CHAPTER 4: SUMMARY AND RECOMMENDATIONS

4.1   Introduction

This chapter will mainly provide a summary of the research conducted. Taking cognizance of the transformational changes within the South African government, the local government, within its three categories, inherited growing responsibility for basic service delivery. This was primarily because the democratic South Africa has inherited a public sector marred by fragmented and gross inequalities at all levels of government These deficiencies led to an array of service delivery protests throughout South Africa. With the foundation of the local government structure being laid, the transformation of local government was aimed at removing the racial basis of government and making it a mechanism for the integration of society and the redistribution of municipal services from the rich to the poor. Municipalities, as part of local government, were given the mandate to execute on these objectives. In order for such municipal services to be delivered, requires a combined effort from all stakeholders within the local government sphere. The interpersonal dynamics is key in order to enable municipalities to deliver on those basic services, as enshrined in the Constitution of South Africa.

For the purpose of this research, the emphasis focused on a Category B municipality in the Western Cape which received a vast number of accolades from national government relating to their actual performance, underpinned by the municipality's financial management (Auditor General of South Africa, 2012). These achievements kindled a desire within the researcher to ascertain whether the vertical trust relationship between the municipal employees and managers contributed to such an achievement. The primary objective of this research was to examine the vertical trust relationship, based on various dimensions which may instill such trust. This examination would assist the researcher to ascertain whether the vertical trust relationship was a contributing factor for effective and efficient service delivery within the fraternity of the Category B municipality.

The first step in achieving this objective was to conduct a literature study which would explain the transformational change and mandate within local government. This was followed by a theoretical perspective of the concept of vertical trust relationship. The next step was an empirical analysis based on a survey conducted at the Category B municipality. The key objective was to ascertain what employees' opinion is of vertical trust between them and their managers by indicating how they perceived the five dimensions. Taking this into consideration, the next part will provide a brief overview of all the preceding chapters and how the objectives of this research were accomplished.

4.2   Main research findings

The first chapter aimed in providing the introductory aspects of the research and therefore introduced the concepts that will be discussed in the research. The chapter contained a discussion of a general background pertaining to the research. The literature review and the research methodology were discussed and provided a brief framework of the research problem, the scope of the research and research objectives. Further, the chapter aimed to provide an insight into the limitations of the research and concluded with an explanation pertaining to the structure and design of the research.

The second chapter explained the conceptual basis of local government in South Africa and how trust can influence the delivery of effective and efficient basic services. The chapter aimed to establish a link between municipal employees' trust in their management structure, and what influence that trust relationship, as a contributing factor, have on effectively delivering basic services to communities. The chapter provided a discussion of local government and its related structures. Taking cognizance of the manner in which local government mechanisms and its related structures are administered, the research then aimed to establish how important the vertical trust relationship between municipal employees and managers is, as a contributing factor for effective service delivery to its communities.

The third chapter explained the various research methodologies which were adopted for this research. The research methodology described the research strategy, research design, research method, geographical area where the research was conducted and the population and sample. The empirical instrument used to collect the data was described, which included methods implemented to maintain reliability of the instrument. The ethical considerations pertaining to this research were also mentioned. An explanation of how the data was collected and captured will be illustrated in a figure. The chapter also discussed the statistical techniques which were used in the research in an attempt to analyze and test the collected data. This chapter also served as an explanation of the data presentation and analysis. The empirical findings and discussions of the research were given, which stemmed from the data which were collected and analyzed from the respondents' questionnaires. These empirical findings were accomplished by using statistical models in order to identify the response rate, internal reliability, correlations and standardized differences (Cohen's d). The conclusions with regards to these empirical findings and assessments will be discussed in the next section.

4.2.1   Conclusion of the empirical findings

The conclusions of the empirical findings will be discussed in the following order:

- A holistic assessment of how the respondents perceived the five dimensions;
- The categorization of biographical variables into groups in order to compare how those groups perceived the five dimensions;
- The relationship between job satisfaction, employee empowerment, communication, management reporting and performance management;
- The internal reliability of the five dimensions;
- The open-ended questions.

