

THE EFFECTS OF TRUST ON ORGANISATIONAL CITIZENSHIP: A CASE STUDY IN NORTH WEST PROVINCE – OFFICE OF THE PREMIER

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DECLARATION

I, **M-E MALITI-NTSHWE** (student number **26870509**) declare that this study titled, “**THE EFFECTS OF TRUST ON ORGANISATIONAL CITIZENSHIP: A CASE STUDY IN NORTH WEST PROVINCE – OFFICE OF THE PREMIER**” for the Masters In Business Administration (MBA) qualification with the Graduate School of Governance and Leadership, at the North West University (Mafikeng Campus) is my own work and has not been previously submitted for assessment to another University or for another qualification. All sources of information are recognised and listed in the Reference list.

Signed

Date

DEDICATION

I dedicate this study to my late Father, David Maliti, my Mother Phelunah, my daughters Leruri and Lehau, my ever loving husband Kagiso, my sisters Jamila, Melanie and Ashley, and my Aunt Nasima. I wish to share this moment with all of you and hope this makes you proud.

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To my sisters, Jamila, Melanie and Ashley; may this be the moment I make you proud to be called big sis. You are my inspirations.

To my beautiful daughters Leruri and Lehau, your presence in my life has made me work harder and strive for more to make you proud. Mummy loves you.

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Through it all, my uppermost blessings come from my Father above. I thank the Good Lord and my God Almighty for the strength, courage and intuition throughout this journey. Praises be to the Most High God.

THE EFFECTS OF TRUST ON ORGANISATIONAL CITIZENSHIP: A CASE STUDY IN NORTH WEST PROVINCE – OFFICE OF THE PREMIER

ABSTRACT

Trust in an organisation among leaders is an important element that should be maintained by leaders in the organisation. This study seeks to identify the effect of trust in the organisation. The key focus was on the leaders in the organisation. The study utilises various theories of leadership such as early trait theory, Fielder's contingency theory and normative decision-making theory. The theories enable the researcher to understand the aspects of leadership and trust in an organisation. The study utilises the qualitative design and an interpretivist paradigm. The interpretive paradigm was aimed at interpreting the social construction of human views as in the case of this study. A purposive sampling was used to select participants. The study utilises 6 managers and 6 line managers in the identified departments in the office of the premier. An interview was the means of data collection and data collected were analysed and discussed in relevant themes and categories. Findings of the study revealed that trust has both positive and negative influences on leadership, the decision-making of the leaders should be trusted by the members of the organisation. As such, leaders in the organisation should create an atmosphere whereby they are trusted in their decision-making. It was also found that managers and line managers utilized for the study do not understand the leadership styles they possess. As such they find it difficult to create a balance between leadership and trust. Findings also revealed that various factors such as leadership attitudes, leader's workload, managerial competence and experience influence the leadership styles and trust they had to build among members of the organisational. The study recommends that Managers should understand the importance of organisational trust and work hard toward ensuring it for the success of the organisation, managers should ensure trust by working cooperatively with their subordinates to the success of the organisation and also involving them in decision-making.

Keywords: Trust, leadership, organisation, citizenship

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CHAPTER ONE

OVERVIEW OF THE STUDY

1.1. INTRODUCTION

In today's world of ever-changing business strategies that impact positively or negatively on organisations, at the core of any organisation, managing the success of the company, is the responsibility of a leader (Lear, 2012). This means that top level management and leadership strategies must keep up with the vast individuality of each person in the organisation, in an attempt to offer a positive environment and culture for the success of achieving a positive employee behaviour which leads to organisational citizenship and trust among stakeholders in the organisation. Burke et al. (2007) mention that a leader's ability to inspire and motivate employees is based on trust. When people trust you, they have confidence in your decisions. This indicates that even in times of uncertainty, they will be influenced by your leadership style. It is important that leaders in an organisation inculcate trust among the internal stakeholders of the organisation. Mineo (2014) mentions that when a leader loses the trust of the staff members in an organisation, the members will continue to move in the direction dictated by the leader but at an extremely cautious pace. This diminishes the changes that could have happened had she gained their trust.

This study finds a gap within most Leadership theses and research on the evaluation of the effects of trust on organisational citizenship from internal stakeholders and other leaders in organisation. Most studies include correlations between leadership behaviour and organisational culture. They identify how communication leads to decision-making, which is a co-dependant. The study attempts to identify what creates the vacuum where internal stakeholders are loyal to the organisation; in turn external stakeholders are happy as well, so that the business purposes and aims are met to complete the business cycle. As such, the study will incorporate the aspects of trust and leadership in the organisation.

1.2 BACKGROUND AND MOTIVATION FOR THE STUDY

According to Bligh (2017), trust has always occupied a central role in the leader-follower relationship. The formal study of trust development between leaders and followers dates back to the 1970s, when researchers begin to explore how managers develop good working relationships with subordinates. Yasir *et al.* (2016) mentions that the globalization,

and shifting social and demographic trends, have enhanced knowledge of the workforce, and rapid technological innovations have created a need among organizational top management to utilize all their efforts toward bringing organizational change by ensuring that trust is implemented in leadership. The early research before 1994 identified two core foundations of leader-follower trust. The first was competence or ability, which involves perceptions that the other party has the knowledge and skills needed to do a job, along with the interpersonal skills and “general wisdom” needed to succeed. The second is characterised by the extent to which the organisation believes what is being done by a leader (Bligh, 2017). This study looks further into the second leadership findings and the effect in the organisation. According to Kotter (2005), Leadership is identified as one of the most important factors for this successful transformation. It is considered as a key contributor towards building organizational capacity for change (Judge, 2011). As such, there should be the existence of trust in the organisation. This means that staff members should be able to trust the leaders and their judgement in terms of finances and other judgments made by the leader.

This study is motivated by the news on SABC (2017), which highlighted that leadership styles without trust from internal stakeholders may affect the outcome of performances in an organisation, particular in government offices. Moreover, it focuses on the North-West Provincial Government, currently under the ruling party, The African National Congress (ANC). The lens is zoomed in on the highest office in the province, as it appears nationally with frequent media reports on state capture and its management echelons, as there has been some resistance from stakeholders and an indication of lack of ‘faith and trust’ in the leadership (SABC, 2017; eNCA, 2016). The study will explore the effect of trust organisational citizenship in its correlation to government organisations in the North West Province. The focus will be on line management from the Office of The Premier, North West Province Planning, Performance Monitoring, Evaluation and Intervention Branch.

In identifying how trust can affect leadership and leadership styles as well as subordinates and line managers’ job performances, this study will review different excerpts from various literature. The research will also explore the type of communication processes that are used by different leaders in ensuring that organisational citizens understand and have buy-in into organisational strategies.

1.3 PROBLEM STATEMENT AND CORE RESEARCH QUESTION

Since the independence of South Africa from the Apartheid regime, in 1994, the country has been working on healing and reconciliation of the past, by focusing on how to employ new leadership strategies in order to build trust in organisations. There has been a paucity of research on how trust affects leadership positions, restricting our understanding of the different ways leaders may build trust, which has been a problem in organisations. For example, Dirks and Ferrin's (2002) meta-analysis found that trust in the leader is positively associated with information exchange. By contrast, when trust breaks down, knowledge-sharing declines as people become worried about the measures to use in order to build trust in an organisation.

Lee et al. (2010) mention that leaders in an organisation are concerned on what information should be, and how to ensure that proper acknowledgement is given to information shared with the organisational citizen. The Department of Rural Development and Land Reform in North West gave a presentation on developments at the Rama Communal Property Association (CPA), the Riemvasmaak Community Trust and the commonage programmes supported by the Department. A progress report on the processing of the Restitution Bill was also presented to the Committee. It was found that citizens find it difficult to trust their leaders in tin possitions due to the service they render (Rural developemnt and Land reform, 2018). This means that organisational citizens are expected to trust the decisions and judgements made by the leader. Bligh (2017) mentions that when government neglects its public and builds a vacuum of unfaithfulness and lack of trust among organisational citizen, it results in riots and protests as a form of frustration and communication towards the leaders of the nation. The government in its own capacity may be unable to build back the trust that existed with the organisational citizens as well as the society at large.

1.4 RESEARCH OBJECTIVES / SPECIFIC RESEARCH QUESTIONS

The objectives of the study are to identify the effects of trust on organisational citizenship and how it affects the organisation's overall performance. Tying these aspects together is communication and how it can be used to achieve managerial and organisational goals, specifically in a political environment.

The study opts to identify research objectives and research questions specific to how the leadership perceives its organisation and the employees, how decisions are implemented and executed by leaders, that is, what is their leadership style, and how these messages

are communicated which adversely impacts organisations' overall goals. Are there issues of non-dependence on leadership, or lack of trust in the leadership? The study also looks at the differences in leadership styles that may be the reasons for non-commitment behaviour from organisational citizens.

1.4.1. Main research question

The main research question is:

- What are the effects of trust on organisational leadership?

Research sub-questions

In answering the main research question, the following sub-questions will be asked:

- What is the relationship between leadership and trust?
- What type of leadership style or strategies are used in the organisation?
- Does leadership style have a direct influence on trust in an organisation?
- How does trust affect organisational effectiveness?
- What factor(s) influence leadership style within the organisation?
- In what way(s) can the organisation ensure a balance between leadership and trust?

1.5 IMPORTANCE AND BENEFITS OF THE PROPOSED STUDY

"The influence leaders have on the performance of management teams and, ultimately, the organisations cannot be understated" mentions Cooke (2012) explains how leadership takes over the success or failure of the organisation. The relationship between leadership and organisational citizenship is of interest in understanding the success or failure of any business. Knowing which style of leadership works in what kind of environment and what type of personalities are dealt with, is crucial to ensuring that the image of the organisation is positive and has a healthy longevity.

The purpose of this study is to examine the link between leadership styles and trust in an organisation and its effect on organisational citizenship, as well as on the performance of subordinates. Like a well-oiled machine, organisations' internal stakeholders should be able to work cohesively, with the human resources department insuring that employees understand their job specifications, with job descriptions and task allocation which are well-

thought-out by leaders. Other than that, employees need to feel a part of the team that aims at achieving the goals, through their outstanding performances, over and above assigned designations and tasks.

Researchers in leadership have focused on leadership effectiveness and organisational culture. Fleenor and Bryant (2002) express that the empirical link between leader effectiveness and organisational culture remains an elusive target. Therefore, this study attempts to fill this gap by answering questions surrounding the leadership-organisational citizenship behaviour from the angle of lack of trust from management. By focusing on the highest office in the Province, the Office of the Premier; the research may be used as a report for the unit of Planning, Performance Monitoring Evaluation and Intervention, in highlighting the leadership styles and techniques in this department, to encourage better work ethics and encourage the styles to be adapted by lower departments, as well as showcase areas that might need improvement.

1.6 DELIMITATIONS (SCOPE)

The research will mainly focus on the leadership, organisational citizenship and trust within an organisation. To some degree the communication within leadership teams and implementers of decisions is pertinent to an organisational structure and goal. This should lean towards organisational internal communication from leadership to various stakeholders within the organisation. The study will assess a unit in the Office of the North West Premier, which caters for an entire province with a population of about 3.51 million stakeholders, who look to the high office for service delivery of their basic needs - education, water, housing, and health - amongst others. The branch to be studied is the Planning, Performance Monitoring Evaluation and Intervention, in the office of the Premier, North West Province.

1.7 ASSUMPTIONS

The assumption is that the leadership and service providers in government or public entities do not perform as they ought to. This stems from a premise that during elections, the leaders are more aware and involved with the public who vote them into power. Once the leaders are serving in public office, the people's voices are not heard. What happens in between then and now is of interest in identifying the challenges that might be faced, as well as how structures ought to get buy-in from their internal stakeholders. Thus it is more difficult for any decisions to be implemented, regardless of levels of communication or trust. The context within which this study will be conducted comprises the line managers in

the Planning, Performance Monitoring Evaluation and Intervention branch, in the Office of the Premier. Organisational citizenship behaviour is linked to performance, therefore this unit should be able to assist in terms of understanding its leadership style and how that impacts the overall employees' performances.

1.8. DEFINITION OF CONCEPTS

➤ Leadership

A relationship through which one person influences the behaviour of other people.

➤ Leader

As elaborated by Burke et al., (2007) a leader is one who is effective regardless of the context in which they find themselves, enough to gain the trust of their subordinates and co-workers.

➤ Organisational citizenship

Defined as a discretionary behaviour not necessarily part of the employee's formal job requirement but which, however, promotes the effective functioning of the organisation (Appelbaum, Bartolomucci, Beaumier, Boulanger, Corrigan, Dore, Girard and Serroni, 2004).

➤ Trust

Trust is characterised by transparency, fairness and openness (Steele et al., 2015:13)

➤ Organisational culture

Tsai (2011) describes organisational culture as shared beliefs, values and perceptions held by employees within an organisation or organisational unit.

➤ Communication

According to Monge and Poole (2008), communication constitutes an intersection that is apparent between human communication and human organisation. This includes the cultural perspective and the critical and network perspectives.

1.9. CHAPTER LAYOUT

The research will be structured into five chapters which will include:

CHAPTER ONE: OVERVIEW OF THE STUDY

This chapter will address the overview of the study, motivation of the study, problem statement, research questions, research objectives and significance of the study.

CHAPTER TWO: LITERATURE REVIEW

This chapter will take care of the literature review pertaining the study for more in-depth understanding of the study.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter will take care of the research approach, research design which will include population of the study, participant selection, sampling technique, data collection techniques, data analysis, trustworthiness, researcher's role and ethical consideration.

