

**ASSESSMENT OF THE EFFECTS OF THE DICHOTOMY
BETWEEN POLITICIANS AND ADMINISTRATORS IN
DECISION- MAKING PROCESS IN DISTRICT COUNCILS IN
TANZANIA:
A CASE STUDY OF ULANGA DISTRICT COUNCIL,
MOROGORO**

**By
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**A Dissertation Submitted to School of Public Administration and Management
(SoPAM) in Partial Fulfillment of the Requirements for the Degree of Master of
Public Administration (MPA) of Mzumbe University.**

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Assessment of the Effects of the Dichotomy Between Politicians and Administrators in decision-making process in District Councils in Tanzania: A case of Ulanga District Council, Morogoro** in fulfillment of the requirements for award of the degree of Master of Public Administration of Mzumbe University.

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DECLARATION

I, ALOYCE MKUKU, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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DEDICATION

This work is dedicated to my son Meshack, Robert and Kemmy Mkuku, for their tolerance in my absence. Almighty God blesses and protects them to meet their dreams and desires in their entire life.

LIST OF ABBREVIATIONS AND ACRONYMS

CCM	Chama Cha Mapinduzi
CHADEMA	Chama Cha Demokrasia na Maendeleo
CURT	Constitution of United Republic of Tanzania of 1977 as revised from time to time.
DED	District Executive Director
HOD	Head of Department
LGA	Local Government Authority
PAS	Predictive Analytics Software
SPSS	Statistical Package for Social Scientist
VEO	Village Executive Officer
WEO	Ward Executive Officer

ABSTRACT

The study provides an overview on how does Dichotomy between Politicians and Administrators affect decision making process in District Councils in Tanzania. The specific objectives were to assess the relationship between the politicians and administrators in the study area; to examine how decision making process in this area brings dichotomy among these two groups; to identify the policy applied in making decision in this area; and to identify the effects of this competition in the society.

A single case study design with qualitative methodology was used in data collection. The interview, focus groups, questionnaires and documentary reviewed as data collection instruments were used. The study involved a sample size of 83 respondents, who were selected from 277 respondents from both Public Administrators and Politicians. The study employed both, probability and non – probability sampling methods. On non-probability sampling researcher used purposive sampling to select only DED, HOD's WEO's, VEO's Councilors and Village chairmen. On probability sampling researcher used simple random sampling in order to provide the most valid or credible results because they reflect the characteristics of the population from which they are selected. Before data analysis, editing and coding of the data were done to make the data agreeable to analysis. Furthermore data was analyzed and interpreted by using, (SPSS). Simple percentage and frequency table was used to present the data.

The study identified negative relationship among these two groups in aspects of decision making process. Also findings showed that there were different issues which led decision making process to emphasize dichotomy among these two groups, furthermore findings showed that all these groups were aware on the effects of their struggle in the society. Lastly, the researcher come up with conclusion and policy implications that in order to minimize or to finish up dichotomy among these two, decision-making process should be a combined effort of both groups. When problems raised different conflicts solving had to applicable. Furthermore due to limitations uncounted in this study the researcher suggest the similar study should be conducted in order to oversee the effect of dichotomy among these two groups.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is an introduction of this research report, it consist of nine sections; background of the problem, statement of the problem, objectives of the study, the research questions, significance of the study, the scope of the study, limitation of the study, conceptual frame work, and definition of the key terms and concepts .

1.1 Background of the Study

Worldwide public officials and politicians are faced with the hard time in the process of making decisions; this is due to the differences of ideas that exist between them, in one way or another each group is complaining its role to be interfered with other group (Bruce, 2014). The administration of policy should be separate and distinct from politics was a formative idea in early public administration theory (Uwiyezima, 2014). Wilson wrote that "... administration lies outside the proper sphere of politics. Administrative questions are not political questions." It was understood that while politics influences policies, administration is the execution of policies Goodnow, (1900; as cited in Uwiyezima, 2013). Bruce (2014), in his study in Florida stated that,

Despite all the academic theorizing about how appointed public managers should be involved in policy making, the ground truth is much different. Standing at the uncomfortable nexus of politics and administration, senior public managers face a difficult task of managing the political environment while simultaneously leading and managing their own organizations. In so doing, they face the most difficult and sensitive aspect of public sector leadership. Powerful, politically-connected actors seek to influence public sector leaders and have policies formulated and executed in ways beneficial to them. This type of political influence can often have a significant impact on the decisions of these senior appointed officials, (Ibid).

In Africa like other part of the world, the relationship between politician and permanent public officials is discouraging, due to the emergence and existence of separation that exist between them. Daniel, (2014) noted that;

On one hand politicians are regarded themselves are the bosses because they represent the voice of majority, on the other hand permanent public officials are regarded themselves they are the professionals so they should be respected. In Nigeria powerful, politically connected actors seek to influence agency decisions and have policies formulated and executed in ways beneficial to them. This type of political influence can often have a significant impact on the decisions of senior appointed officials.

In Tanzania District Councils, there are two groups of decision makers, the first are the group of politicians and the second group are the administrators. The Councilors are divided into two, those elected from their wards and those elected as special seats for representing women, and the Villages chairman who are elected by the people from their villages through local government election. In Ulanga District these first group of politician are coming from two dominant political parties namely CCM and CHADEMA. This group of political leaders together are the group which deals with making policies, making different by-laws, orders, rules, regulations, making sure the implementation of CURT and approval of District budget.

The second group consist the group of permanent and temporary employed public officials. This group is very important which consist different professionals who are there for the purpose of implementing CURT and policies, orders, rules, regulations and all decision which made by the first group, (political leaders). These two groups which are depending on each other they should work together in order to boost up development within the District, Smith, (1996), wrote;

When the bureaucracy is the only developed institutional actor, a serious imbalance can and did arise. Administration requires instructions to be given clearly to enable an administrator to carry them out. But if instructions are not clear, due to the inadequacies of the political system, or if political leaders are erratic, as was often the case, bureaucracy gains the power. When the bureaucracy is the most powerful institutional actor it rules without political constraint.

Therefore neither politician nor administrators can work alone and succeed. Also Aberbach, (1988) noted that,

The relationship between the permanent civil servants and the transient political leaders are crystal clear, who is the boss? From a legal stand point one can answer without pause, the politician of course informally, however the answer is a great deal less clear, this is so, first because civil servants posses' valuable knowledge about how the government works that politicians lacks.

In Ulanga District Council, the history shows that, these two groups are competing to each other in all matter concern with decision making. Sometimes the situation becomes very worse up to the maximum that, public officials fail to perform their duties. Therefore, based on these competitions existing within these two groups is discouraging and endanger their relationship and hinder development within the District. Hence, this study was intended to assess the effects of this dichotomy between politicians and administrators in Tanzania District Councils: A case of Ulanga District Council.

1.2 Statement of the Problem

Internationally, the growth of administrative and the rise of democratic political order in this century created tension in the exercise of the government authority. Professionalized bureaucracy who arose in different place at different times, but almost always in advance of political democracy gave to the permanent officials of the government the advantage of continuing mastery, of details and often specialize expertise, (Smith, 1996). Sometimes in some setting it also conferred on such officials a great deal of social prestige and a common identity reflected in educational career patterns and in their special status as high official of the state. To the emergent professional politician, on the other hand was conferred the mantle of democratic legitimacy and the constitutional authority to define the policies of the state (Aberbach, 1988).

Today in most of Tanzania District council especially in Ulanga District Council the emerging and the increase number of separations, misunderstanding, conflict and mistrust among political leaders and public administrators is increasing. These two groups which consist people who have different views and status, compete to each other to the maximum that public administrators sometimes failed to perform their duties effectively. The relationship between these two groups which is very important in boosting development in the district is discouraging. Both recruited and appointed political officials are wondering of what is happening on the ground. Public administrators or bureaucrats on the other hand are not only in a crossroad but the dilemma of losing their jobs for much influence of the politician on their managerial activities. While public officials have been claiming that politician are

interfering their managerial functions, members of the parliament, councilors and village chairman's on the other hand are on the defense that whenever they do they are fulfilling the duty of controlling the resource of the nation and they are representing the voice of their people. So these two groups are always opposite to each other. Therefore deliberate efforts must be applied in order for these important groups to work together without interference. (Smith, 2000:181) argues that "the separation of politics from administration may have been successful in developed country for a long period, but in developing countries these principles were inadequate due to the underdevelopment of the political system". What was behind this syndrome of separation, misunderstanding, conflict and mistrust among political leaders and public administrators was the main drive of this study.

1.2.1 Study Gap

In most of the studies conducted on dichotomy between politicians and administrators by Masawe, 2009. Peter, 2011/2012. Agness, 2013. Beatrice, 2014 Daniel, 2014. Bruce 2014, the issues of the effects of the dichotomy between politicians and public officials on decision making in District Councils had been undermined by such studies. It was after consideration of this gap and the real situation within the Ulanga District Councils in Tanzania that, the researcher has decided to confront the issues head on by conducting the study to assess the effect of dichotomy between politicians and administrators in decision making process in Tanzania District Councils using a case of Ulanga District Council.

1.3 Objectives of the study

1.3.1 The main objective

The general objective of this study was to assess the effects of dichotomy between politicians and public administrator's in decision making process within our District Councils especially in Ulanga District Council.

1.3.2 Specific objectives

The study specifically accomplished the following specific objectives:

- i. To assesses the relationship between the politicians and administrators in decision making process.
- ii. To examines, how decision making process in Ulanga District bring dichotomy between politicians and administrators.
- iii. To identify the policy applied in making decision process at Ulanga District Council.
- iv. To identifies the effects of decision making process of dichotomy between politicians and administrators in Ulanga District Council.

1.4 Research Questions

The study sought to answer the key question, “How does Dichotomy between Politicians and Administrators in Decision-making process affects and hinder development in our District Councils in Tanzania?”. In order to answer this question, the study addressed four sub questions which were,

- i. What is the relationship between the politicians and administrators in decision making process in Ulanga District?
- ii. How decision making process in Ulanga District bring dichotomy between politicians and administrators?
- iii. What is the policy applied in making decision process at Ulanga District?
- iv. What are the effects of decision making process of dichotomy between politicians and administrators?

1.5 Significance of the Study

The rationale of this study was to bring the body of knowledge on how the increase of separation, misunderstanding and conflict among politician and public officials can either boost up or hinder development within our District Councils in Tanzania. The study was also increase awareness and consciousness on the importance of ensuring that these two groups are working together as a team. The study was focused to help these two competing groups to come up with a mutual understanding on the kind of relationship which was required and match their decision- making

process. Separation of politics and administration is not easy since the two are like two side of the same coin, they depend to each other. The study has to provide bridges especially to the public officials who always feel they are inferior, also has to bring friendly environment to these two groups.

