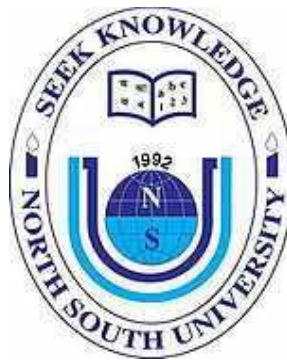# Trust within Field Bureaucracy:
A study on District Administration in Bangladesh

Muhammad Anisuzzaman

Thesis submitted for examination for the degree of Master of Public Policy and Governance.

2012

Master in Public Policy and Governance Program

Department of General and Continuing Education

North South University, Bangladesh

Dedication.....

To my parents

Without their love and support, I would be nowhere.

Abstract

This study attempts to explore the dynamics of trust within the field bureaucracy in Bangladesh with special focus to find determining factors of interpersonal trust, and to analyze the relationship between trust in coworkers and trust in subordinate. The study uses the method of questionnaire survey to investigate interpersonal trust of the employees in three Deputy Commissioners offices located in Comilla, Rangamati and Gaziur. This study takes an important step forward by detailing how trust within local level bureaucratic workplace is influenced by socioeconomic background of the employees, personal traits of coworkers as well as personal and leadership characteristics of the superiors. It examines a number of hypotheses related to trust and socioeconomic background as well as interpersonal traits of the employees inside the organization.

This study does not find relations of gender with interpersonal trust. It is found that gender does not play role in making trust in organization. Female may put higher trust than male in other societal relations but in working environment trust is not influenced by male-female issue. In case of age variable, the study finds that within a bureaucratic organization in developing country like Bangladesh old aged employees are more trusting and the middle aged employees within organization are less trusting. Considering racial identity, tribal employees are found exhibiting high level of trust both in their coworkers and superiors. Though plethora of studies indicate that high educated individuals are more trusting than the less educated people, this study finds quite an opposite result at local level bureaucracy in Bangladesh. It is found that less educated employee show high trust in coworkers and the highly educated employees show less trust in coworkers. This finding indicates that trust is influenced by country context, culture, and organization.

One of the major finding of this study is that coworkers are more trusted than superiors within the organization. In other words, horizontal trust is higher than the vertical trust in field administration. Subordinates bestow trust in superiors after judging rationally considering many personal characteristics of the superiors. Subordinate employees' exhibit affective based trust in coworkers but they show cognitive based trust in superiors.

This study observes that for an effective and functioning public organization it requires strong relationships between the employees and among superior –subordinate level and trust is always a central figure in functioning relationship. Moreover, horizontal and vertical trust enables both parties to perform at their highest level.

At the practical level, the results of this study can be used to improve trust in relations at coworkers and subordinate-superior level and to develop mechanism for ensuring smooth and effective relationship among the employees and between the boss-employee level in a bureaucratic organization such as district administration offices popularly known as DC offices.

Researchers observed that high trust is not always better; so a proper level of trust is needed within organization. This study suggests that the organization should aim to maintain an optimal level of trust, which refers to the "golden mean" between excess and deficiency of trust.

Contents

List of Tables

List of Figures

List of Abbreviation

AC   =   Assistant Commissioner

AD   =   Assistant Director

ADC   = Additional Deputy Commissioner

ADM   = Additional Deputy Magistrate

AE   = Assistant Engineer

ARC   = Administration Reform Commission

BCS   = Bangladesh Civil Service

BRTA   = Bangladesh Road Transport Authority

CARC = Civil Administration Restoration Committee

DA   =   District Administration

DAO   =   District Accounts Office

DC   =   Deputy Commissioner

DFO   =   Divisional Forest Officer

DM   =   District Magistrate

DMO   =   Duplicating Machine Operator

DRRO = District Relief and Rehabilitation Officer

EM   =   Executive Magistrate

GCO   =   General Certificate Officer

HSC   = Higher Secondary Certificate

ICS   = Indian Civil Service

LAO   = Land Acquisition Officer

LG   = Local Government

MLSS = Member of Lower Subordinate Staff

NDC   =   Nezarat Deputy Collector

RDC   =   Revenue Deputy Collector

SAC   =   Senior Assistant Commissioner

SAE   =   Sub Assistant Engineer

SSC   =   Secondary School Certificate

SP   =   Superintendent of Police

UNO =   Upazila Nirbahi Officer.

