

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1 Introduction

In Chapter 1, the research problem statement and objectives were stated. The applicable literature pertaining to the brief overview and transformational process of local government and its obligation to basic service delivery to communities, as enshrined in the Constitution were discussed in Chapter 2. This also included literature pertaining to the concept of trust, with specific reference made to the vertical trust relationship between municipal employees and managers. The main objective of Chapter 3 is to describe the research methodology used in this research study, followed by the presentation of the data and results which culminated from the statistical analysis of the questionnaire responses.

Research methodology is the overall approach to the whole process of the research study (Collis & Hussey, 2009). The research methodology describes the research strategy, research design, research method, geographical area where the research was conducted and the population and sample. Once the population and sample was clarified, the empirical instrument used to collect the data will be described, which includes methods implemented to maintain validity and reliability of the instrument. An explanation of how the data was collected and captured will be illustrated in a figure. The chapter would also discuss the statistical techniques which were used in the research in an attempt to analyze and test the collected data. The research method will provide a planned and systematic approach of investigation that denotes the detail framework of the analysis, data gathering techniques, sampling focus and interpretation strategy and analysis plan. The ethical considerations, that needed to be taken into account when conducting the research, will also be highlighted.

The methodology will be followed by a representation that will outline the general results of the questions pertaining to the vertical trust relationship between employees and managers in the Category B municipality. The chapter will present the empirical findings

of the research as alluded to the theoretical perspectives discussed in Chapter 2. The response rate pertaining to the research will be presented, followed by the identification of the descriptive statistical analysis relating to the biographical information of the respondents. This will be followed by an assessment of the reliability of the five measuring instruments by interpreting the Cronbach Alpha coefficient. Subsequently, the vertical trust relationship will be analyzed by using the effect sizes of various biographical data and interpret how respondents within those biographical categories responded on the five measuring instruments. This will be followed by coefficient of correlations by establishing the linear relationships between those five categories. Finally, the researcher will provide feedback on the open questions posted to the respondents to ascertain what they understand of the concept of trust in their current working environment.

### **3.2 Research methodology**

Research methodology is the overall approach to the whole process of the research study (Collis & Hussey, 2009). The focus of research methodology revolves around the problems to be investigated in a research study and hence is varied according to the problems to be investigated. The research methodology was also explained in the form of an analogy, whereby it is compared with an “onion” (Saunders et al, 2009). Saunders et al. (2009) sees the research problem as the centre whereby several layers have to be “peeled off” before reaching the central position. These layers are the main factors to be considered in determining the research methodology for a particular research study. The research problem to be tested is to ascertain whether the concept of vertical trust relationship between municipal employees and managers, is one of many factors that contribute to effective basis service delivery within a Category B municipality. The research will assess this relationship by examining a few dimensions affecting trust by employees towards management within this Category B municipality (see Appendix A for example of questionnaire).

Although various classifications and definitions of these terms exist, the analogy given by Saunders et al. (2009) is preferred here in this research study, as it provides an unambiguous overall framework for the complete research process. The discussion here will be limited to the research strategy implemented, and its application to this particular research study, which will be explained in the next section.

### 3.2.1 Research strategy

Saunders et al. (2009) explained research strategy as a general plan of how the researcher will conduct the research and in the process, provide answers to the research questions. Bryman (2008) also identified research strategy as a general orientation to the conduct of research and thus provides the holistic direction of the research, including the process by which the research is conducted. Some of the general research strategies used in business and management are experiment, survey, case study, action research, grounded theory, ethnography, archival research, cross sectional studies, longitudinal studies and participative enquiry (Easterby-Smith et al., 2008; Collis & Hussey, 2009; Saunders et al., 2009). From these various strategies, this research sought to adopt the survey research strategy as the appropriate strategy for research. The following sections briefly describe the survey strategy and justify its preference as opposed to other strategies.

### 3.2.2 The research population and sample

The population and sample applicable to this research will be discussed in this section. A population is any precisely defined group of people, events or things that are of interest to and under investigation by the researcher and that meet the sample criteria for inclusion in this research (Terre Blanche et al., 2006). The selected Category B municipality used for this research study operates within the geographical area of the Eden District, situated in the Western Cape. This Category B municipality provides

basic services to the city and its surrounding areas. The population consisted of all the employees throughout the Category B municipality, which are permanently employed (excluding contract- and temporary employees). A total of 1122 salaried staff members are employed by the Category B municipality, ranging between a mixture of permanent, temporary and contract employees. Holistically, with an estimated population of 193 672 recorded in the 2011 Census and representing approximately 34 percent of the Eden District (Category B municipality, 2013), this municipality's experience of service delivery protests is very small, compared to other Category B municipalities within the Western Cape (Karamoko & Jain, 2011). The operational and financial performance is also commendable, as the municipality received unqualified financial audits since 2010, as indicated in the table below.

Table 3.1: Summarized financial audit outcomes between 2007 – 2012, (Source: Category B municipality, 2013)

Year	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012
Status	Qualified	Qualified	Adverse	Unqualified - with matters	Unqualified - Clean audit

The Category B municipality was identified as an institution that, within the broader government sphere, has been complimented and commended due to continuous improvements in service delivery over the last few years (Category B municipality, 2013). The municipality's continuous and improved financial performance and non-existent service delivery protests, as compared to other municipalities within the geographical area of the Western Cape, is a consequence of various factors. One factor may be the vertical trust relationship between manager/ employee and the environment in which the municipality operates and conducts its key objectives. The research will assess this relationship by examining a few dimensions affecting trust by employees towards management within this Category B municipality.

A sample is a representation of the population that is selected for the research and consists of a selection of participants from the population (Bryman & Bell, 2007). The sample aims to represent the main interests of the research (Terre Blanche et al., 2006). Terre Blanche et al. (2006) explained that the sample is selected from the population, and is simply the elements or people that form part of this research. Zikmund (2003) explained that an adequate sample will have the same characteristics of the population. Burns and Bush (2010) also explained that the sample size has an impact on how the sample findings would correctly represent the population.

A convenience sampling technique was used to identify the sample. A convenient sample consists of subjects included in the research because they happen to be in the right place at the right time and can provide the information required by the researcher (Hair et al., 2007). Questionnaires were distributed to the available employees on one particular day, with the assistance of an employee at the Category B municipality. The basic idea of sampling is that, by the selection of members of the population, the researcher would be able to draw conclusions regarding the entire population, where sampling refers to the process of selecting elements to observe (Terre Blanche et al., 2006).

Hair et al. (2006) explained that small or very large samples have a negative influence on the statistical tests because either the sample is not big enough to make generalizations or too big to reach any conclusions. Questionnaires were distributed (via email) to 800 permanently employees/ respondents at the Category B municipality of which the total employment profile is given in Table 1.1 of Chapter 1. The sample of the research included all permanently employees at the category B municipality who could read and write in English, which accounted for about 800 employees. The respondents needed to be able to read and write in English as the questionnaire was only available in English. Section G of the questionnaire was translated into Afrikaans as well, due to a large portion of the population's home language being Afrikaans (Category B municipality, 2013). The researcher distributed 800 questionnaires and conservatively envisaged that an expected response of 300 questionnaires will be completed and returned to the researcher for analysis. Eventually only 205 respondents participated.

This equates to a response rate of 25.63 percent. Bryman and Bell (2007) indicated that a response rate of less than 50 percent would provide an incorrect generalization of the entire population. The sample size was considered adequate and representative due to an excellent internal reliability analysis, based on the Cronbach Alpha coefficient.

Subjects included in the sample were selected based on certain criteria. The employees throughout the Category B municipality had to meet the following criteria to be included in the sample. They should:

- Be permanently employed by the Category B municipality;
- Be of either sex;
- Be willing to participate.

### 3.2.3 Research design

Research design is the research process that entails the general assumption of the research pertaining to the method of data collection and analysis (Creswell, 2009). Creswell (2009) went on to explain that the choice of the research design depends on the objectives of the research study that would enable the research questions to be answered. This research mainly focuses on the study of vertical trust relationship between employees and managers within local government. Specific focus will be on a Category B municipality situated in the geographical area of the Western Cape. The research attempts to establish whether the vertical trust relationship between the two parties have an influence on effective and efficient service delivery to the community which that Category B municipality serves.

In order to meet the objectives of this research study, a descriptive research design has been used, to illustrate the effects of such a vertical trust relationship. This research design has been used to analyze this vertical trust relationship and the influence it has as a contributing factor, on effective and efficient service delivery to the community which that Category B municipality serves. An analytical research design has also been used to establish relationships between different independent and dependent variables

used in this research study. Descriptive research design is a method which includes surveys and fact-finding enquiries of different kinds (Shuttleworth, 2008) in order to illustrate characteristics of a population or a phenomenon. In this case, it is the vertical trust relationship between the two parties and what contributing influence it has on effective and efficient service delivery to the community which that Category B municipality serves. This involves observing and describing the behavior of a subject without influencing it by any means (Shuttleworth, 2008). This type of design is also conducted where there is previous understanding of the research problem (Zikmund, 2003). The descriptive research design will focus on a particular research method which was implemented and will be explained in the following section.

#### 3.2.4 Research method

Creswell (2009) explain three approaches to research design, being a qualitative approach, quantitative approach and a mixed approach. This research study adopted a quantitative approach and is explained as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables (Creswell, 2009). This approach is one where the researcher uses post positivist claims for developing knowledge (i.e. cause and effect thinking, reduction to specific variables and hypotheses and questions, use of instrument and observation, the test of theories), employs strategies of enquiry such as experiments and surveys and collects data on predetermined instruments that yield statistical data (Creswell, 2009). This is regularly referred to as research where hypotheses testing are predominant. Such testing normally commence with statements of theory from which the research hypotheses are derived. Then an experimental design is created where the variables in question (the dependent variables) are measured while controlling for the effects of selected independent variables. Quantitative research is used to test an objective theory which usually requires the researcher to collect numerical data whereby it is statistically analyzed (Creswell, 2009). Therefore, quantitative research normally entails instruments that are used for collecting data and being in a position to make

generalizations about a population under investigation (Zikmund et al., 2010). In general, there are two types of quantitative research methods (Creswell, 2007):

**Survey:** This focuses on the collection of data by using a questionnaire in order to establish the opinions of a population, based on a sample of the population (Creswell, 2009). There are also other techniques which a researcher can use and include interviews, telephone calls and observations (Tharenou et al., 2007). A more detail discussion of surveys will be found in the survey section.

**Experiment:** (Tharenou et al., 2007) alluded to a process whereby the researcher divides participants into two groups, which is denoted as a control group and a treatment group. Experiments are then performed to test relationships between cause and effect. This usually involves a comparison of the control group to the treatment group.

Surveys are the most common way of collecting data and because this research opted for this quantitative research method, it is explained in detail below.

#### *3.2.4.1 Surveys*

(Zikmund et al., 2010) described a survey as a research technique in which responses are collected through instruments from a sample in some form or the behavior of respondents is observed and described in some way. Surveys are a regular method of collecting data in research studies, by employing a questionnaire that collects data from a sample, after which that data is statistically analyzed (Saunders et al., 2009). Quantifiable data from respondents are normally collected through the surveys, in order to measure, examine, analyze and generalize the findings. Zikmund (2003) explained that surveys became a scientific and accurate way of collecting data to quantify the gathered information. Creswell (2009) went on to explain that surveys usually record perceptions of respondents about opinions, attitudes and beliefs, which is normally an inexpensive and efficient way of gathering the required information relating to the



population or a sample of it. Of importance is that, by using a questionnaire as the primary source to gather information from respondents, the questionnaires should be logical and follow a certain order that would allow the respondents to record facts, comments and attitudes (Hague, 2002).

A common method of collecting data for surveys is using Likert scales. Likert scales are used for measuring attitudes and behaviours which requires respondents to choose a statement from a number of statements. These statements normally range from “strongly disagree” to “strongly agree” (Saunders et al., 2009). Zikmund (2003) further explains that the respondent would then normally choose a response from a set of five statements where each response is assigned a weight and then would allow the researcher to conduct statistical analysis. These choices made by the respondents are an indication that the respondents agree with the statements and inherently allow them to express their feelings (Zikmund, 2003). The questions posed in the questionnaire must also be structured in such a way whereby similar questions are placed in the same category, which would make it easier for the respondents to follow (Saunders et al., 2009).

This research used a Likert scale that implemented a five point scale as opposed to a seven point scale, because the five point scale reduces the level of frustration amongst respondents and simultaneously increases the rate and quality of the responses (Prayag, 2007). Based on the Likert scale, questions were posed to respondents to best describe the vertical trust relationship between municipal employees and managers. This relationship was tested by focusing on various questions based on the respondents’ perceptions of job satisfaction, communication, employee empowerment, and management reporting and performance management within the Category B municipality (see Appendix A for structure of the Likert scale). The survey instrument design, in the form of a questionnaire, was created and will be discussed in the following section.

