

SUCCESS FACTORS IN THE COMPLETION OF MUNICIPAL PROJECTS

Tovhowani Adolph Nedohe

Tshwane School for Business and Society
159 Nana Sita Street, Pretoria 0001, South Africa

IJASR 2020
VOLUME 3
ISSUE 6 NOVEMBER – DECEMBER

ISSN: 2581-7876

Abstract: The successful completion of municipal projects is a key strategic priority in the City of Tshwane. The survey was conducted with a view to identify and quantify barriers that undermine the successful completion of municipal projects in the City of Tshwane. The study was motivated by municipal protests over the poor quality of municipal services. Quantitative methods were used in the study. Data was collected on 47 indicators of job satisfaction in public institutions. Face validity was used for ensuring validity. The Cronbach Alpha test was used for ensuring reliability and internal consistency. Ordered Logit Analysis (OLA) and Structural Equations Modelling (SEM) were used for identifying key predictors of job satisfaction. Diagnostic procedures showed that all fitted models were theoretically reliable. The performance of employees was significantly influenced by the availability of clearly described job descriptions and the provision of workplace training opportunities. A recommendation has been made to the City of Tshwane in which the benefits of clearly described job descriptions and the provision of workplace training opportunities have been explained. The study has shown that the provision of employees with clearly described job descriptions and workplace training opportunities is an effective method of enhancing the quality of municipal service delivery in large South African municipalities.

Keywords: City of Tshwane, Performance, Job satisfaction, Structural Equations Modelling.

JEL Classifications: D20; D51; E20

1. Introduction and background to study

The survey was conducted with a view to identify and quantify barriers that undermine the successful completion of municipal projects in the City of Tshwane. There is a shortage of empirical studies in this area of research. The study aims to fill the gap by conducting an empirical study that would enable the City of Tshwane to assess and evaluate the degree of job satisfaction of employees who provide emergency and rescue services to residents of Erasmuskloof, Centurion and Hazelwood in the City of Tshwane. Data was collected from employees of the City of Tshwane who are responsible for providing emergency and rescue services to residents of Erasmuskloof, Centurion and Hazelwood on a large number of socioeconomic variables that are known to affect the quality of service delivery by employees of the City of Tshwane. Service delivery protests at local municipal level are often a result of poor quality of services (Levenson, 2017) and lack of good leadership and accountability by elected officials (De Kadt & Lieberman, 2017).

The annual report issued by the City of Tshwane (2018: 14-21) for the financial year 2016/2017 shows that the City has received a qualified audit report from the South African Auditor-General (2018). Municipal service delivery plans of actions in the City of Tshwane (2018) are based on the Integrated Development Plan (IDP) of the City approved for the years 2019 and 2020. The IDP empowers line function managers to assess and evaluate the performance of employees providing emergency and rescue services at regular intervals. The study conducted by Biswas and Mazumber (2017) shows that it is vital for all municipalities to manage their emergency and rescue operations based on a scientifically appropriate and logical operational plan. In this regard, it is vital to adhere to total quality management principles. This makes it vital to assess and evaluate the degree of job satisfaction among employees of the City of Tshwane who are responsible for providing emergency and rescue services to residents and ratepayers of the City of Tshwane.

The study conducted by Silver and Marvin (2017) has shown that the performance of employees who are responsible for the provision of essential services in large metropolitan cities needs to be regularly monitored, evaluated and assessed with a view to ensure value for money.

There is a need to drastically improve the level and variety of technical skills among employees working in the City of Tshwane (Poee, Worku & Van Rooyen, 2016; Legoabe & Worku, 2019). According to the report published by the South African Auditor-General (2018), Compliance with the Municipal Finance Management Act (Act no. 56 of 2003) is a key requirement for ensuring sustained growth and development. Adequate compliance with the Act enables local municipalities to utilise scarce municipal resources and finances optimally in the course of service delivery (Mushongera, Zikhali & Ngwenya, 2017).

Employees working on emergency and rescue services must be highly motivated in order for local municipalities to be able to provide satisfactory services to residents and ratepayers (Creasy & Carnes, 2017). Employees need an enabling working environment in order to experience job satisfaction and productivity. In this regard, good leadership is vital for motivating employees to work hard at all times (Ali, 2016: 100-111). The key features of good leadership are accountability, transparency, good governance and willingness to accept valuable suggestions and comments from fellow team members and subordinates. Kjeldsen and Hansen (2018) have shown that employees working in public service delivery institutions experience job satisfaction in cases where their line function managers adhere to the basic principles of good leadership and governance. According to the authors, the key aspects of good leadership and governance are accountability, objectivity, transparency, fairness and the ability to motivate employees to work hard.

Brink, Emerson and Yang (2016) have argued that it is the duty of line function managers to ensure consistency between Key Performance Indicators (KPIs) and performance monitoring and evaluation. Khale (2015) has pointed out that the key obstacles for satisfactory municipal services are failure to enforce municipal bylaws, lack of adherence to the integrated development plan of the City of Tshwane, lack of good leadership, lack of adherence to the Municipal Finance Management Act (MFMA), and shortage of technical skills among employees of the City of Tshwane.

