3.4.2 Sampling Technique

According to Blanche *et al.* (2006) sampling is the selection of research participants from an entire population and involves decisions about which people, settings, events, behaviours and/or social processes to observe. He further asserts that the main concern in sampling is representativeness. The main aim is, therefore, to select a sample that will be representative of the population about which the researcher aims to draw conclusions.

There are different techniques used to select a sample. All of them ensure an increase in the sample's statistical efficiency, adequate data to analyse various sub-populations and enable different research methods and procedures to be used.

Collis and Hussey (2009) define them as follows:

- The stratified random sampling technique is used to select the participating population from each identified strata of the population. In stratified sampling, the population is divided into groups referred to as strata. In this random sampling technique, the whole population is first divided into mutually exclusive sub-groups or strata and then units are selected randomly from each stratum.

A sample is then drawn from within the strata, to ensure that different selected municipalities are proportionally represented:

- Systematic sampling is a sampling technique where the population is divided by the required sample size (n) and the sample chosen by taking every "nth" subject.
- Random sampling is the technique where every member of the population stands a chance of being chosen for the sample

- Quota sampling is used in marketing research, where different quotas are applied to different types of people.
- Cluster sampling makes use of a random selection from a sampling frame, listing groups rather than individuals.
- Multi-stage sampling is used when a cluster sample is large, such that a sub-sample must be selected.
- Snowball sampling or networking is associated with qualitative studies, where it is essential to include people with experience in a certain phenomenon that is being researched.
- Judgemental sampling is similar to snowball sampling, where the population is chosen according to their experience and indicates the fact that the researcher chose the sample population beforehand and does not pursue other contact that might arise during the research period.
- Natural sampling is fairly common in business research and researchers have little influence on the composition of the sample.

The researcher will use stratified random sampling, using a sample table and will derive proportionate samples using the following formula:

No of contractors per municipality x by sample size

Total of target population

According to data obtained from the tender board, the Ngaka Modiri Molema District has 572 women contractors registered in its database of which 401 are majority shareholders of the above 50% and 171 own less than 50% stake in their companies. According to Kreycie and Morgan's table (Lombart *et al.*, 2010), a total

sample size is 196. The proportionate strata derived, using the above formula, will be as shown in table 3.2 below.

Table 3.2: Target population and sample

Local Municipality	Total of contractors	Sample size
Ditsobotla	15	7
Mafikeng	350	172
Ramotshere Moiloa	23	11
Tswaing	8	4
Ratlou	5	2
Total	401	196

3.5 Data collection

According to Blanche *et al.* (2006), it is essential that the researcher has sound data to analyse, because it is the basic material with which researchers work.

3.5.1 Research Instrument

There are several tools designed to gather data in a quantitative approach. They include, among others, structured interviews, unstructured interviews, observation and questionnaires. The author opted to use questionnaires to gather information for the study to determine the opinions, attitudes, preferences, interests and perceptions of the respondents of the study. The instruments employed in the gathering of data entail communicating data-collection modes that will be used in the study (Cooper *et al.*, 2008).

3.5.2 Questionnaires

The questionnaire is a popular research instrument for collection of data and consists of a series of questions and other prompts for the purpose of gathering reliable information from the respondents.

Questionnaires have advantages over some of the other types of surveys in that they are cheap, do not require as much effort from the questioner, as verbal or telephone surveys and often have standardised answers that make it simple to compile data. Questionnaires are limited by the fact that respondents must be able to read the questions and respond to them. Collis and Hussey (2009) cite the following rules when designing a questionnaire:

- Explain the purpose of the questionnaire to the participants.
- Keep questions as simple as possible
- Do not use jargon or specialist language
- Phrase each question so that only one meaning is possible
- Avoid vague, descriptive words such as large or small
- Avoid asking negative questions, as they are easy to misinterpret
- Only ask one question at a time
- Include relevant questions only
- Include questions which serve as cross-checks on the answer of other questions
- Avoid sensitive questions, which may cause embarrassment
- Keep the questionnaires as short as possible, but include all required questions.

The approach of questionnaires may take a positivistic approach that obtains facts through closed questions or statistical data. Both are unquestionably reliable, due to the ease of measurability and the fact that the evidence is objective and value free. The phenomenological/interpretive approach suggests open-ended questions to gain knowledge that explores the individual's insight into their understanding of

what is happening around them and looks at the motives that lay behind their actions. A list of questions has been attached.

The identified respondents are contacted to introduce oneself and explain the purpose of the study as well the confidentiality of the information obtained and the outcome of the information to determine their interest in the analysis. The main purpose is to gain their support, to ensure that they cooperate and freely give information should they choose to participate. Questionnaires are sent to them via e-mail, fax or direct delivery. They are then given a maximum of five working days to respond.

The questionnaires are structured in the following manner:

Each survey question contains five possibilities, measured on a 5-likert scale as follows:

Not within scope

Poorly

Fairly

Mostly

Completely

Part 1: Demographic variables which contain personal characteristics such as age, marital status, municipality, size of business, years in business, number of employees and CIDB grading and grouping.

Part 2: Communication/collaboration

Questions in this variable establish communication and collaboration, along supply chain management. It addresses issues such as trust and relationship amongst the partners and has been identified through the literature review as the main

impediments towards gaining appropriate experience, learning and execution of projects in terms of quality, time and cost.

Part 3: Construction practices

Construction practices impede seeking best practices, in terms of value adding and innovation, and affect sustainability and growth negatively. Contractors should learn best practices from each other, by forming networks for sharing information. The culture of doing things that is termed acceptable impedes application of innovative ideas and value adding.

Part 4: Motivation factors

Motivational factors impact on how women contractors perceive themselves as role players in the economy and play a major role in women looking for best practices to execute their contracts. Motivated women sustain and grow their companies. As previously discussed motivation factors are push, pull or a mixture of both and vary in impact on the sustainability of the business. For instance, the motivation for joining the construction industry may be based on making quick money and may not be sustainable.

Part 5: The size of women-owned businesses

Lack of capacity in terms of finance, technical knowledge, experience and education may affect the size of women's businesses to such an extent that they are not competitive and able to secure lucrative contracts locally and abroad. Construction is a capital intensive industry and sometimes needs advanced technology to keep abreast of changes and of customer needs. Education is important to enable proper management in terms of planning, setting a vision and goals and value creation in terms of knowledge management and financial management.

3.6 Data analysis

The researcher will use the descriptive statistics using computer-aided statistical software (SPSS) for the analysis of the data gathered. Based on the data analysis, the differences and relationships between variables will be interpreted to determine trends.

Descriptive statistics serve to describe the basic features of the data in a study. They provide summaries about the sample and the measures using simple univariate analysis, to form the basis of virtually quantitative analysis of data. They simply describe what is or what the data shows to present quantitative descriptions in a manageable form. Descriptive statistics help to simplify large amounts of data in a sensible way (Trochim & Donnelly, 2006).

Trochim and Donnelly (2006) discuss the following three tools used in descriptive univariate analysis:

Frequency distribution applicability depends on whether a continuous variable, such as age, or a discrete variable, such as gender, is employed. It is a summary of the frequency of individual values or ranges of a variable. Example: listing gender by percentage or using a bar chart.

Central tendency describes the way in which quantitative data tends to cluster around a value. It makes use of an average measure of location, such as:

- Mean: adding up all values and dividing by the number of value
 - Median: the score found at the exact middle of the set of values
 - Mode: the most frequently occurring value in the set of scores
-
- Statistical distribution is a measurement that looks at how values are distributed around the values of central tendency. Dispersion measures are range, interquartile range and standard deviation.

3.7 Reliability and Viability

The commitment of the researcher to test validity and reliability makes a difference to the research report (Trochim & Donnelly, 2006).

Validity

Validity reviews the data analysis in order to confirm that the conclusions drawn are valid. It is used to determine whether the research measured the truthfulness of the results and what it intended to measure. It also measures internal validity, which is concerned with the degree of certainty determined by the treatment of variables during data collection, and external validity, which is concerned with the degree to which research findings can be applied to the real world beyond the controlled settings of the research. The truthfulness of results will however depend on sampling that, according to Mugo (2009), results in an unrepresentative sample and invalid conclusions. Validation should, therefore, start with sampling control.

Mugo (2009) states that sampling errors may occur by chance or because of bias. The former type of error is the result of an error in random sampling in which untypical choice of sample is made. A bias error in sampling occurs due to poor sampling planning, when some units have no chance to appear in the sample. An example of this is a recent survey conducted by Cornwell Graduate School, to determine the level of stress that graduate students were experiencing. A questionnaire was randomly sent to students and the majority of responses came from Ph.D. students who were not under stress.

Reliability

Podges (2009) assert that reliability refers to the degree to which the measure is stable and consistent. Reliability is an essential prerequisite for validity and a measure may be reliable, but not valid while a valid measure is also reliable.

3.8 Conclusion

Chapter three is the layout as well the execution of the implementation plan. It focuses on the intended population, the strata and how the sample size was derived to ensure proportionate representation for fair results. Questionnaires were also derived. Methods and techniques to be applied to analyse data and the situations within which observation will take place are discussed in this chapter. The chapter also described the quantitative paradigm and its importance in achieving best results.

Chapter three is also considered the heart of the study and shapes its purpose. Data collected in chapter 3 will be analysed in chapter 4 using correlation coefficient and bar charts.

CHAPTER 4

Data Discussion

4.1 Introduction

Chapter three focuses on the implementation process of the research topic, in which research design and methodology are discussed as well implemented. Proportionate strata were derived according to the Kreycie and Morgan table, to derive a total sample size of 196. The respondents were reached telephonically, through fax and e-mails and one-on-one encounters. Of the total of 196 questionnaires dispatched, a total of 170 were received back an almost 90% response rate.

The research project utilised a quantitative methodology to collect primary data. Completed questionnaires were captured and processed, to detect Spearman's correlation coefficient and Pearson's correlation coefficient using SPSS. In order to detect variances between variables to test the hypothesis, the ANOVA technique was applied. Frequencies and data are further illustrated by means of bar charts.

Chapter 4 focuses on the analysis and interpretation of the processed data. The analysis is grouped into research questions, under the sub-headings of survey questions, to give critical feedback. The analysis and interpretation of data in this chapter will eventually confirm or disprove the hypothesis.

4.2 Distribution of Data

Figure 4.1: In which municipality is your business?