1.6 Scope of the Study

The study was limited to one of the District Council in Morogoro region where by some political leaders (politicians), and some public officials (administrators) from this District, (Ulanga District Council), was selected to represent the whole population of the study. Normally, the study was intends: to assesses the relationship between the politicians and administrators in the study area; to examines, how decision making process in this area bring dichotomy among this two groups; to identifies the effects of this competition in the society; to identifies the policy applied in making decision in this area; to recommends Measures that might be applied to remove dichotomy between politicians and administrators in making decision in that area.

1.7 Limitation of the a Study

In pursuing this study, the following challenges were encountered:

Most of organizations were not having confidence that materials supplied to the researcher were been misused and with that reluctance in being supplied with the needed information was expected. In dealing with this scenario researcher tried his level best to encourage respondents to use all material supplied to them effectively.

Also Library management and functioning was not satisfactory at many places hence the researcher's time and energy was been toiled in tracing relevant books, journals, and reports rather than tracing out relevant information. In dealing with this limitation researcher use his time effectively going to the study area tracing information as well as coming back to Mzumbe for secondary data.

Furthermore Financial support was another limitation since the researcher self-sponsored student therefore acquisition of important materials has been encountered. On this scenario researcher was looking various stakeholder including going to the bank searching for loans, so as to tackle this problem.

On top of that Transportation was another limitation that hinders to and fro movements of the researcher as the areas of the study was located separated apart. In tackling this problem researcher use all available means of transport to reach to every corner of study area. In addition to that the researcher anticipates that some of the respondents may ignore to respond to the questionnaires sent to them. In this scenario researcher use various techniques including providing some incentives (money) to make sure that friendly environment is available to the respondent.

Furthermore Finding was done in Ulanga District and generalization was made to all Districts in Tanzania, so was not capturing other variations in other District in Tanzania. In this researcher tried to make general characteristics that generalize all districts in Tanzania. Also time and fund resource as an individual student researcher was the limit of the study. Timetable and budgetary framework was been considered to make the study more effectively and efficient. Despite those encounter limitations and their solutions considerable care and thought was been exercised in making this study as scientific, systematic and as objective as possible.

1.8 Definition of the Concepts

Dichotomy

This is the term that used to mean, separation exist between two groups or things that are completely opposite to and different from each other, (Oxford Advanced Dictionary, 2010)

Politician

Is a person engaged in party politics as a profession and experienced in the art or science of government; especially one actively engaged in conducting the business of government?

A politician is the one who practice the theory of influencing other people, a politician is also the one who has achieved and is able to exercise positions of governance, organized control over human community, particularly a state,(www.free Dictionary.com)

Administrator

Is a person responsible for the performance or management of administrative business operations, (Oxford Advanced Dictionary, 2010). An office administrator is the one who undertake a range of functions to make sure the administration activities within an organization run smoothly. They may be responsible for the management of human resources, budgets, accommodation and property facilities and records. These functions can be performed at various levels ranging from junior through to upper management. Office administrators may work for one person or a group of people. In some areas of employment, long hours of work and/or travel may be required, (Perry, 1989)

District Council

According to Warioba (1999) the council is defined as the Supreme unit in the organization structure. Therefore District Council is the Supreme unit in the organization structure at District level. It is therefore the ultimate decision/policy making body in the authorities. It receives and considers reports in the form of summaries of the major activities of its various committees which are bodies of persons appointed for special functions by the council each with its special business.

Decision making process

Is the process of making choices by setting goals, gathering information, and assessing alternative occupations, (www.businessdictionary.com). This is regarded as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities. Every decision-making process produces a final choice that may or may not prompt action. When trying to make a good decision, a person must weigh the positives and negatives of each option, and consider all the alternatives. For effective decision making, a person must be able to forecast the outcome of each option as well, and based on all these items, determine which option is the best for that particular situation, Bjorn (1991).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a series of reviewed literatures that attempt to show about what was already known on the subject matter. First it presents theoretical analysis that guided the study according to specific objectives. Secondly, it provides an explanation of some empirical studies similar to this study. Thirdly, it shows a research gap. Also in general the chapter provides a theoretical framework for establishing the importance of the study.

2.1 Theoretical Literature Reviews

2.1.1 Relationship between the politicians and administrators

Existing evidence suggests that Local government in Tanzania is characterized by the growing and increased bad relationship among politician and permanent public officials. The growing antagonism or conflict between the permanent public officials and councilors is associated with the division of the authorities between them (Dryden, 1968). In Ulanga District Council these two groups which differ in their professional background, experience and in their formal education they compete up to the maximum. It should be noted that both politicians and bureaucrats are viewed as critically important agents in growth and public welfare. Typically, politicians do not undertake public projects themselves, but must delegate these tasks to bureaucrats, whom they then incentivize. Our understanding of the interactions between politicians and bureaucrats is very limited, both in terms of their causes and their consequences (Iyer and Mani, 2012).

2.1.2 Decision making process and the dichotomy

Wexley (1988) said that; politicians are not agreeing decision made by the public official, when two individuals or two groups are in some way dependent upon each other for successful performance of their task, conflict is likely to occur if the two parties have different or priorities. Warioba (2008) state that;

The English model of LGA, is inherited by Tanzania is based on the assumption that though elected councilors may be competent to determine

issue of principle, they lack professional expertise to implement the decision which they make, hence Local government is regarded as the business of the specialist. On the other hand also the permanent public officials are complaining that there is the transfer of authorities from permanent public officials to political leaders, this tendency also came as a disappointment to many public officials finally contributes the emergency of bad relationship among these two groups.

Both politicians and bureaucrats are viewed as critically important agents in the delivery of public projects. Politicians are elected by citizens to decide public policy, including the delivery of public projects, whereas bureaucrats are employed by the government to implement these policies. When faced by high levels of political competition in their constituencies, politicians may be incentivized to improve the quality of potentially vote-winning public projects. Consequently, they may seek to overcome barriers such as bureaucrats' inefficiency, inertia, or corruption (Banerjee, 2007).

2.1.3 The Effects of Dichotomy

World Bank (2007) state that, the separation of ideas on decision-making process between these two groups in Ulanga district council brings both negative and positive impact to the societies. On one hand the dichotomy accelerate to the emergence of poor quality of service, decline of some projects, increase of misunderstanding and tension between these groups. All in all those effects leads to the failure to deliver public project effectively. Failure to deliver these projects undermines citizen welfare and leads to an estimated loss of billions of dollars per year in public resources (ibid). The extent of these failures varies within and across countries, driving national and global inequalities (Banerjee, 2007). On other side the dichotomy between these groups leads the groups to identify their problems and find out solutions.

2.1.4 The Policy Application

When several persons or organizations are involved in decision-making, mutual dependencies and the distribution of power or authority among the participants become important dimensions that characterize the process (James, 1988). Time dimension policy, Decision- making often does not happen at one specific point in

time, but is a far more gradual and continuous process of interaction, negotiation and learning, in which rounds can be distinguished in which agreement on a certain aspect or part is reached and accepted as a basis for the next round (Teisman, 1992), Knowledge dimension policy can provide an idea's, but will mostly be used as strategic ammunition. Public officials as professionals provides reliable information collected from different corner, and then the politician through their full council discuss those information and come up with policy to be implemented by the public officials (Peter,1997).

2.1.5 Theoretical Frame Work/Model

The use of theories/models in social researches is to equip the researcher with abilities to explain and understanding the findings of research within a conceptual framework that makes sense of the data, also is the mark of a mature discipline whose aim is the systematic study of particular phenomena (May T, 2001). This study was guided by three theories, which was important for assessment of the effects of the dichotomy between politicians and administrators in decision making process.

2.1.5.1 The Orthodox Theory of Politics- Administration Dichotomy

Orthodox is a theory aimed at understanding that there ought to be a clear distinction between politics and administration (Woodrow 1887). The Orthodox is theory developed by Woodrow Wilson in early 1887's. Orthodox Theory emerged due to increase of politics-administration debate among many scholars.

Woodrow (1887) argued that;

The field of administration is a field of business. It is removed from the hurry and strife of politics he further asserted that administration lies outside the proper sphere of politics and that administration questions are not political questions. Besides, although politics sets the tasks for administration, it should not be suffered to manipulate its offices. Wilson did not stop here but further went on to argue that the broad plans of governmental actions are not administrative but rather it is the detailed execution of such plans that is administrative.

Politics has to do with policies or the expression of the state will, while administration has to do with the execution of such policies (Goodnow, 1900)

As adopted in this study, Orthodox Theory holds that in District Council we need to create a clear separation between political and administrative responsibilities. That is to say there should be clear separation of power between politician and public administrators. Politicians has to remain as policy makers while administration is an instrument used for translating formulated policies into concrete results through the application of bureaucratic expertise founded on specialized knowledge and skills (Carboni, 2010).

However in adopting the Orthodox theory for this study, the researcher revealed that. In our district Councils it is difficult to make a clear separation of authorities between politician and public officials; this is due to the weakness of our CURT which gave more power to political activist.

2.1.5.2 The Modified Theory of Politics- Administration Dichotomy

Modified is a theory aimed at involvement of administrators in policymaking but exclude council members from interfering in the management of the government; that is in the implementation process (Montjoy and Watson, 1995). This theory advanced by Montjoy and Watson in early 1995's. The modified Theory emerged after many scholars to express their doubts about the orthodox theory.

Montjoy and Watson, (1995) argued that although the orthodox dichotomy ideally prohibits local government managers from venturing into the policy-making, in reality these managers and other public administrators are active participants in the policy-making process. In putting their view across; they developed a distinction between politics and administration on the one hand, and policy and administration on the other. The opinion expressed by Montjoy and Watson (ibid) is that the dichotomy model may hold for politics and administration but not for policy and administration. They advocate the provision of policy leadership by administrators to elected officials; on the other hand, elected officials should leave implementation and general management questions to career bureaucrats who are professional administrator.

As adopted in this study Modified theory suggest that in our district Councils instead of just looking on politician to formulate policies, the manager is expected to exert policy leadership to the politician, thus breaking down the wall between politics and administration.

However in adopting the modified theory for this study, the researcher revealed that in our District Councils if the administrators will be allowed to be involved in policy making and for the same time Politicians to be excluded to interfere the management of the Government likely the politicians will lose trust to the administrators and for the same time might happen that administrators can form the policies which favor their views. Also it is difficult to make distinctions between politics and administration and policy and administration.

