

Factors that Affect Job Satisfaction among Employees of the City of Tshwane

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Abstract:

The research work was motivated by the need to explore mediating factors for job satisfaction and adequate performance among 149 employees whose job is to provide rescue and emergency services to the population living in the Tshwane geographical region of South Africa. The research revealed that about 77% of employees experienced job satisfaction by the standards of Berman (2015), whereas the remaining 23% of employees did not. Results obtained from multivariate analysis identified 2 influential predictors of job satisfaction. These factors were stability at the workplace and the availability of a variety of functions.

Keywords: Tshwane, Emergency and rescue services, Job satisfaction, Mediating factors

Disciplines: Public Management, Socioeconomic Studies, African Studies.

INTRODUCTION

There is a high demand for rescue and emergency services in all geographical regions of Tshwane. Employees working as rescue and emergency practitioners are required to adhere to stringent working conditions over extended periods of duty. The integrated development plan of the City of Tshwane (2019) stipulates minimum service delivery standards that must be met by all rescue and emergency practitioners. The aim of research was to assess and evaluate mediating factors for job satisfaction and adequate performance among employees working as rescue and emergency practitioners in the suburbs of Erasmuskloof, Centurion and Hazelwood in Tshwane.

Literature review

Noblet, Allisey, Nielsen, Cotton, LaMontagne and Page (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. Berman (2015: 78-79) and Bendix (2010: 14-15) describe the robust relationship between labour laws and the operational needs and requirements of employers based on the benefits of creating an economically enabling environment in which all employees feel highly motivated and empowered to work hard.

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 and report-writing skills, mobilising 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 provision of highly efficient rescue and emergency services is one of the top strategic priorities of rescue and emergency practitioners. Van der Waldt (2016) has identified predictors of satisfactory performance that are relevant to public sector employees whose duty is to provide emergency and rescue services. In public service delivery institutions such as municipalities, the degree of satisfaction with employment conditions and the performance of employees are often influenced by the degree of support, mentorship and leadership provided to them by their line function managers at the workplace. Radnor and Barnes (2015) have identified factors such as the ability of employers to meet the training needs of employees, the provision of incentives to workers, opportunities for growth in career path and an enabling working environment in which workers are motivated to work productively. The South African National Treasury (2003) requires fiscal discipline from all public sector employees and their line function managers in terms of accounting for public expenses.

Objective of study

The main purpose of research was to identify and alleviate obstacles to job satisfaction and employee performance among rescue and emergency practitioners

whose duty is to provide emergency and rescue services to residents of Erasmuskloof, Centurion and Hazelwood in the Tshwane geographical region.

Research methods

The research was conducted by gathering information collected from 149 employees working in the Emergency and Rescue Services Department of the City of Tshwane. The questionnaire of study consisted on 47 socioeconomic factors that influence job satisfaction. A pilot study was conducted in order to ascertain content validity (Ritchie, Lewis, Nicholls and Ormston, 2013). Reliability and internal consistency (Ritchie, Lewis, Nicholls and Ormston, 2013) were ascertained by using Cronbach Alpha estimates. The outcome variable of study was a proxy for job satisfaction. The outcome variable of study was defined by using a composite index developed by Berman (2015) for measuring job satisfaction as a binary outcome variable (Y).

$$Y = \begin{cases} 1 & \text{if employee is not satisfied with job} \\ 0 & \text{if employee is satisfied with job} \end{cases}$$

Multivariate analysis was performed by estimating adjusted odds ratios from ordered logit analysis (Hosmer and Lemeshow, 2013). The theoretical reliability of the fitted model was assessed by using standard diagnostic procedures.

Results of data analyses

The general characteristics of the 149 rescue and emergency practitioners included in the survey are displayed in Table 1. Just above 77% of employees were satisfied enough with their jobs by the standards of Berman (2015), whereas the remaining 23% of employees were not by the same standards.

Table 1: Sociodemographic characteristics of participants of study (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%)

Table 2 shows frequency proportions for positions occupied by the 149 respondents who took part in the study along with their annual salaries in Rand.

