

**THE ROLE OF TRUST IN COUNCILLORS – STAFFS WORK
RELATIONSHIPS IN LOCAL GOVERNMENT AUTHORITIES IN
TANZANIA:
THE CASE OF MISUNGWI DISTRICT COUNCIL**

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RELATIONSHIPS IN LOCAL GOVERNMENT AUTHORITIES IN
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THE CASE OF MISUNGWI DISTRICT COUNCIL**

By

Pesha Moses Lwegoshora

**A Dissertation Submitted in Partial Fulfilment of the Requirements for the
Award of Masters of Science in Human Resource Management Degree of
Mzumbe University**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **the Role of Trust in Councillors –Staffs Work Relationships in Local Government Authorities in Tanzania: The Case of Misungwi District Council**, in partial fulfillment of the requirements for the award of Masters of Science Degree in Human Resources Management offered by Mzumbe University.

Major Supervisor

Internal Examiner

External Examiner

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DEDICATION

This work is dedicated to my Mother, the Late Winifrida Kokwongeza whose contribution in my academic undertaking is enormous.

LIST OF ABBREVIATION

CBT	Calculus - based trust
DED	District Executive Director
DHRO	District Human Resources Officer
HOD	Head of Department
HOS	Head of Section
IBT	Identification - based trust
KBT	Knowledge - based trust
LGAQ	Local Government Association of Queensland
MDC	Misungwi district council
OT	Organizational trust
PATH	Program for Appropriate Technology in Health
REPOA	Report on poverty alleviation
TIE	Training Impact Evaluation
VEO	Village Executive Officer
WEO	Ward Executive Officer

ABSTRACT

The study aimed at assessing the role of trust in councillors and staffs' relationship in LGAs in Tanzania. Specifically, three main objectives were established: (i) to examine the factors that build trust between councillors and staffs in LGAs; (ii) to investigate the importance of trust in maintaining good working relationship between councillors and staffs; and (iii) to examine the possible ways to ensure trustful relationship between councillors and staffs in LGAs.

The study was conducted at Misungwi District Council. A total of 98 respondents (17 councillors and 81 staffs) were depicted to form a study sample from a total population of 2616. Data collection tools included questionnaires whereby 72 questionnaires were circulated to 60 staffs and 12 councillors, interviews conducted to 26 respondents including 21 staffs and 5 councillors and some minutes and reports were reviewed. Collected data were analyzed using qualitative and quantitative analysis; the findings were reported using descriptive statistics.

The findings of this study revealed that trust has a significant role in maintaining effective work relationship between councillors and staffs in LGAs as it fosters team work spirit and reduces conflicts and misunderstandings hence creating harmonious work relationship with more trust between them. Another considerable role of trust is to increase cooperation and collaboration which are vital elements of an effective work relationship. Indeed, trust increases openness and transparency in work relationship. The observation revealed lack of social interactions between councillors and staffs in MDC as one of the missing trust building factors.

Finally, the recommendations provided include the council management to take further steps to address the problem of low trust between councillors and staffs. There is a need to review the council code of conduct to include issues of how professional relationships should be managed. To further confirm these findings there is a need to conduct more studies on councillors/staffs relationships in other LGAs.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the problem

Trust is a primary factor on how people work together, listen to one another and build effective work relationships. Yet many people are unaware of the actions that influence trust. Trust is a critical link to all good relationships both personal and professional (organizational). Researches indicate that very few employees agree that they trust their fellow employees or leaders to look out for their best interest. Others indicated that a lack of trust correlate highly to employee turnover. Trust enables clear and effective exchange of information in organizations, decreases process costs concerning the work and thus promote work efficiency (Varol and Tarcan, 2001:99).

The significantly increasing importance of trust within organizational life necessitates formation of organizational processes not on the basis of power but on the basis of trust. Formation of organizational processes on the basis of trust results in institution of interaction between the employers and the employees within organization and increase in commitment, job satisfaction and performance of the employees (Yilmaz and Atalay, 2009).

Recent events in the business world have made it more difficult for companies to maintain trust. Other unseen costs of mistrust in the workplace include: no company loyalty, decreased commitment, and higher employee turnover. Distrustful employees are not as productive as trustful employees. Likewise, mistrusting management wastes time checking up on employees. Therefore, it is imperative that companies work to build trust in their organizations (Ingstrup and Crookall, 1999)

Shockley et al (2003:35) signifies that globalization and the changes that are taking place in the world such as changes in working conditions, increasing importance of justice in workplace, international relations, information technologies, replacement of traditional organizations by modern organizations, and also spread of decision making to all level in organizations result in a dramatic increase in the importance of the concept of trust in organizations.

Trust has been approved as one of the important factors influencing organizational activities. Morrison and Firmstone (2000), referred to the influence of trust in influencing e-commerce activities whereby customers are bounded by the need to decide whether to purchase merchandizes through virtual stores instead of face to face services. In such situation, trust it one of the factors that could help customers to make such decision.

Staffs and councillors in local government authorities are engaged in a mutually interdependent relationship and their reliance on one another is contingent upon how well they fulfil expectations. Nevertheless, the extent to which councillors and staffs trust each other depends on the behaviour of each other.

Basically, in Tanzania's Local Government Authorities, the trusting relationship between councillors and council staffs is provided under Regulation 26 (1) of the Local Government District Authorities (Councillors code of conduct) Regulation of 2000. The regulation provides that every councillor and every staff of the council in the execution and exercise of their distinctive functions to the public shall develop mutual relationship that will ensure good performance of both parties. But, despite that legal provision, in most councils experience shows long time conspicuous poor working relationship between these two actors of the council. For example, the Ministerial report on 50 years of Independence reports that, the performance of local authorities after independence faced many challenges including poor working relationships between councillors and staffs which caused the dismantling of the local authorities in 1972 (URT, PMO RALG,

2011:38). Among the reasons that led to poor working relationship between councillors and council staff is lack of trust.

Trust between councillors and staff in Tanzanian local government authorities has been a notable area of problems. The councils have been in a suspicious relationship full of conflicts and misunderstandings between councillors and staff because of lack of trust. Councillors and staffs have lost confidence on each other which in turn causes confusion over priorities and mismanagement of activities leading to poor service provision. Currently, councils have realized that it is crucial now more than ever, to cultivate and maintain trust, since trust is the most important element that can build a successful working relationship in local authorities. That is why this study is most relevant today in the local authorities since creating harmonious work relationship between councillors and staffs is not an option now but a must if our local government authorities are to successfully meet their stated objectives.

1.2 Statement of the problem

Trust is a key element of organizational success and an essential component of organizational character. The importance of trust in work relationships is considered as that of in our personal relationships. Trust is the miracle ingredient of organizational life- a lubricant that reduces friction, a bonding agent that glues together disparate parts, a catalyst that facilitates action (Ingstrup and Crookall 1999).

The effective performance of local councils in Tanzania and elsewhere in the world, among other things depends on the level of cooperation and mutual respect between elected members (Councillors) and staffs. For the council to perform better, mutual relationship between councillors and staff must be developed and it is mainly trust that facilitates formation of such mutual relationship. To attain this, regulation 26(1) of the Local Government District Authorities (Councillors code of conduct) Regulations of 2000 provides that each councillor and each member of staff of the council shall in the execution of their public responsibilities develop mutual relationship, which will ensure effective, efficient and proper discharge and exercise of their distinctive functions.

This regulation requires that, a respectful and trustful relationship between councillors and staff shall be maintained at all times. It is the due obligation of each councillor of MDC under regulation 68 (2) of the council's standing orders of 2003 as made under section 70 of the Local Government (District Authorities) Act, 1982 to observe the councillors code of conduct, some guidelines and some other professional ethics relating to the relationship between councillors and staffs.

However, despite the legal position mentioned above, what is happening in Tanzania's local government authorities is quite different. Councillors and staff are always in conspicuous poor working relationships resulted from the problem of lack of trust between them. For example, the Ministerial report on 50 years of independence indicated that the performance of local authorities since after independence has faced many challenges including poor working relationships between councillor and staff which caused the dismantling of the local authorities in 1972 (URT, PMO RALG, 2011:38). The information on the extent of trust between councillors and staffs in LGAs is lacking hence depriving planners and other practitioners basis for reducing the problem. This is a knowledge gap to be bridged by this study.

1.3 Objectives of the study

1.3.1 Main objective of the study

The main objective of this study was to assess the role of trust in councillors – staffs work relationship in Misungwi District Council in Mwanza, Tanzania.

1.3.2 Specific objectives

In order to achieve the main objective of the study, the researcher adopted the following specific objectives:

- i. To examine factors that builds trust between councillors and staffs in Local Government Authorities.

- ii. To investigate the importance of trust in maintaining good working relationship between Councillors and staffs.
- iii. To examine the possible ways to ensure there is trustful work relationship between Councillors and staffs in Local Government Authorities.

1.4 Research questions

Research questions clarify the research problem in terms of specific and simple set of questions to be answered in the study (Ndunguru, 2007). This study was guided by the following overarching research questions:

- i. What are the factors that build trust between councillors and staffs in Local Government Authorities?
- ii. Why is it important to maintain trustful work relationships between councillors and staffs in Local Government Authorities?
- iii. What should be done to ensure there is trustful work relationship between councillors and staffs in Local Government Authorities?

Table 1 Operationalization of research questions

Research question	Variables	Indicators	Source of data	Data collection tools
What are the factors that build trust between councillors and staffs in LGAs?	Building trust factors	<i>Councillors to staffs:</i>		
		Availability of access to information	Councillors	Questionnaire and interview
		The speed of solving citizens problems	Councillors	Interview
		Level of respect of staff to councillors	Councillors	Questionnaires
		Presence of honest behaviors	Councillors	Questionnaires
		Level of staffs' accountability to councillors	Councillors	Questionnaires
		The ability of staffs in performing their duties.	Councillors	Interview
		Extent of undue interference	Councillors	Interview
		<i>Staffs to councillors</i>		
		Availability of access to information	Staffs	Questionnaires and interviews
		Level of conflict of interest	Staffs	Questionnaires
		Level of councillors knowledge	Staffs	Interview
		Level of respect of councillor to staff	Staffs	Interview
		Level of perceived fairness	Staffs	Questionnaires and interviews
		The degree of supportive supervision by councillors	Staffs	Interview
Why is it important to maintain trust in work relationships between councillors and staffs in LGAs?	Importance of trust	Existence of team work spirit	councillors and staffs	Questionnaires
		Level of collaboration and friendship	Councillors and staffs	Questionnaires
		Level of confidence in each other	Councillors and staffs	Questionnaires
		Presence of harmonious work relationship	Councillors and staffs	Interview
		Reduced conflict and misunderstandings	Councillors and staffs	Questionnaires and interview
What should be done to ensure trustful work relationship between councillors and staffs in LGAs?	Suggestions	Increased openness and transparency	Staffs and councillors	Questionnaires
		Creation of social gatherings	Staffs and councillors	Questionnaires
		Trainings on roles and responsibilities provided	Staffs and councillors	Questionnaires
		Adherence of rules and regulations	Staffs and councillors	Questionnaires

Source: Researcher, 2013

1.5 Significance of the study

Even if studies on local government performance in Tanzania are several, most of them have failed to recognize that work relationships between councillors and staffs are essential to the council's performance. The study will therefore address this by assessing the role of trust in councillors – staffs work relationship in Local Government Authorities in Tanzania. This study is guided by the preposition that successful council's performance depends much on the working relationship that exists between councillors and staff while that relationship must be built on the basis of trust between the two. This study therefore is expected to:

- i. Enable the management of the council to understand the areas in which improvement is needed in order to ensure that there exists a good and trustful relationship between councillors and staff of the district.
- ii. Offer practical suggestions towards creating a harmonious working relationship between councillors and staff that supports council's effective performance.
- iii. Add knowledge to the already existing body of knowledge on trust theories and practices.

1.6 Scope of the study

The study explored only the role of trust on councillor – staff working relationships for better council performance in MDC. For reason of convenience, this study was limited to the role of trust and how it affects working relationship between councillors and council staff.

1.7 Conceptual framework

Social science assumes that anything that exists can be measured. Measurement in social science is accomplished through the process of conceptualization. Conceptualization means to specify what is meant by a research concept. Conceptualization is about giving literal and scientific meaning or definition of the concept (Ndunguru, 2007).

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. When clearly articulated, a conceptual framework has potential usefulness as a tool to scaffold research and, therefore, to assist a researcher to make meaning of subsequent findings. Such a framework should be intended as a starting point for reflection about the research and its context. The framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate it.

This part therefore contributes to the conceptual understanding of the role of trust. It involves managerial and sociological perspectives on trust development yielding a pluralistic conceptual framework. As noted earlier in the introductory part, trust research continues to lack coherence, but it seems fair to assume that a consensus has been reached regarding the necessity of a dynamic conceptualization of trust (Lane, 1998).

Trust evolves over time in personal, organizational, and societal relationships. Within the management oriented organization literature, the model presented by Lewicki and Bunker (1996) for work relationships, based on Shapiro et al (1992) and applied to inter organizational relations by Child (1998), is a representative example of the plausible new and early on organizational trust tends to be very calculative and reliant on rewards and deterrence, then becomes more mutual and resilient as the deepening knowledge about the other fosters predictability and understanding, then finally if all goes well, trust leads to an almost complete identification with the other so that desires and intentions are fully integrated and habitually accounted for.

The more sociological and historical literature on the development of trust would argue that the Lewicki and Bunker model reflects the state of highly modernized societies in which it is fair to assume that most relationships within and between work organization have to be built between potentially opportunistic strangers. Therefore, recourse to institutional safeguards is needed in the beginning, mutual knowledge takes time to develop, and the other values and intentions cannot be taken for granted as similar to

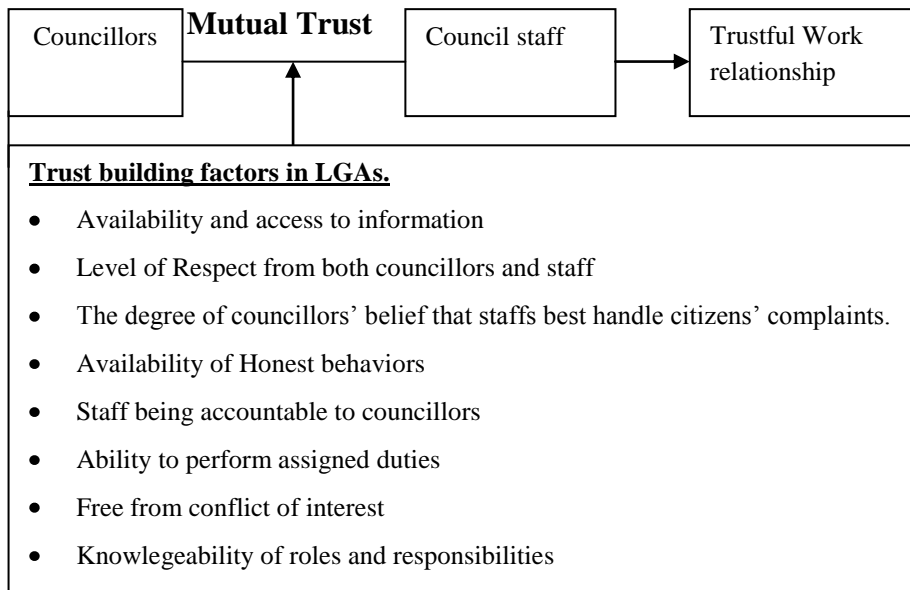
one's own. In contrast, Zucker (1986) argues that, traditionally, trust is first of all, 'process based trust' and therefore reliant on rich information on prior exchanges with others. Therefore, it is difficult to transfer and resemble identification based trust with regard to the kind of knowledge required. Zucker's second mode of trust is 'characteristic based trust' which is quite freely available and rests on the recognition of social similarity such as ethnicity. It becomes important when exchanges shall occur between parties who can have direct contact but who may not have prior experience with each other. This means that familiar and trustworthy characteristics need to be communicated, one need to get to know the other. Finally, Zucker's 'institutional based trust' draws on extrinsic protection and legitimating in the same way that Lewicki and Bunker's calculus based trust rests on deterrence and rewards.

In presenting the following conceptual framework, the researcher intends to unveil a studied phenomenon of concepts cum variables into simple set of relationships that can be easily understood, modeled and studied. In other words, conceptual framework for this study is the researcher's own position on the problem that will give direction to the study.

This study adopted Lewicki and Bunker (1996) trust model as a keystone of theoretical framework. Councillor – staff working relationship can fit into this framework. At the early stage of a relationship, both staff and councillors barely know each other without any prior shared experience (say at the time when an employee is employed, posted or transferred at that station or when a councillor is being elected after the election). At this point, trust is calculus - based (CBT) and is predicted on the calculations of cost and benefits of engaging in relationship. Whether the relationship could move on to knowledge - based trust (KBT) depends on whether a higher predictability and dependability is required by the situation. Experience in our LGAs show that few relationships could move onto knowledge based trust, while even fewer relationships will move to identification - based trust (IBT) stage which requires high level of interdependence and faith.

Studies suggest many factors that build trust in organizations. For the purpose of clarity and thorough discussions, this study aims at dealing with eight of them which are: access to information, councillor’s level of conflict of interest, councillors’ knowledge of roles and responsibilities, the level of respect, level of perceived fairness, supportive supervision and the ability of staffs to perform their assigned duties. If these factors are present in the council, they do indicate that trust is available; if they are not present they indicate that there is no trust among the two actors and therefore are intervening variables towards good work relationship.

Figure 1 Conceptual framework



Source: Researcher 2013

The importance of trust within the council team and between councillors and council staff cannot be underestimated. A good working relationship between councillors and council staff is fundamental to an effective council. The above figure represents the basic assumptions around this study that for the council to attain its objectives it all depends on the nature of the existing work relationship between the two main actors (councillors and staff), this relationship need to be stronger, sustainable and positive all

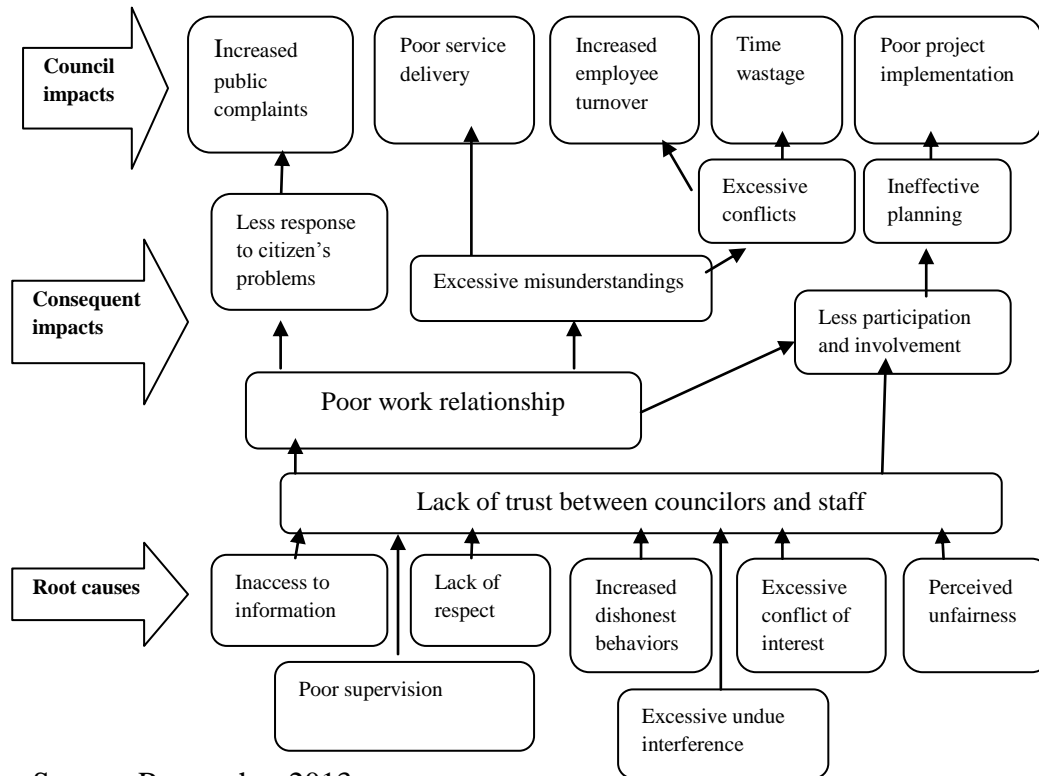
the time, it need trust to have such kind of relationship. Trust is therefore the foundation upon which the positive work relationship is built. That is, trustful working relationship between councillors and staff will result into high performance of the council while distrustful working relationship between the two will always impede council performance. Trust is built through relationships, often long term.