CHAPTER FOUR: ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

This chapter will take care of data analysis, presentation and discussion of findings obtained from the field.

CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter will discuss the research findings, draw conclusions and make the necessary recommendations.

1.9 CONCLUSION

This chapter presents an overview of the study. An introduction to the topic was first examined. The study aims to decipher what are the effects of trust on organisational citizenship by investigating the leadership styles of management and how trust is impacted by the style of leadership. The background of trust and leadership was also outlined. The research problem, questions and objectives of the study in which the study is underpinned were explained in details in this Chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In the previous Chapter, an overview of the study was outlined. In this Chapter a review of relevant literatures that will help to build the basis of the study will be made. The main purpose of a literature review is to identify and compare earlier studies and this helps to save time, avoid duplication and unnecessary repetition of studies that have been conducted in the past (Mouton 2002:87). McMillan and Schumacher (2006: 75) affirm that the review of related literature “illuminates the related literature to enable a reader to gain further insights from the study”. According to Hesse-Biber & Leavy (2011: 85), literature review serves several important functions. First, it informs the reader that you are knowledgeable about your research problem and that you have a good grasp of the major theoretical and empirical research related to your research problem. Second, it is a summary of a body of work that is related to questions that need to be addressed in other research. It also shows the audience that you can integrate and synthesize a range of different but interrelated studies that deal with your research issues.

2.2. REVIEW OF RESEARCH QUESTIONS

2.2.1 What do line managers understand about leadership style and its relationship to organisational citizenship?

The style of leadership involves significant effects on productivity of line managers vis-a-vis subordinates. Oguz (2010) suggests that organisational citizenship behaviour includes roles beyond the job description but they are of importance to an organisation. This encourages a trusting relationship in the work environment, without the feeling of "clocking in" and "clocking out", but rather a sense of belonging and loyalty. This research question

envisages the understanding of line managers on how their leadership style encourages or discourages the sense of belonging described above.

2.2.2 Does leadership style have a direct influence on trust in the workplace?

The trust earned by leaders from those following them will determine how the organisation performs in its entirety. Leaders have the responsibility to create a trustful environment. This research question intends to find out whether leadership style directly influences trust for organisational citizenship behaviour to take place.

2.2.3 How does trust impact on organisational effectiveness?

How leaders behave will directly impact on the trust in the organisational citizenship. The research question is keen on finding out how trust can be a direct influence on the success or failure of organisational effectiveness (Bohn, 2003).

2.2.4 What factors influence style of leadership within the organisation?

Leadership styles such as Transformational leadership, according to Oguz (2010), bring forth different follower behaviour that lead to follower performance and follower innovation. Therefore, this research question seeks to understand the factors that influence a style of leadership used within an organisation. Why does the leadership style work and how does it affect the citizenship behaviour of employees.

2.3 AN OVERVIEW OF LEADERSHIP

According to Cohen *et al.* (2001), “leadership is more than a set of tools and choices; who you are is the most important consideration as to whether anyone will want to follow you,” Leadership is also considered as an instrument of goal achievement, power relation, behaviour, inducing compliance, a form of persuasion, a personality and a focus of group processes (Dodd, 2012). Leaders should be able to create a sense of trust in their people towards any organisational goals. According to Lapidot, Kark and Shamir (2007), a leader’s behaviour that encompasses ability, integrity and benevolence are central to followers trusting in the leader.

Leadership behaviours influence organisational effectiveness or how an organisation will perform. Bohn (2003) recounts how important it is for leaders or persons in management positions to understand this point. Employees are affected by leadership characters due to the fact that employees look up to leaders to be able to provide guidance on the

organisations' visions and missions, goals persuasions, clear concise communications on these factors leading towards achieving the set goals, track records and proof of performance. Bohn suggests that employees place their "faith and trust" in their leaders to be able to provide the factors mentioned above.

Leadership means authority and not necessarily power (Tsai, 2011). It is an inclusion of factors such as managerial ability, personal characteristics such as personal qualities, innate within a leader, which influences the leadership style of the leader. Leadership is also suggested to be behaviour that gives purpose, meaning and guidance by articulating a collective vision that is appealing to the followers. Organisational leadership is studied as the ability to influence through motivation to complete tasks rather than through power or authority (Vigoda-Gadot, 2007). Free will is highly suggested as followers will perform willingly or unwillingly, or on the other hand perform out of fear, depending on the style of leadership. Lawrence (2016) outlined various aspects that surround the leadership domain. Figure 2.1 below shows the leadership domain.

THE LEADERSHIP DOMAIN

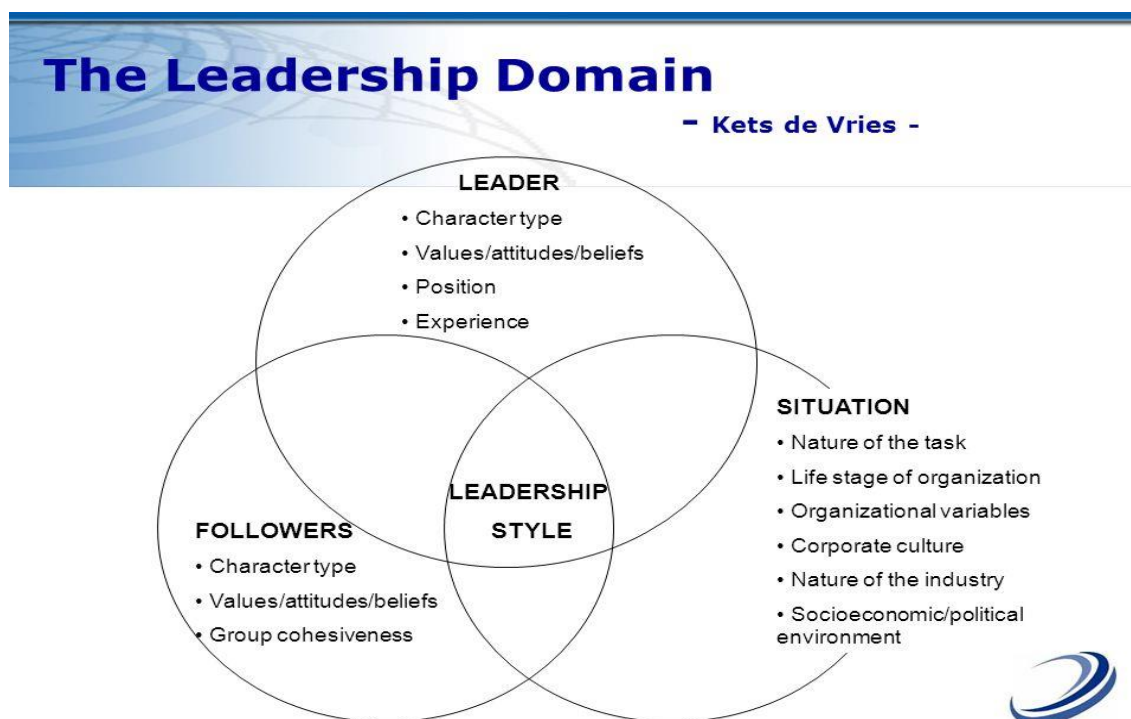


Figure 2.1. Leadership domain. Source: Lawrence (online article published 2016) Management of people.

The leadership domain suggests that leadership does not occur in isolation. It is a result of an interaction between the personal makeup of the leader, the makeup of the followers and the specifics of a particular situation (Lawrence, 2016). The leadership domain includes a Leader; [Character type, Values/attitudes/Beliefs, Position, Experience], Followers; [Character type, Values/attitudes/Beliefs, Group cohesiveness], Situation; [Nature of the task, Life stage of the organisation, organisational variables, corporate culture, nature of the industry, socioeconomic/political environment] which all constitute the centre that is the leadership style. Therefore the style of leadership is influenced by external factors such as the environment or situation, the leader's personalities and the follower's characteristics.

2.4. THEORIES OF LEADERSHIP

This study will adopt various theories of leadership. These include;

➤ Early Trait theory

The Early Trait theory distinguishes leaders by their:

- Physical attributes
- Personality characteristics
- Social skills and speech fluency
- Intelligence and scholarship
- Cooperativeness
- Insight

The Early Trait theory ties leadership to specific traits in individuals. However, the researchers found that no single trait or combination of traits ensured the emergence of a leader (McGuire, 2004). The use of this theory will enable the researcher to identify and examine the characteristics that surround the Early Trait theory in the selected area of study.

➤ Fiedler's Contingency Theory

Fiedler's Contingency Theory classifies the leaders' need structure and favorableness of the leader's situation (task oriented or relationship) (Miner, 2015)

Least Preferred Coworker (LPC) – the person a leader has least preferred to work with over his or her career

Task Structure – degree of clarity, or ambiguity, in the group's work activities

Position Power – authority associated with the leader’s formal position in the organization

Leader–Member Relations – quality of interpersonal relationships among a leader and group members

➤ **Vroom-Yetton-Jago Normative Decision Model**

Uses the decision method most appropriate for a given decision situation. According to this theory, a leader must decide; consult individually; consult group; facilitate and delegate. The use thereof for the study will enable the leaders in an organization to be able to make decisions that are trusted by the organizational citizens

2.5. LEADERSHIP STYLES

2.5.1. Transactional and transformational Leadership

According to Burns, transactional leadership theory implies that the employees function according to the leader’s wishes because they believe they will benefit, as it is a cost-benefit interaction. With transformational theory it is described as an emotional or charismatic style of leadership which is inspired by the relationship between a leader and his employees (Vigoda-Gadot, 2007).

Dodd (2012) further adds that to become a leader, power relations need to develop, support needs to be gained and trust must be established. These points are structural, behavioural and emotional exchanges and processes that come through when creating leadership. Rowley *et al.*, (2010); Bass, (in Dodd, 2012) and Higgs, *et al* (2001) further describe the existence of transactional and transformational leadership styles as another stream of leadership conceptualization dividing leadership into different set of behaviours and characteristics. Table 1 outlines the differences between the two.

Table 2.1. Transactional and transformational leadership

Transactional	Transformational
Contingent reward or performance or actions when delivered	Charismatic and inspirational leadership that aligns others and gives a common purpose
Management by exception unless an individual is failing to conform to expectations	
Abdicates responsibilities and decisions	Intellectual stimulation of individuals to challenge and encourage innovation and creativity

	Individualised consideration for others through equitable and fair treatment
--	--

Source: Dodd (2012)

According to Dodd (2012), research has observed the unmissable link between successful leadership and organizational growth stems from the way effective leadership style is developed, which is of significance to organizations across the economy.

A style of leadership is the manner in which functions of leadership are carried out and how managers behave towards members of the group. Below are other types of leadership proposed by Lewin (2005);

2.5.2. The Lewin's styles of leadership

- ***Autocratic/Authoritarian***

The manager is the focal point of power; makes decisions alone; determines policies and procedures to achieve goals and tasks and relationships; controls rewards and punishment

- ***Democratic***

Power is focused more within the group; much more interaction; leadership functions are shared within the group; manager is part of the team; members have greater say in decision-making, policy-making and implementation, systems and procedures.

- ***Laissez Faire***

Focus of power is consciously given to the members by the manager; freedom of action without interference from the manager; managers avail themselves only when there is a need; no abdication.

Similarly to the first three styles of leadership, both styles deal with personal characteristics and traits that are carried by the leader which make them effective or ineffective leaders.

2.5.3 Situational leadership

Organisational behaviour suggests, in chapters of interpersonal relations, that each person will most likely have a preferential style of leadership, which they will select to use whenever possible. The selection, however, should be made according to what is appropriate at that given time. It is more circumstantial than rigid, and each situation calls for a different method or style of leadership (Cohen *et al.*, 2001).

In addition, to the leadership styles identified, Lian and Tui (2012) designed an alignment with these variables involving Leadership Styles; Subordinates' Competence, Downward Influence and Organisational Citizenship; this is shown in Figure 2.2 below

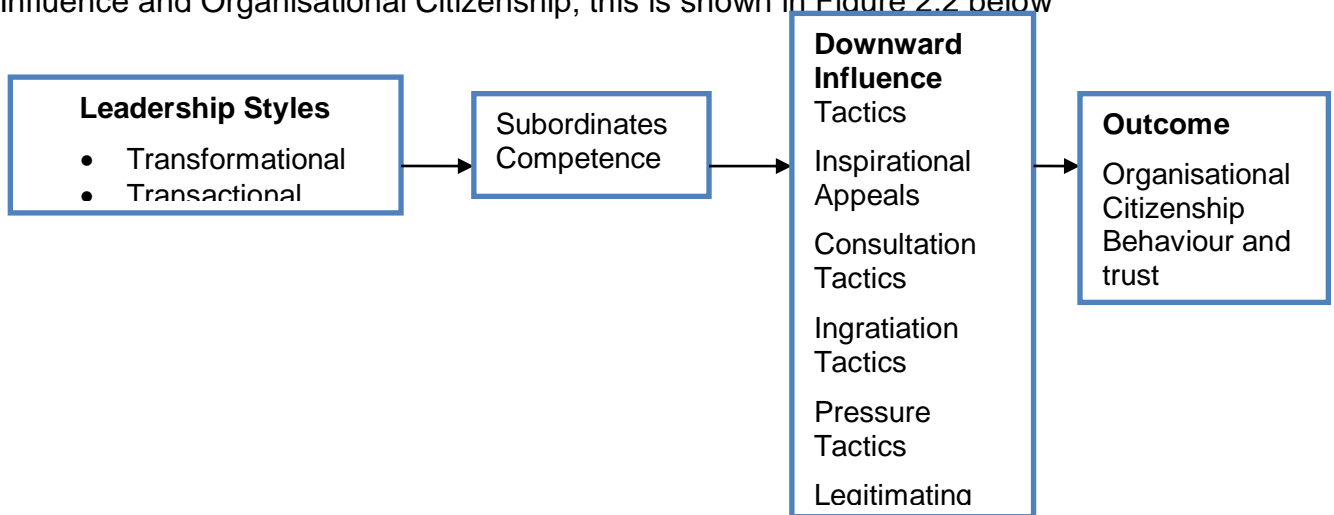


Figure 2.2. Proposed model of downward influence tactics and interactions

This model illustrates that the effective implementation of leadership styles such as transformation and transactional leadership styles will enhance the competence of the subordinate in an organisation. This has an influence on the activities carried out in the organisation in order to generate a good outcome

2.6 OVERVIEW OF ORGANISATIONAL CITIZENSHIP

According to Gyekye and Haybatollahi (2015), Organizational Citizenship is a concept that is rooted in individual employees' view of the company and how they associate themselves. Organisational citizen are the employees who surround the organisation. There are five categories of Organisational Citizenship according to Appelbaum *et.al*, (2004). These include employees being

- Conscientiousness; where employees are carrying out in role behaviours beyond the minimum task requirement. That is performing over and above the job description.
- Altruism; which is assisting others.
- Civic virtue; suggests employees responsibly participate in the political life of the organisation.
- Sportsmanship ; indicates that people do not complain but have positive attitudes
- Courtesy; they treat others with respect.