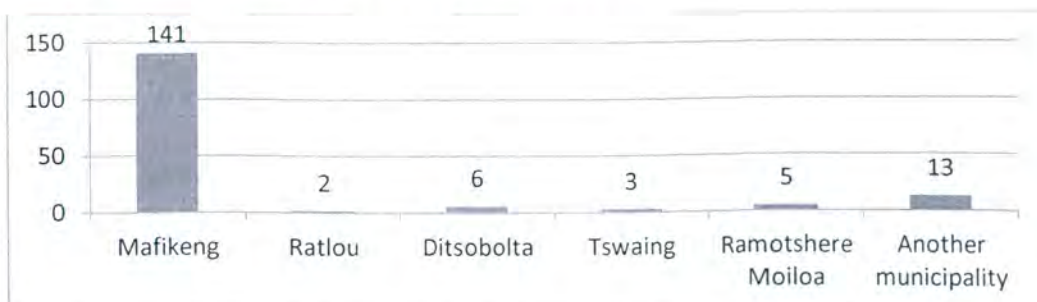


Figure 4.1 indicates that Mafikeng Municipality has more business activities as compared to other municipalities 13%, Ditsobotla 6%, Ramotshere 5%, Tswaing 3% with the least activities recorded in Ratlou 2%. This may be attributed to education, finance, lack of access to information, etc. All municipalities have to be more efficient in their overall distribution, services, customer relations and maintenance to keep businesses in the areas operational.

Figure 4.2: Are you a registered organisation?

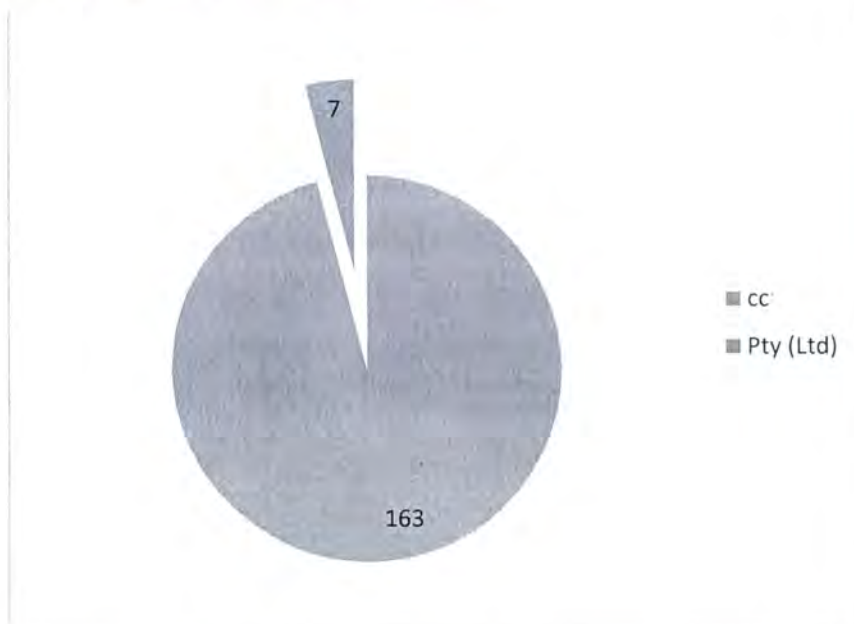


Figure 4.2 indicates the majority of organisations are registered close corporations. There seem to be significantly fewer companies, than close corporations that are less complicated and more flexible administratively and managerially, making it more suitable for small businesses. A close corporation may be formed by one member, whereas the registration of a company requires both private and public members (20 members or more) The formation of a close corporation limits its capacity in terms of manpower, intellect, entrepreneurial ideas and financial backup relative to a company, which has properties that contribute to the growth and survival of any organisation. Women are highly averse to risk and take every precaution, from the start of the business, and over-managing risk to their disadvantage (Smit & Watkins, 2012).

Figure 4.3: Indicate your age group

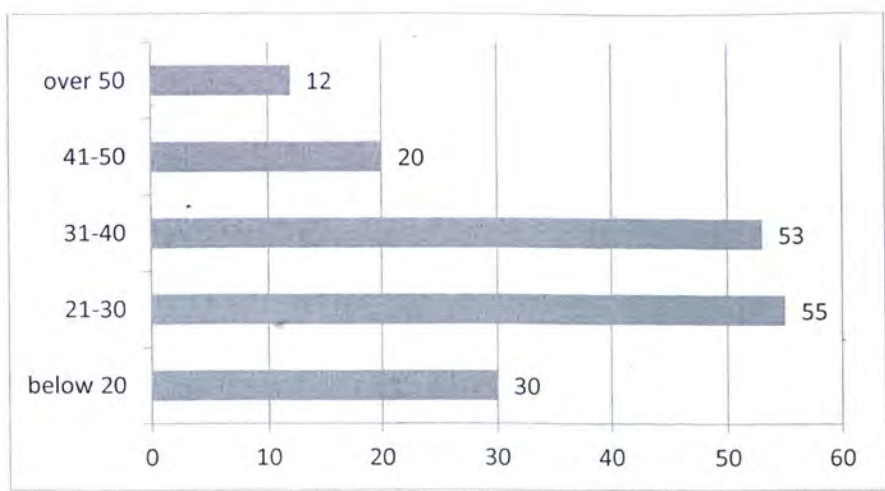


Figure 4.3 depicts that business activity is highest in the age groups 21-30 and 31-40. It is highest in the age group 20 years and below, lowest in the age groups 40 and above. Businesses in the 20 years of age group may be said to be in the start-up phase and are less likely to sustain due to limited experience, less capital and educational background since this is the age where they would be expected to be at higher education.

Figure 4.4: Indicate your education status

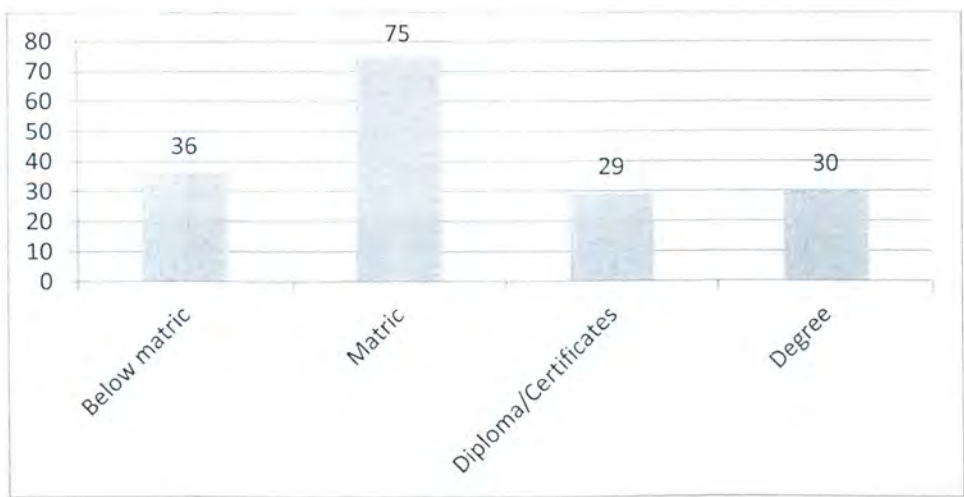


Figure 4.4 indicates that the respondent's education status is not up to standard, since only 20% of the respondents have a diploma or degree. The respondents' educational status is an indicator for the poor handling of projects. Business owners must improve their education through further studies.

Figure 4.5: Indicate the years of your organisation in operation

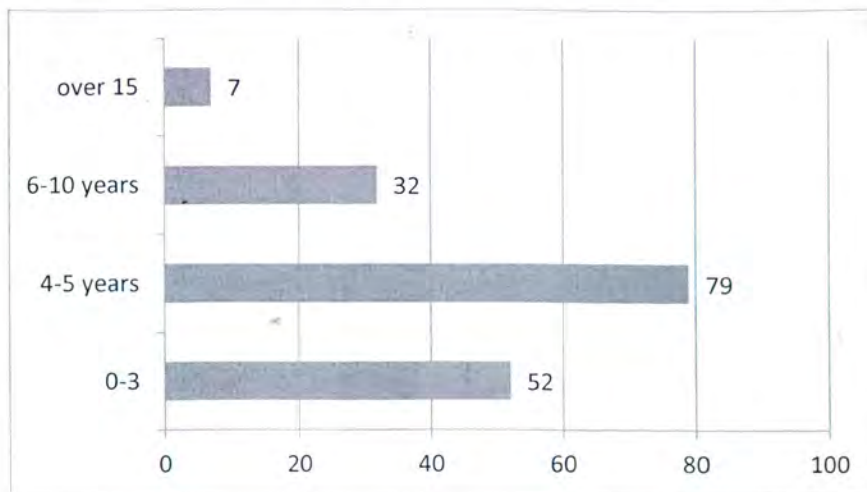
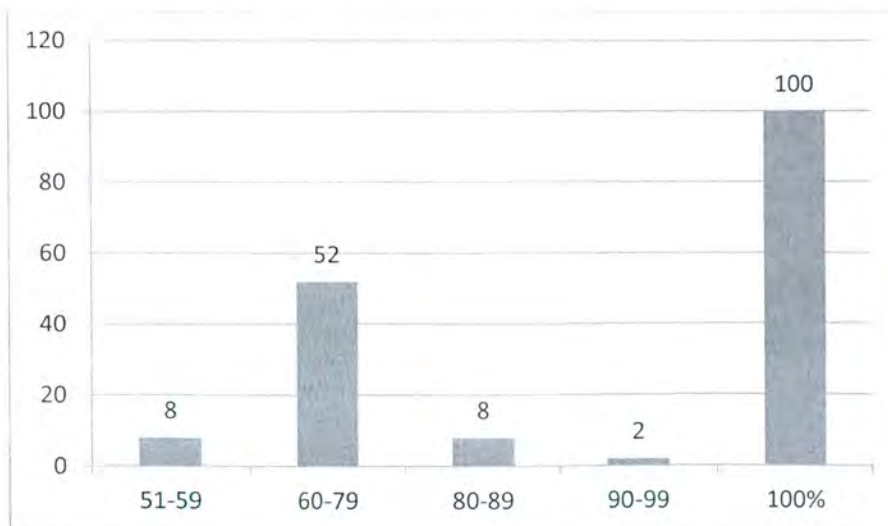


Figure 4.5 shows that many of the respondents have been in operation for up to 4-5 years and the lowest number of respondents for 15 years. In most cases the years of experience do not tally with the grading of the company, which reflects a retarded growth.