Honesty, integrity, openness, respect and commitment are important contributors to building long term, trusting relationships. Relationships built on trust often lead to collaboration and ongoing activity between parties. Open dialogue, honesty, communication, and transparency are also important factors in building trust, particularly where trust is lacking. Open internal communication is often characterized by the open sharing of opinions and feedback between different levels of an organization. External communication is characterized by honesty and fairness. Trust is also built through consistency in delivering on commitments made.

1.8 The problem tree analysis

Problem tree analysis also called situational analysis or just problem analysis is a form of project planning that helps to find solutions by mapping out the anatomy of cause and effect around an issue in a similar way to a mind map, but with more structure. In this study, the researcher used a problem tree analysis to arrange the cause-and-effect logic around the central/focal issue or problem which is lack of trust between councillors and staffs in local government authorities. The problem tree of this study looks as follows on figure1.2

Figure 2 The problem tree: The role of trust in councillors – staffs’ relationship

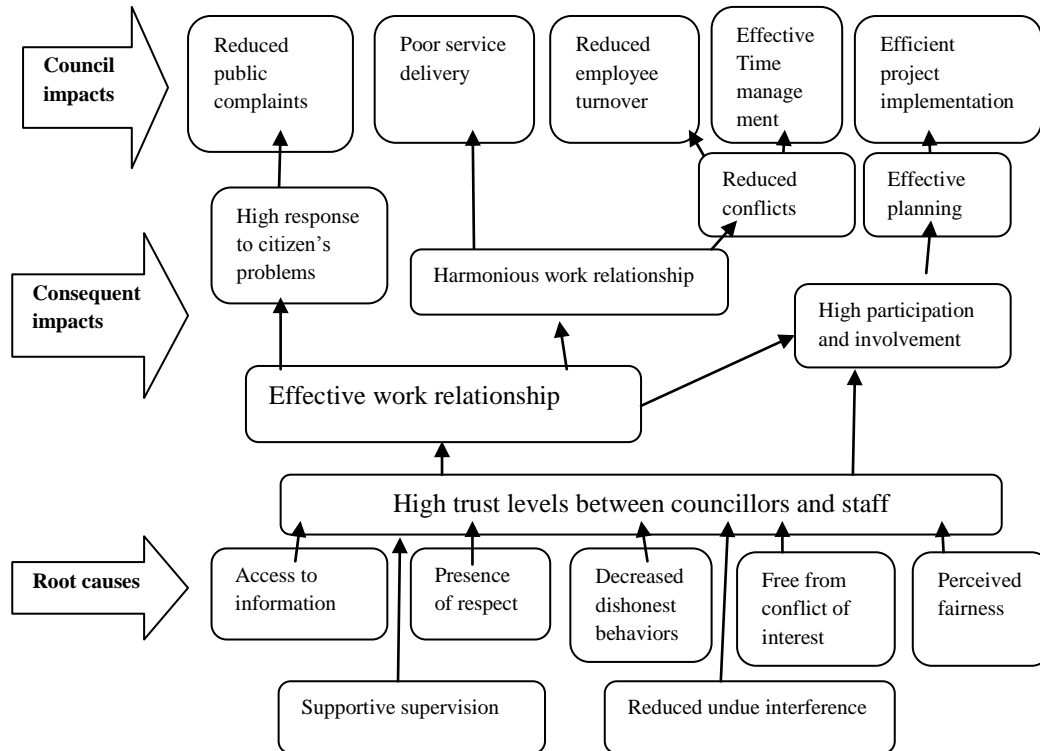


Source: Researcher 2013

1.9 The objective tree

This is another project planning tool which is closely linked to problem tree, whereby the problem tree is converted into an objective tree by rephrasing each of the problems into positive desirable outcomes as if the problem had already been treated. In this way, root causes and consequences are turned into root solutions and thereby key influencing entry points are quickly established. In other words, the objective tree is a hierarchic flowchart of objectives within the logical framework approach; it is the positive opposite of the problem tree. The objective tree for this study looks as figure 1.3

Figure 3 The objective tree: The role of trust in councillor-staff relationship



Source: Researcher, 2013

1.10 Contextualizing trust in Local Government Authorities

The researcher’s contextualization of trust in councillor –staff relationships draws primarily from three trust models of Ken Branchard’s ABCD trust model, the Rempel and Holmes (1985) three stage trust model and the Lewicki and Bunker. By using the ABCD (Ability, Believable, Connected and Dependability) trust model, people can create plans to increase the level of trust in relationships or repair damaged relationships where trust has been broken.

According to the Rempel and Holmes (1985) three stage trust model, interpersonal trust develops as interpersonal relationships mature and is associated with progression through three stages of establishing predictability, establishing dependability and establishing faith. Whereas, the Lewicki and Bunker trust model suggests that trust development is a process through three continuous stages of calculus based trust,

knowledge based trust and identification based trust. Local government authorities need strong and growing healthy work relationship between councillors and staff for a better council's performance. This healthy work relationship emanates from available trust that exists between the two, but this trust is a function of many factors though for the purpose of this study, eleven factors discussed before are considered most important.

1.11 Definition of terms.

1.11.1 Trust

Trust in this study refers to the assessment of the moral values and attributes associated with a certain individual actions, as such it is the perspective that people might have on the trustworthiness of another person. In other words, trust is the confidence that councillors and staff will find what is desired from each other rather than what is feared from them.

1.11.2 Councillor

A councillor is a member of a local council carrying out the legislative duties of the local government units. Councillors are democratically accountable to residents for their ward. Although the overriding duty of councillors is to the whole community, they have a special duty to their ward. Councillors have the role of providing visions, strategic direction and making policy decision on behalf and for the benefit of their councils. In Tanzania, Councillors are of three types (i) those elected by the public in their constituents (wards), (ii) special seats councillors (Preferential councillors); and (iii) councillors who are appointed by the Minister responsible for Local government authorities. In this study, a councillor means the elected member of Misungwi District Council.

1.11.3 Organizational performance

Intuitively, and in practice, the performance of an organization is related to its capacity to deliver basic goods and services, and to provide a suitable policy and regulatory environment for development to take place. In other words, organizational performance

comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance in this study refers to the council's capacity to meet its intended objectives.

1.11.4 Trusting behaviour

Refers to the extent to which one person voluntarily depends on another person in a specific situation with a feeling of relative security, even though negative consequences are possible.

1.11.5 Councillor-staff relationship management

Councillor-staff relationship management is a process that councils use to effectively manage all interactions with councillors and staffs in their respective areas, ultimately to achieve the goals of the council by ensuring that they effectively establish and nurture relationships between councillors and staffs, and in measuring and monitoring those relationships to determine whether council's objectives are being met.

1.11.6 Local Government

Local Government is defined as a sub-national, semi autonomous level government discharging its functions in a specified area within a nation. By definition, local governments are the levels of governments that are closest to the people and therefore responsible for serving the specific local area. Local Government Authority in Tanzania was established by the Local Government Act No.7 &8 of 1982 of both District and Urban Authorities respectively. The District Authorities composed of the District councils, Township councils, Ward councils, the Village councils and the hamlet (Kitongoji) whereby Urban Authorities composed of City council, Municipal councils, Town councils, Ward councils and Street councils (Mtaa)

1.12 Organization of the dissertation

This dissertation is organized as follows, it has five chapters. Chapter one gives an introduction, background and statement of the problem to be investigated, objectives of

the study, research questions, significance of the study, conceptual framework, operationalization of research questions, definition of key terms and an organization of the dissertation. A literature review about trust in work relationships is presented in chapter two. In this chapter, the theoretical literature review, as well as the empirical literature review has been presented. The third chapter is the research methodology which identifies several methods used by the researcher in conducting the study. The fourth chapter presents the findings, analysis and discussions. Lastly, chapter five presents the summary, conclusions and policy implications suggested by the researcher resulting from the observations made from the study findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a theoretical review on what has been written by other authors on the subject matter; empirical literature review which explains what other researchers have said on the same research topic or related research objectives; and finally the chapter ends up with synthesizing literature by showing the research gap that supports the statement of the problem and the identified conceptual framework.

2.2 Theoretical literature review

The purpose of this literature review is to present different viewpoints regarding the role of trust in workplace relationships, specifically; the study discusses some definitions, theories, components of creating and maintaining and the benefits of creating trust in an organization particularly in the local government authorities.

2.2.1 The concept of trust

The concept of trust is explained in different ways by different disciplines. For example, the economists define it as trusting the institutions and their accounts while the psychologists explain it with the reliable and unreliable behavior of the individual and the sociologists use it as the reliable, fair and ethical behavior in interpersonal relations (Milligan, 2003).

Trust is a necessary element for durable social relationships. Trust bears great importance in establishment of social relationship. It is stated that the institution of a climate of trust between the social actors decreases the possibility of unexpected situation and clarifies many subjects because trust is the belief of a person that acts of others are considering his own good and it is an interpersonal element which is a must of social formation (Jones, 2001)

The basis of the concept of trust is on the openness in behavior of two or more people against each other. Trust in this case becomes an acceptance to the existence of others without expecting any evil act. It is a set of beliefs that the acts of an individual or a group are well intentioned, fair and constructive, based on ethical norms. Trust can be formed between the individual and the group or organization.

Yilmaz and Atalay (2009) in their work a theoretical analyze on the concept of trust in organizational life concluded that there are many studies concerning the concept of Trust in organizations, they mentioned some of the literatures to include that of Wekselberg (1996) who analyzed organizational trust in terms of social climate within businesses and many others who investigated on the definition of trust and its characteristics, trust and distrust, necessary conditions for obtaining organizational trust, levels of organizational trust and the relationship between trust and taking risks. Smith and Birney (2005) investigated the dimensions of organizational trust in primary schools. While Saporito (2001) conducted a research on the formation and results of inter-organizational trust in the banking sector similar study was conducted by Lafferty (2003) in hospital nursing staffs.

Organizational Trust is explained as employees' feeling of safety and support and is shown as an important factor in improvement of organizational commitment and performance and realization of individual and organizational aims. OT is positive expectations of an employee about the applications and policies of the organization even in risky situations and his support is for the organization. Though OT has been differently defined by different scholars the common point among definitions of OT is belief in management, assurance about the thoughts of colleagues, honest and positive expectations.

2.2.2 Meaning of trust

Trust is a generally everyday used term in conversations, but there are no universally accepted definitions of the construct that exist among researchers and scholars. The term trust is used to refer to different things by different researchers, this results in an assortment of definitions that have accumulated in the literature that suit specific situations and research agenda (Romano, 2003).

Despite the fact that more has been done about trust, little consensus has formed on what exactly trust means. Significantly, diverse definitions of trust continue to be used in the interdisciplinary research literature, ranging from a personality trust to a structural phenomenon (Shapiro, 1987).

To minimize the confusions on defining trust construct, Romano (2003) conceptualized ten characteristics of trust based on a convergence and reconciliation of concepts that are frequently, but sporadically represented in existing aspects of trust that are necessary, but not individually sufficient to define it. He then grouped those ten characteristics into three categories; the referents of trust (defined the phenomena to which trust refers); components of trust (defines the sentiments that trust contains) and dimensions of trust (defines the judgments that levels of trust infer). The ten characteristics are attitudinal, social, versatile, functional (referents of trust); hypothetical, consequential, motivational (components of trust) and symmetrical, incremental, conditional (dimensions of trust). Given the ten characteristics of trust, each characteristic reflects a unique and necessary aspect of trust, but no one characteristic is sufficient to define it. Taken together, these characteristics define trust as a subjective assessment of another's influence in terms of the extent of one's perceptions about the quality and significance of another's impact over one's outcomes in a given situation, such that one's expectation of openness to and inclination toward such influence provide a sense of control over the potential outcomes of the situation.

However, although definitional diversity can lead to confusion, it is not asserted that diversity of trust definition is completely wrong or improper; rather, it is argued that

trust is appropriately difficult to define narrowly. Trust therefore refers to a relatively broad set of constructs, both in terms of research literature and in terms of everyday uses of the term (Mishra, 1996). According to Mishra (1996), the definition of trust has different dimensions. First, trust is defined in the dimension of trust as willingness to depend, trusting beliefs, and several situations - specific trusting behavior. Secondly, trust is defined in the dimension of trust as a willingness to be vulnerable to another. Therefore, trust is defined as a party's willingness to be vulnerable to another based on the belief that the other party is competent, open, concerned, and reliable.

2.2.3 Significance of trust

Practitioners and scholars acknowledge the importance of trust, that trust makes cooperation endeavors happen (Gambetta, 1988). Trust is a key to positive interpersonal relationships in various settings because it is central to how we interact with others. Trust becomes even more central and critical during periods of uncertainty due to organizational crisis (Mishra, 1996). Mishra urge that, in the organizational restructuring crisis of the 1990's, trust has emerged as a central strategic asset for organizations. Trust is a central component in effective working relationship (Gabarro, 1987). Rackhaman, Friedman and Ruff, (1996; 75) argues that there are a lot of issues in partnering, but trust is truly the key. Everything else has to be based on it. Without trust, there is no basis for partnering.

Wech (2001) investigated the relationship between leader – employee interaction and OT and conclude that an OT environment should be created for achieving a high quality leader-employee interaction. In other studies, researchers obtained findings which suggest that an environment of trust should be created in organizations for attaining efficient. For example, Miligan (2003) studied the effect of OT on leadership behaviors and commitment to the organization. Wech (2001) investigated OT considering leader member interaction during team work and concluded that trust is a significant factor for encouraging teamwork spirit at work place.

Driscoll (1978) asserts that organizational trust (OT) environment is an important factor for providing job satisfaction. Likewise, Chenhall and Smith (2003) investigated the importance of OT in successful reorganization and strategic changes. Whereas, Jones (2001) investigated the relationship among OT, learning and performance and asserted that OT has a positive effect in learning and performance. Blevins (2001) studied the relationship among OT and decision making, communication and cooperation in higher education institutions and discovered that there is a reciprocal relationship between the two. Wech, (2001) observed that, discussing the dynamics of trust appeals to organization researches, because in this area practical interventions – producing, organizing trust, appears most likely to be fruitful. Trust is therefore a construct of its own peculiar nature and its peculiar nature must not be neglected. The various foundations of trust whether more or less calculative, more or less institutionalized, represent forms of knowledge (understanding) from which trust is supposed to spring.

Wech (2001) investigated the relationship between leader - employee interaction and organizational trust and concluded that an organizational trust environment should be created for achieving a high quality leader-employee interaction. Milligan (2003) studied the effects of organizational trust on leadership behaviors and commitment to organization and suggests that trust should be created in the organizations for attaining efficient leadership.

Appelbaum et al. (2004) studied the impact of culture, leadership and trust in the institution of organizational citizenship behavior and discovered the existence of a positive relationship between organizational justice and trust and asserted that organizational trust has a strong impact on the institution of organizational citizenship behavior. They conclude that trust has a major role in the institution of the mentioned behavior and recommend the importance of trust in improving organizational citizenship behavior and organizational justice.

There is a reciprocal relationship between these two factors (organizational justice and citizenship behavior). Driscoll (1978) assert that organizational trust environment is an important factor for providing job satisfaction. Arino, Torre and Ring (2005) reached the conclusion that interpersonal trust relations and efficient social relations are important for strategic partnerships to be successful. Chenhall and Smith (2003) investigated the importance of organizational trust in successful reorganization and strategic changes. They assert that without trust it is quiet difficult to implement any proposed change regardless of how beneficial it might be.

Ramo (2004) studied organizational trust in virtual organizations and obtained that trust decreases risks of activities and eliminates negative effects of human factor. Studies have shown that there is a meaningful correlation between interaction justice and the trust toward management, when the workers feel that they cannot reach information on organizational decisions and applications it may cause an anxiety that information is not disclosed to them and hence a decrease in the feeling of trust towards the management. Jones (2001) investigated the relationship among organizational trust, learning and performance and asserted that organizational trust has a positive effect on learning and performance. Moreover, there is a close relationship between organizational trust and organizational productivity.

Blevins (2001) studied the relationship among organizational trust and decision making, communication and cooperation in higher education institutions and discovered a reciprocal relationship between the two. Some studies have investigated the effects of organizational trust and organizational commitment on organizational citizenship behavior and observed a positive relationship between organizational trust and organizational commitment.

A study by McAllister (1995) explored the relationship between trust and personnel Reinforcement in businesses and discovered a significant relationship between the two. Smith and Birney (2005) conducted a research on primary school teachers concerning the relationship between supportive leadership behaviors of school managers and trust

and concluded that the supportive leadership behaviors of the managers positively effects teachers' trust in managers.

2.2.4 Foundations of Trust

The first foundation of trust is familiarity. The term familiarity is concerned with the extent to which people recognize their life world including (but not restricted to) other people. Familiarity is the knowledge and understanding from which trust occurs most naturally. It derives in a traditional manner through which first hand contact that permits induction or from the role of institutional codification from which the behaviors and competencies of others may be deduced.

Luhmann (1988:95) says, familiarity is an unavoidable fact of life and trust has to be achieved within a familiar world. The activity of creating familiarity is called familiarization. Having borrowed from phenomenology here, already the principles of structuration theory (Giddens, 1984) can be useful in further conceptualizing familiarity and familiarization as a duality; each is unthinkable without the other. Therefore, trust can also be achieved in relatively unfamiliar circumstances but will then either rest on weak foundations or involve gradual building up of such foundation. Therefore, familiarity is the foundation of trust in the working environment context.

Luhmann (1998) gives the second foundation of trust in work place as networks. Networks constitute another trust based relationship. Network refers to the credit which a person or a group has with other, based on the giving of assistance or favors or deriving from personal recommendations. It is significant within work departments, and even more so for the development of inter organizational relations in which actors have no other foundation on which to establish trust in a society where institutional guarantees and protection are weak.

