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WORKING TOWARDS EMPLOYEE'S SATISFACTION: EXPLORING THE PERCEPTIONS OF CLEANERS ON THE ELEMENTS OF JOB SATISFACTION IN THE PRIVATE CLEANING SECTOR

By: Shana Segal

Supervisor: Mr. Nkosinathi Sibanyoni



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DECLARATION

This declaration hereby certifies that this research project has been undertaken with all of my own work. It has not been submitted anywhere before for any Degree purposes or examinations in any other University

Signed_____

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Abstract

The high levels of job dissatisfaction amongst cleaners in the contract-cleaning sector have led many employees to strike and demonstrate against their working conditions. Low pay, long hours and disrespecting behaviour are some of the many challenges that employees in the cleaning sector encounter in the workplace leading to job dissatisfaction. It was important to understand the exact elements of job satisfaction associated to the cleaning sector, in order for social workers to design appropriate employee wellbeing interventions responding to employees' needs for job satisfaction. This conducted study aimed at exploring cleaning employee's perceptions on the elements of job satisfaction in the private cleaning sector. The research study was carried out using qualitative research approach, using a case-study design. A non-probability purposive sampling procedure was used in recruiting and building a sample for the study. The sample consisted of 10 women and men participants working as contract cleaners in the private cleaning sector. Semi-structured interviews schedules were used during the data collection, using an audio-tape recorder to record the data. A thematic content analysis was used to analyse the collected data. The study envisaged identifying the elements of job satisfaction associated to the private cleaning sector that contributed significantly to the knowledge around job satisfaction. The participants of the study indicated that they are faced with a number of factors that contribute to their job satisfaction and dissatisfaction. These included: income wages, health and safety, customer relationships and working hours. It was later found that the factors had an impact on the participants financial, emotional and physical wellbeing. Moreover, participants indicated that support from management within the cleaning sector and their relationships with colleagues contributed to their job satisfaction. The researcher recommended the following: the need of social workers in the cleaning sector to design appropriate interventions responding to employees' needs for job satisfaction and wellbeing; the introduction of awareness campaigns by cleaning companies to educate society about the cleaning sector and the effort of the cleaning job and lastly; that more research should be conducted on the cleaning sector in the South-African context as much of the literature focuses on Western and European countries. Moreover, it was anticipated that the findings of this study contributed to the understanding of the contract-cleaning sector.

Keywords: cleaners; private cleaning sector; job satisfaction

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Chapter One

Introduction

The study of job satisfaction is a contested topic with a wide interest from both the employee and the workplace. A direct focus has been on organisational occurrences such as motivation, performance, leadership, attitude, conflict and moral, on how these occurrences develop from job satisfaction to benefit both the employee and the organisation (Singh & Jain, 2013). A number of researchers have attempted to identify the various elements contributing to job satisfaction, with little attention on low paying jobs (Ellickson & Logsdon, 2002). However, more studies are starting to gain momentum and explore a holistic view of job satisfaction in these low paying jobs such as the mining sector (Aryee, 2001), the telecommunication sector (Odembo, 2013) and the security protection sector (Mthethwa, 2012).

The presence of job satisfaction in the workplace welcomes job dissatisfaction as another existing organisational phenomenon witnessed in the workplace. As argued in Singh (2005) both job satisfaction and dissatisfaction not only depends on the nature of the job, but also on the expectations that the job supply to an employee. Studies have shown a correlation between the relationship the job has with employees and the outcomes in terms of production by employees (Fassoulis & Alexopoulos, 2015). Some of the studies done include a research conducted on a research sample of 40 large and medium Croatian companies, suggesting that job satisfaction perceived by employees widely contributes to production elements such as return-on-investment (ROI), revenue per employee and labour cost per employee (Bakotic, 2016). Such research results build a research interest on low paying and under researched field of work such as the cleaning sector, on their ROI and labour cost per employee in relation to job satisfaction. Furthermore, it is important to understand the elements of job satisfaction that have an impact on production and another organisational phenomenon.

1.2. Statement to problem and rationale of the study

The cleaning sector is regarded as one of the employment sectors contended to be faced with dissatisfied employees as the result of the different challenges ranging from low wages; poor working conditions; and undignified treatment from the public and management in the cleaning sector (Gamperiene, Nygard, Sandanger, Waersted, & Bruusgaard., 2006). In 2014, a number of South African contract cleaners associated to the South African Transport and Allied Workers' Union (SATAWU) Transport Action Retail and General Workers Union, National General Workers' Union (NEWU) and The Health and Other Services Personnel Trade Union of South Africa (HOSPERSA) went on a legal labour strike over wages disputes and working condition experienced by employees in the cleaning sector (Ngubane, 2014). One would argue that as a unionized sector, the concerns raised by contract cleaners would have been heard and addressed post 2014. However, similar concerns previously raised in the sector were once again raised during the Fees-Must-Fall movement in 2016. According to media reports, employees from the private cleaning sectors working for South African higher education institutions engaged on an illegal strike demanding that they are absorbed as permanent employees by the institutions in order to receive better working conditions (Davids & Wogheid, 2016).

The challenges raised by South African cleaners are not new in the workplace interactions. A research study conducted by Bezuidenhout and Fakier (2006) found that cleaning employees contracted to higher learning institutions in South-Africa are likely to be exposed to hazardous cleaning chemical while working without personal protective equipment such as face masks. Moreover, the company they worked for did not have any medical aid-related benefits for these employees. Working without personal protective equipment has been found to expose employees on various airborne chemicals leading to health implications and death (Nazaroff & Weschler, 2004). Similar working conditions of working without personal protective equipment in the cleaning sector were found in cleaners employed by the City of Cape Town, whereby employees cleaned toilets without wearing masks (Lewis, 2013). It can be argued that as a result of working without protective equipment reported to be experienced by a number of employees in the cleaning sector, cleaners are exposed to health-related issues such as poliomyelitis; typhoid fever and hepatitis A and B (Pechter, Azaroff, Lopez, & Gelb, 2009).

A considerable amount of research has been carried out on the topic of employees' satisfaction by measuring the different elements of job satisfaction (Vorina, Simonič, & Vlasova, 2016). These elements include the quality of work, the chance to learn and express creativity, the sense of pride, the social satisfaction derived from relationships at work, the opportunity to experience personal growth, the rewards from a physically supportive work environment and autonomy (Asegid, Belachew, & Yimam, 2014). However, it is vital to recognize the elements that constitute to job satisfaction in a specific line of work and not generalize that all elements of job satisfaction apply in determining employees' job satisfaction.

The understanding of job satisfaction has progressed over the decades, with organizational theorists believing that typical measures of job satisfaction focus more on the cognitive than the affective (Faragher, Cass & Cooper, 2005)**.** This view on job satisfaction deviates from the traditional understanding of job satisfaction as being more effective as argued in Locke (1976). A traditional definition of job satisfaction comes from one of the term's founders Locke. According to Locke (1976, p. 1304), job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Job satisfaction is an attitude that consists of both components: the effective (Locke, 1976) and cognitive (Anderson, 2004). Research has shown that the effective component and the cognitive component are as important and contribute unique variance to the holistic attitude of employees in their working environment (Sahu & Pathardikar, 2014).

As argued in Faragher et al. (2005) elements of job satisfaction such as support from managers, pay, working independently and job stimulation continue being one of the leading predictors of employees' satisfaction. According to the Employee Job Satisfaction Report (2015), a high 67% of Human Resource employees reported to be satisfied with their job because of having a respectful relationship with manager. A high 63% employees reported to be satisfied with their job if the wages received were high, 58% and 55% of employees reported to be satisfied as a result of job security and opportunity to use skills and abilities, respectively (Lynch, 2016).

Therefore, employees' elements of job satisfaction are unique and specific to their workplace setting. The research study aimed to identify the elements of job satisfaction perceived by contract cleaners in the cleaning sector, and how the elements impact on their wellbeing. Furthermore, it was expected that the findings of the study will contribute to the redefining of employee wellbeing interventions designed for employees to improve job satisfaction.

1.3. Goals and Objectives of the study

The aim of this study is to explore the elements contributing to job satisfaction in the cleaning sector in Johannesburg. In order to achieve the above-mentioned goal, the following study objectives were formulated:

i. To identify the perceived factors of job satisfaction in the cleaning sector
ii. To explore the impact of the perceived factors of job satisfaction on the wellbeing of cleaners
iii. To explore the available support for cleaners in achieving job satisfaction in the private cleaning sector.

1.4. Research Question

i. What are the perceptions and experiences of cleaners about the factors contributing to their job satisfaction in a private cleaning sector?

1.5. Research Methodology

A Qualitative research approach was used to conduct the research in the natural setting of the participants, which is what the qualitative approach aims at doing (Wong, 2008). The study was conducted using a case-study design and according to Creswell (2009), a case study can be regarded as an exploration or an in-depth analysis of a 'bounded system.' The exploration and description of the case-study takes place through detailed, in depth data collection methods involving sources of information that are rich on context (De Vos, Strydom, Fouche, & Delport, 2011) The study followed a non-probability purposive procedure when selecting 10 participants and the research instrument that was used in this study was a semi-structured interview schedule. The instrument consisted mainly of open-ended questions that were constructed by the researcher, which according to Jamshed (2014) serves purpose as it is useful for keeping the interview focused and on the topic. The data study was collected using face-face in depth interviews and was analysed using a thematic content analysis.

1.6. Definition of key concepts

1.6.1. Private cleaning employee

A private cleaning employee is a person employed by a private registered company rendering cleaning services to customers on a contract agreement (Kraft, 2008). Private cleaning employees usually render their cleaning services to business, schools, universities and residential premises.

1.6.2. Job satisfaction

Job satisfaction refers to the attitudes and perceptions people have about their work. Job satisfaction is an outcome of employee's perception of how well their job provides them with those things that are viewed as vital (Ayelle, 2014). The absence of job satisfaction may often lead to employees become lethargic and less committed (Ayelle, 2014).

1.6.3. Employee Wellbeing

Employee wellbeing is recognized as a fundamental element of successful organizations, contributing to desirable outcomes such as job retention and enhanced performance (Slemp, Kern, & Brodrick, 2015). It is the outcome of the interaction between individual characteristics and those of the working and organizational environment (Biggio & Cortese, 2013).