2. Literature Review

The population size of the City of Tshwane is 2, 921, and 488 (Statistics South Africa, 2018). The City of Tshwane Metropolitan Municipality (CTMM) was established on 05 December 2000, and is made up of 13 former city and town councils. The CTMM covers a total area of 3, 200 square km. The annual report released by the City of Tshwane (2018) for the financial year 2016/2017 shows that emergency and rescue services are vital in the CTMM as a means of protecting public and private property, infrastructure, businesses and lives and the general environment. Emergency and rescue operations are an essential aspect of services that are routinely provided to the public in the City of Tshwane. The management of emergency and rescue services is budgeted for by the CTMM. Emergency and rescue services are essential for residents and ratepayers who live and work in the City of Tshwane. Taxpayers, entrepreneurs and government departments cannot operate efficiently in the absence of highly efficient and reliable emergency and rescue services. The City of Tshwane is responsible for providing highly reliable, efficient and affordable emergency and rescue services to residents and ratepayers who live in South African municipalities. The quality of rescue and emergency services depends upon the degree of job satisfaction of employees working in the City of Tshwane on emergency and rescue services. As such, it is necessary to assess and evaluate the degree of job satisfaction of employees in the City of Tshwane who are responsible for providing emergency and rescue services to residents and ratepayers.

Mpofu and Hlatywayo (2015) have shown that the provision of incentives such as workplace training opportunities is helpful for improving the quality of municipal service delivery in South African local municipalities. Alexander and Pfaffe (2014) have shown that protests over poor municipal service delivery are often caused by failure to monitor and evaluate the performance of employees working in South African local municipalities. Barakat and Moussa (2016) have found that consumers develop the tendency to boycott services at times of poor service delivery by service providers.

Hoboubi, Choobineh, Ghanavati, Keshavarzi and Hosseini (2017) have shown that lack of job satisfaction often leads to loss of morale and loss of productivity at the workplace. The authors have shown that it is helpful for managers to provide incentives such as workplace training opportunities. Bae and Young (2017) have shown that it is possible to enhance the degree of commitment of employees by providing them with career growth paths and workplace training opportunities. Makhubela, Botha and Swanepoel (2016) and Banks, McCauley, Gardener and Guller (2016) have highlighted the relationship between good leadership and improved productivity.

The possession of adequate work-related skills is a critical requirement for employee performance and job

satisfaction (Arvanitis & Hantzi, 2016: 1-13). Essential skills include technical skills in emergency and rescue operations, report-writing skills, the ability to write incident reports, the ability to make an oral presentation, the ability to mobilise communities at short notice, the ability to work hand-in-hand with needy members of the community, knowledge of relevant regulations and guidelines, as well as the enforcement of municipal bylaws (Alwerthan, 2016: 1-11). The City of Cape Town (2018) has received fewer comments from the South African Auditor-General (2018) in comparison with the City of Tshwane (2018) with regards to the provision of rescue and emergency services. According to Van der Waldt (2016), the degree to which employees are satisfied at the workplace depends upon the support, mentorship and leadership provided to them by their line function managers at the workplace, the degree of commitment made for good governance, transparency and the availability of incentives such as workplace training opportunities. Taj and Morosan (2016) have shown the benefits of using lean operations in manufacturing plants. Gashgari (2016) has shown that ensuring equity and leadership are vital for boosting the morale of employees. Furlich (2016) has highlighted the benefits of effective communication at the workplace. Carbonell and Rodriguez-Esudero (2016) have shown that process control and process-based rewards are vital for ensuring the optimal utilisation of resources such as manpower and budget. Brummelhuis, Johns, Lyons and Hoeven (2016) have pointed out that absenteeism, indiscipline, late arrival, disregard for deadlines and service quality standards indicate that employees are not adequately motivated to work hard.

Performance related requirements for employees working in the City of Tshwane are stipulated in the Municipal Systems Act no. 32 of 2000 (South African Government Communication and Information System, 2000). The Act is a key piece of legislation that shows that municipalities and local governments are accountable to the general public, and that their annual reports must be audited by the South African Auditor-General annually as a means of ensuring the quality of municipal service delivery and the proper utilisation of public finances and resources. All expenditures incurred by local municipalities must be consistent with conditions stipulated in the Municipal Finance Management Act no. 56 of 2003 (South African National Treasury, 2003). Both Act no. 32 of 2000 and Act no. 56 of 2003 stipulate that municipalities can only spend money on plans of actions that are duly approved and audited. The Acts provide for the provision of incentives such as workplace training to employees as well as rewards to top-performing employees. By local and international standards, the list of legislations and Acts listed above suggest that South Africans have adequate legislative tools that are designed for ensuring satisfactory service delivery. According to Khale (2015), there is a need for improved degree of adherence to both Acts. Abbas and Aswan (2017) have argued that it is essential to hold local municipalities accountable to the general public as a means of ensuring optimal service delivery and the optimal utilisation of public finances and resources.

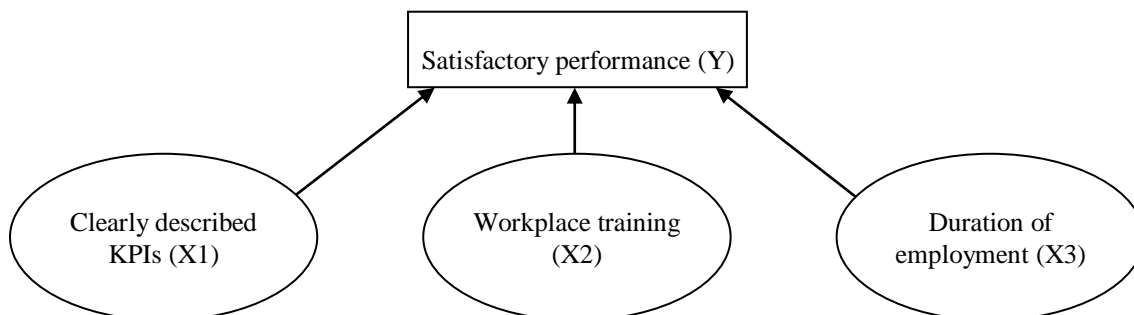
Based on a review of the literature conducted as part of the study, and in light of the underlying theory the study was designed to test for veracity, the following null hypotheses were formulated:

