

**ORGANISATIONAL FACTORS THAT UNDERMINE THE OPTIMAL UTILISATION OF LOGISTICAL,
FINANCIAL AND HUMAN RESOURCES**

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Research Article

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Abstract

The study conducted by Liu, Bellibas and Gumus (2021) has identified good leadership and good organisational culture as key mediating factors of job satisfaction and productivity in service delivery institutions. The study was conducted to identify influential determinants of job satisfaction in the City of Tshwane based on data gathered from 149 employees of the Emergency and Rescue Services Department of the City of Tshwane. A composite index developed by Hair Jr, Howard and Nitzl (2020) was used for measuring job satisfaction. The study found that about 77% of employees were satisfied with their jobs while 23% of them were not satisfied with their jobs. Job satisfaction was influenced by the extent of support provided to employees by their line function managers, opportunity to work on a variety of tasks, and expression of appreciation for tasks very well done by line function managers.

Key words: City of Tshwane, Emergency and rescue services, Job satisfaction, Logit analysis

Introduction and background

The study was conducted to identify mediating factors of job satisfaction and productivity in the City of Tshwane based on data gathered from 149 employees of the Emergency and Rescue Services Department of the City of Tshwane. Employees working on rescue and emergency operations in the City of Tshwane are quite busy and over-worked on the line of duty. The City of Tshwane is the seat of the South African Government. The City provides essential emergency and rescue services to residents and ratepayers. The study aims to identify influential socioeconomic factors that affect employee morale,

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job satisfaction and productivity at the workplace. The study conducted by Maphoroma (2019) has shown that it is highly beneficial for the City of Tshwane to provide skills-based training opportunities to employees working on rescue and emergency services in the City of Tshwane as a means of boosting employee morale and overall productivity.

The study conducted by Fox, Spector, Goh, Bruursema and Kessler (2012) has shown that organisational citizenship behaviour is significantly associated with employee morale, job satisfaction and productivity. Liu, Bellibas and Gumus (2021) have shown that good leadership traits such as accountability, transparency, objectivity and fairness to employees are significantly associated with employee morale, job satisfaction and productivity. Good leadership enables employees to perform optimally. Rodrigues and Franco (2020) have constructed an index for measuring the degree of adherence to good corporate governance principles. Sadie, Patel and Baldry (2016) have pointed out that protests over municipal service delivery in almost all South African municipalities are a result of poor service quality, lack of good governance, lack of housing, lack of good leadership, failure to repair and maintain infrastructure, lack of technical, managerial and artisan skills and the abuse of power by elected officials. Yap, Rou Chong, Skitmore and Lee (2020) have shown that employee morale can be boosted by leading by good example and by way of providing rewards and incentives to employees who perform quite well. Quite often, employees working on emergency and rescue operations are required to work long hours under trying circumstances. Khan, Zhang, Kumar, Zavadskas and Streimikiene (2020) have shown employee morale and job satisfaction are essential for ensuring the optimal utilisation of logistical, financial and human resources for accomplishing work-related tasks.

Objective of study

The overall objective of this study was to identify and quantify key barriers that undermine job satisfaction and productivity among employees of the Emergency and Rescue Services Department of the City of Tshwane.

Literature review

The City of Tshwane was formally inaugurated on 05 December 2000 as the Capital City of South Africa with clearly defined metropolitan boundaries and all relevant municipal bylaws for its residents and ratepayers (City of Tshwane, 2018). Next to Johannesburg, the City of Tshwane is the most economically active metropolitan city in Gauteng Province. The City of Tshwane uses an Integrated Development Plan (IDP) for providing essential safety and security services as well as routine municipal services. The IDP of the City of Tshwane is based on international best practice from cities such as Washington DC in the USA. Studies conducted by Maphoroma (2019), Morudu (2017), Mamokhere (2020), Khale and Worku (2013) and Khambule (2018) have shown that failure by South African local municipalities to ensure satisfactory municipal service delivery often leads to costly and protracted protests over inadequate service delivery.