High employee satisfaction stems from leaders who provide employees with fulfilling and challenging tasks which are rewarding.

Employees who practice good citizenship possess the following qualities such as making constructive statements about their workgroup and the organisation, avoid unnecessary conflicts, and help other team mates, volunteer for extra job activity, respect the rules and regulations and gracefully tolerate occasional work-related impositions and nuisances (Appelbaum *et al.*, 2004).

Organisational citizenship encourages good organisational behaviour. Organisational behaviour suggests that seniority does not come into play when it comes to decision-making, but rather ability to influence strategic direction as dictated by what resources are allocated to the leadership or management and stakeholders, and how much of it he or she can control (Eweje *et al*, 2012). It is a cognitive phenomenon, and the outcome of a complex process of deliberation, which includes an assessment of potential consequences and uncertainties (Müller *et al.*, 2009).

Communication will be a major contributor to how this will be made possible and the implementation thereafter (Munoz *et al.*, 2011). Implementation is not merely a matter of operationalizing the strategy or decision by exercising command over resources, employees and their work. Decision-making is about a logical and hierarchical distinction between strategy formulation and implementation (Cocks, 2015). Here, implementation is seen as more mundane and detailed compared with creating a grand design and vision of the future, therefore management must be sure not to be misled by the hype of the inceptions and forget to follow the execution once decisions are made. Some practitioners argue that if middle managers have control over implementation, they may therefore have effective control over strategy itself (Cocks, 2015).

2.7. THE CONTINUUM OF LEADERSHIP

The continuum of leadership designed by Tannenbaum and Smith (2014) from their Harvard exhibit on “How to Choose a Leadership Pattern” behaviour shows the choices a manager can make regarding how much influence to share with subordinates in order to build trust.

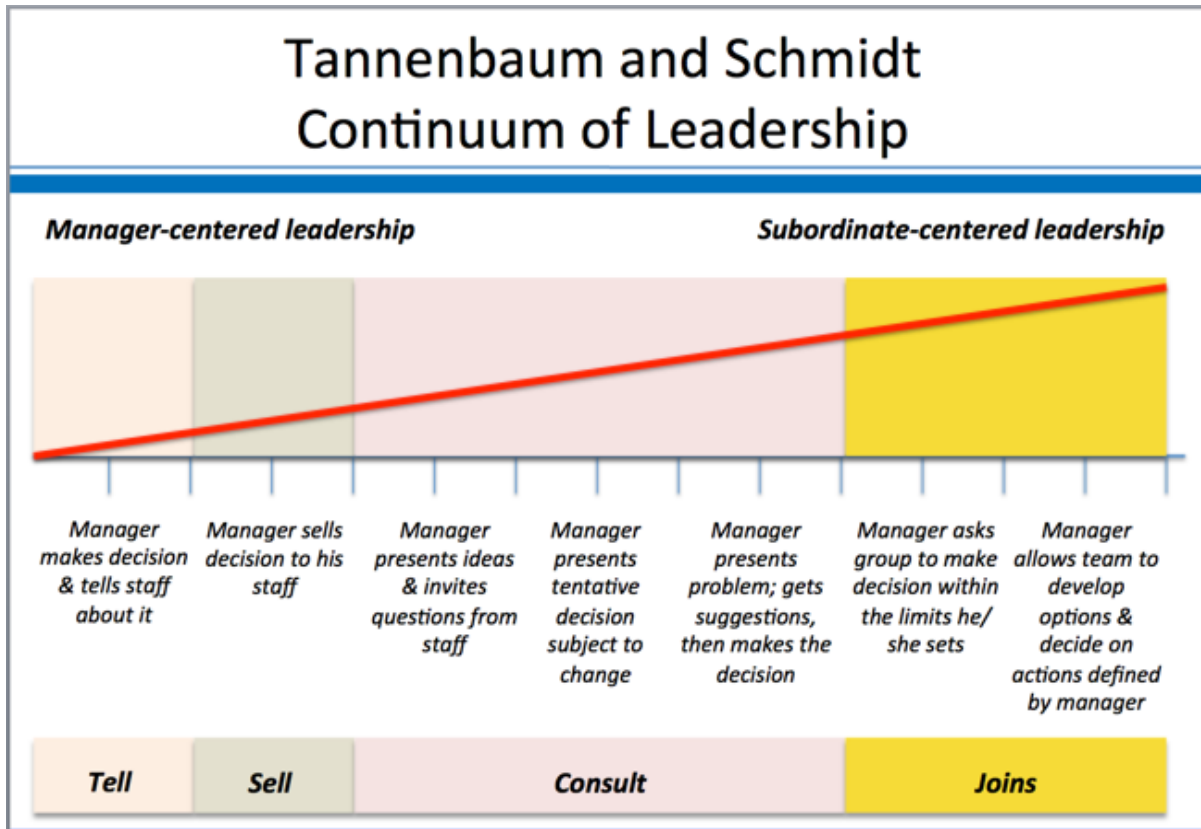


Figure 2.3. Continuum of leadership. Source: (Miruka Leadership Slides, 2016)

The four main styles of leadership identifiable in the Continuum of Leadership Behaviour (Miruka, Leadership Slides, 2016) include:

- **Telling:** Where the manager identifies the problem, chooses a decision and informs (tells) the subordinates. The manager expects subordinates to implement decisions without input from them.
- **Selling:** Manager identifies problem, chooses a decision and tries to persuade subordinates to accept the decision as the best option.
- **Consulting:** Taking the majority of space on the chart above, the manager identifies the problem, but unlike the first two, will not choose a decision until having consulted with the group/team.

- **Joining:** The manager defines the problem and the limits within which a decision must be chosen, thereafter, the manager passes the decision-making to the group, which the manager is now a part of as a member.

Notice the beginning of the chart is highly boss-centered or manager-centered leadership where there is use of authority by the manager. As it continues, the end of the chart becomes more subordinate-centered leadership, which is the area of freedom for the subordinates. Care must be taken when exercising control, when it is too much or too little, and who requires more control over whom. For instance a new employee may require close watching, but once competence has been proven, the control can be relaxed. Effective managers exercise control, but ineffective managers often overdo it (Cohen et al., 2001).

2.8 EFFECTS OF TRUST ON ORGANISATIONAL CITIZENSHIP

2.8.1 Trust

Trust is characterised by transparency, fairness and openness (Steele *et al.*, 2015). The members in the decision-making process are supposed to feel free and engage without any fears of disrespect for their opinions. To enable trust, there must be levels of legitimacy when voicing out differences. Without this, any pursuit of goal actualisation that an organisation has will be diminished and for that trust to be restored must be done over a long period (Steele et al., 2015). Based on the characteristics that will be identified further on in the study, trust is basically the expectation that people have that others or things will not fail them or neglect them (Janowicz-Panjaitan and Nooderhaven, in Steele et al., 2015) whereas Schilke and Cook describe trust as the willingness of a party to be vulnerable to the actions of another based on their expectations of the other's performance which is meaningful and important (Steele et al., 2015). Therefore, trust is about expectations of others from those who are entrusted with decisions. Trust has also been defined by Cai *et al.*, (Steele et al., 2015) as the expectation of one that the other is relied upon to fulfil certain obligations, behave in a particular manner, and act and negotiate fairly, even when there are possibilities of taking advantage or becoming opportunists. Curry has adopted the Simmelian definition as stating trust to be a favourable expectation regarding other peoples' actions and intentions, also suggesting that society will collapse without this trust factor, yet the terms on which trust are based are actually weak. Pattison and Kline (2015), from the Department of Psychology, at the University of Calgary in Canada, researched on Facilitating a Just and Trusting Culture. Although the paper zoned

in on the healthcare system, the research resonates with this study in that it focused on managerial and organisational characteristics and behaviours. They defined trust as the “optimistic acceptance of a vulnerable situation in which the trustor believes the trustee will care for the trustor’s interests” (Pattison and Kline, 2015). “Higher trust leads to more decentralisation” (Bloom *et al*, 2011). Bloom, *et al* (2011) found that key concepts to the organisation’s overall performance lies in how trust, as a cultural factor, affects an organisation’s decision-making process, size and productivity. Therefore, when an organisation has decisions that require to be implemented, its leaders should ascertain that the level of trust is firm enough to support the organisational goals. Milkman *et al* (2009: 379) call for “decision-makers to improve strategies that will avoid decision-makers making errors that prove to be quite costly to an organisation during processes of rectifying those errors.”

2.8.2 Levels of Trust

Trust is essential for successful decision-making. Research shows that there are three general characteristics of trust. These are vulnerability, risk and expectations, and according to Edelenbos & Klijn (Steele *et al.*, 2015:14), individuals are vulnerable and susceptible to hurt, although trust assures them that there will not be opportunistic and unilateral behaviours. Secondly, it was found that the situations that are risky and uncertain require high levels of trust. Trust is a pre-requisite before risky actions are taken as the team members are conscious enough when taking decisions as they trust one another. The third point is that there are expectations of stability of intentions and motives amongst the management teams. The belief is that trust reduces unpredictability, complexity and ambiguity with the management teams during their decision-making interactions (Steele *et al.*, 2015:14). Another note is that trust brings out the good feelings between people resulting from being respected, treated fairly, and the transparency of partners involved in the decision-making processes.

On the other hand, Curry (2010) also identified three types of trust, Giddens (1990), Misztal (1996) and Simmel (1990, 1992). These are also known as the Simmelian-related constructs; personal trust, system trust and instrumental trust. With each trust construct, there are two components; the justification and a leap of faith. The Simmelian-termed personal trust is how individuals relate to other individuals. System trust, also known as institutional trust, is defined as that trust concerned with how groups such as partnerships and networks relate with each other. The system trust will be quite valuable for this proposed study as it is focused on management teams in higher education institutions.

The third trust, instrumental trust, is usually found in secret societies, where individuals may not fully trust one another but for the purposes of protecting their societies, it is riskier to not trust each other, for should their information become public knowledge it would cause more harm (Curry 2010).

The trust placed on others consists justification for trusting someone, that is, the rational reason for doing so and the preconceptions or feelings also known as the leap of faith. Simmel furthermore suggested that the justification characteristics of trust were a weak form of presumptive knowledge. On the other hand, a leap of faith is not based on knowledge, but rather most effective when deployed with “humility”.

Another level of trust identified by Pattison and Kline (2015) is that of organisational trust which envelops trust as a belief that an employer will be straightforward and follow through on his commitments, as well as employees’ faith in organisational leaders and the belief that organisational actions benefit employees.

Burke et al., (2007:608) identified three facets of trust.

1. Trust in another party reflects an expectation or belief that the other party will act benevolently.
2. Trust involves a willingness to be vulnerable and risk that the other party may not fulfill the expectations.
3. Trust involves some level of dependency on the other party so that the outcomes of one individual are influenced by the actions of another.

2.8.3 Trust and Leadership

This study is designed to focus on the management teams’ decision-making process and its correlation to trust in an organisation. In management teams, Carmeli, Tishler and Edmondson (2011) discuss CEO relational leadership and the role of team trust. Then Burke, Sims, Lazzara & Salas (2007) also define leadership as an ability to be effective within such environments, and sets the degree to which co-workers trust the leaders. This model implies that a leader should model relational behaviours by encouraging collaboration and open communication thus promoting sincerity among team members (Carmeli *et al.*, 2011).

There is a power in the CEO leadership in driving organisational performance, playing key roles in ascertaining organisational effectiveness across all levels, found within the

individual, teams and units (Carmeli *et al.*, 2011, Burke *et al.*, 2007). The authors suggest that CEO relational leadership nurtures trust among management teams. It implies that good leaders can work through and foster 'relational health in their organisations'. True leadership requires cultivation of connections, and attention to detail within their management teams, thereby creating openness and emotional access. Furthermore, psychology suggests that when members feel or sense genuineness, their vulnerable sides show more so that their level for trusting is higher and more positive. Therefore, the CEO within the university management teams should be able to foster this leadership quality and relate it to trust so that organisational goals are met.