H1: Satisfactory performance (Y) is significantly associated with clearly described KPIs (X1)

H2: Satisfactory performance (Y) is significantly associated with workplace training (X2)

H3: Satisfactory performance (Y) is significantly associated with duration of employment (X3)

Figure 1: Conceptual framework of study



Source: (Karagiannis and Lovell, 2016)

3. Research methods

A descriptive and cross-sectional study design was used in the study. A simple random sample of size n=149 respondents was selected for the study from the Emergency and Rescue Services Department of the City of Tshwane. Data was collected from respondents who worked in the Emergency and Rescue Services Department of the City of Tshwane by using a structured, pre-tested and validated questionnaire of study consisting of 47 indicators of job satisfaction. Measurements of expectations and perceptions were done by using a 5-point ordinal scale. Face validity was used for ensuring validity. The Cronbach Alpha test (Ritchie, Lewis, Nicholls and Ormston, 2013) was used for ensuring reliability and internal consistency. The questionnaire used for data collection was pre-tested before it was used. Also, face validation was used in order to have the questionnaire of study validated. The questionnaire of study consisted of 47 socioeconomic variables of study. These were variables that are known to affect the productivity of employees working in service delivery institutions such as municipalities. Standard ethical guidelines and procedures were followed in the course of study. Participants took part in the study voluntarily. All data sets collected as part of the study were made anonymous.

The dependent variable of study (Y) is a measure of productivity at the workplace. The productivity of employees was measured by using a composite index developed by Karagiannis and Lovell (2016) for conducting a similar study. Accordingly, the dependent variable of study was defined as a dichotomous variable (a variable that can have 2 possible values only). Thus, each one of the 149 respondents of study was allocated a score for job satisfaction. The dependent variable of study (Y) had two possible values (Satisfactory, Not satisfactory). In symbols, the variable Y had two possible values:

$$Y = \begin{cases} 1 & \text{if performance was satisfactory} \\ 2 & \text{if performance was not satisfactory} \end{cases}$$

X_1, X_2, \dots, X_k denote factors that affect the performance of employees at the workplace.

Ordered logit analysis (Hosmer and Lemeshow, 2013) and Structural Equations Modelling (SEM) (Kline, 2015) were used for identifying key predictors of performance at the workplace. Validity was ensured by using face validity (Cohen, West & Aiken, 2013). This was done by pre-testing the questionnaire of study based on a pilot study of size 5 respondents. Reliability and internal consistency were ensured by using the Cronbach Alpha test. The Cronbach Alpha test produces a coefficient that could be used for assessing degree of reliability and internal consistency. Cronbach Alpha coefficients of 75% or above indicate that the data collection tools and instruments are internally consistent and reliable (Ritchie, Lewis, Nicholls & Ormston, 2013).

4. Results and Discussion

4.1 Results of data analyses

Table 1 shows frequency proportions that indicate the general characteristics of the 149 employees of City of Tshwane who were selected for the study. It can be seen from the table that about 77% of employees performed adequately by the standards of Karagiannis and Lovell (2016).

Table 1: General characteristics of respondents (n=149)

Variable of study	Frequency count (Percentage)
Satisfaction with job by the standards of Berman (2015)	Adequate: 115 (77.18%) Inadequate: 34 (22.82%)

Gender of respondents	Male: 105 (70.47%) Female: 44 (29.53%)
Age category of respondents	18 to 30 years: 25 (16.78%) 31 to 40 years: 59 (39.60%) 41 to 50 years: 49 (32.89%) 51 to 60 years: 15 (10.07%) 61 years or more: 1 (0.67%)
Duration of service in years	5 to 10 years: 60 (40.27%) 11 to 15 years: 22 (14.77%) 16 to 20 years: 24 (16.11%) 21 years or more: 26 (17.45%)
Highest level of education	Matric level or less: 21 (14.09%) Certificate: 43 (28.86%) Diploma: 45 (30.20%) Bachelor's degree: 38 (25.50%) Master's degree or above: 2 (1.34%)
Race group of respondent	African: 133 (89.26%) White: 16 (10.74%)

About 44% of respondents were leading officers. About 18% of employees had annual salaries of R150, 001 to R200, 000. About 59% of respondents indicated that they viewed their annual performance bonus payout as a key motivating factor. About 38% of respondents indicated that long service awards were justified. About 12% of respondents indicated that it was prestigious to be working as an employee in the Emergency and Rescue Services Department of the City of Tshwane.

About 76% of respondents indicated that providing emergency and rescue services to the communities in the City of Tshwane gave them a purpose in life. About 51% of respondents indicated that they maintained a good work-life balance while serving the City of Tshwane as an employee. About 39% of respondents indicated that their remunerations and fringe benefits (housing subsidy, medical aid and pension fund contributions) were good enough. About 36% of respondents indicated that their annual increases on salaries were good enough. About 64% of respondents viewed the City of Tshwane as a stable employer.

