

## **BENEFITS OF EFFECTIVE COMMUNICATION ABOUT OPERATIONAL GOALS FOR INTEGRATED SERVICE DELIVERY**

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### **Abstract**

The paper is based on a survey conducted in the Greater Tshwane geographical region of Gauteng Province by Worku and Muchie (2018: 33-49) in which the authors have identified obstacles to efficiency in the management of municipal solid waste generated by commercial businesses that operate in the Greater Tshwane geographical region of Gauteng Province in South Africa. The original survey was conducted by gathering quantitative data from 1, 034 business enterprises operating in Tshwane as well as qualitative data gathered from 12 owners of business enterprises about factors that affect the perceived level of satisfaction of business enterprises with the quality and efficiency of municipal solid waste management services provided to residents and ratepayers by employees of the City of Tshwane. The paper is based on results obtained from thematic, content and document analyses. The results showed the benefits of effective communication with customers about operational goals for ensuring the provision of satisfactory waste management services.

**Key words:** Municipal solid waste management, Greater Tshwane, Service delivery, Qualitative enquiry, Thematic analysis, Content analysis, Document analysis

### **Introduction and background to study**

Surveys conducted in the greater Tshwane geographical region by Worku and Muchie (2012:1-12), Worku, Snyman and Muchie (2014: 77-106) and Worku and Muchie (2018: 33-49) have identified influential determinants of satisfactory municipal waste management services that are provided to commercial businesses that operate in the Greater Tshwane geographical region of Tshwane in Gauteng Province, South Africa. The authors have found that 83% of commercial business enterprises in Tshwane were satisfied with the quality of waste management services that are provided to them, and that the level of satisfaction of commercial businesses was significantly influenced by lack of adherence to waste management regulations, the operation of businesses by non-owners of businesses, inability to enforce municipal bylaws, and lack of rewards and incentives to commercial businesses that collect, recycle and dispose of their waste efficiently. This paper places emphasis on findings obtained from qualitative individual in-depth interviews conducted with a purposive sample of 12 business owners and operators as part of the original survey.

The survey conducted by Amusa and Fadiran (2023) have shown that South African municipalities spend significant financial, human and logistical resources in the course of municipal service delivery without achieving their operational goals due to lack of specialised skills, lack of good

leadership and lack of accountability. Ogujiuba and Mngometulu (2022) have pointed out that it is essential to render highly efficient municipal services to businesses in order to be able to reduce the current levels of poverty and unemployment.

The study conducted in the City of Tshwane by Shai, Worku and Muchie (2019) has identified key barriers to efficient municipal service delivery in the City of Tshwane. Examples of such barriers are lack of specialised skills that are essential for resolving routine queries on municipal services that come from residents and ratepayers. Examples of such skills are accounting, reporting, construction engineering, and communication skills.

Van Rooyen and Pooe (2016), Worku, Snyman and Muchie (2014) and Maphoroma (2019) have made a call for research to identify determinants of satisfactory municipal solid waste management services that are provided to commercial businesses that operate in the City of Tshwane. The study has the potential to assess and evaluate the level of satisfaction of commercial businesses that operate in Tshwane with the quality of municipal waste management services that are provided to them by employees of the City of Tshwane.

### **Literature review**

The theory of personality developed by Adler (2014) shows that it is essential to consider the background history of municipal employees whose duty is to render sanitation and waste management services. The author has shown that municipal employees need to be provided with appropriate motivation, training and mentorship as well as modern equipment that are required for managing waste efficiently. The goal-setting theory proposed by Locke (1968) shows that it is highly beneficial to provide municipal employees with clearly defined and measurable goals so that they can perform optimally. Both Adler (2014) and Locke (1968) have pointed out the need to align performance appraisals to measurable goals that are agreed upon between employees and line function managers. The theory of motivation developed by Latham (2018) shows that it is highly beneficial to both employees and line function managers to equip employees with appropriate tools, workplace training, close supervision and monitoring and evaluation on a regular basis. It follows that it is prudent to invest on the workplace needs and morale of employees working in the City of Tshwane on municipal solid waste management services.

Maserumule (2020) has shown that strike actions taken by municipal employees undermine municipal service delivery and that it is prudent for municipalities to pre-empt such strike actions by working very closely with municipal employees on a regular basis. Khambule (2022) has shown that coalition-led administrations in Gauteng municipalities often hinder the delivery of essential municipal services due to political partisanship. The author has argued that it is essential for municipal officials to work very closely with municipal workers who are responsible for rendering essential municipal services so that such services are not interrupted to the detriment of people living and working in local municipalities.

Hlatshwayo (2022) has pointed out the need for motivating and supporting municipal employees in terms of fulfilling their work-related needs. The author has suggested measures such as workplace training and close mentorship. According to the author, ensuring the delivery of quality municipal services requires the ability to keep up employee morale and providing employees with a fair and rewarding working environment in which hardworking employees are rewarded for their contributions.

Surveys conducted in the City of Tshwane by Van Rooyen and Pooe (2016) and Worku (2016) have shown the need for using performance appraisal systems that are aligned with integrated development plans that are provided to municipalities by the South African National Treasury. The authors have argued that the ideal method of motivating and empowering municipal employees is fulfilling the work-related needs of municipal employees. In this regard, appropriate measures are the use of measurable objectives and goals for appraising employee performance, the provision of workplace training and close mentorship, and the provision of rewards and incentives to top-performing employees. Makina and Lawhon (2022) have shown that it is beneficial for the City of Tshwane to work closely with private waste collectors in order to keep cleanliness and environmental sanitation. The authors have shown the benefits of keeping up employee morale. According to the authors, the creation of an enabling working environment and the provision of rewards to hardworking employees are highly helpful for keeping up employee morale.