1.6.4. Motivation

Motivation is defined as the processes that are accountable for an individual's intensity, direction and perseverance of effort toward attaining a goal (Lambrou, Kontodimopoulo, & Niakas, 2010). Motivation in the workplace provides employees with a platform to strive for success in attaining an organizational goal.

1.7. Ethical Considerations

The main ethical considerations adhered in the study included informed consent, confidentiality, anonymity, and deception. In order to ensure informed consent, the researcher informed participants of their right of withdrawing from the study if they wish to do so, and any data already collected will be destroyed (Loeweberg & Dolgoff, 1996). Similarly, in order to ensure confidentiality one-on-one interviews were conducted, and participants were informed that what they share during the interview will not be directly linked back to them. They were also informed that the recorded data was going to be stored in a password protected laptop. Although anonymity could not be guaranteed in the study, participants were ensured that their identities were going to be protected, by giving them the opportunity to choose a code name. They were also guaranteed that their names would not be used in the final research report and were explained about the true nature of the study.

1.8. Organizations of the Study

Chapter one will deal with the introduction to the study. The statement problem will be looked at as well as the rationale for the study. The goals and objectives to be stipulated for the study will so too be discussed in this chapter.

Chapter two looks the literature review which will be related to the South-African context as well as to the international context. A theoretical framework will be analysed in depth, which will relate to the topic.

Chapter three focuses on the methodology that will be used to collect the data. This will include how the data was collected, coded and analysed.

Chapter four provides the reader with an in-depth discussion of the findings that were generated from the study which will relate to the objectives of the study, taking into consideration the themes that emerged and discussion in depth

Chapter five summarizes the major findings of the study and the proposed recommendations that can be given which emerged from the study.

1.9. Conclusion

This chapter provided an outline of the study that is to be carried out. This occurred by discussing the problem statement and the rationale. This highlighted the importance of focusing on cleaning employees in the cleaning sector. Furthermore, the chapter introduced the aim, objectives and research question that guided the study. In addition, a brief description of the research methodology and ethical considerations were discussed in this chapter.

Chapter 2

Literature Review and Theoretical Framework

2. 1. Introduction

The reformation of the cleaning sector from a racial and dehumanized field of work to a structured formal profession has witnessed a growing research interest, with the focus on employee wellbeing (Abbasian & Hellgren, 2012). In the 1970s, peoples were employed into the cleaning sector based on their racial, ethnic and agender background, which resulted in more African/black women being highly insourced in the sector and promoting the exploitation of employees (Coble, 2006). One can argue that the wellbeing of employees in the cleaning sector was not considered and with the introduction of political influence in the sector, the cleaning sector missed the opportunity to reform itself and professionalize the services rendered in the 1970s (Coble, 2006).

More than 4 decades later, the cleaning sector remains one of the poorly structured sectors in the world of work, despite the elimination of racial and gender elements that dehumanized the sector (Coble, 2005). According to Seifert and Messing (2006), the cleaning sector remains active in attracting the most of the labour force from the most vulnerable sectors of the labour market. A study that was conducted on cleaning and laundry employees in Toronto found 93% of the cleaning employees to be immigrant women (Liladrie, 2010). Similar findings of immigrant women employees dominating the cleaning sector were found in the United States with a high of 51% (Panikkar, Brugge, Gute, & Hyatt, 2015). The poorly designed of the cleaning sector not only impacts on the structural composition of the employees employed, but also impacts on their physical, health and psychosocial wellbeing (Almagir & Yu, 2008).

The many environments in which cleaning employees work in include school, offices, residential buildings and hospitals (Mormont, 2004). Most cleaning employees contracted to the private cleaning sector work in changing environments or settings that are not designed to accommodate cleaning and this can cause problems such as location of taps; storage facilities, access and inappropriate floor supplies (Mormont, 2004). It can be argued that these limiting elements in the workplace contribute to the satisfaction and dissatisfaction employees experience in their line of work.

2.2.1. The development of the cleaning sector

The development of the cleaning sector can be traced back in the 19th Century. It developed from the migration of workers in search for paying job (Richard, 2003). The search for paying jobs saw a large number of women cleaning employees moving away from unpaid domestic work conducted in the home environment to pay-work conducted in factories and offices (Richard, 2003). One can argue that the movement of women from unpaid domestic work to paid cleaning work, challenged the traditional gender roles between men and women of being the only providers in the family system through monetary support (Orr & Meelis, 2014).

Seifert and Messing (2006), argues that the rise of the cleaning sector was highly promoted by factors such as neoliberalism, which led to the free marketing on commercialization of the cleaning service. Neoliberalism can be defined as a heterogeneous set of organizations consisting of a wide variety of ideas, social and economic policies, and methods of organizing political and economic action (Mudge, 2008). In addition, the introduction of neoliberalism in the world of world perpetuated the increase in outsource and/or employed individuals on short-term contracts for these support services. Outsourcing can be defined as the paid services of one organization hired by another organization to provide some or all of its support services (Milestone, 2010). As much as there's limited and unclear literature in the development of the private cleaning sector (Ntlokwana, n.d) it can be argued that the opportunity provided by neoliberalism for free marketing and the outsourcing of services lead to the development of the private cleaning sector.

Even with the move from unpaid domestic work to paid domestic work, employees in the cleaning sector were still regarded as domestic-industrial workers, due to the services they were rendering in the workplace (Fourie, 2008). The work covered by employees in the cleaning sector includes being housemaids/servants, cook, gardeners, gatekeepers and industrial servants (International Labour Organization, 2013).

According to the domestic works across the world: Global and regional statistics and the extent of legal protection Report (2013), the poor structure of the cleaning sector has left employees still categorized within the domestic work sector. It can be argued that such use of language in describing the cleaning sector as a 'domestic' servicing sector de-professionalized it and distanced it from being fully recognized in the world of work and more in the household work setting (Bettio, Verashschagina, Mairhuber, & Kanjuo-Mrcela, 2009). Developed countries remains in the lead when compared to under/developing countries in regards to registered domestic workers in the cleaning sector. It can be argued that this prime is perpetrated by the migration for better opportunities and high need for domestic-care by people living in developed countries, especially the cities (International Labour Organization, 2013). As illustrated in table 2.2.1 developed countries such as United States of America, Australia and the United Kingdom covers 98% of domestic workers in the cleaning sector, followed by Middle East and Eastern European countries with 78% and 79% respectively (International Labour Organization ,2013).

Table: 2.2.1 (a) The number of registered domestic workers in the cleaning sector.

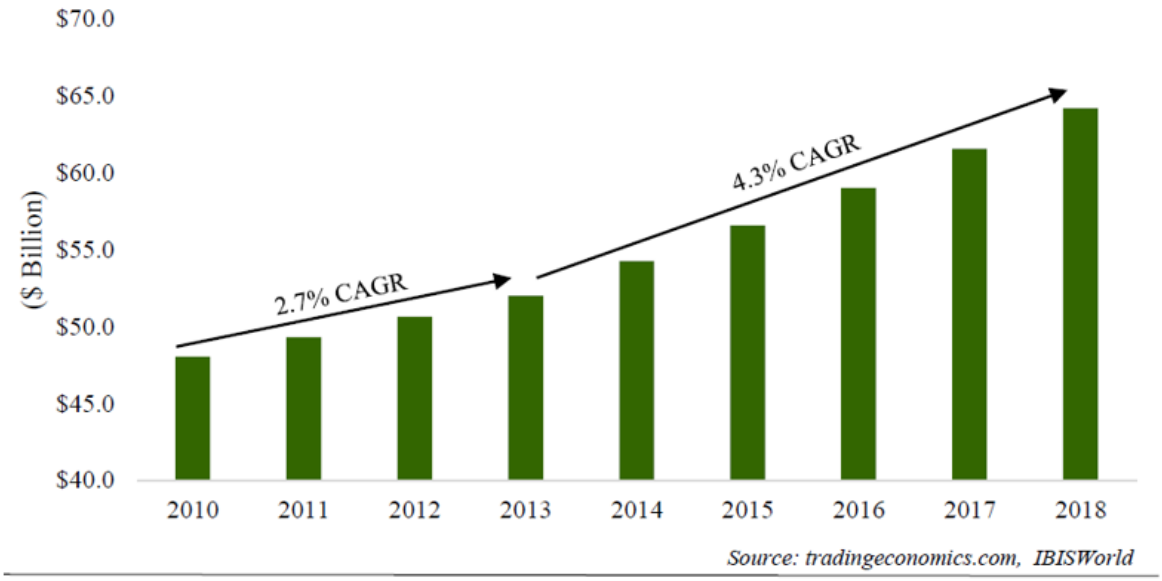
Region	Number of countries covered	Country coverage (%)	Employment coverage (%)
Developed countries	25	89.3	98.4
Eastern Europe and CIS	21	75.0	79.4
Asia and the Pacific (excluding China)	18	66.7	94.8
Asia and the Pacific (China)	(1)	(100)	(100)
Latin America and Caribbean	23	74.2	95.5
Africa	20	39.2	62.3
Middle East	10	83.3	78.4
Total (excluding China)	**117**	**66.1**	**88.7**

Source: statistical database on domestic workers (2010)

Despite the ‘domesticating’ of the cleaning sector and making it more of a household work than a professional service, a recent study showed that the cleaning sector significantly contributed in the Gross Domestic Product of the global market (Nace, 2017). In 2016, approximately 3.26 people were working in the cleaning sector, including cleaners, janitor, maids and housekeepers (Nace, 2017). Both janitors and cleaners made up a larger portion of employees in the United States (US) cleaning sector, contributing a revenue of 41.7 billion U.S. dollars in 2015, which was anticipated to increase to 46.3 billion U.S. dollar in 2020 (Nace, 2017).

In the U.S. the cleaning sector is commonly known as the Janitorial industry, with its services including of cleaning building interiors, interiors of transportation equipment for example: aircraft, rail cars, ships and/or windows (Janitorial Industry Analysis, 2015). It is predicted by economists that the growth of the U.S. Janitorial industry will soon be growing at a faster rate than the GDP as from 2018 (Janitorial Industry Analysis, 2015).