Theories on leadership and trust have been designed based on research on dyadic leadership, which focused on interpersonal trust (Brower, Schoorman & Tan, 2000). Furthermore a vertical dyadic linkage theory (Brower *et al.*, 2000) (VDL) was developed which investigated whether leaders differentiate between subordinates so that the leaders are more inclined to lean towards subordinates they have created closer relations with. The research provided a better understanding of how trust develops between leaders and subordinates, and how these hierarchical relations differ in terms of openness and support, that is, trustworthiness.

2.8.4 Trust and organisational citizenship

Pattison and Kline (2015) found that organisational citizenship and trust can be enhanced if trust exists between organisational members. The study suggests that trust in managers affects the performance and effectiveness which employees require to accomplish their set goals and implementation of decisions. Organisational trust is closely linked to job satisfaction, organisational commitment, clear roles and performance. The study also found that around 90 percent of managers believed that trust begins at top management level - the decision-makers of an organisation - and trickles down.

Organisational culture also plays a role of improving performance, organisational commitment and job satisfaction (Tsai, 2011). The role of leadership in influencing the environment or overall culture within a unit is imperative in creating a winning atmosphere so that employees feel welcome, thus job performance is escalated. According to Tsai, a two dimensional research of a model of leadership focused on the people and production has been used since the late 70's. Leadership focused on behaviour within organisational change and development. Fleenor and Bryant (2002) suggest that due to the volatility of working environments, the relationship between organisational culture and organisational

performance has been increasing in the research field. For the purpose of this study, Organisational Citizenship could also be linked to leadership behaviour and styles that are orchestrated by the culture or environment created over time.

2.9 CONCLUSION

In this chapter, a review of the theoretical and conceptual framework for the study was made. Various theories of leadership such as the Early Trait theory, Fielder's contingency theory and decision-making theory were reviewed. Various concepts which underpinned the study were also reviewed. Aspect such as leadership styles, organisational citizenship and the effect of trust on organisational citizenship were reviewed from various literatures. It was found in the literature that trust can affect the decision-making of the management and thereafter affect the organisational citizens.

The next Chapter will discuss the research design and methodology for the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The previous Chapter of this study presented the literature review which gave a deeper insight into the study. This Chapter will present the research map, objective of the study, research paradigm and the methodology used for the study. Clough & Nutbrown (2012:25) define research methodology as a process which provides a reason for using a particular research recipe. Punch (2009:15) refers to methodology in research as a theory about method. It entails what lies behind the approaches and methods of inquiry that might be used in a piece of research. In this section, various aspects of the methodology are discussed such as the research paradigm, site selection, participant selection, data collection strategies, data analysis, trustworthiness, validity, and the researcher's role, as well as ethical considerations. The research methodology guided the researcher in gathering in-depth data regarding the understanding of the effects of trust on organisational citizenship.

3.2 RESEARCH OBJECTIVE

The research objective for this study is to:

- Investigate the effect of trust in an organisation

3.2.1 Research sub-objectives

In answering the main research objective, the following sub-objectives are to:

- Identify the relationship between leadership and trust
- Determine the types of leadership style or strategies used in the organisation
- Examine the influence of leadership style on trust in an organisation
- Determine the impact of leadership and trust on organisational effectiveness
- Identify factor(s) that influence leadership style within the organisation
- Determine various way(s) an organisation ensures a balance between leadership and trust

3.3. RESEARCH PARADIGM

The researcher adopted interpretivist paradigm. Research paradigm is the philosophical assumption brought into the study by the researcher. It cuts across the researcher's stand point, views and perceptions which help the researcher in the choice of research methodology for the study (Creswell, 2014). Furthermore, Bhattacharjee (2012) posits that it is imperative for researchers to understand their philosophical stand point because the paradigm influences and sharpens the entire study. Researchers adopting the interpretivist paradigm strongly believe that human views or reality are socially constructed, hence people cannot be separated from what they know, and so interpret their immediate environment in the way that it affects them. The interpretivist paradigm is commonly used by qualitative researchers hence they adopt data collection techniques that allow them the opportunities to interact with the participants in their natural setting. Therefore, the interpretivist paradigm guided the researcher in understanding the effects of leadership styles and trust on the organisation through utilising the qualitative research method and following distinct research methods to generate in-depth data from the research participants. However, the researcher utilised interviews as the data gathering technique which gave the participants opportunities to air their views regarding the study.

3.4. RESEARCH DESIGN

The researcher adopted the qualitative research design. According to Ary et al. (2014), qualitative research design is a type of research design that makes use of different types of methodologies for generating non-numerical data from the participants for an in-depth understanding of a phenomenon. Furthermore, Maree (2010) adds that "research design refers to a plan or strategy which moves from an underlying philosophical assumption to specifying the selection of respondents, the data gathering techniques to be used and data analysis to be done." Also, Creswell and Clark (2007) state that when talking about research design, the first thing to come to mind is the plan of action which will guide the researcher towards gathering and analysis of data. Creswell (2009) maintains that qualitative research design is the research map guiding the researcher in decision-making regarding the methods of data collection and analysis.

Brink et al. (2012) further maintain that making choices regarding research design depends on the type of data the researcher intends to generate for the study. McMillian and Schumacher (2006), in their own opinion, said that research design comprises all the steps taken in gathering of data such as the planning of the set of participants to approach for the study, how the data will be collected and how the data will be analysed. Creswell

(2014) emphatically states that research design is “the blueprint of how one intends conducting the research”. Punch (2009) adds that research design positions a researcher in the “empirical world” for the study and narrows down to data analysis.

Qualitative design was deemed best for this study because it presents a good approach to the researcher in studying the relationships between leadership styles and trust in the organisation. It also enabled the researcher to understand the phenomenon and views of employees in government departments which include; planning, performance monitoring evaluation and intervention. Also, qualitative research design enables the researcher to generate non-numerical and in-depth data that will best answer the research questions posed for the study.

3.4.1 Site selection

According to Creswell (2007), one of the most important steps in a research process is determining the people and the place to study, and how to gain access to those places. To Creswell, “gaining access to sites and individuals requires several steps ranging from seeking permission from human subjects to ensuring participants’ safety”. This study was conducted in the office of the Premier of the North West Province, with the branch in charge of planning, performance monitoring evaluation and intervention. This site was selected because of its proximity to the researcher.

3.4.2 Participant selection

According to Creswell (2014), participant selection is a distinct way of selecting participants for a study, bearing in mind the research objectives, hence the participants are usually carefully selected to meet the study objectives. Polit and Beck (2017) posit that the population of a study consists of the selected participants to be studied. To Marshall and Rossman (2011), participant selection is a process of grouping a population for the study. A researcher cannot research the entire population hence, a subset of the population is selected for the study. Guest et al. (2013) further maintain that for any researcher to conduct a successful research, participant selection must be taken into consideration, hence the researcher must begin with proper planning of the research, in this case, including the organogram of the NW Premier’s office. This enabled the researcher to be able to identify top managers who can take part in the study. Figure 3.1 presents the organogram of the office of the NW Premier NW.

and Administration Support		
Communications	1	1
Governance and Special Programmes	1	
Policy Management	1	1
Corporate Support Services	1	1
Legal Services	1	1
Total participants for the study	6	6

From table 3.1 above, it shows that 12 participants will be used for the study. Managers and line managers in each department in the office of the Premier will be interviewed in order to obtain an in-depth understanding of the effect of trust in the organisation.

3.4.3 Sampling technique

Ary et al. (2014) state that sampling is the process of selecting research participants who are capable of answering research questions, hence sampling remains an integral part of all research studies. Sampling in research is as important as selecting the research design. Purposive sampling is a type of non-probability sampling approach which allows for purposeful selection of research participants based on distinct features that meet the research sampling criteria (Babbie, 2014). Purposive sampling enables the researcher to select research participants and research site because they want participants that will best answer the research questions and do not want to generalise the findings (Creswell, 2007). Furthermore, Robinson (2014) posits that the purposive non-probability sampling technique does not allow researchers to generalise the research findings because they usually make use of fewer participants who do not represent the opinion of the entire population. Purposive sampling technique was used in this study to select the managers and line managers that were used for this study. The managers and line managers were selected based on their experience and years of service in the office of the Premier.

3.6.4 Data collection technique (interview)

According to Ary et al. (2014), in qualitative studies, interview remains the most widely used instrument of data collection. Interview gives the researcher opportunities to explore the participant's opinion, beliefs, descriptions and views for in-depth understanding of the study. One of the advantages of using interview as an instrument of data collection is the ability to generate in-depth data regarding the study, more than what a questionnaire can generate and also provide data that cannot be provided by using participant observation. More so, interviews can generate a large volume of data which adds more to the advantages. When a researcher is using interview as a method of data collection, it is expected of the individual to probe the participants deeper without breaching ethics for a proper understanding of the study. Brink et al. (2012) posit that data collection is so important in any research, hence researchers should take note of that and choose techniques that will best fit their studies. Furthermore, Lekganyane (2011) maintains that qualitative data collection involves different steps that all aim at generating in-depth data for the study. Guest et al. (2013) add that the interview is an instrument of data collection that enables a researcher to establish a research-based conversation with the researcher fully in charge of the study with the intent of answering research questions. Among the purposes of conducting interviews in a study is to have an in-depth understanding of the study and also build confidence on the side of the participants (Flick, 2011). During the process of interviewing, researchers should bear in mind that the ability to generate good information to answer the research questions lies solely in their hands and they should be well prepared and smart (Rossman et al., 2012)

For this study, the researcher used an open-ended interview as the instrument of data collection, which enabled the researcher to generate in-depth data for the study. The interviews were conducted with the participants in their natural settings. The open-ended interview enables the participants to provide more details for the research question posed to them. Before the data collection, the researcher paid a visit to the area of the study and created awareness. During the visit, the researcher presented the ethical clearance obtained from the University, then permission was granted to the researcher with the interview date being scheduled. On the day of the interview, the researcher went to the area of the setting early in the morning with a tape recorder, field notes, interview guide and pen. The researcher explained to the participants the objective of the study and the need for their participation without pressurising them. Participants were asked questions regarding the study with the researcher sticking to the research questions without bridging

the ethical gap. The researcher recorded the interviewees' answers and took field notes that helped in triangulation of the study. Participants were thanked at the end of the interview.

3.4.5 Data analysis

According to Creswell (2009), qualitative data analysis is the process of transcribing the raw data, analysing and making sense of the data in order to arrive at the participant's authentic meaning. Furthermore, McMillian and Schumacher (2006) state that qualitative data analysis always takes a distinct pattern which includes transcribing of the data, reducing the data and making sense from the study. Data was collected using interviews, questions were asked bearing in mind the research objectives. During the interview session, the researcher made use of a tape recorder, paper and pen for taking field notes which helped the researcher to gather as much data as possible. Data was analysed following the steps below:

Step 1: Transcribing the data and breaking it down.

The researcher listened to the raw data from tape recorder, transcribing the words verbatim to avoid missing vital information; this enabled the researcher to have all the data to hand and organised before proper analysis. According to Creswell (2014), researchers should read the raw data properly and try to understand what the participant is saying.

Step 2: Examining and comparing the transcribed data

The researcher at this point further broke down the data thereby removing junk and forming concepts.

Step 3: Generation of categories and themes

At this point, the researcher further generated categories and themes from the data. This was done through open coding and merging the related categories, as well as deducing themes for the study.

Step 4: Summarising and presenting the participants' responses

The researcher at this point summarised the findings from the data and represented the themes in the study to reflect the participant's authentic meanings.

3.4.6 Ethical consideration

Ethical consideration for this study was obtained from the University Research Ethics Committee. According to Ary et al. (2014), ethics consists of the research norms and

standards which must be adhered to in order to avoid harm and protect human dignity. Researchers are mandated to conduct their studies in such a way that will minimise harm to the participants. Marshall and Rossman (2011) posit that ethical consideration in a research goes beyond informed consent and maintaining confidentiality but also cuts across having in mind the occurrence of possible dangers both to the participants and the people nearby, including both the participant's emotional and psychological wellbeing. Lichtman (2014) further adds that ethical consideration simply refers to those important considerations in research that protects the rights and interests of the participants.

Proper explanation of the intended study to the participants is imperative and should be adhered to. The participants must be allowed to make a decision on their own without force and the researcher must protect the interest of the participants. Informed consent must be signed by the participants in a stable psychological state to avoid bridging the ethical gap. The researcher in this study tried as much as possible to adhere to ethical consideration, starting from obtaining the necessary ethical approval from the University Research Ethics Committee, and from the Premier's office. During the data collection, the researcher assigned imaginary names to the participants to avoid using their real names for privacy purposes.

3.4.7 Trustworthiness

According to Ary et al. (2014), trustworthiness refers to a comprehensive language or term used by qualitative researchers to portray the authenticity of a study. It also shows how true the findings are. This is about establishing the study's credibility, dependability, confirmability and transferability. Marshall and Rossman (2011) put it in a different way, maintaining that establishing trustworthiness of a qualitative study entails the utilisation of some mechanisms which are prolonged engagement in the field, and member checking, and urges researchers to remember to share the interpreted data with the participants in order for them to confirm it is what they really meant. Also triangulation is done by using multiple methods of data collection in order to ascertain the authenticity of the findings. For this study, trustworthiness was maintained through the use of member checking, establishing a comfortable atmosphere during data collection to enable the participants to voice their opinion thereby increasing the study's credibility, prolonged engagement in the field in order to gather comprehensive data from the participants,

3.4.8 Researcher's role

The researcher was in the centre of the study hence did the data collection through interview, data analysis and the write-up. Mbokodi (2008) posits that the main reason for conducting interviews in a study is for the researcher to go close to the participants and try to enter into their very perspectives.