### 3.2.4.2 Survey measuring instrument

The questionnaire, as measuring instrument used in the research, was divided into seven sections of which the data was collected by means of a structured questionnaire, attached as Appendix A. These sections were preceded by an explanation and cover letter by the researcher of what the questionnaire entails. The questionnaire included sharing the objective of the research and was combined with a voluntary consent explanation.

The questionnaire was structured according to sections, consisting of a Section A, Section B, Section C, Section D, Section E, Section F and Section G. Section A included eight biographical questions pertaining to age, gender, years of employment at the Category B municipality, department worked for, salary level, highest level of job qualification, whether the respondent is a manager or not and place of work. This section required the respondents to select an option by making a cross opposite the respondents' selected options. Section B to Section F included an instruction sheet as to how these sections needed to be completed, and consisted of the following amount of questions each:

- Section B: eleven questions which related to respondents' perceptions of job satisfaction;
- Section C: seven questions which related to respondents' perceptions of employee empowerment;
- Section D: twelve questions which related to respondents' perceptions of communication;
- Section E: seven questions which related to respondents' perceptions of employee management reporting;
- Section F: seven questions which related to respondents' perceptions of performance management;

Throughout these sections, the respondents were requested to respond to statements which were based upon a 5 point Likert scale. The sections related to dimensions or measures that may have an influence on the vertical trust relationship between municipal employees and managers. In the last section, identified as Section G, the questionnaire also contained eight open-ended questions relating to the respondents' personal view of trust between the municipal employees and managers. They were requested to add any comments in the space provided on the last two pages of the questionnaire.

### 3.2.5 Data collection

The data collection process will be discussed, based on illustration of this collection in Figure 3.1 below.

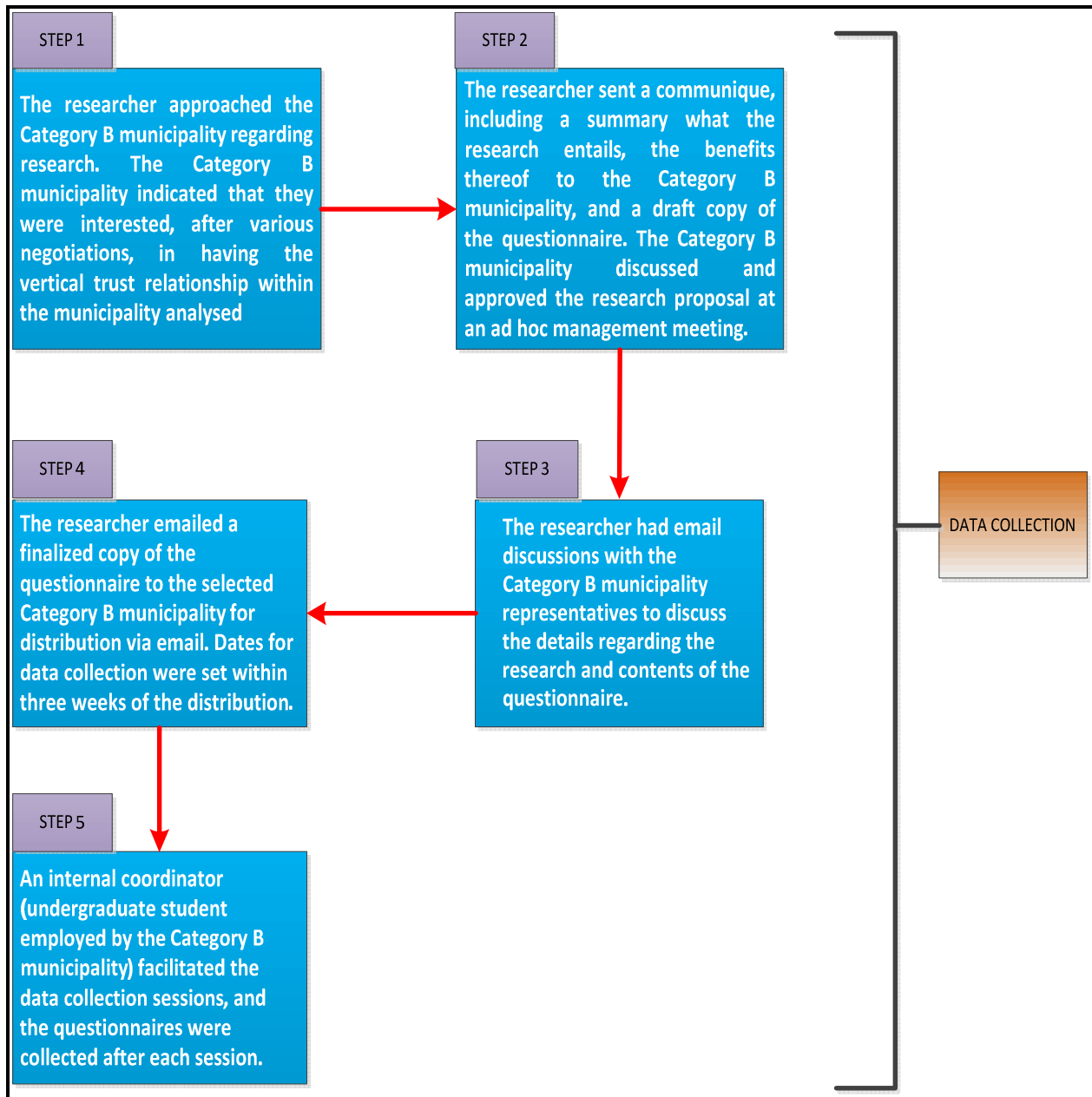


Figure 3.1: Data collection process, (Source: Own Compilation)

The questionnaire was chosen as data collection instrument. A questionnaire is a printed self-report form, designed to source information that can be obtained, for purposes of a specific research, through written responses of the subjects (Collis & Hussey, 2009). The questionnaire was administered and the data was collected from a sample (N=205) of the municipal employees, which are permanently employed (those which could read and write in English) within the area of jurisdiction of the Category B municipality. The data collection process began when the researcher approached the executive management of the Category B municipality and ascertained whether they are interested in a research study which focuses on the vertical trust relationship between municipal employees and managers and whether such relationship is a contributing factor in producing effective and efficient basic services by the municipality to the community. The researcher was assisted by an employee, labeled by the researcher as the internal coordinator, at the municipality to convince the executive management to participate.

The researcher sent an email to the executive management which contained a brief discussion on the research and the potential benefits which it may hold for the municipality. This was accompanied by a draft questionnaire which the executive management had to approve. The research proposal was discussed and approved at an ad hoc executive management meeting, after various email communications which gave the researcher permission to conduct the research. This process was followed by the collation of the final questionnaire which was attached as Appendix A and sent for email distribution by the Human Resource offices at the municipality. The internal coordinator, also busy with similar studies at an undergraduate level, administered the progress and feedback of all the participants. The data collection process took place over the duration of one month as the response rate of those who participated was extremely sporadic. The data collection process was followed by processing of data capturing and will be discussed in the next section.

### 3.2.6 Data capturing

The data capturing and statistical analysis focused on the manner in which the collected data was processed and analyzed. This would enable the researcher to draw conclusions and interpretations. Once the data was collected from the municipality, the internal coordinator categorized the questionnaires per department. These questionnaires were then couriered to the Statistical Consultation Services at the Northwest University, Potchefstroom Campus. A Professor at the Statistical Consultation Services conducted the capturing and transferred it to a statistical data analysis program, called SPSS Inc., PASW Statistics 18 and Release Version 18.0.0., (2009).

### 3.2.7 Data and statistical analysis

The data analysis commenced after the data was collected and captured in order to make sense of the research and attain certain findings (Field, 2009). The quantitative data were analyzed, using SPSS Inc., PASW Statistics 18 and Release Version 18.0.0., (2009). Firstly, all the information from the various sections of the questionnaire was analyzed statistically by using descriptive analysis (Creswell, 2009). Descriptive statistics were used in order to provide a set of scores that are obtained from the respondents and to illustrate basic patterns in the data (Neuman, 2006). Punch (2005) explained that the benefits of conducting a descriptive analysis is that it keeps the researcher close to the data and it enables the researcher to understand the distribution of each variable across the questionnaire respondents (Punch, 2005).

Descriptive statistics were used to summarize Section A of the questionnaire which related to the biographical details. This was done in order to develop a unique profile of the municipality's existing vertical trust relationship (Sections B – G). During the analysis of the research data, frequency tables were used to portray and understand the data. Punch (2005) explained that frequency tables describes the individual scores in

the distribution and are tabulated based on how many respondents achieved in each score, or gave to each response or fell into each category. All the sections of the questionnaire were analyzed statistically by using these frequency distributions as the results can be portrayed as tables of graphs. These graphs and table would make the results easy to illustrate and assist the researcher to get a basic perception of the characteristics of the data (Neuman, 2006). Once the data was analyzed through the frequency tables, graphs were constructed in order to graphically represent the data contained in the frequency tables.

The descriptive statistical analysis also calculated the mean and standard deviations of the data. Levine et al. (2011) defines the mean as the sum of all the values in a data set divided by the sum of the values in the data set. This offers a general picture of the data without overwhelming the researcher with each of the observations in the data set. It is simply the average of the various responses pertaining to a scale. The standard deviation was used to measure the scattering of the data. Scattering explains how the data are clustered around the mean as opposed to the standard deviation which measures scattering and is the degree of deviation of the numbers from their mean (Levine et al., 2011).

Before the next section will be discussed, the researcher would like to explain the term variable and then distinguish between a dependent variable and an independent variable, in order to link these terms to the current research study as follows (Levine et al., 2011): A variable is a characteristic of an item or individual and is an abstract representation of a phenomenon (e.g. fear, intelligence, trust) that can occur at two or more levels. An independent variable is the variable that the researcher suspects is the cause of some behaviour. A dependent variable is the behavioural response from participants that is observed. For purposes of this research, the dependent variable under examination is the vertical trust relationship between municipal employees and their managers. The independent variables under examination are shown as the five categories, called job satisfaction, employee empowerment, communication, and management reporting and performance management.

### 3.2.8 The reliability scale

The reliability and validity of research results is an important factor that need to be considered when evaluating a research instrument (Zikmund, 2003). The factor is the statistical criteria employed to evaluate whether the research provides a good measure. A detailed explanation of the factor will be discussed below.

#### 3.2.8.1 *Reliability*

Zikmund (2003) explains reliability as the degree to which an instrument's measures are free from error and that would yield consistent results. Research findings are reliable if such findings can be repeated (Collis & Hussey, 2009). Reliability provides an indication of how consistent the research findings are, based on the method of data collection and analysis (Saunders et al., 2009). Zikmund and Babin (2010) explain that reliability is an indicator of a measure's internal consistency. Research (Collis and Hussey, 2009) acknowledged three essential methods that are accepted for estimating the reliability of responses of a measurement scale: test-retest, split-halves method and internal consistency method. The most commonly used method is the internal consistency method, with specific reference to the Cronbach Alpha coefficient.

The reliability of the questionnaire used in this research was assessed through the use of the Cronbach's Alpha coefficient. Cronbach's Alpha refers to the degree to which the measuring instrument items are homogenous and reflect identical underlying constructs (Pallant, 2007). Bryman and Bell (2007) stated that Cronbach's Alpha is a commonly used test of internal reliability, which essentially calculates the average of all possible split-half reliability coefficients. Once computed, the Cronbach Alpha will calculate a value that varies between one (representing perfect internal reliability) and zero (representing no internal consistency), with the values above 0.70 typically suggests high levels of internal reliability (Bryman & Bell, 2007). From the explanation of the



literature pertaining to reliability, research results reported extraordinary high levels of reliability in Section B to Section F as constructs of vertical trust relationship.

### 3.2.9 Analysis of standardized differences and correlation

This section will discuss the analysis of standardized differences and measures of correlation, in order to evaluate the relationships between Section B to Section F.

#### 3.2.9.1 Analysis of standardized differences

Standardized difference scores are spontaneous indices which measure the effect size between two groups and are independent of sample size (Yang & Dalton, 2012). It is an analysis of the variance present in a research study, which determines whether statistically noteworthy differences of means occur between two or more groups. These scores are used when groups, which have some continuous characteristics (academic achievement, intellectual intelligence, cholesterol level), are compared with one another (Steyn, 2009). Cohen (1962) suggested an effect size index (Cohen's  $d$ ) for the comparison of two sample means. This statistical index can be interpreted as a sample-based estimate of the strength of the relationship between two variables in a statistical population. More specifically, it can be interpreted as a measure of the average difference between means expressed in standard deviation units (Graziano & Raulin, 2010). Cohen's  $d$  will be used to assess the effect size, based on two symmetrically-distributed samples (Cohen, 1988).