Various studies have shown the benefits of good leadership and accountability to the people in South African municipalities. The survey conducted by Mtshali and Enaifoghe (2023) shows that local municipalities must communicate with their residents and ratepayers effectively and shown their commitment to the people by working on comments and suggestions that are given to them. The authors have pointed out that failure to provide effective leadership in local municipalities often results in prolonged and costly municipal strike actions, municipal protests over poor service delivery, the loss of costly municipal infrastructure, the loss of livelihoods and jobs, and vandalism and abuse to privately owned business enterprises.

Studies conducted in the City of Tshwane by Khale and Worku (2013) and Worku, Snyman and Muchie (2014: 77-106) have shown the need for workplace training and the use of appropriate equipment and technologies for the efficient delivery of municipal services. The authors have shown that municipal level good leadership enables municipal employees and their line function managers to be more productive at the workplace. Methods recommended for motivating municipal employees include the provision of workplace training, close mentorship, and the use of measurable goals. Maphoroma (2019) has recommended the provision of rewards and incentives to employees who exceed expectations. Employees who deserve rewards and appreciation could be easily identified by setting measurable goals to employees and by monitoring and evaluating the quality of services provided by employees of the City of Tshwane to residents and ratepayers on a regular basis.

Surveys conducted by Mamokhere (2023) and Shai, Worku and Muchie (2019) have identified barriers to the provision of efficient municipal service delivery in South African local municipalities. The authors have cited barriers such as lack of specialised skills that are essential for resolving routine queries on municipal services that come from residents and ratepayers, lack of accountability to residents and ratepayers, inability to communicate effectively with residents and ratepayers, and lack of skills in the fields of accounting and engineering.

### **Objective of study**

The study aims to assess and evaluate the level of satisfaction of commercial business enterprises that operate in the Greater Tshwane Geographical region of Gauteng Province in South Africa with the quality of waste and sanitation services that are provided to them by employees of the City.

### **Research questions**

The research work aims to provide adequate answers to the following research questions:

- What are the main obstacles to the overall quality of municipal solid waste management services that are provided to commercial businesses that operate in Tshwane?
- What are the factors that undermine the level of understanding of businesses about the benefits of proper waste management?
- What are the factors that undermine the level of adherence to municipal guidelines and bylaws on proper waste management?
- What are the factors that undermine the level of enforcing municipal guidelines and bylaws on proper waste management?
- What are the perceived benefits of proper waste management for business enterprises that operate in Tshwane?

### **Theoretical framework of study**

The theoretical framework of this paper is based on the theory of public administration proposed by Frederickson (Frederickson, Smith, Larimer & Licari, 2018). The theory shows that efficient municipal service delivery requires good leadership, efficient bureaucratic processes, and accountability to all stakeholders. The key aspect of good leadership is the creation and maintenance of an enabling working environment in which human, logistical and financial resources are put to use optimally. The theory shows that an efficient bureaucratic process runs smoothly like a well-oiled machine and ensures efficient service delivery to customers. Efficient bureaucracy enables all role-players to understand and carry out their respective duties and responsibilities based on clearly spelled out norms and standards of service delivery and service level agreements. Queries are resolved promptly and efficiently and there is little need for reminders about routine functions. Efficient bureaucracy relies on accountability, good leadership,

adherence to ethical guidelines and principles, professional integrity, transparency, respect for the rule of law as well as compliance with the human and legal rights of people. The theory shows that enforcing municipal bylaws on proper waste management requires good leadership and commitment to service excellence. The City of New York uses tools such as goal-setting, monitoring and evaluation, performance appraisals, workplace training, mentorship, close supervision, and the provision of rewards and incentives to stakeholders that assist the City in reducing the cost of municipal service delivery for ensuring satisfactory service delivery to residents and ratepayers who live and work in the City (Goldberg-Miller, 2019; Hall, 2015). The City of New York uses the theory of goal-setting proposed by Edwin Locke (1968) as a policy tool. The benefits of goal-setting to public servants who render essential services in high performance institutions such as municipalities are outlined by Locke (1968), Locke and Latham (2019), Latham (2018), and Adler (2014). The authors point out that goal setting is a significant predictor of productivity among workers.

### **Rationale of study**

Van Rooyen and Poee (2016), Worku, Snyman and Muchie (2014) and Maphoroma (2019) have made a call for research to identify determinants of satisfactory municipal solid waste management services that are provided to commercial businesses that operate in the City of Tshwane. The study has the potential to assess and evaluate the level of satisfaction of commercial businesses that operate in Tshwane with the quality of municipal waste management services that are provided to them by employees of the City of Tshwane.

### **Methods and materials of study**

#### **Sample size of study**

The list of eligible participants of research consisted of a purposive sample of size 23 business owners and operators who conducted business in the Greater Tshwane geographical region of Gauteng Province. These 23 participants were selected for the study based on purposive sampling (Levy & Lemeshow, 2013). The 23 participants were business owners and operators who conduct business activities by relying on waste removal services that are offered by employees of the City of Tshwane to commercial businesses. Purposive sampling is a non-probability sampling technique and enables researchers to choose eligible participants of research intentionally based on their level of knowledge and experience. This technique is commonly used for conducting qualitative research. Individual 1-hour-long face-to-face interviews were conducted with each of the 23 participants of study by using a digital tape-recording device. The researcher later transcribed these interviews. During the interviews, the researcher was able to record the following demographic characteristics.