The City of Tshwane has its own organisational culture that influences productivity and job satisfaction among employees who are responsible for providing emergency and rescue services to the population of Tshwane. Audretsch, Belitski, Caiazza and Lehmann (2020) have shown that a key obstacle to satisfactory municipal services is failure to enforce municipal bylaws vigorously. Blumroder, Hoffmann, Ilina, Winter, Hobson and Ibsch (2020) have highlighted the need to boost employee morale by way of providing skills-based training and career growth opportunities for employees working in public service delivery institutions such as the City of Tshwane. Ellemers (2021) has shown that the assessment of work-related technical skills on a

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regular basis is highly valuable for meeting the practical needs of employees. According to the authors, failure to meet work-related needs of employees often leads to the loss of employee morale. Rodriguez-Pose, Ganau, Maslauskaite and Brezzi (2021) have shown that the City of Tshwane can improve the quality of municipal service delivery could be improved by ensuring adherence to municipal bylaws in all areas of service delivery including the provision of emergency and rescue services, waste management, the collection of debt, the repair of roads, street lights and municipal buildings, and the like.

Ahmad, Khan, Rahman, Khattak and Khan (2021) have shown that it is essential to monitor and evaluate the performance of all employees working in the City of Tshwane on the provision of essential municipal services to the population living in the City of Tshwane. The authors have argued that employees who lack motivation and job satisfaction need to be provided workplace training opportunities so that they develop confidence and improved performance at the workplace. The relationship between satisfactory performance and job satisfaction among employees has been demonstrated by various authors. Fox (2021) has shown that it is vital to create an enabling working environment for employees at the workplace. The authors have highlighted the benefit of respecting subordinates, listening to opinions and suggestions from fellow colleagues and subordinates alike, attending short courses that are relevant to core functional duties and responsibilities, and the provision of incentives to top-performing employees. The ability to recruit employees based on merits that are related to key performance areas (KPAs) and key performance indicators (KPIs) is critically important to the City of Tshwane in terms of municipal service delivery.

The relationship between good leadership, good corporate governance and organisational culture has been explained by Haider and Mishra (2021). The authors have shown that the ability of service delivery organisations to ensure the optimal utilisation of resources depends upon the degree to which employees are motivated to work with their full potential and capacity. Miller (2021) has identified key mediating factors for ensuring job satisfaction. These mediating factors are the creation of an enabling environment, respect for good leadership principles, leading by example, respect the rule of law, the ability to enforce municipal bylaws with complete dedication, and accountability by all employees to their line function managers. According to the author, the City of Tshwane can attract foreign and local investors by providing superior municipal services to all customers. In order to do so, the City of Tshwane must adopt an organisational culture that believes in merits that are based on the key performance areas (KPAs) and key performance indicators (KPIs) of employees. Arthi and Parman (2021) have listed down common causes of job dissatisfaction, loss of productivity, loss of employee morale, loss of loyalty and burnout. Examples of such causes are failure to create an enabling environment, the recruitment of employees based on political considerations, disrespect for the rule of law, lack of good leadership, bullying, sexual harassment, political interference, corruption, jealousy and negative emotions.

Andrle, Hebous, Kangur and Raissi (2021) have found that the lack of trust among employees and line function managers could easily lead to failure in productivity. In the absence of good leadership, employees could resort to lack of confidence and trust. This could result in lack of commitment to customers. O'Hara and Toussaint (2021) have shown that a positive organisational culture fosters high productivity, better workplace discipline, high

professionalism, enhanced job satisfaction and affective commitment to customers. In an environment in which there is a positive organisational culture, employees share valuable information freely, and take pride in team efforts (Simatele, Ebhuoma, Tantoh & Donkor, 2019). Tian, Xu and Zhang (2019) have shown that line function managers have a duty to treat employees with respect and dignity at all times. Good organisational culture motivates line function managers to treat employees with respect and dignity. Bad organisational culture is perpetuated by organisational politics and hostility (Rasool, Maqbool, Samma, Zhao and Anjum, 2019).

Yap, Chow and Shavarebi (2019) have shown that positive organisational culture motivates employers and line function managers to critically assess and evaluate work-related needs of employees and take appropriate remedial actions for fulfilling all such needs promptly. According to the authors, positive organisational culture motivates line function managers to place emphasis on maintaining and boosting employee morale and productivity with a view to enhance the quality of service delivery to customers and stakeholders. A good example of a negative organisational culture is the culture of nepotism and political interference. The recruitment of employees based on political considerations and corrupt intentions is quite harmful to employee morale, job satisfaction and productivity at the workplace (Woo, 2019; Harris & Tayler, 2019). The authors have argued that non-deserving employees occupy positions that should be occupied by deserving employees, and that the recruitment of employees who lack appropriate skills and experience into positions of essential municipal service delivery is counterproductive.