The standardized difference by measuring the effect size between two groups will be calculated as:

$$d \equiv \delta = \frac{\mu_1 - \mu_2}{\sigma}$$

Where:

$\delta$  = maximum standard deviation between  $\mu_1$  and  $\mu_2$

$\mu_1$  = mean of group 1

$\mu_2$  = mean of group 2

Cohen (1998) suggested that the effect size indices of 0.2, 0.5, and 0.8 can be used to represent small, medium, and large effect sizes, respectively. Cohen indicated that a medium effect of 0.5 is large enough to be identifiable by inspection. A small effect of 0.2 is noticeably smaller than medium and occurs where measurements are done without any sort of proper experimental controls which can cancel out the effect of background variables. A large effect of 0.8 is an important difference and agrees with what is generally considered to be a definite difference. Once these indices are interpreted, the researcher will refer to the outcome as being of practical significance or not. Practical significance looks at whether the difference is large enough to be of value in a practical sense (Steyn, 2009).

The research questions whether municipal employees' trust in their manager, at the selected municipality, will influence their performance which will lead to effective and efficient basic service delivery to the community. This hypothesis is constructed, based on how managers contribute towards:

- the municipal employees' job satisfaction;
- empowering the employees;
- communication between the two parties;
- the manner in how managers' report to- and align employees to achieve goals;
- employees performance management

The effect sizes will then aim to measure, by categorizing biographical data, the differences in scores for each of the categories, namely job satisfaction, employee empowerment, communication, management reporting and performance management. The effect size indices were used to ascertain whether there were significant variances present between these categories.

### *3.2.9.2 Measures of correlation*

The research conducted also wanted to ascertain whether there was any influence the biographical data had on the five categories mentioned in 3.3.9.1, which were supplemented by the inter-relationships of the five categories. This analysis was conducted by evaluating the linear relationship through correlation. A coefficient of correlation, indicated by the Greek letter  $\rho$  (*rho*), measures the relative strength of a linear relationship between two or more quantitative variables and is derived by evaluating the variations in one variable as another variable also varies (Levine et al., 2011). This research will analyze the Pearson's correlation coefficient which assesses the extent to which values of two variables are linearly related to each other. This will assist the researcher to indicate the direction, strength and the significance of the multivariate relationship between the variables and will enable to provide the researcher with information regarding the likelihood that the coefficient will be found in the population from which the random sample was taken (Bryman & Bell, 2007).

Respondents were requested to indicate their responses on a 5- point Likert scale after which the data will be tested between categories. Levine et al. (2011) explains that coefficient of correlation can range from -1.00 to +1.00; where the value of -1.00 represents a perfect negative correlation, while a value of +1.00 represents a perfect positive correlation and a value of 0.00 represents a lack of correlation. A negative correlation between two variables is where one variable's value tends to increase, the other variable's value tends to decrease in a predictable manner. A positive correlation refers to a relationship between two variables, where one variable's values tend to increase, the other variable's values also tend to increase in a predictable manner.

When the coefficient of correlation gets closer to +1 or -1, the linear relationship between the two variables would be interpreted as strong or significant.

Lastly, the biographical data like age, gender and salary level were tabulated with the various categories of independent variables and were presented in percentages and means.

The results of the data and statistical analysis will be discussed in detail later in this chapter.

### *3.2.10 Pilot testing of the questionnaire*

A pilot was done which refers to a trial administration of an instrument in order to identify flaws. The pretest was necessary to determine whether the instructions and questions posed in the questionnaire were clear and understandable for the respondents to interpret and what is required from them. This is referred to as the pretesting of a questionnaire (Creswell, 2009).

The researcher piloted the questionnaire on eleven respondents within the Category B municipality. All of those respondents answered with the following suggestions:

- The format and structure of the questionnaire changed in Section A to Section F;
- Section G was also translated to Afrikaans in order for respondents to respond in their own words in how they perceive trust between municipal employees and managers.
- A few questions were added pertaining to strategic management in order to ascertain whether municipal employees participate in formulating strategic objectives for the municipality. Questions relating to the managers' involvement in the employees' career development were also added.

### 3.2.11 Ethical considerations

Apart from expertise and diligence, the process of conducting research requires honesty and integrity and is done to recognize and protect the rights of those participating in the research, as well as prior research done on the research topic (Saunders et al., 2009). It is imperative that researchers perform their research in an ethical manner. There are many ethical considerations, especially in primary research, on which researchers need to be vigilant. Eight considerations were explained, of which the researcher will elaborate on three which is relevant to the current research study (Driscoll & Brizee, 2012):

- The process of data collection was done in a way whereby the researcher forthrightly ensured a non-disclosure of the respondents' information. The participants were informed that their research findings will be anonymous and that their personal identity will not be made public. In a brief explanation, the participants were also explained as to what the research entails.
- The capturing and processing of the respondents data were captured and analyzed by an independent service provider at the Northwest University. This meant that the researcher had no undue influence over the expected results and did not manipulate or distort any data whatsoever. By doing so, the researcher acted in an unbiased manner throughout the collection, capturing and statistical analysis of the data.
- The objective of the research was to ascertain a possible link between one dependent variable and five independent variables and what the influence would be on effective and efficient basic services delivery. The researcher used the findings for academic purposes and to compile a report that will be made available for perusal by the executive management of the Category B municipality.

### 3.3.12 The response rate

Table 3.3 illustrates the response rate which was achieved for this research. The total population for this research was 983 employees which were permanently employed at the Category B municipality. The sample was narrowed down as the researcher differentiated between the total permanently employed employees and those who could read and write in English. The final sample accounted for 800 permanently employed employees of which 205 respondents participated. The statistical analysis indicated that a total of 48 questionnaires had responses where some questions were not answered. The statistics program excluded those questions and, where questions were not answered, a valid percentage was calculated. The valid percentage expresses the number responding as a percentage of those who correctly responded (Levine et al., 2011). The response rate (total number of questionnaires received/ total sample size) was 25.62 percent.

Table 3.2: The response rate, (Source: Own Compilation)

<b>Category B municipality population and sample</b>	<b>Amount and percentage of responses</b>
<b>Population</b>	983
<b>Sample</b>	800
<b>Total responses</b>	205
<b>Total response rate</b>	25.62%

### 3.3 Findings of the empirical investigation

This section will provide a detailed analysis of the empirical investigation conducted as indicated in the research methodology.

#### 3.3.1 Biographical information of the respondents

The statistics program, SPSS Inc., PASW Statistics 18 and Release Version 18.0.0., was used to analyze the biographical information. Appendix C contains all the frequency tables and bar graphs for the biographical information captured in the questionnaire. Approximately 1.9 percent of the respondents neglected to complete some of the biographical information. This has been neutralized by using the valid percent. The researcher will indicate where the valid percentage will be used.

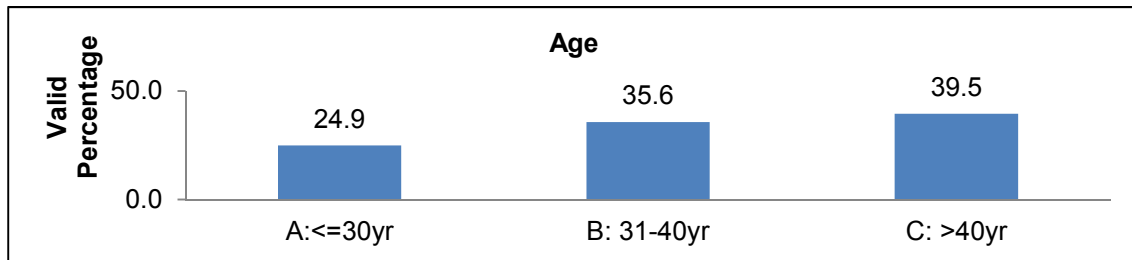


Figure 3.2: Age of respondents, (Source: Own Compilation)

The figure above illustrates the age of the respondents which participated in this survey. From the 205 respondents, 51 (24.9 percent) were younger than 30 years, 73 (35.6 percent) were between 31 years and 40 years old, and 81 (39.5 percent) were older than 40 years of age. From the responses it can be concluded that the majority of the respondents older than 40 years have been employed by the Category B municipality for many years.

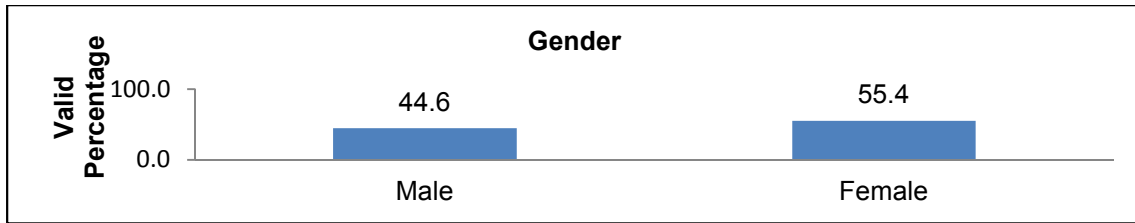


Figure 3.3: Gender of the respondents, (Source: Own Compilation)

The figure above illustrates that 204 respondents indicated their gender, of which 91 (44.6 valid percent) were male and 113 (55.4 valid percent) were female. This response rate is contrary to the existing employment profile of the Category B municipality's pertaining to gender. Permanently employed male employees constitute 64.5 percent of the permanently employment profile, as indicated in Table 1.1.

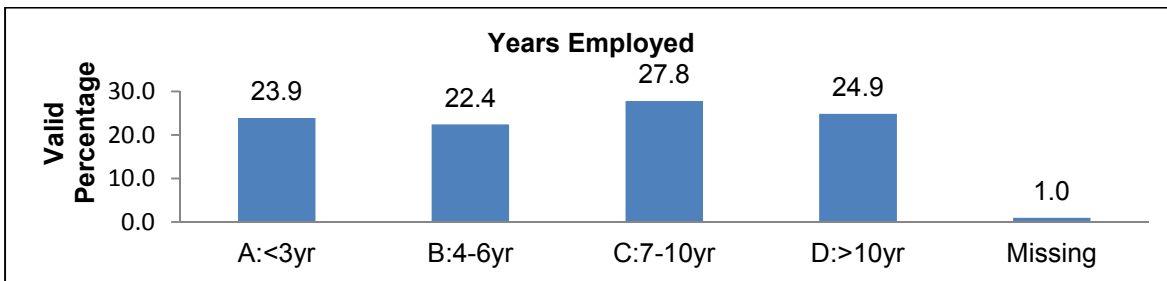


Figure 3.4: Amount of years employed by Category B municipality, (Source: Own Compilation)

The figure above illustrates the amount of years employed at the Category B municipality, of which 203 respondents responded. A total of 49 (23.9 valid percent) were employed for less than three years, 46 (22.4 valid percent) between four and six years, 57 (27.8 valid percent) between seven and 10 years and 51 (24.9 valid percent) for >10 years. The statistical feedback indicated that one percent did not respond to this question. The analysis indicates that the majority of the respondents at the Category B municipality are employed in excess of seven years.



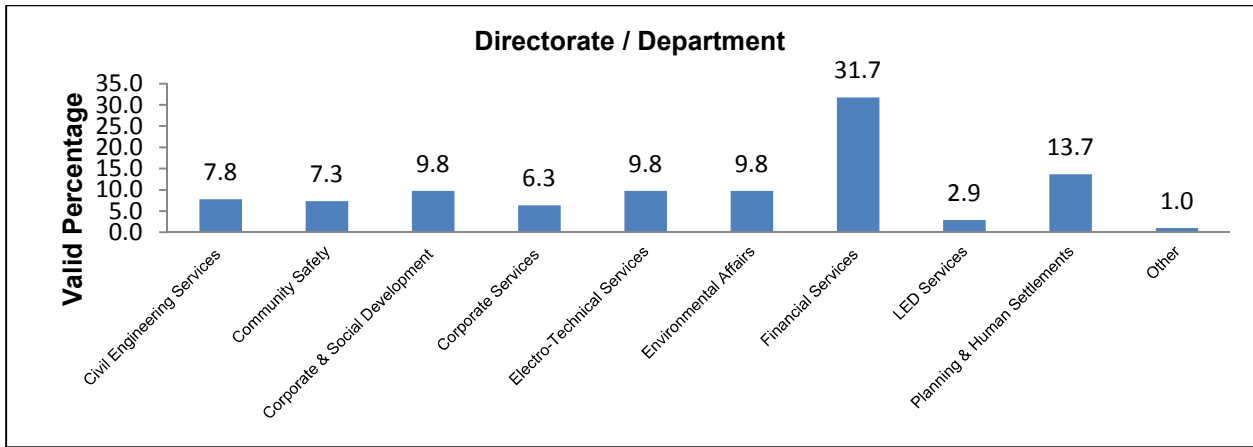


Figure 3.5: Departments where respondents are employed, (Source: Own Compilation)

The figure above illustrates the diversity of departments in which respondents are employed, of which 203 respondents responded. A total of 16 were employed in Civil Engineering Services, 15 in Community Safety, 20 in Corporate and Social Development, 13 in Electro Technical Services, 20 in Electro Technical Services, 20 in Environmental Affairs, 65 in Financial Services, 6 in Local Economic Development (LED) Services, 28 in Planning and Human Settlements and two in other departments.