3.5. SUMMARY OF DESIGN AND METHODS

Table 3.2 below gives the general view of the design and methods of the study.

Table 3.1. Summary of design and methods

Research design	Qualitative	To generate deep non-numerical data in order to answer the research questions.
Population of the study	Leaders in a government organisation	To ascertain the effects of leadership styles and trust on the organisation
Sample	Purposive non-probability sampling	To get the appropriate participants for the study
Data collection technique	Interview	In order to explore participant views, perceptions and opinions in their natural settings
Method of data analysis	Open coding and themes and categories	In order to arrive at the participants' authentic meaning

3.6. CONCLUSION

This chapter took care of the explanation of the research methodology with the method of data analysis. A Qualitative design was adopted which enabled the researcher to gather in-depth data using interviews. Also, the researcher properly explained the ethical considerations, trustworthiness and the role of the researcher.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF FINDINGS

4.1 INTRODUCTION

The previous chapter of this study presented the study research design and methodology adopted for data collection. This current chapter focuses on data analysis and presentation of the study findings from the questions that explored the effects of trust on organisational citizenship in the office of the Premier, North West Province, with the department in charge of planning, performance monitoring evaluation and intervention. The themes and categories that emerged from the data collection were presented in the table below for clarity.

Table 4.1: Themes and categories identified in the study

Themes	Categories
Leadership and trust relationship	<ul style="list-style-type: none">• Dependent• Productivity• Vision driven• Subordinate corporation
Leadership styles	<ul style="list-style-type: none">• Democratic• Autocratic• Delegation of functions
Leadership style influence	<ul style="list-style-type: none">• General influence: positive and negative• Decision-making
Trust and leadership	<ul style="list-style-type: none">• Organisational success• Improvement• Effective communication• Corporative function• Incompetence
Balance between leadership and trust	<ul style="list-style-type: none">• Leadership competency• Effective communication

	<ul style="list-style-type: none"> • Success oriented • Behavioural pattern
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The aim of the study was to explore the effects of trust on organisational citizenship in the office of the Premier, North West Province in the department in charge of planning, performance monitoring evaluation and intervention. The findings were structured according to the research questions and further aligned with the themes and categories that emerged.

4.2. MAIN RESEARCH QUESTION

The main research question is:

- What are the effects of trust on organisational citizenship in an organisation?

Research sub-questions

In answering the main research question, the following sub-questions will be asked:

- What is the relationship between leadership and trust?
- What type of leadership style or strategies are used in the organisation?
- Does leadership style have a direct influence on trust in an organisation?
- How does trust effect organisational effectiveness?
- What factor(s) influence leadership style within the organisation?
- In what way(s) can the organisation ensure a balance between leadership and trust?

4.3. PROFILES OF THE PARTICIPANTS

The participants for this study were selected from the NW Premier's office. The Premier's office has three departments which includes executive, support and stakeholder management department, the institutional development support department and the planning, performance, monitoring and intervention department. The departments were further subdivided into various categories. Participants selected for this study were six (6) managers and six (6) line managers in the departments. These managers and line managers include the planners, performance, monitoring evaluation, support, communication, corporate and legal service and intervention teams in the office of the Premier North West Province.

4.4. DATA MANAGEMENT PROCESS

The researcher used characters **M1 – M6** and **LM1 – LM6** to represent each of the participants for easy identification. **M1** represents **manager 1** through to **M6** as the **manager 6** while **LM1** represent **line manager 1** through to **LM6** which is **line manager 6**. These characters were utilised throughout this chapter for easy understanding of the participants' response.

4.5. DISCUSSION OF DATA FROM THE MANAGERS AND LINE MANAGERS

4.5.1 What is the relationship between leadership and trust?

Dependent: Organisational leadership and its effects on the progress of the organisation can never be neglected because in everything, achieving the main aim of the organisation takes upper hand but this cannot be actualised without trust. Trust plays a profound role to the success of any organisation.

According to **M1**

“Leadership and trust are dependent. Leadership style informs the trust level the subordinates will have for their leaders while the trust level shown by the subordinates can influence the leadership style. These must be balanced for the organisation to be progressing effectively”.

M3 in agreement with **M1** added

“A positive relationship exists between leadership and trust. Good leadership tend to trust the ability and capability of their followers take more responsibilities. The more trust is demonstrated by the leader to the follower the more the follower sees the leader as a god leader”.

M4 also agreed with **M3** and **M1**

“And further expounded that leadership and trust are two variables which one cannot do without the other in an organisation because for leadership position to be effective, there must be trust and trust doesn't exist in a vacuum hence it exists among individuals who know their need. The leadership forum and the subordinates must know their places in an organisation and work to maintain such place and also to the effective functioning of the organisation. Having said that, leadership leads to trust while trust maintains the effectiveness of leadership. Also, leadership and trust leads to proper monitoring and evaluation of government priorities, provide wide

range coordination and support, leads to Institutional assessment and ensures proper frontline service delivery monitoring in an organisation”.

According to **LM1**

“Ability to coordination and the implementation of public service policies and legislation in order to achieve maximum productivity and efficient service delivery. Also, trust is a key component of housing a successful leadership in any organisation. A relationship between a manager and his/her employees should be based on trust. So leadership and trust has productivity in common which propels the organisation through the ability of each party doing the right thing at the right time”

Also, **LM3** is in agreement with **LM1** adding that

“Leadership works in hand with trust toward effective carrying out divergent organisational duties and thereby aiding in the actualisation of objectives. Optimal functioning and productivity of an organisation cannot be attained without the function of leadership and trust hence they are both connected”.

LM2 stated that

“Both leadership and trust affects the administrative and management of workers in an organisation. Also leadership depends on trust relations to facilitate the realization of the leader’s vision, mission and strategies”.

According to Cohen *et al.* (2001) “leadership is more than a set of tools and choices; who you are is the most important consideration as to whether anyone will want to follow you.” Leadership is also considered as an instrument of goal achievement, power relation, behaviour, inducing compliance, a form of persuasion, a personality and a focus of group processes (Dodd, 2012). Leaders should be able to create a sense of trust in their people in any organisational goals. According to Lapidot, Kark and Shamir (2007), a leader’s behaviour that encompasses ability, integrity and benevolence are central to followers trusting in the leader. Leadership means authority and not necessarily power (Tsai, 2011). It is an inclusion of factors such as managerial ability, personal characteristics such as personal qualities, innate within a leader, which influences the leadership style of the leader. Leadership is also suggested to be behaviour that gives purpose, meaning and guidance by articulating a collective vision that is appealing to the followers. Organisational leadership is studied as the ability to influence through motivation to complete tasks rather than through power or authority (Vigoda-Gadot, 2007). Free will is greatly suggested as

followers will perform willingly or unwillingly, or on the other hand perform out of fear, depending on the style of leadership. Lawrence (2016) outlined various aspects that surrounds the leadership domain. Figure 2.1 presented in Chapter 2 shows the leadership domain. The leadership domain suggests that leadership does not occur in isolation. It is a result of an interaction between the personal makeup of the leader, the makeup of the followers and the specifics of a particular situation (Lawrence, 2016). In addition, the Early Trait theory of leadership used in this study also indicated dependent as a key relationship that exists among leadership and the trust the organisation has in them

Therefore, Leadership and trust have direct mutual relationship. There cannot be leadership without trust or trust without leadership in an organisation”.

Productivity: Leadership and trust in an organisation might be two different variables but work together to the success of the organisation.

From the participants’ responses also emerged the category “productivity, vision-driven and subordinate cooperation” which denotes the relationship between leadership and trust in an organisation. On further analysis, “organisational efficiency” emerged as the leading theme for discussion.

According to **M2**

“Where there is no direction of leader nobody will follow the leader. In such case, leadership and trust is lacking so employees will not like to follow a leader who is failing. So leadership and trust have many things in common such as working together to actualisation of organisational objectives, attaining high level of productivity and supporting the employers and employees to attain job fulfilment”.

M3 also added:

“The final analysis trust affects performance at individual and organisational. Knowing that your leader trusts you places high performance expectation on the individual. Such improved personal performance finally translates into impaired organisational performance. Also, good leadership provides support and guardian to departments and municipalities on the development of short and medium term planning and coordinate integrated planning across the sphere”.

According to **M5**

“Leadership and trust to me ensures cooperation in an organisation, leads to high work output and organisational success. They make up important ingredient to the productivity and success of an organisation”.

Therefore, leadership and trust plays major roles in the management of an organisation. The leader should believe in the subordinates even when they are not performing perfectly in order to bring out the best in them. Leadership behaviours influence organisational effectiveness or how an organisation will perform. Bohn (2003) recounts how important it is for leaders or persons in management positions to understand this point. Employees are affected by leaders’ characters due to the fact that employees look up to leaders to be able to provide guidance on the organisations’ visions and missions, goals persuasions, clear concise communications on these factors leading towards achieving the set goals, track records and proof of performances. Bohn suggests that employees place their “faith and trust” in their leaders to be able to provide the factors mentioned above

Subordinate Cooperation

In an ideal organisation, the profound impacts of leadership and trust can never be neglected. They supports subordinate engagements in decision-making and solidify the bond between leader and subordinates.

According to **LM4**

“Trust is the key because it creates bond between leader and followers in any organisation. If the leader lacks trust, working with the subordinates will be doubtful while the subordinates will be having issues discharging their duties to the fullness”.

Burke, Sims, Lazzara & Salas (2007) define leadership as an ability to be effective within such environments and set the degree to which co-workers trust the leaders. This model implies that a leader should model relational behaviours by encouraging collaboration and open communication thus promoting sincerity among team members (Carmeli *et al.*, 2011). The trust placed on others consists justification for trusting someone, that is, the rational reason for doing so and the preconceptions or feelings also known as the leap of faith. Simmel further suggested that the justification characteristics of trust were a weak form of presumptive knowledge. On the other hand, leap of faith is not based on knowledge, but rather most effective when deployed with “humility”.

4.5.2 What type of leadership style or strategies are used in the organisation?

Conversant style: democratic, autocratic styles, delegated function

This theme emerged from the question, what type of leadership style or strategies are used in the organisation, based on the managers' responses. The themes denotes types of leadership style best suited to the organisational leader.

In every organisation, effective functioning of every sector is among the priorities of the leader. In order for those sectors to function appropriately, leaders adopt different leadership styles/approaches best for them in carrying along their subordinates. Organizational behaviour suggests, in chapters of interpersonal relations, that each person most likely will have a preferred style of leadership, which they will choose to use whenever possible. The selection, however, should be made according to what is appropriate at that given time. It is more circumstantial than rigid, and each situation calls for a different method or style of leadership (Cohen *et al.*, 2001).

According to **M1**

"Some of the leaders here use democratic leadership style while some are autocratic. These two styles to me can be influenced by the different factors such as the leader's past experience, choice of leadership, or type of organisation. Leaders are humans and can learn characters, maybe from their past experience, which they may try to replicate using their leadership position, some may feel to follow any leadership style because is their choice while others may stick to a certain leadership because of the type of the organisation they belong to which demand that the work should be done in some certain ways".

Another respondent **M3** added

"As a leader, I instructed my subordinates not to change their performance indicators and also encourage them to put in their best to the success of the organisation. This is in spite of the fact that the said performance indicators were not aligned to the resolution alluded to above".

Respondent **M4** also stated

"Strategic division from independent structures such as coordination of and implementation of decision to the good of the organisation".

It was found in the study that the participants are not conversant with other types of leadership styles. The study also revealed that participants do not have a clear understanding of the leadership styles they had mentioned. In addition, to the leadership styles identified, Lian and Tui (2012) design an alignment with these variables involving

Leadership Styles; Subordinates' Competence, Downward Influence and Organisational Citizenship; this is shown in Figure 2.2 in Chapter 2.

Figure 2.2 illustrates that the effective knowledge and implementation of leadership styles such as transformation and transactional leadership styles will enhance the competence of the subordinate in an organisation. This has an influence on the activities carried out in the organisation in order to generate a good outcome

Dodd (2012) states that to become a leader, power relations need to develop, support needs to be gained and trust must be established. These points are structural, behavioural and emotional exchanges and processes that come through when creating leadership. According to Dodd (2012), research has observed that the unmissable link between successful leadership and organizational growth stems from the way effective leadership style is developed, which is of significance to organizations across the economy. A style of leadership is the manner in which functions of leadership are carried out and how managers behave towards members of the group. Meanwhile, other than the findings from the respondents, Lewin (2005) explained the leadership styles below;

Lewin's styles of leadership

- ***Autocratic/Authoritarian***

The manager is the focal point of power; makes decisions alone; determines policies and procedures to achieve goals and tasks and relationships; controls rewards and punishment

- ***Democratic***

Power is focused more within the group; much more interaction; leadership functions are shared within the group; manager is part of the team; members have greater say in decision-making, policy-making and implementation, systems and procedures.

- ***Laissez Faire***

Focus of power is consciously given to the members by the manager; freedom of action without interference from the manager; managers avail themselves only when there is a need; no abdication.

Similar to the first three styles of leadership, both styles deal with personal characteristics and traits that are carried by the leader which makes him an effective or ineffective leader. This means that if leaders in an organisation are able to understand the leadership styles in an organisation and also understand the manner in which these leadership styles are carried out, then the aspect of trust will also be understood.