The following section will provide a holistic assessment of how respondents perceived the five dimensions after interpreting all statements in the questionnaire and will be discussed in relation to each dimension below.

4.2.1.1. Job satisfaction

This dimension was assessed according to how the respondents interpreted the statements in the questionnaire. The interpretation of the sample mean of 3.07 indicated that the respondents were not able to express their opinion on the statements. However, the statistical analysis indicated that the respondents disagreed with six of the statements. From the analysis of these six statements, it is clear that the respondents do not consider the Category B municipality as a preferred employer and would not recommend employment at the Category B municipality to anyone. The respondents felt that management does not have their personal interest at heart whenever respondents are required to do their job. The respondents identified a fundamental problem where their perceptions revealed that management is not actively involved in their career path at the Category B municipality. This implied that respondents revealed a sense of vulnerability as they felt that their jobs are not guaranteed. Stinglhamber and Vandenberghe (2003) implied that supervisory support may be a key indicator of the quality of relationships between employees and managers. Management would need to express concern for their employees' well-being and assist them in career development. Despite these disagreements, there was an acknowledgement from respondents that their type of work adds value to the core objective of delivering basic services to the community. Dessler (2005) implied in chapter two that job satisfaction usually result in better job performance and that management must find ways in nurturing opportunities for employees to be stimulated by the way they conduct their daily job responsibilities.

4.2.1.2 Employee empowerment

The statistical analysis implicated that respondents, in general, disagreed with the statements of employee empowerment. Although some respondents were not scared to raise their opinions at work, there was a large constituency which felt management does not do enough to involve them in decision making processes. The perception was that employees do not feel worthy as management refrains from instilling confidence where an environment is created in which employees can effectively do their job. Findikli et al. (2010) explained that empowerment will ignite a sense of urgency where employees may start to play their part in doing their jobs. This will allow them to concentrate more on their roles within the organization where transparent communication is important. Porumbescu et al. (2013) also implied that empowerment will allow employees to understand exactly what are expected of them whereby the correct information is transferred from managers. This is important because employees who feel greater levels of empowerment are likely to feel that the manager values their contribution, which in turn instills employees with a feeling that they are valued by the manager (Findikli et al., 2010).

4.2.1.3 Communication

This dimension had the lowest perceptions and implied that communication within the Category B municipality is lacking. Respondents were adamant that transparency from management causes a breakdown in trust, as indicated in the open-ended question section. Although 52.3 valid percent believed that management has trust in them, the exact opposite was perceived when fairness from management was assessed. The respondents indicated that management's actions and behaviours are inconsistent and is further exacerbated by the perception that management does not deliver on their promises. This perceived lack of communication may contribute to employees feeling

unappreciated. The researcher wants to note that the research exposed the notion that there is trust between managers and employees, with the majority of respondents implying the contrary. The majority of the respondents further indicated that no conducive platform is created by management in order to honestly interact with employees. The lack of communication is highlighted where key strategic objectives are not communicated because most of the respondents were not aware of such strategic objectives. Respondents also indicated that they do not participate in any strategic vision for the Category B municipality. The concerns mentioned above was explained by Porumbescu et al. (2013) where lack of communication result in potential misunderstandings on the part of the employee which cannot be clarified immediately. This may be a consequence of employees not being given any opportunity to discuss questions they may have regarding their organizational practices and goals, which are generally ambiguous in the public sector.

4.2.1.4 Management reporting

The statistical analysis implied that the majority of the respondents disagreed with all the statements, which may be a consequence of respondents' perceptions that communication in the Category B municipality is non- existent. Respondents felt that management lacks in setting realistic goals and offering their assistance in achieving it. The respondents once again responded by implying that trust lacks between management and employees. The respondents further disagreed with the statement that management has the ability to align employees in a manner that would lead to achieving a common goal. The majority of the respondents perceived management in a way in which they lack professionalism when it comes to work related issues. Lastly, the respondents were unable to express a concise opinion of whether management has the acumen to implement strategies that would successfully lead to better service delivery. Kargar (2009) explained in chapter two that frequent meetings between the affected parties in order to assess the employees ability to make the right decisions pertaining to their work, which may result in a successful organization.