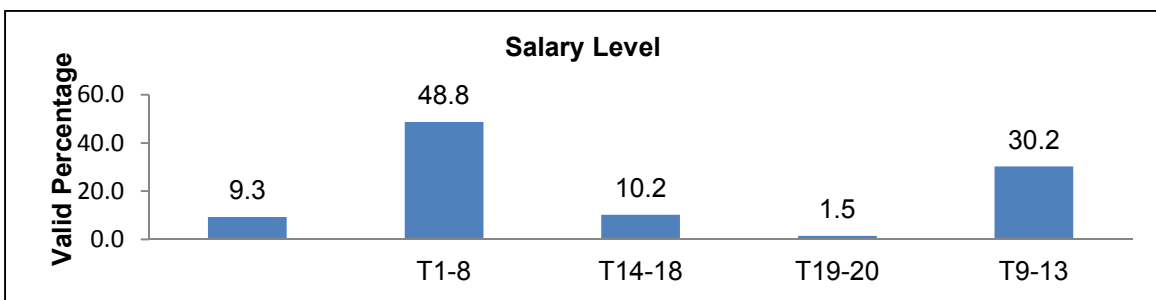


Figure 3.6: Salary level of respondents, (Source: Own Compilation)

The figure above illustrates the salary level of the respondents of which 194 respondents responded. A total of 19 did not know their salary level, 100 indicated T1 – T8 (unskilled/ semi- skilled), 62 indicated T9 – T13 (skilled), 21 indicated T14 – T18 (middle management), and 3 indicated T19 – T20 (senior management). The explanations of all the salary levels are provided in the list of definitions.

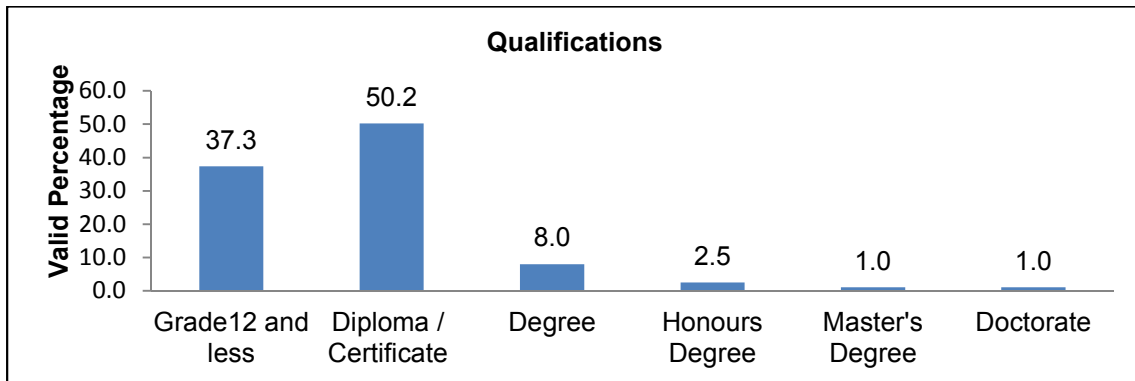


Figure 3.7: Level of Education/ Qualification, (Source: Own Compilation)

The figure above illustrates the level of education and qualifications which the respondents achieved, of which 201 respondents responded. A total of 75 only had Grade 12 and less, 101 had a Diploma/ Certificate, 16 had a Degree, 5 had an Honors degree and 2 had a Master's and Doctorate degree respectively. The analysis concludes that a significant amount of respondents had no formal level of higher education.

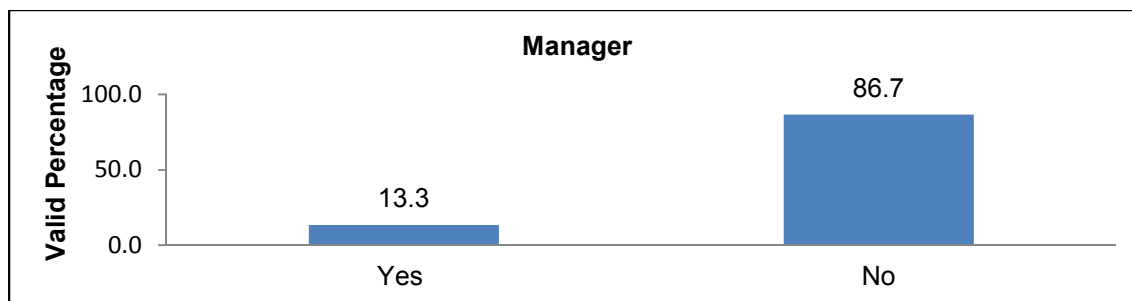


Figure 3.8: Amount of managers which participated, (Source: Own Compilation)

The figure above illustrates the amount of managers which participated as opposed to employees, of which 203 respondents responded. A total of 27 indicated that they are managers as opposed to 176 which indicated that they are employees. This response rate equates to a manager to employee ratio of 1: 6.51.

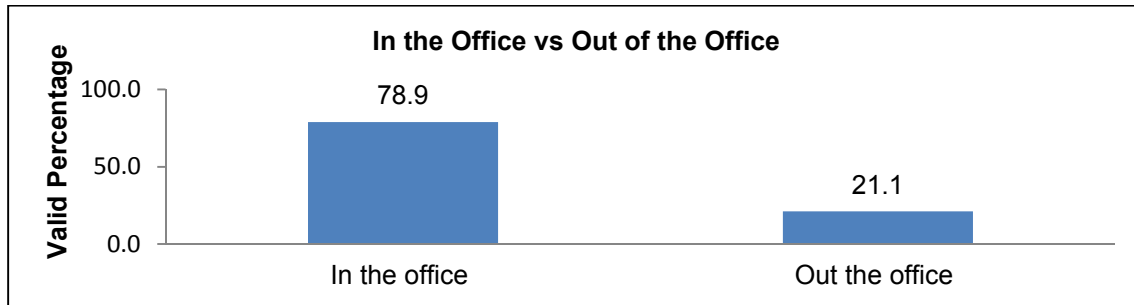


Figure 3.9: Amount of Respondents spending most of the time out of office, (Source: Own Compilation)

The figure above illustrates the amount of respondents which spend most of their time out of the office, of which 199 respondents responded. A total of 157 indicated that they are in the office most of the time. A total of 42 indicated that they spend most of their time out of office. The contextual reference to this question was to ascertain how employees feel about the vertical trust relationship despite not engaging with managers on a frequent basis as a result of their respective job descriptions.

### 3.3.2 Internal reliability of the measuring instruments

This part will explain the reliability of the measuring instruments used in Section B to Section F of the questionnaire. The researcher would like to reiterate the importance of the internal reliability because this shows whether or not an instrument's measures are free of error if such findings can be repeated and provides an indication of how consistent the research findings are (Collis & Hussey, 2009). The Cronbach Alpha

scores were used for measuring the reliability of job satisfaction, employee empowerment, communication, and management reporting and performance management as vertical trust dimensions, and will be discussed in the next section.

### 3.3.2.1 The Cronbach’s Alpha reliability scores for the five measuring instruments contained in the questionnaire

Table 3.3 shows the Cronbach’s Alpha coefficients for the five measuring instruments identified in Chapter 2 as job satisfaction, employee empowerment, communication, and management reporting and performance management.

Table 3.3: Cronbach’s Alpha coefficient scores for measures of vertical trust,  
(Source: Own Compilation)

Vertical Trust Scales	Mean	Standard Deviation	Cronbach’s Alpha Coefficient	N of Items in Questionnaire	Cronbach’s Alpha Rating
Job Satisfaction	33.17	11.21	<b>0.94</b>	11	Excellent
Employee Empowerment	18.99	7.66	<b>0.93</b>	7	Excellent
Communication	30.45	12.22	<b>0.96</b>	12	Excellent
Management Reporting	18.03	7.62	<b>0.95</b>	7	Excellent
Performance Management	18.67	7.10	<b>0.90</b>	7	Excellent

*All figures rounded off to two decimal places*

The explanation of the Cronbach's Alpha coefficient was indicated by Bryman and Bell (2007) and provided the following rules of thumb for the value of Cronbach's Alpha:

- $>.9$  – Excellent;
- $>.8$  – Good;
- $>.7$  – Acceptable;
- $>.6$  – Questionable;
- $>.5$  – Poor; and
- $<.5$  – Unacceptable

A high level of Cronbach's Alpha thus indicates a good to excellent internal reliability of the items or statements portrayed in the measuring scales. From the interpretations pertaining to the rule of thumb as depicted in Table 3.3, all five vertical trust dimensions were in excess of 0.90 and thus found to have excellent internal reliability. This indicates that all the dimensions yielded consistent results and can therefore be repeated with the probability of receiving the same results in future. The five dimensions used, is a reliable measurement of vertical trust relationship between municipal employees and managers. The item-total statistics relating to the Cronbach's Alpha coefficient for each of the five vertical trust dimensions are attached as Appendix B. These tables will indicate the internal reliability of the dimension if the respective items were to be deleted. The researcher assessed the item-total statistics regarding the municipal employees' perception of communication as a vertical trust dimension. This dimension was chosen as it had the highest internal reliability of all the dimensions tested in this research. Table 3.5 will depict all the statements tested as Section D statement 1 – 12. This table indicates that if the respective statements within Section D is deleted, it is clear that all the Cronbach's Alpha scores are highly reliable, ranging between 0.956 and 0.963.

Table 3.4: Item- total correlation and Cronbach's Alpha coefficient scores of communication as a vertical trust dimension, (Source: Own Compilation)

Statements of Communication	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Section D Statement 1	27.96	125.609	.816	.958
Section D Statement 2	27.27	128.574	.681	.962
Section D Statement 3	27.97	124.238	.850	.958
Section D Statement 4	27.99	124.744	.848	.958
Section D Statement 5	28.22	126.726	.823	.958
Section D Statement 6	28.03	124.332	.862	.957
Section D Statement 7	27.97	123.127	.887	.956
Section D Statement 8	28.07	124.796	.864	.957
Section D Statement 9	28.11	123.832	.893	.956
Section D Statement 10	27.90	126.223	.825	.958
Section D Statement 11	27.63	128.457	.699	.962
Section D Statement 12	27.87	129.912	.646	.963

*Figures (except for scale mean if deleted) is rounded of the three decimal places*

From the table, the researcher can derive that the dimension's internal reliability is excellent and will have no significant change in the Cronbach's Alpha coefficient scores, if one of the items/ statements is deleted. Appendix B will show that the remaining four vertical trust dimensions' internal reliability is extremely high, where the deletion on one item/ statement will not significantly change the various dimensions' Cronbach's Alpha coefficient results. This reiterates that the research instrument used in this research is seen as being internally reliable, which increases the reliability of this research.

Culminating with the excellent results of the internal reliability of each of the vertical trust dimensions tested in this research, the following section aims to discuss the results of

all the items or questions of Section B to Section F of the questionnaires in the next section.

### 3.3.3 Findings of responses to items within Section B to Section F of questionnaire

Results of all the items will be analyzed and interpreted as to how respondents' perceived these vertical trust dimensions within the Category B municipality. Each Section will be discussed independently. For ease of understanding, the researcher will interpret and divide the Likert scale into three categories of frequencies. The first category will combine 1) Strongly Disagree and 2) Disagree into one category. The second category will be 3) Neither agree nor Disagree, whereas the third category will consist of 4) Disagree and 5) Strongly disagree. Lastly, the mean of the responses relating to each item, will be used to make certain interpretations.

#### 3.3.3.1 Section B: Job satisfaction

Section B consisted of 11 items or statements relating to job satisfaction. Each statement will thus be analyzed.

From the perception of the respondents' attitude towards job satisfaction, only 203 participants responded to the first statement. A total of 73 (36 valid percent) indicated that they disagree with the statement that it is a pleasure to go to work daily. A total of 92 (45.3 valid percent) felt that it was a pleasure to come to work daily. The amount of participants which were unable to express their view, amounted to 38 (18.7 valid percent). The mean of 2.93 indicated that most of the respondents disagreed with this statement.

The second statement relating to whether the respondent takes pleasure in doing their work, a total of 203 participants responded. A total of 44 (21.5 valid percent) indicated that they disagree with the statement as opposed to 144 (71 valid percent) which indicated that they agree with the statement. The amount of participants which were

unable to express their view, amounted to 15 (7.4 valid percent). The mean of 3.53 indicated that most of the respondents were neutral and unable to express an opinion.

A total of 199 participants responded to the statement that they have no intention to leave the municipality. The participants which disagreed with the statement was 64 (32.2 valid percent) as opposed to the 90 (45.2 valid percent) which agreed with the statement. The amount of participants which were unable to express their view, amounted to 45 (22.6 valid percent). The mean of 3.09 indicated that most of the respondents were neutral and unable to express an opinion.