2.1.5.3 The Partnership Theory of politics-Administration dichotomy

The partnership theory focuses on the interconnectedness between politics and administration. It holds that administrators can have great impact on policy (Shafritz 2004). Svara (1998) observed that a strict separation of politics and administration as propounded by the orthodox dichotomy was unproductive. Instead, politicians and administrators must complement each other. Thus, while the modified dichotomy model sanctions administrators venturing into policy making, the partnership model not only sanctions that as well but also sanctions elected officials venturing into administration by being involved in implementing and executing laws and policies. Shafritz et al (2004) report that Goodnow later observed that actual political necessity requires some level of harmony between the expression and execution of the state will, and that, lack of harmony between the law and its execution results in political paralysis. To him this harmony can be obtained by sacrificing the independence of either politics or administration. He further indicated that while the function of politics has to do primarily with the expression of the state will, it has to do secondarily with the execution of that will. This indicates that the separation between the two must somehow be bridged, even if the independence of one is to be sacrificed. Svara (1999; 2001) supported the partnership theory with a construct which he termed the complementarities of politics and administration. Svara's theory stresses interdependency, reciprocal influence, and extensive interaction between

elected and appointed officials, but with the recognition of the need for distinct roles and political supremacy.

As adopted in this study Partnership theory helped to provide an understanding that both politicians and public officials are important agent/ groups which are depending each other they should work together in order to boost up development within the District. According to this theory neither politicians nor public officials can work alone and come up with success, therefore there must be a mutual relationship between politicians and public officials.

However in adapting this theory researcher discover some weakness of the theory that too much interconnectedness can influence these two groups to create friendship which on one side can limit checks and balance system. Also can lead one group to become dormant in applying its professional experience.

2.2 Empirical Reviews

Different studies have been conducted and carried out in various part of the world about existence of conflict between politician and public officials, among them include the following: Beatrice (2012) did a study on examination of conflicts in local government in Tanzania. A case study of Lushoto District Council. The aim of this study was to assess the conflicts in the local government authorities in Tanzania specifically in Lushoto District Council. The study employed a case study design with questionnaire, person interview, observation and documentary source, as major data collection method with a sample of 50 respondents from a frame of 100 by simple random and judgmental sampling method. This study show that, there is number of conflict which happen in Lushoto District Council among these two groups, and the most cause is due to the struggle for respect, each group is struggling to be respected by another group. As Beatrice (2012:45) says “distorted perception and task interdependence as the main causative of the emergence of the separation of ideas between politician and public officials in Tanzania local government”

Peter (2011/2012) did a study on the causes and effects of conflicts between the councilors and staffs with particular reference to Nachingwea District Council. The

study employed a case study design with questionnaire, person interview, and documentary source, as major data collection method with a sample of 55 respondents from a frame of 120 by simple random and judgmental sampling method study. The study revealed that causes of conflict were task dependence, low level of education among councilor, poor implementation of policy among the staff, corruption and misuse of funds, personal interest and scarcity of financial resource. Also the study revealed the conflict brought many effects to the District and society in general. Therefore he suggested on various ways in managing conflicts.

Massawe (2009) conducted a research on the causes and methods of resolving conflict between councilors and staff at Mpwapwa District Council. The study employed a case study design with questionnaire, interview, and documentary source, as major data collection method with a sample of 65 respondents from a frame of 135 by simple random and judgmental sampling method study. The study revealed causes of conflict were economic interest, political interest, and authority not adhering to the existing work rules, regulations and procedures, conflict of intellectualism, lack of confidence. He recommend on various methods or resolutions of solving the conflict being used so as to minimize the effect which might happen due to emergence of the conflict.

Daniel (2014) did a study on the causes and consequences of political interference in Bureaucratic Decision making, evidence from Nigeria. The study aims at investigates the causes and consequences of interactions between these agents, along two key margins: which bureaucrats a politician delegates the delivery of public projects to, and the incentives that politicians provide to those bureaucrats. He find that politicians facing high levels of political competition. Guided by a moral hazard model, he assesses the separate impacts of the delegation and incentive margins using an instrumental variables strategy. He find that delegation to more productive bureaucrats is the key channel through which politicians improve the bureaucracy's output when faced with high levels of political competition. The results have implications for the design of organizations that regulate politicians' interactions with the bureaucracy.

Bruce (2014) did a study on Leadership and the Politics-Administration Dichotomy: A Comparative Study of Political Influences in Four Florida State Agencies. The study examines how appointed state agency heads manage political influences to their leadership in the context of the politics-administration dichotomy. He states that despite all the academic theorizing about how appointed public managers should be involved in policy making, the ground truth is much different. He discovered that Florida's public executives definitely have their hands full dealing with political pressures while implementing public policy in a resource-constrained environment. The agency heads were tasked with figuring out the best way to implement privatization rather than being asked if it was wise to do so. The Florida agency heads in this study did not consider themselves to be policy makers or equal partners with elected officials in formulating policy. They viewed their roles as implementers of policy far removed from Svava's concept of complementarities. Some of it has to do with the Constitution and statutes and history of Florida government. The rest has to do with Legislative dominance. Florida's senior public executives do not enjoy the standing to be power players in the policy making process.

Hence those few studies, done by (Masawe, 2009), (Peter, 2011/2012), (Agness, 2013), (Beatrice, 2014), (Daniel, 2014), (Bruce, 2014), have concentrated only on the cause of the struggle among these two groups. However, they have not provided empirical understanding on the effects of this struggle especially on Decision-making process. Therefore, this study goes beyond the previous studies by assessing the effects of the dichotomy between the politicians and administrators on Decision-making process in Tanzania District Councils using a case of Ulanga District Council.

2.3 Conceptual Framework

In an attempt to formulate a conceptual frame work for analyzing and explaining about the study on the effects of the dichotomy between politicians and administrators in decision making process at Ulanga District Council, there are three major aspects which concur with the objectives of the study; independent variables, mediating variables and dependent variables.

On independent variables, two elements were provided: Politicians and Administrators, the mediating variables includes: policy, orders, regulation, rules, CURT, Knowledge and Skills while dependent variables was: Decision- making process.

Politicians is the group which is responsible for presenting majority voices, hence is there to make all rulers, regulations, policies, approving budgets and making sure all matters pertaining to CURT is implemented, hence this is important group in decision making process.

Administrators, is also the group which consist professionals who have different knowledge and skills needed for implementation of rulers, orders, regulations, setting budget and all matters concerning with the implementation of CURT as directed by politicians. So this is also the important group in making decision.

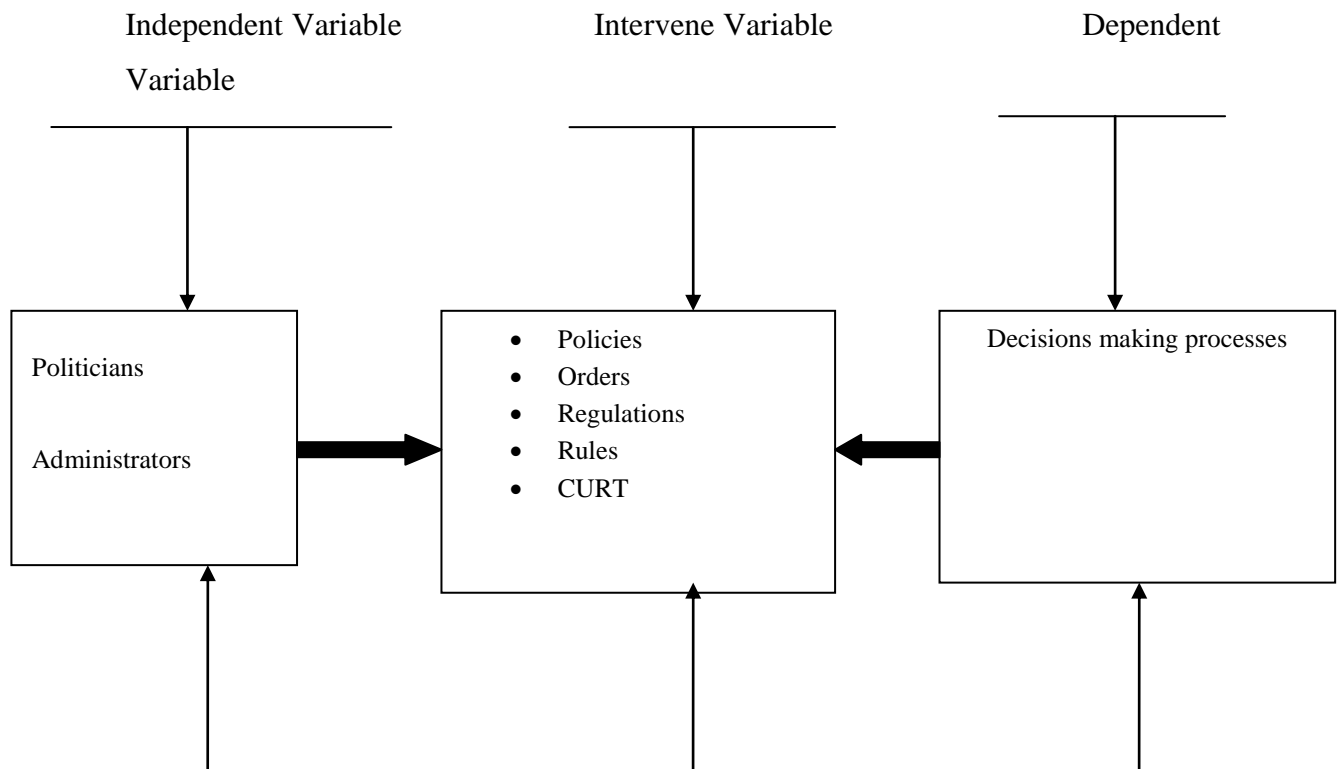
Decision making process is the process of making choice or deciding about the important, especially in a group of people or in an organization. In District Councils the duties of making decision follow under rules and regulations, with the mutual collaboration of politicians and public officials who consists knowledge and skills.

Policies, Orders, Regulations, Rulers, and CURT; these are variables which are very important because are the variables which help both politicians and administrators to make their decisions and reach to the logical solutions if well followed.

The assumption of a conceptual framework in this research was that these variables are depending on each other in which one variable affects the other, so if all variables will work in logical manner as the result, dichotomy between politicians and administrators can be better managed in Ulanga District Council or inadequately managed and especially on how intervening variables can intervene for escalation or minimization of this dichotomy between politicians and administrators in making their decisions. Also if all three variables are properly integrated, they can lead to better learning environment of the effects of dichotomy between politicians and administrators in making decisions because give the directions and real picture on how these variables are interrelated.

A conceptual Framework showing how various variables are depending on each other to enhancing effective effect of the dichotomy between politician and public officials.

Figure.2.1: Conceptual Framework



Source: Researcher initiative (2015)

From the above figure it shows that, data collected under the guideline of the above variables under the influence of the intervening, dependent and independent variables, indicates that Policies, Orders, Regulations, Rules, CURT, Knowledge and Skills are the driving force for decision making process among the two groups which are always opposite to each other on decision making matters. Also data collected indicates that variables are depending on each other in which one variable affects the other. This shows that if all variables will work in logical manner as the result, dichotomy can be better managed in our district Councils in Tanzania.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methodology chapter defines various means and ways of acquiring data and information. Research methodology refers to the ways that are used in conducting research Kothari, (1990). Research methodology enables the researcher to collect relevant information about the research topic. This chapter was of the methodology used in this study. It consists of seven sections; the study or research design, the area of the study, population of the study ,sample size and sampling procedures, data collection methods, pre-testing of data collection instruments, data processing and analysis, ethical consideration, and objectives.