#### **Saturation**

In qualitative research, a state of saturation is reached when participants provide no new information (Hennink & Kaiser, 2022). The purpose of thematic analysis was to gather all distinct

views, opinions and ideas from the participants of research. The list of eligible participants consisted of 23 eligible participants who were chosen by using purposive sampling and principles of grounded theory. A state of saturation was reached after participant number 12 was interviewed. This was confirmed by confirming that views and opinions expressed by participants 13 to 23 were a duplicate of views and opinions expressed by participants 1 to 12. Thus, the effective sample size of study was 12. Data gathered from participants 13 to 23 was discarded as it was a repeat of data gathered from participants 1 to 12.

### **The manual creation of codes and categories**

In qualitative research, the manual creation of codes and moderation are highly beneficial. Saldana (2021) states that manual coding is helpful for transforming unstructured or semi-structured data such as transcripts from in-depth interviews into themes and patterns for analysis directly and conveniently with minimal loss of valuable information. In this research, codes were created manually and then moderated by two subject matter specialists on municipal solid waste management.

### **The use of open coding**

Open coding (Bryda and Costa, 2023) is the first level of coding in which distinct concepts and themes are identified for creating categories. Like terms, ideas, suggestions, views and opinions are placed under similar categories. In this research, open coding was used for creating codes and categories. Open coding enables the researcher to use principles that are based on grounded theory. In this research, open coding was used for creating codes and identifying emerging themes. Five interview questions were used for conducting the research, and 3 themes emerged from each one of the 5 interview questions. Thus, 15 emerging themes were used for performing qualitative data analysis in this research.

### **Ensuring trustworthiness**

Lincoln and Guba (1985) recommend the use of credibility, transferability, dependability, and confirmability for ensuring trustworthiness in thematic analysis. These methods were used in this research to ensure trustworthiness. The process requires the use of multiple sources of empirical data, triangulation, allowing participants to comment on views and opinions expressed by each other anonymously, critically examining the validity of data by going through reports published in the literature, critically examining past and present reports, soliciting expert opinion, and by allowing subject matter specialists to comment, assess and critically evaluate the credibility of information gathered from the 12 participants of study, and by subjecting the views and opinions expressed by the 12 participants of study to an anonymous review by officials who are responsible for waste management services in the City of Tshwane. In this regard, past and present records and reports were used for testing the level of accuracy of views and opinions expressed by participants of the research. The process enabled the researcher to corroborate the views and

opinions expressed by the participants of study. Thus, it was established that the information gathered from the participants of study was indeed trustworthy.

### Demographic characteristics of participants of research

Table 1 shows a frequency table for the gender, age and level of education of the 12 participants of study.

**Table 1: Gender, age and level of education of participants (n=12)**

Participant	Gender	Age in years	Highest level of academic qualification
1	Male	35 to 44	Bachelor's degree
2	Male	45 to 54	Certificate
3	Female	35 to 44	Honour's degree
4	Male	55 to 64	Diploma
5	Male	25 to 34	Bachelor's degree
6	Female	35 to 44	Diploma
7	Male	55 to 64	Master's degree
8	Male	45 to 54	Diploma
9	Male	35 to 44	Bachelor's degree
10	Female	45 to 54	Grade 12
11	Male	55 to 64	Certificate
12	Male	45 to 54	Diploma

Table 2 shows a frequency table for the ownership status and duration of operation of the 12 participants of research.

**Table 2: Ownership status and duration of operation of participants (n=12)**

Participant	Status	Duration of service in years
1	Actual owner	5 or less
2	Actual owner	11 to 15
3	Employed manager	5 or less

4	Actual owner	6 to 10
5	Actual owner	6 to 10
6	Employed manager	5 or less
7	Actual owner	16 to 20
8	Actual owner	11 to 15
9	Actual owner	6 to 10
10	Employed manager	5 or less
11	Actual owner	16 to 20
12	Actual owner	6 to 10

Figure 1 shows a pie chart for the gender of participants. It can be seen from the pie chart that 75% of participants are male, whereas the remaining 25% were female. These figures show that male business operators dominate female business operators in the Greater Tshwane geographical region.

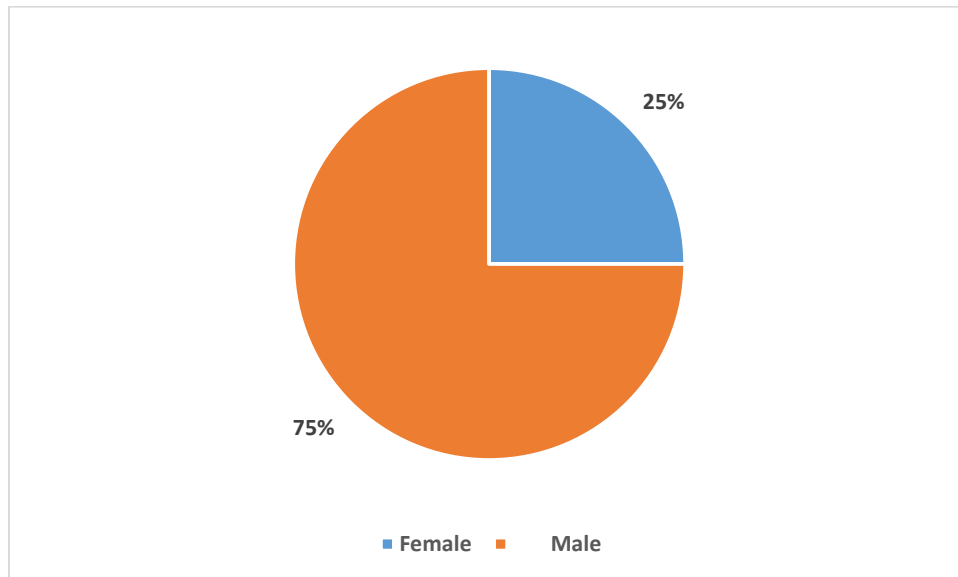


Figure 1: Gender of participants



Figure 2 shows a bar chart for the ages of participants. It can be seen from the bar chart that 8.33% of participants had ages of 25 to 34 years; 33.33% of them had ages of 35 to 44 years; 33.33% of participants had ages of 45 to 54 years; and 25% of participants had ages of 55 to 64 years.