VDP   =   Village Defence Party

Acknowledgement

CHAPTER I

INTRODUCTION

This chapter deals with the introductory aspects of the study. It discusses the general background of the study, states the research problem, defines the scope of the study and specifies research objectives, research questions and hypotheses. Further, it also sheds light on the significance of the study as well as limitations of the study and ends with the explanation of the structure of the study.

1.1 Background of the study

Though much has been written about trust (Nooteboom 1990) it still remains as one of the most fuzzy, dynamic and complex concepts in both social and business relationships (Chang & et al. 2003). Even, existing literature lacks a single definition of trust since it can not be fully understood. However, the significance of trust within organization has been articulated by both researchers and practitioners.

The recent challenges like globalization, changed scenarios in working environment, increasing importance of accountability, demand of justice in workplace, information technologies, 'slow and steady' bureaucratic hierarchic organizations, its rigid control mechanisms based on authority and power and also demands of delegation of decision making power to all levels in organizations result in a dramatically increase in the importance of the concept of trust in organizational life. The bureaucratic organization and organizational processes in developing countries generally run on the basis of power but not on the basis of trust.

Trust is an element acting between individuals and groups within organizations and it is a highly important ingredient in the long term stability of the organization and the well being of its members (Cook and Wall 1996). It is clear that trust plays a big role in successful relationships between leader and subordinates, between co-workers and finally as a building block of successful organization. Trust generates in a reciprocal manner both towards the coworkers and to the superiors. In organizational context interpersonal trust at peer level may be balanced but superior and subordinate[1] usually have imbalances considering the power

---

[1] In this study a quite old fashioned pair of word is used: subordinate and superior. The reason for this is that there is usually a hierarchy in the bureaucratic organization, and it affects the relations of the employees and superior. Most superior have dual roles. At the same time they are superiors to their subordinates but subordinate to their superior. Staffs and employees are the subordinates and leader or boss is the superior in the

which an individual can assert to another. This situation is prone to cause imbalances of reciprocity. When the imbalance of reciprocity is present in the relationship between subordinate- superior and at peer level the organization likely suffers from lack of trust.

Recently, several studies have been done on trust in public institutions in Bangladesh. Of them, the works of Askvik (2011) and Jamil (2007) are prominent in relation to trust perception survey. Askvik (2011) shows that office of the Deputy Commissioner stands 4th out of 16 public institutions in Bangladesh. All of the works of trust that are done on the perspectives of Bangladeshi public organizations and bureaucracy are looked through citizen's point of view. But what is the internal mechanism of trust and what factors generates trust within a local level bureaucratic organization in Bangladesh under the dynamics of coworker and subordinate-superior relations are not explored. This study aims to explore perception of trust within the organization among the co-employees and superior-subordinates level. Further, attempts have been made to find out factors of trustworthiness of the coworkers and the superiors, and to compare trust in coworkers and trust in superiors. Accordingly, to find out the answers this study conducts questionnaire survey on the employees and officers of three district administrations (popularly known as DC office) in Bangladesh.

1.2 Statement of the Problem

Since the mid-1960s, public trust in government and political institutions has been decreasing in all of the advanced industrialized democracies. Although the pattern and the pace of the decrease are dissimilar across countries, the downward trend is ubiquitous. Therefore we may suppose that trustworthiness, or at least perceived trustworthiness is declining (Hardin 2006). The value of trustworthiness is that it makes social cooperation easier and even possible, so that its decline would entail losses of cooperativeness. Declining trustworthiness would obviously be problematic at the personal level and in organization because it would increase the risks of attempting to cooperate with others. Under this backdrop, it is less clear what

organization. For example: in DC office, Deputy Commissioner is the leader and boss of ADC, senior AC, AC, Class III and Class IV employees who are subordinate to him. At the same time, an ADC or Senior AC or AC also boss or superior of the class III and class IV employees. Besides, DC also subordinates to Divisional Commissioner.

follows from perceptions of declining trustworthiness[2] among government officials in a bureaucratic organization such as district administration in Bangladesh.

Recently developments in the organizational sciences reflect the importance of interpersonal trust relationships for sustaining individual and organizational effectiveness. Researchers have recognized trust's influence on coordination and control at both institutional and interpersonal levels of organization. Researchers have argued that efficiency within complex systems of coordinated action is only possible when interdependent actors work together effectively. Trust between such actors is seen as a determining factor. A loss of trust can be devastating not only to morale and productivity, but also predictive of organizational performance and viability (Fukuyama, 1995).