The foundation of trust can therefore be conceptualized as being the familiarity and network first. Both forms basically form the concept of traditional and institutional

foundations of trust. Traditional trust gives rise to an assurance about the interaction of other people based on the quality of relationships with them. Whereas, institutional trust provides some assurance about the validity of rules and standards in areas such as the human resource training and confidence in the prevailing system of legal protection.

2.2.5 The components of trust

In defining trust, Romeno (2003) points out three major components of trust namely, one's cognitive evaluation of influence in a given situation, one's emotional evaluation of influence and the trustor's behavioral intentions towards influence in a given situation. The first component is hypothetical in nature given that it provides control through speculation. Trust is future oriented; it is about influence that has yet to occur. Because a trustor's assessment of influence is constrained by ambiguity about future events and their outcomes, a trustor can only speculate about influence and estimate its impact on the outcomes of a given situation; specifically trust contains a prediction about another's likely behavior and its anticipated impact on the outcomes of the situation.

The second component (one's emotional evaluation of influence), a trustor often react emotionally (example eager, disappointment, happiness, satisfaction) when their expectations of influence are contradicted or unmet. Trustors not only predict what influence might occur in a given situation, but they also attach personal feelings to the outcomes of such influence.

The third component of trust is a trustor's behavioral intention towards influence in a given situation. Although likely interrelated to the cognitive and emotional components of trust, this behavioral component offers additional information about a trustor's assessment of influence that is not necessarily contained in one's cognitive and emotional sentiments about influence (Romeno, 2003). A trustor's behavioral intentions reflect a motivational sentiment in terms of perceiving influence in relation to one's

goals. That is, trust is goal oriented, such that a functional assessment of influence also contains a sentiment about how influence will best achieve desired outcomes.

2.2.6 Types of trust

Trust can be grouped into two types; namely cognitive and affective trust. Cognitive trust occurs in the formal, task related situations, it relates to someone's willingness to depend on other's competence and reliability. Cognitive trust arises from an accumulated knowledge that allows one to make predictions with some level of confidence regarding the likelihood that another person will live up to his or her obligation. It is what Rempel and Holmes (1985) call predictability while Dietz (2004) refer to it as reliableness.

Affective trust is the confidence one places in a partner on the basis of feelings generated by the level of care and concern the partner demonstrates. It is characterized by feelings of security and perceived strength of the relationship (Rempel and Holmes, 1985). This type of trust occurs in the informal, interpersonal situations, it is based on the feelings of care and concerns that a person feels when dealing with another person. Both cognitive and affective factors need to be present to generate genuinely trusting relationship between councillors and staffs in LGAs.

2.2.7 The value of trust

According to Ramo (2004), when people who work together trust each other, they exert more effort in their jobs and expend less effort monitoring each other. This leads to increased productivity, lower costs, and greater satisfaction from workers as well as shareholders. It is in every corporation's interest to consider developing a culture of trust as a way of improving performance. Other values of trust include willingness to engage, greater confidence in decision making (people are more likely to trust the council to make the best decisions), greater willingness to accept 'unwanted' decisions (trust leads people to be less critical of unfavorable outcomes), greater confidence in service delivery (people are more willing to believe that things will happen as

promised) and forgiveness of mistakes (people are more likely to accept failure if they trust that the council was doing its best).

A trusting workplace increases employees' level of happiness, work effort, productivity and engagement. It also provides an environment that encourages open communication and promotes people to share their ideas, further, trust is important in the workplace especially in business dynamics because a workplace is made up of people from different backgrounds and it is only trust that can truly bond them together. Therefore establishing trust in a workplace gives workers the freedom and motivation to put their imagination, passion and creativity to work.

2.2.8 The impact of organizational trust

A study by Romeno (2003) revealed that organizational trust has four important impacts on the relationship between the employees and the organization (Management). These four impacts are; trust facilitates management, trust facilitates chancing high risks, trust facilitates effective use of resources and trust affects all activities of the organization. Existence of a climate of trust in an organization keeps the individuals together and enables them to trust each other and act openly.

2.2.9 Factors that influence OT

Yilmaz and Atalay (2009) grouped the factors influencing OT into two groups as organizational factors and individual factors. By organizational factors they referred to those factors including human resource management practices, organizational culture and structure of the organization. The factor of human resource management practices determines the effectiveness of rewarding and evaluating of performance; the factors of management practices and structures of the organization determine the way to follow to reach organizational effectiveness, realization of organizational commitments and including the employees in the decision making process. The factor of organizational culture determines the structure of the relationships among the employees and their managers and thus facilitates institution of organizational trust.

On individual factors, they referred to those factors including the tendency of reliance, state of mind and feelings, values and manners have impacts. The tendency for reliance explains how people are ready to rely on others since their birth. State of mind and feelings explain how a person considers his feelings about someone and evaluates his experience so far including ideas about the other person's credibility before deciding to trust them or not. The values explain formation of inclination that cause trust and creation of reciprocally shared values and the manners explain credibility of the individual.

2.2.10 Models of trust

Several theorists have formulated models of development of interpersonal trust in management of interpersonal and organizational relationship in the working places. For the purpose of this study, three models of trust were considered. These are the ABCD trust model of Ken Branchard Company, the Rempel and Holmes (1985) three stages Model and lastly the Lewicki and Bunker three stage model.

2.2.10.1 The Ken Branchard's ABCD Trust Model

The elements of trust are built on the ABCD trust Model developed by the Ken Branchard Company in 2010. 'A' stands for able (ability), 'B' stands for believable (belief), 'C' stands for connected (connections/network) and 'D' stands for dependable (dependability). By using the ABCD trust model, individuals can create action plans to increase the level of trust in relationships or repair damaged relationships where trust has been broken.

2. 2.10.1.1. Features of the Ken Branchard model are

Able: - is about demonstrating competence. People need to know how to get the job done and they need to be able to produce results. They are supposed to have the skills to make things happen, including knowing the organization and equipping people with resources and information they need to get their jobs done.

Believable: - means acting with integrity. Employees and their leaders have to be honest in their dealing with one another. In practical terms this means creating and following fair processes. People need to feel that they are treated equitably. It doesn't necessarily mean that everyone has to be treated the same way in all circumstances but it does mean that people are being treated appropriately and justly basing on their own unique circumstances. Believability is also about acting in a consistent, value driven manner that re assures employees that they can rely on their leader.

Connected: -Is about demonstrating care and concern about other people. It means focusing on people and identifying their needs. It is supported by good communication skill. Leaders need to openly share information about the organization and about them. This allows the leader to be seen as more of a real person that a direct report can identify with. When people share a little bit information about themselves, it creates a sense of connection.

Dependable: is about reliably following through on what the leaders say that they are going to do. It means being accountable for their actions and being responsive to the needs of others. It also requires being organized and predictable so that people can see that the leaders have things in order and are able to follow through on their promises. When people believe that they are working for trustworthy leaders, they are willing to invest their time and talent in making a difference in an organization. People who feel more connected will invest more of themselves in their work. High trust levels lead to a greater sense of self responsibility, greater interpersonal insight and more collective action toward achieving common goals. According to Ken Blanchard Company it is suggested that, leaders must think about the four core elements represented in the trust model –the ABCD trust model and how people in their organization would rate them in these four areas.

2.2.10.2 The Rempel and Holmes (1985) three stage trust model

Rempel and Holmes (1985) proposed a model outlining the development of trust. They argue that interpersonal trust develops as interpersonal relationships mature and is associated with progression through three stages; establish predictability, establish dependability, and establish faith. These three steps lead to security and confidence in relationship. Rempel's model is a generic model which covers all the complexities of trust (Rempel and Holmes, 1985). The model provides a comprehensive account of trust development process in intimate relationships; it has been influential in understanding the trust development process in a wide range of settings.

The model suggests that trust in relationships is consistent with the notion that the predictability, dependability and faith components represent distinct and coherent dimensions of trust. Predictability reduces the risk and uncertainty inherent in a relationship and makes one less vulnerable to negative and unexpected outcomes. Thus, the early stages of trust development involve assessing the predictability of another person, using behavioral evidence to gauge trust. If the other person is seen as predictable, trust is more likely to develop (Shapiro, 1987). Dependability which is the situation whereby the actions of each part strongly impacts the other.

The Rempel and Holmes (1985) model indicates that the development of trust involves a process of uncertainty reductions as individuals move from having confidence in their partners' general predictability to having confidence in the pro-relationship values, motives, goals and intentions (Rempel and Holmes, 1985). Two parties are said to have a relationship when they are behaviorally interdependent. This means that each is dependent on the other and each recognizes that dependence. Dependability therefore means that one party is not able to fulfill its functions or achieve its objectives without the actions by the other party (Mishra, 1996). The highest forms of trust are predicted beyond mere prediction and attributions of dependability but on what has been called a 'leap of faith'. Faith reflects an ability to go beyond the available evidence with

assurance that the trust partner is motivated to behave consistently and with positive intentions (Adams & Webb 2000).

2.2.10.3 The Lewicki and Bunker trust model

Lewicki and Bunker (1996) has extended Rempel's model to better describe each trust state during the development process. Their work has extended Rempel and Holmes (1985) three stage trust model to the real of work relationships. They argue that trust development is a progress through three continuous stages; from calculus – based trust, knowledge – based trust, to identification – based trust.

The calculus – based trust is developed at the early stage of a relationship. Lewicki and Bunker defined calculus trust as ongoing, market oriented economic calculation whose value is derived by determining the outcomes resulting from creating and sustaining the relationship relative to the cost of maintaining or severing it.

Knowledge – based trust develops as relationship is going on. It establishes predictability and dependability towards partner's behaviors. Lewicki and Bunker defined knowledge based trust as knowledge of the trustee which allows trustor to understand and predict behavior of trustee. This level of trust is the information derived out of a relationship over time.

Identification - based trust is based on identification with another person's desires and intentions. As relationships develop, increasing knowledge of another person and information about their behaviors, preferences and motives lead to identification with this person, that is, to seeing oneself and another person as belonging in the same group. Increased trust is a product of this identification. Lewicki and Bunker argue that as relationship develop, increasing information about trustee lead trustor to identification with trustee.

According to Lewicki and Bunker, when relationship first occurs, it is based on calculus trust. They may not move on if the relationship does not require more than transactions. Heavily bounded and regulated interdependence or any violations have occurred will stop trust from developing to knowledge based stage. Trust development may stop on knowledge based stage if people do not invest enough time and effort on relationship. Only when people desire more relationships with other members they will move on to identification based trust stage.

2.2.11 A reflection of trust models in Tanzanian LGAs

Literature has categorized trust models into two groups namely person-based and category –based trust. The person-based trust or interpersonal trust is the trust conferred directly on a known person like a councillor or an employee in certain council as a result of direct interaction with each other. The category –based trust is trust conferred on another person in absence of a history of direct and personal contact. This can emerge as the product of the perceived membership of the other person in a group or category of people that we have come to trust (Yilmaz and Atalay, 2009).

The three trust model applied in this study mostly are concerned with person –based trust in which trust is seen as a hierarchical process in which people’s views over others become increasingly elaborated as they accumulate information about them. Rempel and Holmes (1985) argue that individuals come to trust others by watching their interactions, looking for consistent patterns of positive behaviors. These models reflect the type of trust needed in building successful councillors-staff relationships in Tanzanian local government authorities.

The following discussion explains how the three trust models reflected in the relationship between councillors and staffs in the Tanzanian LGAs system.

2.2.11.1 The Ken Branchard's ABCD trust model

The model suggests four factors to be considered when creating action plans to increase the level of trust in work relationships or to repair the damaged work relationship where trust has been broken. The four elements are; first, **Able** which refers to the ability or competence of both parties to produce desired results. This reflects sub-section (1) of section 12 of the Public Service Act No. 8 of 2002 which requires the selection of candidates in different posts in the Public Service to be done on Merit basis through an open competition and therefore everyone is required to perform according to his/her capability and skills. The second element is **Believable** which means acting with integrity, being honest and consistent in their dealings. Similarly to the Code of ethics and conduct for public service in which public servants are required to perform their duties diligently and with high degree of discipline. The third element is **Connected** meaning demonstrating care and concern about others in the relationship. This element calls for the need to develop and sustain team work spirit in the work place. Section 6A of the Public Service Act of 2007 introduced an open performance review and appraisal system (OPRAS) in which working together or collaboration with others in a workplace is one of the assessment criteria. Also, the Code of ethics and conduct for the public service made under regulation 61 (1) of the Public Service Regulations, 2003 requires all public servants to promote teamwork at all the times. The last element is **Dependable** which means that everyone needs to be accountable for his/her actions and being responsive to the needs of others. Similarly, code 22 of the councillors code of conduct of 2000 establishes the accountability of councillors individually or collectively for their actions and decision reached in the council.

2.2.11.2 The Rempel and Holmes three stage trust model

Trust develops as interpersonal relationships mature and is associated with progression through establishing predictability, dependability and faith. The two parties are in successful relationship when they are behaviourally interdependent as one party cannot fulfil its functions or achieve its objectives without the actions of the other party and the other party must have confidence (faith) on the actions of another party.

Both councillors and staffs need to be predictable, dependable and faithful. Relationships in LGAs are noted to be poor due to unpredictability behaviour of some councillors as well as staff. Due to the very nature of their functions, councillors and staff must always work together and thus the actions of one party have impacts on the actions of the other. Councillors and staff have different but inseparable roles, while councillors have the role of providing vision, strategic direction and making policy decisions on behalf and for the benefit of the council, staffs has the role of giving advice and information to councillors and to implement the policies determined by the council. It is not the role of councillors to involve themselves in the day to day management of the council services especially that of administrative nature. To attain this, there must be a leap of faith (one party believing or having confidence on the roles of the other party that the party is motivated to behave consistently and with positive intentions).

2.2.11.3 The Lewicki and Bunker trust model

Trust development is a progress through three continuous stages from calculus based trust, knowledge based trust to identification based trust. The value of relationship is determined by the outcomes resulting from that relationship (calculus), as the relationship grows it establishes predictability and dependability behaviours and every party is able to understand and predict the other party's behaviour (knowledge) while at the highest stage of the relationship is the identification of every person's desires and intentions. Likewise, councillors and staffs in the local authorities of Tanzania need to understand the value of trust in their work relationships, everyone need to understand the sound benefits of good and harmonious work relationship for the successful performance of the council in general. To attain this, they need to build and sustain predictability and dependability behaviours and finally every one must identify the other party as being important to one another and that they both belong and work for the council with aim of delivering satisfactory services to the public.

2.2.12 The importance of trust

The importance of trust in work relationship like that of councillor – staff relationship cannot be undermined. Trust contributes to increasing cooperation and team work spirit in the work place, reduces conflicts between members, it brings about collaboration, friendship as well as increasing confidence in each other. The importance of trust in this relationship is therefore seen to increase employee retentions thus reducing employee turnover, it also reduces resistance to proposed changes as it supports constructive communication and above all, trust increases job satisfaction hence fostering high performance.

A good working relationship between councillors and council staffs is fundamental to an effective running of the council but that kind of relationship is difficult to maintain without trust between the two actors of the local authority (trust between councillors and staff). The importance of trust in work relationships has been constantly shown to positively relate to a range of productivity-related behaviors and outcomes such as organizational citizenship behaviors, individual job performance and group level performance, such as work place attitudes and cognitions such as job satisfaction, commitment and acceptance of decisions and goals (Rempel and Holmes, 1985). Many authors have equated trust to sustained effectiveness as satisfaction and commitment have been constantly pointed out as dimensions of effectiveness predicted by trust (Gambetta, 1988). Several studies have shown that work relationships characterized by trust engender cooperation, reduce conflicts and which increases the commitment to the organization and diminished the tendency to leave.

Costa (2001) in her article entitled the role of trust for the functioning of teams in organizations states that trust is an important lubricant of the social system and a facilitator of coordinated actions among individuals what leads to satisfaction and commitment. She argues that work relationships characterized by trust engender cooperation, reduce conflicts which increases the commitment to the organization and diminished the tendency to leave.

2.2.13 Results of Organizational Trust

Organizational trust facilitates open communication in organizations, sharing information, participation of the employees in decision making and thus increasing their productivity. Again, realization of the climate of trust in organizations results in job satisfaction, organizational commitment, clarification of roles and increase in performance. Positive development of organizational climate, facilitating to reach organizational and individual aims, decrease of risk of activities and elimination of negative effects of human factor and finally institution of an emotional link between the employees and the managers (employers), individuals with high level of trust in organizations have strong faith in the authority and they trust the managers, the individual or groups with a low level of trust on the other hand have negative feeling about the authority and they consider the decisions made by the managers as a threat for themselves. The relationships based on trust in organizations facilitate reaching the goals either individual or organizational, causes effective communication and participation in problems solving. Feeling of trust among the employees increases their performance hence the organizational overall performance.

2.2.14 How trust is earned and how to prevent its decline

Covey (2009) in his article how the best leaders build trust contend that building trust takes time, and a series of repeated games need to take place between everyone involved before trust can flourish. Individuals are more likely to trust one another after having interacted for several times together rather than on a first one-shot basis. In order to earn trust, leaders at all levels must first understand the value of trust and how to promote trust in the workplace. Factors that can help the organization to earn trust include competence, integrity, and employee rapport.

Fukuyama (1995) urged that consistency in words and deeds are other factors that can help organizations to earn moral trust that emphasizes on ethics and morality. Open and transparent communication especially in decision making and implementation can also

help to build trust. In addition to that, management needs employees to feel that they are valued, trusted and have them believe that the organization is acting with integrity in their best welfare. Furthermore, management must walk the talk at all times (that is, management doing what they are preaching instead of saying one thing and doing another). Trust is earned when everyone's interests are considered and respected in the organization.

Another important factor in earning trust is procedural fairness. Greenberg (1986) suggests six key criteria for establishing procedural fairness. These criteria are consistency (equal treatment across staff and time), bias suppression (the avoidance of personal interest and ideological bias by councillors), accuracy (utilizing up to date, accurate information and opinion), correctability (the provision of opportunity for review, appeal or redress), representativeness (ensuring all staff involvement in decision making or that a representative views has been taken), and ethics (decisions must conform to fundamental moral values). But all in all, communication is the key to do this. Having all these in place will help prevent decline of levels of trust.

2.2.15 Overview on Local Government Authorities in Tanzania

Local government is referred to as part of the government of a country operating on a local level, functioning through a representative organ known as the council, established by law to exercise specific powers within a defined area of jurisdiction (Warioba, 1999). Two important legislations passed in 1982, the Local Government (District Authorities) Act No. 7 and Local Government (Urban Authorities) Act No. 8, introduced a comprehensive system of local government authorities in rural and urban areas in Tanzania. On the mainland Tanzania, urban authorities consist of city councils, municipal councils and town councils, whereas included in the rural authorities are the district councils with township councils and village councils authorities. On Zanzibar, urban authorities are made up of town councils and municipalities, while rural authorities comprise of district councils.

Local governments have the responsibility for social development and public service provision within their jurisdiction, facilitation of maintenance of law and order and issues of national importance such as education, health, water , roads and agriculture (URT:1998). Section 111A of the Local Government (District Authorities) Act No. 7 of 1982 gives the objectives of the local government authorities as being to give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions power, responsibilities and service at all levels of local government authorities. Another objective is to promote and ensure democratic participation in, and control of decision making by the people concerned.