3.1 Research Design

A research design is plans that enable the investigator to come up with solutions to those problems and guides in various stages of the research, Kothari, (1992). It is a blue print that enables the investigator to come up with solutions to those problems and guides in various stages of the research.

In the causes of this study, the case study design was used simply because it is the most common and popular in social science research (Galala and Yusof, 2013). This method has become highly valued for its ability to provide insights that cannot be obtained by using any other means (Peter, 2009). Survey is less expensive to get information (Mark, 2008), flexible and can collect data in a wide range of information. It is also a standardized method and is thus the efficient means of gathering information from a significant number of participants beside often free from many types of measure errors (Babbie, 2008).

The case study design as explained above enable the researcher to gain insight and to understand the perception of permanent public officials and politicians on the separation that exist between them by use of questionnaire.

3.2 Area of the Study

The study was conducted in Ulanga District Council Morogoro because of the following reasons: Ulanga is one among of the District in which public officials and politicians are getting into conflict frequently thus provided relevant information. Ulanga was also chosen because is the area of experience of the researcher.

3.3 Study Population

A population is a group of individuals, objects or items from which samples are taken for measurement (Kombo, 2009). Ulanga District consists: 92 Village. 31Wards, 19 departments, 42 Councilors, (both elected and special seat), and a DED Therefore the population of this study was comprised of all Councilors, Heads of departments, WEO's, VEO's, DED and all village chairmen. Where by the number of WEO's was 31, number of VEO's was 92, number of Councilors was 42, number of Heads of departments was 19, 1, DED and number of village chairmen was 92. This make up a total of 277 populations.

3.4 Sample Size

The selection criterion of sample was based on the 30% of the population as appropriate (Krishnaswami, 2002), as shown in calculation below. Sample size depends largely on the degree to which the sample approximates the qualities and characteristics of the overall population. The sample size selected was 83 respondents among 277 respondents. In attaining the result of this study the researcher employed simple randomly sampling and purposive sampling.

Estimation of sample size by using percentage as proposed by krishnaswami

$$\text{DED} = 30/100 * 1 = 0.3$$

$$\text{HOD} = 30/100 * 19 = 5.7$$

$$\text{Councilors} = 30/100 * 42 = 12.6$$

$$\text{WEO's} = 30/100 * 31 = 9.3$$

$$\text{VEO's} = 30/100 * 92 = 27.6$$

$$\text{Village Chairmen} = 30/100 * 92 = 27.6$$

$$\text{Therefore Sample Size} = 0.3 + 5.7 + 12.6 + 9.3 + 27.6 + 27.6 = 83.1$$

Table 3.1: Distribution of Respondents in the Study Areas

Type of respondents	Population	Sample	Percentage
DED	1	0.3	0.3
Heads of Departments	19	5.7	6.9
Councilors	42	12.6	15.2
WEO's	31	9.3	11.2
VEO,s	92	27.6	33.2
Village Chairmen	92	27.6	33.2
Total	277	83.1	100

Source: Pre-Field Survey 2015

3.5 Sampling Procedures

There are two main types of sampling procedures/methods these are: probability and non –probability. This study employed both in order to increase validity and reliability of the research findings.

3.5.1 Non-Probability Sampling

It involves the selection of units based on factors other than random chance. It is also known as deliberate sampling and purposive sampling (Patton, 1990). Among the common techniques are: quota sampling, purposive sampling and convenience sampling. This study use purposive sampling.

3.5.1.1 Purposive Sampling

Babbie (2008) defined purposive sampling as a type of non-probability sampling in which the units to be observed are selected on the basis of the researchers' judgment about which ones will be the most useful or representative. The researcher was selecting the sample based on who he thinks was appropriate (stakeholders) for the study. The researcher used purposive sampling to select only DED, HOD's WEO's, VEO's Councilors and Village chairmen, researcher thought that to whom would provide information for the study. Considering the fact that, either they have relevant and needed information concerning the study.

3.5.2 Probability Sampling

Probability Sampling refers to sampling when the chance of any given individual being selected is known and these individuals are sampled independently of each other (Pelham and Blanton, 2006). This is also known as random sampling. A researcher simply use a random number producer to choose participants (known as simple random sampling), or every individual (known as systematic sampling) being included. Researchers also had broken their target population into strata, and then apply these techniques within each stratum to ensure that they are getting enough participants from each stratum to be able to draw conclusions. This study was used simple random sampling.

3.5.2. 1 Simple Random Sampling

Simple Random Sampling is a probability sampling technique whereby all members of the population have an equal chance of being selected to form a sample (Adam and Kamuzora 2008:128). The researcher decided to use this method because it minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results. Moreover, Simple Random Sampling provides the most valid or credible results because it reflects the characteristics of the population from which they are selected. This technique was used to select respondents who was been given some questionnaires to be administered in the study area. Simple sampling was been used to obtain public officials and politicians in selected case studies (Ulunga District Council).

3.6 Data Collection Methods

Data was collected from both primary and secondary sources. Primary data was been collected through a survey using questionnaires with both open and closed ended questions which was been administered to respondents, supplemented by interviews and focus group discussions. Secondary data was collected through library research and both print and electronic formats. Research reports was been reviewed and major parts summarized. The use of a combination of methods, that is triangulation according to Waysman and Sawaya (1998), enhances the validity and reliability of

data collected because each method has its own strength and weaknesses. Prior to the main survey, an instrument for data collection was been pre-tested on a small sample in order to determine if such questionnaires would yield useful answers/information. A finding from the pre-tested questionnaires was becoming a basis for improving the rest of instruments. Questions which did not yield useful information were been revised or discarded.

3.6.1 Collection of Primary Data

According to Zikmund (2003), primary data are first-hand information that are directly collected by the researcher from original sources and assembled specifically for the research project at hand. Primary data was been collected using questionnaire, observation and interview guide in this study.

3.6.1.1 Questionnaires

In this study the questionnaires was been pre-tested on selected public officials and politicians from the area of study before being used as a major data collection technique, involving respondents who are in the selected case studies. Questionnaires were structured into two types. Type one being contained open-ended questions which was given the respondents an opportunity to express their opinions on the study, while the second type was been closed questions with possible answers to choose, from among alternatives. This was provided both qualitative and quantitative information for assessment of the effects of the dichotomy.

Questionnaires was selected and used as the data collection instruments for several reasons. One, being anonymity which usually is assured when using a questionnaire and it is critical in a situation where a researcher is also the assessor of the respondents. This is the main reason as why interviews was been administered to few respondents due to the possibility of undue influence and bias (Sarantakos, 1998). The questionnaire allows quick and efficient data collection providing a stable, consistent and uniform measure without variation.

Target group: Questionnaire was administered to the DED, HOD's and some WEO's and Councilors from the case studies. And questionnaire was in English language.

3.6.1.2 Interviews

A limited number of respondents were invited, after survey, to participate in semi-structured interviews during the research. This mixed approach was expected to balance the broader area of data collection. More prescriptive survey questions was been provided to participants with an opportunity to give more data spontaneously and in-depth accounts of their feelings on the assessment of the effects of the dichotomy between politician and administrators in decision making process at the study areas. In a way, interviews are sought to reduce the shortcomings of the questionnaires. Face-to-face interviews was been used to get detailed information from respondents about their views, opinions and perspectives regarding the study.

During interviews relationship was created by starting with general questions to make respondents feel relaxed in answering questions. The approach was used in line with the argument that, ‘‘if the researcher and the subjects have established good rapport the subjects was been cooperative and was have enough confidence in the research to pass on information about themselves, ranging from the details of daily life to sensitive matters’’ (Sharrif, 1991; Dean and Eichhorn, 1969; Wax, 1971, cited in Ryen, 2002). This situation was enabled the researcher to get useful information from the respondents successfully. **Target group:** Some Councilors, WEO's, all VEO's as well as village chairmen in the study area.

3.6.1.3 Observation

Observation is way of gathering data by watching behavior, events, or noting physical characteristics in their natural setting. Observations can be overt (everyone knows they are being observed) or covert (no one knows they are being observed and the observer is concealed). The benefit of covert observation is that people are more likely to behave naturally if they do not know they are being observed. However, you will typically need to conduct overt observations because of ethical problems related to concealing your observation Taylor & Steele (1996).

Observations can also be either direct or indirect. Direct observation is when you watch interactions, processes, or behaviors as they occur; for example, observing a teacher teaching a lesson from a written curriculum to determine whether they are delivering it with fidelity. Indirect observations are when you watch the results of interactions, processes, or behaviors; for example, measuring the amount of plate waste left by students in a school cafeteria to determine whether a new food is acceptable to them Taylor & Steele (1996).

Most of the literature reviewed on studies on effects of dichotomy indicated that observation techniques were undermined in the course of data collection. Observation was been targeted on the relationships that seen between the politicians and permanent public officials. Therefore in conducting of this study direct observation was been used. **Target:** All permanent public officials and all politicians within the District.

3.7 Collection of Secondary Data

Secondary data refer to the data which have already been collected and analyzed by someone else. Secondary data may either be published data or unpublished data. Similarly, secondary data serve the purpose of giving out the solution of the problem at hand (Zikmund, 2003). In this study, secondary data was been largely obtained from Library, internet and Ulanga District Council. Types of documentary reviewed which was used such as; ACTS Regulations, Journals, Articles, Magazines, Books.

3.8 Pre-testing of Data Collection Instruments

According to Kothari (2004) it is always advisable to do pre- testing of the questionnaires because pre-testing of questionnaires brings to the light the weaknesses (if any) of the questionnaires and also of the survey techniques; and from the experience gained in this way, improvement can be effected. Therefore, data collection instruments for this study was pre-tested; where by three department which has similar characteristics to this study was been purposively selected for pre-testing. According to Schwab (1998) pre-testing of data collection instruments can be categorized into two types. The first was the participating pre-testing that requires the researcher to let the respondents know that the pre-testing was being done. The

second was the undeclared pre-testing that obliges the researcher not to inform the respondents. In this regard, the second type of pre-testing was been employed in this study. The pre-testing sample was consisting of 25 respondents which include; 10, HOD's. 5, Councilors. 5, WEO's. 2, VEO's. 2, Village chairman and a DED. Pre-testing the data collection instruments was inevitable in order to test the clarity, suitability and logical flow of questions. In a related way, the instruments was been tested to estimate the amount of time and money required to complete the data collection exercise. The data collected during pre-testing was been analyzed and assessed to see if they are relevant and clear to answer the research questions. It was observed in pre-testing that some of the questions were missing and others were not necessary that lead a researcher to omit them with no effect. Interviewing took 25 to 30 minutes depending on the interviewing understands of the questions.