About 71% of respondents felt that they were sufficiently trained for performing well on their jobs. About 40% of respondents indicated that they would be happy to be groomed to become a leader or manager. About 38% of respondents indicated that they would like to be groomed to become senior specialists. About 34% of respondents indicated that they had great opportunities for career advancement as an employee of the City of Tshwane. About 31% of respondents indicated that their personal development needs were being addressed adequately.

About 64% of respondents indicated that they were provided with adequate access to skilled people and technological resources at the workplace. About 47% of respondents indicated that they were able to meet their performance targets. About 63% of respondents indicated that there was no backstabbing at the workplace. About 70% of respondents indicated that their colleagues generally had a positive attitude towards them at the workplace.

Table 2 shows frequency counts and percentages for factors that affect the perception of employees on working conditions.

Table 2: Factors that affect perception on working conditions (n=149)

Variable of study	Frequency count (Percentage)
There is flexibility at work (flexibility)	Strongly agree: 11 (7.38%) Agree: 45 (30.20%) Neutral: 45 (30.20%) Disagree: 32 (21.48%) Strongly disagree: 16 (10.74%)
There is a good variety of work (variety)	Strongly agree: 17 (11.41%) Agree: 63 (42.28%) Neutral: 35 (23.49%) Disagree: 20 (13.42%) Strongly disagree: 14 (9.40%)
I have autonomy at work (autonomy)	Strongly agree: 10 (6.71%) Agree: 49 (33.33%) Neutral: 47 (31.54%) Disagree: 29 (19.46%) Strongly disagree: 14 (9.52%)
I am able to juggle work and family responsibilities easily (juggle)	Strongly agree: 11 (7.38%) Agree: 54 (36.24%) Neutral: 52 (34.90%) Disagree: 21 (14.09%) Strongly disagree: 11 (7.38%)

I like large open-plan offices (openplan)	Strongly agree: 11 (7.38%) Agree: 52 (34.90%) Neutral: 40 (26.85%) Disagree: 32 (21.48%) Strongly disagree: 14 (9.40%)
I have the tools and equipment to do my job (tools)	Strongly agree: 13 (8.78%) Agree: 45 (30.41%) Neutral: 38 (25.68%) Disagree: 34 (22.97%) Strongly disagree: 18 (12.16%)

Table 3 shows frequency counts and percentages for factors that affect the perception of employees on the provision of mentorship and support to employees.

Table 3: Perception on the provision of mentorship and support to employees (n=149)

Variable of study	Frequency count (Percentage)
I was given enough support and mentoring for doing my job (support)	Strongly agree: 12 (8.11%) Agree: 63 (42.57%) Neutral: 39 (26.35%) Disagree: 26 (17.57%) Strongly disagree: 8 (5.41%)
I was well received by my manager and colleagues (manager)	Strongly agree: 29 (19.46%) Agree: 73 (48.99%) Neutral: 29 (19.46%) Disagree: 14 (9.40%) Strongly disagree: 4 (2.68%)

I was well received by members of the community (community)	Strongly agree: 29 (19.46%) Agree: 92 (61.74%) Neutral: 17 (11.41%) Disagree: 8 (5.37%) Strongly disagree: 3 (2.01%)
I was given enough explanation on my core functional duties (duty)	Strongly agree: 25 (16.78%) Agree: 77 (51.68%) Neutral: 30 (20.13%) Disagree: 10 (6.71%) Strongly disagree: 7 (4.70%)
I was evaluated within six months of my employment (evaluation)	Strongly agree: 28 (18.79%) Agree: 67 (44.97%) Neutral: 27 (18.12%) Disagree: 17 (11.41%) Strongly disagree: 10 (6.71%)

Table 4 shows frequency counts and percentages for factors that affect the perception of employees on the provision of effective supervision at the workplace.

Table 4: Perception on the provision of effective supervision (n=149)

Variable of study	Frequency count (Percentage)
My line function manager appreciates me whenever I do a good job (appreciation)	Strongly agree: 29 (19.59%) Agree: 67 (45.27%) Neutral: 32 (21.62%) Disagree: 10 (6.76%) Strongly disagree: 10 (6.76%)

My line function manager treats me as an adult (adult)	Strongly agree: 23 (15.44%) Agree: 54 (36.24%) Neutral: 46 (30.87%) Disagree: 15 (10.07%) Strongly disagree: 11 (7.38%)
My line function manger responds quickly to grievances (quickly)	Strongly agree: 22 (14.77%) Agree: 41 (27.52%) Neutral: 47 (31.54%) Disagree: 29 (19.46%) Strongly disagree: 10 (6.71%)
My line function manger delivers on promises made (deliver)	Strongly agree: 26 (17.45%) Agree: 47 (31.54%) Neutral: 39 (26.17%) Disagree: 24 (16.11%) Strongly disagree: 13 (8.72%)
My line function manager avoids favouritism (nofavour)	Strongly agree: 19 (12.75%) Agree: 47 (31.54%) Neutral: 39 (26.17%) Disagree: 27 (18.12%) Strongly disagree: 17 (11.41%)
My line function manager takes the time to mentor and coach me (mentor)	Strongly agree: 27 (18.24%) Agree: 53 (35.81%) Neutral: 35 (23.65%) Disagree: 23 (15.54%) Strongly disagree: 10 (6.71%)