Article 146 (2) of the constitution of United Republic of Tanzania establishes the functions of local government authorities as: to perform the functions of local government within its area; to ensure the enforcement of law and public safety of the people; and to consolidate democracy within its area and to apply it to accelerate the development of the people.

2.2.16 Relationship between councillors and council staff (employees) in Tanzania

A successful work relationship is the key stone for the local authority's efficiency and personal fulfillment of employees' career. The relationship between councillors and council staff is realized through their every day interactions on the course of exercising their responsibilities.

The relationship in Tanzania is found alongside the local government system which can be traced far back to the pre colonial period. Part VII of the Local Government Regulations (District and Urban Authorities) Councillors Code of Ethics of 2000 provides that all decisions, directives, orders and guidelines should be issued to the director during statutory meetings and only through statutory procedures. Under section 26 of the regulations, councillors have the obligations to ensure that there is a suitable good relationship between them and council staff, so as to create stable working environment in achieving entrusted tasks.

The local government (staff regulations) of 2000 requires all council staff to act honestly, diligently, and with integrity when discharging their duties. It goes further by imposing to all council staff an obligation to build and ensure sustainable good relationship between them and the councillors throughout the council and avoid the conflict of interest. Trust is seen as a necessary antecedent for cooperation and leading to constructive and cooperative behavior vital for long-term relationships. As Warioba (1999) suggest that good professionals (staff) and good councillors need one another and that neither is likely to remain good for long without the other.

2.2.17 Trust between councillors and staff of LGAs in Tanzania

Various studies maintains that trust in councillors – staffs’ relationships in local authorities in Tanzania has been decreasing in all local authorities studied, although the pattern and the pace of decrease are dissimilar across councils, the decline trend is ubiquitous and factor that are identified to contribute towards this decline include poor internal communication or in access to important information and low level of transparency, low level of respect between councillors and staff, lack of honest and unethical behaviors, low understanding of roles and responsibilities of councillors and staff and unclear policies and practices to support trustful relationships. Other group of factors leading to lack of trust among councillors and staff include unaccountability of staffs to councillors, the kind of supervision exercised by councillors on staffs, incapability of staff in performing their duties and responsibilities, lack of confidence in each other and unfairness in decision making by councillors. It is therefore axiomatic that any council that needs to build trust must work towards improving these factors.

For instance, in the financial year 2007/2008, the Controller and Auditor General (CAG) observed poor working relationships in Misungwi District Council (interdepartmental relationships and councillors-staffs’ relationships) as one of the serious concerns for the council and thereby recommended that the deficiency be addressed by the council immediately. But, three years later (2009/2010) the same was observed, the council had

made no progress on this issue, and its performance has declined (CAG Special Audit Report, 2012). This situation is common in other district councils of Tanzania where studies have revealed that the elected council has failed and continues to fail to provide good governance. This is primarily due to a serious breakdown in working relationships between councillors and staff and an incapacity and unwillingness by councillors and staff to positively pursue remedial actions.

REPOA (2005) reports that the conduct of councillors is characterized by hostile, acrimonious behavior, denigration of colleagues and a lack of mutual respect, goodwill and trust behavior which seriously inhibits their decision making capacity, in such a way they are widely perceived as ineffectual and irrelevant and therefore causing distrustful relationship which has many consequences on the council's performance. These consequences include increased staff turnover, increased finger pointing (the blame game) and decreased solidarity between councillors and staff.

2.2.18 Factors that build trust between councillors and council staff

Councillors and staffs need to trust each other so that the council activities are handled well for positive results. There are so many factors from several studies that can build trust, but for the purpose of this study particularly in relation to the relationship between councillors and council staffs, the following factor are seen to be most relevant.

2.2.18.1 Access to information

There is a paradox that information is power, every part involved in the relationship need to have open, timely and accurate information for the relationship to be strong. According to Crosling (2008), trust cannot be developed in the relationship where misleading information about anything is normal. Councillors need to be well informed by staffs in order to make good and viable decisions; staffs also need to be well informed by councillors particularly on developmental issues and citizen's concerns in their areas of jurisdiction. Sharing of both positive and negative information is linked with developing cognitive trust. Councillors and staffs need information, guidance,

assistance and advice for decision making as well as problem solving, and they must feel free to speak to one another openly and honestly.

However, one may not seek all these from a person whom he/she does not trust. Several studies have shown that cognitive trust predicts the use of information and knowledge from others. However, studies have indicated that in Local Government Authorities, access to information from councillors to staffs and from staffs to councillors is a problem that needs to be addressed. Chenhall and Smith (2003) suggests that making sure that the two way communication is frequent, varied and effective have strong impact on the level of trust between individuals. Crosling (2008) argue that, when people in organizations complain about a lack of communication, it is really a symptom of a lack of trust in their relationships with others and that communication is central to the growth and maintenance of trust in relationships. Therefore, there is a need to have commitment of open and timely sharing of accurate information between councillors and staffs in LGAs in order to build trust between them.

2.2.18.2 Respect

It is the fact of being considered socially acceptable, good or correct that there is no reason of being ashamed of (Driscoll, 1978). For example having polite behaviour towards someone else, having great care and concern for others. Councillors and staff must respect each other in order to build trust between them. If one side of the relationship is perceived to disrespect the other, trust cannot be developed in such a situation. Empirical studies have shown that respect is associated with cognitive trust. In order to maintain effective working relationship and reputation of the council, councillors and staff need to treat each other with respect at all times and particularly during meetings or in the public. Councillors as well as staff must not use derogatory terms towards one another, they have to observe the rights of everyone and treat each other with courtesy as well as recognize the roles of each other in council dealings.

Councillors at all times need to show respect for the expertise of council staff and must avoid undermining the talents and efforts exerted by staff. Conversely, council staff needs to respect the directions given by councillors. If respect is demonstrated by both parties, it is most likely that the atmosphere of trust will be created. Respect sets the environment that allows the parties to interact with each other in a dignified way. Even if the individual people do not have personal friendships with each other, a respect for each other's values and beliefs enables conversations to lead to sharing of views and the discovery of opportunities (Driscoll 1978).

Blevins (2001) observed that trust depends on how much employees experience respect through support provided for professional growth, the inclusion of employees ideas in decision making and through care, both within the workplace and in life outside work. Staffs feel highly respected if they are well involved and their advices to councillors are appreciated and prized. Literatures suggests that, when employees are listened to, when their ideas are genuinely sought out by councillors and responded to and when they are involved in decisions that affect how they get their work done, they feel respected. Respect conveys a sense of valued and worthiness and when employees feel valued as members of a group they are more likely to uphold and implement the values of the group.

2.2.18.3 Staffs' ability to solve citizens' problems

Staffs will always be trusted by councillors if they are seen to be taking proper and timely actions in solving the citizens' problems and complaints as they are reported by councillors or by citizens themselves. Eventually, this would create councillor's greater confidence on the staffs. Crosling (2008) suggests that confidence in the relationships grows out of the knowledge that each person knows their role and what is expected of them, each understands what it takes to achieve the desired result and each accepts personal responsibility for their own actions and behaviors. If the staffs' problem solving ability is seen by councillors to be low, it will be difficult for councillors to develop trust on staffs. Therefore, it is worthy to believe that, the speed and ability of

council staffs in attending to citizen's problems and complaints have a significant contribution on the trust of councillors to council staffs.

2.2.18.4 Honest

Rossouw (1997) define honest as the extent to which individuals and groups in organizations abide by consistent and rational ethical standards. It refers to being truthful, loyal, fair and sincere. It also means straightforward conduct that involves acting in accordance with the set down procedures and standards. According to Rossouw, acting honestly includes behaving in a professional manner with others in the workplace preferably with no backbiting, no suggestive comments or rude jokes. For council staff to obtain high trust from councillors they must get rid of all dishonest behaviors in their conduct. They need to adhere to all set down procedures as well as standards of performance; it is very likely for councillors to lose trust over staffs if they perceive any acts of dishonest in the performance of those staffs. Similarly, it is also most likely that council staffs will lose trust on councillors if they perceive that councillors are showing some dishonest behaviors.

2.2.18.5 Staffs' accountability to councillors

Following the administrative decentralization dimension of the Local Government Reform Programme (LGRP) staff in local government authorities are accountable to local councillors. In this regard, staffs are responsible and accountable to their local authorities in terms of appointments, performance and discipline. That means, if staff are to build councillors' trust upon them, they need to make sure that they are fully accountable to councillors, they need to exercise high accountability to them in terms of reporting and implementing the decisions made by councillors. Staffs perform their duties under the direction and control of the council (Councillors). They need to serve all councillors of the council equally and be polite when dealing with them. They also need to deal with councillors' enquiries efficiently and promptly but without jeopardizing the council's policies and procedures.

2.2.18.6 Ability to perform duties

Ability means to demonstrate competence. Councillors as well as council staff must clearly know how to get their job effectively and efficiently done, they need to have skills to make things happen. The law gives a clear division of responsibilities and functions between councillors and staff in local authorities. Everyone has his/her duties to perform in the council. For staff to be trusted by councillors they need to demonstrate high level of confidence in their performance. They must show that they are professionals with all the required abilities to perform their tasks and produce results expected of them. Failure to express their capabilities will eventually undermine councillors' trust on them. The same applies to councillors; they also need to demonstrate that they are able to perform their roles and duties if they are to build staff's trust on them. They need to show up their ability to make prompt decisions. This will result in superior confidence on each other which propagates trust development.

2.2.18.7 Free from conflict of interest

The Local Government District Authorities (Councillors code of conduct) Regulations, 2002 define conflict of interest as a situation where a councilor who has a responsibility to be involved in making an impartial, or unbiased decision is himself party to, or has a direct or indirect pecuniary or personal interest, upon which he will directly or indirectly benefit from the decision to be reached. It occurs when a person is being influenced or when any sound person would perceive that a person could be influenced by a personal interest when carrying out his duties or when making a particular decision. In other words, it is the incompatibility between a person's private or personal interest and the performance of his/her public or professional duties.

When councillors are perceived by staffs of having conflict of interest whether pecuniary or non pecuniary on decision making, the staff's trust over councillors will eventually deteriorate, so do councillors, if they perceive that staff have conflict of interest on any matter such as on project to be implemented, eventually councillors' trust over staff will be eroded. There is therefore a great need that both councillors and

staff shall at all the times avoid having conflict of interest or declare it if any as required by section 71 (1) of the Local Government (District Authorities) Act of 1982.

2.2.18.8 Knowledge of roles and responsibilities

Councillors as well as staff perform a number of different roles. For councillors, their roles include that of a local representative, advocate, legislator and visionary. On the other hand, council staff also have different roles which includes implementing council's goals, strategies and services and to advise and support the council. However, in the day-to-day activities of a local government, councillors expect staffs to play different roles. These can include helping a councillor with a problem in their ward, giving advice or information about an issue (advisor), or a more formal administrative role. The roles performed by councillors have an impact on the relationship with council staff, it is therefore important that councillors should be clear about their roles and expectations to avoid negative impact on their relationship with council staff. Trust will exist only if staff will fulfil their roles in a way that supports the roles of councillors and the vice versa, but both need to be knowledgeable enough to perform their roles.

2.2.18.9 Perceived fairness

Trust develops out of a sense that one will be treated fairly by others- that regardless of positions or personal characteristics one can expect a certain level of fair and equitable treatment by people within the organization in terms of pay and benefits, career development opportunities and the just resolution of problems or concerns (Wech (2001). Staffs all the time need to feel that they are being equitably treated. However, this does not mean that everyone has to be treated the same way in all circumstances, but it means that they should be treated appropriately and justly basing on each circumstances. Councillors are decision makers of the council; they make different decisions including decisions concerned with how the staffs working in the council are to be managed. Councillors are also disciplinary authority of council staffs so they often make decisions regarding disciplinary matters. In making such decisions, councillors are always bound to consider issues consistently, promptly and fairly. They need to adhere

to the stated procedures in a non discriminative way. Staffs are most likely to lose trust over councillors if there is a perceived tendency of unfair decisions over them.

2.2.18.10 Supportive supervision

This is a process that seeks to promote high quality at all levels in the system which is done through strengthening relationships within the system, identifying and solving focal problems and thereby helping to optimize allocation of resources. The heart of supportive supervision is the supervisors working together with the one being supervised to set goals, monitor the implementation, identify and take actions to correct deviations and strategically take actions to improve performance. Supportive supervision is done through observation of performance and comparison to standards, provision of corrective and supportive feedback on performance, discussion with clients, provision of technical updates or guidelines on site training, use of data and client input to identify opportunities for improvement, joint problem solving, follow up on previously identified problems (Marques and Kean, 2002 as quoted by PATH, 2003)

The importance of supportive supervision in the work relationship is that it creates an environment that allows staffs to develop professionally and enhances performance of staffs regardless of current level of performance or professional experts. It promotes high standard performance, it also promotes team work spirit and better two way communications which is vital for the successful work relationship between councillors and staffs. Councillors through their committees are supervisors of staffs who implements several projects designed by council, in which there is a need to exercise supportive type of supervision in order to build strong trust between the two rather than embarking upon fault findings in projects which is a more traditional type of supervision.

2.2.18.11 Free from undue interference

Principally, councillors and council staffs are all servants of the public and they are indispensable to one another. Both councillors and council staffs have the common

interest of serving the community. But, their responsibilities are distinct. Councillors are responsible to their constituents and the council in general. Council staffs are responsible to the council; their job is to give advice to councillors and the council and to carry out the council's work under the direction and control of the council. It is neither the role of councillors to involve themselves in the day to day management of council services, nor the individual councillor have right to direct council staffs in their day to day activities.

It is the job of council staffs to administer the day to day operations of the council and to implement council policies and other decisions. There is a need of understanding the clear demarcation on each parties authority and responsibilities to avoid undue interference which in the long run can undermine trust between the two as studies have revealed that many problems occurs in local authorities when some councillors came up with imperfect understanding of their roles as compared to those of council staffs. Sometimes councillors may act as if council staffs are there to work for them as individuals and therefore should be responsive to their individual priorities and the needs of their specific constituents which is quit wrong and it can undermine trust between them.

2.2.19 Dimensions of organizational trust

In the studies concerning organizational trust, the dimensions of organizational trust have been approached in a variety of ways. One of the trust dimensions is trust based on friendship. It is trust that ensures friendship in a relationship. Trust based on friendship is formed very slowly in which parties involved in the friendship expects to experience from each other the highest degree of openness and honesty. Councillors and staff need to see each other as friends and treat one another in a friendly way as no relationship can mature in absence of trust. Everyone must behave in a kind and pleasant way to cultivate trust between them for a better and productive work relationship. Councillors and staffs need not to seriously compete against each other but they need to ensure enduring friendship which is vital to the formation of a trusting work relationship.

Everyone must strive to ensure that trust exists between them in order to build a positive work relationship. In so doing, they need not to compete each other rather everyone to consider the other as part and parcel of the relationship. Enduring friendship is vital to the formation of trusting work relationship.

Another dimension of trust is personality based trust. This refers to the tendency of trust stemming from the past environmental support to the individual. Yilmaz and Atalay (2009) provide another dimension of trust which is extended trust which is the type of trust shared by all members of a group where the general level of faith is so strong to remove any doubts.

Dietz (2004), Zucker (1986), McAllister (1995), Lewicki and Bunker (1996), Saporito (2001), and Long (2002) contemplate another dimension of trust which is the cognitive dimensions of trust under four levels namely calculated trust, trust of proficiency, trust of commitment, and trust based on relationship. Cognitive trust under calculated trust stems from the holder's feeling of trust which is based on the assumption that the other person would act in his favor and in accordance with rational choices. Trust of proficiency occurs where the individual has feelings of respect to another person due to his knowledge and ability in doing a particular thing. Trust of commitment is the belief that both parties will struggle to fulfill their duties towards each other due to a business agreement or common purpose. The trust between councillors and staffs also fall under this category since both have common purpose of serving the interest of the community. Trust based on relationship is the trust based on the information and impression gained by individuals about each other throughout their relationship.

Following the above explanation, trust dimensions can be categorized into two dimensions namely Affective and Cognitive trust dimensions. Affective trust is the confidence one places in a partner on the basis of feelings generated by the level of care and concern the partner demonstrate. It is characterized by feelings of security and perceived strengths of the relationship (Rempel and Holmes, 1985). It is the kind of trust

that encourages cooperation and involves demonstrating that someone really cares for someone else and that he/she will always be there for others emotionally when needed. Cognitive trust refers to one's confidence or willingness to rely on another's competence and reliability. It arises from the accumulated knowledge that allows one to make predictions with some level of confidence regarding the likelihood that another person will live up to his/her obligations. It is what Rempel and Holmes (1985) refer to as predictability and reliableness.

All in all, the major and most dimension of trust particularly in local authorities is trustworthiness. That is, the state of being seen by others as worthy of their trust. Trust is all about confident expectations. Each part in the relationship has a strong belief that the other part will do everything possible to avoid harming the other part physically or emotionally, intentionally or accidentally. This enables synergy in the workplace. It grows out of the knowledge that each person knows their role and what is expected of them, each understands what it takes to achieve the desired result and accepts personal responsibility for their own actions and behaviours.

Councillors and staffs need to have confidence in each other for a trusting relationship to exist. They need to have feeling of trust that the other will keep information provided in a private way or the confidence that everyone has the required ability to perform his or her duties effectively, to attain this, there must be open and honest communication to enable people develop mutual respect, shared purpose and confidence in each other with passion and enthusiasm. Open communication is the central to the growth and maintenance of trustworthiness in work relationships. It needs councillors and staffs commitment to share information about important issues that affect the council. Government policies and directives for example need to be openly and honestly discussed by both councillors and staff for the effective implementation, staffs are expected to provide with councillors relevant guidance and interpretation of the directives and policies.

Another important factor on trustworthiness dimension is fairness. Fairness refers to the quality of treating people equally or in a way that is reasonable or just insuring that people are treated fairly. Councillors who are decision makers of the council must always make fair decisions towards their staffs, failure to do so will cause staff having low trust on them.

Interdependence is another variable factor of trustworthiness and therefore an important input in a good working relationship. To create trust based on interdependence, both councillors and staffs must realize that the achievements of each part's needs and aspirations can only be sustained by serving a common purpose which in turn brings benefits to both parties and to others. Each part of the relationship respect and value the other part and do combine their efforts to achieve overall results. If a high level of trust is developed between these parties it will result into outstanding performance. Interdependence creates harmony in the relationship and therefore supports synergism.

2.3 Empirical review

Many works on trust identifies key important aspects such as the meaning, formation/constitution and the consequent results of trust, its dimensions, its features, its levels and the related issues. For example, Wekselberg (1996) analyzed trust in terms of social climate within businesses; Lewicki and Bunker (1996) focused on developing and maintaining trust in work relationships; Zucker (1986) studied on production of trust as a source of economic structure while Luhmann (1988) investigated on the problems and alternatives with regard to familiarity, confidence and trust.

REPOA (2008) reports that the cooperation between councillors and council staff is not very good. The staff suffers from poor resources and the councillors do not show any appreciation but only gives criticism. Their aspirations are high. The staffs are demoralized by criticisms. The report says, some of the staff members stated that they found the councillors criticism cumbersome and difficult. The councillors have participated in the penalizing, transferring or suspending staff. Such actions are of

course justified when it comes to misuse of funds, but may not always be the right method for improving performance in an organization with staff shortage like our district councils.