3.8.1 Reliability and Validity of the Measurements

Reliability refers to the degree to which measures are free from error and for that reason generate consistent results (the consistency of a measurement procedure). If a measurement device or procedure consistently assigns the same score to individuals or objects with equal values, the instrument is considered reliable (Thanasegaran, 2009). On the other hand, Hardy and Bryman (2004) defined validity as the degree to which a test measures what it is supposed to measure. Therefore, reliability and validity are the statistical criteria used to assess whether the research provides a good measure to produce consistent results.

In the quantitative measurements, reliability was been estimated in four ways: Firstly, Pre-testing of data collection instrument, namely schedule was been done to test among other things, reliability of the instruments. Secondly, each question in the questionnaire has been framed in a few words to reduce ambiguity and minimize bias, thereby ensuring the high statistical value of the data. Third, initial checking of the gathered data was done every evening after the data collection exercise to check two things, consistency of the results and emerging issues.

Validity in quantitative measures was commonly assessed in three facets: content validation, criterion-related validation and construct validation (Kothari, 2004).

Content validity considers whether or not the items on a given test accurately reflect the theoretical domain of the latent construct it claims to measure (Thanasegaran, 2009). Content validity was been achieved by ensuring that the questions are consistent with the research objectives and questions. Criterion validity refers to the capacity to draw precise inferences from test scores to a related behavioral criterion of interest (Thanasegaran, 2009). Criterion validity was assessed by comparing the instruments to those used of Chogi (2007), which has similar items. Construct validity of a measure is concerned with the theoretical relationship of a variable to other variables (Thanasegaran, 2009). Construct validity was achieved by linking the items in the measuring instruments to the theoretical components of the research topic as covered in chapter two.

3.9 Data Processing and Analysis

Before data analysis, editing and coding of the data was been done to make the data agreeable to analysis. Quantitative data was been analyzed using Predictive Analytics Software (PASW) (originally known as Statistical Package for Social Sciences (SPSS) (Mbogo *et al.*, 2012). Descriptive statistics including frequencies, percentages, was being calculated and used to summarize data into understandable and meaningful form (for specific objectives 1, 2, 3 and 4). Eventually, for clear presentation, the results were being presented using simple percentage and frequency tables. Qualitative data being sorted and categorized according to emerging and recurrent issues and was being grouped to small sets of underlying themes. These were then being analyses using content analysis technique. However, quantitative and qualitative results were being reported concurrently, whereby the qualitative results was be used to support the quantitative findings.

3.10 Ethical Considerations

Varkevisser *et al.*, (2003) and Bhattacharjee (2012) emphasized that research procedures need to consider ethical issues so that are not likely to cause any physical or emotional harm. In view of this, Neuman (2006) defined ethical issues in research to mean a balance between two values: the search of scientific knowledge and the rights of those being studied. Leedy and Ormrod (2001), Varkevisser *et al.*, (2003)

and Bhattacharjee (2012) identified voluntary participation and harmlessness, anonymity and confidentiality (privacy), disclosure, honesty with professional colleagues as important ethical issues to be adhered to by researchers. Accordingly, these ethical considerations were being inevitably considered in this study.

3.11 Voluntary participation and harmlessness (Informed Consent)

Bhattacharjee (2012) opined that respondents in a research project must be aware that their involvement in the study is voluntary, that they have the free will to withdraw from the study at any time without any unfavorable penalty, and they are not harmed as a consequence of their participation or non-participation in the research. In this regard, this study was being conducted after obtaining the relevant permission, which includes obtaining the letters of introduction from the Mzumbe University Main Campus Morogoro and The ULANGA Council District Executive Director. In a related way the purpose of study was being explained to the respondents throughout the data collection exercise and that participation of respondents in interview and questionnaire survey was being voluntary. In addition, permission was obtained during tape recording of interview. Moreover, respect of certain cultural values, traditions or taboos valued by respondents was being obligatory.

3.12 Honesty with Professional Colleagues

In this study, honesty with professional colleagues was being adhered to by acknowledging in the text whenever other person's ideas or words were used. This implies that the study was being written in such a way that plagiarism was being avoided.

3.13 Objectivity

The study sample was being carefully selected. Respondents were being selected random start in order to increase validity and reduce bias. The sample technique was insured that each respondent has equal chance of being selected as well of all purposive judgment for DED and some Councilors. Research data was being collected independently of the personal value of the researcher. The conclusion interpretation was based on finding derived from the actual data. The researcher was avoided personal and vested interest.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents and analyzes the findings of this study and it gives the same interpretation of the findings, according to the objectives of research, research questions and theoretical framework of the study. The variables presented and analyzed are demographic, research questions and theoretical framework of the study. Also talks about the findings of the research based on assessment of the effects of dichotomy between politicians and public administrator's in decision making process within our District Councils in Tanzania. The issue under discussion included to examine, relationship between the politicians and administrators in decision making process, how decision making process in this area brings dichotomy among these two groups, Policy applied in making decisions in Ulanga District Council, identifies the effects of this competition in the society.

4.1 Respondents Profile

The study takes into consideration the respondents personal characteristics and their distribution to give general situation so as to assist and facilitate the researcher with understanding the findings; variables included sex, age, working experience and education levels of respondents.

4.1.1 Respondents Distribution by Sex.

The study managed to capture both Sexes that is; females and males, the presence of Gender relationship was used to determine the relationship between the Gender and Dichotomy between Public administrators and Politicians on Decision making process. The data collected revealed that 55.8% of the respondents from Administrators who participated were male while female from such group were 44.2%. This shows that on the group of Public administrators 55.8% of data collected from male and female contributed only 44.2%. Table 4.1 and 4.2 shows the results.

Table 4.1: Administrators Respondents Distribution by Sex

Sex	Frequency	Percent
MALE	24	55.8
FEMALE	19	44.2
Total	43	100.0

Source: Field work 2016

Also on the side of Politicians the study reveals that 70% of the respondents participated were male while 30% were female. And on the group of Politicians 70% of data collected from male and female contributed only 30%

Table 4.2: Politicians Respondents Distribution by Sex

Sex	Frequency	Percent
male	28	70.0
2	12	30.0
Total	40	100.0

Source: Field Work 2016

All these two sexes participated in this study proved that there is dichotomy between Politicians and Administrators on decisions making processes, this happen when the research ask them questions they were able to answers all questions.

4.2 Respondents Distribution by Age

The study settled three groups from which respondents asked to identify her/his group; the age of the respondents was used to check if there is any relationship between the age and the Dichotomy between Public Administrators and Politicians on Decision making process. The study had set the group as follows, from 25 to 34 years old, 35 to 44 years old and 45 years above. The data collected revealed that on the side of Public Administrators 18.6% of the respondents aged between 25 to 34 years, 51.2% aged between 35 to 44 year old and 30.2% aged 45 and above. Table 4.2 and 4.3 show the results.

Table 4.3: Administrators Respondents Distribution by Age

Age	Frequency	Percent
25-34YRS	8	18.6
35-44YRS	22	51.2
44AND ABOVE	13	30.2
Total	43	100.0

Source: Field Work (2016)

These findings show that the study was dominated by people aged between 35 to 44 years, as this class appears to be the model of the age group.

The data collected revealed that on the side of politicians 12.5% of the respondents aged between 25 to 34 years, 22.5% aged between 35 to 44 years and 65% aged 45 and above. As shown below.

Table 4.4: Politicians Respondents Distribution by Age

Age	Frequency	Percent
25-34	5	12.5
35-45	9	22.5
45and above	26	65.0
Total	40	100.0

Source: Field Work (2016)

These findings show that the study in this group was dominated by people whose ages were between 45 and above years old, as this class appears to be the model of the age group.

However according to this information it is shown that in most of our district Councils Politicians are more aged than Administrators.

4.3 Respondents Distribution by level of Education

Under this point the study settled four possible academic levels on the side of Public Administrators and four academic levels on the side of Politicians, the respondents were asked to identify which level of education they had reached. The level of education was used to show the relationship of the two variables of education of

respondents and identifying the Dichotomy among these two groups. The modality was postgraduate, first degree, Diploma, Certificate, Secondary Education and Primary Education. On the side of Public Administrators the data collected revealed 34.9% have reached the level of post Graduate, 11.6% had reached the Degree level, 7% had reached Diploma level and 46.5% had reached the level of certificate. While on the side of Politicians data revealed that 5% had reached Degree level, 10% had reached Diploma level, 25% had reached the level of Secondary Education and 60% had reached only Primary school level. These findings show that on the side of Public Administrators it was dominated by people who have diploma level of education and on the side of Politicians the study was dominated by people who have the level of primary education. Table 4.5 and 4.6 show the results.

Table 4.5: Administrators Respondents Distribution by level of Education

Education Level	Frequency	Percent
POST GRADUATE	15	34.9
DEGREE	5	11.6
DIPLOMA	3	7.0
CERTIFICATE	20	46.5
Total	43	100.0

Source: Field Work 2016

Table 4.6: Politicians Respondents Distribution by level of Education

Education Level	Frequency	Percent
first degree	2	5.0
diploma	4	10.0
secondary education	10	25.0
primary education	24	60.0
Total	40	100.0

Source: Field Work, 2016

As shown from the tables it seems that in our district Councils Administrators are dominating Politicians in terms of education, so dichotomy on decision making become unavoidable because, Administrators apply their professional's capacity to

make decisions while Politicians apply their political power, when happen they differ into perception misunderstanding become inevitable.

4.4 Respondents distribution by experience in working

Research findings on work experience, it was believed that there is great relationship between experiences of participants and the existence of the Dichotomy on Decision making process between Administrators and Politicians. On the group of Public Administrators the results showed that 9.3% had worked less than one year, 39.5% had one to four years work experience and 51.2% had worked over four years and above. Likewise on the group of Politicians the study revealed that 65% had experience of 5 years at work, 15% had worked for five to ten years, 12.5% had worked for ten to fifteen years, 7.5% had working experience of above fifteen years. Table 4.6 and 4.7 had shown the results.

Table 4.7: Administrators Respondents Distribution by working experience

Work experience	Frequency	Percent
LESS THAN 1YR	4	9.3
1-4YRS	17	39.5
4AND ABOVE	22	51.2
Total	43	100.0

Source: Field Work, 2016

Table 4.8: Politicians Respondents Distribution by working experience

Work experience	Frequency	Percent
5yrs	26	65.0
5-10yrs	6	15.0
10-15yrs	5	12.5
15 to above	3	7.5
Total	40	100.0

Source: Field Work, 2016

As shown from tables it indicated that, in our district Councils, Administrators have more working experience than Politicians, so they regarding themselves are seniors on all policies used in decisions making, hence when they faced with political pressure on decisions making matter from politicians dichotomy is likely to happen.