4.2.1.5 Performance management

The respondents were very critical pertaining to the statements of performance management and disagreed with the majority of the statements. Performance feedback from management was not regularly forthcoming in order to make employees aware of where they may improve in terms of their job performance. They also perceived performance reviews as being unfair and inaccurate, although a large part of the respondents understood their performance agreement with the Category B municipality. The majority of the respondents indicated that they believe that they would get a good performance rating if they delivered on their job responsibilities. Respondents also acknowledged that good performers are treated differently than non- performers. Lastly, the statistical analysis indicated that there is no commitment from management pertaining to employees' career and personal development, with a large percentage indicating that they were not allowed to enroll for any form of training. Chapter two referred to performance management problems as identified by Fryer et al. (2009). This involved the predominantly softer issues and the employees' lack of involvement in the performance management system. For trust to be nurtured, the performance management system would need to be perceived as fair and include employees' involvement in setting objectives, having frequent opportunities to discuss performance and receive feedback and having influence over personal career development (Farndale & Hope-Haily, 2010).

The analysis conducted in 4.2.1 is supported by a summary of those responses to statements which had a high frequency percentage of 30 percent and more. This will be provided in Appendix D of the research.

4.2.2 The categorization of biographical variables into groups in order to compare how those groups perceived the five dimensions

The research considered biographical information like gender, age, years of employment, department in which employed, salary level, level of education, whether the respondents are managers and whether their job expects them to be in the office or out of the office as indicators of how employees within these categories perceived the five dimensions of vertical trust relationship between the municipal employees and managers. In order to achieve these comparisons of groups within each biographical cluster, Cohen's effect size indices (*d*) were used to illustrate whether there may be significant differences within each biographical cluster.

4.2.2.1 Gender

The statistical analysis indicated that 55.4 percent of the responses were female and 44.6 percent was male. The Cohen's *d* illustrated there is no significant difference between genders in how they perceived and responded to the five dimensions. Generally, the analysis indicated that both genders disagreed with the majority of the statements which explained the five dimensions.

4.2.2.2 Age

The age categories in the questionnaire were reduced from five groups to three groups in order to test for Cohen's *d.* The three age groups were categorized as <30 years, between 31 – 40 years and those respondents older than 40 years. Cohen's *d* illustrated no significant difference in how the various groups perceived and responded to the five dimensions. The analysis indicated that the age group between 31 – 40 years was more negative towards the statements as opposed to the other two age groups. A

holistic view of the analysis indicated however that all three groups disagreed with the statements within the five dimensions.

4.2.2.3 Years employed

The years employed categories in the questionnaire were reduced from five groups to four groups in order to test for Cohen's *d.* These groups were categorized as those employed <3 years, between 4 – 6 years, between 7 – 10 years and longer than 10 years. The Cohen *d* revealed that there were no significant differences in how these groups perceived and responded to the five dimensions. Although the effect size differences were not that significant, the researcher discovered that the respondents employed between 7 – 10 years were more negative than all the other groups. Cohen's *d* also confirmed that the respondents employed between 7 – 10 years perceived and responded more negatively than the group employed longer than 10 years. The group employed for <3 years were more positive than the other three groups, although all groups tended to disagree with most of the statements within the five dimensions.

4.2.2.4 Departments in which respondents are employed

The researcher identified 10 departments in which the respondents are employed. A holistic view of the results indicated that most of the departments disagreed with how they perceived and responded to the statements within the five dimensions. Of significance is that Community Safety Department perceived these statements more positive compared to the other departments whereas the Local Economic Development Department was extremely negative towards the five dimensions as the respondents within this department strongly disagreed.

4.2.2.5 Salary levels

For purposes of the Cohen *d,* the researcher reduced the categories of the salary levels to four groups. From the analysis, it is obvious that the lowest salary level perceived and responded negatively towards the five dimensions. Respondents within the group of the second highest salary levels responded more favourably. Generally, all groups disagreed with the statements within the five dimensions, with the exception of the group which were categorized into salary level T 14 – 18.