Fukuyama (1995) argues that trust or social capital determines the performance of a society's institutions. These studies view trust or social capital as a propensity of people in a society to cooperate to produce socially efficient outcomes and to avoid inefficient non cooperative traps such as that in the prisoner's dilemma. Fukuyama (1995) for example, examines social capital as a determinant of the performance of local government across Italian regions and demonstrated that the Italian regions in which the public actively participates in civic activities are also the regions in which local governments exhibit high objective measures of performance, such as the delivery of public goods. The examination observed that high trust among citizens accounts for the superior performance of all institutions in a society including firms.

Shivji and Peter (2000) explored on the issue of lack of trust between councillors (politicians) and local bureaucrats (staff), and also between councillors and ordinary citizens. These, together with many studies on local government in Tanzania have indicated that there is a frequency of occurrence of the same problems over and over within the local governance system. And while these studies contribute to exploring the key problems facing the local governance system in Tanzania, most of them have not focused on the role of trust in the relationships between councillors and staff.

2.4 The synthesis

There is notable evidence that in Tanzanian local government authorities there is a persistent problem of poor councillors – staffs' relationships which affects provision of services to the public. Councils are failing to build good relationships because of low levels of trust between councillors and staff. Studies have revealed that there is a critical decline in levels of trust between councillors and staff in local government authorities; however, literature maintains that developing more of it would have more significant

benefits for the local government. For this reason there is a need to have an underlying model of trust building in our policies and practices concerned with local government administration.

The goal of this study was to re-conceptualize trust in the context of the relationships that exists between the local authority staff (employees) and the local councillors in local government authorities in Tanzania. Studies approached by the researcher have conceptualized trust as being important in managing the employee-employee relationship, the employee-employer relationship and many more on customer – employee relationships and trust has been considered as being important in managing these relationships with particular emphasis in profit making organizations, very little have been done about the role of trust in managing councillor-employee relationship in the local government authorities specifically by addressing the factors that may help to build trust, the importance of trust in councillor-staff relationship, and how to maintain trust in local government authorities.

This study therefore, was of great significance in providing answers to these questions by re-conceptualizing trust as an important factor in managing relationship between employees and councillors for better performance of LGAs. The underlying assumption therefore was that trust between councillors and staff will result into a good working relationship which in turn leads to better council performance in general. That is to say, better council performance is dependent upon the existing cordial relationship between councillors and council staff.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides a description on how the study was conducted. The major issues covered in this chapter includes: the methods used in data collection, analysis and interpretation in the study. This chapter comprises sections such as research design, area of the study, study population, sample size and sampling techniques, data collection methods, data analysis methods and finally, the section ends up with the expected output of the study.

3.1 Research design

In this study the researcher used a case study design. Kothari (2004) explains a case study design to mean a popular form of qualitative analysis which involves a careful and complete observation of a social unit; this unit may be a person, family, institution or the entire community. Case studies involve in-depth contextual analysis of matter relating to similar situations in other organizations. It is a method of study in-depth rather than breadth. The case study places more emphasis on the full analysis of limited events or conditions and their interrelations.

A case study design was chosen because it is an exhaustive study of a social unit. The study expected to obtain real and enlightened record of personal experiences which would reveal men's inner most strivings, tensions and motivation that drive him to act along with the forces that direct him to adopt a certain pattern of behavior (in this case to trust or not to trust others). Case study design enabled the researcher to trace out the natural history of the social unit and its relationship with the social factors and the forces involved in its surrounding environment. This method facilitated intensive study of social units which is generally not possible if the researcher could use other methods.

The last motive behind selecting a case study design is that, it is less expensive and so it met the researcher's financial constraints.

3.2 Research area

The study was conducted at Misungwi District Council (MDC) which is one of the seven (7) councils of Mwanza region, other councils in Mwanza region include Kwimba, Magu, Sengerema, Ukerewe, Mwanza City Council and Ilemela Municipal Council. MDC It is situated on the southern part of the region. The district shares border with Mwanza City to the North, Shinyanga rural to the south, Sengerema and Geita districts to the west, Kwimba district to the East and Magu district to the Northeast. The district has a total area of 2,553 km² of which 2378 km² is land and 175 km² is covered by water of Lake Victoria. District lies within the semi arid zones, which is characterized by bimodal and unreliable rainfall between 700 - 1000 mm per annum. The mean and maximum temperature ranges between 18.c and 30c and the district is situated at altitudes of about 1000 - 1500 meters above sea level.

The district was established by act of parliament in July 1995 and officiated by the Government Notice on 7th July 2000 after being subdivided from Kwimba District. The District is divided into 4 divisions of Misungwi, Mbarika, Inonelwa, and Usagara. The District comprises 27 wards, 108 registered villages, 653 hamlets and 50,697 households. There are 36 councillors out of whom 27 are elected members, 9 are special seats members and one Member of Parliament representing Misungwi constituent. The district had a total population of 326,503 (Male 160,273 and Female 166,230 (Projection from 2012 census). Population density per square kilometers is 118. The population is growing at the rate of 2.8% per year. Large population is concentrated among main minor settlement in the district namely Usagara, Misungwi, and Misasi.

The area for research has been chosen basing on the fact that, no such study has ever been conducted in Misungwi District Council. Another reason is that, the control and auditor general's report for the period ending 31st March, 2012 pointed MDC as one of

the councils with poor working relationships between councillors and council staff (CAG report, 2012 p.51) which encourages the researcher to conduct further investigation on why such poor relationship exists in MDC.

3.3 Study population

The study population was 2616 which included 36 councillors and 2580 council staff (See table 3.1) of MDC from different departments namely health services; finance; planning and economic; works; administrative and personnel; water services; primary education; secondary education; land, natural resources and environment; agriculture and cooperatives, livestock and fisheries; community development and internal audit.

Table 3 Description of study population

S/N	CATEGORY/DEPARTMENT	TARGET POPULATION SIZE
1.	Councillors (Elected in Wards)	27
2.	Councillors (Special Seats)	9
3.	Council Executive Director (CED)	1
4.	Heads of departments	12
5.	Heads of sections	4
6.	Administration and Personnel (including WEOs and VEOs)	156
7.	Finance	20
8.	Planning	4
9.	Works	19
10.	Health	373
11.	Water	21
12.	Primary Education	1564
13.	Secondary Education	262
14.	Land and Natural Resources	15
15.	Agriculture, Livestock and Cooperatives	103
16.	Fisheries	7
17.	Community Development	19
Total Population targeted		2616

Source: Researcher 2013

3.4 Sample size

A total of 98 respondents were selected from the targeted population to form a sample of the study. This sample was manageable and allowed the researcher to use his time and other resources in the most economical manner and reduced sampling error. The staffs in this study include only the Council Executive Director, Heads of Departments, Heads of Sections, Ward Executive Officers and Village Executive Officers (See appendix 2). The reason for selecting only these categories of staffs was that, they are the ones who have frequent and direct interaction with councillors than the other categories of staffs such the operational and supportive staffs.

Table 4 Sample size

S/N	CATEGORY/DEPARTMENT	TARGETED POPULATION SIZE	SAMPLE SIZE SELECTED
1.	Councillors (Elected in Wards)	27	12
2.	Councillors (Special Seats)	9	5
3.	Council Executive Director (CED)	1	1
4.	Heads of departments	12	12
5.	Heads of sections	4	4
6.	Administration and Personnel (WEOs)	27	20
7.	Administration and Personnel (VEOs)	89	44
8.	Finance	20	0
9.	Planning	4	0
10.	Works	19	0
11.	Health	373	0
12.	Water	21	0
13.	Primary Education	1584	0
14.	Secondary Education	262	0
15.	Land and Natural Resources	15	0
16.	Agriculture, Livestock and Cooperatives	123	0
17.	Fisheries	7	0
18.	Community Development	19	0
Total		2616	98

Source: Researcher, 2013

From table 3.4 it indicates that the sample composed of 17 councillors which is 17.3% of the total sample size and 81 council staff including the DED, HoDs, HoSs, WEOs and VEOs which is 82.7% of the total sample size.

3.4.2 Sampling technique

3.4.2.1 Purposive sampling

The study used a purposive sampling. A purposive sample was chosen with the knowledge that it is not representative of the general population; rather it attempts to represent a specific proportion of the population. In this case, the researcher purposely included only those staffs that have direct and frequent interactions with councillors in their day to day performance of their duties; these are the Director, Heads of Departments, heads of sections, Ward Executive Officers and Village Executive Officers only. Since these have direct and frequent interaction with councillors, it was easier for the researcher to collect relevant information concerned with the study from relevant sources and therefore increased validity of information collected.

3.4.2.2 Stratified random sampling

In order to obtain a representative sample of this study, stratified sampling was applied because the population from which a sample was drawn was divided into two homogeneous groups of councillors and staffs. In this case, the researcher applied a stratified random technique to depict small respondents from two groups of respondents. For example, out of 36 councillors of MDC only 17 of them were randomly selected. The researcher also selected randomly 20 WEOs out of 27 as well as 44 VEOs from 89 were selected at random.

3.5 Data collection methods

3.5.1 Interviews

The study used all three types of interviews which were used depending on the circumstance of each case, these are structured interviews, semi structured interviews and unstructured interviews. The relevance of interview in this study was to enable the researcher to get additional information to complete what the questionnaire, observation and documentary reviews was not able to fulfil. Another significance of interview to this study was that it enabled the researcher to perceive the inner feelings of the respondents while they were giving emphasis on important issues during interviews.

The study involved interviews with 26 respondents, the reason or consideration for those to be interviewed included one's ability to provide more detailed clarification on subject matter basing on academic profile and position as a major consideration. The interviewees were CED (1), HODs (6), HOSs (2), Councillors (6), WEOs (4) and VEOs (7).

3.5.2 Questionnaire

Questionnaires were also used in this study to find out some additional information on top of the information collected through other tools.

The relevance of using questionnaire in this study was to fill the information gap by obtaining information which could not be obtained through interview due to limited time used. Questionnaires also gave respondents enough time to go through the questions and thus produced well elaborated responses because they were asked to read and fill in the questionnaires on their own convenient time. In this study questionnaires were circulated to 72 respondents (12 councillors and 60 council staffs) whereby two sets of questionnaires were used in order to collect data from the respondents. The first set of questionnaires focused on collecting data from the council staff and the second one was designed for councillors.

The questionnaire for council staff was in both English and Kiswahili while the questionnaire for councillors was written in Kiswahili (Appendix 3 and 4), the reason of using both English and Kiswahili language in questionnaires was because there were respondents who have completed standard seven education who could not be good in English.

3.5.3 Observation

This method implies the collection of information by way of researcher's own observation, without interviewing the respondents. The researcher in this study was able to collect some information by observing through his personal involvement. The information obtained relates to what is currently happening in MDC and is not complicated by either the past behaviour or future intentions or attitudes of respondents.

This method helped the researcher to eliminated subjective bias and it is important because the information collected thorough observation was related to what is currently happening in Misungwi District Council as far as the relationships between councillors and staff is concerned.

3.5.4 Documentary review

The relevance of using documentary review to this study was that it enabled the researcher to dig up some important information which could otherwise not be obtained through mere interviews and questionnaires, especially that information deemed to be of confidential nature such as the CAG reports.

During this study, a substantial volume of relevant information was obtained mainly from minutes of council meetings and the CAG reports and other documents including subject files. These documents were relevant to the study as they provided documentary evidence of the views obtained from interviewees.

3.6 Data analysis

This stage involved ordering of data into constituent parts in order to obtain answers to the research questions. The aims of data analysis in research is to make some statistical analysis in order to get one single value that describes the characteristic of the entire mass of unwieldy data (Bharadwaj, 1989). In this regard, data from respondents were gathered and ordered in order to obtain answers to questions asked. However a mere analysis does not provide answers to research questions. Interpretation of data takes the results of analysis, makes inferences and draws conclusions about the relationships.

The researcher used qualitative data analysis which includes descriptive texts which are the findings obtained through in-depth interviews with respondents. Then data was analyzed by using explanation building, matching of information and data as well as comparison. The researcher used quantitative data analysis methods which include the use of tables, frequencies and respective percentages. This was accomplished by the use of computer programs convenient to the researcher, particularly SPSS V.6 and Microsoft Excel Spreadsheet in most cases.

CHAPTER FOUR
PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study the researcher obtained through questionnaires, interviews, observation and documentary reviews. The researcher aimed to understand the role of trust in councillors – staffs’ work relationship in local government authorities with particular case of Misungwi District Council. The findings based on the specific objectives and research questions as outlined in chapter one. Four major instruments were used to obtain data which are questionnaires, interviews, observation and documentary review.

4.2 Demographic characteristics of respondents

In this research, demographic characteristics of respondents include gender, age, tenure of service, and educational background. The study involved a total of 98 respondents comprised of 81(82.7%) council staffs including the HODs, HOSs, WEOs and VEOs. It also involved 17 (17.3%) councillors. The respondents of the study comprised of both male and female whereby male respondents were 71 and female respondents were 27. The distribution is illustrated in table 4.1

Table 5 Distribution of the respondents

CATEGORY	MALE	FEMALE	TOTAL
Councilors	13	4	17
Staffs	58	23	81
Total	71	27	98

Source: Researcher 2013

4.2.1 Respondents' distribution by Gender

The study took into consideration of gender because of its importance in determination of the level of participation and representation in various social activities. Also, researchers do agree that the level of trust differ from male and female perspectives. The distribution of respondents according to their gender is illustrated in table 4.2

Table 6 Respondents by Gender

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
MALE	71	72.0	72.0
FEMALE	27	28.0	100.0
TOTAL	98	100.0	100.0

Source: Researcher 2013

4.2.2 Respondents' distribution by age

It is most important in research to consider the age structure of the population because it is a fundamental measure of population growth and also an instrument that help to understand the relationship within the community and the way various activities are undertaken (Warioba, 2008). The selected sample comprised of respondents ranging from 18 years to 59 years old. The age distribution of respondents is illustrated in table 4.3

Table 6 Respondents' distribution by age groups

	Frequency	Percent	Cumulative Percent
18-29 Years	21	21.0	21.0
30-39 Years	29	30.0	51.0
40-59 Years	48	49.0	100.0
Total	98	100.0	100.0

Source: Researcher 2013

4.2.3 Respondents' distribution by tenure or duration of service

The researcher examined the length of service that both councillors and staffs have served the council because of the assumption that trust between individuals grows over time and trust building is not a onetime event but it takes time to build trust, although it takes no time to damage it, but trust develops as time goes on. The illustration is given in Table 4.4

Table 8 Distribution of respondents by tenure of service

	Frequency	Percent	Cumulative Percent
1-5 Years	26	26.0	26.0
6-10 Years	35	36.0	62.0
Above years	37	38.0	100.0
Total	98	100.0	100.0

Source: Researcher, 2013

4.2.4 Educational background of respondents

The researcher was interested to ask about the level of education of the respondents because of the assumption that knowledge is one of the fundamental factors in building trust between councillors and staffs of LGAs. In this study knowledge refer to understanding of roles and responsibilities as well as the individual capability of performing the tasks and obligations assigned to him/her. The respondents were categorized into three categories of education level that is, primary education, secondary education and higher education and the researcher examined the level of education for each study group that is, for councillors and for council officials/staffs.

The findings indicate that most of respondents in the councillors group had primary education level 13 (76%), those who received secondary education are 3 (18%) and only 1 (6%) councillor had higher education level. While the staffs category is dominated by those who attained secondary education 44 (54%) followed by 25 (31%) who attained

primary education whereas those who attained higher education are 12 (15%) this might be due to the fact that the sample had many staffs from lower cadres of WEOs and VEOs. The respondents' level of education is as on table 4.5

Table 9 Educational background of respondents

Group	Primary Education	Secondary Education (Form iv-vi)	Certificates	Higher Education (Diploma and above)	Total
Staffs	25	44	-	12	81
Councillors	13	3	1	-	17
Total	38	47	1	12	98

Source: Researcher, 2013

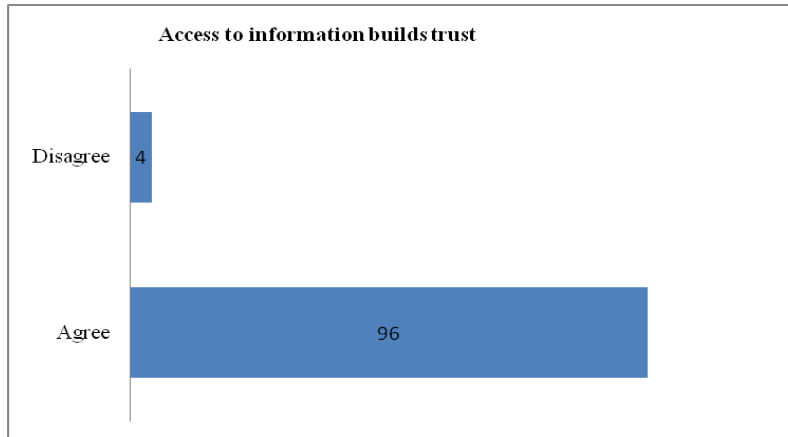
4.3.1 Factors building trust of staffs to councillors

The findings revealed the following factors to be crucial in building staffs' trust to councillors in LGAs.

4.3.1.1 Availability of access to information.

The result regarding this question revealed that 96% of the respondents agree that open, accurate and timely information is an important factor in building trust while 4% disagreed as shown on figure 4.

Figure 4 Access to information builds trust



For instance one HOD replied during the interview that if staffs are not well informed by councillors on matters pertaining to the actual developmental needs at the ward level, it is difficult for them to plan and if they fail to plan according to the needs of the citizen, automatically they will create distrust to the councillors who are the representatives of those citizen at ward level.

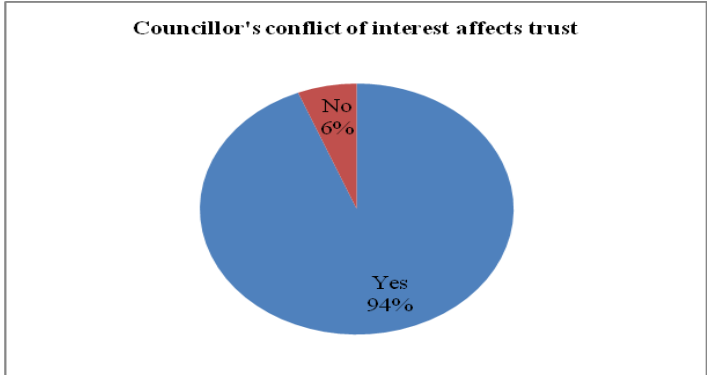
However, on the question of how information sharing is taking place in MDC; the findings revealed a different story. Though most of staffs admitted that they receive such information from villages and wards through councillors and other officials by normal means such as minutes from village and ward level meetings, letters and phone calls, but the way councillors require information from staffs is sometimes not good, they complained that in most cases, councillors do not follow the procedure of requiring information from council staffs.

It is a matter of principle that, it is only the DED who is a custodian of all council records therefore all requests regarding council records or information must be forwarded to the DED and not directly ordered or requested from council staffs. This is different in MDC where councillors give direct order to staffs to give them some information and if they fail to meet their orders it creates disharmony and conflicts between councillors and staffs and therefore poor relationships occurs. This is contrary to regulation 25 (2) (b) of the Local Government District Authorities (Councillors code of conduct) Regulations of 2000, which prohibits councillors from giving or purporting to give instruction, orders or directives to any employee or any agent of the council.