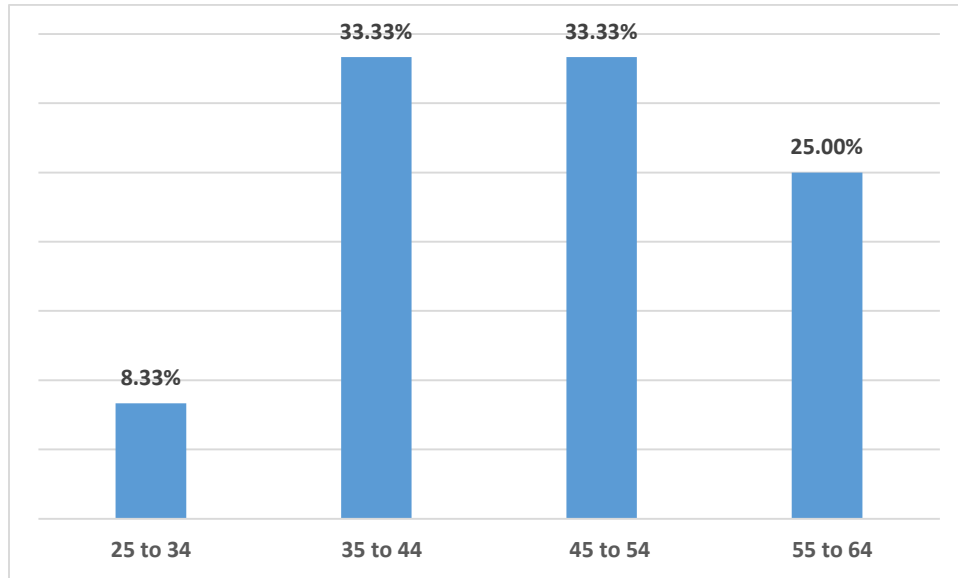


Figure 2: Age categories of participants Figure 3 shows a bar chart for the levels of education of participants. It can be seen from the bar chart that 8.33% of participants had Grade 12 level education; 16.67% of participants had certificates; 33.33% of participants had diplomas; 25% of participants had Bachelor’s degrees; 8.33% of participants had an Honour’s degree; and that 8.33% of participants had a Master’s degree.

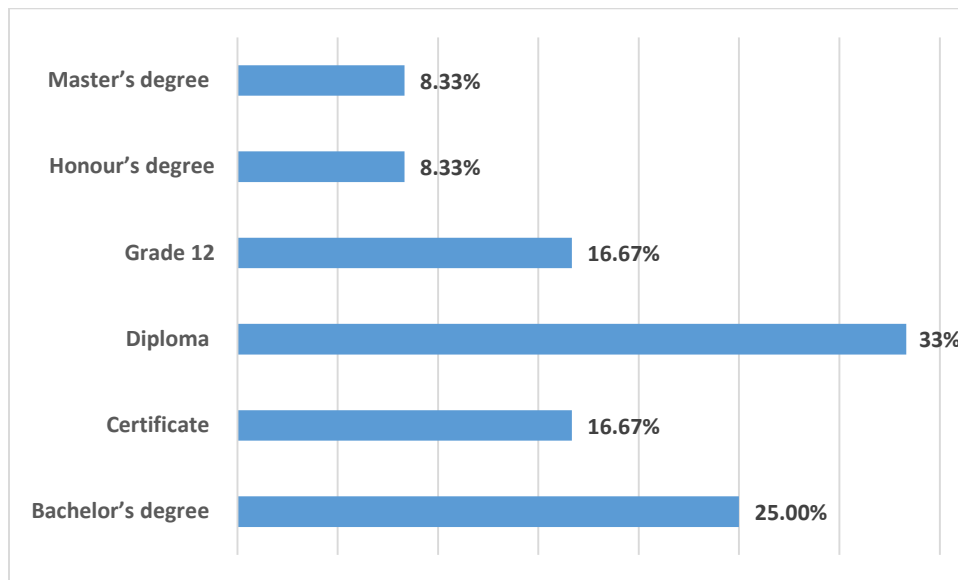


Figure 3: Levels of education of participants

Figure 4 shows a pie chart for the status of participants in the businesses that took part in the research. It can be seen from the bar chart that 75% of participants were actual owners, whereas the remaining 25% were employed managers.