Diagram 2.2.1 (b) The Janitorial Industry Revenue 2010-2018



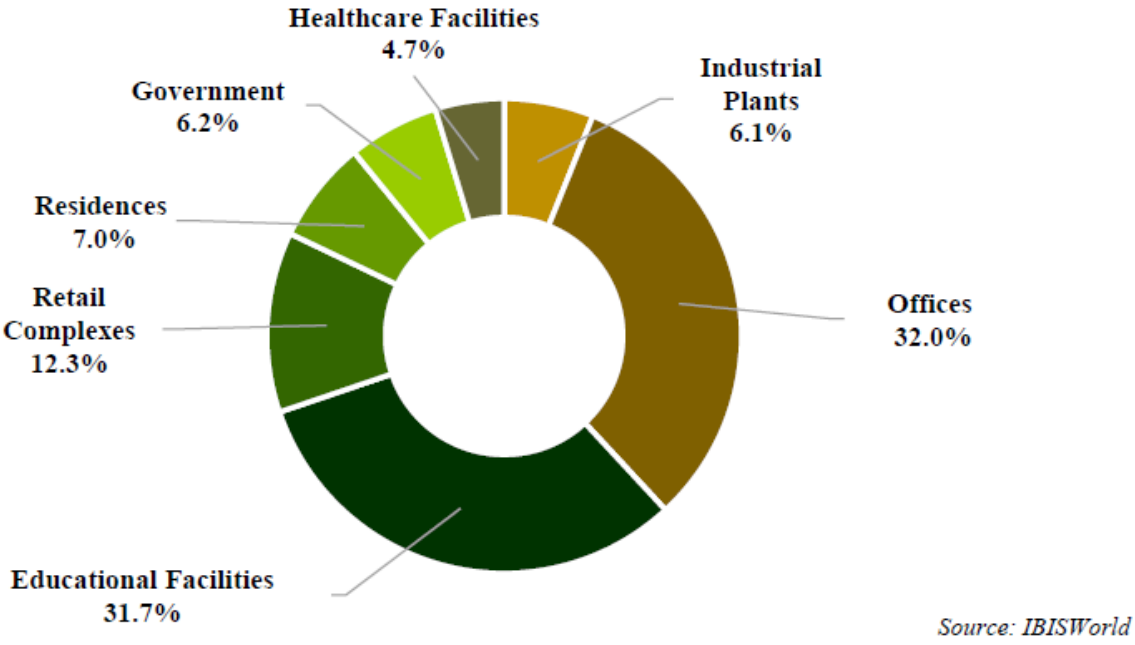
Source: Janitorial Industry Analysis (2015).

Diagram 2.2.1 (b) demonstrates the growing pace of the Janitorial industry revenue from 2010 to the 2018’s growth prediction. The more services are required by the public and private sectors, the revenue returns by the private cleaning sectors increase double, with 2.7% recorded between 2010 and 2012, 4.3% recorded in 2013 forward (Janitorial Industry Analysis, 2015).

2.3. Tracing The Cleaning sector

The cleaning industry is one of the fastest rising industries in the world (Grewal, 2017). In Finland, the cleaning employees make up 4% of the working population; 10% in Spain and a high population of 30% cleaning employees are working in the hospital and health sector in Canada (Almagir & Yu, 2008). In the U.S., a high number of cleaning employees work in the office environment (Janitorial Industry Analysis, 2015). Diagram 2.3.1 illustrates the different market segments recorded in 2014 in the U.S. cleaning sector.

Diagram 2.3.1Major market Segment (2014)



Source: Janitorial Industry Analysis (2015).

As indicated in the diagram 2.3.1 in 2014, the office and educational facilities utilized more private cleaning services, with a high 32% and 31.7% respective, cleaning employees employed. The Healthcare facilities are the least sector utilizing the services of the cleaning sector (Janitorial Industry Analysis, 2015). A high number of these cleaning services are conducted by women employees (Orr, 1998), and this observation has open a gender debate on the work being done being considered as suitable for women, due to what is considered light and very low status work (Orr, 1998).

According to Orr (1998), a high number of women working in the cleaning sector are usually what is referred to as a “trapped section of the workforce”. A “trapped sectioned the workforce” is a notion used to classify women from marginal ethnic groups (blacks and immigrants) or women with kids and other dependents, who have little to no skill and as a result have restricted job variety (Ntlokwana, n.d, 12).

The cleaning sector is predominantly made up of women. According to the Labour Force Survey Data (2014) 79 % of the cleaning industry in the United Kingdom is female (Hammond, 2014). The high proportion of females working in the sector is not a new phenomenon as according to Bettio et al. (2009) since the early 1990s, 4 in ten females will work in low income jobs. Furthermore, according to the gender segregation in the labour market report (2014), it was found that in 2005 Finland recorded the highest rate of feminization in the cleaning sector, with 9.6 women for every 10 cleaners working in the cleaning sector.

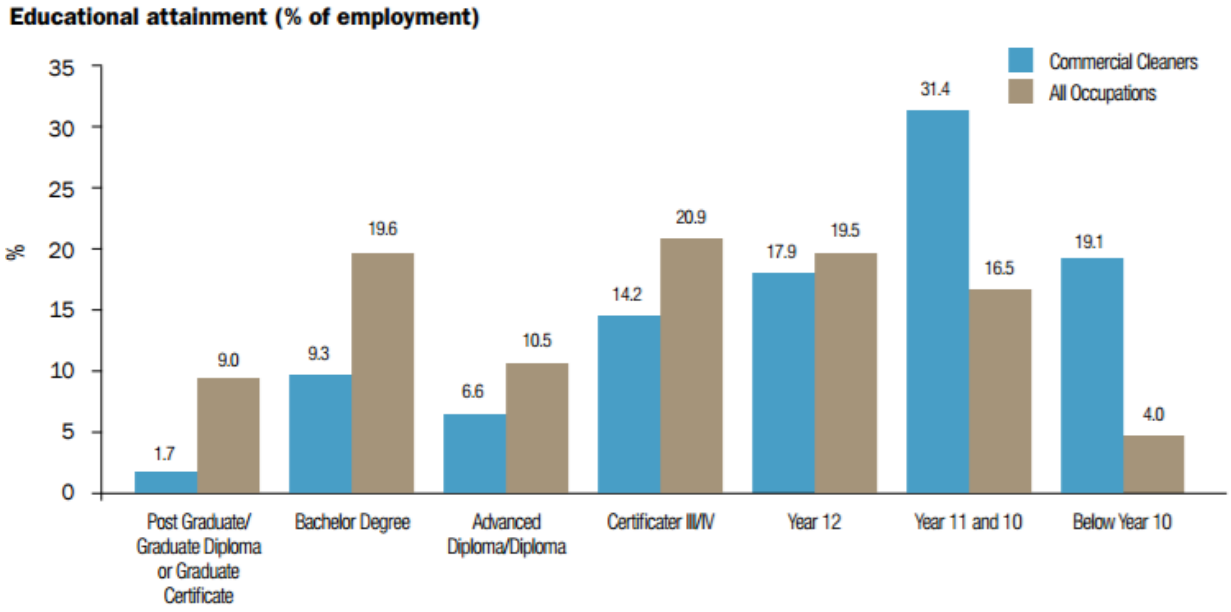
Although it is clear that the majority of the cleaning industry consists of women, according to Bridges (2003) industrial cleaning, window and building cleaning consists either of a mixed cleaning sector or a male-dominated industry.

2.4 The training journey in the cleaning sector

The majority of cleaning employees in the cleaning sector are required to have only a basic education. In New Zealand cleaners are required to obtain only a qualification certificate in cleaning and caretaking before working in the cleaning sector, however, finishing school is not a requirement (Aguiar & Herod, 2006). Grewal (2017) is in agreement with Aguiar and Herod (2006) as she found that cleaners in the cleaning industry are more likely to hold lower levels of qualifications as opposed to employees working in other sectors such as the mining industry. Additionally, a third of the cleaning workforce do not hold a BIFM level 2 compared with 13% across the economy (Grewal, 2017)

In respect of the dehumanization, low status ranking and gendered practices of the cleaning sector (Bettio et al., 2009) one would claim that most employees in the cleaning sector are uneducated. However, a survey conducted in the U.S. Janitorial industry showed that a majority of 31.4% employees as commercial cleaners had a Grade 10-11 education training, with 6.6%, 9.3% and 1.7% having an advanced diploma, bachelor degree and postgraduate diploma qualification respectively (Global Industry Market Research Report Collection, 2014).

Diagram 2.4.1The Education trend in the cleaning sector



Source: Global Industry Market Research Report Collection (2014).

Suleman and Svendsen (2015) in their study found that cleaning employees don't need an education or training as both come with experience for the job (Suleiman & Svendsen, 2015). However, there will be a shift that will be taking place. By 2024, 50 % of cleaners in the cleaning sector will be expected to be qualified at level 4 and above and the proportion of cleaners with no formal qualifications is expected to drop to 4 % (Grewal, 2017).

2.5. The South African private cleaning sector

The unrecorded account of the South African cleaning sector limits the development history of the sector pre -apartheid period (Orr & Meelis, 2014). The available history of the South African cleaning sector is embedded in the apartheid journey that the country went through (Orr & Meelis, 2014). In the 1940s, black African women were hired as domestic servant for the 'white' masters, providing cleaning, cooking and bearing of children services (Orr & Meelis, 2014). The continuous practice of black African women working for white families led the political National Party to create racial division laws rooted in a hierarchy human status, putting black African women within the domestic service category (Beizendenhout & Fakier, 2012)

In South Africa, the cleaning industry renders services to various institutions which include hospitals, offices, schools and residential buildings (Mormont, 2004) as well as to universities, government departments and large corporates (Janitorial Industry analysis, 2015) by means of cleaning floors, windows, carpets and bathrooms. The South-African cleaning sector is one that is constantly growing with an employment rate of 100,000 people by approximately 1,500 contract cleaning companies (Smith, 2017). According to Van Vuuren (2014), the cleaners in the South-African cleaning sector receive Sector Education Training Authorities (SETA's). This education and training that the employees receive enhances the development of their personal skill. In addition, the cleaners receive prior learning (RPL) adult basic education and training in business practice (European cleaning journal, 2017).