Figure 4.6: What is your percentage shareholding?



This figure shows that more than half of the women respondents own the business fully. However, this may be due to the high rate of unemployment opportunities and the government urging women to join the construction industry. It also reflects the push factor as the cause of women joining the industry.

Figure 4.7: Indicate your marital status



About 60% of the owners are single women.

This may be due to a lack of time for relationships, raising children and household duties that bind married women. The construction industry is quite involved and participants have to be hands-on if their businesses are to be successful.

Figure 4.8: What is the size of your asset?

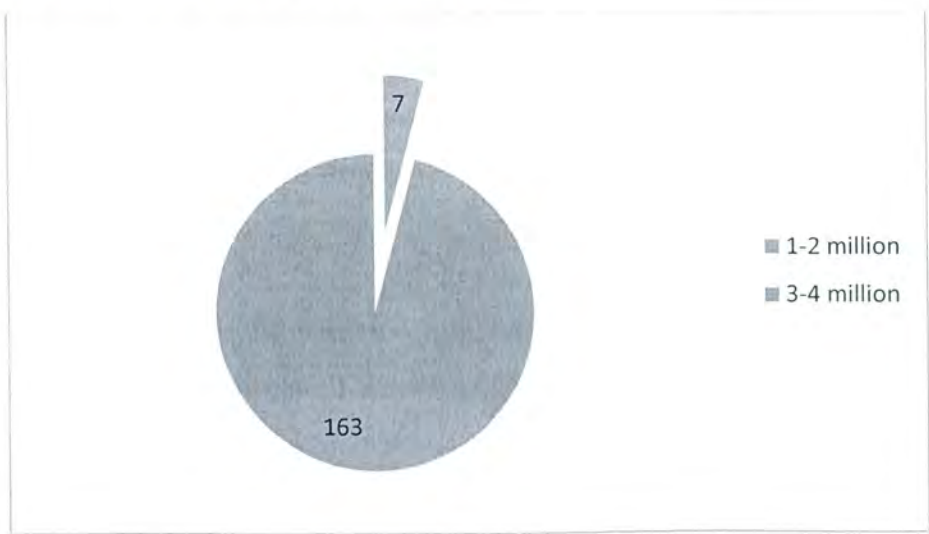


Figure 4.8 shows that most of these organisations' asset size is small. Research reflects that women invest less in business assets for a number of reasons, according to Smit and Watkins (2012) and Sabarwal *et al.* (2008), which is adverse to the survival and sustainability of the business.

Figure 4.9: My CIBD registration is?

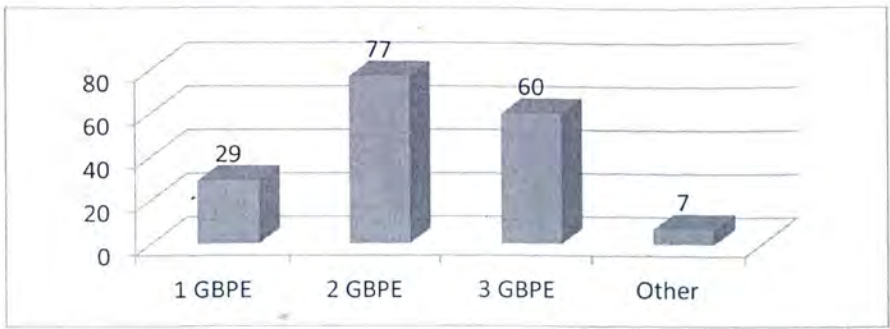
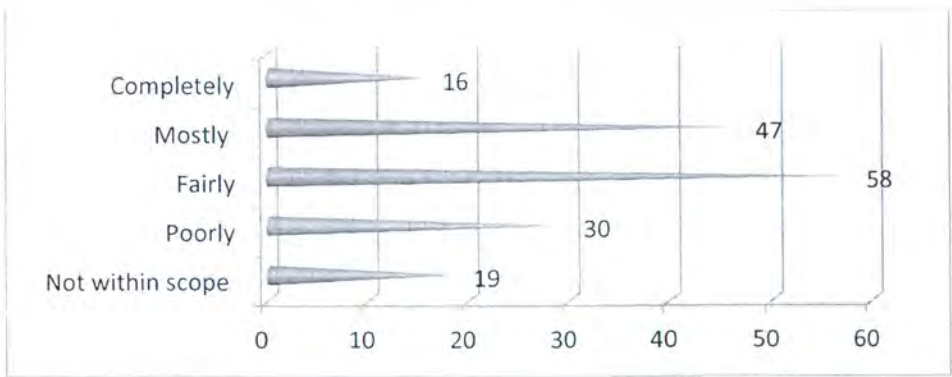


Figure 4.9 illustrates how 80% of the respondents' organisations are between *two and three general building*, potentially emerging grading. Such grades are associated with start-up businesses and if the years of operation are put in the picture, may reflect no growth and as such less chance of sustainability or survival. Such a situation is caused by several factors, as reflected by Khoza (CIBD, 2008), Orser (2009), Hammond *et al.* (2009) and Mutandwa *et al.* (2008).

Figure 4.10: How do partners/projects teams relate during the project execution?



A figure 4.10 shows that partners/project teams relate mostly fairly (71%) during the project execution. It clearly shows that the project/partners are communicating fairly well. If the partners/project teams are not able to agree on projects, in reference to Figure 4.10, it may impede the projects that have to be completed.

The organisation could manage the structuring of teams/partners better to improve interaction by means of setting goals, management skills, planning and addressing project conflicts (Sun & Zhang, 2011).

Figure 4.11: How do you rate support among the team members/partners during the project execution?

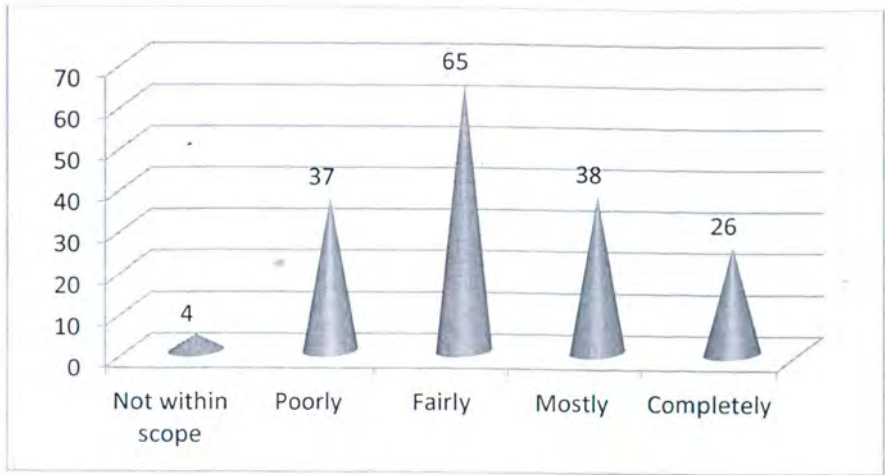


Figure 4.11 shows that the rate of support is mostly fair (70%) or better among team members/partners during project execution by women. The organisation should place importance on the projects at hand and implement a better structure, to be able to relate during the execution of projects. This is in agreement with Cheung *et al.* (2011b).

Figure 4.12: How is the trust among partners/team members during project management?

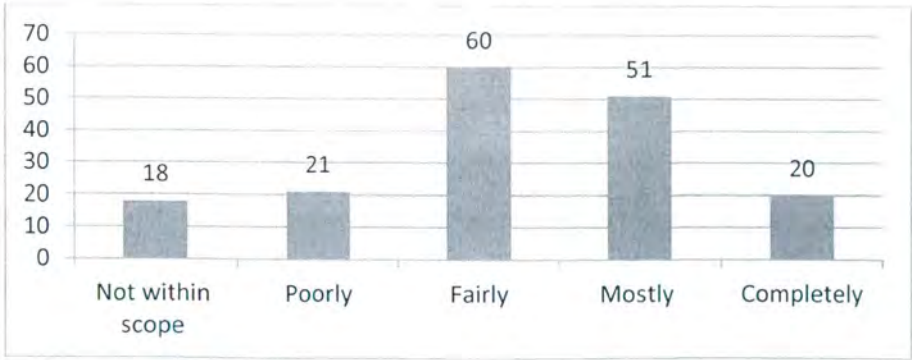


Figure 4.12 depicts the level of trust as mostly fair (77%) among partners/team members, during project management. Looking at Figures 4.10, 4.11 and 4.12, members/teams and partners indicate that the relationships are not satisfactory during the execution of projects.

In future, organisation must implement financial supervision of projects, project management, goals for staff, budgets and better relations training to ensure a better team in the execution of projects, as Cheung *et al.* (2011b) indicate.

Figure 4.13: How do you rate working together as a team towards the project execution by the partners/team members?

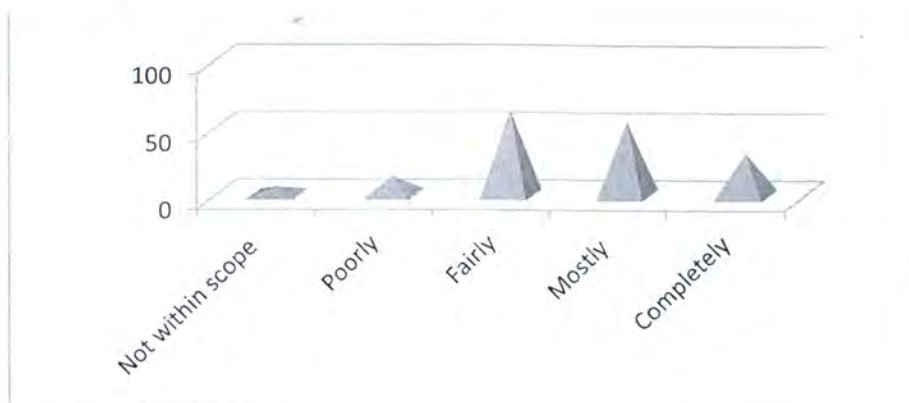


Figure 4.13 indicates the respondents worked fairly together as a team towards project executions (60%).

Figure 4.14: How do you rate women's negotiation skills in the construction industry?