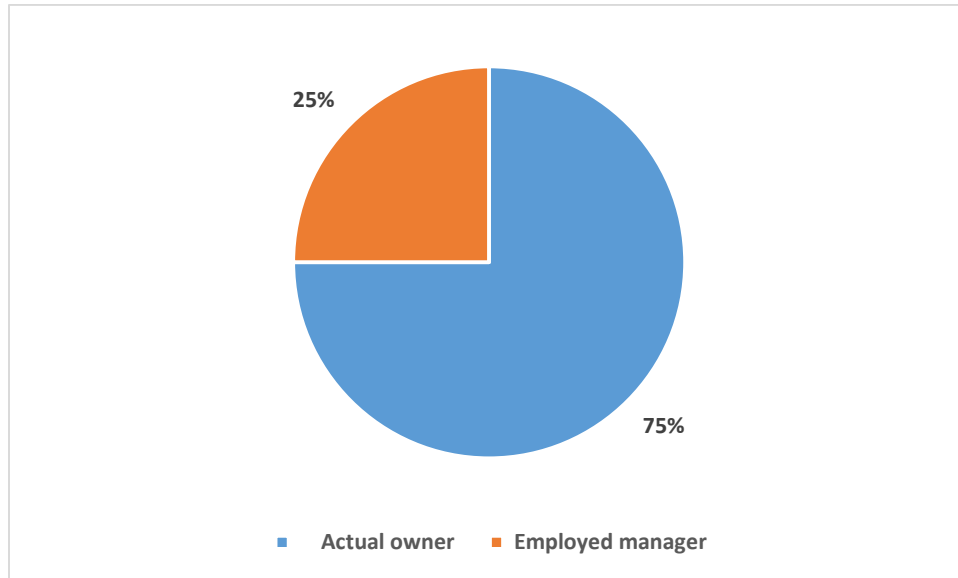


Figure 4: Status of participants in business enterprise

Figure 5 shows a bar chart for the duration of experience of participants in operating business enterprises. It can be seen from the bar chart that 33.33% of participants had worked as entrepreneurs for 5 years or less at the time of study; 33.33% of them had worked as entrepreneurs for 6 to 10 years; 16.67% of them had worked for 11 to 15 years; and 16.67% of them had worked for 16 to 20 years.

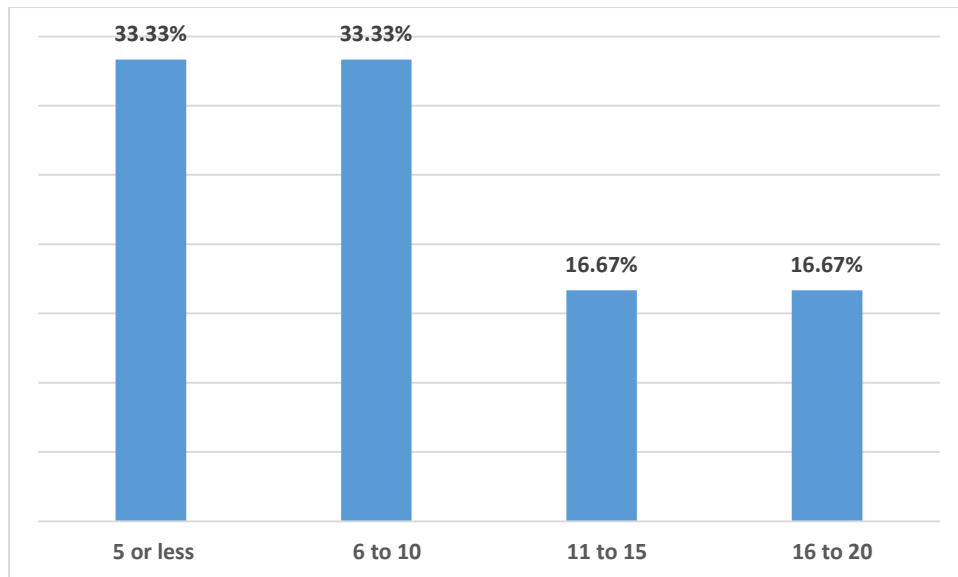


Figure 5: Duration of experience in operating business enterprises

### Results from thematic analysis

The number of interview questions was 5. From each question, 3 themes emerged. Thus, 15 themes emerged (3 themes per interview question). Table 3 shows 15 themes that emerged from answers that were provided to 5 interview questions by the 12 participants of research.

Table 3: Table of 15 emerging themes (n=12)

<b>Interview questions</b>	<b>Theme 1</b>	<b>Theme 2</b>	<b>Theme 3</b>
Obstacles to the overall quality of municipal solid waste management (Q1)	Inability to ensure consistency in waste collection time	Unplanned strike actions by municipal workers	Inability to create alternative arrangements for customers during strike actions
Factors that undermine the level of understanding of businesses about the benefits of proper waste management (Q2)	Low level of formal education	Lack of commitment to proper waste management	Low level of profit
Factors that undermine the level of adherence to municipal guidelines and bylaws on proper waste management (Q3)	Lack of proper understanding about the benefits of proper waste management	Inability to provide incentives to businesses that manage waste properly	Inability to enforce municipal bylaws and guidelines in businesses by the City of Tshwane
Factors that undermine the level of enforcing municipal guidelines and bylaws on proper waste management (Q4)	Operation of businesses by employed managers	Inability to adhere to guidelines stipulated in integrated development plans	Lack of specialised skills and equipment
Perceived benefits of proper waste management for business enterprises that operate in Tshwane (Q5)	Provision of improved	Promotion of environmental	Promotion of profitability in business enterprises

	services to customers	sanitation and cleanliness	
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The 12 eligible participants of the study provided answers to 5 interview questions each. In what follows next, responses obtained from the 12 participants of study will be presented in terms of themes. Each one of the 5 questions has 3 emerging themes.

**Q1: Obstacles to the overall quality of municipal solid waste management**

Question 1 identified obstacles to satisfactory municipal solid waste management services.