My line function manager involves me in decision making (decision)	Strongly agree: 40 (26.85%) Agree: 54 (36.24%) Neutral: 35 (23.49%) Disagree: 9 (6.04%) Strongly disagree: 11 (7.38%)
I have a good relationship with my line function manager (relationship)	Strongly agree: 15 (10.07%) Agree: 53 (35.57%) Neutral: 36 (24.16%) Disagree: 29 (19.46%) Strongly disagree: 16 (10.74%)
My line function manager is too busy to attend to my needs (toobusy)	Strongly agree: 8 (5.37%) Agree: 74 (49.66%) Neutral: 43 (28.86%) Disagree: 14 (9.40%) Strongly disagree: 10 (6.71%)

Table 5 shows estimates obtained from ordered logit analysis (Hosmer and Lemeshow, 2013) for key predictors of productivity at the workplace. The table shows that the productivity of employees was significantly influenced by 2 predictor variables. These predictor variables were clearly described KPIs and workplace training opportunities. The percentage of overall correct classification for this procedure was equal to 76.09%. Percentage sensitivity for the fitted logistic regression model was equal to 60.08%. Percentage specificity for the fitted logistic regression model was equal to 88.14%. The P-value obtained from the Hosmer-Lemeshow goodness-of-fit test was equal to 0.1417 > 0.05. This indicates that the fitted logistic regression model is fairly well reliable.

Table 5: Results from ordered logit analysis (n=149)

Factors that affect productivity	Odds Ratio	P-value	95% C. I.
Clearly described KPIs	3.43	0.006	(1.88, 5.59)

Workplace training	3.31	0.009	(1.74, 5.39)
Duration of employment	1.09	0.1531	(0.55, 1.33)

At the 5% level of significance, 2 of the 3 predictor variables shown in Table 5 are significant. The odds ratio of the variable “Clearly described KPIs” is 3.43. This indicates that an employee with a clearly described KPI is 3.43 times more likely to perform adequately in comparison with another employee who does not have a clearly described KPI. The odds ratio of the variable “Workplace training” is 3.31. This indicates that an employee who is provided workplace training opportunities is 3.31 times more likely to perform adequately in comparison with another employee who is not provided with workplace training opportunities.

Table 6 shows estimates obtained from Structural Equations Modelling (SEM). Exploratory and confirmatory factor analyses (Cohen, West and Aiken, 2013) were used for identifying variables that were significantly associated with productivity at the workplace. The theoretical reliability of the fitted model was assessed by using standard diagnostic procedures such as the Adjusted Goodness of Fit Index (AGFI) statistic, the Tucker Lewis Index (TLI), the comparative Fit Index (CFI), the Standardised Root Mean Square Error of Approximation (SRMSEA), and the Coefficient of Determination (CD).

Maximum Likelihood Estimators (MLE) were used for estimating regression coefficients. An MLE estimator uses an Observed Information Matrix (OIM) for quantifying the magnitude of error arising from the estimation of regression coefficients. OIM values of 0.05 or less indicate that the fitted model is theoretically reliable. The Akaike Information Criterion (AIC) and Bayesian Information Criterion (BIC) were used for assessing the discrepancy between fitted and true models (Aho, Derryberry & Peterson, 2014). Low values of the AIC and BIC statistics indicate that the fitted model is theoretically reliable.

Regression coefficients, P-values and standard error estimates were obtained for the conceptual model as shown in Table 6 below. The diagnostic measures obtained from analyses showed that the conceptual model was a good fit for the data used for analyses. Residual terms did not vary in the process of estimating regression coefficients for the conceptual model. Diagnostic measures obtained for the conceptual model confirmed that the conceptual model was a good fit to the data in the study. Both the CFI and TLI were equal to 0.97 = 97%, thereby showing that 97% of the covariation in the data could be reproduced by the hypothesised model used in the study. AIC = 32.596 (Small); BIC = 33.884 (Small); SRMSEA = 0.0108 (SRMSEA value is smaller than 0.05). CD = 0.7849 = 78.49% (Percentage of explained variation).

Table 6: Results from Structural Equations Modelling (n=149)

Predictor variable	Coefficient	Z-statistic	P-value	OIM Std. Err
Clearly described KPIs	3.27	6.46	0.0000	0.0112
Workplace training	2.76	5.94	0.0000	0.0128
Duration of employment	0.89	1.82	0.0709	0.1274
Constant term	1.66	2.09	0.0108	1.1865