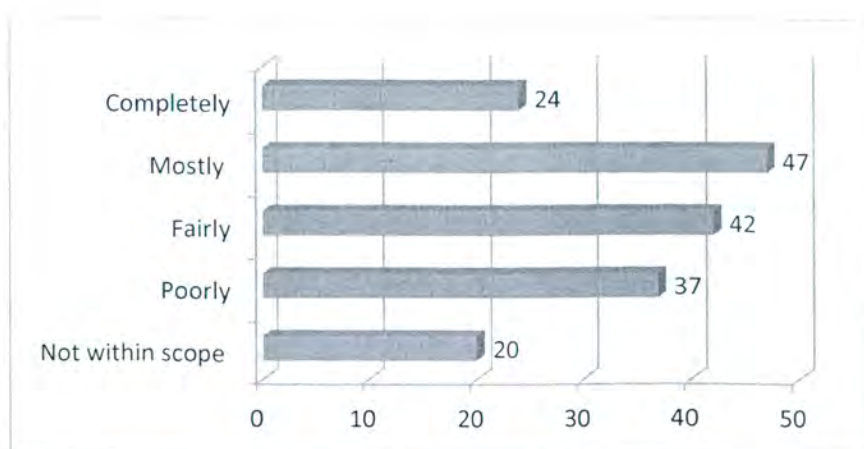


Figure 4.14 rates the negotiation skills of the respondents as good. Demand and Quintas (2006) assert that negotiation skills are important to enable changes for the effective and efficient management of contracts.

Figure 4.15: Are government policies efficiently and effectively applied to enhance women-owned businesses and good practices in the construction industry?

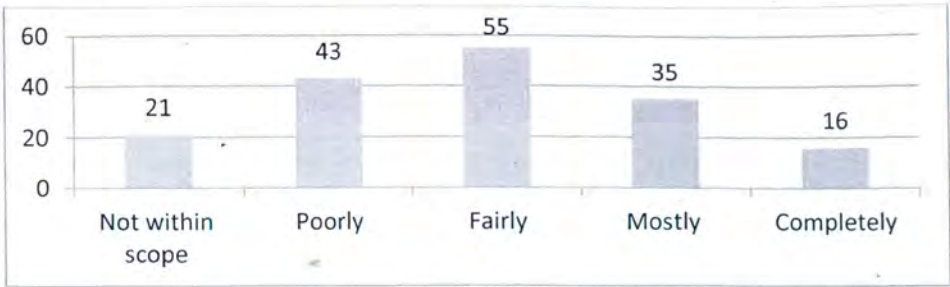


Figure 4.15 indicates rates government's application of policies, for promoting women-owned businesses and practices as fair to poor. Government policies need to ensure that woman are provided with the opportunities to enhance their business/ organisation for future generations (also see Podges, 2006).

Figure 4.16: Do women contractors talk to each other regarding sharing information, relating to project management and good practices in the construction?

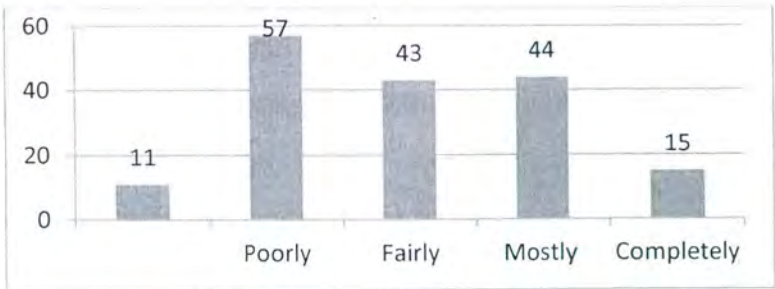


Figure 4.16 shows that respondents believe women communicate poorly or not within scope (40%) with one another regarding information, relations to project management and practices in the construction industry. This indicates the lack of communication skills, in regard to the sharing of information that would be aid other entrepreneurs in the industry.

In future women entrepreneurs should learn to network and share information on project management and better practices, to enhance their entrepreneurial skills to achieve success in the industry. Networking is one area reflected in Botha (2006) that needs training and may assist in establishing or growing entrepreneurial skill.

Figure 4.17: Is tender procurement mainly based on low pricing, such that any alternative offers in terms of innovative best practice that will in the end increase tender price is not entertained?

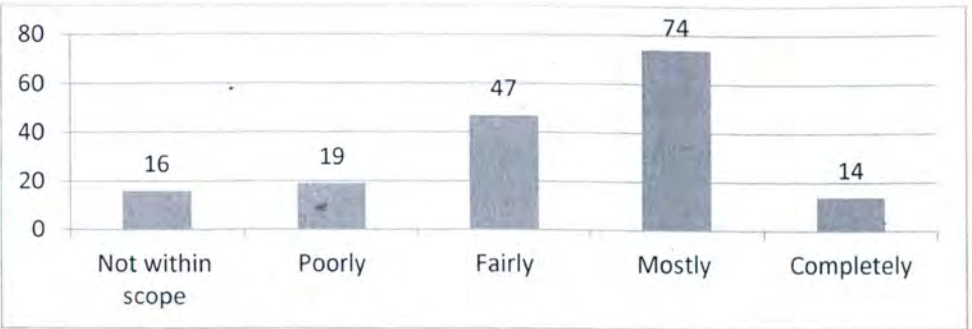


Figure 4.17 shows that the respondents based tender procurement as completely (52%) based on low pricing and that the increase in tender price is not entertained. Figure 4.17 reflects that alternative offers, in terms of innovative best practice, is based on low pricing to avoid an increase in the tender price, as mentioned by Demaid *et al.* (2006).

Figure 4.18: Are environmental care issues, such as green materials and technology that is environmentally-friendly and which contribute to best practices in construction, raised in the tender specifications?

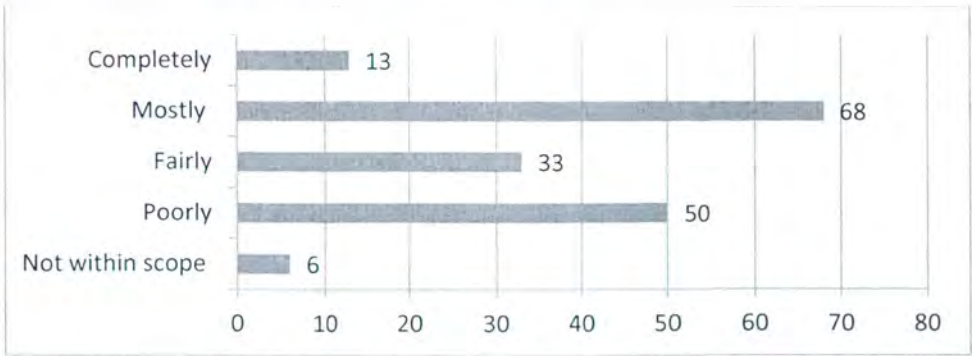


Figure 4.18 indicates that mostly and completely (48%) that environmental care issues, green, technology that is environmentally-friendly which contribute to the best practices are indeed raised in tender specifications. Although alternate tenders in which greening specifications may be raised by bidders are issued, women are still not conversant with them and makes it necessary for the government to play a role in enlightening the public on alternate tendering. Demaid *et al.* (2006) state that practices dictating procedures persist.

Figure 4.19: To what extend are women companies used for fronting?

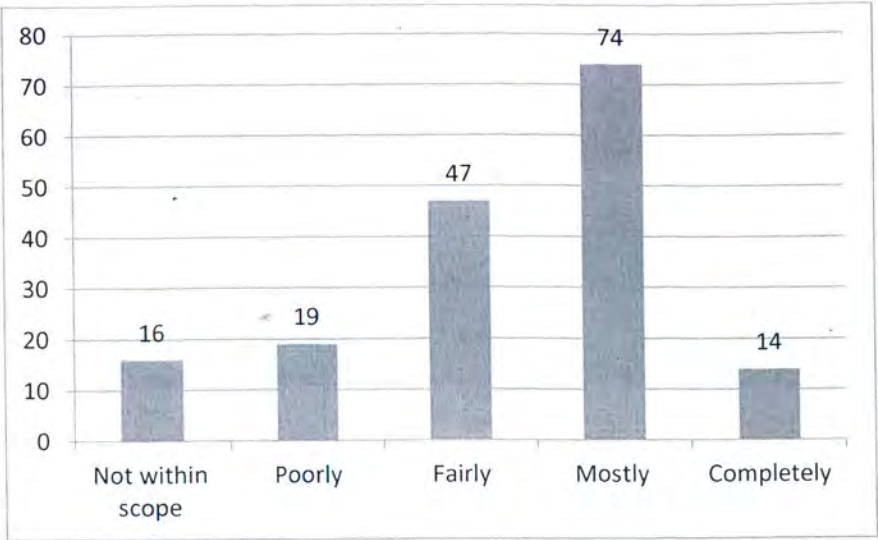


Figure 4.19 indicates that women companies are poorly to fairly (39%) used for fronting. The understanding is that women companies in the Ngaka Modiri Molema District, which is mainly rural have low grades in accordance with Lyons (2009)and are rarely used for big contracts in which fronting persist.

Figure 4.20: Are women motivated to join the construction industry because of perceived opportunities?

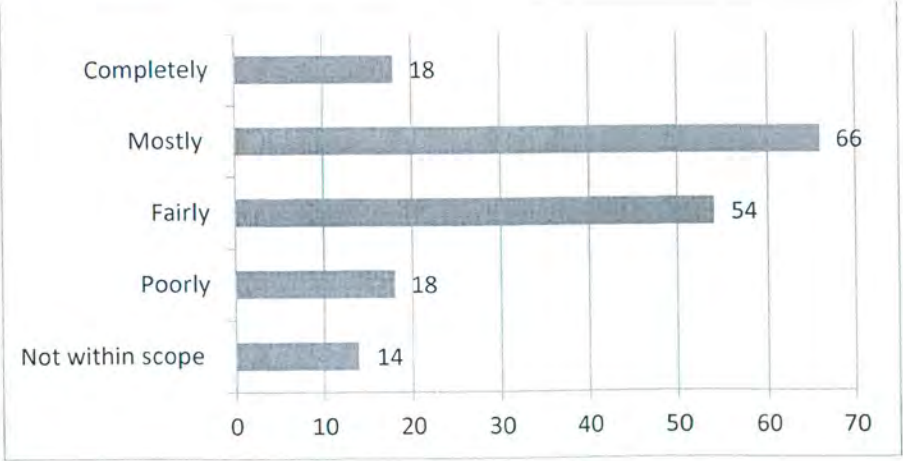


Figure 4.20 shows that women are mostly and completely (49%) motivated to join the construction industry through perceived opportunities. Women definitely were motivated through perceived opportunities given by the construction industry enhanced more women to join. This is in agreement with Maas and Herrington (2007).