4.3.1.2 Low level of conflict of interest

The response from questionnaires revealed that 56 respondents agreed that if councillors are free from conflict of interest they are most likely to be trusted by staffs whereas 4 respondents did not agree while the results from 21 interviews revealed that 20 respondents did agree but 1 did not agree. This makes a total of 76 (94%) respondents who agreed that if councillors are free from conflict of interest they most likely to be trusted by staffs whereas 5 (6%) of them did not agree. This implies that, the more the councillors get involved in conflict of interest, the more the staffs reduce their trust on councillors. The response is as shown in figure 5.

Figure 5 Councillors’ conflict of interest affects trust.



Source: Researcher 2013

The findings on the above figure show that the majority responded positively that if councillors have low level of conflict of interest, they will be trusted by staffs. This implies that conflict of interest is one of the factors that reduce staffs' trust over councillors and that if councillors are free from it, they are most likely to be trusted by staffs. The observation in MDC proved this as it was revealed that councillors themselves are divided into groups; they are not together at all. There are some who are free from conflict of interest while there are some who are not free from conflict of interest as they are engaging themselves in business undertakings with the council and therefore their decisions are always made to safeguard their financial gains (interest) while others are striving to safeguard the interest of the council/public.

It was also revealed that this antagonism relationship have affected even the relationship between councillors and staffs as they are also divided into groups following who adheres to who. There are some staffs who follows the group of councillors who are not free from conflict of interest and there are some staffs who are good followers of councillors who are free from conflict of interest and thus creates distrust between them hence poor working relationship.

One of the staff said during the interview that:-

There exist two antagonistic groups among councillors themselves, if you trace to know the reason behind this, you will find out it is because some of them are always defending their personal interest while others are towards the interest of the public/the council, there are some councillors who are having pecuniary interest because they have financial gains they obtain from doing the business with the council.

This implies that, some councillors in MDC contravenes regulation 14 (1) of the Local Government District Authorities (Councillors code of conduct) Regulations of 2000 by involving themselves in discussions and decisions in which they have direct or indirect pecuniary or personal interest as a result this behaviours undermines staffs' trust to councillors.

4.3.1.3 Knowledge of councillors

Knowing of roles and responsibilities and executing them well is the heart of successful and trustful work relationship. Knowledge or understanding of roles and responsibilities is an important ingredient for someone to act professionally. It is crucial that for someone to be trusted he/she must demonstrate that he/she is capable in terms of ability and knowledge to perform his/her duties effectively. Professionalism in this case matters most in building trust between councillors and staffs in LGAs. This means that, councillors will always be trusted by staffs if they can act professionally and demonstrate that they really understand and they are capable of what they are supposed to do.

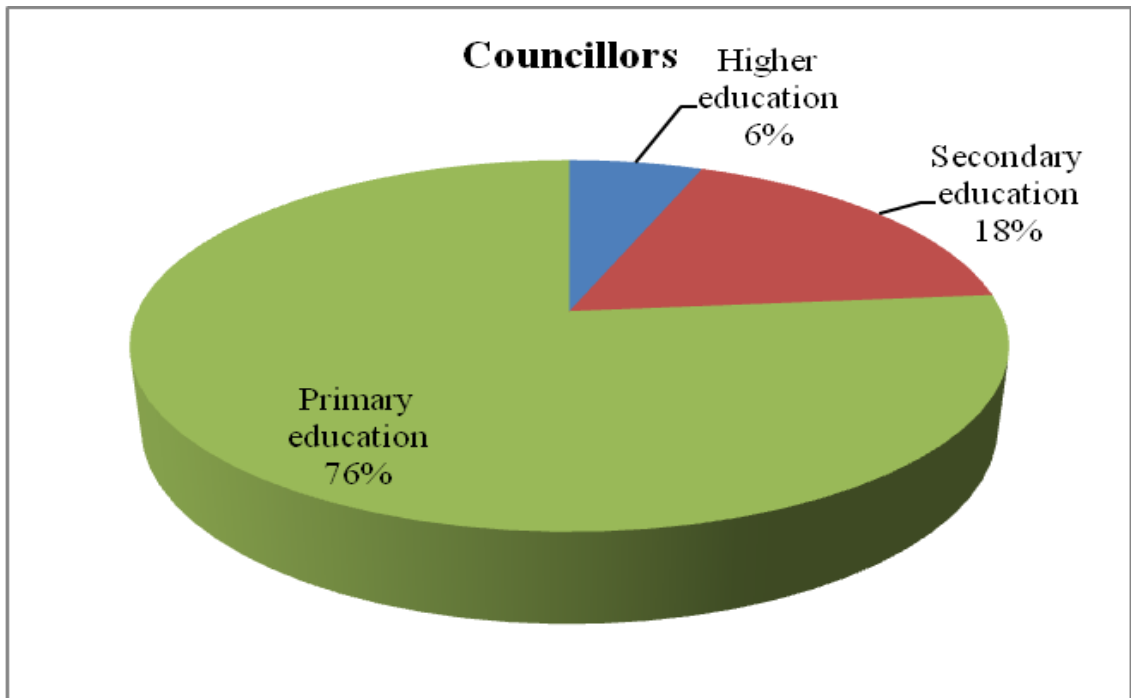
Interviews revealed that 19 (90%) out of 21 staffs who were interviewed agreed that if councillors demonstrate their knowledge and understanding of what is expected of them, they are most likely to be highly trusted by staffs. Only 2 (10%) did not agree. However, the findings revealed that trust of staffs to councillors in MDC is paralyzed because of lack of knowledge of roles and responsibilities of both councillors and staffs particularly of lower cadres.

Most staffs claimed that there are some councillors who are not trusted by staffs because of their inability to perform their duties effectively as they lack some required skills and sometimes they do not even know their roles and responsibilities as a result they embark on blaming all the efforts being done by council staffs. For example, example, one staff said:-

There is a wider gap of education levels between councillors and staffs which creates a problem in understanding of roles and responsibilities each one has to perform. Most councillors in MDC are primary school levers whose capacity to understand some of the complex issues is trivial, they don't even read the minutes (makabrasha) of meetings forwarded to them, it is difficult to trust them because of their low understanding on many issues regarding the management of council affairs.

This situation was evidenced by the findings of this study which revealed that 76% of councillors in MDC have completed primary education level, 18% secondary education level while only 6% completed higher education, as shown on figure 4.1.

Figure 6 Education background of MDC councillors



Source: Researcher, 2013

This implies that there is a need of revisiting the qualifications for one to be elected as a councillor as provided by section 38 of the Local Government (District Authorities) Act, 1982 which provides the qualifications for a person to qualify for election as a member of a district authority just to be a person who is a citizen of the United Republic, who has attained the apparent age of twenty one years, who is ordinary resident within the area of jurisdiction of local government authority, who can read and write in Kiswahili or English, who is a member of and sponsored by a political party registered as such under the Political Parties Act, who has a lawful means of livelihood, who has not been convicted for an offense of tax evasion within the period of five years before election;

and who is not disqualified for election by any written law. According the findings of this study, those qualifications are not sufficient.

4.3.1.4 Respect of councillors to staffs.

It is a governing principle under Regulation 7 (1) of the Local Government District Authorities (Councillors code of conduct) of 2000 that councillors will respect the council staff and officers and treat them in a manner that promotes mutual respect at all times. Councillors and staffs must respect each other in order to build trust between them. If one side of the relationship is perceived to disrespect the other, trust cannot be developed in such a situation. In order to maintain effective working relationship and reputation of the council, councillors and staffs need to treat each other with respect at all times and particularly during meetings or in the public.

Following this remark, the study sought to assess whether councillors' respect to staffs can build staffs' trust to councillors of MDC and if respect exists among them. 95% of council staffs respondents agreed that respect is one of the factors that can build staffs' trust to councillors while (5%) did not agree.

The findings revealed that the relationship between councillors and staffs of MDC is characterized by disrespect as it was exposed that there were complaints from staffs that some of the councillor does not respect them, as a result it becomes difficult to trust one another.

In this regard, one of the VEOs in the interview with the researcher had the following remark:-

In most cases councillors does not respect us, they say we are not natives (wazawa) of the villages we are working in and therefore they say we have less interest in the development activities of the area even though we are employed to work in the same villages. The councillor as the chairman of the Ward Development Committee (WDC) sometimes may order a VEO not to

attend the WDC meeting because of his/her self interest. Worse enough, the councillor may order the DED to terminate the VEO or transfer you to somewhere else.

Other areas that reflect lack of respect as explained by MDC staffs includes, the use of bad words by councillors especially during meetings, and improper use of body language of some councillors while confronting staffs, these undermines their dignity and respect.

One of the staffs in the interview told the researcher that in one of the full council meetings, one councillor pointed to one of the HODs and said in Kiswahili

‘washenzi sana hawa, wanatuletea taarifa ya kipuuzi wakifikiri sisi ni wa kupitisha tu kwa kuwa zimeandaliwa na wataalam?’

Meaning, *these are stupid, they bring us inane reports expecting us to approve them as they are because they have been prepared by experts.*

This justifies how the use of words can undermine one’s respect and in so doing deteriorate his/her trust on another person.

4.3.1.5 Level of perceived fairness

Councillors are decision makers of the council; they make different decisions including decisions concerned with how the staffs working in the council are to be managed. Councillors are also disciplinary authority of council staffs so they often make decisions regarding disciplinary matters. In making such decisions, councillors are always bound to consider issues consistently, promptly and fairly. Staffs are most likely to lose trust on councillors if there is a perceived tendency of unfair decisions over them.

In this regard, the researcher asked staffs of MDC whether fairness in decisions made by councillors can build their trust on councillors. All 21 interviewed staffs did agree and 54 staffs who filled in the questionnaires also agreed, but 6 staff did not agree. The findings in MDC show that staffs do agree that perceived fairness in decisions made by councillors is an important factor in building staffs’ trust over councillors.

Table 10 Perceived Fairness builds trust

Source	Yes	No
Interviews	21	-
Questionnaires	54	6
Total response	75	6

Source: Researcher, 2013

However, the study have revealed that councillors in MDC do fail to make fair decisions because there is favouritism and tribalism behaviours taking place in the area and therefore affecting the decision making process hence eroding staffs' trust over councillors. To justify this, some council officials reported some cases in which MDC councillors were perceived by council staffs to make decisions in favour of some staffs on tribal grounds, they asserted that during the Accounts department scandal whereby five accountants where suspected to misuse council funds, only two of them (non sukuma by tribe) where penalized to repay the amount while three (Sukuma staffs) were forgiven. They also reported the issue of personal conflict of interest as one of the factor that reduces fairness in decision making by councillors of MDC. One of the respondents had the following to comment:

Councillors do fail to make fair decision because most decisions are dictated by the chairman, they always agree to what the chairman has decided and directed them to agree. This is because the chairman always safeguards his business because he has many businesses with the council, so if the issue is about an employee who contravenes the chairman's personal interest, the decision is likely to negatively affect that employee.

4.3.1.6 Supportive supervision builds trust

Supportive supervision seeks to promote high quality at all levels in the system which is done through strengthening relationships within the system, identifying and solving focal problems and thereby helping to optimize allocation of resources. In this type of supervision, the supervisors work together with the one being supervised to set goals,

monitor the implementation, identify and take actions to correct deviations and strategically take actions to improve performance. Supportive supervision is a participatory process unlike the traditional supervision which focuses more on inspection and fault finding rather than on problem solving to improve performance.

The study aimed to assess, whether councillors of MDC exercise supportive supervision or not. Through interview with 21 MDC staffs, 5 (24%) of them responded 'Yes' meaning that councillors of MDC exercise supportive supervision while 16 (76%) of them responded 'No' to mean that councillors does not exercise supportive supervision but traditional supervision.

The findings in this study have shown that councillors in MDC are exercising mostly traditional type of supervision (hunting for defects). The interview with some HODs and HOSs showed that councillors in MDC never visit project sites until they feel that something is wrong, that is when they demand to visit in order to see what went wrong and who was concerned so as to take actions against him/her but not to take corrective measures on the project in question.

Moreover, during the interview, it came into the researcher's mind that the notion of supportive supervision was quite new to most of the respondents as many of them requested the researcher to clarify what it is and how it differ from other types of supervision. After the clarification it was revealed that the kind of supervision exercised by MDC councillors mostly is traditional one. That is, waiting for someone to make mistakes in order to take measures against that person. This is could be the reason why staffs' trust to councillors in MDC is very low.

4.3.2 Factors building trust to councillors

4.3.2.1 Availability and access to information

Like staffs, councillors in MDC were also asked whether availability and access to information that is, receiving open, accurate and timely information from staffs on

various issues relating to their work performance could help them build trust to staffs. The findings from this question concurred that open, accurate and timely information is an important factor that build strong trust of councillors to staffs.

Again with regard to how information sharing is taking place in MDC, some councillors complained that information sharing in MDC is vague. They said, there are some delays in giving information to councillors and other information are prepared in a language that most councillors do not understand, other councillors complained that there is lack of openness in the information they receive from council staffs.

This implies that, information sharing between councillors and staffs in MDC are not good enough to create trust of councillors to staffs in the District. For example, the interview with one of the councillors revealed that, sometimes staffs do hide important information for councillors to reach certain decisions. The councillor lamented:-

We have been asking for a copy of the CAGs report which suspected our council chairman of having personal dealings with council matters, it is our right to have such a copy in order to make strong decision regarding our chairman, and we have claimed for it more than a year now unsuccessfully. But we still want to know what allegations imposed upon our chairman.

This was also evidenced by one of the document that the researcher had access to (minutes from the finance and planning committee meeting of 26th March, 2013) in which councillors were complaining of lack of openness and truth on the information regarding certain funds that the council have spent.

4.3.2.2 The ability of staffs in performing their duties

The ability of council staffs in solving complaints and problems of the public/citizen is an important factor in building councillors' trust to staffs. Five Councillors of MDC were asked through interview to state whether the staffs' ability in dealing with the citizens' complaints and problems will build their trust to staffs and the results revealed that 80% agreed while 20% said that the ability of staffs in solving citizen's complaints

has nothing to do with building their trust to staffs. The results obtained from interview with councillors implies that if council staffs have the ability to solve the complaints from people in a timely and proper way, they could build councillors' trust on them as they will increase the council credibility to the people who need council services.

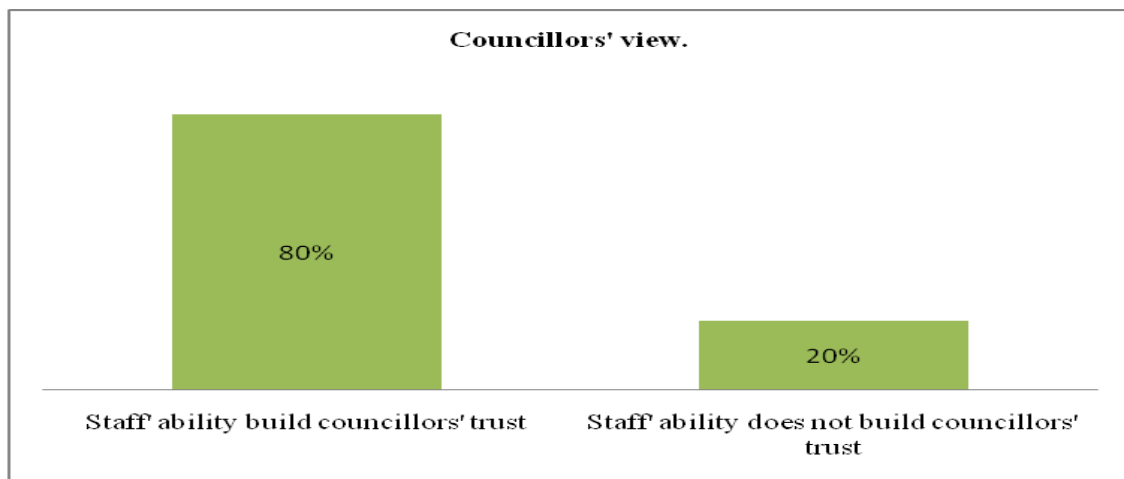
The findings from MDC shows that the ability of staffs in solving the problems and complaints from citizens have a contributing effect on councillors trust over staffs, but unfortunately enough, councillors said they are not satisfied with the ability of some of MDC staffs in solving citizen's complaints. During one of the full council meeting that the researcher attended, he observed some councillors complaining that there are some of the staffs in MDC whose ability to handle citizens concerns in a prompt way is low and they cause a lot of complaints from the people they serve.

It was revealed that some of the positions mostly the VEOs and WEOs are held by incapable personnel. This inability results from low level of education possessed by VEOs and WEOs of MDC. It was revealed that 25 (56%) out of 44 VEOs are primary school leavers and the remaining 19 (44%) VEOs are ordinary secondary school leavers. The findings further revealed that all 20 WEOs included in the sample are ordinary secondary school leavers. It was also evidenced by one of the document that the researcher accessed (The Administration Departmental report to the Finance and Planning Committee meeting held on 17th April, 2013) which identified two major challenges facing the department being: - First, Delays in filling of vacancies which leads to poor performance because most positions at Ward and village levels are being acted by unqualified staffs and most of them are acting in more than one wards/villages. Secondly, most WEOs failed to meet the government requirement of ensuring that each one must attain at least secondary education level for those who were already in service before the Public Service Act of 2002 and its Regulations of 2003.

However, the observation made by the researcher shows that there is no established effective citizen complaints handling system/channel in MDC even if it is the

government's demand that there must be established in every council a desk responsible for citizen complaints. This creates much councillors' interference to the council staffs because they are not satisfied by the way staffs are dealing with citizen's complaints and problems thus reducing councillors trust over staffs.

Figure 7 The ability of staff build trust



Source: Researcher, 2013

4.3.3 Importance of trust in councillors-staffs' work relationship

The successful performance of the council depends much on the development of a sound working relationship between councillors and staffs. Trust is the most necessary element for a durable work relationship (Blevins, 2001).

4.3.3.1 Trust fosters team work spirit

The findings from 72 questionnaires (12 councillors and 60 staffs) revealed that 71 (99%) respondents agree that trust highly matters to maintain team work spirit in the workplace while 1 (1%) did not agree, this indicate that both councillors and staffs of MDC agreed that trust contributes to fostering team work spirit between councillors and staffs in LGAs.

Table 11 Trust fosters team work spirit

	Frequency	Percent	Cumulative Percent
Yes	71	99	99
No	1	1	100.0
Total	72	100.0	

Source: Researcher, 2013

These findings concurs with the Code IV of the Code of Ethics and Conduct for the Public Service made under Regulation 65 (1) of the Public Service Regulations of 2003 which requires all public servants (staffs and councillors in this case) to strive to promote team work by offering help to co-employees whenever the need so arises. But, the findings from MDC staffs and councillors revealed a different story, as many of them were complaining of lack of team work between councillors and staffs. This implies that for team work spirit to exist, a trustful work relationship between councillors and staffs in LGAs must prevail among the two groups. If trust exist between councillors and staffs in LGAs, it is most likely that the two parties will develop team work spirit which is vital for the council's effective performance to attain stated council's goals. This justifies that trust is important in fostering team work spirit between councillors and staffs in LGAs.