4.5 Relationship between the Politicians and Administrators

The study asked if the respondent knew the relationship which exists within these two groups on Decision- making process, the researcher intended to find out if these two groups were aware of their style of relationship. On the side of Administrators the findings revealed that 69.8% stated that there is existence of negative relationship among these two groups, 9.3% stated that there is existence of positive relationship and 20.9% stated that sometimes it happened that these two groups had positive or negative relationships depending on the situation. On the side of Politicians findings reveals that 70% stated that there is existence of negative relationship among these two groups, 15% stated that there is existence of positive relationship and 15% stated that sometimes happened that these two groups had positive or negative relationship depending on the situation. The mode of this question in both groups was negative. Table 4.9 and 4.10 show the result.

Table 4.9: Administrators perceptions on their style of relationship with politicians

Relationship	Frequency	Percent
NEGATIVE	30	69.8
POSITIVE	4	9.3
NEGATIVE AND POSITIVE SOMETIMES	9	20.9
Total	43	100.0

Source: Field Work, 2016

Table 4.10: Politicians perceptions on their style of relationship with Administrators

Relationship	Frequency	Percent
negative	28	70.0
positive	6	15.0
sometimes negative or positive	6	15.0
Total	40	100.0

Source: Field Work, 2016

This finding is supported by the key informant interviewed where one village chairman said that:

For sure our relationship as politicians and permanent public officials is always discouraging and shows bad image to our societies and this contributes to failure of many projects to be implemented well.(Interview 17/3/2016)

The above quotation implies that, relationship among these two groups is always discouraging and may result in the failure of implementing many important projects. This is in line with the study done by Beatrice (2012) on examination of conflicts in local government in Tanzania, A case study of Lushoto District Council, she argued that,

Since there is existence of two groups of decision-makers in our district councils who differ in perceptions and needs, conflict is seen to be common in our councils. The existence of these endless misunderstandings had emphasized bad relationship even in their managerial activities.

Also Daniel (2014) on his study titled causes and consequences of political interference in Bureaucratic Decision making, evidence from Nigeria noted that;

Existing evidence suggests that there is growing political competition among politicians, this political competition affect politicians decisions about their interactions and relationship with the bureaucracy, this perpetuate misunderstanding, and mistrust among these two groups.

4.6 Decision making process and the Dichotomy

The study asked the respondents on how the process of decision making brings Dichotomy among these two groups in Ulanga District Council, the aim of this question was to see how these two groups are aware of the causes of their differences. On the group of Administrators findings reveals that 4.7% of the respondents had the views that the cause of their misunderstandings between them and Politicians is due to the Conflict of Intellectualism of Politicians, 2.3% view that the causes is due to Economic interest, 4.7% view that the cause is due to failure to follow regulations and procedures by Politicians, 58.1% views that the cause is due to Low level of education among Councilors and political position struggle, 2.3% views that the causes is due to Low level of confidence among councilors, 2.3% views that the cause is due to personal political interest, 7% views that cause is due to pressure which politicians faced from their voters, 16.3% views that the cause is due to struggle to remain into power and superiority complex shown by politicians

and 2.3% views that the causes is due to the emergence of task interdependence, the results are shown in Table 4.11.

Table 4.11: Administrators perceptions on the causes of their differences with Politicians

Causes of Dichotomy	Frequency	Percent
Conflict of intellectualism	2	4.7
Economic interest	1	2.3
Failure to follow regulations and procedures	2	4.7
Low Level of education among councilors and political position struggle	25	58.1
Low level of education and confidence among councilors and political position struggle	1	2.3
Personal political interest	1	2.3
Pressure from voters	3	7.0
Struggle for power and superiority complex	7	16.3
Task interdependence	1	2.3
Total	43	100.0

Source: Field Work, 2016

The mode of this question in this group was 58.1% which indicates that the cause is due to Low level of education among Councilors and political position struggle. On the group of Politicians findings revealed that 10% view that the cause is due to under performance of administrators, 5% views that the cause is due to Lack of clear and delay of information done by administrators, 12% views that the causes is due to misuse of fund and increase of corruption, 5% view that the causes to the existence of incompetent officials, 5% views that the cause is due to the Lack of clarity of officials performance, 57.5% views that the cause is due to the Failure of administrators to follow their duties, rules, procedures and superiority perceptions, 5% views that the caused by different in priorities and misallocation of resources done by administrators, the results are shown in Table 4.12.

Table 4.12: Politicians perceptions on the causes of their differences with Administrators

Causes of Dichotomy	Frequency	Percent
Different in priorities and misallocation of resources	2	5.0
Failure to follow duties, rules, procedures and superiority complex	23	57.5
Incompetent officials	2	5.0
Lack of clarity of officials performance	2	5.0
Lack of clear and delay information	2	5.0
Misuse of fund and corruption	5	12.5
Underperformance	4	10.0
Total	40	100.0

Source: Field Work, 2016

The mode of this question in this group was 57.5% which indicates that the cause is due Failure of administrators to follow their duties, rules, procedures and superiority perceptions.

The study was supported by key informant interview where some councilors and Village chairmen said that:

We quarrel with our public administrators due to a number of reasons it reaches a time whereby administrators feel themselves are superior than us and our people due to their professions, so they are not ready even to work for our advice, and they refused totally to recognize our presence. (Interview, 17/3/2016)

The study also had interviewed some Ward Executive Officers and Village Executive officers who said that:

Often politicians are disturbing our decision making processes and they are regarding themselves as our supervisors, simply because they are presenting the voice of their citizens, they have even forgotten that we are their professionals, they force us to follow their views even if they are wrong which is not fair at all.(Interview, 17/3/2016)

The two quotations above imply that Dichotomy on decision making matters caused by number of reasons but it is shown that misunderstandings happen at the time when each group is on the side of defending its position and supremacy. This is in line with the study done by Bruce (2014) on Leadership and the Politics-

Administration Dichotomy: A Comparative Study of Political Influences in Four Florida State Agencies, who noted that;

Despite all the academic theorizing about how appointed public managers should be involved in policy making, the ground truth is much different. He discovered that Florida's public executives definitely have their hands full dealing with political pressures while making decisions on implementing public policy in a resource-constrained environment. There is a tough job that demands leadership skills in navigating a political environment in which many forces seek to influence their decisions, the pressure from politicians caused by the desire of politicians to mistrust public executives.

4.7 Policy Application

The study asked the respondents on different policies applied on making Decision in Ulanga District Council, the aim of these questions were to see how these two groups were aware of different policies which used in making decisions, on the side of Administrators the findings revealed that 18.6% of all respondents in that group view that the policy applied is all policies without making any specification, 69.8% view that the policies applied in making decision are all government policies and 11.6% of respondents view that policy used in making decision in policy used in the country, as shown in table 4.13 below.

Table 4.13: Administrators views on policy applied in decision making process

Policy applied	Frequency	Percent
All policies	8	18.6
Government policies	30	69.8
Policy used in the country	5	11.6
Total	43	100.0

Source: Field work, 2016

On the side of Politicians the findings revealed that 10% of all respondents in that group view that the policy applied is all policies of the government without making any specification, 20% view that the policies applied in making decision are democratic policies and 70% of respondents view that policy used in making decision is Government policy, as shown in table 4.14 below.

Table 4.14: Politicians views on policy applied in decision making process

	Frequency	Percent
All policies of the government	4	10.0
Democratic policy	8	20.0
Government policy	28	70.0
Total	40	100.0

Source: Field Work, 2016

This finding is supported by the key informant interview where interviewed Wards Executive Officers and Village Executive officers said that:

We have many policies which direct us to make decisions, there are those which we create ourselves and those directed from central government. But these created policies consider the law of the land, so central policies are our driving engine. (Interview, 17/3/2016).

The above quotation imply that, decisions making done under the directed procedures, and both groups are aware of the policies used in making decisions.

4.8 Effects of Dichotomy

The study asked the respondents what were the effects of these differences among these two groups in Ulanga District Council, the aim of this question was to see how these two groups are aware of the effects of this Dichotomy in making decisions, the findings revealed that all two groups are aware of the effects of the dichotomy, simply because they mentioned the effects into both aspects that in negative aspects and positive aspects. On the group of Administrators the following revealed in Negative side, 2.3% of respondents viewed that misunderstanding influence Citizen lose trust on their officials, 4.7% of all respondents viewed that dichotomy accelerate Conflict among these groups, 2.3% viewed that each group mistrust each other, 58.1% viewed that dichotomy led implementation of project to be done under normal standard, 7.% viewed that interfere accountability and confidence of workers, 4.7% viewed that Lack of strong, decision and mutual relation among these two groups, 2.3% viewed that Official lose their position or demoted due to bad relationship, 9.3% viewed that Pressure from voters, 9.3% viewed that dichotomy led Workers and citizen to be demotivated. On negative side the study model of this question in

this group was 58.1% which indicates that the dichotomy led Implementation of project to be done under normal standard. These findings showed that all these groups are aware on the effects of the struggle among them. Table 4.15 shows the results.

Table 4.15: Administrators views on the Negative Effects of the dichotomy

Effects of Dichotomy	Frequency	Percent
Citizen loose trust to their officials	1	2.3
Conflict emerged among these groups	2	4.7
Each group mistrust each other	1	2.3
Implementation of project under normal standard	25	58.1
Interfere accountability and confidence of workers	3	7.0
Lack of strong, decision and mutual relation among these two groups	2	4.7
Official lose their position or demoted due to bad relationship	1	2.3
Pressure from voters	4	9.3
Workers and citizen will be demotivated	4	9.3
Total	43	100.0

Source: Field Work, 2016

This finding is supported by key informant interview where some of WEOs said

Our bad relationships with politicians leads to our failure to do our work with freedom and some of us lost their jobs, for example one of our fellow WEO, was dismissed from his employment for having bad relationship with his ward's councilors.(Interview 17/3/2016)

This also in line with study done by Daniel (2014) on the causes and consequences of political interference in Bureaucratic Decision making, evidence from Nigeria who noted that; “Political interference in bureaucratic decision making has many consequences on managerial activities example interference emphasizes, deterioration of relationship, and wastage of resources and delay of development”.

On the same group of Administrators the following revealed on the Positive side, 7% of respondents viewed that misunderstanding influence accountability to both

groups, 9.3% of all respondents viewed that dichotomy accelerate the development of the district , 2.3% viewed that dichotomy Encourage citizen to respect their workers , 4.7% viewed that dichotomy led worker to enjoy their work, 2.3% viewed that Project implemented into required standards,7% viewed that emphasize Promote freedom of expression , 60.5% viewed that it Promotes hard working habit, and 7% viewed that Stimulate friendship among groups. On the Positive side the study model of this question in this group was 60.5% which indicated that the dichotomy promoted hard working habit among workers. Table 4.16 shows the results.