Overall productivity and job satisfaction are undermined at the workplace due to factors such as unproductive past traditions and culture, low employee morale, lack of respect for professionalism, lack of accountability, failure to share innovative ideas that affect productivity, lack of skills needed for the delivery of essential services, poor level of job satisfaction, unfair performance assessment, inability to monitor and evaluate the performance of employees, and lack of training opportunities (Zakariya, 2020). In such an organisational culture, employees are bullied during performance appraisals, and those employees who object to bullying are assessed unfairly. A harmful organisational citizenship behaviour often manifests itself by way of refusing to go beyond the call of duty (Marx, Reimann & Diewald, 2021).

The lack of good leadership and disrespect for accountability by senior managers often leads to hostile culture at the workplace (Chandran & Abukhalifeh, 2021). The authors have shown that hostile culture and poor overall productivity are significantly associated. The key obstacles to productivity and job satisfaction in service delivery institutions are jealousy, negative emotions, the loss of skilled workers, sexual harassment and bullying by senior colleagues and line function managers (Mahmoud, Reisel, Fuxman & Mohr, 2021). In corrupt institutions, bullying managers are protected by top managers and they are not disciplined (Teece, 2018). Employees who feel that they are treated unfairly develop a habit of being absent from work by using all available excuses. Such employees have little or no loyalty to the employer and customers who rely on the employer for routine services. Organisations in which there is a culture of respect and unity have the potential for realising their expected outcomes in areas such as service delivery to the general public (Khambule, 2018).

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Maphoroma (2019) has pointed out that the City of Tshwane needs to use its integrated development plan (IDP) effectively as a means of optimising service delivery. The author has argued that the IDP document is highly valuable for minimising the abuse and waste of scarce municipal resources such as budget, manpower and logistical equipment. Frisone, Sicari, Settineri and Merlo (2021) have pointed out that failure to meet skills-related needs of employees often leads to stress and loss of employee morale and productivity. Ellemers (2021) has shown that evaluating and monitoring employee morale and productivity is significantly related to good leadership traits such as accountability, objectivity and fairness. Anser, Ali, Usman, Rana and Yousaf (2021) have highlighted the need for promoting ethical leadership as a means of protecting the basic rights of employees who are required to work under stressful conditions. Zakariya (2020) has found that job dissatisfaction is a common consequence of unmet needs. According to the author, it is mutually beneficial for line function managers and their subordinates to have an open dialogue and exchange of ideas on a regular basis. The study conducted by Chandran and Abukhalifeh (2021) has shown 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 as a means of optimising the utilisation of scarce resources (Marx, Reimann & Diewald, 2021).

Methods and materials of study

Data was gathered from 149 employees of the Emergency and Rescue Services Department of the City of Tshwane by using a self-administered questionnaire (Maphoroma, 2019). A composite index developed by Hair Jr, Howard and Nitzl (2020) was used for measuring the extent to which respondents experienced job satisfaction at the workplace. Ordered logit regression analysis (Hosmer and Lemeshow, 2013) was used for estimating odds ratios of influential predictors of job satisfaction at the workplace. Content validity was ensured by conducting a pilot study based on a simple random sample of size 5 employees (Dunn, 2020). The extent to which measurement tools were valid and internally consistent was ensured by way of estimating Cronbach Alpha coefficients (Cayvaz, Akcay & Kapici, 2020). All estimated Cronbach Alpha coefficients were larger than 0.75 in magnitude, thereby confirming that tools used for measurement were suitable enough for estimation.

Results of data analyses

Table 1 shows figures for the profile of respondents. The table shows that about 77% of employees experienced job satisfaction at the workplace.