The fourth statement revolved around whether the participants felt that the work they do adds value to basic service delivery with the city and surrounding communities. Only 200 participants responded of which 42 (21 valid percent) disagreed with the statement. Contrary, a total of 151 (75.5 valid percent) agreed that their work adds value to the municipality's core objective of effective service delivery. The amount of participants which were unable to express their view, amounted to 7 (3.5 valid percent). The mean of 3.73 indicated that most of the respondents were neutral and unable to express an opinion.

A total of 203 participants responded to the statement of whether the Category B municipality is a great organization to work for, of which 61 (30 valid percent) disagreed and 93 (45.8 valid percent) agreed. The amount of participants which were unable to express their view, amounted to 49 (24.1 valid percent). The mean of 3.06 indicated that most of the respondents were neutral and unable to express an opinion.

The sixth statement related to whether employees would recommend anyone to work for the Category B municipality. A total of 202 participants responded of which 73 (36.1 valid percent) disagreed. A total of 77 (38.1 valid percent) agreed that they would recommend anyone to seek employment at the category B municipality. The amount of participants which were unable to express their view, amounted to 52 (25.7 valid percent). The mean of 2.84 indicated that most of the respondents disagreed with this statement.



A total of 204 participants responded to the statement that the employees' personal skills and capabilities are consequences of the good job they are doing. A total of 42 (20.6 valid percent) disagreed, as opposed to 140 (68.6 valid percent), which agreed that their skills sets do play a part. The amount of participants which were unable to express their view, amounted to 22 (10.8 valid percent). The mean of 3.58 indicated that most of the respondents were neutral and unable to express an opinion.

The eighth statement indicated that managers have employees' personal interest at heart whenever employees are required to do their jobs. A total of 200 participants responded of which 103 (51.5 valid percent) disagreed with the statement. A total of 59 (29.5 valid percent) agreed with the statement. The amount of participants which were unable to express their view, amounted to 38 (19 valid percent). The mean of 2.57 indicated that most of the respondents disagreed with this statement.

The statement relating to whether working conditions allows employees to effectively do their jobs, were answered by 200 participants. A total of 98 (49 valid percent) disagreed that there are conducive working conditions, as opposed to the 55 (27.5 valid percent) participants which agreed with the statement. The amount of participants which were unable to express their view, amounted to 47 (23.5 valid percent). The mean of 2.57 indicated that most of the respondents disagreed with this statement.

The tenth statement alluded to whether managers are actively involved in the employees' career path, of which 200 participants responded. A total of 115 (47.5 valid percent) disagreed, as appose to the 45 (22.5 valid percent) which agreed. The amount of participants which were unable to express their view, amounted to 40 (20 valid percent). The mean of 2.38 indicated that most of the respondents disagreed with this statement.

The last statement referred to whether the employees are assured that they will not lose their job. A total of 66 (32.5 valid percent) disagreed with the statement and 73 (36 valid percent) agreed that they are assured of not losing their job. A total of 64 (31.5 valid percent) participants were unsure of whether they are assured of not losing their jobs. The mean of 2.88 indicated that most of the respondents disagreed with this statement.

The analysis indicates that the majority of the respondents disagreed with most of the statements, with the rest being dominated by respondents which were neutral and unable to express an opinion.

### 3.3.3.2 Section C: Employee empowerment

Section C consisted of seven items or statements relating to employee empowerment. Each statement will thus be analyzed.

The first statement was aimed at whether the employees were scared to raise an opinion at work. A total of 204 participant responded of which 75 (33.8 valid percent) disagreed with the statement. Contrary, a total of 109 (53.4 valid percent) agreed that they are not scared to raise their opinions at work. The amount of participants who were unable to express their view, amounted to 20 (9.8 valid percent). The mean of 3.14 indicated that most of the respondents were neutral and unable to express an opinion.

The next statement revolves around whether the manager involves employees in decisions that affect their work. A total of 203 participants responded, of which 122 (60.1 valid percent) disagreed and 49 (24.1 valid percent) agreed. The amount of participants who were unable to express their view, amounted to 32 (15.8 valid percent). The mean of 2.39 indicated that most of the respondents disagreed with this statement.

The third statement relates to whether management installs confidence in employees in order for employees to do their work. A total of 201 participants responded, of which 95 (47.3 valid percent) disagreed with the statement. A total of 71 (35.4 valid percent) agreed that management installs confidence in employees for them to do their work. The amount of participants who were unable to express their view, amounted to 35 (17.4 valid percent). The mean of 2.71 indicated that most of the respondents disagreed with this statement.

A total of 202 participants responded to the statement which relates to whether managers allow employees to do their job the way employees see it best, as long as the

work is effectively done. A total of 77 (38.2 valid percent) disagreed with the statement, as opposed to the 91 (45.1 valid percent) participants which agreed. The amount of participants who were unable to express their view, amounted to 34 (16.8 valid percent). The mean of 2.97 indicated that most of the respondents disagreed with this statement.

The fifth statement which refers to whether management creates an environment in which successes are celebrated, were answered by 203 participants. A total of 116 (57.2 valid percent) disagreed in comparison with the 47 (23.1 valid percent) participants which agreed with the statement. The amount of participants who were unable to express their view, amounted to 40 (19.7 valid percent). The mean of 2.45 indicated that most of the respondents disagreed with this statement.

The next statement tested whether management encourages innovative ways to effectively deliver basic services to the city and surrounding communities. A total of 203 participants responded, of which 90 (44.3 valid percent) disagreed with the statement. This was in comparison to a total of 71 (35 valid percent) which agreed that management encourage innovative ways to effectively deliver basic services to the communities. The amount of participants who were unable to express their view, amounted to 42 (20.7 valid percent). The mean of 2.74 indicated that most of the respondents disagreed with this statement. Bouckaert (2012) implied that organizations need to search for innovative ways to promote trust and cooperation within their people in order to improve job satisfaction and performance. From the empirical analysis conducted based on the Category B municipality, this element would need to be looked at in order to edge ahead of other similar Category B municipalities.

The last statement relates to whether the management empowers employees to make decisions that will positively influence their work, of which 192 participants responded. A total of 94 (54.4 valid percent) disagreed with the statement, whereas a total of 44 (22.9 valid percent) agreed with the statement. The amount of participants who were unable to express their view, amounted to 54 (28.1 valid percent). The mean of 2.58 indicated that most of the respondents disagreed with this statement.

The respondents responded by disagreeing with the majority of the statements, except for one where they were unable to express their opinion.

### 3.3.3.3 Section D: Communication

Section D consisted of 12 items or statements relating to communication. Each statement will thus be analyzed.

The first statement relates to whether management is transparent in the manner in which they conduct their work. A total of 197 participants responded, of which 105 (53.3 valid percent) disagreed and 45 (22.9 valid percent) agreed. The amount of participants who were unable to express their view, amounted to 47 (23.9 valid percent). The mean of 2.50 indicated that most of the respondents disagreed with this statement. Tan and Lim (2009) explained in chapter two that transparency is important for information to be communicated, irrespective of whether employee engagements stems from formal or informal interaction.

A total of 197 participants responded to whether management trust the employees to do their job. A total of 52 (26.4 valid percent) participants disagreed and 103 (52.3 valid percent) participants agreed. The amount of participants who were unable to express their view, amounted to 42 (21.3 valid percent). The mean of 3.19 indicated that most of the respondents were neutral and unable to express an opinion.

The third statement relates to whether management communicates and displays a sense of fairness towards employees. A total of 201 participants responded, of which 110 (54.8 valid percent) participants disagreed and 53 (26.4 valid percent) participants agreed. The amount of participants who were unable to express their view, amounted to 38 (18.9 valid percent). The mean of 2.48 indicated that most of the respondents disagreed with this statement.

The next statement focused on whether management is consistent in their actions and behaviour. A total of 201 participants responded, of which 113 (56.3 valid percent)

disagreed. A total of 44 (22.9 valid percent) participants agreed. The amount of participants who were unable to express their view, amounted to 42 (20.9 valid percent). The mean of 2.46 indicated that most of the respondents disagreed with this statement.

The fifth statement relates to whether management deliver on their promises made to employees. A total of 199 participants responded, of which 123 (61.8 valid percent) participant disagreed with the statement. A total of 27 (13.5 valid percent) participants agreed with the statement. The amount of participants who were unable to express their view, amounted to 49 (24.6 valid percent). The mean of 2.24 indicated that most of the respondents disagreed with this statement.

A total of 198 participants responded to the statement relating to whether management is always willing to discuss employees' personal wellbeing with immense compassion. A total of 116 (58.6 valid percent) participants disagreed and 44 (22.3 valid percent) participants agreed. The amount of participants who were unable to express their view, amounted to 38 (19.2 valid percent). The mean of 2.42 indicated that most of the respondents disagreed with this statement.

The seventh statement revolves around whether management make employees feel appreciated in the manner in which management communicate tasks to them. A total of 201 participants responded of which 112 (55.8 valid percent) participants disagreed and 51 (25.4 valid percent) participants agreed. The amount of participants who were unable to express their view, amounted to 38 (18.9 valid percent). The mean of 2.48 indicated that most of the respondents disagreed with this statement.

The next statement tested whether there is trust between management and employees. A total of 201 participants responded, of which 119 (59.2 valid percent) of them disagreed. A total of 40 (19.9 valid percent) participants agreed with that there is trust between management and employees. The amount of participants who were unable to express their view, amounted to 42 (20.9 valid percent). The mean of 2.39 indicated that most of the respondents disagreed with this statement.

The ninth statement focused on whether management is creating an environment whereby they can communicate honestly with employees. A total of 200 participants responded and 121 (60.5 valid percent) disagreed that such an environment exist. The total of participants who agreed to this statement, amounted to 40 (20 valid percent).The amount of participants who were unable to express their view, amounted to 39 (19.5 valid percent). The mean of 2.34 indicated that most of the respondents disagreed with this statement.

The tenth statement revolves around whether management effectively communicates the strategic objectives of the Category B municipality to the employees. A total of 200 participants responded and 98 (39 valid percent) participants disagreed with the statement. A total of 45 (22.5 valid percent) indicated that they agree that strategic objectives are effectively communicated to the employees. The amount of participants who were unable to express their view, amounted to 57 (28.5 valid percent). The mean of 2.55 indicated that most of the respondents disagreed with this statement.

The penultimate statement referred to whether the employees know and understand the key strategic objectives for effective service delivery over the next three years. A total of 200 participants responded of which 78 (39 valid percent) participant disagreed. The number of participants which agreed with the statement, amounted to 68 (34 valid percent). A total of 54 (27 valid percent) participants were not sure of what these key strategic objectives were. The amount of participants who were unable to express their view, amounted to 54 (27 valid percent). The mean of 2.82 indicated that most of the respondents disagreed with this statement.

The last statement revolves around whether the employees participate in the formulation of the Category B municipality's strategic vision. A total of 198 participants responded of which 101 (51.1 valid percent) disagreed with the statement. A total of 56 (28.2 valid percent) agreed that employees are involved in formulating the Category B municipality's strategic vision. The amount of participants who were unable to express their view, amounted to 41 (20.7 valid percent). The mean of 2.58 indicated that most of the respondents disagreed with this statement.

The respondents responded by disagreeing with the majority of the statements, except for one where they were unable to express their opinion.

#### 3.3.3.4 Section E: Management reporting

Section E consisted of seven items or statements relating to management reporting. Each statement will thus be analyzed.

The first statement tests whether management is good in setting realistic goals and whether they assist employees in achieving those goals. A total of 200 participants responded, of which 112 (56 valid percent) participants disagreed with the statement. A total of 49 (24.5 valid percent) participants agreed that management sets realistic goals and assists employees to achieve it. The amount of participants who were unable to express their view, amounted to 39 (19.5 valid percent). The mean of 2.52 indicated that most of the respondents disagreed with this statement.

The next statement relates to whether management sees an employee's opinion on work related issues as important. A total of 201 participants responded, of which 105 (52.3 valid percent) disagreed. The total of participants who agreed with this statement, amounted to 54 (26.9 valid percent). The amount of participants who were unable to express their view, amounted to 42 (20.9 valid percent). The mean of 2.58 indicated that most of the respondents disagreed with this statement.

A total of 199 participants responded to the statement which relates to whether management is committed in getting employees' views on how to make the right decisions that may result in a prosperous Category B municipality. The total of participants which disagreed, amounted to 116 (58.3 valid percent) as opposed to 40 (20.1 valid percent) participants which agreed with the statement. The amount of participants which were unable to express their view, amounted to 43 (21.6 valid percent). The mean of 2.40 indicated that most of the respondents disagreed with this statement.

The fourth statement relates to whether the employee can trust management. A total of 200 participants responded, of which 112 (56 valid percent) participants responded. Those participants who agreed with the statement, amounted to 36 (18 valid percent). The amount of participants who were unable to express their view, amounted to 52 (26 valid percent). The mean of 2.35 indicated that most of the respondents disagreed with this statement.