Delegation of functions

Leaders in organisations adopt best leadership styles or strategies in actualising the organisational objectives. Leaders delegate functions to their subordinates utilising different styles. Contrary to what the managers have said, **LM1** maintained that there is no specific leadership style, rather the involvement of subordinates and presentation of guides to them on how to monitor and evaluate compliance level of the department to the organisational success.

“There is no specific leadership style. I only tell them what to do and also involve them where necessary to the success of the organisation”.

LM3 also confirmed the response of **LM1**

“Delegating functions which are part of my responsibilities on preparing and making presentations during new employee’s induction section”.

LM4 further added

“To me as a leader, I utilise the best leadership style that suits me such assigning functions, monitoring progress and motivation which are aimed at bringing out the best from my subordinates and achieve on-time and good service delivery”.

Despite the adapted leadership style, prioritising the affairs of the organisation should be the focus of the organisation. According to Dodd (2012), research has observed that the unmissable link between successful leadership and organizational growth stems from the way effective leadership style is developed which is of significance to organizations across the economy.

4.5.3 Does leadership style have a direct influence on trust in an organisation?

General influence: positive and negative; decision making

The themes were deduced from the responses of the managers regarding whether leadership style has a direct influence on trust in an organisation.

Leadership is a complex and challenging role in every organisation. Every leadership approach adopted by the leader has the potential of directly or indirectly influencing the trust level in an organization. Leadership means authority and not necessarily power (Tsai, 2011). It includes factors such as managerial ability, personal characteristics such as personal qualities, innate within a leader, which influences the leadership style of the leader. Leadership is also suggested to be behaviour that gives purpose, meaning and guidance by articulating a collective vision that is appealing to the followers. Trust is

characterised by transparency, fairness and openness (Steele *et al.*, 2015). The members in the decision-making process are supposed to feel free and engage without any fear of disrespect for their opinions. To enable trust, there must be levels of legitimacy when voicing out differences. Without this, any pursuit of goal actualisation an organisation has will be diminished and for that trust to be restored must be done over a long period (Steele *et al.*, 2015). Trust has also been defined by Cai *et al.*, (Steele *et.al.*, 2015) as the expectation of one that the other is relied upon to fulfil certain obligations, behave in a particular manner, and act and negotiate fairly even when there are possibilities of taking advantage or becoming opportunist.

According to **M1**

“Any form of leadership style an individual choses will directly or indirectly affect the trust level in the organisation. Remember, the leader is a human and bound to mistakes at some point which can easily influence the trust level in the organisation peradventure the mistake is made”.

M2 is in agreement with **M1** citing some example

“Leadership style has a direct influence on trust in an organisation, for instance if there is no trust in the organisation everyone will apply his/her common sense. There will be no confidence within the organisation. There must be doubts in the organisation. But when a leader leads the subordinates properly, there will be honesty and integrity”.

M3 also added

“In an organisation, there should be carrying along all the employees by their employer with the show of trust among everyone while having the success of the organisation at heart. Carrying everyone along will demonstrate some trust from those in higher authority because lack of trust can impede implementation of decision in an organisation and result in the organisation underperforming. This can be traced down to the leadership style of the people at the helm of authority in the organisation”.

Respondent **M5** is also in agreement with **M2** and **M1**, adding that;

“Leaders are the custodians of authority in organisations hence the way they lead their subordinates matters the most and could directly or indirectly affect the trust existing in the organisation and their level of productivity. Also, trust ensures

movement and decision-making in terms of taking an organisation forward and build good working relationships”.

Respondent **M6** emphatically stated;

“Leadership style has huge direct influence on trust in any organisation because leadership style embodies the spirit of an organisation. While trust is the network that truly drives employees to perform with passion. When trust is compromised, the organisation becomes vulnerable”.

According to **LM3**

“Leadership style has general influence in any organisation because in the absence of good leadership in an organisation, trust might be disrupted which will be impacting negatively to the organisational output. Trust also, is a direct contribution to motivation (positively) and has a systemic effect on efficiency”.

Also, **LM4** in alignment with the response of **LM3** stated

“Leadership style directly or indirectly influences organisational trust. Trust can be earned as a result of the good attitudes of the leader and can also be disrupted as a result of bad attitude of the leader. So the leadership style adopted by the leader or the supervisor can determine the progress and failure of the organisation”.

In more support of the managers’ and line managers’ responses regarding whether leadership style has a direct influence on trust in an organisation, Carmeli, Tishler and Edmondson (2011) discuss CEO relational leadership and the role of team trust. Then Burke, Sims, Lazzara & Salas (2007) also define leadership as the ability to be effective within such environments and set the degree to which co-workers trust the leaders. This model implies that a leader should model relational behaviours by encouraging collaboration and open communication thus promoting sincerity among team members (Carmeli *et al.*, 2011). There is power in the CEO leadership in driving organisational performance, playing key roles in ascertaining organisational effectiveness across all levels found within, that is, the individual, teams and units (Carmeli *et al.*, 2011, Burke *et al.*, 2007). The authors suggest that CEO relational leadership nurtures trust among management teams. It implies that good leaders can work through and foster ‘relational health in their organisations’. True leadership requires cultivation of connections, attention to detail within their management teams, thereby creating openness and emotional access. Furthermore, psychology suggests that when members feel or sense genuineness, their vulnerable sides show more so that their level for trusting is higher and

more positive. It can therefore be deduced that leadership styles have a positive and negative influence on trust and the organisation at large. This is because the nature of leadership style chosen by a leader will determine the level of trust the subordinate will have in the leader.

Decision-making

Leadership style has a direct influence on the level of trust in an organisation which also influences the involvement of subordinates in decision-making. Leaders are bound to work collectively with their subordinates toward the success of the organisation in trust.

According to **LM1**

“There is trust, there is offence. Managers and employees are able to share ideas without fear of intimidation and victimization. Honesty will prevail in the work place. Furthermore, if a manager trusts his/her subordinate he/she will issue orders and delegates responsibilities to his or her employees with ease due to their reliability and commitment and also involve them in decision-making for the good of the organisation”.

LM2 further maintained

“Trust is necessary to facilitate the implementation of decisions that ensure that an organisation’s daily task are executed. Therefore, the leadership styles adopted by the leaders in the organisation will help in facilitating the implementation of decisions”.

Bloom, Sadun and Van Reenen (2011) found that key concepts to an organisation’s overall performance lies in how trust, as a cultural factor, affects an organisational decision-making process, size and productivity. Therefore, when an organisation has decisions that require to be implemented, its leaders should ascertain that the level of trust is firm enough to support the organisational goals. Milkman, Chugh and Bazerman (2009: 379) call for “decision makers to improve strategies that will avoid decision-makers from making errors that prove to be quite costly to an organisation during processes of rectifying those errors.”

Trust is a pre-requisite before risky actions are taken as the team members are conscious enough when taking decisions as they trust one another. The third point is that there are expectations of stability of intentions and motives amongst the management teams. The belief is that trust reduces unpredictability, complexity and ambiguity with the management teams during their decision-making interactions (Steele et al., 2015:14). Another note is

that trust brings out the good feelings between people resulting from being respected, treated fairly and the transparency of partners involved in the decision-making processes. From the findings and literature, it can be deduced that leadership and trust do not work in isolation. Leadership has a direct influence on trust and both should work hand-in-hand.

4.5.4 How does trust affect organisational effectiveness?

Organisational success

This theme emerged from the response of the managers regarding the question on how does trust effect organisational effectiveness. The theme leadership efficiency denotes an umbrella under which are some emerging categories that explained the managers' response properly.

Trust in organisation cannot be neglected because of the overall influence in maintaining good working relationships and success. Trust is characterised by transparency, fairness and openness. (Steele *et al.*, 2015). The members in the decision-making process are supposed to feel free and engage without any fears of disrespect for their opinions. To enable trust, there must be levels of legitimacy when voicing out differences. Without this, any pursuit of goal actualisation in an organisation has will be diminished and for that trust to be restored must be done over a long period (Steele *et al.*, 2015).

Respondent **M1** stated

“To me, trust is affecting our organisation negatively because people are seeing each other as if they are standing on their way to promotion and this is because people have this lack of trust in them which they tend to transfer to other some are from their various families where one issues of trust or the other is habiting”.

Contrary to the report of **M1**, **M2** stated that trust in their organisation affects them positively which makes employees more productive.

“Employees give positive results and are very much productive because they like what they are doing, they believe that the higher authority in the organisation recognises their efforts and believes in their judgements as their subordinates”.

In support of the above response, Bloom, Sadun and Van Reenen (2011) found that key concepts to an organisational overall performance lies in how trust, as a cultural factor, affects an organisation's decision-making process, size and productivity. Therefore, when an organisation has decisions that require to be implemented, its leaders should ascertain that the level of trust is firm enough to support the organisational goals. Milkman, Chugh

and Bazerman (2009: 379) call for “decision makers to improve strategies that will avoid decision makers from making errors that prove to be quite costly to an organisation during processes of rectifying those errors.”

To **M3**

“Where trust exists, an organisation becomes effective in what it does. This is because employees are able to perform optimally when they trust that leadership is correct in their decisions”.

Organisational trust is closely linked to job satisfaction, organisational commitment, clear roles and performance. The study also found that around 90 percent of managers believe that trust begins at top management level, the decision-makers of an organisation and trickles down.

According to **M6**

“It impacts very highly, especially as our organisation houses the most senior political leader in the province”.

Collaborative functions

Trust within employees in an organisation inculcates positive vibes in employees towards working with higher authorities and colleagues.

According to **M5**

“Trust encourages adequate role play, collaborative function, commitment to function and increases productivity among staff, improve morale among employees and staff decision -making”.

This means that trust brings out the good feelings between people resulting from being respected, treated fairly and the transparency of partners involved in the decision making processes. As such, leaders should inculcate and build trust around the organisation and its citizens.

Improvement: Trust constitutes a vital component of the relationship between leaders and their subordinates in every organisation. Trust in the organisation propels leaders and subordinates to believe in the vision of the organisation hence works hard for innovation in the organisation. Meanwhile, innovative organisations are in the progressive right direction.

According to **LM1**

“If trust exist, there will be innovation within an organisation. Innovative organisations are succeeding organisation so trust cannot be neglected. Also, Lines of communication will be more effective”.

Trust has also been defined by Cai *et al.*, (Steele *et al.*, 2015) as the expectation of one that the other is relied upon to fulfil certain obligations, behave in a particular manner, and act and negotiate fairly even when there are possibilities of taking advantage or becoming opportunists. Curry has adopted the Simmelian definition as stating trust to be a favourable expectation regarding other peoples actions and intentions, also suggesting that society will collapse without this trust factor, yet the terms on which trust are based are actually weak.

Contrary to the organisational improvement as reported by **LM1**, **LM3** has to say

To **LM3**

“Trust within the organisation is a reflection of trust amongst employees and on the employer. The level of trust within any organisation is arguably low due to its relationship with the political environment and recent political changes, negativity affecting effectiveness”.

Against the inherent consequences of lack of trust in an organisation, it is important to understand that trust is essential for successful decision-making. Research shows that there are three general characteristics of trust. These are vulnerability, risk and expectations and according to Edelenbos & Klijn (Steele *et al.*, 2015:14), individuals are vulnerable and susceptible to hurt; although trust assures them that there will not be opportunistic and unilateral behaviours. Another note is that trust brings out the good feelings between people resulting from being respected, treated fairly and the transparency of partners involved in the decision-making processes. More so, Pattison and Kline (2015) maintain that organisational trust is closely linked to job satisfaction, organisational commitment, clear roles and performance.

Effective communication

LM1 further added that organisational trust encourages good communication and motivates others towards more productivity and service delivery.

“Lines of communication will be more effective. While employees will be motivated toward productive in their respective areas of duty in the organisation”.

Cooperative function

Leaders are at the helm of authority in the organisation hence they play the vital role of propelling the organisation to success through making the right decisions while carrying everyone along. Meanwhile, organisational trust influences the leaders in involving their subordinates in decision-making that will benefit every individual and the organisation at large.

According to **LM2**

“When leaders trust and cooperate with their subordinates and engage them in decision making within the organisation, there will be commitment to function which enhance optimal execution of duties and faster service delivery”.

Trust is characterised by transparency, fairness and openness (Steele *et al.*, 2015). The members in the decision-making process are supposed to feel free and engage without any fear of disrespect for their opinions. To enable trust, there must be levels of legitimacy when voicing out differences. Without this, any pursuit of goal actualisation an organisation has will be diminished and for that trust to be restored must be done over a long period (Steele *et al.*, 2015), whereas Schilke and Cook describe trust as the willingness of a party to be vulnerable to the actions of another based on their expectations of the other's performance which is meaningful and important (Steele *et al.*, 2015).

LM4 added

“Trust builds respect among the management and subordinates, help us to deal with challenges fairly and effectively. As an organisation, if we the leaders doesn't trust our subordinates, involving them in decision making will be difficult. As subordinate that they, they have so many good things to offer to the growth of the organisation”.

More so, **LM6** added

“Trust brings about certainly in the organisation. The employees become effective and efficient in carrying their duties knowing that they have the backing of their leaders in all they do hence they tend to work toward the good of the organisation”.

The study therefore revealed that trust plays a major role in the effectiveness of the organisation. Leaders in the organisation should ensure that the atmosphere of trust is created in the organisation.