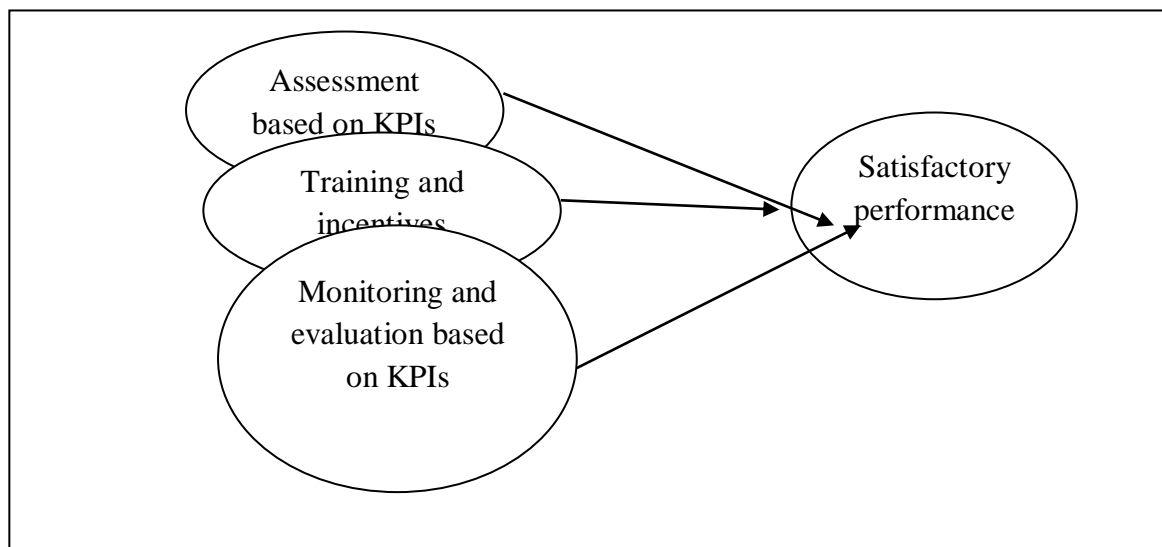
4.2 Discussion of results

The study found that 77.18% of respondents who took part in the study performed adequately by the standards of Karagiannis and Lovell (2016). The performance of employees was significantly influenced by the availability of clearly described job descriptions and the provision of workplace training opportunities. In light of the findings of study, two of the three research hypotheses (H1 and H2) were shown to be true. Hypothesis number 3 (H3) was shown to be not true. It follows that the conceptual framework adopted for the study in Figure 1 based on the work done by Taj and Morosan (2011) is appropriate for the study.

The City of Tshwane needs to understand that employees must be recruited based on verifiable and tangible merits, and not based on other considerations. The City of Tshwane needs to acknowledge that relevant technical and managerial experience would add value to job satisfaction in the City of Tshwane. Findings of the study have also shown that confidence can only be achieved from sound leadership qualities in the eyes of workers. Practical incentives should be provided to top-performing workers in the form of workplace skills-based training opportunities, awards and promotion. The use of affirmative action and political consideration must be actively discouraged. The City of Tshwane should make a concerted effort to work with the private sector with a view to improve the quality of essential services to residents of the City of Tshwane.

Based on findings obtained from the study, a practical framework has been developed for ensuring satisfactory performance by employees working in the Emergency and Rescue Services of the City of Tshwane. Figure 1 shows a framework developed in this study for ensuring job satisfaction among employees working in local municipalities such as the City of Tshwane. The framework is based on the work done by Taj and Morosan (2011). The framework recommends the provision of training programmes at the workplace to underperforming employees as a means of encouraging them to be more productive at the workplace. The performance of employees at the workplace should be monitored and evaluated on a regular basis by line function managers. Die and Xie (2016) have shown that it is prudent to have assessments made by line function managers by suitably qualified and independently appointed moderators.

Figure 1: An integrated framework for job satisfaction



Source: Adapted from Taj and Morosan (2011)

De Clercq and Belaustegguigoiti (2017) have highlighted the benefits of moderation in appraisal procedures. The authors have argued that assessments must be made based on KPIs and KPAs agreed upon between employees and line function managers at the start of the assessment period. The authors have argued that assessments made by line function managers must be moderated by independently appointed and suitably qualified experts in order to ensure fairness and objectivity. The South African Labour Law (Act no. 66 of 1996) and the South African Constitution (Act no. 108 of 1996) allow employees the right to seek fairness, objectivity, due process and moderation of performance appraisals.

5. Conclusions and suggestions

The study has found that the performance of employees was significantly associated with the availability of clearly described job descriptions to employees and the provision of workplace training opportunities as an incentive. This finding is in agreement with the finding reported in the past by Karagiannis and Lovell (2016) and Irshad (2016). Van der Walt (2016) has highlighted key challenges in the assessment of performance by civil servants working in South African government Departments and state owned enterprises. The author has found that line function managers often disregard KPIs and KPAs during assessment, and that they tend to be subjective. The author has shown that subjective assessment often leads to labour disputes between employees and line function managers in South African government Departments and state owned enterprises. Naseer and Ahmad (2016) have shown the detrimental effects of political interference in performance management appraisal procedures. According to the authors, good line function managers possess good leadership qualities such as fairness, objectivity, transparency and accountability. The International Labour Organisation (2019) has made a similar assessment. Amponsah-Tawiah and Annor (2017) and Alwerthan (2016) have shown that political interference and favoritism are key obstacles to productivity and job satisfaction at the workplace. The authors have argued that transformational leadership and change management are vital for achieving job satisfaction, sustained growth and profitability.

Based on findings obtained from the study, the following recommendations are made to the Emergency and Rescue Services Department of the Tshwane Municipality with a view to maintain the current quality of emergency and rescue services that are provided to residents and ratepayers.

1. It would be helpful for the City of Tshwane to conduct awareness programmes about emergency and rescue services in order to enable local communities to have a better understanding about routine services that are provided by employees of the Emergency Services Department of the City of Tshwane.
2. Employees with vast experience should be encouraged to mentor young and newly recruited employees with a view to transfer their valuable skills and operational expertise in the management of emergency and rescue services.
3. It would be valuable to provide incentives to current employees in the form of tailor-made professional development training programmes so that they maintain and improve their current degree of commitment to their daily duties and responsibilities (Deci, Olafsen & Ryan, 2017). Relevant incentives would be the provision of tailor-made training and skills development opportunities on a regular basis.
4. Staff exchange programmes to other municipalities locally and internationally would enable emergency and rescue staff to share valuable skills and expertise with fellow professionals, thereby allowing them to make valuable contribution to their field of expertise.
5. Performance appraisal should be conducted by the City of Tshwane on a regular basis as a means of encouraging employees to keep improving their suitability for the job that they are performing at the moment.
6. Operational guidelines should be brought up to better level and quality by local and international standards.
7. Exceptional leadership qualities and outstanding achievement by ordinary emergency and rescue staff should be acknowledged and rewarded by the City of Tshwane as a means of up keeping morale and commitment by employees and team leaders.
8. Emergency and rescue employees must be physically fit and healthy at all times. As such, an incentive should be provided to them by establishing an in-house gymnasium or venue for miscellaneous sports activities as a means of encouraging employees to be physically fit at all times.