This study will be focused on interpersonal trust[3] as expressed in the workplace-relevant attitudes, behaviors, and relationships of individuals (employees) in an organization. Trust is typically represented by the broad perceptions of trustworthiness that employees have for their co-workers, and for their superiors within the organization. Interpersonal trust develops emotion and link between the boss and the employees, which enables effective interaction between them (Child, Möllering, 2003; Wech, 2002), and increases performance (Laschinger, Finegan, 2005).

In our country it is generally believed that trust exists in a great extent among citizen. But interpersonal trust among the government employees is perceived to be low. Low trust among employees within organization decreases efficiency and it finally affects productivity, performance and service delivery to the citizens.

In Bangladesh, corruption is pervasive in public institutions. Lots of pilferage and larceny as well as responsibility lapses and negligence of official duties are prevalent (Zafrullah & Siddiquee: 2001). Tadbir has become the intrinsic administrative culture of Bangladesh public institutions (Jamil: 2007). District administration falls in the category where services

---

[2] Trustworthiness is defined by many personal characteristics of the co-workers and superior. Govier (1998) sees it as having good intentions (motivation) and reasonable competence.

[3] By interpersonal trust author means trust in co-workers and trust in superior. Superior trust in subordinate also encompasses interpersonal trust but this study does not explore this dimension of trust. Trust in co-workers and trust in superior have been termed as state trust by other scholars. Besides, trust in co-worker or colleagues and trust in superior is frequently and synonymously mentioned in this study as horizontal and vertical trust respectively.

can be achieved by indulging in tadbir. Besides, it is widely perceived that power distance in the work places in Bangladesh is large. In a large power distance situation, superiors and subordinated consider each other as existentially unequal. Power is centralized in a few or one hand. Subordinates expect to be told what to do. Relationship between employees and boss in a large power distance organization are frequently loaded with emotions. (Hofsteade 2005) In a strong uncertainty situation in a work place, employee's works are controlled by lots of rules, regulations and orders (Hofsteade 2005). According to Askvik (2011), public institutions in Bangladesh do not follow the logic of formal organizations. Here, official behavior is intermingled with personal interest and determined by bureaucratic abuse of power, irrationality and by different `bad' mechanisms. District administration offices[4] (DC offices) in Bangladesh are not an exception that is free from all this anomalies and ills.

For an effective and functioning organization whether public or private it requires strong relationships between the employees and among superior –subordinate level and trust is always a central figure in functioning relationship. Trust is the glue that keeps relationships together through challenging times and it is the lubricant that gets rid of unnecessary transactional cost and the need for subordinated to protect themselves and their positions. Horizontal and vertical trust enables both parties to perform at their highest level (Kaskivirta 2011).

Under this backdrops, it is time worthy to study – to what extent employees working in the bureaucratic environment trust themselves (among co-workers) and their superiors (boss). Unit of inquiry of this study covers district administration which is a field level bureaucratic public organization. It represents the central government of Bangladesh. By this office, government executes policy, and actions are implemented. This office is engaged in magistracy, law and order, revenue collection, developmental activities and coordination role. Numerous works are done by DC office. There is 64 district administration or DC offices in Bangladesh. More than 500 functions and responsibilities are vested in district administration but this estimate is not the end. Average 150 government employees work in every DC offices. The introduction of district administration and its employees is elaborately discussed in literature part.

---

[4] Throughout the paper, District Administration office and Deputy Commissioner (DC) office is synonymously used. Both of this carries the same meaning. Detailed description of District Administration is discussed in review of literature.

1.3 Scope of the study

The study sheds light on insiders (employees, staff and officers) perception of trust in the Deputy Commissioner Offices in Bangladesh. The study focuses on the interpersonal trust within the organization in three districts. It makes an attempt to understand, analyze and interpret factors of trustworthiness in co-workers and superiors with a comparision between horizontal and vertical trust relationship. This study does not assess superior trust in subordinate rather subordinate trust in superior (bottom-up). As we will consider varied sample of varied cultures, race, religions and social diversified background, it is expected that results may be taken as representative in terms of interpersonal trust existent in field level bureaucracy in Bangladesh.

1.4 Objectives of the Study

The study is undertaken with the following objectives:

1. To find out what factors determine or construct interpersonal trust in district administration (DC office).

2. To assess what factors influence the level of horizontal trust (between co-workers) and vertical trust (Superior-subordinate).