Just as what Powel (1996) commented that instances of cooperation or reliance, such as task delegation and collaboration are potential outcomes of trust and Dodgeson (1993) also agreed that trust facilitates strategic collaboration and cooperation which are essential elements for a successful council.

It is common that wherever there is trust, members work as a single family irrespective of several challenges that the team might be facings. Team work need to be encouraged as it gives a proper direction even in difficult times that the workforce may be

experiencing. In other word, teamwork broadens the ability of solving problems. Most literatures agree that team work sprit is an important tool of getting work done effectively. Teamwork spirit emphasizes the ‘We’ rather than the ‘I’ philosophy in the workplace. But, team work spirit is enhanced where there is strong trust between the members (in this case between councillors and staffs in LGAs)

4.3.3.2 Trust supports harmonious work relationship

Councillors and staffs in the local authorities of Tanzania need to understand the value of trust in their work relationships, everyone need to understand the sound benefits of good and harmonious work relationship for the successful performance of the council in general.

Table 12 Trust creates harmonious relationship

	Frequency	Percent	Cumulative Percent
Yes	70	97	97
No	2	3	100.0
Total	72	100.0	

Source: Researcher 2013

The findings from MDC staffs and councillors revealed that harmonious relationship is maintained when there is trust because 97% of respondents who were interviewed by the researcher agreed that trust between councillors and staffs can create harmonious work relationship while 3% did not agree. But, on the other side when they were asked to state whether harmony exist in the relationship between councillors and staffs of MDC, the result indicated that 92% said there is no harmony but conflicting relationship.

This implies that, despite the fact that the majority of respondents in MDC are aware that one of the importance of maintaining trust is to create harmonious working

relationship but they seem to take less consideration in maintain it in their work place, despite the provision of the MDC by laws which need every one in the council to maintain harmonious work relationship. They also pointed out that the disharmonious relationship between councillors and staffs have some negative consequences not only to the council performance but also to the entire community in general as the public is not able to receive the services they expect from their council. The referred example was that investors are discouraged to invest in the area because of the prevailing conflicts between councillors and staffs and that many staffs are not willing to work in MDC because of excessive internal misunderstandings.

The researcher went further to investigate whether councillors and staffs are aware of the impact that disharmony relationship creates to the council. The respondents replied that it is very dangerous to the council to have such kind of relationship as it hampers council's performance and reputation. One staff commented that:-

Look, we have no filling station at the district headquarter (Misungwi town), investors are afraid to invest here because of the existing conflict between the chairman and the management of the council, the chairman used to have such a business with the council, but now it has collapsed. The chairman used to discourage all those who shown interest of investing in this area in order to safe guard his business, and that was the main cause of conflict between him and the council management especially the former DED.

4.3.3.3 Trust reduces conflicts and misunderstandings

Distrust between councillors and staffs are the major cause of internal conflicts in most LGAs in Tanzania. The current study examined the extent to which trust can prevent internal conflicts in LGAs and revealed that trust can actually prevent the occurrence of internal conflicts. Both councillors and staffs respondents were asked to state in their opinion whether trust can prevent occurrence of conflict between councillors and staffs in LGAs.

In this regard, 72 questionnaires were distributed to 60 council staffs and 12 councillors and 26 interviews conducted to 21 council staffs and 5 councillors. The findings from questionnaires indicated that those who agreed that trust can reduce conflicts and misunderstandings were 67 (93%) while those who disagreed were 5 (7%). From the interview the results revealed that 24 respondents agreed while 2 respondents did not agree. This implies that 93% of respondents agree that trust between councillors and staffs can reduce the occurrence of conflicts and misunderstandings while 7% did not agree.

Table 13 Trust reduces conflicts and misunderstandings

Source	Yes	No
Questionnaires	67	5
Interviews	24	2
Total response	91(93%)	7(7%)

Source: Researcher 2013

The respondents also informed the researcher that the relationship between councillors and staffs in MDC is characterized by internal conflict because of lack of trust between them. They went further by explaining that, trust was broken in the first stances between the former DED and the council Chairman, but later on the conflict extended to all councillors and staffs following the occurrence of two conflicting groups as the DED had his own followers comprising of some councillors and staffs also the council Chairman had his own followers involving councillors and staffs too.

Review of the documents revealed that, on 23rd December, 2010, the Regional Commissioner via a letter referenced CAB.290/397/02 formulated a Committee of five members to investigate among other things the causes of excessive internal conflicts and misunderstandings in MDC. Unfortunately, the researcher could not get the report produced by the committee, but the terms of reference indicated that there were internal conflicts and misunderstandings. This could be the indication of lack of trust. This lack

of trust and antagonistic relationship in MDC evidences the notion that trust is an important tool to prevent conflict in the working place.

However, it was also observed that some respondents appreciated the government efforts to reduce conflict and its intention to create harmonious relationship in LGAs. For example, one respondent had the following comment:-

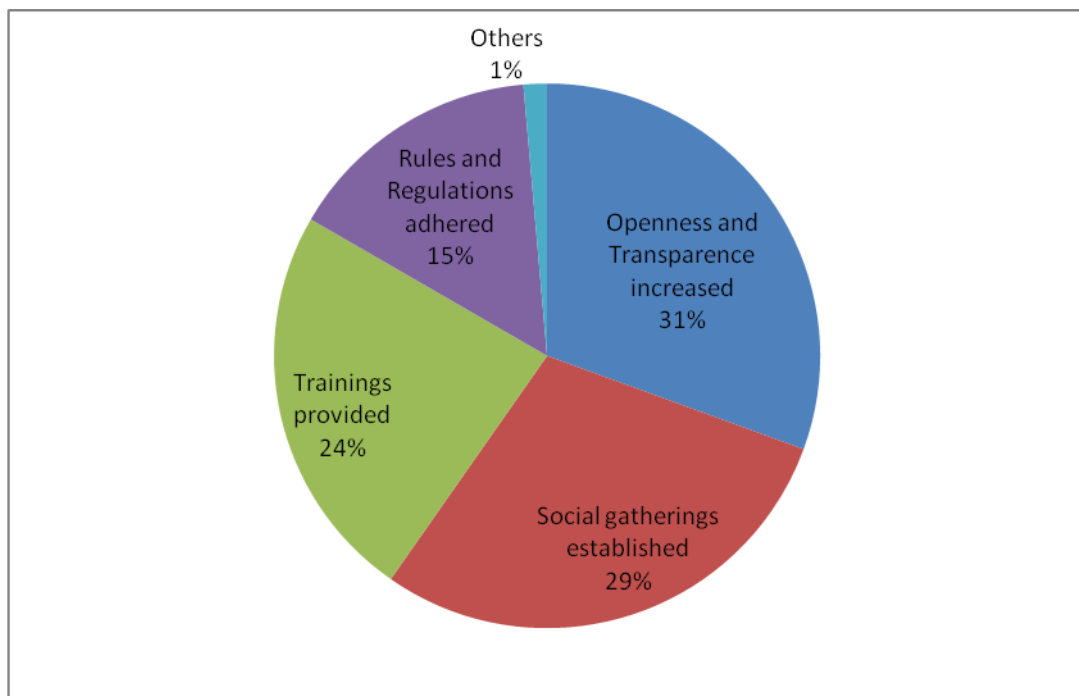
“Currently, there are so many changes as most HODs have been transferred out and others are being brought in MDC, all of these transfers are spearheaded by the PMO-RALG in order to rescue the situation which was becoming worse for the council performance. We have been having a strong conflicting relationship between the former DED and the council Chairman which affected the way staffs relate to councillors, but now we have a new DED and the Chairman have been clogged from engaging himself in council matters like chairing the meetings until further notice from the government.”

Furthermore, respondents exposed that due to lack of trust, the council for the past four years have been experiencing several conflicts between different parties, they sighted the conflict between the then DED and the Council Chairman in 2008, in which the DED was transferred to other station. Again in the year, 2009 three conflicts arose between the DED and Chairman, the DED and the District Water Engineer (DWE) and the DED and the Internal Auditor. Another conflict arose in the year 2010 between the DED and the Council Legal Officer. They mentioned the most recent conflict between the DED and the Council Chairman, who was supported by the Council Treasurer and one of the council Statisticians. As the final result the DED was suspended while the Chairman was restrained from heading the council activities until further notice from the government which has not been made until the time the researcher was undertaking this study, at that time all the council activities were under the Deputy Chairman. All in all, staffs admitted that, distrusting behaviours are the major cause of internal conflicts in MDC.

4.3.4. Proposed measures to ensure trust exist between councillors and staffs in MDC.

Both councillors and staffs were requested to propose some possible ways or measures that they think can ensure trust between councillors and staffs in MDC, the results from 72 respondents who filled in the questionnaires suggests as shown in figure 8.

Figure 8 Some proposed measure to ensure trust in MDC.



Source: Researcher 2013

4.3.4.1 Increase openness and transparency

Questionnaires circulated to 72 respondents including councillors and staffs revealed that 22 respondents (31%) proposed openness and transparency to be increased particularly from council staffs in order to ensure that trust exist between councillors and staffs in MDC. For example, one councillor wrote in the questionnaire that “*Staffs should stop hiding important reports to councillors*”. This implies that, trust between councillors and staff in MDC might be endangered by lack of openness and

transparency. The results confirm an argument that the existence of open and transparent two way communication between councillors and staffs is a primary indication of a stable council with trusting relationship.

Another aspect of openness and transparency that need to be increased is on councillors' disclosure of interest. This is subject to regulation 15 (1) of the Local Government District Authorities (Councillors Code of Conduct) Regulations of 2000 which directs every person who has been elected to be a councillor to disclose his interest before assuming the office. But the observation revealed that some of the councillors did not disclose their interests before assuming their offices.

4.3.4.2. Social gatherings be in place

Questionnaires circulated to 72 respondents revealed that 21 (29%) proposed that social gatherings should be put in place in MDC. This was suggested by 15 council staffs and 6 councillors; this implies that in MDC there is short of social gatherings which are one of the important events that brings people together and in so doing helps to build trust between them.

The findings also indicate that there are less social interactions between councillors and staffs which are among the issues that affect trust development in their work relationship. One staff commented in the questionnaire that "*Councillors should also attend our social events such as funerals and wedding celebrations as we do to them*". This comment indicate that social interaction in MDC is possibly one sided meaning that only staffs do involve themselves on social events that face councillors but councillors does not attend social events touching council staffs, this is dangerous to efforts being undertaken to create trustful work relationship since some sources of affective trust in workers like councillors and staffs in LGAs stems from frequent social interactions and identification between work members and that the frequency of social interactions decides the strength of interpersonal connections and affective trust among them.

Most commonly, social gathering includes interactions such as attending funerals as one staff commented, attending other formal and informal celebrations like get together parties, but throughout my stay at MDC during my data collection I observed that this kind of social interaction is not given strong prominence. For example, during the period there occurred two deaths, one head of department (secondary education department) passed away and the other death was concerned with councillors (the mother of the council chairman passed away). Surprisingly, during the funeral of the head of department no councillor did attend and during the funeral activities of the mother of the council chairman, only the District Executive Director and some few heads of departments attended. This provides a picture of the kind of interaction and relationship that exist between councillors and staffs which in fact need to be improved in order to build strong trusting work relationship.

4.3.4.3 Trainings on roles and responsibilities be provided

From 72 respondents who filled questionnaires, 17 (24%) suggested that the council should indeed put more efforts in providing trainings such as seminars, workshops and study tours in order to widen understanding of roles and responsibilities especially to councillors and lower cadre staffs such as WEOs and VEOs in MDC.

One response in the questionnaire read:

“Some of us since we were appointed to the current position, we have never been sent to training, even visiting neighbouring councils to see how they do their business”. Another one commented that “Train us to make things much better; otherwise we will continue fighting each other because of role divergence”.

These comments justifies the findings of this study on the issue of understanding of roles and responsibilities as a factor of building trust between councillors and staffs whereby it was indicated that some people are not trusted by others because of their inability to perform their duties and responsibilities effectively .

One of the documents reviewed was the Regional Commissioner’s opening speech given during the official launch of the new full council meetings after the 2010 general

elections in which he commented that, training to all elected councillors is an important task that must be considered before the new council members assumes their office in order to make them aware of what is expected of them, he went on saying that, many cases arise because of the lack of understanding. On the part of councillors especially on how councils do their work with respect to existing rules and regulations. His comment supported by the Internal Auditor's report for the quarter ending 30th March, 2011 in which the Internal Auditor observed that, most VEOs and WEOs are unable to handle complaints brought before them especially those concerned with land disputes because of their incapacity to translate correctly what the law governing land disputes says.

The observation revealed that, MDC is not investing much in training its staffs. For example, the training programme for the past five financial years from 2008/2009 to 2012/2013 shows that only 9 staffs have been sent to various trainings as follow:-In 2008/2009 for example, only two staffs (Planning Officer and Community Development Officer) were sent to degree programmes from a total of 23 personnel who are manning two departments of Planning and the Community Development Department. In the following financial year 2009/2010 one statistician from planning department which have 5 staffs pursued advanced diploma courses. In the year 2010/2011 three staffs (2 Records Assistants and 1 Personal Secretary) from Human Resource and Administration department which have 127 personnel also were sent to different trainings. In the year 2011/2012 two staffs (1 Cashier and 1 Records Assistant who after the training was recategorized to Information Officer) and in the year 2012/2013 one staff (The District Water Engineer) from Water department which have a total of 21 staffs was attending a Master Degree in Water Engineering.

The MDC training programme report revealed that, no training have been designed for lower cadre staffs like VEOs and WEOs related to their work performance, the only training (seminar) designed was about the general elections in which some of the WEOs were involved. The trend shows that training opportunities in MDC are not aiming at empowering the lower cadres like VEOs and WEOs even to those newly

employed, this is contrary to Standing Order G.1 (8) which requires every employer to plan and conduct induction and orientation programs which will provide newly appointed employees with knowledge, basic concepts and legislations pertaining to public service and work management to enable new employees adopt to the new job requirements.

4.3.4.4 Rules and regulations adhered

It was proposed by 11 (15%) respondents out of 72 respondents who filled in the questionnaires that each part while fulfilling their duties must always abide to the existing government rules and regulations in order to improve the working relationship and reduce conflict among them. This implies that, in some instances councillors fail to trust staffs when they perceive them to be acting contrary to the rules and regulations. The same to staffs, they also fail to trust councillors especially when they are forced by councillors to act in contrary to rules and regulations. There are several rules and regulations governing the relationship between councillors and staff in LGAs which need to be adhered to in order to effectively run council business in a trustful manner.

Some of the working rules that were suggested to be strictly adhered by both councillors and staffs include; the rule governing discussions during formal meetings because it was revealed that, during formal meetings some councillors do not show respect to staffs as required by regulation 16 of the council regulations of 2003. Another regulation that needs to be adhered to is regulation 7 of the council regulations which require the DED to distribute written information for the meetings to councillors in not less than 7 days stating the day, place and time of the intended meeting to be held. This will increase open and transparent communication and hence increase the level of trust between the two parties.

Section 63 (1) of the Local Government (District Authorities) Act, 1982 wants the district council to hold an ordinary meeting for the transaction of its business at least once in every three months at such place, on a date and at such time as it may decide.

But, the review of the documents (internal memo) revealed that there were several times when the council chairman rejected the advice by the District Executive Director of calling meetings within appropriate time or place. For example, the full council meeting for the third quarter of 2012/2013 was supposed to be held in March, 2013 but the chairman refused, as a result they held a two in one meeting in June, 2013. Meaning they set for the third and fourth quarter meetings at a single meeting which is contrary to the requirement of the said Act. Issues like postponement and cancellation of meetings without justifiable reasons are to be avoided in order to ensure trust de in development in work relationships.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND POLICY IMPLICATIONS

5.1 Introduction

This chapter presents the summary of findings, some conclusions, recommendations, policy implications and suggestion for further studies.

5.2 Summary

This part provides the summary of the whole study in order to create a snapshot of what the study was all about. The main objective of the study was to assess the role of trust in councillors-staffs' work relationship in Local Government Authorities in Tanzania by using Misungwi District Council as a case study. The specific objectives of the study was; to examine the factors that builds trust between councillors and staff in LGAs, to investigate the importance of trust in maintaining good working relationship between councillors and staffs in LGAs, and to examine the possible ways to ensure there is a trustful working relationship between councillors and staffs in LGAs.

In order to meet the problem of the study, the research was guided by three research questions; what are the factors that build trust between councillors and staffs in LGAs?, why is it important to maintain trustful work relationship between councillors and staffs in LGAs?, and what should be done to ensure there is trustful work relationship between councillors and staffs in LGAs?

The current study was conducted in Misungwi District Council in Mwanza Tanzania. The sample size was 98 respondents comprising of 81 staffs and 17 councillors of MDC. This sample was drawn from a totals study population of 2616 including 2580 staffs and 36 councillors.

The design of the study was a case study whereby Misungwi District Council was chosen to represent other LGAs in Tanzania. The study applied both qualitative and

quantitative data collection approaches because it was easier to draw up descriptive statistics and also this approach is good in saving time and cost.

The researcher collected data using questionnaires, interviews and documentary reviews. Thereafter, data were coded and analyzed using computer statistical packages mainly SPSS V.6 and Microsoft Excel spreadsheet whereby descriptive statistics procedures were followed to produce percentages, frequencies and drawing charts mainly pie charts.

The study findings revealed that trust is an important ingredient in building effective and successful work relationship between councillors and staffs in LGAs in Tanzania. It was revealed that open communication, avoidance of conflict of interest, good knowledge of roles and responsibilities, mutual respect, fairness in decisions making, supportive supervision by councillors, avoidance of undue interference and staffs' ability of attending and solving citizens' complaints and problems are the major factors of building trust between councillors and staffs in LGAs. Furthermore, it was observed that trust is very important in maintaining effective and successful working relationship between councillors and staffs because trust fosters team work spirit, it enhances collaboration and friendship, it forces councillors to act in good faith hence raises staffs' confidence over councillors, trust also creates harmonious work relationship and finally it prevents occurrence of internal conflict in Local Government Authorities.

Lastly but not least, the findings revealed that increasing openness and transparency, creating social get together activities, avoiding favoritism and tribalism, providing training to councillors on their roles and responsibilities, proper use of meetings to solve internal problems and having a clear demarcation of roles and responsibilities of councillors and staffs are the some possible ways of ensuring that trust is maintained between councillors and staffs of LGA in Tanzania.

5.3 Conclusion

Basing on the findings, analysis and discussions of this study, the researcher made the following conclusions:-

- (i) If the council is to move, they need to create an environment in which councillors and staffs trust each other and thereby establish a strong and positive working relationship. This means that all factors that are essential in building trust between councillors and staffs must be put in place. For instance improving information sharing between councillors and staffs and making every possible effort to improve both councillors and staff understanding or their respective roles and responsibilities are essential for a successful trust building initiative.
- (ii) The council cannot perform well without trust; there is a strong need to build trust by actions not by mere words. The importance of trust therefore cannot be neglected if and only if the council need to have positive work relationship between councillors and staffs taking into consideration that trust can prevent occurrence of internal conflicts between councillors and staff but even if conflict may arise, if there is trustful relationship between councillors and staff, such conflict is easily resolved unlike in the distrustful work relationship.
- (iii) MDC members had positive suggestions that if they are considered will ensure that trustful work relationship between them. Those factors such as putting in place social gatherings and improving internal communication are such very important elements that will ensure that councillors and staffs in MDC frequently interact one another and get connected, in so doing work relationship will be improved and therefore trust developed.