4.2.2.6 Level of education

The levels of education were categorized into three groups, namely those with <Grade 12, a diploma or certificate and those respondents with a degree and more. There was no significant difference in how these groups perceived and responded to the five dimensions. The researcher would like to highlight the negative sentiment of the group <Grade 12 as this group was more negative than the other two groups. However, all the groups disagreed with most of the statements relating to the five dimensions.

4.2.2.7 Effect differences between managers and employees

The Cohen *d* illustrated a significant difference in how managers perceived and responded to the statements, as opposed to employees. Managers seemed to be more positive in their responses, especially when they had to respond to statements pertaining to employee empowerment and management reporting. Generally, managers were more positive than employees.

4.2.2.8 Most time spent out of the office versus time in the office

The statistical analysis indicated that there was no significant difference between these two groups. Holistically, both groups disagreed on most of the statements within the various dimensions.

A summary of this section revealed that most of the respondents, as analyzed from a socioeconomic perspective, disagreed with most of the statements. Of significance was how negative the younger age group and lower salary level perceived the majority of the statements. The researcher would also like to allude to the negative perception of those employees that has been in the Category B municipality's employment for between 7 – 10 years. The research also confirmed that those employees with the least level of education were more negative than the more educated respondents.

4.2.3 The relationship between job satisfaction, employee empowerment, communication, management reporting and performance management

This section relates to test whether there was any significant relationship between the five vertical trust dimensions. The analysis was done by testing for a linear relationship and using the Pearson correlation coefficient. From Table 3.10 in Chapter 3, the results indicated that there is a positive linear relationship between job satisfaction, employee empowerment, communication, and management reporting and performance management. The table further illustrates a statistically significant relationship amongst these dimensions. An explanation for these strong relationships amongst these dimensions may be that the dimensions are testing employee attitudes, which are likely to be highly correlated with each other (Kampen et al., 2006). It is therefore evident that a change in attitude towards one of the dimensions will influence the other dimension in the same direction. The assumption can thus be made that any positive influence in attitude towards either of the dimensions would positively impact on the vertical trust relationship.

4.2.4 The internal reliability of the five dimensions

The internal reliability was measured by using the Cronbach Alpha reliability scores. Table 3.3 in Chapter 3 illustrated an excellent internal reliability as all the dimensions' reliability scores were in excess of 0.90. The significance of these results indicated that all the statements within each dimension yielded consistent results and can therefore acknowledge that those dimensions are reliable measurements of the vertical trust relationship between municipal employees and managers. Figure 4.1 below indicates the results of the internal reliability.
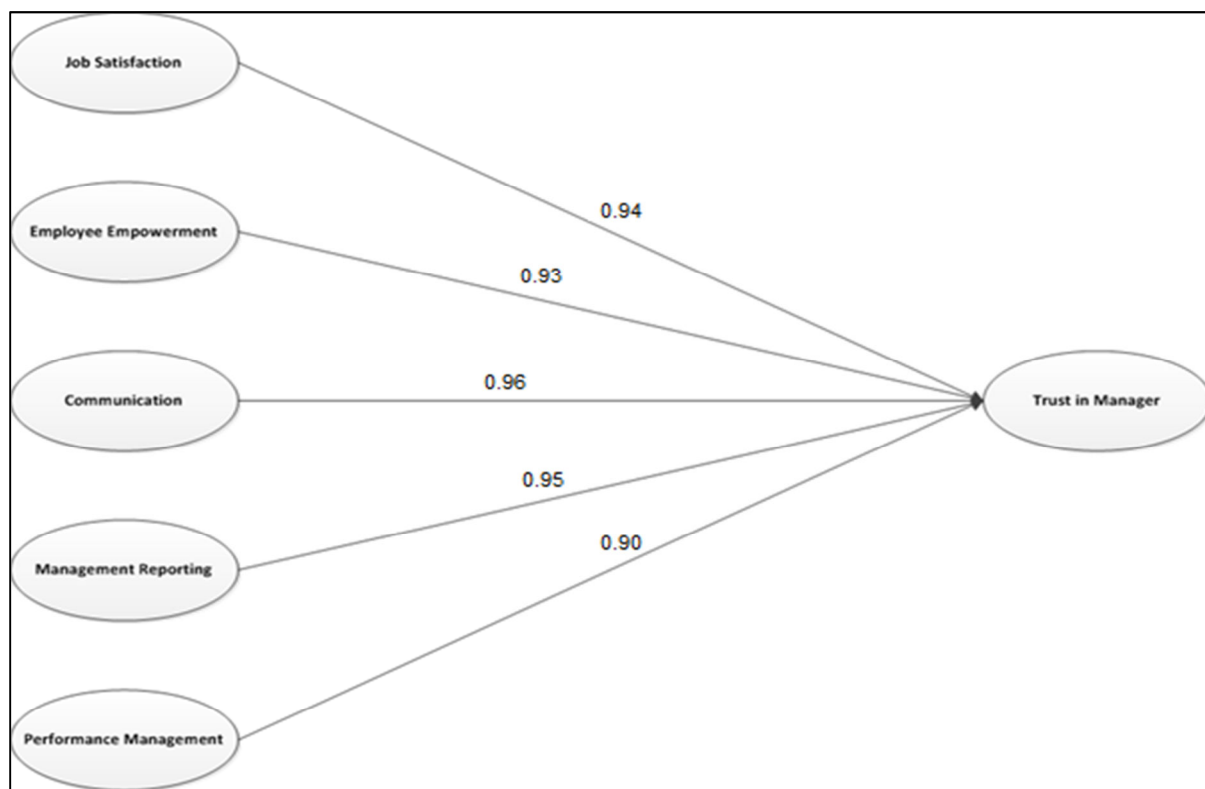