1.5 Research Questions

This study aims to answer the following questions:

1. What factors (independent variables) constitute interpersonal trust in the district administration (DC office)?

2. How these factors (socio-economic characteristics, personal traits) influence trust in district administration among co-workers (horizontal) and between subordinate-superior (bottom-up or vertical)?

1.6 Hypotheses

Organization is made up of individuals. Trust has many forms and level. Trust occurs in different level: individual, organization and societal. Trust may take place between entities at the same level (two different individuals i.e. between co-workers, between organization or between societies) or between different levels (between individual and organizations).

Individuals can trust one another. Individual may trust an organization (for example: employee establishes an emotional link with the district administration and thus trust grows between them), individual may trust society (for example: sympathy, attitudinal development occur between employee and citizen while rendering and taking services from organization), Organization may trust an individual (for example, organization trust their members to be loyal to the organization), as well as organization may trust society (for example by off loading information and sharing decision making etc.)
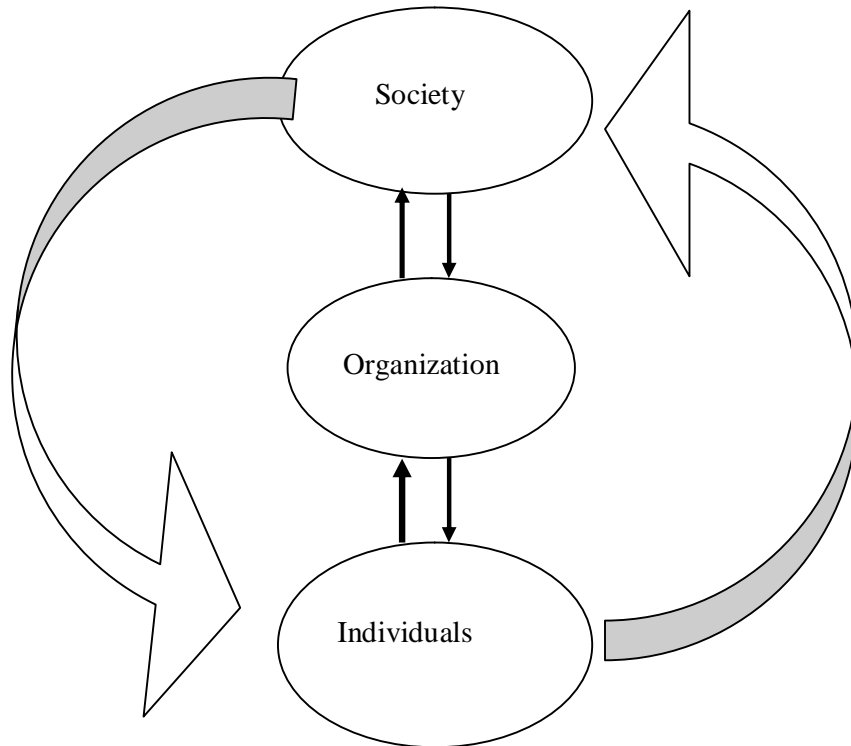
Figure one: Three levels of trust (Authors compilation)

This study only focuses the interpersonal trust that happens in the individual level. This form of trust has two dimensions- one: horizontal and two: vertical. In the organization employee versus employee trust is called horizontal trust and the relationship between superior versus employee is called vertical trust.

However, considering objectives and research questions, this research has proposed the following hypotheses:

   (A) <u>**Socio-economic characteristics and interpersonal trust related hypotheses:**</u>

1. Female employees of DC office put higher level of trust towards their peers and superior bosses than the males.

2. Old age employees command more trust both in peer level and in their superiors than the young employees.

3. Tribal employees generally have more trust toward their colleagues and superiors in comparison to majority Bengali employees.

4. The more the education level of staffs and employees in DC office, the less will be the level of trust on colleagues and superiors.

5. Buddhist employees have more trust on colleagues and superiors than the employees of other beliefs.

(B) **Trust related hypothesis:**

6. Horizontal trust (employee Vs employee or peer level trust) is higher than vertical trust (boss Vs employee or subordinate-superior trust) in the district administration.

1.7 Significance of the Study

It is found out during the research process that this study is unique in two ways: it uses the quantitative method in describing the factors determining interpersonal trust within the ambit of peer level and subordinate to superior level. Furthermore, it compares the peer level (horizontal) trust with vertical (subordinate trust in superior), which is very rare. For these reason, the intellectual benefit of this study is that it will provide empirical information about interpersonal trust at peer level and subordinate-superior level. In addition, this study adds new information to the existing trust theories.