Table 1: Profile of participants of study (n=149)

Variable of study	Frequency count (Percentage)
Satisfaction with job by the standards of Hair Jr, Howard and Nitzl (2020)	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%)

Frequency counts and percentages are shown in Table 2 for job descriptions and salaries. About 2% of respondents were assistant chief officers. About 2% of respondents were deputy chief officers. About 5% of respondents were divisional officers. About 2% of respondents were emergency practitioners. About 44% of respondents were leading officers. About 9% of respondents were senior fire officers. About 27% of respondents were officers. The table shows that about 18% of respondents had annual salaries of R350, 000 or above. About 10% of employees had annual salaries of R300, 001 to R350, 000. About 23% of employees had annual salaries of R250, 001 to R300, 000. About 21% of employees had annual salaries of R200, 001 to R250, 000. About 18% of employees had annual salaries of R150, 001 to R200, 000. About 5% of employees had annual salaries of R100, 001 to R150, 000. About 3% of employees had annual salaries of R100, 000 or less.

Table 2: Positions and monthly salaries of respondents (n=149)

Variable of study	Frequency count (Percentage)
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Positions of respondents	Assistant chief officer: 3 (2.01%) Deputy chief officer: 3 (2.01%) Divisional officer: 8 (5.37%) Emergency practitioner: 3 (2.01%) Leading officer: 65 (43.62%) Senior fire officer: 13 (8.72%) Officer: 40 (26.85%) Others: 14 (9.40%)
Annual salaries of respondents in Rand	Above R350, 000: 27 (18.12%) R300, 001 to R350, 000: 15 (10.07%) R250, 001 to R300, 000: 35 (23.49%) R200, 001 to R250, 000: 32 (21.48%) R150, 001 to R200, 000: 27 (18.12%) R100, 001 to R150, 000: 8 (5.37%) R100, 000 or less: 5 (3.36%)

As is shown below in Table 3, about 19% of respondents worked in the Emergency Management Services Division. About 75% of respondents worked in the Fire Division. About 5% of respondents worked in the Control Centre. Only 2 respondents worked in the Training Division.

Table 3: Working divisions of respondents (n=149)

Variable of study	Frequency count (Percentage)
Working divisions of respondents within the Emergency and Rescue Services Department of the City of Tshwane	Emergency Management Services: 28 (18.79%) Fire Division: 112 (75.17%) Control Centre: 7 (4.70%) Training Division: 2 (1.34%)

Table 4 shows frequency counts and percentages for factors that motivate employees to serve the City of Tshwane loyally.

Table 4: Factors that motivate employees to serve the City of Tshwane loyally (n=149)

Variable of study	Frequency count (Percentage)
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Annual performance bonus payments (pbonus)	Strongly agree: 52 (34.90%) Agree: 36 (24.16%) Neutral: 16 (10.74%) Disagree: 14 (9.40%) Strongly disagree: 31 (20.81%)
Long service awards (longservice)	Strongly agree: 26 (17.45%) Agree: 31 (20.81%) Neutral: 26 (17.45%) Disagree: 34 (22.82%) Strongly disagree: 32 (21.48%)
Prestige (prestige)	Strongly agree: 8 (5.37%) Agree: 11 (7.38%) Neutral: 48 (32.21%) Disagree: 36 (24.16%) Strongly disagree: 46 (30.87%)
There is meaning in the work that I do (meaning)	Strongly agree: 63 (42.28%) Agree: 58 (38.93%) Neutral: 15 (10.07%) Disagree: 8 (5.37%) Strongly disagree: 5 (3.36%)
There is work-life balance such as having time for family (balance)	Strongly agree: 29 (19.46%) Agree: 47 (31.54%) Neutral: 44 (29.53%) Disagree: 21 (14.09%) Strongly disagree: 8 (5.37%)

Table 5 shows frequency counts and percentages for assessing the extent to which employees are motivated to work hard. The table provides estimates for salaries and employee benefits.

Table 5: Factors that affect perception on salaries and employee benefits (n=149)

Variable of study	Frequency count (Percentage)
Total remuneration is good (rem)	Strongly agree: 14 (9.40%) Agree: 43 (28.86%) Neutral: 51 (34.23%) Disagree: 25 (16.78%) Strongly disagree: 16 (10.74%)
Fringe benefits (housing, medical and pension) are good (fringe)	Strongly agree: 17 (11.41%) Agree: 41 (27.52%) Neutral: 47 (31.54%) Disagree: 28 (18.79%) Strongly disagree: 16 (10.74%)