4.5.5 What factor(s) influence leadership style within the organisation?

Leader's attitudes

This theme emerged from the manager's response denoting the incapability attributes of a leader. According to Cohen *et al.* (2001) "leadership is more than a set of tools and choices; who you are is the most important consideration as to whether anyone will want to follow you," Leadership is also considered as an instrument of goal achievement, power relation, behavior, inducing compliance, a form of persuasion, a personality and a focus of group processes (Dodd, 2012). Leaders should be able to create a sense of trust from their people in any organisational goals. According to Lapidot, Kark and Shamir (2007), a leader's behaviour that encompasses ability, integrity and benevolence are central to followers trusting in the leader. Leadership styles in an organisation varies among those in higher authority with all working to the good of the organisation but those styles can be influenced by different factors. A style of leadership is the manner in which functions of leadership are carried out and how managers behave towards members of the group. Below are other types of leadership proposed by (Lewin, 2005)

According to **M1**

"Lack of transparency, leadership is never a child's play because you as a leader is dealing with different types of characters and temperament so because of that, a leader should be transparent while leading his/her subordinate. Also lack of accountability to me is a killer to any leader. A leader should lead by example and by leading by example should be accountable to self and subordinate. When the leaders feels that he or she has gotten it all then pride comes in which dents all the good aspect of the individual so accountability is so important".

M2 in agreement with the response of **M1** stated

"The attitude of the leaders influences the leadership in the organisation. A good leader always has direct influence on trust depending on how he/she leads while Leadership with bad characteristic will affect the trust of the employees and obviously performance will be poor. There are many types of leadership styles but it will depend how your employee respond to the style"

In support of the above, Leadership behaviours influence organisational effectiveness or how an organisation will perform. Bohn (2003) accounts how important it is for leaders or persons in management positions to understand this point. Employees are affected by leadership characters due to the fact that employees look up to leaders to be able to provide guidance on the organisations' visions and missions, goals persuasions, clear

concise communications on these factors leading towards achieving the set goals, track records and proof of performances. Bohn suggests that employees place their “faith and trust” in their leaders to be able to provide the factors mentioned above.

Furthermore, **M3**

“Autocratic leaders often do not trust the capability of their subordinates to take decisions. When a leader is autocratic, it might be working for the leader to some extent but on a close observation in the organisation, you will find out that some vital features are lacking among the employees such as team work, peace of mind and commitment to service because most of them work to please their employee to the detriment of their personal life and happiness and at such there will be some voids. In most cases, productivity is not optimal. Whereas, a participatory leader who consults his/her subordinates demonstrates the trust level he/she has in their contribution/inputs”.

Lewin (2005) states that in autocratic/authoritarian leadership, the manager is the focal point of power; makes decisions alone; determines policies and procedures to achieve goals and tasks and relationships; controls rewards and punishment

Also **M4** maintained

“Democratic leadership style influence reliable, truthful and liberal input while autocratic style way produce power implementation of decision. Some leaders understands the need to carry others along both in terms of them making their contribution for the good of the organisation. But when a leader feels grandiose of his/her powers as the sole commander in the organisation, the subordinates may not actually accept that in good fate. Some will be working just to fulfil all righteousness without satisfaction. In such situation, the subordinates maybe negatively influence both in carrying out their duties or even in their interactions with the colleagues”.

Lewin (2005) states that in democratic leadership style, power is focused more within the group; much more interaction; leadership functions are shared within the group; manager is part of the team; members have greater say in decision-making, policy making and implementation, systems and procedures

Individual and work related factors

Leadership within the organisation influences the success or downfall of the employers, employees and the organisation at large. The findings here revealed some crucial leadership factors that influence the leadership style within an organisation.

According to **M6**

“Leadership style in any organisation can be influenced by so many factors such as individual factors and work related factors. By individual factors in mean those factors from the side of the leader such being too proud of him/herself. When an individual at the position of leadership sees self as have arrive at the peak of success and allows that to get the better part of himself, the individual may end up being too proud while leading the subordinates. Also, work related factors may be due to the attitude of the subordinates that will push the leader to extreme in leading them”.

LM3 stated that the

“Commitment of the subordinates to function can influence the leadership style within the organisation. When the subordinates demonstrate willingness to serve to their capacity in the organisation, the leaders will also sit up in working with them toward actualising the objectives of the organisation and growth”.

This means that the nature of the work of leaders can influence or transform their leadership styles and the trust the organisation have on them. Leadership styles such as Transformational leadership according to Oguz (2010) brings forth different follower behaviour that lead to follower performance and follower innovation.

Managerial competency

Leadership styles can be influenced by different factors. Meanwhile, it is imperative to understand the complexity of leadership. Taking cognisance of the various external and internal factors capable of influencing leadership styles. Because of that, a lead should be operating in more standard level both character wise and maturity.

According to **LM1**

“To be able to lead, it is ideal for the individual to be operating at some high level of maturity and have personal integrity and overall competency because managing humans can be daunting and frustrating”.

To **LM2**

“Yes, leadership styles influence perceptions in organisation. This means a leader’s style build confidence which people response to. The response resulting from the way people receive a leader and his leadership style has a significant on trust level that get accorded that leader”.

The study revealed that the competency of the leaders in an organisation can influence leadership style and the trust the organisational citizens have on the leaders.

Experiences

In leadership style, experience can be an influencing factor. A leader who is new to a system or an organisation might adapt to a leadership style based on past experience. Most times, experiences tends to shape peoples’ future reactions.

LM4 emphatically stated

“Past experience of a leader can generally shape his or her pattern of leadership style. An individual who has worked under the supervision or leadership an autocratic leader or supervisor may decision to adopt that same style while leading in his/her capacity in an organisation”.

The leadership domain suggests that leadership does not occur in isolation. It is the result of an interaction between the personal makeup of the leader, the makeup of the followers and the specifics of a particular situation (Lawrence, 2016). The leadership domain includes a Leader; character, attitudes and experiences. As such leaders should possess good experiences before attaining their positions as leaders.

4.5.6 In what way(s) can the organisation ensure a balance between leadership and trust?

Leadership competency

Leaders in organisations are entrusted with the sole responsibility for carrying the subordinates along in order for effective productivity and service delivery. The leadership domain suggests that leadership does not occur in isolation. It is a result of an interaction between the personal makeup of the leader, the makeup of the followers and the specifics of a particular situation (Lawrence, 2016). It is expected of the leaders to understand their various roles towards the success of the organisation and in that regard be competent in their service delivery. Leadership is considered as an instrument of goal achievement,

power relation, behaviour, inducing compliance, a form of persuasion, a personality and a focus of group processes (Dodd, 2012). Leaders should be able to create a sense of trust from their people in any organisational goals. According to Lapidot, Kark and Shamir (2007), a leader's behaviour that encompasses an ability, integrity and benevolence are central to followers trusting in the leader.

According to **M1**

"I think, those at the helm of leadership should firstly understand their roles as leaders in the organisation, and the importance of trust because when they fail to understand their roles and the importance of trust, there is no way they can prioritise ensuring balance between the two. So for the organisation to be functioning effectively, proper understanding is imperative".

According to **LM1**

"Leaders should be competent of their work and should understand the behaviour of the organisational citizens in order to create a good balance between leadership and trust

The study revealed that leaders in the organisation should possess leadership competence in order to create trust in the organisation

Effective communication

Owing to the vital positions occupied by the leaders in the organisation, carrying every of the subordinates along is beneficial both to the growth of the organisation and the harmonious functioning of everybody. Good time management and effective communication bridges a lot of gaps in the organisation and so shouldn't be neglected.

According to **LM2** indicated that good communication skills with colleagues, responding to the need of subordinates and allowing everyone to participate in decision making and strategies will help in ensuring balance between leadership and trust. Interestingly, no man is an island hence the little opinion of any individual shouldn't be neglected. It is imperative for leaders to understand the importance of those leadership ingredients such as communication, giving a good listening ear and involving others in decision making and thereby integrating them to the success of the organisation.

"Communication with colleagues, responding to the needs of subordinates and allowing everyone to participate in decision-making and strategies for the growth of the organisation".

Leadership behaviours influences organisational effectiveness or how an organisation will perform. Bohn (2003) accounts how important it is for leaders or persons in management positions to understand this point. Employees are affected by leadership characters due to the fact that employees look up to leaders to be able to provide guidance on the organisations' visions and missions, goals persuasions, clear concise communications on these leading factors towards achieving the set goals, track records and proof of performances. Bohn suggests that employees place their "faith and trust" in their leaders to be able to provide the factors mentioned above.

According to **LM3**

"Timeous and constant communication of managerial decisions. Communication in any organisation should not be neglected because that is the major way to relay information from the leaders to their subordinates. Whereas, delegation of function by supervisors and managers without necessarily relinquishing accountability, opens door to management failure. Hence, timeous and constant communication and proper delegation of functions by the supervisors can ensure a balance between leadership and trust in an organisation".

Dirks and Ferrin's (2002) meta-analysis found that trust in the leader is positively associated with information exchange. In contrast, when trust breaks down, knowledge sharing declines as people become worried of the measure to use in order to build trust in an organisation. Lee et al. (2010) mentioned that leaders in an organisation are concerned on how information should be and how to ensure that proper acknowledgement is given to information shared with the organisational citizen. This means that organisational citizens are expected to trust the decision and judgement made by the leader. Bligh (2017) mentioned that when government neglects its public and builds a vacuum of unfaithfulness and lack of trust among organisational citizen, it results in riots and protests as a form of frustration and communication towards the leaders of the nations. The government in its own capacity may be unable to build back the trust that was entrusted by the organisational citizen as well as the society at large.

Behavioural patterns

The behavioural pattern of leaders in an organisation will either help in propelling the organisation to success or failure. However, in order to ensure a balance between leadership and trust in an organisation, this theme emerged which portrays the ideal response of the managers to the question.

According to **M6**

“The behaviour of leaders in an organisation should be improved in order to create a balance between leadership and trust”.

Leadership behaviours influence organisational effectiveness or how an organisation will perform. Bohn (2003) accounts how important it is for leaders or persons in management positions to understand this point. Employees are affected by leadership characters due to the fact that employees look up to leaders to be able to provide guidance on the organisations' visions and missions, goals persuasions, clear concise communications on these leading factors towards achieving the set goals, track records and proof of performances.

In addition, **M4** stated that

“The leaders of every organisation in any capacity should understand that they are dealing with humans with different intellectual capabilities hence should know how apply emotional intelligence, uniform and standard treatment, respect of all level of staff, feedback on performance, equal impartial and fair dealings, equal pay for equal work”.

Furthermore, **M4** added

“Organisations should take cognisance of the different educational background, gender, political affiliation, factions, recognitions and reward, information sharing and feedback, open relationship and human resource development of their employees as they will enable them in ensuring balance between leadership and trust”.

Another manager **M5**

“Posit that in order for an organisation to have balance between leadership and trust in organisation, leaders should learn how to organise the organisation, adopt clear vision and proper application of intelligent to enhance productivity and the attainment of greater height”.

To **M6**

“Behaviour (predominant) setting an examples as a leader. A leader should be a pace setter for the subordinates but when that is jeopardised, the organisation suffers so it is necessary to maintain good example in order to ensure balance between leadership and trust”.

Leadership behaviours influences organisational effectiveness or how an organisation will perform. Bohn (2003) accounts how important it is for leaders or persons in management positions to understand this point. Employees are affected by leadership characters due to the fact that employees look up to leaders to be able to provide guidance on the organisations' visions and missions, goals persuasions, clear concise communications on these factors leading towards achieving the set goals, track records and proof of performance. Bohn suggests that employees place their “faith and trust” in their leaders to be able to provide the factors mentioned above.

Leadership means authority and not necessarily power (Tsai, 2011). It is an inclusion of factors such as managerial ability, personal characteristics such as personal qualities, innate within a leader, which influence the leadership style of the leader. Leadership is also suggested to be behaviour that gives purpose, meaning and guidance by articulating a collective vision that is appealing to the followers. Organisational leadership is studied as the ability to influence through motivation to complete tasks rather than through power or authority (Vigoda-Gadot, 2007). Free will is highly suggested as followers will perform willingly or unwillingly, or on the other hand perform out of fear, depending on the style of leadership. As indicated in Chapter 2, Lawrence (2016) outlines on various aspects that surrounds leadership domain shows that behavioural aspect of leaders inculcate trust among staff members

Therefore, in the application of intelligence, managing the position of leadership in any organisation demands doing the right thing at the right time, making the right decisions and judgement while carrying the subordinates along in order to properly ensure balance between leadership and trust.

Success oriented

In order to ensure a balance between leadership and trust in the organisation, the leaders should aim at the success of every sector which necessitates the utilisation of different variables.

According to **M2**

“Transparency, team work, feedbacks, honesty and integrity, working environment that complies with all the relevant prescripts”.

Another manager **M3** maintained

“Organisational managements should prioritise all round success. Also, by being focused they work to maintain good ethical behaviours among their subordinates, ensure fairness and transparency, open communication and delivery on promises made. Which will also lead to the success of the organisation in all sphere”.

Leadership should be success oriented with authority and not necessarily power (Tsai, 2011). It is an inclusion of factors such as managerial ability, personal characteristics such as personal qualities, innate within a leader, which influences the leadership style of the leader. Leadership is also suggested to be behaviour that gives purpose, meaning and guidance by articulating a collective vision that is appealing to the followers. Therefore, when the leaders are success oriented, they will act in good faith creating trust among the members of the organisation

4.6 CHAPTER SUMMARY

This chapter presented the findings from the qualitative data collected in regard to the study. The findings were presented following the research questions and in line with the generated themes and categories for proper understanding of the study. The findings from the line managers and managers were incorporated in the discussion of the findings. The next chapter of this study takes care of the study overview, conclusion and recommendations.