Figure 4.21: Are women motivated to join the construction industry because of an inherent desire?

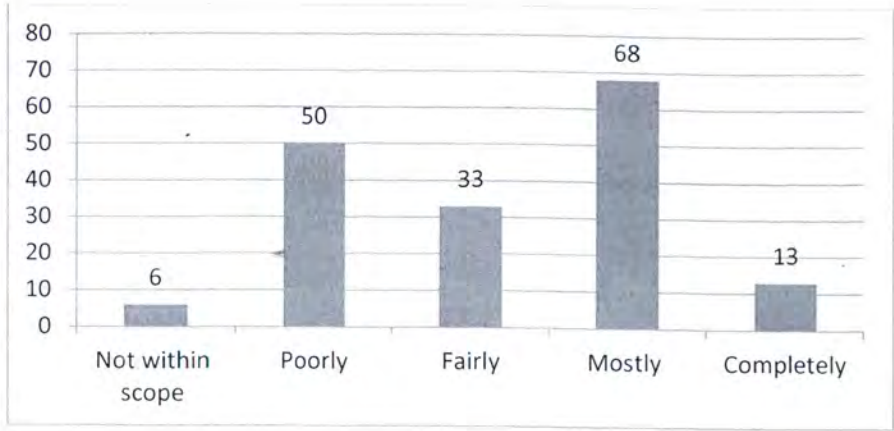


Figure 4.21 rates women’s motivation for joining the construction industry because of an inherent desire as *mostly* and *better*, as Worral *et al.* (2009) concurs.

Figure 4.22: Are women motivated to join construction industry because of lack of employment?

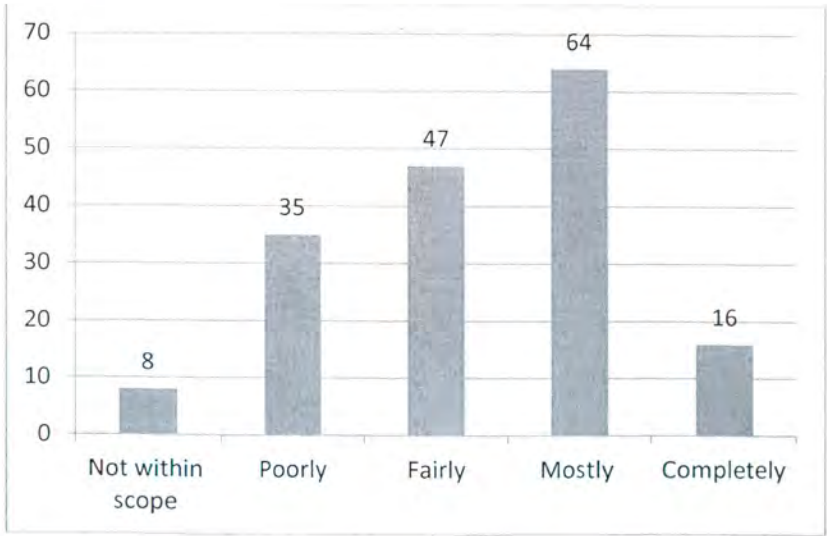


Figure 4.22 shows that women are mostly and completely motivated to join the construction industry due to lack of employment. It is important for women to be employed, independent and to be motivated into the construction industry to enhance better business opportunities for other women. This is supported by Maas and Herrington (2007).

Figure 4.23: Are women motivated to join construction sector because of the government urging them to do so?

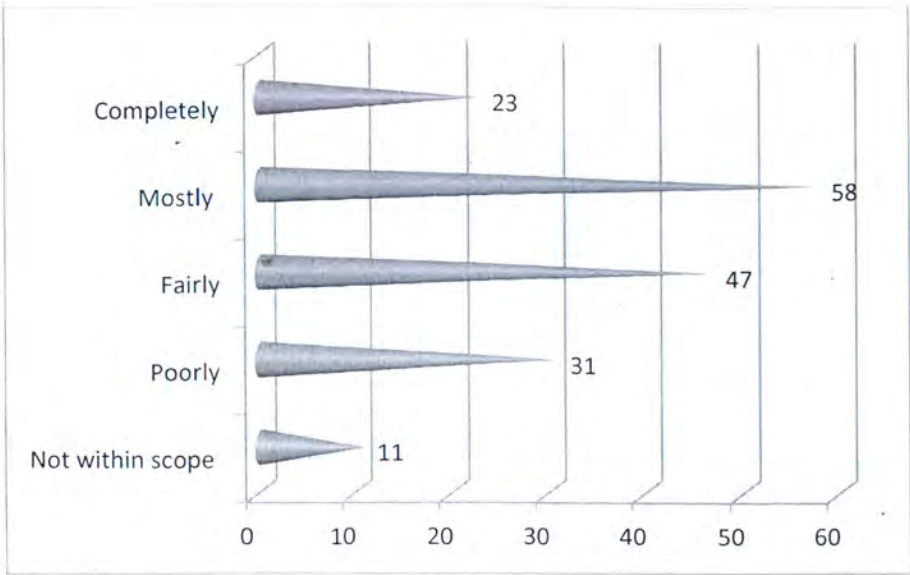


Figure 4.23 shows that fairly or better women are listening to the urges by the government to join the construction industry.

Figure 4.24: Are women motivated to join the construction industry because of their low education status?

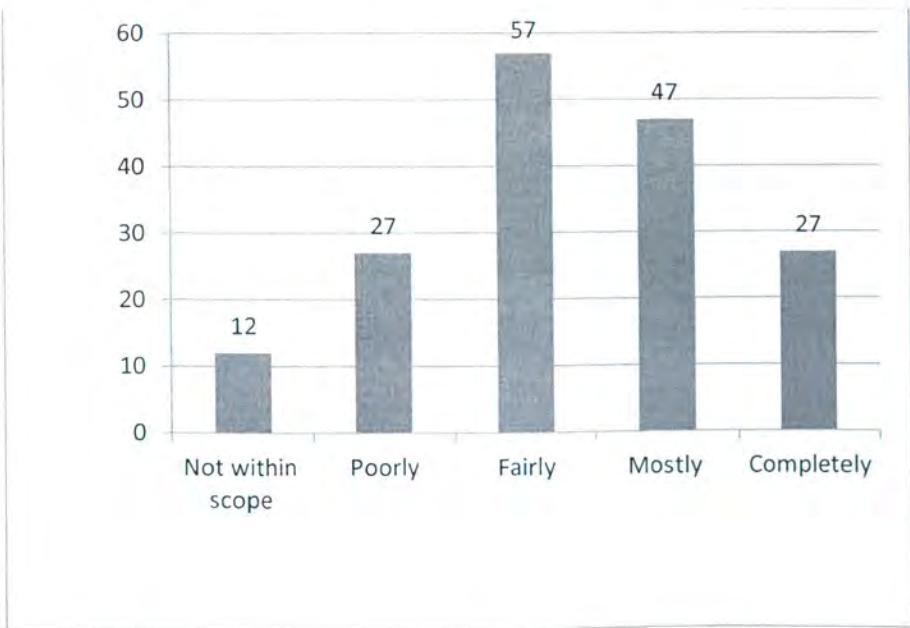


Figure 4.24 shows that women are joining this industry (77%) due to the lack of a good qualification. This is also clear from the previous figure.

Figure 4.25: Does limited or lack of funds contribute to the size of women-owned businesses?

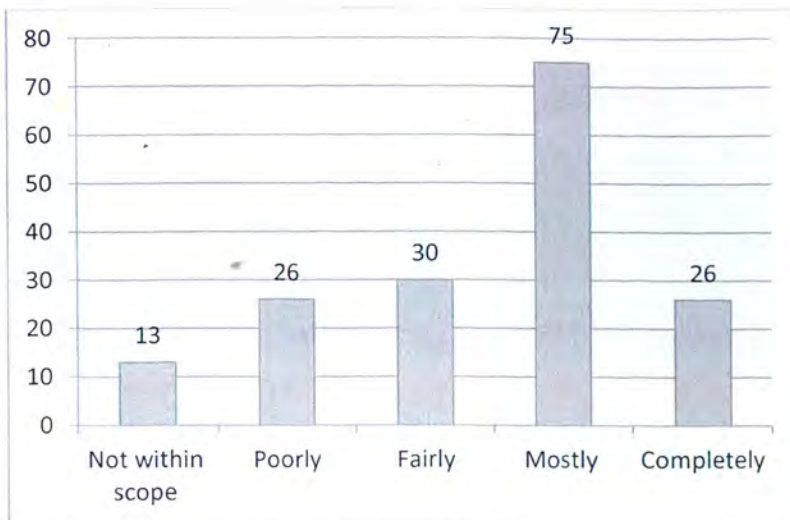


Figure 4.25 shows that a lack of funds limits the size of a women's business (mostly or completely - 59%). This corresponds to the findings of Sabarwal *et al.* (2008).

Figure 4.26: Does the level of education influence the size of women-owned businesses?

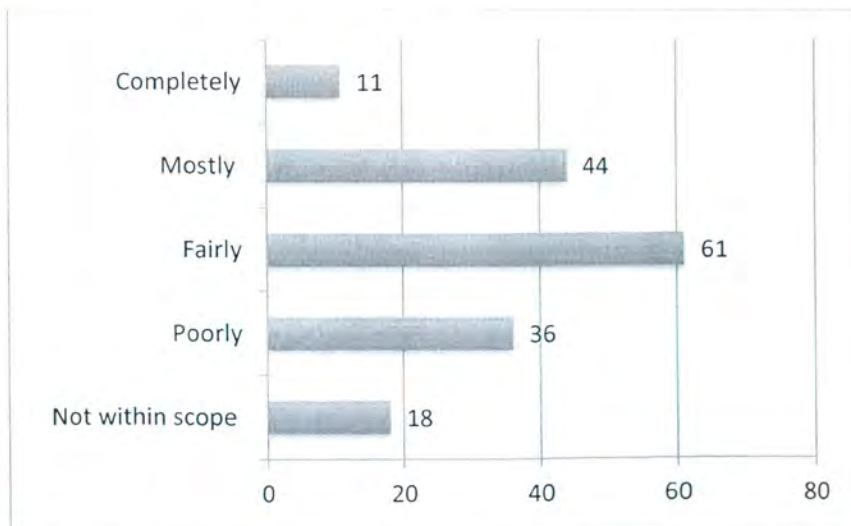


Figure 4.26 rates the impact of level of education on the size of women-owned businesses at fairly or better (68%).