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Service bonus is good (sbonus)	Strongly agree: 15 (10.07%) Agree: 45 (30.20%) Neutral: 41 (27.52%) Disagree: 17 (11.41%) Strongly disagree: 15 (10.07%)
Annual increases are good (annual)	Strongly agree: 19 (12.75%) Agree: 35 (23.49%) Neutral: 35 (23.49%) Disagree: 40 (26.85%) Strongly disagree: 20 (13.42%)
It is a stable organisation to work for (stable)	Strongly agree: 33 (22.15%) Agree: 62 (41.61%) Neutral: 25 (16.78%) Disagree: 21 (14.09%) Strongly disagree: 8 (5.37%)

Table 6 shows frequency counts and percentages for factors that affect the perception of employees on valuable training opportunities.

Table 6: Factors that affect perception on valuable training opportunities (n=149)

Variable of study	Frequency count (Percentage)
I am sufficiently trained to do my job effectively (trained)	Strongly agree: 53 (35.81%) Agree: 52 (35.14%) Neutral: 23 (15.54%) Disagree: 15 (10.14%) Strongly disagree: 5 (3.38%)
I would like to be groomed to become a leader or manager (leader)	Strongly agree: 16 (10.74%) Agree: 43 (28.86%) Neutral: 45 (30.20%) Disagree: 30 (20.13%) Strongly disagree: 15 (10.07%)
I would like to be groomed to become a senior specialist (specialist)	Strongly agree: 7 (4.76%) Agree: 49 (33.33%) Neutral: 45 (30.61%) Disagree: 32 (21.77%) Strongly disagree: 14 (9.52%)

I have great opportunities for career advancement (advancement)	Strongly agree: 12 (8.05%) Agree: 38 (25.50%) Neutral: 47 (31.54%) Disagree: 30 (20.13%) Strongly disagree: 22 (14.77%)
My personal development needs are not being addressed (development)	Strongly agree: 12 (8.05%) Agree: 34 (22.82%) Neutral: 44 (29.53%) Disagree: 32 (21.48%) Strongly disagree: 27 (18.12%)

Table 7 shows frequency counts and percentages for factors that affect the perception of employees on working conditions.

Table 7: 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%)

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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 8 shows frequency counts and percentages for assessing the extent to which employees are satisfied with mentorship-related assistance to employees.

Table 8: 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 9 shows frequency counts and percentages for assessing the extent to which employees were happy with supervision-related assistance provided to them at the workplace.

Table 9: 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%)

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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 10 shows frequency counts and percentages for factors that affect the perception of employees on day-to-day activities at the workplace.

Table 10: Perception on day-to-day activities (n=149)

Variable of study	Frequency count (Percentage)
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I have enough access to people and technology (access)	Strongly agree: 30 (20.13%) Agree: 66 (44.30%) Neutral: 42 (28.19%) Disagree: 9 (6.04%) Strongly disagree: 2 (1.34%)
I am able to meet my performance targets (targets)	Strongly agree: 17 (11.41%) Agree: 53 (35.57%) Neutral: 39 (26.17%) Disagree: 24 (16.11%) Strongly disagree: 16 (10.74%)
There is no backstabbing at the workplace (backstab)	Strongly agree: 23 (15.54%) Agree: 70 (47.30%) Neutral: 35 (23.65%) Disagree: 18 (12.16%) Strongly disagree: 2 (1.35%)
My colleagues are generally positive towards me (positive)	Strongly agree: 24 (16.11%) Agree: 81 (54.36%) Neutral: 33 (22.15%) Disagree: 6 (4.03%) Strongly disagree: 5 (3.36%)

It can be seen from the above tables that employees were generally fairly well satisfied with their working conditions and incentives that were provided to them by the City of Tshwane. Table 11 shows 5 determinants of job satisfaction identified by performing bivariate analyses based on the Pearson chi-square test of association. These 5 factors were the degree of support provided to employees for doing their jobs, the availability of a good variety of jobs to be done, the practice of appreciation of employees by line function managers, stability of the City of Tshwane, and the practice of evaluation of employees within six months of employment.