CHAPTER FIVE

OVERVIEW, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The chapter four of this study presented the data analysis of the study in the form of emerged themes and categories. Furthermore the chapter was discussed under the research questions, the merged themes and categories and also supported with relevant literature for in-depth understanding. This current chapter extensively presents the overview of the study, conclusion and recommendations.

5.2 OVERVIEW OF THE STUDY

In chapter one, the researcher introduced the study, background and the motivation for the study. The background and motivation for study gave an extensive view into the study and the reasons behind the study in a well-augmented format for proper understanding. Furthermore, the researcher presented the research problem statement and core research questions. The problem statement gave a clear picture of the problem and the reason why the study is important. Furthermore, the researcher presented an explicit and answerable research question which aimed at exploring the effects of trust on organisational citizenship in an organisation. Also, the chapter presented the importance and benefits of the proposed study, delimitation (scope), assumptions, the chapter layout and the conclusion of the chapter.

In chapter two, the researcher presented the introduction to the literature review. The literature review was done in order to identify and compare earlier studies and align them with the current study for broad and in-depth understanding of the study. The researcher also presented the theory used in the study while the literature was structured according to vital headings which are; an overview of leadership, the leadership domain, theories of leadership, leadership styles, organisational citizenship, the continuum of leadership and the conclusion of the chapter.

In chapter three, the researcher presented the research design and methodology as utilised in the study. The chapter was introduced for clarity with the presentation of the research objectives and the research paradigm. A qualitative research design was adopted for the study which helped in the exploration of the effects of trust on

organisational citizenship in an organisation. The research design was further discussed under site selection, participant selection, sampling technique, data collection technique (interview) and data analysis. Furthermore, the chapter covered the study trustworthiness, the researcher's role and the conclusion of the chapter.

Chapter four covered the analysis and presentation of findings. The chapter began with the introduction of the preceding chapter. Also, the researcher presented the emerged themes and categories for proper understanding of the chapter. The discussions of the data were done under each research questions starting with the questions that were asked the managers and the line managers which were also in line with the emerged themes and categories for clarity. Generally, the chapter was further structured into sub-headings which are; themes and categories identified in the study, discussion of the findings, presentation of findings, main research question, research sub-questions, profiles of the participants, data management process and chapter summary

5.3 CONCLUSION OF THE FINDINGS FROM THE MANAGERS AND LINE MANAGERS

In order to appropriately understand the effects of trust on organisational citizenship in an organisation, the following questions were asked; what is the relationship between leadership and trust, what type of leadership style or strategies are used in the organisation, does leadership style have a direct influence on trust in an organisation, how does trust affect organisational effectiveness, what factor(s) influence leadership style within the organisation and in what way(s) can the organisation ensure a balance between leadership and trust. Participants answered the questions according to their view which were properly presented in the study. Therefore, deducing from the responses, the findings revealed that participants understood the relationship between leadership and trust with some of the participants stating that leadership and trust are dependent on each other, encourages the subordinates to take more responsibilities and be more productive. Deducing from the responses of participants, the study revealed that the participants have a good understanding of the relationships between leadership and trust. One of the participants maintained that the ability to coordinate and implement public service policies and legislation in order to achieve effective and efficient service delivery is among the relationships between leadership and trust. Also, leadership and trust work together in ensuring the effective management of the organisation.

Interestingly, leadership behaviours influence organisational effectiveness or how an organisation will perform. Bohn (2003) accounts how important it is for leaders or persons in management positions to understand this point. Employees are affected by leaders'

characters due to the fact that employees look up to leaders to be able to provide guidance on the organisations' visions and missions, goals persuasions, clear concise communications on these leading factors towards achieving the set goals, track records and proof of performances. Bohn suggests that employees place their "faith and trust" in their leaders to be able to provide the factors mentioned above.

Furthermore, the study revealed that the participants utilise any type of leadership style that suits them provided that the subordinates are effectively carried along and the organisation achieves proper production and service delivery. The leadership styles deduced from the participants' responses include; democratic leadership style, instructing the subordinates on what they should do. Leadership style utilised in any organisation is a vital component of that organisation because it determines how the subordinates trust and work with their leaders and hugely affect that productive service delivery in the organisation. It was also found that participants do not understand the leadership style they utilise and as such struggle to create a balance between leadership and trust. It is imperative to understand the subordinates in every organisation are also human, hence a leader should always apply the right approach toward the success of the organisation.

In addition, the study revealed that leadership style directly influences the trust in an organisation, with some of the participants maintaining that any leadership style adopted by leaders in an organisation can directly or indirectly affect the organisational trust level. And importantly, one of the participants stated that leaders are the custodians of authority in the organisation hence the way they lead their subordinates matters the most and could directly or indirectly affect the trust existing in the organisation and their level of productivity. In addition, the researcher strongly believes that leaders are role models for their subordinates and are expected to live up to expectations knowing that the subordinates are meant to be properly carried along both in decision -making for the success of the organisation in all sectors. One of the participants stated that leadership style directly or indirectly influences organisational trust. According to Dodd (2012), research has observed that the unmissable link between successful leadership and organizational growth stems from the way effective leadership style is developed, which is of significance to organizations across the economy.

Moreover, the study revealed that trust is a vital component of any organisation and leadership. One of the participants even emphatically stated that trust issues are really

affecting their organisation because people are seeing each other as if they are standing in their way to promotion. Furthermore, another participant maintained that trust affects their organisation positively because employees give positive results and are very much positive owing to the positive treatment they are receiving from the organisation in general. In addition, the study also revealed that trust encourages adequate role play, collaborative function, commitment to function and increases productivity among staff, improves morale among employees and staff decision-making, which are vital to the overall success of the organisation and good service delivery. Trust is characterised by transparency, fairness and openness (Steele *et al.*, 2015). The members in the decision-making process are supposed to feel free and engage without any fear of disrespect for their opinions. To enable trust, there must be levels of legitimacy when voicing out differences. Without this, any pursuit of goal actualisation an organisation has will be diminished and for that trust to be restored must be done over a long period (Steele *et al.*, 2015).

The study further revealed that different factors can influence leadership styles within the organisation. Among the factors as deduced from the managers' responses were lack of transparency on the side of the leaders, their attitudes, being autocratic or democratic and delegated functions. This generally portrays the behaviours of the leaders and their type of leadership styles. Importantly, the behaviours of leaders in any organisation plays a huge role in their leadership efficacy. It is imperative to note that leadership does not occur in isolation. It is a result of an interaction between the personal makeup of the leader, the makeup of the followers and the specifics of a particular situation (Lawrence, 2016).

Furthermore, the study also revealed that those in the position of authority should understand the importance of leadership and trust in the organisation. The proper understanding of the importance of leadership and trust in the organisation will help in moulding the individual by instilling good attitudes into them. This will enable the leaders to show transparency, teamwork, prioritising the success of the organisation, applying knowledge in leadership, treating everyone with respect and effectively coordinating everyone to the success of the organisation. Leadership means authority and not necessarily power (Tsai, 2011). It is an inclusion of factors such as managerial ability, personal characteristics such as personal qualities, innate within a leader, which influences the leadership style of the leader. While trust is characterised by transparency, fairness and openness (Steele *et al.*, 2015). The members in the decision-making process are supposed to feel free and engage without any fear of disrespect for their opinions. To enable trust, there must be levels of legitimacy when voicing out differences. Without this,

any pursuit of goal actualisation an organisation has will be diminished and for that trust to be restored must be done over a long period (Steele et al., 2015). Also, it is imperative to ensure balance between leadership and trust in order to keep the organisation progressing. The study however revealed that good leadership style, proper communication, adequate organisational culture, good leadership behaviour and good policies are vital in ensuring balance between leadership and trust in organisation.

5.5 RECOMMENDATIONS FOR MANAGERS

Drawing from the study, it is recommended that:

- Managers should understand the importance of organisational trust and work hard towards ensuring it for the success of the organisation.
- Managers work cooperatively with their subordinates in order to build trust among organisational citizens to the success of the organisation and also involve them in decision-making.
- Any adopted leadership style by the leaders must ensure equal and fairly treatment of every individual with respect.
- Managers should build trust among organisational citizens

5.6 RECOMMENDATIONS FOR MANAGERS

Drawing from the study, it is recommended that:

- Line managers should always use their positions in lifting the spirits of those under them through undergoing seminars on leadership and implementing what they learnt to the success of the organisation
- Line managers should endeavour to appropriate the best leadership approach that will benefit everyone and ensure transparency in the discharge of their functions.

5.7 RECOMMENDATIONS FOR FUTURE STUDY

- More efforts should be directed toward maintaining balance between organisational leadership and trust in order to ensure growth and appropriate service delivery by carrying out more researches on causes of poor organisational output.

- More studies are needed to explore the leadership styles on organisational citizens in the North West Province Premier's office.
- More research is needed to explore how to promote organisational trust.

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APPENDIX A

INTERVIEW GUIDE



RESEARCH TOPIC: THE EFFECTS OF TRUST ON ORGANISATIONAL CITIZENSHIP: A CASE STUDY IN NORTH WEST PROVINCE-OFFICE OF PREMIER

NAME OF THE RESEARCHER : **M-E MALITI-NTSHWE**

INSTITUTION : **NORTH WEST UNIVERSITY (MAFIKENG CAMPUS)**

CITY : **MAHIKENG**

CELL PHONE : **082 258 8231**

EMAIL : **micemelia@gmail.com**

Dear Respondents

My name is Maggy-Emelia Maliti-Ntshwe, a registered student at the North-West University, Mafikeng Campus. I am currently studying towards a Master's in Business Administration Degree (MBA). As part of the curriculum, I am required to carry out a survey interviews for a dissertation of limited scope. The topic is **"THE EFFECTS OF LEADERSHIP STYLES AND TRUST ON ORGANISATIONAL CITIZENSHIP: A CASE STUDY IN THE NORTH WEST PROVINCIAL OFFICE OF PREMIER"**.

I would appreciate if you could kindly spare me few minutes of your time to complete this questionnaire and send it back to me by not later than 15 July 2018. Please be assured that your identity and all answers you provide will be kept confidential in accordance with research ethics.

I would like to thank you in advance for your assistance

Yours sincerely

M. E Maliti-Ntshwe

INTERVIEW QUESTIONS

1. JOB AND QUALIFICATION EXPERIENCES	
1.1. What is your position as an employee on office of Premier?	
1.2 What is your highest qualification?	
1.3. How many months/years have you been working in this department as a leader?	
1.4. Do you think you possess the necessary skills to perform your duties as a manager?	<div>YES</div> <div>NO</div>
1.5 Please elaborate more on your chosen answer in 1.4 above	
2. ROLES AND RESPONSIBILITIES AS A MANAGER	
2.1. What are your current roles and responsibilities as a leader of the department? (please explain in details)	

2.2. Are there any policies that are outlined for the department to adhere to?	<div>YES</div> <div>NO</div>
2.3. Are these policies effective for enhancing effective leadership? (Please give reason for your answer)	
2.4. Were these policies developed in-house or as indicated in the regulation?	

3. LEADERSHIP AND TRUST	
3.1. Please explain the relationship between leadership and trust an organisation	
3.2. Do you think your subordinate trust your decision?	<div>YES</div> <div>NO</div>
3.3. Please give example of a decision you have made which your subordinate trusted.	
3.4. Why do you think there is need for existence of leadership and trust in the organisation?	

3.5 What type of leadership style or strategies are used in your organisation?	
3.6. How does leadership and trust impact on your organisational effectiveness?	

<p>3.7. Do you think your leadership style have a direct influence on trust in an organisation? (please give reasons for your answer)</p>	
<p>3.8. What factor(s) do you think influence leadership style within the organisation?</p>	
<p>3.9. In what way(s) can organisation ensure a balance between leadership and trust?</p>	
<p>3.10. In what way(s) can organisation</p>	

<p>ensure that the staff and community trust their decision and leadership?</p>	
<p>4. VIOLENCE ON LACK OF LEADERSHIP</p>	
<p>4.1. Have there been any violence in the organisation in respect of lack of leadership and trust?</p>	<div data-bbox="799 1055 916 1115">YES</div> <div data-bbox="799 1173 916 1234">NO</div>
<p>4.2. If yes, please give example of any violence that has occurred in the organisation</p>	

4.3. From your response in 4.1 and 4.2, please indicate reason for violence that has occurred in the organisation	
4.4. Do you think lack of trust can give rise to violence in an organisation?	<div>YES</div> <div>NO</div>
4.5. Please explain how lack of trust can give rise to violence in the organisation	
4.5. How can managers ensure that there are no form of violence in an organisation due to lack of trust from the subordinate?	

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THANK YOU FOR YOUR PARTICIPATION

APPENDIX B

CONSENT FORM

TOPIC: THE EFFECTS OF TRUST ON ORGANISATIONAL CITIZENSHIP: A CASE STUDY IN NORTH WEST PROVINCE-OFFICE OF THE PREMIER

Please tick box

1. I confirm that I have read and understood the information sheet for the above study and have had the opportunity to ask questions. ☐
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason. ☐
3. I agree to take part in the above study and the information provided will be confidential for research purposes ☐

Name of Participant: -----

Chief/Directorate :-----

Contact Number :-----

Email Address : -----