According to the Decent Work Program (2014) report, 50% of cleaning services in South Africa are performed in-house, meaning that employees are employed directly by the specific company to perform the cleaning duties. However, 70% of employees are outsourced into the cleaning market, spreading the cleaning services to both the private and the public sectors (Van Vuuren, 2014). Post 1994, the cleaning sector is still dominated by women employees (Haroon, Bhorat, Naidoo, Oosthuizen, & Pillay, 2016). According to the Decent Work Program (2014) report, the South African cleaning sector consists of 70% outsourced women employees and 74% insourced women employees. It is recorded that more than 85% of both insourced and outsourced women employees are black Africans (Van Vuuren, 2014).

2.6. Spotlighting the cleaning sector

The cleaning sector is one of the industries associated with variety of work related challenges ranging from working conditions, wages to career growth and regulations of the sector (De Jonge, Bosma, Peter, & Siegrest, 2000). A variety of studies have been carried through in the cleaning sector, investigating the encountered challenges and the impact they have on employees' wellbeing (Gamperiene et al., 2006). The highlight of these studies is discussed as follows:

2.6.1. Working Conditions

A major breakthrough in understanding the workplace as a powerful source to employee wellbeing has been achieved through exploring the working conditions employees work under (Ajala, 2013). Similar exploration has been conducted in the cleaning sector, with a direct emphasis on employee wellbeing and job satisfaction. A study conducted by Bezuidenhout and Fakier (2006), reported that employees in the cleaning sector experienced unfavourable working conditions, including being verbally disrespected by the managers. The study reported a case that was experienced at one of South Africa's top universities, where a cleaning manager was heard calling employees with a racially slang word (Bezuidenhout & Fakier 2006). Similarly, treatment of employees in the cleaning sector has been witnessed in Peru. A study conducted on 199 cleaners employed at regional public health services, found employees reporting to experience some form of disrespect at work. 26% responded to having being bullied in the workplace, while 39% had experienced violence (Radon, Llangui, Arce, Herrera, Herbig, Nowak, & Parra, 2016). Managers with an unsupportive attitude towards his employee have the potential to lead to an unsatisfied employee (Danford, Richardson, Stewart, Tailby, & Upchurch, 2008).

Ollus (2016) argues that cleaning employees find it difficult to report the disrespect and mistreatment experienced in the cleaning sector, with the fear of being victimized by their managers or supervisors. As much as both men and women are mistreated similarly, women employees experience the high mistreatment in the cleaning sector (Bezuidenhout & Fakier, 2006).

Employees in the cleaning sector also experience long working hours with few breaks similarly witnessed in other low paying jobs such as security guards (Vanheule et al., 2008; Kimosop, 2007; Singh, 2005). According to Folkard and Tucker (2012) the number of hours of work, and rest time has significant effects on the quality of work and on quality of life in general. Findings from occupational health studies have shown that long working hours and working during the night can have negative effects on employees' wellbeing (Folkard & Tucker, 2012) and can cause work-related injuries in their arms, legs and hands (Berberoğlu & Tokuc, 2013).

A study conducted in China which included a sample of 3479 frontline workers in 60 factories showed that 8.3% of all employees reported having experienced a physical injury, which was caused from long working hours (Lombardi, Jin, Courtney, Arlinghaus, Folkard, Liang, & Perry, 2014).

Employee's in the cleaning sector encounter high rates of numerous occupational diseases due to their working environment (Pechter et al., 2009). The diseases include being at an increased risk of contracting hepatitis B, hepatitis C, human immunodeficiency virus from needle sticks, potential cardiovascular and psychological stress from poor treatment and irregular working hours (Pechter et al., 2009). A study conducted in the United States of America in the cleaning sector, found that 92 % of the participants reported having at least one symptom associated to extreme workload, psychological stress and nutritional deficiencies (Pechter et al., 2009).

Working without personal protective equipment has been found to expose employees on various airborne chemicals leading to health implications and death (Nazaroff & Weschler, 2004). Similar working conditions of working without personal protective equipment in the cleaning sector were found in cleaners employed by the City of Cape Town, whereby employees cleaned toilets without wearing masks (Lewis, 2013). It can be argued that as a result of working without protective equipment reported to be experienced by a number of employees in the cleaning sector, cleaners are exposed to health -related issues such as poliomyelitis; typhoid fever and hepatitis A and B (Pechter et al., 2009).

2.6.1.2. Income Wages

The cleaning sector is not immune to the low wages experienced in low status occupations in the world of work. According to Bhorat, Kanbur, & Mayet (2011), South is Africa is one of the countries with a high 'minimum' wage violation. It has been found that 45% of employees are paid wages that are beneath the legislated minimum, whilst the regular depth of shortfall is 36% of the minimum wage (Bhorat et al., 2010). The average income wage earned by employees in the cleaning sector is R14.45 per hour (Bhorat et al., 2010). A study on job satisfaction and wages claims that an income regarded as adequate by employees promoted high levels of job satisfaction (Chaudhry, Sabir, Rafi, & Kalyar, 2015).

Without earning an income, there is little or no job satisfaction. Qasim, Cheema and Syded (2012) have emphasized that monetary gains is key in determining job satisfaction. A study conducted on 279 academics from two universities of technology in the Free State and the Gauteng province in South Africa found that there is a positive correlation between income earned at work and job satisfaction (Qasim et al., 2012). Without salaries, organizations would struggle in attracting, motivating and retaining their employees (Mbaso & Dlamani, 2017). Bakotic (2013) is in collaboration with these findings as he emphasizes that well-paid employees are the key to better job performance and without it, job performance and satisfaction becomes difficult to achieve. Medgyesi and Zólyomi (2006) further explain the benefits of higher income and found that higher wages are associated with higher job satisfaction. Furthermore, it was concluded that employees who were receiving higher income, were able to satisfy their primary needs such as food and shelter, and thus reported to have a better health status in comparison to employees earning less income (Medgyesi & Zolyomi, 2006).

2.6.1.3. Colleagues in the cleaning sector

According to Smith, Hviid, Frydendall and Flyvholm (2012) differences and diversity among cleaners in the cleaning sector has the potential to be a barrier for solidarity and collaboration amongst colleagues, causing an effect on the employee's' well-being. A study conducted on 10 women and 4 men originating from different origins, found that while the majority of participants expressed their job satisfaction from interacting with their colleagues, others felt left out and invisible (Smith et al., 2012). Similar results were found by a study conducted on 661 cleaners from 7 cleaning organizations in 7 different cities across Norway. Poor satisfaction with co-workers was found amongst 18% of the

sample, leading to a direct psychological impact on the cleaners (Gampierene et al., 2006). Thus, friendship and social support amongst colleagues in the working environment is a key component for a fully satisfying job (Judge& Klinger, 2008).

2.7. Job Satisfaction

Job satisfaction plays a vital role in the motivation and retention of employees. As argued by Tekell (2008) job satisfaction entails three components: the emotional, cognitive and behavioural components. Tekell (2008) further explains the emotional component to be job-related to feelings such as boredom, anxiety, acknowledgement and excitement. The cognitive component are the beliefs regarding one's job whether it is respectable, mentally demanding and rewarding; and the behavioural component are the employees' actions in relation to their work such as tardiness, working late, faking illness in order to avoid work (Tekell, 2008).

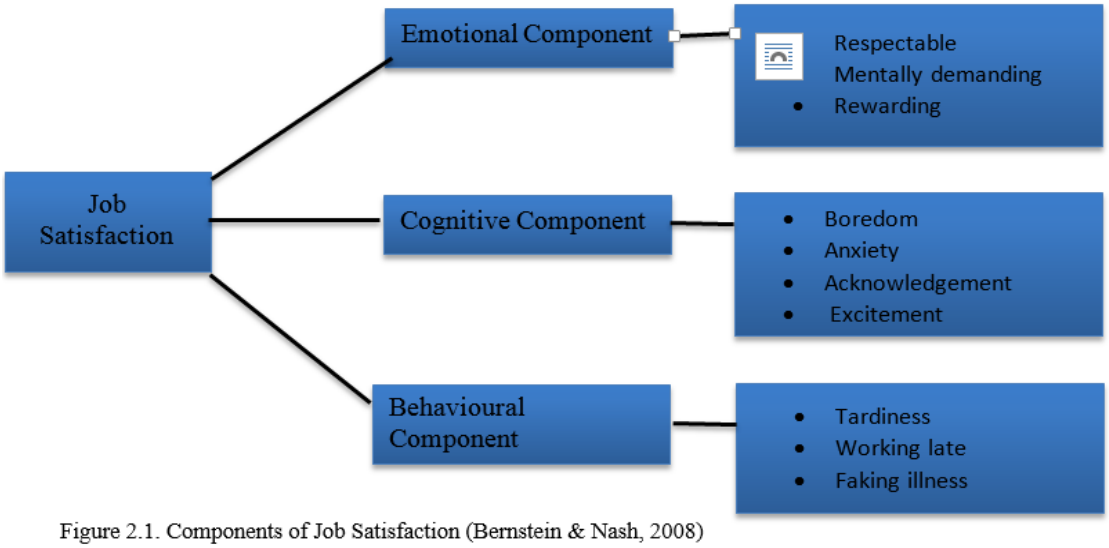


Figure 2.1. Components of Job Satisfaction (Bernstein & Nash, 2008)

The job satisfaction components are further explained by Job Characteristics theories through the dimensions of job satisfaction (Mukul1, Rayhan, Hoque, & Islam, 2013; Hackman & Oldham, 1976).

2.7.1. Elements of Job Satisfaction

According to the job characteristics theory, there is a relationship between the elements of job satisfaction and the individual's responses to the work, leading to the achievement of job satisfaction (Mukull et al., 2013). The Job Characteristics theory identifies the association (between job satisfaction elements and employees' response) as driven by five job dimensions that lead to personal work outcomes by employees. The five job dimensions are skill variety; task identity; task significance; autonomy and job feedback (Hackman & Oldham, 1976 as cited in Mukull et al., 2013). Figure 2.1 highlights a complex facet of job satisfaction which infiltrates from the five-job dimension. A discussion on the different elements of job satisfaction and their impact to employees is discussed as follows:

Figure 2.7.1 (a) Facets of job satisfaction



Source: Hackman & Oldham, 1980; Smith, Kendall, & Hulin, 1969

2.7.1.2. Skill variety

According to Lunenburg (2011, p. 2), skill variety is "the degree to which a job requires a variety of different activities such as, skills and talents posed by the employee". A job that has a variety of skills, activities and talent posed by employees as more challenging and allows for more competence and autonomy practice (Lunenburg, 2011).