The answers provided to Question 1 led to the creation of the following 3 themes:

**Theme 1.1: Inability to ensure consistency in waste collection time**

Eight of the 12 participants indicated that lack of consistency in keeping waste collection time undermined the overall quality of municipal solid waste management services. Six participants emphasised the need for well-equipped and modern waste collection trucks that could collect municipal solid waste from businesses. Two participants indicated that rewards and incentives should be provided to municipal employees who keep waste collection times on a regular basis. Three of the 12 participants indicated that it was important to keep waste collection times, with minimal variation. Four of the participants indicated that failure to keep waste collection times often results in vandalism and abuse. One participant indicated that he often had to struggle to protect his waste disposal bin from scavengers. These findings are consistent with findings reported in the literature by Amusa and Fadiran (2023).

Participant 2: “Waste is not picked up punctually at times when there are strike actions”.

Participant 5: “Waste collection times are disrupted when there are disputes between municipal employees and the City of Tshwane”.

**Theme 1.2: Unplanned strike actions by municipal workers**

Ten of the 12 participants indicated that they had to pay for private waste management services during strike actions by employees of the City of Tshwane. Seven participants indicated that the collection and disposal of waste was quite difficult during unplanned or prolonged strike actions. Two participants indicated that they had to dispose of waste personally at municipal waste dumping sites during prolonged strike actions. These findings are consistent with findings reported by Hlatshwayo (2022).

Participant 1: “It is quite difficult for us to dispose of waste during strike actions. Our waste is vandalised during strike actions by waste scavengers”.

Participant 3: “The collection of waste generated by businesses is an essential service. As such, the municipality should maintain waste management services during strike actions”.

Participant 9: “There ought to be a backup plan for collecting waste generated by commercial businesses during strike actions”.

### **Theme 1.3: Inability to create alternative arrangements for customers during strike actions**

Nine of the 12 participants stated that it was necessary to create alternative waste collection arrangements in order to minimise the disruption of waste management services. Two participants indicated that protest actions taken by municipal waste management employees were often violent and deterred private waste collectors. These findings are similar to findings reported by Van der Berg, Patel and Bridgman (2022).

Participant 7: “Waste collection services must not be interrupted so that businesses can render decent services to people. This means that the City of Tshwane needs to have a reliable alternative plan for collecting waste during strike actions”.

Participant 11: “There are private waste collectors who are capable of collecting waste during strike actions. Such waste collectors should be working closely with the municipality to avoid the disruption of waste management services”.

## **Q2: Factors that undermine the level of understanding of businesses about the benefits of proper waste management**

### **Theme 2.1: Low level of formal education**

Eight of the 12 participants cited low level of formal education as a cause of low level of understanding about the potential benefits of proper waste management in commercial businesses. Seven of the 12 participants indicated that it was helpful to promote health and sanitary education in commercial businesses. Five of the 12 participants stated the need to enforce municipal bylaws on environmental sanitation strictly. These findings are similar to findings reported by Worku, Snyman and Muchie (2014).

Participant 4: “There are businesses in which operators fail to collect and dispose of commercial waste properly. Such businesses will benefit from awareness education”.

Participant 6: “Awareness education is helpful for encouraging businesses to keep environmental sanitation, hygiene and proper waste collection and disposal”.

### **Theme 2.2: Lack of commitment to proper waste management**

Six of the 12 participants indicated that there was not enough commitment to proper waste management due to lack of awareness. Five participants indicated that incentives and rewards are

helpful for motivating business owners and operators to collect and dispose of commercial waste properly. One participant indicated that it would be beneficial for the City of Tshwane to give rewards and incentives to businesses that follow proper waste management processes. These findings are similar to findings reported by Zahari and Kaliannan (2023).

Participant 8: “Lack of commitment to proper waste collection and disposal is caused by lack of motivation in businesses and inability to enforce municipal bylaws”.

Participant 12: “Some businesses that are operated by employed managers often neglect their duty to collect and dispose of waste properly. Such behaviour is a result of lack of commitment to proper waste collection and disposal”.

### **Theme 2.3: Low level of profit**

Eleven of the 12 participants indicated that non-profitable businesses lacked commitment for ensuring proper waste management. Four participants indicated that low level of profit often results in disregard for environmental sanitation and proper waste collection and disposal. Three participants indicated that the main priority of non-profitable businesses was to lower operational cost. Similar findings have been reported previously by Shai, Worku and Muchie (2019).

Participant 10: “Non profitable businesses are often seen disposing of waste irresponsibly due to lack of capacity. Such businesses are unable to adhere to municipal bylaws on proper waste collection and disposal”.

Participant 12: “If a business is not profitable, it means that there are not enough resources and concern for proper waste collection and disposal”.

### **Q3: Factors that undermine the level of adherence to municipal guidelines and bylaws on proper waste management**

#### **Theme 3.1: Lack of proper understanding about the benefits of proper waste management**

Nine of the 12 participants indicated that lack of proper understanding about the benefits of proper waste management often led to failure in ensuring proper waste management in businesses. Three participants indicated that insufficient knowledge and understanding often caused in lack of respect for proper environmental sanitation and waste management in commercial businesses. Two participants indicated that lack of understanding about the advantages of proper waste management led to disregard for municipal bylaws on sanitation and waste management. Mokoena and Ngwakwe (2022) have reported similar findings in the literature.

Participant 2: “Businesses that are unable to appreciate the advantages of proper waste collection and disposal often disregard municipal bylaws on proper waste collection and disposal”.

Participant 5: “It is helpful to go door-to-door and encourage businesses to appreciate the advantages of proper waste collection and disposal”.