Figure 4.1: Results for internal reliability, (Source: Own Compilation amended from Porumbescu et al., 2013)

4.2.5 The open-ended questions

The eight open-ended questions in Section G of the questionnaire were examined and the researcher found the following to be of relevance.

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

Respondents noted that mutual respect, dignity and honest communication are the backbone of the trust relationship between employees and managers. 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' opinions related to a lack of cooperation between affected parties because there are no alignment and cohesion between managers and employees, when work is expected to be done. Respondents felt that management tends to burden employees with more work than they are able to accommodate.

No platforms are created for employees to raise concerns or best practices in how best to serve the community. 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 it becomes very difficult to put trust in others.

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. Respondents highlighted the notion that political interferences play 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. Lastly, there was a notion that the municipality lacks certain key leadership skills as qualified and skilled people are not often appointed.

In essence, the following was confirmed as alluded to in Chapter 2:

- Management needs to create a culture in which relationships are important and in which showing care and concern for the other person's needs is valued (relationship-oriented culture);
- Management must manage through normative control rather than bureaucratic control, because acting appropriately is the goal in normative control;
- Communication must be in terms of explicit socialization to make employees understand the values and principles of the organization and how things are done in the organization.

4.3   Recommendations to the Category B municipality

After an in-depth analysis of the empirical findings, the researcher identified numerous recommendations relating to the Category B municipality. Based on the internal consistency of the five dimensions, the results of the research were of concern as a significant part of the respondents portrayed some sort of animosity towards how they perceived and responded to the statements.   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 and needs to be commended

One factor may be the vertical trust relationship between manager/ employee and the environment in which the municipality operates and conducts its key objectives. This research highlighted that, although the attitudes towards most of the statements were negatively experienced by the respondents, the Category B municipality still managed to get accolades for continuous and improved financial performance and non-existent service delivery protests. This poses a concern as to the proposition of this research in terms of how significant the role of such trust between affected parties play within the dynamics of the Category B municipality. The primary reason for this observation relates to the researcher's view that it has become critical for management to get personally involved in managing the emotional part of its employees, in order to ignite a sense of belonging to the municipality where employees will put renewed emphasis on the trust towards all levels of the organizational hierarchy (Coetsee, 2002).

The findings of this research suggested that there is a substantial breakdown of communication between the affected parties. The research suggests that managers need to implement a participative communication strategy to nurture some sort of trust between managers and employees. The research revealed that this lack of communication was felt throughout all the departments.

The open-ended questions revealed that there is a lack of opportunities whereby employees can use innovative ways in order to effectively do their job. This is on the back of concerns raised in the open-ended questions that managers tend to be autocratic when it comes to allocating job task and the manner in which it should be completed. Employee empowerment is key for a prosperous vertical trust relationship and can start by investing in employees' capabilities to effectively do their job.