Table 4.16: Administrators views on the Positive Effects of the dichotomy

Effects of Dichotomy	Frequency	Percent
Bring accountability to both groups	3	7.0
Can boost the development of the district	4	9.3
Encourage citizen to respect their workers	1	2.3
Led worker to enjoy their work	2	4.7
Project implemented into required standards	1	2.3
Promote freedom of expression	3	7.0
Promote hard working habit	26	60.5
Stimulate friendship among groups	3	7.0
Total	43	100.0

Source: Field Work, 2016

This finding is supported by key informant interview where some of VEOs said that;

Our young man, our relationship with our village chairpersons are swaying our performance, these politicians are forcing us to do things out of our professions, when we do the opposite we prepare situations that they can dismiss us from our jobs, example there are our fellows who were transferred from their place of work for the interest of their chairpersons. . (Interview 17/3/2016)

This is in line with study conducted by Daniel (ibid) says that;

When politicians faced by high levels of political competition in their constituencies, politicians may be incentivized to improve the quality of potentially vote-winning public projects. Consequently, they may seek to overcome barriers such as bureaucrats', inertia, or corruption. Existing

evidence suggests political competition can improve the delivery of public projects, raise bureaucratic productivity.

On the group of Politicians the following revealed in Negative side, 2.5% of respondents viewed that dichotomy increase struggle for resources among politicians hence stimulate conflicts, 5% viewed that these struggle influences, poor service derived to citizen, 12.5% viewed that dichotomy led social services to become scarcity, 10% argued that misunderstanding stimulated workers to lose working morale, 62.5% viewed that dichotomy influence the ongoing projects to be implemented under the expected grade, and 7% viewed that trust and hope decreased among citizens. On negative side the study model of this question in this group was 62.5% which indicated that the ongoing projects implemented under the expected grade. Table 4.17 shows the results.

Table 4.17: Politicians viewed on the Negative Effects of the dichotomy

Effects of Dichotomy	Frequency	Percent
increase struggle for resources among politicians hence stimulate conflicts	1	2.5
Poor service derived to citizen	2	5.0
Social services become scarcity	5	12.5
Stimulate workers to lose working morale	4	10.0
The ongoing projects implemented under the expected grade	25	62.5
Trust and hope decrease to the citizens	3	7.5
Total	40	100.0

Source; Field Work, 2016

This finding is supported by key informant interview where some interviewed Councilors argued that;

According to our relationships with government servants being doubtful causes us to have a difficult time with our followers especially when development projects are blocked due to failure of performance of our servants. This leads to our followers to lose faith in use and when it causes to the time of election our follower punish us by not giving use votes. (Interview 17/3/2016)

This is in line with study conducted by Masawe (2009) on the causes and methods of resolving conflict between councilors and staff at Mpwapwa District Council, who noted that;

Dichotomy disturbs the equilibrium in the organization .The contributions of individuals do not match with their inducements because some of their energies are used in conflicting behavior. Conflict affects the physical and mental health of people by creating tension and stress. Intensive conflict generates feelings of anxiety, guilt, frustration and hostility. Diversion of energy: conflict diverts efforts towards destructive activities people try to focus more on their personal goals rather than on organizational goals. They spend more time on designing tactics to win the conflict rather than organizational goals. Distorted communication: Perception gets distorted because each group develops negative perceptions toward the other, when in conflict members avoid interactions with each other.

On the same group of Politicians the following revealed in Positive side, 5% of respondents viewed that dichotomy Develop the sense of team working, 2.5% viewed that these struggle influences each group respect the presence of other group, 60% viewed that dichotomy led workers to work under pressure hence stimulate hard working behaviors, 22.5% argued that misunderstanding stimulate production to increase, and 10% viewed that dichotomy influences the services provided in quality form. On the positive side the study model of this question in this group was 60% which indicated that the dichotomy led workers to work under pressure hence stimulate hard working behaviors. Table 4.18 shows the result

Table 4.18: Politicians views on the Positive Effects of the dichotomy

Effects of Dichotomy	Frequency	Percent
Develop the sense of team working	2	5.0
Each group respect the presence of other group	1	2.5
Led worker to work under pressure hence stimulate hard working behaviors	24	60.0
production increase	9	22.5
services provided in quality form	4	10.0
Total	40	100.0

Source: Field Work, 2016

This finding is supported by the key informant interview where some interviewed Village chairmen argued that;

Our conflicts with civil servants in decision making to a certain extent help us very much, for there are some servants who change and become better servants. Also conflicts make us all to be responsible since everyone has no faith with the other. (Interview 17/3/2016)

This is in line with the study done by Beatrice (2012). Who noted that

Dichotomy spotlights problems which require change, forces clarification of their nature and sources, and channels efforts towards problem solving. When groups are faced with conflict, its members display creativity in identifying various alternatives. They think through and come out with imaginative solutions to tackle the problem. The thinking process generated by conflict may lead to innovation in policies and procedures. Dichotomy is a test of the ability of people to learn and develop, it provides challenge to them. If they are able to meet the challenge successfully, they will feel satisfied and highly motivated.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the study by review of the problem setting, goals, methodological approaches and key findings in answering the research question. In this chapter, a synopsis of the findings is discussed in relations to existing literatures, both theoretical and empirical knowledge. The chapter closes by giving recommendations based on the findings from the field.

5.1 An overview of the study problem, goal and methods of data collection

This dissertation is based on the study that explored on assessing the effects of the dichotomy between politicians and public administrators on the aspect of how it affects decision making process in District Councils in Tanzania especially in Ulanga District Council. In these aspects, the scope of Dichotomy with which the interest of the research was to assess whether or not there were misunderstanding in the degree or level of participation to the mentioned two groups. Lastly, the challenges for effective participation into these aspects were described. The ways to address the problem of Dichotomy have been discussed in this chapter under recommendations.

The intention in this study was to provide a better understanding on how Dichotomy between these two groups affects decision making process within our District Councils; hence policy makers at both the state and local level may oversee how this Dichotomy affects decision making and what relationship may suit their decision making process. In order to fulfill this exploration, a single case study with qualitative methodology was used in data collection. The interview, focus groups and questionnaires as primary data collection instruments were used for the reason that they were flexible for the researcher and could enable him into both depth and accurate data as the researcher had a direct interaction with the environment of the respondents. The study involved a sample of 83 respondents who were Public Administrators and Politicians. The sample was regarded to be enough for the study and was manageable to the researcher during data collection.

5.2 Summary of the findings and conclusion

Based on the findings, this study identified negative relationship among these two groups in the mentioned aspects of decision making process which both required strategic efforts to improve their relationship for the betterment of boosting development within our Councils.

From the findings it showed that there is the existence of bad relationship among these two groups in decision making process, this revealed when the researcher asked both groups the relationship which exist among them, on the group of Administrators the result had showed that 69.8% of all respondents from that group had argued that there is a negative relationship between them and politicians. Other evidence revealed from the group of Politicians when asked their relationship with Administrators in decision making process, the result had shown that 70% of all respondents from such group argued that they had negative relationship with Administrators especially when it reached a time of making decisions.

Also findings showed that there were different issues which led decision making process to emphasize dichotomy among these two groups, but the group of Administrator showed that 58.1% of all respondents viewed that low level of education among councilors and political positions struggle in making decisions is the main driving force of the dichotomy among them with politicians. Politicians group showed that 57.5% of all respondents viewed that failure of administrators to follow duties, rules, procedures and superiority perceptions during the time of making decisions were the main causes of dichotomy among these groups in Ulanga district Council.

Furthermore findings showed that all these groups are aware of the effects of the struggle among them. This was revealed when the researcher asked both groups on the effects of the dichotomy on decision making process in Ulanga District Council; all respondents had answered this question by giving the effects of dichotomy in two perspectives that in negative and positive form. On the group of Administrators out of other mentioned effects the result had showed that in negative side that dichotomy led implementation of project to be done under normal standard. On the same group

they revealed that in the side of positive out of other effects but the main is that dichotomy promotes hard working habit due to the fact that each group works under pressure.

On the side of Politicians the group showed there were both positive and negative effects of the struggle among the groups, on the side of negative side the group showed that there many effects of the dichotomy among these group but the group revealed that the main effects is that dichotomy influence the ongoing projects to be implemented under the expected grade, and this used as the model of this group in a negative impact, the same group also on the side of positive argued that apart from other mentioned effect but dichotomy led workers to work under pressure hence stimulate hard working behaviors and this used as a mode in this question.

5.3 Recommendations of the Study

Based on the existence of bad relationship and effect of the dichotomy among these two important groups observed by the researcher from the field, the study suggests the following in order to minimize or to finish up misunderstand quarrels and mistrust which occurs during making decisions among these groups:

- i. Decision-making process should be a combined effort of politicians and public officials. In order to minimize dichotomy among these groups in making decisions, the policies must create friendly environment which will allow, mutual relationship between politicians and public officials on Decision making process in District Councils.
- ii. When the conflict arise the Problem solving technique must be applicable: in this technique, an attempt is made to bring the conflicting parties together and to share the mutual problem. The focus is on sharing of information to avoid misunderstanding and to find out areas of common interests. The question of who is right or who is wrong is avoided. This method is suitable for resolving conflicts arising out of misunderstanding (Gupta, 1990).

- iii. Also the technique of Compromising must be applicable, This is an intermediate on both the assets and cooperation each party tries to give up something to reach a solution to the conflict and take dominates the behaviours of the conflict parties compromises are often made in the final hours of union management negative compromises become elective style when effort towards collaboration have failed (Thomas, 1977).
- iv. Collaborating technique is very important this involves attempts to satisfy the need of both the parties, based on ‘win-win style. The win-win approach is conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won (Fisher, 1990). This method focuses on the needs and constraints of both parties rather than emphasizing on strategies designed to conquer. Full problem definition, analysis and development of alternatives precede consensus decisions on mutually agreeable solutions.

5.4 Suggestions for Further Research

The study suffered from various limitations which open up suggestions for future research. First, the study Finding was done in Ulanga District and generalization was made to all Districts in Tanzania, so was not capturing other variations in other District in Tanzania.

In this researcher tried to make general characteristics that generalize all districts in Tanzania covered how dichotomy affects decision making process, it did not go further to other aspects of how dichotomy among politicians due to their party differences as well as how dichotomy among public officials with citizens can affect decision making process. Therefore, it is suggested that a similar study should be done to explore those aspects.

Second, the study was done in District Councils without Municipal, hence become difficult to get other relevant information on relationship between these groups. Therefore, it is suggested that a similar study should be done in Municipal so as to get reliable data on the relationship among these groups. This will be a worth study,

since it will help to oversee the issue of effects of Dichotomy in District and Municipal councils in Tanzania.

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APPENDICES

Appendix I

QUESTIONNAIRE ADMISTERED TO THE HEADS OF DEPARTMENTS, DISRICT EXECUTIVE DIRECTOR AND WARD EXECUTIVE OFFICERS

Introduction

Questionnaire for research on the assessment of the effects of the dichotomy between politician and administrators in decision making process in District Council in Tanzania, These questionnaires have been prepared for you as among the permanent public official (administrator) whom you have been working with politicians. I have chosen you to fill this questionnaire because you are among the public workers whom have experience on how politicians and public officials they are always in competition on decision making matters. Please fill in the space provided or choose the best answer from alternative given.