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

Variable of study	Frequency count (Percentage)
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%)

Table 3 shows 5 factors that are significantly associated with job satisfaction at the workplace. All 5 factors are highly significant at the 0.001 level as their P-values are all smaller than 0.001.

Table 3: Results obtained from Pearson's chi-square tests of associations (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	16.1182	0.0000***

of work (variety)		
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***
I was evaluated within six months of my employment (evaluation)	12.4191	0.0000***

Legend: Significance levels at * $P < 0.05$; ** $P < 0.01$; *** $P < 0.001$

Table 4 shows 2 influential predictors of job satisfaction identified by using ordered logit analysis.

Table 4: Results from ordered logit analysis (n=149)

Factors that affect 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)

The estimates displayed in Table 4 indicate 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 table also indicates that an employee who is provided with an opportunity to work on a variety of work-related tasks is 3.22 times as likely to experience job satisfaction in comparison with an employee who is not provided with the same opportunity. The results suggest that the creation of a stable working environment and the provision of a variety of work-related functions are both vital for enhancing job satisfaction.

Discussion of results

Everything considered, just above 77% of employees experienced job satisfaction by the standards of Berman (2015), whereas the remaining 23% were not satisfied enough. The results indicate that the creation of a stable working environment and the provision of a variety of work-related functions are both vital for enhancing job satisfaction among rescue and emergency practitioners. 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) in which it is recommended that the

degree of job satisfaction of employees should be assessed by line function managers on a regular basis by their line function managers based on KPIs and KPAs of employees.

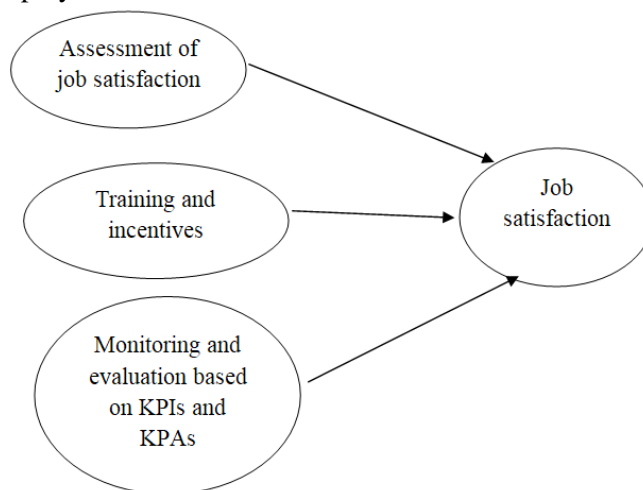


Figure 1: An integrated framework for job satisfaction Source: Adapted from Taj and Morosan (2011)

The framework developed by the study has the potential to enable human resource managers working in the City of Tshwane to improve the degree to which human resources are optimally utilised. The framework could encourage the top leaders of the City of Tshwane to promote good governance and good leadership principles. The framework could also help leaders of City of Tshwane to improve their capacity to complete vital projects according to plan, within budget, on time and without compromising quality specifications.

Recommendations

The following recommendations are informed by results obtained from the study, and are made to the Emergency and Rescue Services Department of Tshwane.

- The promotion of awareness programmes about emergency and rescue services to members of the community at Erasmuskloof, Centurion and Hazelwood would enable ordinary people to be adequately informed about the variety of services provided by rescue and emergency practitioners.
- The ability to maintain the current quality of emergency and rescue services is quite helpful for ensuring a high degree of professionalism and service excellence. This can be achieved by mentoring young and newly recruited employees by using well-experienced employees would be highly helpful.

- Providing employees with tailor-made workplace training programmes on a quarterly basis would be highly helpful for developing and growing vital skills that are required for providing efficient service delivery.
- Employee-exchange programmes with the Cities of New York, Cape Town and Johannesburg would be highly helpful for acquiring vital skills.
- The promotion of good leadership principles would be highly helpful to keep up the morale and commitment of employees.
- 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.

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