References

1. Abbas, Q., & Aswan, S. H. (2017). Impact of organizational politics on employee performance in public sector organizations. *Pakistan Administrative Review*, 1(1), 19-31.
2. Aho, K., Derryberry, D., & Peterson, T. (2014). Model selection for ecologists: The worldviews of AIC and BIC. *Ecology*, 95(3), 631-636.
3. Alexander, P., & Pfaffe, P. (2014). Social relationships to the means and ends of protest in South Africa's ongoing rebellion of the poor: The Balfour insurrections. *Social Movement Studies*, 13(2), 204-221.
4. Ali, W. (2016). Understanding the Concept of Job Satisfaction, Measurements, Theories and its Significance in the Recent Organisational Environment: A Theoretical Framework.
5. *Archives of Business Research*, 4(1), 100-111.

6. Alwerthan, T. A. (2016). Investigating Favouritism from a Psychological Lens. *The Journal of Value-Based Leadership*, 9(2), 1-11.
7. Arvanitis, A., & Hantzi, A. (2016). Equity Theory Ratios and Causal Schemes. *Frontiers in Psychology*, 7(1), 1-13.
8. Alwerthan, T. A. (2016). Investigating favouritism from a psychological lens. *The Journal of Value-Based Leadership*, 9(2), 1-11.
9. Amponsah-Tawiah, K., & Annor, F. (2017). Do personality and organisational politics predict workplace victimization? A study among Ghanaian employees. *Safety and Health at Work*, 8(1), 72-76.
10. Bae, K., & Yang, G. (2017). The effects of family-friendly policies of job satisfaction and organisational commitment: A panel study conducted on South Korea's public institutions.
11. *Public Personnel Management*, 46(1), 25-40.
12. Banks, G. L., McCauley, K. D., Gardener, W., & Guller, L. F. (2016). A meta-analysis review of authentic and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27(1), 634-652.
13. Bae, K., & Yang, G. (2017). The Effects of Family-Friendly Policies of Job Satisfaction and Organisational Commitment: A Panel Study Conducted on South Korea's Public
14. Institutions. *Public Personnel Management*, 46(1), 25-40.
15. Barakat, A., & Moussa, F. (2016). Using the Expectancy Theory Framework to Explain the Motivation to Participate in a Consumer Boycott. *Competition Forum*, 1(1), 62-175.
16. Biswas, N., & Mazumber, Z. (2017). Exploring Organisational Citizenship Behaviour as an Outcome of Job Satisfaction: A critical Review. *The IUP Journal of Organisational Behaviour*, 16(2), 7-16.
17. Brink, A. G., Emerson, D. J., & Yang, L. (2016). Job autonomy and counterproductive behaviour in Chinese accountants. *Journal of International Accounting Research*, 15(1), 115-131.
18. Brummelhuis, L. L., Johns, G., Lyons, B. J., & Hoeven, C. L. (2016). Why and when do employees imitate the absenteeism of co-workers? *Organizational Behavior and Human Decision Processes*, 134(1), 16-30.
19. Carbonell, P., & Rodriguez-Esudero, A. I. (2016). The individual and joint effects of process control and process-based rewards on new product performance and job satisfaction. *Business Research Quarterly*, 19(1), 26-39.
20. City of Cape Town. (2018). Annual report on the City of Cape Town for 2016/2017. <http://www.capetown.gov.za/en/reports/Pages/default.aspx>
21. City of Tshwane. (2018). Annual report on the City of Tshwane for 2016/2017. <http://www.tshwane.gov.za/>
22. Cohen, J. West, S. G., & Aiken, L. S. 2013. Applied multiple regression and correlation analysis for the behavioral sciences. New York: Routledge.
23. Creasy, T., & Carnes, A. (2017). The effects of workplace bullying on team learning, innovation, and project success as mediated through virtual and traditional team dynamics.
24. *International Journal of Project Management*, 36(6), 964-977.
25. Dai, L., & Xie, H. (2016). Review and prospect on interactive justice. *Open Journal of Social Sciences*, 4(1), 55-61.
26. Deci, E., Olafsen, A. H., & Ryan, R. M. (2017). Self-Determination Theory in Work Organisations: The State of a Science. *Annual Review of Organisational Psychology and*
27. *Organisational Behaviour*, 4(1), 19-43.
28. De Clercq, D. B., & Belausteguiogiti, I. (2017). Overcoming the dark side of task conflict: Buffering roles of transformational leadership, tenacity, and passion for work. *European Management Journal*, 35(1), 78-90.
29. De Kadt, D., & Lieberman, E. S. (2017). Nuanced accountability: Voter responses to service delivery in southern Africa. *British Journal of Political Science*, 1(1), 1-31.
30. Elfering, A., Gerhardt, C., Grebner, S., & Muller, U. (2017). Exploring supervisor-related job resources as mediators between supervisor-conflict and job attitudes in hospital employees. *Safety and Health at Work*, 8(1), 19-28.
31. Furlich, S. A. (2016). Understanding employee motivation through managerial communication using expectancy-valence theory. *Journal of Integrated Social Sciences*, 6(1), 17-37.
32. Gashgari, S. (2016). Equity theory and its effect on performance outcome. *International Journal of Scientific & Engineering Research*, 7(4), 517-520.
33. Gustafson, B. M., Pomirleanu, N., & John-Mariados, B. (2018). A review of climate and culture research in selling and sales management. *Journal of Personal Selling and Sales*
34. *Management*, 38(1), 144-167.