Objective

These Questionnaires have been prepared for the purpose of collecting data for the research of Master at Mzumbe University. My name is Aloyce Mkuku whom I am collecting these data for my research as part of my studies at Mzumbe University, If you need the feedback of this research please write your name and your Email so that I can send to you the feedback. Please fill this questionnaire and return it to me.

Instruction

- i. Tick on appropriate option, opinion or view
- ii. Insert or fill in the given space as required
- iii. Responds to all question fully and honestly
- iv. Your responses will be included and treated as part of aggrete responses from all respondents
- v. Confidentiality will be upheld throughout the study

Part A: Personal particulars

1. Gender

A/ Male

B/ Female

2. Age of respondents

A/ 25-34

B/ 35-44

C/ 45 and above

3. Highest academic Level,

A/ Postgraduate

B/ First degree

C/ Diploma

D/ Certificate

4. Experience in working.

A/ Less than one year

B/ One to 4 years

C/ Over 4 and above

Part B:

2. Please put tick (√) next to each statement to indicate the extent to which you agree or disagree with that statement.

No	Statement	Agree	Strongly Agree	Disagree	Strongly Disagree
1	Permanent public official should participate fully with politicians to formulate policy.				
2	Politicians should participate fully with Permanent public official to implement policy.				
3	Good Decision- making process in District Council requires mutual relationship between politicians and public officials.				
4	Politicians should be responsible for policy making while Administrator take charge of policy implementation.				
5	Administration should be completely removed from politics.				
6	Politics should be completely removed from Administration.				
7	Decision-making process should be a combined effort of politicians and public officials				
8	Implementations of decisions should be the sole responsibility of public officials.				
9	Public official should provide feedback on implementation of decisions to politicians.				

Part C:

3. The relationship between permanent public officials and politicians is always:

A/ Negative

B/ positive

C/ Sometimes Negative or Positive

4. If the answer is either A, B, or C what do you think are the causes of such relationship.

i/.....

.....

ii/.....

.....

iii/.....

.....

iv/.....

.....

5. Politicians are interfering public officials on their decisions making process at your working place.

A/ Yes

B/ No

C/ None of the above.

6. If the answer is either Yes or No what do you think is the causes of such habit

i/.....

.....

ii/.....

.....

iii/.....

.....

iv/.....

.....

7. What do you think are the effects that may happen when politicians and administrators is always competing on decision making matters?

NEGATIVE EFFECTS

- i/.....
- ii/.....
- iii/.....
- iv.....

POSITIVE EFFECTS

- i/.....
- .ii/.....
- iii/.....
- iv/.....

As an administrator which policies are applied in making your decision process.

.....

.....

.....

8. What type of relationship does you suggesting to be adopted between politicians and permanent public officials?

.....

.....

.....

Thank you very much for your cooperation

NB: If you have any addition information or comments please use a space below to write your information.

QUESTIONNAIRE ADMISTERED TO THE SELLECTED COUNCILORS

Introduction

Questionnaire for research on the assessment of the effects of the dichotomy between politician and administrators in decision making process in District Council in Tanzania. These questionnaires have been prepared for you as among the Politician whom you have been working with permanent public officials. I have chosen you to fill this questionnaire because you are among politician whom have experience on how politicians and public officials they are always in competition on decision making matters. Please fill in the space provided or choose the best answer from alternative given.

Objective

These Questionnaires have been prepared for the purpose of collecting data for the research of Master at Mzumbe University. My name is Aloyce Mkuku whom I am collecting these data for my research as part of my studies at Mzumbe University, If you need the feedback of this research please write your name and your Email so that I can send to you the feedback. Please fill this questionnaire and return it to me.

Instruction

- i. Tick on appropriate option, opinion or view
- ii. Insert or fill in the given space as required
- iii. Responds to all question fully and honestly
- iv. Your responses will be included and treated as part of aggrete responses from all respondents
- v. Confidentiality will be upheld throughout the study

Part A: Personal particulars

9. Gender

A/ Male

B/ Female

2. Age of respondents

A/ 25-34

B/ 35-44

C/ 45 and above

4. Highest academic Level,

A/ Postgraduate

B/ First degree

C/ Diploma

D/ Certificate

4. Experience in working.

A/ Less than one year

B/ One to 4 years

C/ Over 4 and above

Part B:

10. Please put tick (√) next to each statement to indicate the extent to which you agree or disagree with that statement.

No	Statement	Agree	Strongly Agree	Disagree	Strongly Disagree
1	Permanent public official should participate fully with politicians to formulate policy.				
2	Politicians should participate fully with Permanent public official to implement policy.				
3	Good Decision- making process in District Council requires mutual relationship between politicians and public officials.				
4	Politicians should be responsible for policy making while Administrator take charge of policy implementation.				
5	Administration should be completely removed from politics.				
6	Politics should be completely removed from Administration.				
7	Decision-making process should be a combined effort of politicians and public officials				
8	Implementations of decisions should be the sole responsibility of public officials.				
9	Public official should provide feedback on implementation of decisions to politicians.				

Part C:

11. The relationship between permanent public officials and politicians is always:

- A/ Negative
- B/ positive
- C/ Sometimes Negative or Positive

12. If the answer is either A, B, or C what do you think are the causes of such relationship.

- i/.....
- ii/.....
- iii/.....
- iv/.....

Public officials are interfering politician on their decisions making process at your area.

- A/ Yes
- B/ No
- C/ None of the above.

13. If the answer is either Yes or No what do you think is the causes of such habit

- i/.....
- ii/.....
- iii/.....
- iv/.....

What do you think are the effects that might happen when politicians and administrators is always competing on decision making matters?

NEGATIVE EFFECTS

- i/.....
- ii/.....
- iii/.....
- iv.....

POSITIVE EFFECTS

i/.....

ii/.....

iii/.....

iv/.....

As politician which policies are applied in making your decision process?

.....
.....
.....

14. What types of relationship do you suggesting to be adopted between politicians and permanent public officials?

.....
.....
.....

Thank you very much for your cooperation

NB: If you have any addition information or comments please use a space below to write your information.

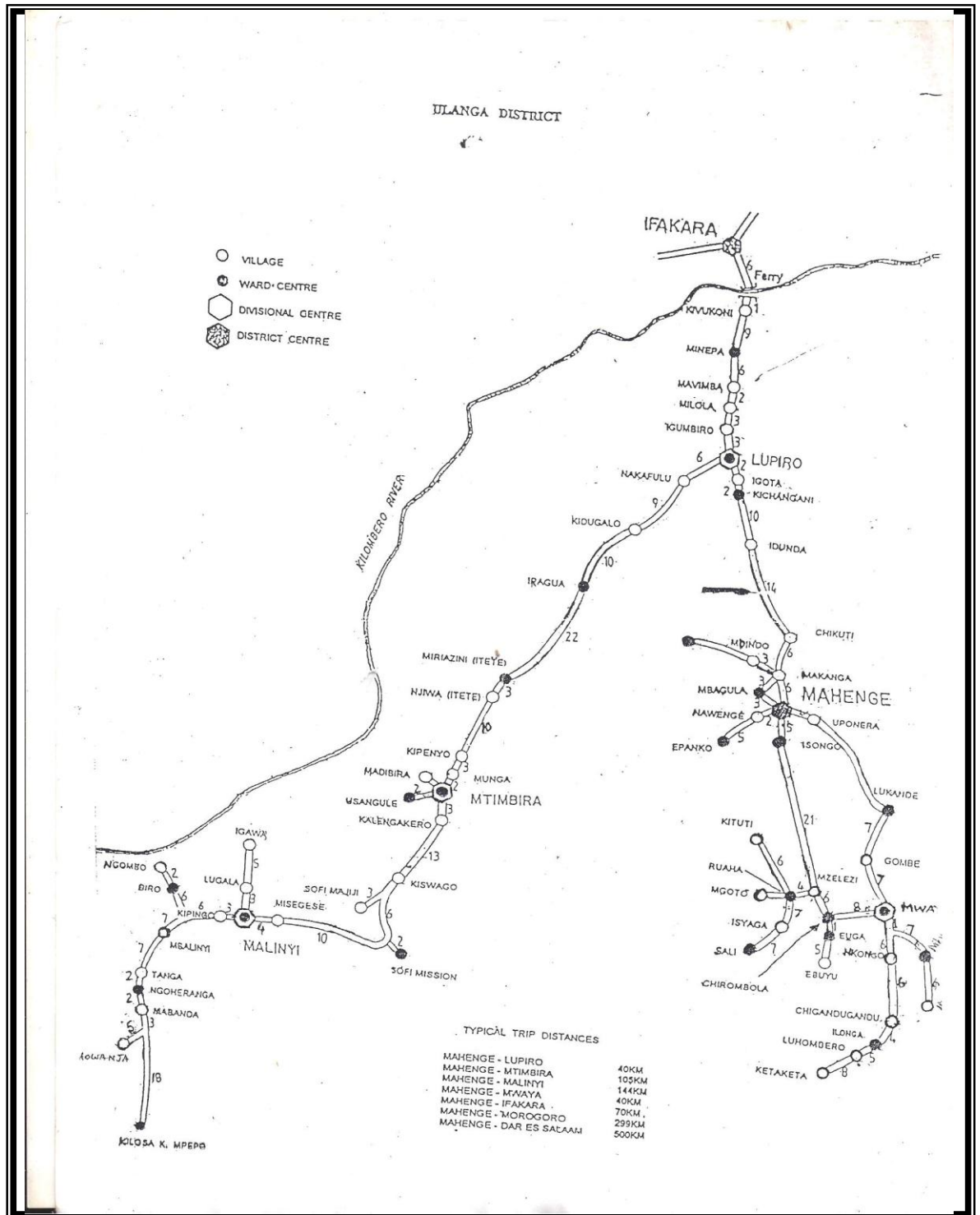
INTERVIEW GUIDE

1. Permanent public official should participate fully with politicians to formulate policy? If yes why and If no why-----
2. Good Decision- making process in District Council requires mutual relationship between politicians and public officials? If yes why-----and if no why-----
3. Administration should be completely removed from politics? If yes why-----and If no why--
4. Politics should be completely removed from Administration? If yes why-----and If no why--
- Implementations of decisions should be the sole responsibility of public officials? If yes why-----and if no why.....
5. What types of relationship do you suggesting to be adopted between politicians and permanent public officials? -----
6. What do you think are the effects that might happen when politicians and administrators is always competing on decision making matters-----
7. Which policies are applied in making your decision process? -----
8. The relationship between permanent public officials and politicians is always negative or positive at your working place? Why this happen-----

Thank you very much for your cooperation

Appendix IV

MAP OF ULANGA DISTRICT COUNCIL



Source: Ulanga District Council Office file (2016)