The next statement looked at whether management can align employees in a way that would enable employees to work towards a common goal. A total of 201 participants responded, of which 111 (55.3 valid percent) participants disagreed and 52 (25.9 valid percent) participants agreed. The amount of participants who were unable to express their view, amounted to 38 (18.9 valid percent). The mean of 2.50 indicated that most of the respondents disagreed with this statement.

The penultimate statement looks at whether management conduct themselves in a polite and professional manner when addressing work related issues to employees. A total of 201 participants responded, of which 93 (46.3 valid percent) participants disagreed. A total of 66 (32.9 valid percent) agreed with the statement. The amount of participants who were unable to express their view, amounted to 42 (20.9 valid percent). The mean of 2.68 indicated that most of the respondents disagreed with this statement.

The last statement revolves around whether employees feel that management is capable of implementing strategies that will successfully lead to a better delivery of basic services to the communities. A total of 202 participant responded, of which 70 (34.7 valid percent) participant disagreed. The amount of participants who agreed, amounted to 76 (37.6 valid percent). The amount of participants who were unable to express their view, amounted to 56 (27.7 valid percent). The mean of 3.00 indicated that most of the respondents were neutral and unable to express an opinion.

The respondents responded by disagreeing with the majority of the statements, except for one where they were unable to express their opinion.



### 3.3.3.5 Section F: Performance management

Section F consisted of seven items or statements relating to performance management. Each statement will thus be analyzed.

A total of 196 participants responded to the statement relating to whether performance feedback is regularly provided on how employees do their work. The amount of participants which disagreed, amounted to 129 (65.8 valid percent). A total of 40 (20.4 valid percent) participants agreed with the statement. The amount of participants who were unable to express their view, amounted to 27 (13.8 valid percent). The mean of 2.22 indicated that most of the respondents disagreed with this statement.

The second statement related to whether employees believe that performance reviews are fairly and accurately conducted. A total of 195 participants responded of which 77 (39.5 valid percent) participants disagreed. The total of participants who agreed with the statement, amounted to 80 (41.1 valid percent). The amount of participants who were unable to express their view, amounted to 38 (19.5 valid percent). The mean of 2.89 indicated that most of the respondents disagreed with this statement. Mulki et al. (2006) indicated that trust in a manager entails the positive effect that occurs when an employee believes that he or she has a fair relationship with an honest manager. The empirical analysis implied that managers in the Category B municipality would need to positively nurture beliefs about what employees think they are entitled to receive or should receive because employees perceive that their managers conveyed promises either implicitly or explicitly to provide fair performance feedback (Grobler et al., 2006).

The third statement revolves around whether the employees know and understand their performance agreement with the Category B municipality. A total of 195 participants responded, of which 63 (32.3 valid percent) disagreed with the statement. The total of participants which agreed with the statement, amounted to 94 (48.2 valid percent). The amount of participants who were unable to express their view, amounted to 38 (19.5 valid percent). The mean of 3.08 indicated that most of the respondents were neutral and unable to express an opinion.

The statement relating to whether employees will get good performance reviews if they deliver on their job responsibilities, as indicated in the performance agreement, were answered by 195 participants. Of those participants, a total of 73 (37.4 valid percent) disagreed and a total of 86 (44.1 valid percent) agreed. The amount of participants who were unable to express their view, amounted to 36 (18.5 valid percent). The mean of 2.96 indicated that most of the respondents disagreed with this statement.

The fifth statement relates to whether management treats good performers different to how they treat non- performers. This statement was answered by 196 participants, of who 88 (44.9 valid percent) disagreed and 56 (28.6 valid percent) agreed. The amount of participants who were unable to express their view, amounted to 52 (26.5 valid percent). The mean of 2.70 indicated that most of the respondents disagreed with this statement.

The sixth statement looks at whether management is committed to manage employees' performance and assists them in their career and personal development. A total of 198 participants responded, of which 110 (55.6 valid percent) disagreed with the statement. The total of participants who agreed with the statement, amounted to 38 (19.1 valid percent). The amount of participants who were unable to express their view, amounted to 50 (25.3 valid percent). The mean of 2.35 indicated that most of the respondents disagreed with this statement.

The last statement focused on whether the employees were allowed by management to enroll for training programmes over the last 12 months. A total of 108 (55.4 valid percent) participants disagreed with the statement, as opposed to 62 (31.8 valid percent) participants who agreed with the statement. The amount of participants who were unable to express their view, amounted to 25 (12.8 valid percent). The mean of 2.46 indicated that most of the respondents disagreed with this statement.

The respondents responded by disagreeing with the majority of the statements, except for one where they were unable to express their opinions. Further details of this analysis in 3.3.3 are provided in Appendix C.

The researcher further analyzed the questionnaires to ascertain which statements received the highest responses, based on the 5- point Likert scale. The next section will discuss these responses, based on how the participants responded from 1) Strongly Disagree to 5) Strongly Agree. The responses were based on the valid percent of the actual participants who responded. The criteria, for how these statements were also selected, were based on whether more than 60 participants responded to a particular statement. These participants would represent more than 30 percent of those participants which responded and thus represent one third of those who chose a particular statement.

### 3.3.5 Statements with high level of “Strongly Disagree” responses

The analyses revealed that eight statements throughout Section B – Section F, had a high frequency of responses, which were in excess of 30 percent. From this category, there were two statements which had the highest response rate. The first one relates to whether the management is actively involved and support the employees in their career path at the Category B municipality, of which 34.5 valid percent strongly disagreed with this statement. This was from a total of 200 participants who responded. The second statement relates to whether performance feedback is regularly provided on how employees do their job, of which 35.21 valid percent strongly disagreed with the statement. This was from a total of 196 participants who responded. A graphical illustration of the eight statements is provided below.

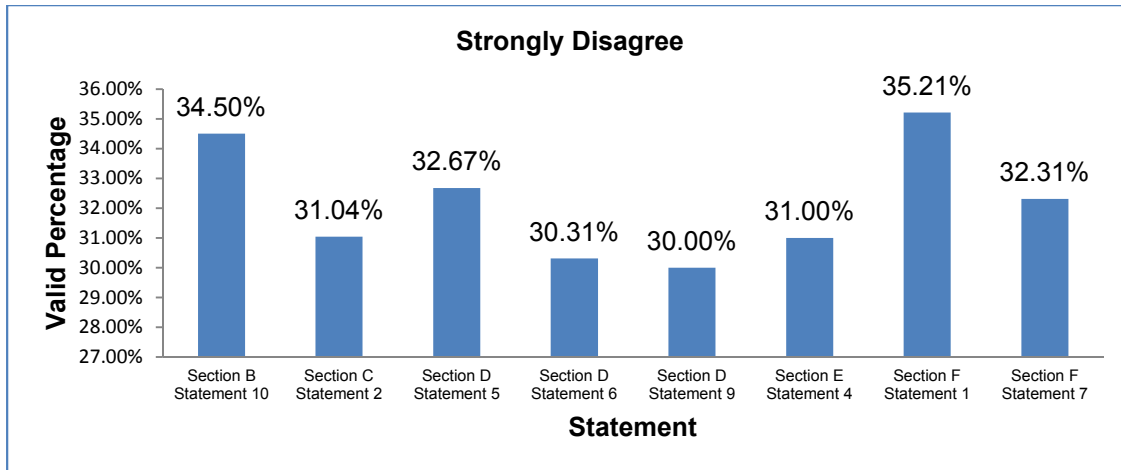


Figure 3.10: Statements with high frequency of “Strongly Disagree” responses, (Source: Own Compilation)

### 3.3.6 Statements with high level of “Disagree” responses

The analyses revealed that five statements throughout Section B – Section F, had a high frequency of responses, which were in excess of 30 percent. From this category, there were two statements which had the highest response rate. The first statement with the highest response relates to whether management is good in setting realistic goal and assists employees in achieving their goals. From a total of 196 participants who responded, 32.5 valid percent indicated that they disagree with the statement. The second statement relates to whether employees believe that there is trust between management and employees, of which 31.84 valid percent disagreed with the statement. This was from a total of 201 participants which responded. A graphical illustration of the five statements is provided below.

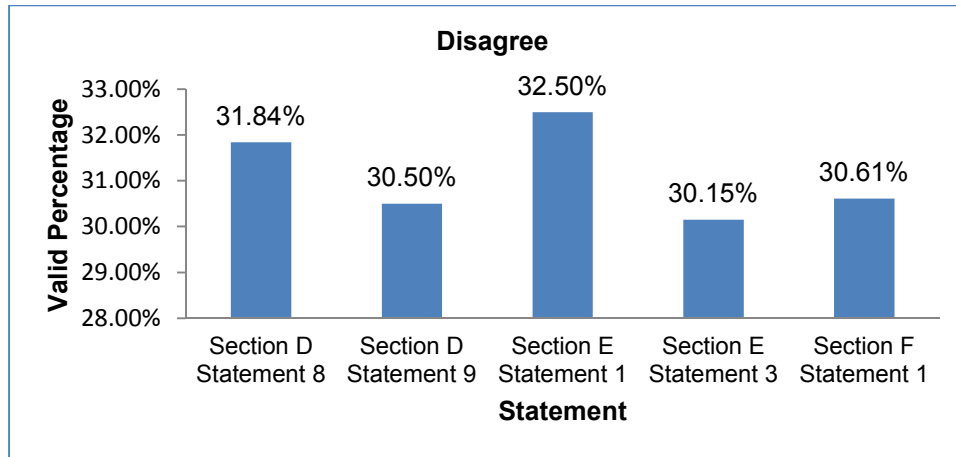


Figure 3.11: Statements with high frequency of “Disagree” responses, (Source: Own Compilation)

### 3.3.7 Statements with high level of “Agree” responses

The analyses revealed that eleven statements throughout Section B – Section F, had a high frequency of responses, who were in excess of 30 percent. From this category, there were two statements which had the highest response rate. The first one relates to whether employees take pleasure in doing their work, of whom 48.77 valid percent agreed with this statement. This was from a total of 203 participants who responded. The second statement relates to whether employees’ personal skills and capabilities are testimony of the good job they are doing, of who 44.12 valid percent agreed with the statement. This was from a total of 204 participants who responded. A graphical illustration of the eleven statements is provided below.

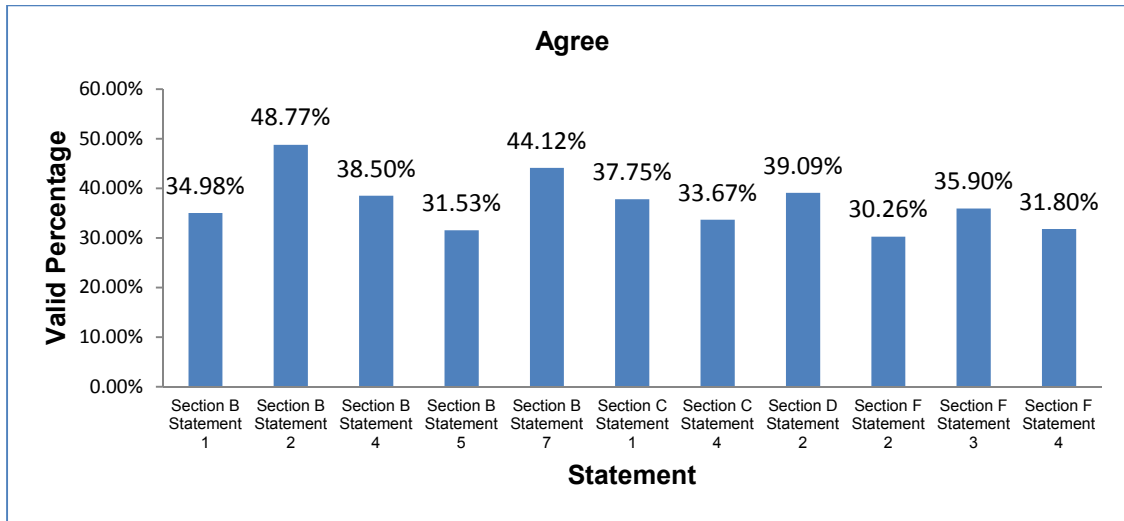


Figure 3.12: Statements with high frequency of “Agree” responses, (Source: Own Compilation)

### 3.3.8 Statements with high level of “Strongly Agree” responses

The analyses revealed that one statement throughout Section B – Section F, had a high frequency of responses, which were in excess of 30 percent. The statement relates to whether the work which employees do, add value in delivering basic services in the town and the surrounding communities. From the 200 participants who responded, 37 valid percent strongly agreed with this statement. A graphical illustration of the statement is provided below.