A study conducted by Steyn and Vawda (2014) found that skill variety correlates strongly with overall job satisfaction and relates to absenteeism. Another study conducted on 270 employees from 24 electronic companies showed that skill variety and job significance are positively associated (Chiu & Chen, 2005). This is in- contrary to a study conducted on 134 low-wage public-sector clerical employees, which found that those employees who associated their jobs to be higher on skill variety were more likely to be absent (Hirschfeld, Schmitt, & Bedeian, 2002).

2.7.1.3. Task identity

Task identity refers to the process whereby employees identify themselves in the job being conducted and being involved from the beginning to the end of the job with a visible outcome (Lunenburg, 2011). A study conducted by Choge, Chepkiyend and Chelimo (2014) found task identity to be a contributing factor to job satisfaction in the education sector. Choge et al. (2014) argue that a job that allows employees to have an identity with the task conducted has the potential to make employees feel important and worthy of their job (Choge et al., 2014). In contrary, it has been found by Bremer and Carriere (2011) that the relationship between meaningful work and task identity was not important but instead cause burn-out, cynicism, exhaustion and reduced professional efficacy.

2.7.1.4. Task significance

Choge, et al. (2014, p. 74) defines task significance as "the degree to which the job has a substantial impact on the lives or work of other people." A study conducted by Grant (2008), supports Choge et al. (2014) findings that task significance increases the job dedication and increases in perceptions of social impact and social worth. Similarly, a study conducted on 290 Taiwanese employees found that job significance enhanced job motivation which is a motivator for employee productivity (Chen & Chen, 2008).

2.7.1.5. Autonomy

Autonomy can be defined as the level of choice, freedom and independence employees feel to have in their jobs (Naqvi, Ishtiaq, Kanwal, & Ali, 2013). The importance of autonomy on job satisfaction is supported by a study conducted on teachers in Florida, United States. This study found that teachers who perceived to have a sense of autonomy in their work reported to have high level of empowerment and professionalism, which led to a decrease in work-related stress (Peerson & Moomaw, 2005). Similarly, a study conducted in Taiwan amongst a research sample of 348 community-health workers in a government- run community centre, revealed that job autonomy allows for fruitful work outcomes, better work satisfaction, and less intentions to transfer (Lin, Lin, Lin, & Lin, 2011).

2.7.1.6. Feedback

The last dimension is job feedback, which is defined as "the degree to which an employee obtains direct and understandable information about their performance and effectiveness of carrying out their required work activities" (Leblanc, 2013, p. 22). As argued in Leblanc (2013), the feedback provided by the job conducted can be positive or negative, resulting in the motivational state of the employee and response to the job as being satisfying or not. A study was conducted by Jawahar (2006) and found employees feeling satisfied with appraisal feedback are more likely to feel satisfied with their job (Jawahar, 2006). Similarly, a study conducted by Buthelezi (2014) found that job feedback is associated to formal performance, selflessness and compliance.

This is in conclusion with the study conducted by Arco and Du Toit (2006) who found that job-feedback allowed the employees to achieve and show competency (Arco & Du Toit, 2006). Schaufeli and Bakker (2004) are in disagreement with Arco and Du Toit (2006) and found that job feedback was consistently related to engagement and burnout.

2.8. Theoretical framework

The Person-Environment Fit (P-E-F) theory was deemed suitable in understanding how the perceived factors of job satisfaction impact on the wellbeing of cleaning employees in the cleaning sector, and what causes the satisfaction or lack thereof to occur. The study used the theoretical framework emerging from the P-E-F theory to develop a theoretical foundation to understand the factors of job satisfaction in the cleaning sector and how they affect the wellbeing of the employee.

2.8.1. Person-Environment Fit theory

Person-Environment (P-E) fit has been useful to employers and employees in providing positive outcomes for individuals and organizations. French, Rodgers and Cobb (1974) proposed the Person-Environment Fit Theory (Caplan, 1987) which has since been used to address work related experiences such as stress and organisational commitment (Edwards et al., 1998, Blau, 1987).

2.8.2. Distinctions of Interaction between the Person and the Environment

The first distinction in the Person-Environment framework is between the person and the environment in which he lives. According to Edwards (1998) this distinction is vital for the conceptualization of the P-E fit and provides the basis for understanding the reciprocal causation between the person and environment. Within the first distinction, two types of relationships exist: the objective and subjective-person and the objective and subjective-environment. The objective person can be noted as the characteristics of the person as they actually exist and the subjective person is the person's understanding of his own characteristics (Edwards et al., 1998). For example, the person’s self-identity. Furthermore, the objective environment is physical and social situations are independent of a person’s perceptions, whereas the subjective environment refers to situations and events as encountered by the person (Edwards et al., 1998). Thus, the objective-subjective person and the objective-subjective environment create correspondences that determine the chances of a fit occurring between the environment and the person (Edwards et al., 1998), allowing for harmony within the environment.

Furthermore, the second distinction recognises the relationship between the person and the environment's attributions, and objective-subjective person and the objective-subjective environment to yield four types of correspondences. These correspondences determine the possibility of a fit between the person and environment (Edwards et al., 1987)

According to Edwards et al., (1998), the third distinction of the P-E theory is characterized between two different types of fit. The first type of fit is the demands of the environment and the abilities of the person. The abilities of the person can include role expectations and organizational norms, and the abilities of the person can entail skills, training, time, and energy the person must achieve in order to meet the organizational demands (Edwards et al., 1998). The second type of P-E fit entails the match between the needs of the person and the supplies in the environment that concern to the person's needs (Edwards et al., 1998). Needs can be referred to biological and psychological requirements, values acquired through learning and socialization, and motivation (French & Kahn, 1962; Harrison, 1985). Supplies can refer to money, shelter and chances to leave (Edwards et al., 1998). Within the cleaning sector, a large amount of cleaning employees is dissatisfied as they are not receiving the supply (the wage) that they feel will meet their basic needs, which is motivation. As a result, there is no match between the needs of the person and the supplies in the environment, causing dissatisfaction.

2.8.3. Person-Environment Fit Model

The Person-Environment Fit Theory led to the important model called the Person-Environment Fit Model (PEF) and has been used in understanding work-family conflict (Edwards, 1999), job involvement and satisfaction (Shin, 2004).

According to Follmer (2016) there are various types of fits which include the person-organisation fit, the person group fit and the person-job-fit. The person-organization fit can be referred to as the congruence between a person's values and the organisation's values. Furthermore, the person-group fit refers to the compatibility the employee has with their work team such as management or peers (Follmer, 2016) and possession of effective interpersonal skill (Shin, 2004). Lastly, the person-job-fit is the match between the individual's characteristics and the job requirements (Shin, 2004). The person-job fit also judge's compatibility with the type of work as well as the specific task that the employee is involved in (Follmer, 2016).

On the one hand, a match in the working environment contributes to positive wellbeing of employees which includes higher job satisfaction, decreased strain and a higher desire to stay in the job (Follmer, 2016) and on the other, a mismatch fit is associated with negative wellbeing (Shin, 2004). According to Follmer (2016) while there is a large group of employees who will leave the working environment when there is a mismatch, others will develop coping strategies.

2.9. Conclusion

In conclusion, the development of the contract cleaning sector in South-Africa has brought upon various factors that has contributed to cleaners feeling both satisfied and dissatisfied with their jobs. Furthermore, this chapter illustrated the Person-Environment theoretical model and that a fit between the employee and the environment is important for job satisfaction. Job dissatisfaction has the potential to arise when there is failure for there to be a fit.

Chapter Three

Methodology

3.1. Introduction

In this chapter, the procedures that were followed in order to collect the data in fulfilling the aims and objectives of the study were addressed. The procedures followed in the study included: the approach that was utilized, the selection of the research sample, the research instrument and procedures on methods of data collection and analysis. Lastly, the ethical considerations will be explained, as well as a debate on the strengths and weaknesses of the research study.

3.2. Research question

What are the perceptions and experiences of cleaners about the factors contributing to their job satisfaction in a private cleaning sector?

3.3. Aim

The aim of this study is to explore the perceptions of cleaners on the elements of job satisfaction in the cleaning sector

3.4. Research Objectives

- To identify the perceived factors of job satisfaction in the cleaning sector
- To explore the impact of these factors on the lives of the cleaners
- To explore the available support systems for cleaners in achieving job satisfaction

3.5. Research Approach

According to Engel and Schutt (2005), when coming to an understanding of social behaviours and interactions, it is vital to acknowledge the opinions, experiences and feelings of people that have an influence over social experiences and this can be achieved through qualitative research. Therefore, in developing an understanding of the elements of job satisfaction in the cleaning sector, a qualitative research approach was considered to be appropriate.

A Qualitative research approach takes place in a natural setting (Wong, 2008). Owing to this, it becomes possible for the participants to feel comfortable and therefore share their feelings and experiences. According to Wong (2008), qualitative research is rich as it is often subjective and consists of in-depth information. Furthermore, this approach gives insight into individuals' personal perspectives, beliefs, knowledge and attitudes which allows authenticity (Gill, Stewart, Treasure, & Chadwick, 2008).

3.6. Research design

The research design that was employed for this study was the case-study design. According to Creswell (2009) a case study can be regarded as an exploration or an in-depth analysis of a bounded system. The exploration and description of the case-study takes place through comprehensive, in depth data collection methods concerning sources of material that are rich in context (De Vos et al., 2011). For the purpose of this proposed study, the collective case study was used. This was used to collect data, since this study aimed to focus on gaining a better understating of the elements of job satisfaction, focusing on one social issue in a collective manner. This type of case study focuses on one issue or concern (Creswell, 2009). The case study design becomes useful to employ when there is a need to obtain in-depth information of a particular issue or phenomenon of interest, in its natural real-life context **(**Creswell, 2009). This approach was useful to use as the researcher conducted the research in a natural setting and obtained in depth-information around one social issue.