### **Theme 3.2: Inability to provide incentives to businesses that manage waste properly**

Eleven of the 12 participants indicated that failure to provide incentives and rewards to businesses that keep environmental sanitation and proper waste management was an obstacle that could be resolved by giving rewards and incentives to businesses that keep the environment clean by collecting and disposing of waste properly. Seven participants pointed out that providing rewards and incentives was helpful for promoting a higher level of adherence to municipal bylaws on proper waste management in Tshwane businesses. Six participants indicated that the provision of rewards and incentives is commonly used in most municipalities to ensure a better level of compliance with municipal bylaws on sanitation and waste management. Ogujiuba and Mngometulu (2022) have reported similar findings in the literature.

Participant 7: “Businesses that keep environmental cleanliness and sanitation at all times deserve to be given rewards and incentives. The City needs more businesses that keep sanitation and cleanliness at all times”.

Participant 11: “It makes sense to give rewards and show appreciation to businesses that keep our City clean. Giving incentives to such businesses is fair and justified”.

### **Theme 3.3: Inability to enforce municipal bylaws and guidelines in businesses by the City of Tshwane**

All 12 participants acknowledged that municipal bylaws should be enforced in all businesses that operate in the City of Tshwane at all times with no exception. Seven participants indicated that employees of the City of Tshwane should be more visible in order to be able to enforce municipal bylaws. One participant indicated that this was the duty of employees working in the Health Department of the City of Tshwane. One participant indicated that municipal bylaws on environmental sanitation and waste management were poorly enforced among businesses. These findings are consistent with findings reported in the literature previously by Van Rooyen and Poee (2016).

Participant 9: “It is possible to promote better waste collection and disposal by enforcing municipal bylaws. The main problem is that municipal bylaws are not enforced strictly”.

Participant 12: “Enforcing municipal bylaws is the foremost duty of the municipality. If municipal employees fail to do their job, non-compliant businesses will keep polluting the environment, especially in the commercial business district and taxi ranks”.

#### **Q4: Factors that undermine the level of enforcing municipal guidelines and bylaws on proper waste management**

##### **Theme 4.1: Operation of businesses by employed managers**

All 12 participants indicated that actual owners care about municipal bylaws relatively better than employed managers. All participants indicated that actual owners manage municipal solid waste relatively better than employed managers. Eight of the participants stated that actual owners of businesses follow municipal guidelines on the collection and disposal of waste relatively better than employed managers. Four of the participants stated that municipal bylaws and guidelines were not so complicated to follow. One participant pointed out that it was the duty of employees working in the Health Department of the City of Tshwane to make door-to-door visits to ensure compliance. Two participants stated that employed managers of businesses were relatively less responsible in terms of compliance. These findings are consistent with findings reported in the literature previously by Maphoroma (2019).

Participant 3: “The level of adherence to municipal bylaws among actual owners of businesses is relatively better than the level of adherence to municipal bylaws among employed managers of businesses”.

Participant 6: “The task of enforcing compliance with municipal bylaws is relatively much easier with actual owners of businesses in comparison with employed managers. This is why the level of compliance with waste management guidelines is better in businesses that are operated by actual owners of businesses”.

##### **Theme 4.2: Inability to adhere to guidelines stipulated in integrated development plans**

All 12 participants indicated that employees of the City of Tshwane need to follow guidelines and processes that are stipulated in integrated development plans. Eleven of the participants acknowledged the advantages of such plans for ensuring proper waste management in business enterprises. Four of the participants stated that municipal employees need to understand the reason why integrated development plans are helpful. One participant stated that not all municipal employees follow integrated development plans and that it was necessary to have them educated about such plans. These findings are consistent with findings reported in the literature by Khambule (2022).

Participant 1: “Integrated development plans are quite helpful for ensuring proper waste management in all business enterprises. They should be followed carefully by all municipal employees who provide us with waste related services”.

Participant 10: “All municipal officials and their subordinates working in the City of Tshwane need to follow guidelines and processes that are stipulated in integrated development plans as such plans are helpful to business enterprises operating in the City”.



### **Theme 4.3: Lack of specialised skills and equipment Inability to adhere to guidelines stipulated in integrated development plans**

All 12 participants indicated that employees of the City of Tshwane working on waste management need to be regularly trained and equipped so that they can do their jobs well enough. Six of the participants pointed out that the City of Tshwane needs to provide regular training opportunities to employees. Ten of the participants stated that training results in better motivation and better performance. Three participants indicated that municipal employees should be provided with appropriate waste management tools and equipment as well as training and close supervision. These findings are consistent with findings reported in the literature previously by Makina and Lawhon (2022).

Participant 5: “Providing employees with training and appropriate equipment is good for enhancing the current level of productivity and motivation among municipal employees who provide us with waste collection services”.

Participant 12: “Providing municipal employees with proper training and equipment is helpful for improving productivity and employee morale”.

### **Q5: Perceived benefits of proper waste management for business enterprises that operate in Tshwane**

#### **Theme 5.1: Provision of improved services to customers**

All 12 participants indicated that improving the quality of waste management services is helpful for enhancing the level of profitability in businesses that operate in the City of Tshwane. Nine of the participants pointed out that the City of Tshwane needs to have its employees highly motivated and committed so that they can maintain a high level of performance. Four of the participants stated that the ability to provide improved services requires good leadership, accountability to the people, respect for the rule of law, and total commitment to meeting the needs of residents and ratepayers. Three participants indicated the need for protecting municipal infrastructure as well as properties and belongings of private business enterprises from looting and vandalism. Mtshali and Enaifoghe (2023) have found similar results by conducting surveys in various South African townships.