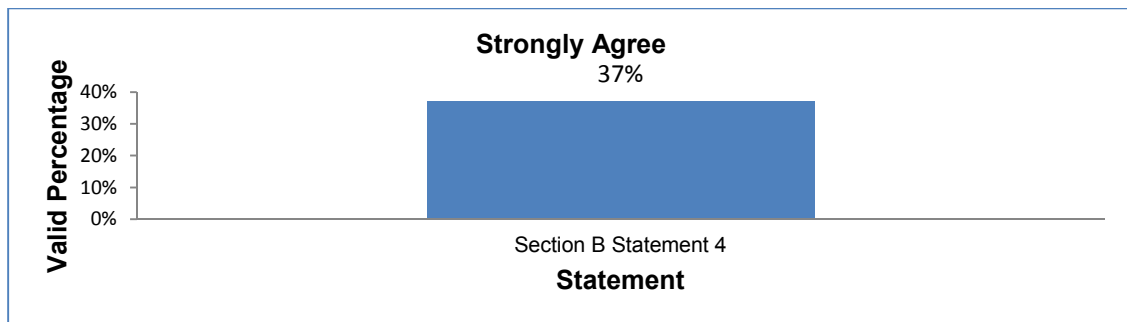


Figure 3.13: Statements with high frequency of “Strongly Agree” responses, (Source: Own Compilation)

More detail pertaining to the high frequency of responses based on the Likert scale, is provided in Appendix D.

The next analysis revolves around the results pertaining to all the items/ statements in Section B to Section F. The analysis will be done by categorizing and interpreting the responses of the biographical information in groups and assessing how the responses for Section B to Section F differed in comparison. This will be discussed by focusing on the effect sizes, in the next section.

### 3.3.9 Effect sizes indices for heterogeneous variances

The calculation of the effect sizes will assist the researcher to ascertain whether there are practically significant differences between two and more groups. This analysis was done by applying the Cohen  $d$  that assumes homogeneity of population variances and uses means and standard deviations of those groups which are being compared against each other (Cohen, 1988). The biographic information in Section A will be used to compare how the following groups fared in responding to the vertical trust relationship dimensions in Section B – to Section F:

- Effect sizes of how gender perceived those dimensions;
- Effect sizes of how the age groups perceived those dimensions;
- Effect sizes of how respondents with number of years employed perceived those dimensions;
- Effect sizes of how various departments perceived those dimensions;
- Effect sizes of how respondents with various salary levels perceived those dimensions;
- Effect sizes of how respondents with different qualifications/ levels of education perceived those dimensions;
- Effect sizes between managers and employees and how they perceived those dimensions; and

- Effect sizes of employees which spend most of their time out of office, as appose to being in the office

### 3.3.9.1 Effect sizes of how gender perceived those dimensions

Table 3.5 illustrates the effect sizes between the amount of males and females responded to the five vertical trust dimensions.

Table 3.5: Effect sizes for gender, (Source: Own Compilation)

GENDER		N	Minimum	Maximum	Mean	Std. Deviation	d
Males	Job satisfaction	91	1.00	5.00	3.06	1.06	-0.05
	Employee empowerment	90	1.00	5.00	2.82	1.10	0.17
	Communication	90	1.00	5.00	2.60	1.06	0.07
	Management reporting	90	1.00	5.00	2.63	1.16	0.08
	Performance management	89	1.00	5.00	2.69	1.08	-0.03
	Valid N (list wise)	89					
Females	Job satisfaction	113	1.00	5.00	3.11	1.01	
	Employee empowerment	113	1.00	5.00	2.63	1.07	
	Communication	112	1.00	5.00	2.52	1.02	
	Management reporting	112	1.00	5.00	2.54	1.05	
	Performance management	108	1.00	5.00	2.71	0.96	
	Valid N (list wise)	107					

From the interpretation of Cohen's  $d$  in the last column of Table 3.5, there is no significant difference in the manner in which both male and females perceived and responded to the various dimensions. The effect size indices ( $d$ ) were between -0.05 and 0.17, which constitutes a small effect size. The majority of their responses indicated that both genders generally disagreed with the statements within the various dimensions.



### 3.3.9.2 Effect sizes of how the age groups perceived those dimensions

The researcher categorized the age groups as <30 years, between 31 – 40 years and >40 years and older. Table 3.6 will illustrate the effect sizes between those groups, in order to provide an indication of whether there were significant differences of how those respective age groups responded to the five vertical trust dimensions.

Table 3.6: Effect sizes for age groups, (Source: Own Compilation)

AGE_1		N	Mean	Std. Deviation	d_AB	d_AC	d_BC
A: <=30yr	Job satisfaction	51	3.13	1.12	0.13	0.00	-0.14
	Employee empowerment	50	2.73	0.99	0.14	-0.05	-0.17
	Communication	50	2.62	1.10	0.18	0.00	-0.19
	Management reporting	50	2.62	1.09	0.20	-0.09	-0.28
	Performance management	49	2.81	1.06	0.30	-0.02	-0.34
	Valid N (list wise)	49					
B: 31-40yr	Job satisfaction	73	2.98	0.98			
	Employee empowerment	73	2.59	1.04			
	Communication	73	2.42	0.97			
	Management reporting	72	2.40	1.02			
	Performance management	70	2.49	0.97			
	Valid N (list wise)	70					
C: >40yr	Job satisfaction	81	3.13	1.04			
	Employee empowerment	81	2.80	1.17			
	Communication	80	2.62	1.06			
	Management reporting	81	2.72	1.14			
	Performance management	79	2.83	1.00			
	Valid N (list wise)	78					

From the interpretation of Cohen's  $d$  in the last three columns of Table 3.6, there is no significant difference in the manner in which the three age groups perceived and

responded to the various dimensions. The effect size indices ( $d$ ) were between -0.34 and 0.30, which constitutes a small effect size. The majority of their responses indicated that the respondents disagreed with the statements within the various dimensions.

### *3.3.9.3 Effect sizes of how respondents with various years of employment perceived those dimensions*

The researcher categorized respondents' number years employed at the municipality in groups as <3 years, between 4 – 6 years, between 7 – 10 years and >10 years employed. Appendix E will illustrate the effect sizes between those groups, in order to provide an indication of whether there were significant differences of how those respective age groups responded to the five vertical trust dimensions.

From the interpretation of Cohen's  $d$  in the last six columns of Appendix E, there is no significant difference in the manner in which five of the six groups perceived and responded to the various dimensions. The effect size indices ( $d$ ) were between -0.28 and 0.38, which constitutes a small effect size. The researcher noted that the responses pertaining to communication, between group <3 years and >10 years, had a higher effect size of 0.51 which can be interpreted as a medium effect. Within the five groups, the researcher also discovered that there was a medium effect of 0.52, 0.52 and 0.50 in how the two groups between 4 – 6 years and 7 – 10 years responded to job satisfaction, communication and management reporting respectively. These effect sizes also constitute a medium effect. Lastly, the sixth group which were categorized between <3 years and 7 – 10 years also had differences pertaining to job satisfaction, employee empowerment, communication and management reporting. From the table in Appendix E, it can be noted that the former group responded more positive as opposed to what the latter group's perception of these three dimensions were, although most responses tended to disagree.

On aggregate, all age groups predominantly disagreed with the statements within the five vertical trust dimensions. The researcher would also like to focus the attention on

the group in last column of Appendix E. The analysis indicates that the age group of 7 – 10 years responded more negatively to all the statements within the five vertical trust dimensions, as opposed to what the age group >10 years responded.

#### *3.3.9.4 Effect sizes of how respondents in various departments perceived those dimensions,*

The researcher categorized respondents working at the municipality into 45 groups in order to compare the 10 departments with each other (please see Appendix A and Appendix F for identifying the departments and its effect sizes). Appendix F will illustrate the effect sizes between those departments. This will provide an indication of whether there were significant differences in how respondents in different departments responded to the five vertical trust dimensions. From the interpretation of Cohen's  $d$  in the last 45 columns of Appendix F, the researcher discovered that the Local Economic Development Department, Corporate and Social Development and Civil Engineering Department were more negative than all the other departments, when responding to the statements. A comparison between these three departments suggested no significant difference in the manner in which these three departments perceived and responded to the various dimensions. This is confirmed by most of the effect size indices being between -0.22 and 0.72 (small to medium effect), with the responses relating to job satisfaction and performance management revealing large effect size indices of 1.33 and 0.84 respectively. Respondents in Corporate and Social Development Department were more positive in their responses than Local Economic Development Department, relating job satisfaction (1.49) and employee empowerment (1.08). The Local Economic Development Department strongly disagreed with the statements, whereas the two respondents in the tenth Department however agreed with the statements. Respondents in Community Safety Department were more positive than all of the other Departments.

A holistic view of the results suggests that most of the departments disagreed with the statements provided within the various dimensions. There are some large effect size indices between various departments which are of practical significance, but the majority fluctuates between the small (0.2) and medium (0.5).

#### *3.3.9.5 Effect sizes of how respondents in various salary levels perceived those dimensions*

The researcher categorized respondents' salary levels at the municipality in groups as T1 – 8, T14 – 18, T19 – 20 and T9 – 13. Appendix G will illustrate the effect sizes between those groups, in order to provide an indication of whether there were significant differences of how those respective respondents in those salary levels responded to the five vertical trust dimensions. From the interpretation of Cohen's  $d$  in the last six columns of Appendix G, there is no significant difference in the manner in which group T14 – 18, T19 – 20 and T9 – 13 responded. The effect size indices ( $d$ ) was between -0.10 and 0.60, which constitutes a small effect size, although three of those indices at 0.50, 0.52 and 0.68 constitutes a medium effect. The majority of their responses indicated that the respondents within those groups disagreed with the statements within the various dimensions. The responses of T14 – 18 were more positive as most of their responses did not constitute that they either strongly disagree or disagree with the statements.

The researcher discovered that the T1 – 8 groups responded more negative to the statements, compared to the other groups. All the effect size indices ( $d$ ) appeared to be between -0.91 and -0.05. A further comparison between T1 – 8 and T14 – 18 revealed that there was a significant difference in perception as T1 – 8 were very negative towards the five dimensions. This is confirmed by large effect size indices ( $d$ ) of -0.86, -0.77 and -0.91 for employee empowerment, communication and management reporting. Performance management was also negative, but a medium effect size indices of -0.53.

3.3.9.6 *Effect sizes of how respondents with different qualifications perceived those dimensions*

The researcher categorized respondents' levels of qualification at the municipality in groups as <Grade 12, Degree and more, and respondents with a Certificate or Diploma. Table 3.7 will illustrate the effect sizes between those groups, in order to provide an indication of whether there were significant differences of how those respective respondents with different qualifications responded to the five vertical trust dimensions.

Table 3.7: Effect sizes of how respondents with different qualifications perceived those dimensions, (Source: Own Compilation)

QUALIFICATION		N	Mean	Std. Deviation	d_AC	d_AB	d_CB
A: <=Gr12	Job satisfaction	75	2.97	1.17	-0.41	-0.08	0.40
	Employee empowerment	74	2.60	1.16	-0.42	-0.08	0.38
	Communication	73	2.47	1.15	-0.40	-0.04	0.40
	Management reporting	73	2.47	1.18	-0.40	-0.11	0.30
	Performance management	72	2.64	1.08	-0.43	0.01	0.49
	Valid N (list wise)	71					
C: Degree+	Job satisfaction	25	3.45	0.83			
	Employee empowerment	25	3.09	1.03			
	Communication	25	2.93	1.02			
	Management reporting	25	2.94	1.16			
	Performance management	24	3.11	0.88			
	Valid N (list wise)	24					
B: Diploma/ Certificate	Job satisfaction	101	3.07	0.96			
	Employee empowerment	101	2.70	1.02			
	Communication	101	2.52	0.94			
	Management reporting	101	2.59	1.00			
	Performance management	98	2.63	0.98			
	Valid N (list wise)	98					

From the interpretation of Cohen's  $d$  in the last three columns of Table 3.7, there is no significant difference in the manner in which these groups perceived and responded to the various dimensions. The effect size indices ( $d$ ) were between -0.43 and 0.49, which constitutes a small effect size. Respondents with a Grade 12 and less, perceived the statements more negative than the other two groups. On the aggregate, the majority of their responses indicated that all these groups generally disagreed with the statements within the various dimensions.

### 3.3.9.7 Effect sizes between managers and employees and how they perceived those dimensions

The researcher categorized respondents' levels of authority at the municipality in groups as one being a manager and the other group being a normal employee. Table 3.8 will illustrate the effect sizes between those groups, in order to provide an indication of whether there were significant differences of how those respective respondents in those groups responded to the five vertical trust dimensions.