3.7. Sampling procedures

A sampling is the subset of a population that is considered for inclusion in the actual research study (Strydom, 2000). For this particular study, the sample was selected using a non-probability purposive procedure. According to Tashakkori and Teddlie (2003) purposive sampling involves choosing certain units based on a specific reason rather than randomly. It was a non-probability sample as the sample used was not randomly chosen and purposive due to participants being selected according to predetermined characteristics and criteria.

The study sample consisted of 10 women and men contracted to a private cleaning company. The participants had to have a minimum working experience of 2 years in the private cleaning sector, within the age range of 25-55 years old and English speaking.

In drawing up a sample for the study, the researcher approached the participants during the organization's operating hours. The researcher introduced herself to the potential participants, giving a description of the research and its purpose. All the potential participants were given a participant information sheet with an appendix of their contact information. The participants were given the opportunity to take it home and bring it back the following day. This was in order to provide them with time to think about whether they wanted to partake or not in the study. Participants who showed interest to take part in the study were then individually contacted for a follow up meeting to schedule an interview.

3.7.1. Research Tools and Pre-Testing

The data collection tool that was utilized in the study was a semi-structured interview schedule with open-ended questions (Appendix D). According to Jamshed, 2014 the semi-structured interview schedule serves purpose as it is useful for keeping the interview focused and on the topic. Jamshed (2004) emphasizes that an advantage to this tool is that freedom is given to the interviewee as the interview schedule allows them to expand the question the way in which they see it, while they stay on the topic (Jamshed, 2014). The semi-structured interview schedule provided the researcher with an opportunity to engage with the participants and allowed for probing and flexibility (Creswell, 2009). The open-ended questions that were used were vital. The participants were given the opportunity to elaborate on the information they provided, while the researcher gained in-depth information from the participants (Babbie & Mouton, 2011).

The interview schedule was pre-tested before being administered. The purpose of the pre-testing was to ensure that the research tool was appropriate for the study. According to Foddy (2003) it is important that the questions asked are understood by all participants in the manner that it was intended which is why the pre-test of the interview schedule was necessary. The pre-testing of the interview schedule assisted the researcher in determining whether the questions that would be asked were clear and related to the phenomena of the study (Foddy, 2003).

3.7.2. Data collection procedure

The raw data for this study was collected using face-face in depth interviews. This method of data collection was appropriate for the study due to the interviews being face-face in nature, in turn, giving the researcher the opportunity to take into account the social cues of the participants such as tone of voice, body language and intonation (Oltmann, 2016). The results were also more accurate due to the usage of the tape-recorder while conducting the face-face interviews (Oltmann, 2016). According to Wagner (2005) the use of a voice-recorder during interviews can be beneficial as it is useful in depicting the interplay of voice, meaning and situation. Informed consent was requested from all participants prior to the recoding (Appendix C).

The interviews were conducted in areas that were convenient for the participants, outside of the work place area. Conducting the interviews outside of the working area, protected the identity of the participants. The duration of each interview was between 30 minutes and 45 minutes. The information collected was then written up verbatim, allowing for analysis of the information. The interviews were subsequently transcribed verbatim.

3.7.3. Data analysis

The data collected was analysed using a thematic content analysis. This form of data analysis is the most common analysis used in qualitative research (Guest & MacQueen, 2007). The analysis of data was done by the researcher examining the emerging themes and categorizing them according to the aims and objectives of the study. Thematic content analysis is useful as it gives the texts, words and phrases meaningful names, exemplifying what the participants are saying (Braun & Clarke, 2006).

3.7.4. Reflexivity

De Vos et al. (2011) recognize reflexivity as the insight into having an understanding of the intellectual world of an individual. The researcher's thoughts and feelings were taken into consideration while she carried out the study. The researcher initially felt apprehensive about her topic on cleaners in the cleaning sector, as she had come into contact with them a number of times and had felt a sense of sympathy for them. However, she soon realized that by exploring their perceptions of the cleaning sector and elements that contribute to their job satisfaction, she would gain insight into their job as cleaners. Through the research process, her feelings of sympathy were replaced with feelings of respect and admiration for the cleaners as she had learnt so much from them. Furthermore, the research report written was able to educate people on the perceptions and feelings of cleaners which are extremely important as there is an insufficient amount of research on cleaners in the cleaning sector within the South-African context.

The researcher experienced a number of challenges while carrying out the study. At times, participants who had initially agreed to partake in the study withdrew at the last minute. This left the researcher having to find alternative participants who fitted the criteria. The researcher also felt that at times there was distrust due to the researcher being unfamiliar despite the steps taken to inform them on the process of the study which included: giving them the opportunity to partake or withdraw at any moment, exploring confidentially, handing out information sheets and consent forms. Despite the challenges she encountered, the researcher remained motivated, as she was determined to finish the research project ethically and to the best of her ability.

3.7.5. Ethical Considerations

Research ethics are vital to use as it helps in protecting the right of the participants. Researchers who conduct research that involves human participants confront questions about the ethics of their investigation (Rubin & Babbie, 2005). The main ethical considerations that were adhered in this study included informed consent, confidentiality, anonymity, deception

Voluntary Participation and Informed Consent

Informed consent protects the participant's autonomy, personal liberty and veracity. Appropriate information was shared with the study participants, including the aims of the study, duration, and procedures (De Vos et al., 2001). The participants were given an information sheet where they were given the opportunity to read and understand what they would be participating in and give their signature (Appendix A) before signing consent forms (Appendix B and C). The researcher informed participants of their right of withdrawing from the study if they wished to do so (Loeweberg & Dolgoff, 1996).

Confidentiality

According to De Vos (2005), confidentiality is an extension of privacy. Furthermore, it is an agreement among people that restricts others access to private sources of information**.** It is the protection of privacy in which the basic rights are guaranteed to all social work practice and research subjects (De Vos, 2005). In order to ensure confidentiality amongst participants, one-on-one interviews were conducted, and participants were informed that what they shared during the interview will not be directly linked back to them. They were also informed that the recorded data was going to be stored in a password protected laptop.

Anonymity

Although anonymity could not be guaranteed in the study, participants were ensured that their identities were protected. The participants were given the opportunity to choose a code name. They were also guaranteed that their names would not be used in the final research report.

Deception of participants

The participants were explained about the study's authentic nature and its purposes to ensure that there was no deception to the participants

3.7.6. Weakness of the study

- A small sample representing the cleaning industry was used in the study and as a result the findings could not be generalized to the broader cleaning population.
- At times, it was difficult to understand the participants, although they were English speaking.
- Honesty by participants was also a limitation as the participants may have wanted to express a thought but felt uncomfortable to do so.
- The researcher conducted the interviews and as a result the answers by participants may have been influenced by researcher's bias.

3.7.7. Strengths of the study

- The use of the open-ended questions in the interviews was effective as it allowed for in depth, rich answers to be heard, and gave the participants a chance to express their own opinions while staying with the topic.

3.8. Conclusion

This chapter provided an in-depth discussion on the steps that were taken in conducting this research. The study utilized a non-probability purposive procedure in choosing the sample size from the population. Semi-structured interviews with open ended questions were used to collect the data, in addressing the aims and objectives of the study, allowing for in depth, rich answers.

Chapter four

Results and findings of the study

4.1 Introduction

This chapter of the study will be analysing and illustrating the data that was collected from ten participants that took part in the study. In analysing the data, the themes that will be discussed are responding to the three objectives of the study. The chapter commences with demographic information on the participants, and later on, results from the data collected, which included a discussion on the findings will be discussed.

4.2. Demographic information (N=10)

Table 4.1 Demographic profile of study participants

Demographic Factor	Sub-Category	Number
Gender	Women	5
	Men	5
Race	Black	10
Age group	25-39	4
	40-49	3
	50-55	3
Experience	2-4 years	5
	4-6 years	3
	6-8 years	2

The sample of the study included 10 contract cleaners who are currently working at a specific undisclosed contract cleaning company situated in Johannesburg. All the participants that agreed to participate in the study fitted the sample criterion of having a minimum of two years' experience in the contract cleaning industry. The participant's ages ranged between 25 years old to 55 years old. The study attracted half females and half males.

4.3. Key themes arising from data collected

The key themes emerged in the study from transcribing the data verbatim and the analysing of the data, using thematic content analysis. Commencing from the analysed data, 9 sub themes emerged addressing the three main objectives of the study which are the perceived factors of job satisfaction in the cleaning sector, the impact of the factors on the well-being of the cleaners and the available support for cleaners in achieving job satisfaction, as illustrated in table 4.2.

Table 4.3.1. themes arising from analysed data

Factors of job satisfaction	Impact of these factors on the wellbeing of the cleaners	Available support systems for cleaners
1. Income wages 2. Health and Safety 3. Working hours 4. Customer relationships	1. Financial wellbeing 2. Physical wellbeing 3. Emotional wellbeing	1.Colleagues 2.Management

4.4. Discussions of findings

The themes that emerged from the analysed data are analysed in accordance with the initial objectives of the study outlined in chapter one. The discussion of the themes includes the factors that contribute to job satisfaction, the impact of job satisfaction to employee wellbeing in the cleaning sector and the available support systems that contribute to job satisfaction in the cleaning sector

4.4.1 Factors of job satisfaction in the cleaning sector

During the collection of data, participants discussed factors that contribute to their job satisfaction and dissatisfaction. The data illustrates various findings and varied factors that impact on job satisfaction in the cleaning sector which included income wages, health and safety, customer relationships and working hours. These factors are discussed as follows:

4.4.1.1. Income Wages

Employees in the cleaning sector are amongst the worst paid employees in the world. According to Bhorat et al. (2012) income wages plays a major role in employees' perceptions of the workplace being accommodative to their satisfaction and commitment. A majority of the study participants highlighted to be dissatisfied with the cleaning sector as a result their income wages. One the participants illustrated the following statement:

"*I'm happy to work in (undisclosed company name) but my salary, but I'm not happy with my salary* (Mrs Lushaba, 33 years old, 2 years of working experience)

The finding of the study supports the research conducted by Quasim, Cheema and Syed (2012), on income wages having a significant correlation to job satisfaction. As argued in the Person-Environment Fit theory, income wages can be viewed as a subjective-environment attribute that can be used to determine the existence of a match or mismatch between the employee and the workplace, resulting to a dis/satisfaction outcome (Edwards Et al., 1998).