Frequent improvement in skill levels by implementing specific training programs may be a conduit of growing employees' personal impact, professionalism and the manner in which they contribute the Category B municipality's key objective. This may instill some trust into employees as they may feel that managers are committed to their personal and career development.

Management need to ensure that they understand the value of employee participation, especially where the Category B municipality's strategies are of importance. A collective effort from both parties needs to be embraced and acknowledged that the success of the Category B municipality can only be achieved by aligning common goals. Mutual participation in the key deliverables of the Category B municipality will also result in a higher level of trust.

Respondents were very negative about the manner in which management reports important issues. From the analysis it seemed that these reporting lines were non – existent at times. A lack of transparency in this regard was an important issue that was raised. Although employees felt that they add value to the Category B municipality's objective of delivering basic services to the community, they still had the view that their contributions are not appropriately acknowledged. This acknowledgement could start by implementing a plan where performance feedback is frequently given in order to make employees aware of where they may have shortcomings. This would also assist where a good working environment is created and a culture of teamwork is embraced.

Performance management must be based on the creation of an environment of responsiveness, high performance and clear accountability. Rewards and remuneration must be linked to performance. An organizational culture to establish a people centered culture of service delivery and customer care should be developed. Being a municipal employee should be about serving the community and not about entitlement and power. Encouraging and rewarding innovation and initiatives that improve service delivery should be promoted.

Based on the categorization of the biographical information in Chapter 3, Cohen's *d* analysis reiterated that all the groups disagreed with most of the statements posted in the questionnaire. Although there was no significant difference in attitude amongst both genders, there was a specific age group and salary level that was more negative than any of the other groups within the specified categories. The researcher also noted that respondents in a specific department were extremely negative and would suggest that this needs to be addressed in order to improve attitudes within the aforementioned groups. Holistically, it is imperative for management to acknowledge that human

resource practices need to be implemented where this function plays a critical role in exerting an influence on the vertical trust relationship between the affected parties of which this research alludes to.

4.4 Recommendations for future research

The research indicated that the performance of the category B municipality is largely accomplished by a mainly negative workforce and low trust relationship between employees and their managers. The empirical findings suggested that the majority of the respondents throughout the Category B municipality disagree with the statements which tested the dimensions of vertical trust relationship. With no significant difference in perceptions when the biographical information were categorized into various groups and compared, the researcher suggests that employees' current perceptions may be addressed by possibly conducting a similar research to ascertain what gives rise to their negativity and establishing what would motivate employees, that may lead to effective and efficient basic service delivery.

4.5 Limitations of this research

The findings of this study are clearly limited due to a moderate response rate, but nevertheless make an initial contribution to the understanding of the nature of the relationships between the various instrument variables.

The dominant language at the Category B municipality is Afrikaans although the questionnaire was in English. The researcher alleviated this situation by translating the open-ended questions into Afrikaans for a more proper and adequate response. Although this assisted in some way, there were a lot of statements pertaining to the five dimensions that was not completed. Time and financial constraints also prohibited the researcher from having in- depth interviews with the respondents.

The researcher struggled to source latest literature on this specific topic and had to make use of some literature studies dating back to 2000. Not many published research papers were evident within the local government of the South African political landscape at the time of initiating the empirical research. This research makes a useful exploratory contribution to a key area in the field of people management.

The extent to which the instrument measures echo the concept of vertical trust needed to be noted. A mitigating factor was that an undergraduate student at the municipality, currently busy with similar research, provided personal explanations to respondents, on any vagueness which the questionnaire may have brought about.

The researcher would like to state that this research only provides a picture of a situational analysis within a particular sample population. It would thus be appropriate to engage in similar studies at the Category B municipality with a bigger response rate and endeavour similar comparative research at other local Category B municipalities.

The approval by the executive management of the Category B municipality was on the conditioned that the research be classified. All information collected needed to be on the basis of anonymity and the municipality's name should not appear in any of the research. To accommodate this request, the researcher referred to this municipality as a "Category B municipality" throughout the research.