Participant 4: “Providing improved services requires good leadership”.

Participant 8: “Municipal officials and managers need to lead their subordinates and employees by example to improve the quality of municipal services”.

#### **Theme 5.2: Promotion of environmental sanitation and cleanliness**

All 12 participants indicated that the promotion of environmental sanitation and cleanliness was helpful for promoting the profitability of business enterprises in the City of Tshwane. Seven of the

participants stated that good leadership was required to do well on health promotion in business enterprises that operate in the City of Tshwane. Seven of the participants stated that the promotion of environmental sanitation and cleanliness was helpful for the City of Tshwane for attracting new business enterprises. Four participants indicated that coalition-led municipal administrations were not effective in meeting service level agreements and expectations due to political partisanship. One participant indicated the dire need for municipal leaders and employees who are totally committed to serving all residents and ratepayers. Maserumule (2020) has reported similar findings.

Participant 2: “Environmental sanitation and cleanliness is helpful for promoting the profitability of business enterprises”.

Participant 10: “Clean cities attract new businesses that could create jobs and pay tax to the City of Tshwane”.

### **Theme 5.3: Promotion of profitability in business enterprises**

All 12 participants indicated that the task of attracting profitable business enterprises could be greatly simplified by promoting environmental sanitation and cleanliness in the City of Tshwane. Eight of the participants indicated that littering was a problem at taxi ranks and bus stations, especially in the central business district of the City of Tshwane. One participant indicated that passengers who travel in taxis and buses throw away litter onto streets out of windows due to lack of awareness and education. All participants indicated the need for good leadership and the promotion of awareness campaigns about sanitation, proper waste management, environmental health and cleanliness. Seven participants suggested that health promotion should be carried out at all commercial businesses in Tshwane. These findings are consistent with findings reported in the literature previously by Khale and Worku (2013) and Mamokhere (2023).

Participant 5: “Health promotion on environmental sanitation and cleanliness is helpful for attracting profitable business enterprises into the City of Tshwane”.

Participant 11: “Attracting profitable businesses into the City of Tshwane requires the ability of municipal officials and employees to keep all city streets clean. Municipal officials should work closely with local communities to open up profitable businesses for the unemployed youth”.

### **Discussion of results**

The results show the need for effective communication with customers who rely on employees of the City of Tshwane for municipal solid waste and sanitation services. Participants of the study are owners and operators of commercial businesses that operate in the various regions of the Greater Tshwane geographical region of Gauteng Province. Good leadership leads to effective bureaucracy in which routine services are carried out smoothly and with minimal disruption. The theory of

public service delivery states that good leadership leads to an efficient bureaucratic process in which customer queries are resolved promptly and efficiently by municipal employees. Participants of the study have indicated the need for alternative arrangements that could be used during strike actions by municipal employees. Participants of the study have also indicated that service related queries from customers should be resolved promptly and that it is essential to enforce municipal bylaws efficiently in all business enterprises. Doing so is essential for ensuring cleanliness and environmental sanitation in all commercial businesses. The study has shown that it is necessary to promote sanitation and public health education so that people who use bus stations and taxi ranks abide by municipal bylaws on the proper disposal of waste.

The City of Tshwane is home to the Seat of Government, commercial businesses, academic and research institutions, and a large number of diplomatic communities. The City needs to ensure the highest standard of environmental sanitation and proper waste management. It is beneficial to empower municipal employees who are responsible for sanitation and waste management services by way of equipping them with appropriate equipment and technical training so that their efficiency increases. Valuable lessons could be taken from the City of New York in which tools such as goal-setting and monitoring and evaluation are used for ensuring the provision of quality services to commercial businesses. Tailor-made performance appraisals, workplace training, mentorship, close supervision, and the provision of rewards and incentives to stakeholders have been used successfully in New York and Singapore for enhancing the level of adherence to municipal bylaws by all commercial business enterprises in city centres. The study has shown the benefits of goal-setting for ensuring the effective enforcement of municipal bylaws on proper waste management at all commercial business enterprises conducting business operations in the City of Tshwane.

### **Conclusions of study**

The survey has shown the benefits of effective communication between municipal employees and officials who are responsible for rendering waste management services to commercial businesses that operate in the various regions of the Greater Tshwane geographical region. The survey has also shown the benefits of setting tailor-made operational goals that are measurable and are based on integrated development plans that are recommended to South African municipalities by the South African National Treasury.

### **Recommendations**

Findings of the study are consistent with findings reported by Worku and Muchie (2018: 33-49) in which the authors have identified obstacles to efficiency in the management of municipal solid waste generated by commercial businesses that operate in the Greater Tshwane geographical region of Gauteng Province in South Africa. The paper is based on results obtained from thematic, content and document analyses. The results show the benefits of effective communication with customers about operational goals for ensuring the provision of satisfactory waste management

services. The results have also shown the benefits of equipping municipal employees with appropriate equipment based on similar services that are rendered in Cities such as New York and Singapore. The results have shown the benefits of using performance appraisals that are based on integrated development plans. Accordingly, the following recommendations are deemed helpful and appropriate:

- The promotion of effective communication with customers with a view to resolve service related queries promptly and efficiently;
- Setting tailor-made operational goals for individual municipal employees based on their job descriptions;
- The provision of workplace training to employees working on municipal waste management;
- Equipping employees with appropriate equipment based on similar services that are rendered in Cities such as New York;
- The use of performance appraisals that are based on integrated development plans; and
- The provision of rewards and incentives to commercial businesses that help the City of Tshwane to cut down its operational cost.

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