4.4.1.2. Health and Safety

The availability of health and safety procedures in the workplace provided employees with the opportunity to conduct their work without any fear of contracting work-related illnesses or sustaining injury at work. The present of safety in the workplace increases satisfaction on the workplace setting. This claim was supported by the findings of the study, with a majority of the participants outlining health and safety as an element contributing to their job satisfaction in the cleaning sector. One of the participants shared the following remarks:

"I am happy here and I like it here because they teach us how to be safe in the job. Ya they tell us how to clean with chemicals so we don't get infections or burn our skin. This makes me happy because I learn what to do and we get masks." (Mrs. Mkhwanazi, 29 years old, 3 years of working experience)

The above findings correspond with the Person-Environment theoretical framework. The above statement by the participant is evidence of a fit between the person (the participant) and their environment (the cleaning sector). Owing to this fit according to the theoretical framework, job satisfaction will occur. This satisfaction can be seen through the participant explaining that she is "happy."

4.4.1.3. Customer relationship

Personal treatment in the workplace contributes to employees' perception of feeling valued and acknowledged for the work they conduct. It can be claimed that such perception of valued and acknowledged for the work one does, contributes to employees' satisfaction of the workplace in making them feel valued. The majority of participants emphasized that the relationship with customers in the cleaning sector contributed to their satisfaction on the job being accomplished. One of the participants shared the following statement:

"ya. It makes me sad here. Sometimes people are rude but sometimes people don't see you. Maybe someone is grumpy and cause normally when you clean and somebody just walks all over the place and they make the whole place dirty, and we put signs to show that this place is wet normally someone just doesn't care. You know sometimes people are not very nice. Sometimes it looks like they don't see what you're doing, you put signs and you put this place is wet and you give them space to move around but someone is just ": I'm rushing there somewhere" and then they try walk all over the place…" (Mr Kamula, 50 years old, 6 years of working experience)

The above finding supports the research by Bernstein and Nash (2008) who discusses how job satisfaction is influenced by the feedback the work gives back to the employees. As discussed in Buunk et al. (1998), a mismatch fit between the workplace and the employee is associated to job dissatisfaction. It can be argued that the disrespectful treatment encountered by cleaning employees in the workplace impact on their perception of the workplace's satisfaction.

Furthermore, the task being completed provides employees with feedback on their role and contribution to the workplace (Choge et al., 2014). Feedback is an important element in determining job satisfaction, and the treatment by customers can be claimed to be part of the feedback the cleaning sector provides to cleaning employees.

4.4.1.4. Working hours

The cleaning sector is one of the physical demanding employment sectors, with working hours structured to meet the service needs of clients. A predominant number of the study participants indicated working hours as one of the elements associated to job satisfaction in the cleaning sector. Participants shared that they worked long working hours, which limited them from spending enough time with their family, resulting in being dissatisfied with their job. Mrs. Grace who has been working as a cleaning employee for 4 years shared the following statement:

*"It's a long time the hours. The day. Its taxing on your body because you spend most your time here at work you know, and you only go home to eat and sleep and get a bath and come back…" (*Mrs Grace, 40 years old, 3 years working experience)

The findings of the research study support Kodz (2003) who found that working hours amongst employees has an influence over their job and life satisfaction. Katif, Ljaz, Muhammad, Asad and Kashif (2011) are in agreement with Kodz (2003) who claim that working hours affects job satisfaction as there is often no time for other important aspects in their lives.

4.4.2 The perceived impact of job satisfaction on the wellbeing of cleaners

The perceived elements associated to job satisfaction in the cleaning sector were found to have an impact on employees' financial, emotional and physical wellbeing. The impact of the perceived factors on cleaning employees is discussed as follows:

4.4.2.1. Financial wellbeing

Salaries and wages are essential aspects in an employee's lifetime. It is claimed that salaries and wages compliment the aspect of holistic employee wellbeing, resulting in employees achieving financial stability (Bakotic, 2013). The impact of wages as a job satisfaction element was noted by majority of the study participants to be undesirable to their financial wellbeing as illustrated by Mr Ngema, one of the participants:

"It's not enough. I can't pay rent, if I pay rent I supposed to skip to buy some food, the grocery. I have to pay rent, pay transport and buy some groceries. So I supposed to skip one of them…" (45, 6 years working experience)

The finding of this study supports a study conducted by Medgyesi and Zólyomi (2006) who found that the higher the wage, the more the employee will feel job incentivised. Furthermore, it was concluded that employees who were receiving higher income, were able to satisfy their primary needs, such as being able to afford food and shelter, and thus reported to have a better health status in comparison to employees earning less income (Medgyesi & Zólyom, 2006). The findings support the Person- Environment argument of the person-environment fit that entails the match between the needs of the person and the supplies in the environment that relate to the person's needs. The supply that a person receives includes money, food or shelter allowing for motivation (Edwards, 1998). It is clear that there is no match between the needs of the study participant and the supplies in the environment as the salary earned is not providing the opportunity to become motivated.

4.4.2.2. Emotional wellbeing:

The study participants outlined being emotionally affected by the treatment received from the relationship they have with customers. Customer relations as an element associated to job satisfaction in the cleaning sector have an impact to employees' emotional wellbeing. One of the participants shared the following remarks:

"I remember I once faced that the other girl came and said "I stole her phone" yet I didn't. there were many people going in and out of the toilet and then she said to me "you were here, you were cleaning here." Oh, it was very painful but I just ignored it." (45 years old, 3 years of working experience).

The finding supports the Person-Environment Fit theory argument of a person-job fit that occurs when individuals choose to accept the objective-environmental attributes in order to fit in the workplace despites feeling dissatisfied with the outcome that might have a negative impact on their wellbeing (Shin, 2004). Moreover, the findings of the study on customer relationships having an impact on employees' emotional wellbeing backup a study by Giorgi et al. (2006) who found that workplace bullying amongst workers affected their emotional wellbeing. The employees suffered with stress and were characterized with low self-esteem, reporting high levels of anxiety.

4.4.2.3. Physical wellbeing:

Working hours were highlighted by the study participants to be associated to their job satisfaction in the cleaning sector. Participants were dissatisfied with the long working hours that they work in the cleaning sector, which required them to perform physical duties of bending, using heavy machineries and reaching higher places while cleaning. The impact of such element associated to job satisfaction was shared by Mrs. Patience, a 38 years old cleaner with 4 years working experience states as follows:

Yoh it hurts. Imagine if you can do this today. Tomorrow and tomorrow. Every day you do this thing maybe once a week or twice a week it will be fine. Not every-day…" (Mrs Patience, 38 years old, 4 years of working experience).

Similar findings were found in a study conducted whereby researchers explained that long working hours impacted on employee's physical health and thus job satisfaction. As a result of heavy workload and standing for a long period of time constantly, an association was found between the long working hours and experiences of body pains including problems with their arms, legs and hands (Berberoğlu & Tokuc, 2013).

4.4.3. The available support for cleaners in achieving job satisfaction

The study explored the available support for cleaning employees in achieving job satisfaction in the cleaning sector. A majority of the study participants indicated two support systems perceived to be assisting them in achieve job satisfaction. The two support systems are management and relationship with colleagues, which are discussed as follows:

4.4.3.1. Management

Job satisfaction is determined when a supportive working relationship is formed between the manager and the employee. An unsupportive manager will result in an unsatisfied employee within the workplace (Danford et al., 2008). It became clear from the study research that the majority of participants were satisfied with their management as they found them to be supportive. A participant who found their management to be helpful commented:

"Management they do support us. They do support us because I notice many times other customers they just went to the management and report us that we are stealing, accusing us they we are stealing their stuff but the management they protect us…": (Mr Nxolo, 35 years old, 5 years of working experience)

The findings of this study dispute the study by Ollus (2005), which found cleaning employees to be unable to report the disrespectful treatment experienced in the cleaning sector, as they felt that managers or supervisors will not support them. It can be argued that such managers and supervisors do play a supportive role in assisting employees in achieving job satisfaction. The Person-Environment theoretical framework explains that the person-group fit is the compatibility between the person and his working group (Follmer, 2016). It is clear from the participant study that there is a match between the person (the cleaning employees) and his working group, which is the management. As a result of this, the management are supportive leading to job satisfaction.

4.4.3.2. Relationship with colleagues

Friendship amongst colleagues in the working environment is a key component for a fully satisfying job life and, thus social support and liking your colleagues leads to job satisfaction. Social support is the extent to which a job provides opportunities for getting help and advice from others (Judge & Klinger, 2009). A majority of the study participants were in agreement that having a relationship with colleagues in the cleaning sector provides support and assist in perceiving the workplace as being satisfactory. One of the participants stated that:

"the colleagues that you work with. You work with nice people and you always happy with the people you work with even because we are different." (Mr Mohlomi, 39 years old, 5 years of working experience)

The study finding above are in contradiction with Smith et al., (2013) as according to them differences and diversity among cleaners in the cleaning sector has the potential to be a barrier for solidarity and collaboration amongst colleagues. However, the findings suggest that despite differences, there is collaboration and community amongst the cleaners providing a support system in achieving job satisfaction.

4.4. Conclusion

This chapter reported on research findings in relation to chapter 2 of the literature review. The data collected illustrated a number of factors associated to job satisfaction in the cleaning sector which included wage income, health and safety, working hours and customer relationships. These elements were found to have an impact on employees' financial, emotional and physical wellbeing Furthermore, the data analysed showed that cleaning employees perceive management and relationship with colleagues as supportive systems in achieving job satisfaction.

Chapter Five

Main findings, conclusion and recommendations

5.1. Introduction

This chapter provides a summary of the main-findings in addressing the factors that contribute to job dissatisfaction and satisfaction in the cleaning sector. The literature review provided a foundation in which the collected data was analysed. The data found and the themes that emerged proved the available literature. The following discussion serves to develop a comprehensive understanding of how the objectives of the study were investigated, a summary of the results found and what can be drawn upon from the main findings. Furthermore, recommendations will be provided in order to discuss elements of the study that can be improved upon.