Figure 4.27: Are household duties contributing to the size of women-owned businesses, in that it limits the time available to women on establishing businesses, compared to their male counterparts?

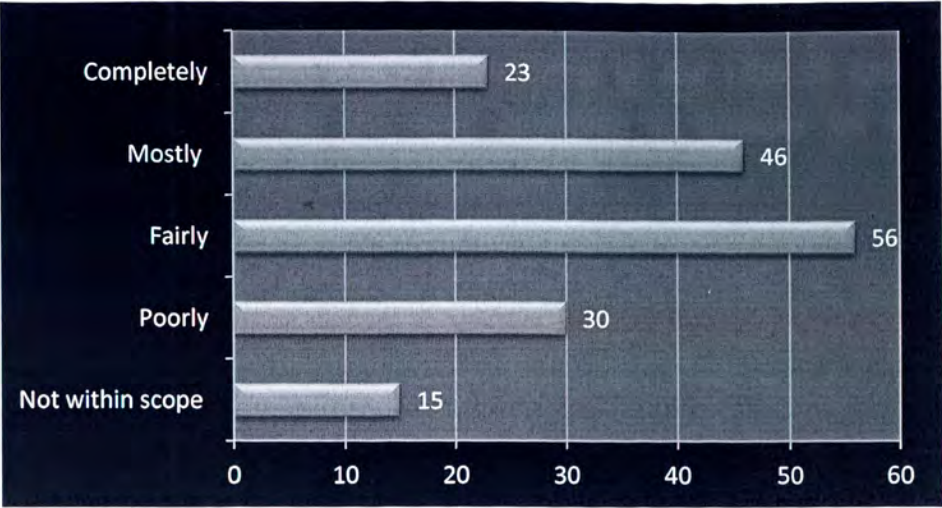


Figure 4.27 shows that housekeeping limits the time women spend on a business (Mutandwa *et al.*, 2008).

Figure 4.28: How is women’s leadership in relation to maintaining and growing their businesses and the size of their businesses?

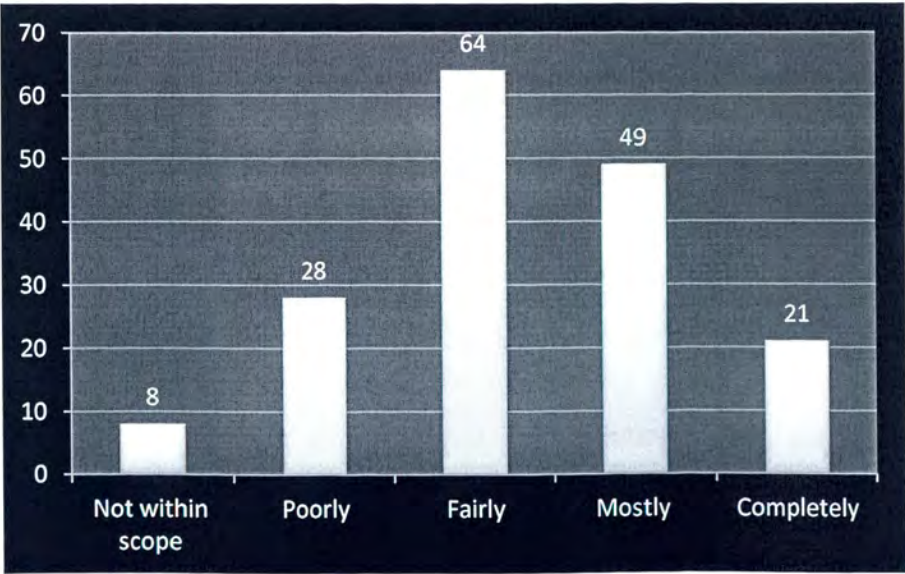


Figure 4.28 shows that women leadership has an impact on the size of the business (79%)

Figure 4.29: Does lack of experience contribute to the smallness of women's businesses?

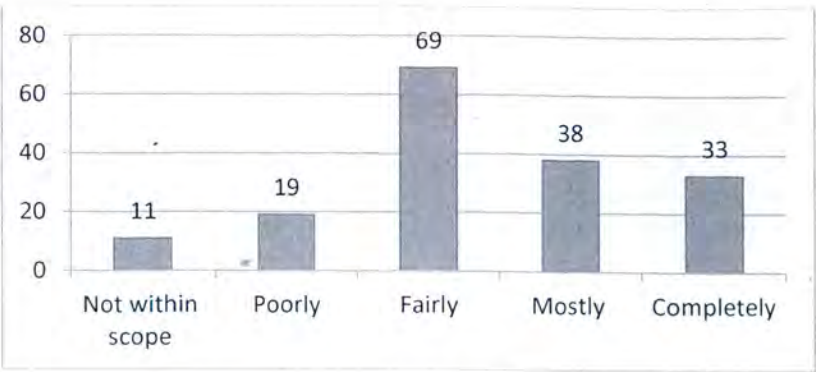


Figure 4.29 shows that 82% of women rated their experience to lead their business as fairly or better. This is in agreement with Kanapeckiene *et al.* (2010).

4.3 Correlation

Partners/teams work well during the execution of projects when they are better-qualified (83%). An example of this is female project managers, with different qualifications, work together. Older people work better with other members/partners during project executions (87%). This means for example that female project managers that are older work well together and have experience in executing projects. Older people with higher qualifications relate well when executing projects than other members (83%). Older people have better negotiation skills (83%). This means for example that older women project managers have better negotiation skills than younger women who lack qualifications and experience. Registered organisations are managed well by qualified people (88%). Women, partners and team members work well when the organisation is registered (88.4%). This means for example that older women project managers who work in registered organisations and are qualified on a tertiary level are able to manage teamwork well. Women seem to require more time to establish a business, since their household duties take up so much of their time, compared to men who have more time to spend in a registered organisation (93.2%).

Women spend more time on household duties, than on their businesses, which impacts on their businesses overall and enables men to relate better to other partners during projects (85.6%). In other words, female project managers are unable to foster good working relationships when they have to divide their time between their business and household responsibilities, which has an impact on every facet of a woman's business. Women who lack qualifications have small businesses (90%). Men are better oriented in relating with other team members during execution of projects. This means for example that women project managers lack the experience to manage team members when executing projects, since small businesses don't offer the opportunity for them to expand their knowledge that interaction in larger organisations provide, compared to men who are better equipped to execute and who manage the delegation of large teams better. Men are able to offer better support better, than women, as they are better qualified and have more experience in coordinating and executing projects (90.7%). This implies that female project managers are unable to support other women or team members, due to their lack of experience, inadequate qualifications and lack of interaction with other members in the execution of projects.

4.4 Conclusion

This chapter discusses the findings and reflects the obstacles women-owned businesses face. The next chapter will show managerial guidelines and answer research.

Chapter 5

Conclusion and recommendations

5.1 Introduction

Chapter 4 focuses on data collection, analysis and interpretation in relation to the research objectives. This chapter will present the summary and overview, followed by recommendations and a conclusion. The recommendations used by the stakeholders in their planning and management of women-owned businesses in this industry. Strategic planning is important to ensure that businesses are well positioned and enabled to compete with those of their male counterparts, for long-term survival and sustainability.

The purpose of this research is to determine the extent of alignment of the stakeholders in their planning and management of women-owned businesses in the construction industry in South Africa. The chapter also references the literature discussed in chapter 2 that pertains to the different functional areas. The functional areas comprise the prevailing social, political and economic conditions of the past and the present to reveal black businesswomen's motivation for staying in the construction industry, despite the challenges they face in sustaining their businesses and specifically in the construction industry, in order to support the conclusions drawn from the research questions.

This chapter comprises a summary of the study, addresses the findings of each research question, provides managerial guidelines for opportunities and highlights future research topics in this field of study. A conclusion of the study will be drawn and recommendations will also be outlined.

5.2 Summary of the Study

The nature and extent of the abovementioned alignment is currently unknown. The research was aimed at determining the extent of alignment of the overall stakeholders in their planning and management of women-owned businesses in

the construction industry in South Africa. This study analysis the extent of this alignment, by means of the research questions in chapter 4 that focus on the different functional areas of the prevailing social, political and economic conditions of the past and the present to reveal black businesswomen's motivation for remaining in the construction industry.

5.3 Response to the Research Questions

The main findings of this research, in relation to each research question, will now be discussed. Each question is followed by a discussion of the findings relating to that question.

5.3.1 Is there construction/collaboration problem in the construction industry and if identified will it improve sustainability of women-owned businesses?

As indicated in chapter 2, Cheung *et al.* (2011b) suggest the development of a trust inventory for a construction site to remedy the lack of trust between people. In relation to the construction environment, Cheung *et al.* (2011a) provide examples of possible consequences to a lack of trust between partners, i.e. how change over the course of a project may be viewed with scepticism, either by the contractor or developer, and result in unnecessary enquiries and reviewing of procedures that lead to delays and ultimately disputes. They propose a trust inventory based on a three-trust type framework for construction contracts consisting of:-

- system-based trust that focuses on formalised and procedural arrangements to build trust and strengthen the communication channel between contracting parties;
- cognition-based trust that develops from confidence built on objective knowledge of the trustworthiness of the contracting parties; and

- affect-based trust, which is built on a sentimental platform and describes an emotional bond tying individuals together in the partnership

Figure 4.10, in Chapter 4, shows most respondents rate the nature of partners'/project teams' relations, during project execution, as fair (71%). The main conclusion that can be drawn from the data around trust between partners/project teams is that the business could manage the structuring of teams/partners better to improve interaction by means of setting goals, management skills, planning and addressing project conflicts. The findings show that men support one another better than women as they have better qualifications, experience and association when managing and executing projects (90.7%) and will work well during the execution of projects, when they have better qualifications (83%) (Botha, 2006).