35. Hoboubi, N., Choobineh, A., Ghanavati, F. K., Keshavarzi, S., & Hosseini, A. A. (2017). The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. *Safety and Health at Work*, 8(1), 67-71.
36. Hosmer, D. W., & Lemeshow, S. 2013. *Applied Logistic Regression Analysis*. New York: John Wiley & Sons.
37. International Labour Organisation. 2019. *World Employment and Social Outlook – Trends 2019*. <https://www.ilo.org/global/research/global-reports/weso/2019/lang-en/index.htm>
38. Irshad, A. (2016). Impact of extrinsic rewards on employee performance. *Journal of Global Economics*, 4(3), 1-4.
39. Karagiannis, G., & Lovell, C. K. (2016). Productivity measurement in radial DEA models with a single constant input. *European Journal of Operational Research*, 251(1), 323-328.
40. Khale, S. (2015). Assessment of the quality of municipal services in the City of Tshwane, South Africa. *Journal of Corporate Ownership and Control*, 13(1), 678-695.
41. Khan, A. H. (2016). Employees Perception on Performance Appraisal System in a public limited company in Pakistan. *International Journal of Learning and Development*, 6(3), 168-200.
42. Kjeldsen, A. M., & Hansen, J. R. (2018). Sector differences in the public service motivation–job satisfaction relationship: Exploring the role of organizational characteristics. *Review of Public Personnel Administration*, 38(1), 24-48.
43. Legoabe, R., & Worku, Z. (2019). The effect of shortage of civil engineers on the quality of municipal service delivery. *International Journal of Applied Science and Research*, 2(4), 181-198.
44. Levenson, Z. (2017). Precarious welfare states: Urban struggles over housing delivery in post-apartheid South Africa. *International Sociology*, 32(4), 474-492.
45. Makhubela, M., Botha, P. A., & Swanepoel, S. (2016). Employees' perceptions of the effectiveness and fairness of performance management in a South African public sector institution. *South African Journal of Human Resource Management*, 14(1), 1-11.
46. Mporofu, M., & Hlatywayo, C.K. (2015). Training and development as a tool for improving basic service delivery: The case of a selected municipality. *Journal of Economics, Finance and Administrative Science*, 20(39), 133-136.
47. Mushongera, D., Zikhali, P., & Ngwenya, P. (2017). A multidimensional poverty index for Gauteng province, South Africa: Evidence from Quality of Life Survey data. *Social Indicators Research*, 130(1), 277-303.
48. Naseer, H., & Ahmad, M. (2016). Politics of Performance Appraisal Effects: A Study of Aviation Industry of Islamabad. *International Journal of Management and Business Research*, 6(1), 73-84.
49. Pooe, S., Worku, Z., & Van Rooyen, E. (2016). Factors that affect the performance of employees in the City of Tshwane. *Journal of Risk Governance & Control: Financial Markets and Institutions*, 6(4), 24-30.
50. Ritchie, J., Lewis, J., Nicholls, M. C., & Ormston, R. 2013. *Qualitative research practice: A guide for social science students and researchers*. New York: SAGE Publications.
51. Sharma, N. P., Sharma, T., & Agrawal, M. N. (2016). Measuring employee perception of performance management system effectiveness. *Employee Relations*, 38(2), 224-247.
52. Silver, J., & Marvin, S. (2017). Powering sub-Saharan Africa's urban revolution: An energy transitions approach. *Urban Studies*, 54(4), 847-861.
53. South African Auditor-General. 2018. *Annual Report for the financial year 2016/2017*. <http://www.df.gov.za/reports/index.asp>
54. South African Government Communication and Information System. 1996. *Constitution of the Republic of South Africa: Act no. 108 of 1996*. www.info.gov.za/documents/constitution/1996/a108-96.pdf
55. South African Government Communication and Information System. 1996. *South African Labour Relations Act (Act no. 66 of 1995)*. <http://www.labour.gov.za/DOL/legislation/acts/>
56. South African Government Communication and Information System. 2000. *Municipal Systems Act of 2000: Act no. 32 of 2000*. www.info.gov.za/documents/constitution/1996/a108-96.pdf
57. South African National Treasury. 2003. *Municipal Finance Management Act of 2003: Act no. 56 of 2003*. <http://mfma.treasury.gov.za/Pages/Default.aspx>
58. Statistics South Africa. 2018. *Mid-year population estimates for 2018*. <http://www.statssa.gov.za/?p=11341>
59. Taj, S., & Morosan, C. (2016). The impact of lean operations on the Chinese manufacturing Performance. *Journal of Manufacturing Technology Management*, 22(2), 223-240.
60. Van der Walt, G. (2016). Managing local government performance: Key consideration and Challenges. *Journal of Public Administration*, 41(2), 129-131.