5.2. Summary of main findings

The overall aim of the study was to explore the perceptions of cleaners on the elements of job satisfaction in the cleaning sector. The study was guided by three objectives which aimed in addressing the overall aim of the study. These objectives are discussed as followed:

To identify the perceived factors of job satisfaction in the cleaning sector

The first objective of the study was to identify the perceived factors of job satisfaction in the cleaning sector. In order to address this objective majority of the participants explained that income wages, health and safety concerns, long working hours and the relationships that they have with customers in the shopping centre contribute to their job satisfaction. The low wages that cleaning employees receive contributes to their job dissatisfaction they that they experience in the workplace. Better performance amongst cleaning employees becomes possible when the employees are satisfied with their wages. The relationships that the participants have with the customers as well as the long hours which the participants work under in the cleaning sector was also seen as a contributing factor to job dissatisfaction.

Therefore, drawing from participants remarks over the first objective, income wages, health and safety concerns, long working hours and the relationships that they have with customers are factors that contribute to both their job satisfaction and dissatisfaction

To explore the impact of these factors on the well-being of the cleaners within the cleaning profession

The second objective of the study was to explore the impact of job satisfaction factors on the wellbeing of the cleaning employees within the cleaning sector. In answering this objective, participants explained that their financial, emotional and physical wellbeing was impacted by the job satisfaction factors. Financially, their low wages contributed towards their job dissatisfaction and their holistic financial wellbeing as they were unable to satisfy their basic needs. In regards to emotional well-being, the customer's' treatment towards the cleaners was in poor taste. This often left the cleaners feeling unappreciated and unacknowledged. Owing to this, there was a mismatch fit between the job requirements and the personal characteristics of the participants. The job requires the cleaning employees to interact with the customers on a daily basis who often insult and offend them. Despite this, the cleaners choose to ignore this hurtful behaviour which was described to be *painful*. This causes a failure in able to achieve a sense of emotional well-being. The research also found that the long and repetitive working hours cause a physical toll to be taken on the participants' bodies. This highlights the physical factors that contribute towards a lack of physical well-being for the participants.

In conclusion, it can be illustrated from the participants' explanations over the second objective that factors that contribute to job satisfaction have a financial, emotional and physical impact on the cleaner's well-being.

To explore the available supports for cleaners in achieving job satisfaction in the contract cleaning sector.

The third objective of the study was to explore the available support for cleaners in achieving job satisfaction in the contract cleaning sector. The narrative suggested from the majority of participants that management and their colleagues in the cleaning sector are supportive and both contribute to the participant's job satisfaction. The participants do not fear their management and rather find comfort in them as they are protected by them. Their colleagues too are protective to one another despite the differences.

Thus, management and colleagues amongst cleaning employees in the cleaning sector is vital in achieving job satisfaction.

5.3. Recommendations

The following recommendations were established from the findings and conclusion of the study.

5.3.1. Social Workers in the workplace

In order to address the wellbeing of cleaning employees in the cleaning sector, this research can be used to implement interventions by bringing in social workers to improve the cleaner's overall wellbeing. Cleaning employees can also use social workers as a channel of communication between the organization and themselves. The social worker can assist the cleaning employees with coping techniques on ways to deal with the factors that affect their financial, physical and emotional wellbeing.,

5.3.2. The Cleaning Sector

Cleaning companies around South-Africa must consider introducing awareness programmes conducted by employers and employees working within the cleaning companies, around the factors that contribute to job dissatisfaction. Much of society are unaware of the hard work and the effort that goes into the job of a cleaner. Thus, the awareness created can change the perceptions that many people have about cleaning employees and their work, reducing the disrespect that they receive. In turn, the factors that contribute to job dissatisfaction will be reduced, and the self-esteem and confidence will be restored amongst the employee's.

5.3.3. Research

There is a need for more research conducted on the cleaning sector in the South-African context, since much of the available literature in this sector carries out research in the Western and European countries. More research conducted in the South-African context will provide social workers with a greater understanding of the factors contributing to job satisfaction and dissatisfaction. Furthermore, in order for the research to be applicable to the larger population of cleaners in South-Africa, a larger sample size can be increased in the future. Moreover, in order to obtain a more in-depth analysis, focus groups instead of one on one interview can be utilized for data analysis. This is so participants feel more at ease being with familiar colleagues rather than being interviewed by a researcher who they are not familiar with. Additionally, the study can be used as a starting point for further research to be based upon. Research can look into the individual factors that contribute to job satisfaction, the impact they have on cleaning employees and support systems available.

5.4. Conclusion

The contract cleaning industries is one of the fastest growing industries in the world, although there is a considerable amount of job dissatisfaction within the sector. This research looked at the factors that contribute to job satisfaction and job dissatisfaction in the contract cleaning sector amongst cleaners working in Johannesburg. It also looked at the impact these factors have on the cleaners and the available support for cleaners in the cleaning sector. It appears as if there is a need for more social workers to explore the contract cleaning industry. Intervention in the sector by social workers can be useful in assisting cleaning employees to cope with the factors that contribute to job dissatisfaction.

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Appendix

WORKING TOWARDS EMPLOYEE'S SATISFACTION: EXPLORING THE PERCEPTIONS OF CLEANERS ON THE ELEMENTS OF JOB SATISFACTION IN THE PRIVATE CLEANING SECTOR

Appendix A

Participant information sheet

Date: ……. ….. 2017

Dear ……

My name is Shana Segal and I am currently in my final year of studying Social Work at the University of the Witwatersrand. As part of the requirements for the degree, I will be conducting a research on cleaners' perceptions on the elements of job satisfaction in the cleaning sector. It is hoped that the information gathered could assist the social worker conducting this research on how to intervene, if any psychosocial aspects of contract cleaners in the cleaning sector arise.

As an employee working in the cleaning sector, you are ideally positioned to contribute to my research. I therefore wish to invite you to participate in my study. If you accept my invitation, your participation would be entirely voluntary and you are free to withdraw at any given time without penalty. There are no consequences or personal benefits of participating in this study. If you agree to take part, I would arrange to interview you at a time and place suitable to you. The interview will last approximately 45-60 minutes. If you choose to participate, you may withdraw from the study at any given time and you may also refuse to answer any questions that you feel uncomfortable with answering. If you decide to participate, I will ask your permission to tape-record the interview. No- one other than myself and research supervisor will have access to the tapes. The tapes will be kept in a locked cabinet for two years following any publications and for six years if no publications emanate from the study. A copy of your interview transcript without any identifying information will be stored permanently in a locked cupboard and may be used for further research.

Please be assured that your name and any personal details will be kept confidential and no identifying information will be included in the final research report. The results of the research will be used for academic purposes and a summary of these findings will be made available to participants on request. Should you feel the need for supportive counselling during or after the interview, you may contact. AchieVermeulen who will assist free of charge. Her number is 083 499 7888.

I am available to answer any questions regarding the research which you might have. I may be contacted on 082 053 0378 (cell) or segalshana@gmail.com (email). Alternatively, you can contact my research supervisor, Mr. Nkosinathi Sibanyoni on 011 529 0824 (telephone) or at NkosiS@discovery.co.za. We shall answer them to the best of our ability. If you have any complaints or concerns about the study, please contact Human Resource Ethics Committee (non-medical) Contact Details: Chairperson: Jasper.Knight@wits.ac.za or the administrator: Mrs. Lucillee Mooragan Tel 011 717 1408 or Luciillee.Mooragan@wits.ac.za.

Thank you for taking time to consider participating in the study.

Yours Sincerely

Shana Segal

Research Student: University of Witwatersrand.

WORKING TOWARDS EMPLOYEE'S SATISFACTION: EXPLORING THE PERCEPTIONS OF CLEANERS ON THE ELEMENTS OF JOB SATISFACTION IN THE PRIVATE CLEANING SECTOR

Appendix B

Consent form for audio tapping the interview

I hereby consent to tape – recording of the interview.

I understand that:

- The recordings will be stored in a secure location access with restricted access to the researcher and the research supervisor
- The recordings will be transcribed and any information that could identify me will be removed
- When the data analysis and write-off of the research study is complete, the audio-recording of the interview will be kept for two years following any publications or for six years if no publications emanate from the study
- The transcript with all identifying information directly linked to me removed, will be stored permanently and may be used for further research
- Direct quotes from my interview, without any information that could identify me may be cited in my research report or other write-ups of research.

Name: _____

Signature: _____ Date: _____

Researcher's signature: _____ Date: _____

WORKING TOWARDS EMPLOYEE'S SATISFACTION: EXPLORING THE PERCEPTIONS OF CLEANERS ON THE ELEMENTS OF JOB SATISFACTION IN THE PRIVATE CLEANING SECTOR

Appendix C

Consent form for participation in the study

I hereby consent to participate in the research project. The purpose and procedures of the study have been explained to me. I understand that my participation is voluntary and that I may refuse to answer any particular items or withdraw from the study at any time without any negative consequences. I understand that my responses will be kept confidential at all times.

Name**:** _____

Signature: _____ Date: _____

Researcher signature: _____ Date: _____

WORKING TOWARDS EMPLOYEE'S SATISFACTION: EXPLORING THE PERCEPTIONS OF CLEANERS ON THE ELEMENTS OF JOB SATISFACTION IN THE PRIVATE CLEANING SECTOR

Appendix D

Semi-structured interview

Identifying information:

Code Name:
Age:
Gender:
Years of experience:

1. Can you tell me about your job as a contract cleaner?
   Explore: type of job, working hours etc.

2. Tell me what are some of the reasons for you becoming a contract cleaner?
   Explore: job opportunity, financial, qualification etc.

3. Tell me what makes you want to come to work every morning?
   Explore: pay, colleagues, job opportunity etc.

4. Tell me what discourages you from not wanting to come to work?
   Explore: low pay, working conditions, poor management etc.

5. Can you share some of the available resources in the cleaning sector that contributes to you coming to work every day?
   Explore: support, workplace interventions, etc.

Thank you for your time