Although the extent of communication/collaboration problems in the construction industry impact on sustainability, almost a third of respondents have shown to be either poorly aligned or government policies were poorly applied to enhance women businesses and practices. The government policies should further see to it that woman are given opportunities to enhance their business/ organisation for further generations Podges (2006).

In order to achieve sustainable development, Nikas *et al.* (2007) and Matopoulos *et al.* (2009) state that top managers in this new era have to embrace the concept of innovation, which leads to the adoption of collaborative technology. Fernandes *et al.* (2006) note that managers display an optimistic attitude towards the minimisation of the failure rates, in the application of innovative activities (Nikas *et al.*, 2007).

Nikas *et al.* (2007) goes on to describe collaborative technology as comprising the backbone of information infrastructure for coordinating project activities and explain that it has the potential benefits of facilitating the management of construction project. Easing access to project information, from anywhere, at any time; accelerating transaction time; increasing transparency in the exchange of

project information; improved collaboration between construction project partners; time saving for communication of project information; savings on project cost; and streamlined business processes (Fernandes *et al.*, 2006).

5.3.2 What are construction practices in the construction industry and their impact on the sustainability of women-owned businesses?

Melchert (2007) states that businesses follow the legislations in their business endeavours and they fail to demonstrate any sense of integrated solutions which neglects knowledge on value creation. One issue that depicts this form of behaviour is the failure to incorporate environmental practices, which is perceived as an additional cost, completely disregarding its long-term impact on cost reduction. Usually a crisis-oriented management approach, which ends up being more costly, is adopted. Gender inequality is another way in which the prevailing culture impedes government's initiatives to create diversity in the economy (Acker, 2009).:

Demaïd and Quintas (2006) identify the following practices that arise from this kind of culture:

- Do what we have always done – take the easy route.
- Do what the project director wants, which is not always the best solution.
- Follow the team's design.
- Do what the client wants.

Such practices put the burden of design and project management on the contractor. The buck stops with the contractor, as all the risk is transferred to her, and will bear all the responsibility, risk and litigation in the end.

(Wong *et al.* 2010) suggests that as a major client and regulator of the industry, the government should play a pivotal role in influencing and promoting best practices.

Figure 4.16 Chapter 4, Figure 4.16 shows that respondents believe women communicate poorly or not within scope (40%) with one another regarding information, relations to project management and practices in the construction industry. This indicates the lack of communication skills, in regard to the sharing of information that would be aid other entrepreneurs in the industry.

In future women entrepreneurs should learn to network and share information on project management and better practices, to enhance their entrepreneurial skills to achieve success in the industry (Yitmen, 2007). Networking is one area reflected in Botha (2006) that needs training and may assist in establishing or growing entrepreneurial skill.

Errasti *et al.* (2007) note that the description of the construction industry, in terms of partnerships, is formidable whenever a project is undertaken. He distinguishes them as being either short-term and project-oriented or long-term and strategic in nature. In the latter case the relationship is strategic and intended to optimise the partnership resources to reap long-term benefits, such as establishing best practices for future use. The former is only for governance of the project, available to secure immediate benefits.

SMMEs are a strong base for economic development in any country and should, therefore, be targeted for application of Environmental Management Systems. The construction sector provides women-owned businesses with environmental innovation opportunities for exploitation, through sustainable construction practices, which may be achieved through passive and active architectural measures such as slant facades, irregular architectural shapes, solar panels, grass roofing, thermal insulation systems, etc. Not only are these innovations environmentally beneficial, but also reduce costs in terms of energy saving. Sustainable building innovations are better positioned in developing countries that are characterised by mushrooming slums and illegal settlement areas. Since the developing world still needs to be constructed anyway, including environmental

friendly features that SMMEs may exploit, in their architectural design is ideal (Ortiz *et al.*, 2009).

5.3.3 What are the factors that influence motivation and how important is motivation towards the sustainability of women-owned business?

Governments face the predicament of the determining approach and priority. Many authors suggest integrated development as an important method to achieve risk reversal and sustainability. In Chapter 4, Figure 4.20 and Figure 4.21 shows that women are mostly (49%) motivated to join the construction industry because of the perceived opportunities within the industry that may draw more women. The construction industry should create further opportunities to attract greater interest in the industry and in so doing enhance performance and better business operations (Yitmen, 2007).

Cheung *et al.* (2010) explains that the organisational culture attributes of the construction industry makes such business identifiable and unique, and if positive in nature contributes to the success of the business. Organisational culture gives identity to the organisation and shapes the behaviour of its members in such a manner that they unconsciously share the norms, beliefs and values that contribute to the cohesion and productivity of the business. The development of a structural framework for organisational culture in a construction business is a necessary tool for growth and sustainability

Based on the analysis in chapter 4 and according to Smit *et al.* (2011) women-owned companies are new entrants into the construction industry and should as such embrace innovative strategies, if their entry is going to be a smooth one. In fact, as the new entrants they are exposed to the forces that determine the intensity of competition in the construction industry. The type of innovation by new entrants will depend on the nature of interaction in the environment, which may be achieved through the integrated development of a company's business strategy and market positioning as well as organisation of work, technology and people.

The government and its agencies are important to create and assist women-owned businesses, by creating an enabling environment that will enhance their entry and sustainment. Proper assessment of entrants to determine personal profile of contractors, profiling characteristics of the industry such as fragmentation and adversarial culture, analysis of factors within the environment such as attitudes and perceptions that may impede efforts by government and other role players should guide the development of strategies and programmes (Smit *et al.*, 2011).

5.3.4 What is the size of women businesses, causes and the impact on sustainability?

According to Orser, (2009) the challenges confronting women-owned businesses are classified as gender related and as traditional challenges facing all SMMEs. Many studies identify the potential obstacles to business sustainability as the following: discrimination; clustering of businesses with low profit; limited work and management experience; a shortage of peer support networks; and work/family conflicts, necessitating women to divide their time between their role as business owners and their role as primary caregivers.

This results in less time to devote to business issues such as exploiting the advantage of information; training; markets and technology that will promote their businesses and make them competitive. This is further, exacerbated by lack of support from spouses and poor access to finance and business support (Orser, 2009).

Based on the analysis in chapter 4, the results show the causes of the small size of women-owned businesses can be ascribed to limited funds (59%), a low level of education (68%) and the lack of experience to lead their business (82%) (Alessandri *et al.* 2011).

Cheung *et al.* (2011) states that the inability to access information, network to enhance information sharing and lack of skills and technical knowledge are significant stumbling blocks for women. Cheung *et al.* (2011) suggests that support in the form of mutual dependence of contracting parties and partners through creation of trusting environment may foster information sharing that will benefit women in the end. Senior management should also play their role to show support and commitment for supply chain collaboration.

It is essential government and its agencies assume the responsibility of taking steps to advocate SMMEs owned by women. Orser, (2009) believes that the lack of empirical evidence linking procurement programmes with their impact on women-owned businesses and their performance is an impediment. The availability of relevant research findings will ensure the design of results-oriented and research-based development programmes that will enhance viability and the long-term survival of ventures. Snyman (CIDB, 2008) believes that while the government has a major role to play, women SMMEs also need to play their part through hard work, dedication, self-equipping with relevant skill and not consider themselves entitled to everything.

According to Acker (2009), the government's initiative to foster gender equality, through legislation, aims at change. These endeavours may, however, by resistance to change, economic interests and a clinging to power by devalued groups, who may view increasing equality as an assault on their dignity and masculinity. Resistance operationalised into direct or indirect processes, practices, beliefs and systems. Organisational structure is one method of influencing the nature and degree of inequality.

Acker (2009) states that the steep structure has steep hierarchies that are usually gendered and racialised, whereas research has shown that flat structures have decentralisation properties and provide professional women more equality and opportunity (Acker, 2009).

5.4 Limitations

The study only focused on one segment of the construction industry, which is general building. Other groups, such as electrical, civil engineering, etc., are not addressed in this research and it is important that surveys be conducted on other groups, to obtain a complete picture of the challenges in the construction industry. Business activities in other rural municipalities are virtually non-existent and this is why the majority of the respondents (83%) were sourced from the Mafikeng municipal area, making it impossible to compare data.

5.5 Managerial Guidelines

The results of this study identified the following guidelines as important for aiding women in turning around their construction businesses to make them competitive and sustainable.

5.5.1 Supply chain management principles

Supply chain management principles is about value creation along the supply chain by developing partnership relationship at project level that goes a long way to integrating various functions in the construction industry such as engineering; purchasing; operations and logistics that also improve performance, cost reduction, sharing information and ultimately imparting knowledge and best practices. Partnership development should form an integral part of project execution and issues related thereto should be addressed in conjunction with the planning conducted for the execution of a project. This also makes supply chain management principles, also called concurrent engineering, vital in that it enables the simultaneous consideration of the product and the processes required for its realisation.

Arresti *et al.* (2007) distinguishes between two types of partnerships in the construction industry, short-term and long term, and differentiates between the types as follows:

Short-term partnerships	Long-term partnerships
Emphasis is on agreeing on project governance	The emphasis is more on optimising partnership' resources
Partnership is meant to secure immediate project benefits, such as making profit	Partnership is aimed at developing advanced cooperative practices

The long-term concurrent engineering require that the supply chain strategy be developed, which will assist in positioning the construction industry and contribute towards its sustainability.

The importance of partnership development in the construction industry also suggests a managerial shift of allocation of tenders to making partnership a pre-tender requirement for government funded capital building projects (Beach *et al*, 2005). Wong *et al*. (2010) concur that partnering is important to enhance company capacity and competitiveness.

5.5.2 Long-term Construction Industry Development Framework

The construction industry in the North West Province lacks a long-term vision and policy unique to Ngaka Modiri Molema. Wong *et al*. (2010) confirms the importance of vision by explaining its function of informing forward planning and long-term development to achieve sustainability and growth of the industry. The construction framework in Ngaka Modiri Molema should also ensure favourable conditions and resources, which Wong *et al*. (2010) state that as basic resources, institutional infrastructure and financial as well as human resources.

Chapter 2 has highlighted the lack of female representation in senior decision-making positions in the public sector women and as such not able, to influence policies related to ensuring the sustainability of women-owned businesses, especially in the construction industry. The status quo results in the perpetuation of exclusion based on gender. The contractor level of financial expertise is a key

capability in project management, necessitating extensive skill development in this regard.