Table 11: Estimates from bivariate analysis (n=149)

Factors that affect job satisfaction at the workplace (satisfied)	Observed Pearson chi-square value	P-value
I was given enough support and mentoring for doing my job (support)	45.3497	0.0000
There is a good variety of work (variety)	16.1182	0.0000
My line function manager appreciates me whenever I do a good job (appreciation)	13.7345	0.0000
It is a stable organisation to work for (stable)	12.4191	0.0000

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I was evaluated within six months of my employment (evaluation)	12.4191	0.0000
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Regression estimates that are obtained from multivariate analysis are theoretically much more reliable than those obtained from bivariate analysis. Subsequent analysis was conducted on the 5 determinants of job satisfaction by using multivariate analysis (ordered logit regression analysis). Table 12 shows estimates for 2 highly influential determinants of job satisfaction. In Table 12, the econometric measure of effect is the odds ratio.

Table 12: Results from ordered logit regression (n=149)

Determinants of job satisfaction	Odds Ratio	P-value	95% C. I.
Stability of City of Tshwane	3.56	0.014	(1.29, 9.86)
Availability of a good variety of jobs	3.22	0.030	(1.12, 9.28)

Standard diagnostic procedures were used for assessing the reliability of the fitted logit regression model. The fitted logit model had the ability to accurately classify 75.23% of attributes. A P-value of 0.2146 was obtained from a goodness-of-fit test developed by Hosmer and Lemeshow (2013). This figure of 0.2146 is above 5%. As such, it confirms that the estimated logit model is trustworthy.

Interpretation of significant odds ratios

The odds ratio of the variable “Stability of City of Tshwane” is equal to 3.56. This indicates that an employee who believes that the City of Tshwane is a stable organisation is 3.56 times as likely to be satisfied with his or her job in comparison with another employee who does not believe that the City of Tshwane is a stable organisation.

The odds ratio of the variable “Availability of a good variety of jobs” is equal to 3.22. This indicates that employees who believe that there is a good variety of jobs at the workplace are 3.22 times as likely to be satisfied with their jobs in comparison with employees who do not believe that there is a good variety of jobs at the workplace.

Discussion of results

The study found that 77.18% of employees were satisfied enough by the standards of Hair Jr, Howard and Nitzl (2020), whereas the remaining 22.82% of respondents were not satisfied enough. Based on results obtained from crosstab analyses, the degree of job satisfaction of employees was significantly associated with 5 factors. These 5 factors were the degree of support

provided to employees for doing their jobs, the availability of a good variety of jobs to be done, the practice of appreciation of employees by line function managers, stability of the City of Tshwane, and the practice of evaluation of employees within six months of employment, in a decreasing order of strength. Based on results obtained from logit analysis, the degree of job satisfaction of employees was significantly influenced by 2 factors. These 2 factors were stability (stability of the City of Tshwane) and variety (availability of a good variety of work).

The key finding of the study is that more than 75% of respondents who were selected for the study expressed satisfaction with the overall quality of services that were provided to them by the emergency and rescue staff of the City of Tshwane. People who experience emergency situations expect prompt and highly efficient action. This is human nature that is common to all people. In this regard, it is highly important for emergency and rescue staff to be appropriately equipped, trained and motivated in order to be dependable at all times. The Act requires all local governments and municipalities to have an International Development Plan (IDP) that could be used as a guideline for managing the requirements, plan, review, monitoring, evaluation, assessment and consequences of all emergency and rescue operations. According to the Act, the City of Tshwane is required to develop a comprehensive emergency and rescue management plan. One of the key aspects of such a plan is to secure adequately trained, equipped and motivated employees who could be relied upon at all times of crises. The regular training and motivation of such employees is crucially important for ensuring adequate preparedness. The study conducted by Rodrigues and Franco (2020) has shown that quality leadership and good governance are critical elements of the IDP plan. The IDP process requires all South African local governments and municipalities to prepare 5-year strategic and operational plans of action in consultation with communities and stakeholders. The plan covers budgets that are required for fulfilling infrastructural, development-related, socioeconomic and poverty alleviation projects that are run by municipalities such as the City of Tshwane. A well designed and comprehensive IDP plan has various parts. Such a plan adequately accounts for potential disaster management and emergency situations along with potential costs arising from logistical and manpower requirements of operations. The IDP plan also caters for the needs of communities that are affected by disasters and emergency situations. The IDP system allows all local governments and municipalities to budget for potential emergency and disaster managements. In cases where local municipalities lack the resources to cater for such needs, the IDP plan enables local municipalities to seek assistance from relevant stakeholders.

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