Table 3.8: Effect sizes between managers and employees and how they perceived those dimensions, (Source: Own Compilation)

<b>MANAGER (1) vs. EMPLOYEE (2)</b>		<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>d</b>
1	Job satisfaction	27	1.45	4.45	3.51	0.75	0.47
	Employee empowerment	27	1.29	4.71	3.57	0.84	0.93
	Communication	27	1.30	4.08	3.24	0.71	0.77
	Management reporting	27	1.29	4.43	3.36	0.82	0.83
	Performance management	26	1.00	4.57	3.28	0.82	0.66
	Valid N (list wise)	26					
2	Job satisfaction	176	1.00	5.00	3.00	1.06	
	Employee empowerment	175	1.00	5.00	2.58	1.06	
	Communication	174	1.00	5.00	2.44	1.04	
	Management reporting	174	1.00	5.00	2.46	1.08	
	Performance management	170	1.00	5.00	2.61	1.01	
	Valid N (list wise)	169					

From the interpretation of Cohen's  $d$  in the last column of Table 3.8, there is a significant difference in the manner in which these groups perceived and responded to the various dimensions. The effect size indices ( $d$ ) were between 0.47 and 0.93, which constitutes a medium to large effect size. Managers seemed to be more positive in their responses to the statements within the various dimensions. Their perceptions in terms of employee empowerment, communication, and management reporting were significantly better as oppose to those of the employees. This is confirmed by effect size indices of 0.93, 0.77 and 0.83 respectively. Their perception regarding job satisfaction and performance management did not have a significant difference than those of employees, with a medium effect size of 0.47 and 0.66 respectively.

On the aggregate, managers' responses were significantly more positive than those of employees.

#### *3.3.9.8 Effect sizes of employees who spend most of their time out of office, as opposed to being in the office*

The researcher categorized respondents' levels of authority at the municipality in groups as one being a manager and the other group being a normal employee. Table 3.9 will illustrate the effect sizes between those groups, in order to provide an indication of whether there were significant differences of how those respective respondents in those groups responded to the five vertical trust dimensions.

Table 3.9: Effect sizes of employees who spend most of their time out of office as opposed to being in the office, (Source: Own Compilation)

IN THE OFFICE/ OUT OF OFFICE		N	Minimum	Maximum	Mean	Std. Deviation	d
In the office (1)	Job satisfaction	157	1	5.00	3.14	0.93	0.25
	Employee empowerment	156	1	5.00	2.76	1.04	0.20
	Communication	155	1	4.67	2.53	0.98	-0.05
	Management reporting	156	1	5.00	2.59	1.01	0.04
	Performance management	152	1	4.71	2.73	0.93	0.07
	Valid N (list wise)	151					
Out of the office (2)	Job satisfaction	42	1	5.00	2.79	1.37	
	Employee empowerment	42	1	5.00	2.52	1.22	
	Communication	42	1	5.00	2.60	1.26	
	Management reporting	41	1	5.00	2.54	1.35	
	Performance management	40	1	5.00	2.63	1.28	
	Valid N (list wise)	40					

From the interpretation of Cohen's  $d$  in the last column of table 3.9, there is no significant difference in the manner in which these groups perceived and responded to the various dimensions. The effect size indices ( $d$ ) were between -0.05 and 0.25, which constitutes a small effect size. Those respondents in the office were more negative about communication than those respondents that are outside the office. This is confirmed with effect size indices of -0.05. Holistically, both groups disagreed with most of the statements within the various dimensions.

Now that the effect sizes were discussed in order to get a sense of how the various groups of respondents perceived the five vertical trust dimensions, the linear relationship between the five dimensions will be explained in the following section.



### 3.3.10 The linear relationship between job satisfaction, employee empowerment, communication, management reporting and performance management

This section aims to explain the linear relationship between the five vertical trust dimensions. This is to ascertain whether there is any linear relationship that is of statistical significance at the Category B municipality. Levine et al. (2011) explained that the statistical significance of a result represents the extent to which the result is representative of the entire population. The Pearson correlation coefficient was used to assess the linear relationships. Table 3.10 provides details pertaining to the linear relationship between the five dimensions. The significant linear relationships will be highlighted in green.

Table 3.10: Correlation matrix between the five vertical trust dimensions, (Source: Own Compilation)

		<b>Job satisfaction</b>	<b>Employee empowerment</b>	<b>Communication</b>	<b>Management Reporting</b>	<b>Performance Management</b>
<b>Job satisfaction</b>	Pearson Correlation	1.00	<b>.867</b>	<b>.850</b>	<b>0.810</b>	<b>0.760</b>
<b>Employee Empowerment</b>	Pearson Correlation	<b>.867</b>	1.00	<b>.881</b>	<b>0.860</b>	<b>0.800</b>
<b>Communication</b>	Pearson Correlation	<b>.850</b>	<b>.881</b>	1.00	<b>0.920</b>	<b>0.790</b>
<b>Management reporting</b>	Pearson Correlation	<b>.807</b>	<b>.859</b>	<b>.922</b>	1.00	<b>0.810</b>
<b>Performance Management</b>	Pearson Correlation	<b>.756</b>	<b>.799</b>	<b>.787</b>	<b>0.810</b>	1.00

The table illustrates both a positive and strong linear relationship amongst the five vertical trust dimensions. The sample coefficient of correlation,  $r$ , was closer to a perfect

positive correlation of one in all the instances where correlation was tested. The results indicate that if one of the dimensions increase, the other dimensions will also increase. The assumption would then be that if the vertical trust relationship is a conduit for effective service delivery, then these dimensions would have a positive influence on the basic service delivery of the category B municipality.

The following section will deal with responses to eight open questions in Section G, which were provided by the 205 participants.

### 3.3.11 Findings from the open-ended questions

These questions related to how the respondents perceive trust in their working environment and how it may possibly contribute. The researcher assessed 141 questionnaires because 64 questionnaires, pertaining to Section G, was not completed and could not be used. This section will be discussed by stating the open question (only the English version), followed by a synopsis of the main points which the researcher felt is essential:

#### *3.3.11.1 Section G - How would you define trust in your working environment?*

Approximately 90 percent of the respondents provided various interpretations of how they perceived the working environment. They felt that trust is where you are able to effectively work as a team and have a good interpersonal understanding of each other. Some of the opinions stated that trust is a relationship where parties will commit to their respective undertaking, and being able to deliver on those undertakings. These relationships would only be possible through constant engagement and a sense of loyalty between parties, built through open and honest communication. A few respondents made a statement which implied that managers are not keen to transfer a sense of empowerment to employees because managers tend to constantly follow-up on the progress as if the employees will not be able to deliver on the tasks given. The opinion was that for trust to be enshrined between parties, managers must be willing to

give assistance when the need arises. Some respondents were blunt in saying that their managers could not be trusted and showed huge amounts of doubt as management were inconsistent in decision-making. Many respondents indicated that trust is non-existent and could be improved by means of building a solid relationship, build on companionship, communication and humility.

### *3.3.11.2 Section G - What is your understanding of trust between management and employee?*

About 55 percent of the respondents noted that mutual respect, dignity and honest communication are the backbone of the trust relationship between employees and managers. Many respondents indicated trust between affected parties are lacking because managers do not deliver on their promises. Grobler et al. (2006) implied that for trust to be nurtured, employees must believe that managers will not renege on promises. Respondents also indicated that there can only be trust if managers entrust responsibilities to employees without doubting their capabilities when managers are not around to supervise. Some respondents' opinion related to a lack of cooperation between affected parties because there is no alignment and cohesion between managers and employees, when work is expected to be done. Their perceptions were aligned to research implicated in chapter two that a conducive working environment needs to be nurtured where tolerance and cooperation are highly valued (Interaction Associates, 2009). Respondents highlighted that confidentiality is key, when people need to be trusted. Some felt that this confidentiality was not implemented to its full potential at the municipality.

### *3.3.11.3 Section G - Will the employee's trust in management result in improved service delivery?*

More than 95 percent of the respondents were of the opinion that it will result in improved basic service delivery. A few stated that in order for this to be accomplished, it would need a drastic change in management. Some respondents indicated that the trust will improve the work ethics and interpersonal relationships between the affected parties. There were respondents who were very negative because management tends to burden employees with more work than they are able to accommodate. This happened without any incentive or "reward in kind" like additional leave days.

### *3.3.11.4 Section G - How do you experience the trust between you and management?*

Respondents noted that there is a huge concern because they were blunt in saying that trust is non-existent. Some indicated that this sentiment stems from the realization that communication lacks within the municipality. They are afraid of sharing personal issues with management for the mere fact that they experience the trust relationship as not authentic. No platforms are created for employees to raise concerns or best practices in how to serve the community better. Some respondents go so far in saying that victimization is rife due to the political environment in which they do their daily work. Some respondents indicated that there is no transparency, hence very difficult to put trust in others. This is aligned to what Covey (2011) explained in chapter two where managers tend to behave in a manner that violates trust, which results in employees being more cautious and suspicious about the most diminutive behaviour.

About 15 percent of the respondents indicated that they perceive a sense of trust, but it could be improved through teambuilding and communication. Some also felt that although trust is experienced, it can be broken apart by council interferences.

*3.3.11.5 Section G - What is the biggest factor that enables you to effectively do your job?*

Respondents indicated that their personal senses of commitment to their daily job responsibilities are key to effective basic service delivery. A substantial number of respondents indicated that cooperation between various stakeholders, based on mutual respect and trust, is key to effective basic service delivery. Some respondents noted that they experience a sense of camaraderie amongst employees in order to do their jobs. Respondents noted that for them to effectively conduct their daily job, it is imperative for managers to provide the necessary assistance and guidance. Some respondents again indicated that victimization plays a key role when measuring their productivity, because it results in health issues that hamper effective service delivery. Some indicated that they are just working to earn a salary. Respondents noted that proper planning and management also influence basic service delivery.

*3.3.11.6 Section G - What prohibits you from effectively doing your job?*

Respondents noted that a lack of training hinders them from effectively doing their job. They noted that the lack of communication deprives them of knowing exactly what is expected of them. Some were blunt in saying that lazy people and frequent skeleton staff result in them doing more work than what was allocated to them, without any recognition. Respondents also implied that management does not allow them to be more dynamic and innovative when conducting the daily job responsibilities. This situation is contradictory to what Madjar and Ortiz-Walters (2009) indicated where employees' trust in managers' ability to liberate their cognitive and attention resources would allow them to engage in more complex and cognitively demanding activities and effectively perform more work. A significant number of respondents alluded to gossiping and internal feuds between employees and managers as deterrent factors when doing their job. Some respondents further alluded to jobs being duplicated and not clearly specified by managers also hindering effective service delivery. Once again, the notion

relating to political interferences plays a significant part which sometimes results in victimization. Respondents noted that they are not given the much needed working exposure to find ways of improving their service delivery to the communities.

*3.3.11.7 Section G - What is the biggest reason, according to you, why the municipality received a clean audit from the Auditor General over the past number of years?*

The majority of the respondents indicated that this is due to a number of reasons such as: good corporate governance and effective reporting system, good management and administration, proper communication to those involved in the financial auditing process, effective work and teamwork and the expertise of key personnel. Some respondents pondered on how these accolades were achieved. A few respondents alluded to the fact that it may be because “management make employees work like slaves while managers gets the credit for a job well done.”

*3.3.11.8 Section G - Any suggestions/ other comments in this regard?*

Approximately 15 percent of the respondents which insisted that effective communication must be the order of the day, employees are informed of the municipality’s objectives. In saying that, respondents felt that they must be included in a participative management structure, where their views are heard. Respondents felt that employees need to be appreciated more often so that they can feel part of a successful organization. There was a notion that the municipality lacks certain key leadership skills as qualified and skilled people are not often appointed.

In excess of 75 percent of the respondents indicated “None/ No Comment” when they responded to this question.

### 3.4 Summary

This chapter aimed to outline the research methodology applicable to this research topic. This included an overview of the research method, research design and research strategy. The research measuring instrument pertaining to the population and sample of the research were also discussed in detail. The data collection- and capturing process were explained by means of a six- step procedure. Various statistical terminologies were explained that will be used in the statistical analysis, including reliability and coefficient of correlation results. The researcher highlighted ethical considerations which were followed and enforced. Once the research methodology was discussed, the researcher aimed to present and interpret the empirical results which culminated from the questionnaire.

The descriptive statistics pertaining to the respondents that participated in the research were discussed. The biographical information was analyzed and illustrated by using bar charts. The internal reliability, by using the Cronbach's Alpha coefficient, was tested for all the vertical trust dimensions of which the results indicated excellent reliability in all instances. The next part revolved around a detailed discussion of Section B – F of the questionnaire and how the respondents responded to the various statements. This also included a synopsis of those statements which had a high frequency of responses, based on the five- point Likert scale. This was followed by an interpretation of the Cohen effect size index in order to determine how various groups, derived from the biographical information in Section A, responded to the various statements throughout Section B to F. The penultimate phase was based on a discussion relating to the existence of a linear relationship between the five vertical trust dimensions. The researcher interpreted the data by using the Pearson correlation coefficient. All the dimensions had both a positive and statistically significant linear relationship amongst each other. The last part revolved around the eight open-ended questions where the respondents were asked to give their views of trust and how their experience it within the Category B municipality. The next chapter will conclude this research and will identify recommendations and limitations relevant to the research