There is limited researched information in Ngaka Modiri Molema that guides the design of programmes and policies. Research and development is critical for exploring new knowledge; introducing better material; and creating cost-effective designs, techniques and labour-saving equipment. Students of tertiary institutions could be urged to conduct research on fields within the industry.

5.6 Recommendations

According to the survey results, a high percentage (99%) of women-owned businesses is majority owned and reflects women's determination to own and manage their businesses in correspondence to the B-BEEE Charter. The construction industry considered as the leader in women-empowerment initiatives. Regulations, strategies and policies are already in place and there is a burning need to streamline the implementation plan and supervision. The following could serve to streamline the implementation process:

- Practices in the industry are a matter of concern. The government, as the custodian of female empowerment, should address implementation by means of practices for benchmarking. Indicators designed and adhered to for guiding the achievement of implementation. Institutions contracted to further research this topic and guide long-term planning.
- In order to manage knowledge within the sector, for the improvement of the construction industry and the survival of especially women-owned companies, the government should confine itself to businesses that have shown potential for growth. Acceptable assessment criteria designed for capacity building, to maximise skills and manage knowledge managed effectively. Skills management should focus on issues such as leadership and risk management (Smit & Watkins, 2012).

- The construction industry should play a major role in breaking down the cycle of women failing to achieve, due to the building industry's organisational culture, which will ensure keeping successful women-owned businesses in the industry. These businesses will serve as inspiration for start-ups and this will create an unbreakable cycle towards building successful women-owned businesses.
- Research by Ortiz, Catells & Sonnermann (2009) should inform the design of programmes in Ngaka Modiri Molema. The "one-size-fit-all" approach will not effectively address problems in this region, since each province has its own unique challenges. There is very little research on women-owned construction companies in this area, despite having a credible institution to collect the required data.
- Women start-ups in the construction industry need to be assessment to guide skills development and training programmes.
- Research has proven the importance of the degree of collaboration and interaction along the supply chain. This should, however, start early in the design process and need to include architects, the different engineering disciplines, cost estimators, contractors, manufacturers and specialist designers. This will ensure that risks are identified and dealt with timeously. Demaid and Quintas (2006) assert that anything new and unproven should be considered highly risky and that allowing such designs and processes to continue unscrutinised has the potential for costly litigation, unless the institution is in the risk transfer business. Meng (2010) further asserts that collaborative relationships in the supply chain measured according to key relationship indicators.
- As Miltin *et al.*, (2007) note that, the government should look into scaling up institutional "alternatives", such as NGOs, for existing construction sector development approaches in its policy agenda.

5.7 Conclusion

Eighteen years into democracy the government is still far from achieving the containment of challenges faced by women-owned business in the construction industry. Like any other field in the industry faces changes in the environment, creates a new wave of challenges. The government adjust its strategies and programmes to fit the changes in the environment. Assessment of the environment is a continuous process and need skilled human resources. The government should, therefore, invest in skilled staff if it is to conquer these challenges.

Eunice Forbes, the president of Master Builders South Africa (MBSA) when delivering the keynote address at the TG59 International People in Construction conference held in July 2009 acknowledged the challenges women in construction face, but highlighted the fact that positive aspects can be derived from any negative situation. She urged women to adopt the right attitude, believe in themselves and earn respect in order to be successful in life.

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Appendix A: Matrix

Articles	Defi nitio n A	Wom en in Busin ess B	Wom en in Econ omy C	Gender and Firm perform ance D	Chara cterist ics E	Type of Industr y F	Support and dispute s for Women G	Women as Manager s H	Gender Diversit y I	Help to promote Women J
Procurement strategies to support women-owned enterprises 1	•	•	•	•	•	•	•	•	•	•
E-tendering Process 2				•						
Black economic empowerment transactions in S A 3		•	•	•		•		•		
Understandin g the factors affecting e-business 4	•							•		•
Studying economic institutions 5		•			•					
Reclaiming development? 6										
Sustainability in the construction industry 7					•	•				
Delays in construction projects 8					•	•		•		
Knowledge cultures in the		•		•				•		

construction industry 9										
Value creating construction virtual terms 10		•			•			•		
Environmental consideration 11		•						•		
Role of construction in economic development 12		•	•	•	•	•				•
Toward a typology of construction 13			•			•				•
South Africa's transition from apartheid 14						•				
The challenge for innovation in construction 15			•			•	•			
The role of the Utilities Sector 16			•			•		•		
Past, present and future of Information and Knowledge 17					•	•	•	•		
Study of the impact of land use 18			•		•	•		•		
Innovation and learning 19			•		•			•		
Multimedia in						•		•		

construction 20										
Integrated knowledge management 21						•	•	•		
Owner organisation design 22		•				•	•	•		•
The Dutch sustainable building policy 23			•		•	•				
Workload assessment in building construction 24				•		•				
Restricted access to markets 25	•	•	•	•		•	•			
Building back better 26			•		•	•	•			
Power as capital 27	•		•				•			
A process for developing partners 28							•		•	
From glass ceiling to inequality regimes 29	•	•	•	•	•	•	•		•	
The Nigerian informal economy 30			•	•					•	
Collaboration between formal and informal enterprises 31			•			•	•		•	

Towards an organisational culture framework in construction 32					•	•				
An evaluation of partnership 33			•			•	•	•		
Investigating antecedents and drivers 34	•				•	•	•			
Strategic planning for the sustainable development of the construction Industry 35	•			•		•	•			
Construction Sector 36	•		•			•			•	
A process for developing partnerships with subcontractors 37	•				•	•			•	
Developing a trust inventory for construction contracting 38	•				•	•		•	•	
Adoption of virtual reality within construction process 39	•				•	•	•		•	
Drivers of productivity among					•					

construction workers 40										

Appendix B: Questionnaire

FOR OFFICE USE ONLY: Respondent Code: _____

VOLUNTARY QUESTIONNAIRE FOR

Challenges faced by women enterprises in sustaining their businesses specifically in the construction industry: A case of North West Province in the Ngaka Modiri Molema District.

Graduate School NWU

Researcher: Nomayoyo Asnath Mokgwamme

Supervisor: Prof. S. Lubbe

Note to the respondent

- We need your help to understand the challenges faced by women's enterprises in the construction industry in sustaining their businesses.
- Although we would like you to help us, you do not have to take part in this survey.
- If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

The questionnaire has three parts:

Part 1 asks permission to use your responses for academic research.

Part 2 asks general personal particulars like your age, gender and home language.

Part 3 to 6 asks about challenges faced by women businesses.

How to complete the questionnaire

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to do our project.
2. We are only asking you about things that you and your fellow researchers should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. The responses to the questions that you do answer will be kept confidential.
3. You can mark each response by making a tick or a cross or encircling each appropriate response, with a PEN (not a pencil), or by filling in the required words or numbers.

Part 1: Permission to use my responses for academic research

I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and surname _____ Postal address: _____

_____ Postal code: _____

Contact numbers: Home: _____ Cell: _____

Thank you very much for filling in this questionnaire.

No.	PART 2: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> Please mark only ONE option per question below.	5	Indicate the years your organisation has been in operation ☐ 0-3 yrs ☐ 4- 5 yrs ☐ 6 – 10 yrs ☐ 11 – 15 yrs ☐ Above 15 yrs
1.	In which municipality is your business? ☐ Mafikeng ☐ Ratlou ☐ Ditsobotla ☐ Tswaing ☐ Ramotshere Moiloa	6	What is your percentage shareholding? ☐ 51-59% ☐ 60- 79% ☐ 80 – 89% ☐ 90 – 99% ☐ 100%
2.	Are you a registered organisation? ☐ cc ☐ Pty (Ltd) ☐ Trust ☐ Joint venture ☐ Other	7	Indicate your marital status ☐ Married ☐ Single ☐ Divorced ☐ Widowed
3.	Indicate your age group ☐ below 20 years ☐ 21- 30 years ☐ 31 - 40 years ☐ 41- 50 years ☐ above 50 yrs	8	What is the size of your assets? ☐ Less than 1 million ☐ 1- 2 million ☐ 3- 4 million ☐ 4- 5 million ☐ above 5 million
4.	Indicate your education status ☐ Below matric ☐ Matric ☐ Diploma & certificates ☐ Degree ☐ Post degree	9	My CIDB registration is:
	PART 3: COLLABORATION/COMMUNICATION Please mark only ONE option per question below		

1.1	How do partners/project teams (suppliers, contractor, client, project manager) relate during project execution? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	1.2	How do you rate support among the team members/partners (supplier, contractor, client and a project manager) during project execution? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely
1.3	How is the trust among partners/team members (supplier, contractor, client and a project manager) during project management? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	1.4	How do you rate working together as a team towards project execution by the partners/team members? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely
1.5	How do you rate women's negotiation skills in the construction industry? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely		
2	PART 4: PRACTICES IN THE CONSTRUCTION INDUSTRY Please mark only ONE option per question below.		
2.1	Are government policies efficiently and effectively applied to enhance women-owned businesses and good practices in the construction industry? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	2.2	Do women contractors talk to each other regarding sharing information relating to project management and good practices in construction? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely

2.5	To what extent are women companies used for fronting? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely		
3	PART 5: MOTIVATION FACTORS Please mark only ONE option per question below.		
3.1	Are women motivated to join the construction industry because of perceived opportunities? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	3.2	Are women motivated to join the construction industry because of the inherent desire? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely
3.3	Are women motivated to join the construction industry because of a lack of employment? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	3.4	Are women motivated to join the construction sector because of the government urging them to do so? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely
3.5	Are women motivated to join the construction industry because of their low education status? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely		

4	PART 6: THE SIZE OF WOMEN BUSINESSES Please mark only ONE option per question below.	
4.1	Does limited or lack of funds contribute to the size of women-owned businesses? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	4.2 Does the level of education influence the small size of women-owned businesses? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely
4.3	Are household duties contributing to the small size of women-owned businesses in that time spent in establishing businesses is limited compared to their male counterparts? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	4.4 How is the leadership in women in relation to maintaining and growing their businesses and impacting on the size of their businesses? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely
4.5	Does lack of experience contribute to the small size of women-owned businesses? ☐ Not within scope ☐ Poorly ☐ Fairly ☐ Mostly ☐ Completely	