4.6   Evaluation of the research study

This section will discuss the primary and secondary objectives of the research respectively and whether these objectives were achieved.

4.6.1   Primary objective

The questionnaire aimed to establish the vertical trust relationship between the municipal employees and their managers and how this relationship contributes to effective and efficient basic service delivery which the Category B municipality provides

to the community. The questionnaire revealed that, on aggregate, the employees disagreed with the majority of the statements within the various sections.

Those respondents which participated indicated that their perceptions of the level of job satisfaction within the Category B municipality were not decisive as they were unwilling to take a stance on whether they agree or disagree with the various statements. Contrary to the perceptions pertaining to job satisfaction within the Category B municipality, respondents disagreed with the statements which related to employee empowerment, communication and management reporting and performance management. These perceptions by the respondents were also confirmed where various respondents were categorized in groups and compared amongst themselves.

Based on the revelations of the respondents, the researcher found that there is a peculiar situation within the Category B municipality where the Category B municipality continuously received various accolades for financial management and their efforts in delivering basic services to the community the last three years. The research found however that these accolades were obtained without the trust relationship between the municipal employees and managers playing a significant role. This revelation is contradictory to the notion that vertical trust within high organizations contribute to better management and better collaboration at all levels of the organization.

The questionnaire revealed that the affected parties of this research lack a strong sense of shared purpose to succeed in fulfilling the Category B municipality's core objective of basic service delivery. The nurturing of a working environment in which tolerance and cooperation are valued is neglected and this was mentioned by respondents in the open-ended questions of the questionnaire. The disagreement which stemmed from the statements and open-ended questions within the various sections highlighted the importance of managers' need to re-assess their position and begin to act as coaches as opposed to just managing the employees. Furthermore, the questionnaire exposed a situation where communication and employee empowerment is non-existent which

curbs an ideal working environment, based on a sense of belonging and where people collectively participate in making decisions.

The revelations from the respondents highlight a sense of effective and efficient performance by the category B municipality with a mainly negative workforce.

4.6.2   Secondary objective

The sole secondary objective was to ascertain how managers within the Category B municipality perceived the municipal employees' perceptions regarding the level of job satisfaction, employee empowerment, communication and management reporting and performance management. For this evaluation to take place, the researcher acknowledges that 27 managers, between the salary levels T14 – 20, took part in this survey. This constitutes 13.3 percent of those participants which responded in general. Holistically, as the statistically significant effect size analysis indicated, the managers responded more positively to the statements as opposed to the employees. On aggregate, managers were not decisive in whether they agree or disagreed with the various statements and chose to be impartial. This revelation is of concern because managers at the Category B municipality may be under the illusion that the vertical trust relationship between the affected parties is in order, but contradicts the perceptions of how employees actually feel.

With the internal reliability of the five measures being consistent with a Cronbach's Alpha coefficient in excess of 0.9, the research found that those five dimensions were significant determinants of vertical trust in management. For this reason, it is imperative for management within the Category B municipality to acknowledge that these dimensions are an indication of how to ensure a better trust relationship within the organization. The open-ended questions revealed that, despite managers 'positive perceptions, there are distinct differences between the affected parties which could dampen improvement in future deliverables of the key objectives of basic service delivery. The open-ended questions also indicated that the employees' perceptions towards managers are that of managers finding it difficult to embrace a top-down model

of management that adheres to the perception that authority creates trust. Managers need to understand that in reality, trust creates authority (Hitch, 2012).

4.7   Conclusion

The research questioned whether there is some sort of vertical trust relationship between the municipal employees and managers. This was tested by employing five dimensions of vertical trust. The results indicated that there is a significant lack of trust between managers and employees and indicated that there exists a sense of effective and efficient performance within the category B municipality, but with a mainly negative workforce. The in- depth analysis concluded that for such a relationship to be built, there must be a clear sense of transparent communication employed where employees can feel trusted. Accountability needs to be nurtured where employees are entrusted with job tasks without feeling victimized or unworthy of not being able to accomplish this.

In conclusion, the concept of vertical trust relationship can be nurtured by employing a working environment based on mutual respect, dignity, cooperation and honest communication.