5.4 Recommendations

Basing on the findings of this dissertation the researcher developed the following recommendations to the management of Misungwi District Council.

5.4.1 Establish a council protocol.

Following the fact that trust between councillors and staffs of MDC is destroyed by the existence of undue interferences, it is hereby recommended that the council should establish a council protocol on councillor-staff relationship which shall define the roles of councillors and staffs while working together to serve the public interest and it should set out the expected standards of behavior for interactions between them. This protocol shall be compatible with and should complement the councillors' code of conduct as well as the code of conduct for the public service employees and other existing bylaws.

5.4.2 Timely response to citizens' complaints

There should be timely response to councillors' concerns and complaints as well as improving the way of receiving and handling citizens' complaints. The council should establish and effectively use the citizen's complaints desk (Dawati la Malalamiko) as per the government guidelines related to this issue.

5.4.3 Social interactions

The council management should strive to establish social get together activities; this will bring councillors and staffs together in certain circumstances hence promoting trust.

5.4.4 Provide trainings

Regular trainings should be provided to councillors and staffs on their roles and responsibilities as well as drawing clear demarcation between councillors' roles and staffs roles.

5.4.5 Adhere to rules and regulations

Staffs should always work in accordance to available laws, rules, procedures and regulations without fear or favor of councillors. Councillors also should perform their duties as per the guiding principles without fear or favor.

5.4.6 Improve information sharing

The council management should improve their information sharing between councillors and staffs; they have to increase openness and transparency. Feedback sharing is very important, the management should find out how to improve feedback sharing between councillors and staff of MDC.

5.4.7 Use meetings effectively

There should be strict adherence to the rules and procedures of handling meetings at all levels. Internal meetings should be used effectively to handle some challenges facing the council and to solve internal problems and conflicts as they arise.

5.4.8 Staff employment and appointment on qualifications

The council management must observe all statutory requirements for specific qualifications that need to be possessed by those who are appointed to the fill positions especially of WEOs and VEOs.

5.5 Policy implications

There is a need to review the current MDC by laws in order to address the implementation of the code of conduct for both councillors and staffs which need to ensure that trust exist between the two for a better and positive relationship between councillors and staffs. This study has shown that lack of trust between councillors and staffs is a problem that needs to be addressed in order to build a stable work relationship for the better performance of the council.

5.6 Suggestion for further studies

Since the findings of this study were mainly concerned with only one local authority that is Misungwi District Council, it is hereby suggested that there is a need to conduct more empirical studies on the role of trust in councillor-staff work relationship in LGAs in Tanzania through which a deeper understanding of the role of trust will be provided.

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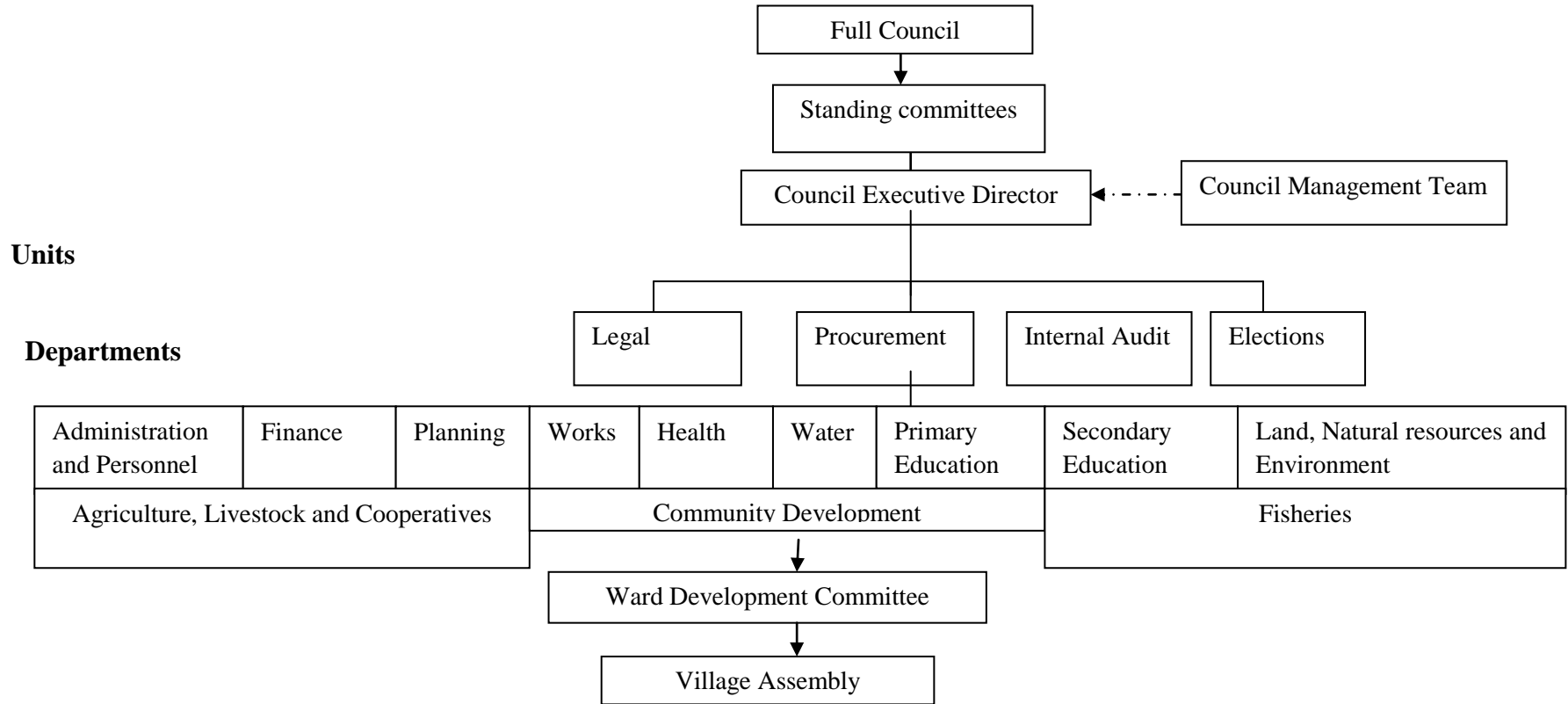
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APPENDICES

APPENDIX 1: MISUNGWI DISTRICT COUNCIL STRUCTURE



APPENDIX 2: QUESTIONNAIRE FOR MDC COUNCIL STAFF

This questionnaire is presented to you by Mr. Pasha, Moses Lwegoshora, a student of Mzumbe University, pursuing a Master of Science Degree in Human Resource Management (MSc. HRM) who is conducting this study as part of the requirement for completion of his studies. The purpose of this questionnaire is to help the researcher in data collection. The data to be collected will be used by the researcher for academic purposes on assessing *the role of trust in councillor –staff work relationship at Misungwi District Council (MDC)*. Confidentiality of the respondents is highly guaranteed and respected. PLEASE TAKE TIME TO READ AND FILL IT CAREFULLY, THEN RETURN IT TO ME. **THANK YOU.**

A: Respondent’s information:-

Your name (Not necessary).....

Gender (Please tick): M [], F []

Your Age.....years. Your Academic Qualification.....

Your Designation.....

In what department are you working?

For how long have you been working with MDC?

- a. 1-5 years []
- b. 5-10 years []
- c. Above 10 years []

B: FACTORS THAT BUILD TRUST (EMPLOYEES)

Please, tell if the following factors build trust among you and the councillors

1. Receiving open, accurate and timely information from councillors pertaining to development issues and citizens’ problems.
 - a. YES
 - b. NO
 - c. How? (Tell how the information is provided).....

2. Councillors being free of conflict of interest

a. Yes []

b. No []

3. If your answer is NO in the above questions, please explain how do councillors involved in the conflict of interest.....

.....
.....

4. Councillors demonstrating knowledge in performing their roles

a. Yes []

b. No []

c. Explain how councillors demonstrate knowledge;.....

.....
.....

5. Councillors demonstrating respect to the Council employees

a. Yes []

b. No []

c. Explain how councillors demonstrate respect:

.....
.....

6. Councillors making fair and reasonable decisions

a. YES []

b. NO []

c. How do councillors make fair and reasonable decisions?.....

.....
.....

C. IMPORTANCE OF TRUST AT A WORKPLACE

7. How can you rank the existing relationship between councillors and staff of MDC?

a. Very good []

b. Good []

c. Poor []

d. Very poor []

Please explain your above response.....

.....

.....

Do the following importance matter in maintaining trust at a workplace?

8. Councillors fostering team-work spirit

a. Yes []

b. No []

c. How do councillors foster that?.....

.....

.....

9. Staffs and councillors of MDC working in a collaborative and friendly way.

a. Yes []

b. No []

c. How?.....

.....

.....

10. Councillors of MDC demonstrating good faith so that staffs build confidence on them

a. Yes []

b. No []

c. How?.....

.....

.....

11. Harmonious work relationship

a. Yes []

b. No []

Please explain briefly the existence of harmonious relationship among councillors and staffs:

.....
.....

12. In your opinion, do you think trust between councillors and staffs would prevent occurrence of conflicts in the council?

a. Yes []

b. No []

c. How

.....
.....

D. SUGGESTION:

13. What do you think are the possible measures to ensure trustful work relationship between councillors and staffs of MDC?

i.....

ii.....

iii.....

Thank You for your time and cooperation!

Appendices 3. QUESTIONNAIRE FOR MDC STAFF (Swahili version)

Ndugu Mtumishi, dodoso hili linaletwa kwako na mimi Pasha, Moses Lwegoshora, ambaye ni mwanafunzi wa Shahada ya Uzamili ya Sayansi ya Uongozi na Usimamizi wa Rasilimali watu katika chuo kikuu Mzumbe, kwa lengo la kufanya utafiti juu ya ‘nafasi ya kuaminiana katika mahusiano baina ya waheshimiwa madiwani na watendaji wa halmashauri’, ikiwa ni sehemu ya kuhitimisha masomo yangu. Tafadhali nakuomba utenge muda wako mchache, ulisome, ulijaze na kunirudishia. Nakuhakikishia kwamba dodoso hii ni kwa matumizi ya kitaaluma tu na itaendelea kuwa siri kati yangu mimi na wewe ulienisaidia kuijaza. Natanguliza shukrani zangu za dhati kwa ukubali wako. Asante sana.

A. MAELEZO BINAFSI YA MHOJIWA

Jina lako (Si lazima).....

Jinsia Me [], Ke [] Umri wako.....

Elimu yako.....

Cheo chako.....

Idara gani unayofanyia kazi?.....

Muda wako kazini

(a) Miaka 1 hadi 5 []

(b) Miaka 6 hadi 10 []

(c) Zaidi ya miaka 10 []

B. SABABU ZINAZOWEZA KUJENGA HALI YA KUAMINIANA (WATUMISHI)

Tafadhali, eleza iwapo sababu zifuatazo zinaweza kujenga hali ya kuaminiana baina yako na waheshimiwa Madiwani.

1. Kupata taarifa sahihi na kwa wakati pindi unapozihitaji toka kwa waheshimiwa madiwani hasa zihusuzo masuala ya maendeleo na matatizo ya wananchi walio katika maeneo yao.

- a. NDIYO []
 - b. HAPANA []
 - c. Kwa vipi? (Eleza ni kwa jinsi gani waheshimiwa madiwani hukupatia taarifa).....
2. Waheshimiwa Madiwani kutokuwa na migongano ya kimaslahi
- a. Ndiyo []
 - b. Hapana []
3. Endapo jibu lako katika swali la 2 ni ‘Hapana’, tafadhali eleza kwa ufupi ni kwa namna gani madiwani wanahusika na migongano ya kimaslahi.....
-
-
4. Waheshimiwa madiwani kudhihirisha uelewa wao katika kutekeleza majukumu yao.
- a. Ndiyo []
 - b. Hapana []
 - c. Tafadhali eleza, madiwani wanadhihirishaje uelewa wa majukumu yao
-
-
5. Waheshimiwa madiwani kuheshimu watendaji wa halmashauri
- a. Ndiyo []
 - b. Hapana []
 - c. Eleza ni kwa jinsi gani madiwani wanaheshimu watendaji wa halmashauri.
-
-
6. Waheshimiwa madiwani kufanya maamuzi sahihi na ya haki
- a. Ndiyo
 - b. Hapana
 - c. Madiwani wanafanyaje maamuzi sahihi na ya haki?
-
-

C. UMUHIMU WA KUAMINIANA MAHALI PA KAZI

7. Unayaonaje mahusiano yaliyopo baina ya waheshimiwa madiwani na watendaji wa halmashauri?

- a. Mazuri sana
- b. Mazuri
- c. Mabaya
- d. Mabaya sana

Tafadhali, fafanua jibu lako

.....
Je mambo yafuatayo ni muhimu katika kuhakikisha kunakuwepo hali ya kuaminiana baina ya madiwani na watumishi wa halmashauri?

8. Madiwani kuhimiza utendaji kazi wa pamoja

- a. Ndiyo
- b. Hapana
- c. Ni kwa jinsi gani madiwani wanahimiza utendaji kazi wa pamoja?

.....
9. Madiwani na watendaji wa Misungwi kufanya kazi kwa pamoja, kirafiki

- a. Ndiyo
- b. Hapana

Kwa vipi lifanyike?

.....
10. Kuwepo kwa mahusiano tulivu ya kikazi baina ya madiwani na watendaji wa halmashauri.

- a. Ndiyo
- b. Hapana

11. Tafadhali eleza juu ya mahusiano tulivu ya kikazi baina ya waheshimiwa madiwani na watendaji wa halmashauri

.....

12. Kwa maoni yako, unafikiri kuaminiana baina ya waheshimiwa madiwani na watendaji wa halmashauri inaweza kusaidia kuzuia migogoro?

a. Ndiyo

b. Hapana

Kivipi?.....

.....

D. MAPENDEKEZO

13. Unafikiri ni mambo gani yafanyike ili kuleta hali ya kuaminiana katika mahusiano baina ya madiwani na watendaji wa halmashauri?

i.....

ii.....

iii.....

iv.....

v.....

Asante sana kwa ushirikiano wako.

Appendix 4. QUESTIONNAIRE FOR MDC COUNCILLORS (In Kiswahili)

Mhe. Diwani, dodoso hili linaletwa kwako na mimi Pesha, Moses Lwegoshora, ambaye ni mwanafunzi wa Shahada ya Uzamili ya Sayansi ya Uongozi na Usimamizi wa Rasilimali watu katika chuo kikuu Mzumbe, kwa lengo la kufanya utafiti juu ya *nafasi ya kuaminiana katika mahusiano baina ya waheshimiwa madiwani na watendaji wa halmashauri*, ikiwa ni sehemu ya kuhitimisha masomo yangu. Tafadhali nakuomba utenge muda wako mchache, ulisome, ulijaze na kunirudishia. Nakuhakikishia kwamba dodoso hii ni kwa matumizi ya kitaaluma tu na itaendelea kuwa siri kati yangu mimi na wewe ulienisaidia kuijaza. Natanguliza shukrani zangu za dhati kwa ukubali wako. Asante sana.

A. MAELEZO BINAFSI YA MHOJIWA

Jina Kamili (Si lazima kutaja).....

Jinsia Me [], Ke []

Diwani wa kuchaguliwa/viti maalum?.....

Kata unayowakilisha.....Muda wako madarakani.....

B. SABABU ZINAZOWEZA KUJENGA HALI YA KUAMINIANA (MADIWANI)

Tafadhali, eleza iwapo sababu zifuatazo zinaweza kujenga hali ya kuaminiana baina yako na watendaji wa halmashauri.

1. Kupata taarifa sahihi na kwa wakati pindi unapozihitaji toka kwa watendaji zinazotakiwa ili kukuwezesha wewe kama diwani kutekeleza majukumu yako ipasavyo.

a. NDIYO []

b. HAPANA []

c. Kwa vipi? (Eleza ni kwa jinsi gani watendaji hukupatia taarifa)

.....

2. Watendaji wa halmashauri kuwatambua na kuwaheshimu waheshimiwa madiwani kwa nafasi zao katika halmashauri

a. Ndiyo

b. Hapana

3. Eleza ni kwa jinsi gani watendaji wa halmashauri ya Misungwi wanatambua na kuheshimu nafasi na kazi za madiwani wao?

.....

4. Kasi ya watendaji wa halmashauri katika kushughulikia matatizo na kero za wananchi

a. Ndiyo

b. Hapana

Tafadhali eleza jinsi unavyoiona kasi ya watendaji wa halmashauri kushughulikia matatizo na kero za wananchi na inaathiri vipi imani yako kwa watendaji?.

.....

.....

5. Uadilifu wa watendaji wa halmashauri

a. Ndiyo

b. Hapana

6. Watendaji wa halmashauri kuwajibika kwa waheshimiwa madiwani

a. Ndiyo

b. Hapana

Elezea watendaji wa halmashauri ya Misungwi wanawajibikaje kwa waheshimiwa madiwani?

.....

.....

7. Uwezo na uelewa wa watendaji wa halmashauri katika kutekeleza majukumu yao

a. Ndiyo

b. Hapana

Fafanua jinsi uwezo wa watendaji unavyoweza kuathiri imani yako kwao

.....

C. UMUHIMU WA KUAMINIANA MAHALI PA KAZI

8. Unayaonaje mahusiano yaliyopo baina ya waheshimiwa madiwani na watendaji wa halmashauri?

- a. Mazuri sana
- b. Mazuri
- c. Mabaya
- d. Mabaya sana

Tafadhali, fafanua jibu lako

.....

.....

Je mambo yafuatayo ni muhimu katika kuhakikisha kunakuwepo hali ya kuaminiana baina ya madiwani na watendaji wa halmashauri?

9. Watendaji kuwa na moyo wa utendaji kazi wa pamoja kati yao na waheshimiwa madiwani

- a. Ndiyo
- b. Hapana
- c. Ni kwa jinsi gani watendaji wa Misungwi wanahimiza utendaji kazi wa pamoja?

.....

.....

10. Madiwani na watendaji wa Misungwi kufanya kazi kwa pamoja na kirafiki

- a. Ndiyo
- b. Hapana

Kwa vipi lifanyike?.....

11. Kuwepo kwa mahusiano tulivu ya kikazi baina ya madiwani na watendaji wa halmashauri.

- a. Ndiyo

b. Hapana

Tafadhali eleza juu ya mahusiano tulivu ya kikazi baina ya waheshimiwa madiwani na watendaji wa halmashauri

.....
.....

12. Kwa maoni yako, unafikiri kuaminiana baina ya waheshimiwa madiwani na watendaji wa halmashauri inaweza kusaidia kuzuia migogoro?

a. Ndiyo

b. Hapana

Kivipi?.....
.....

D. MAPENDEKEZO

13. Unafikiri ni mambo gani yafanyike ili kuleta hali ya kuaminiana katika mahusiano baina ya madiwani na watendaji wa halmashauri?

- i.....
- ii.....
- iii.....
- iv.....
- v.....

Asante sana kwa ushirikiano wako.