At the practical level, the results of this study can be used to improve trust in relations at coworkers and subordinate-superior level and to develop mechanism for ensuring smooth and effective relationship among the employees and between the boss-employee levels in a bureaucratic organization such as district administration offices popularly known as DC offices. Besides, creating new knowledge of trust and then leveraging it to leaders and superiors will help to make people in decision making position more aware of trust.

1.8 Limitations of the Study

This study on trust is very demanding and complex exercise. It is argued that trust survey does not capture the trust feeling in full and require a longitudinal study. It is also argued that qualitative enquiry and case methods are more effective doing research on trust. The study is based in survey data and mostly quantitative. Moreover, the duration of the study did not

allow in depth longitudinal study. In terms of construct validity this study also suffers from appropriate large sample size which limits validity to a great extent. Only three district administration (out of 64) offices is selected for conducting the survey. Besides, only 120 employees of these three organizations are the respondents of this study. Moreover, validation of the survey questions is an important matter because the same question may pose different meaning to different respondents.

1.9 Structure of the study

The thesis is presented in five chapters. The first chapter deals with the introductory aspects of the study. It discusses the general background of the study, states the research problem, defines the scope of the study and specifies research objectives, research questions, and hypotheses. Further, it also sheds light on the significance and limitation of the study and ends with the explanation of the structure of the study.

The second chapter explains the theoretical and conceptual foundation of field bureaucracy or administration and trust. It is divided into two major parts; the first part deals with field bureaucracy and district administration and second part with theories of trust. The first part starts with introduction to field bureaucracy with details of administrative structures of government in Bangladesh. It proceeds further describing the historical background of the district administration and its present organizational structures. The first part ends with a brief introduction on officers and staffs and their duties and responsibilities in district administration. In the second part theoretical aspects of trust have been dealt with special focus on definition, types, importance, benefits of interpersonal and institutional trust and theories related to institutional trust. Based on the theoretical description, an analytical framework has been developed. Then it proceeds towards a brief introduction of three district administration from where data and information were collected for this research.

The third chapter will focus on the methodology adopted for the study. This deals the design and method, nature and type of the data, sampling, data collection and data analysis plan.

The fourth chapter deals with data presentation, analysis with interpretation. It describes, tabulates and analyses the data and findings.

The fifth and final chapter winds up the study by giving the findings of this study. It provides a brief discussion on the findings and results of the study and finally assesses whether research questions have been answered and objectives of the study have been fulfilled.

.

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

This chapter explains the theoretical and conceptual foundation of field bureaucracy or administration and trust. It is divided into two major parts; the first part deals with field bureaucracy and district administration[5] and second part with theories of trust. The first part starts with introduction to field bureaucracy with details of administrative structures of government in Bangladesh. It proceeds further describing the historical background of the district administration and its present organizational structures. The first part ends with a brief introduction on officers and staffs and their duties and responsibilities in district administration. In the second part theoretical aspects of trust have been dealt with special focus on definition, types, importance, benefits of interpersonal and institutional trust and theories related to institutional trust. Based on the theoretical description, an analytical framework has been developed. Then it proceeds towards a brief introduction of three district administration from where data and information were collected for this research.

2.2 Field Administration in Bangladesh

2.2.1 Introduction to field bureaucracy

In this section administration and bureaucracy will be used synonymously. In Bangladesh, `field administration` is a common and widely used word rather than `field bureaucracy`.

Field Administration spread over different administrative units, viz the division, the district and the upazila and finally, the union which is basically a local government unit consisting of a group of villages. The district is perhaps the oldest administrative unit. Its emergence as a unit of administration is closely associated with the land system of Bengal. Even in ancient times an area was divided into several manageable units for the purpose of revenue collection and state control. The Sultani regimes found the old system workable and maintained it with some structural changes in the revenue collection and control system. The Mughals further sophisticated the district administration. They divided the whole country into large territorial districts called *sarkars,* a sarkar into zilas (district) and a zila into parganas. The parganas consisted of a number of mouazas. A group of parganas were made an administrative unit

---

[5] It is represented by the office of the Deputy Commissioner

called a district during the early years of British rule, and the system continued throughout the British period. More or less the same district system still operates.

With the emergence of Bangladesh the urgency of restoring field administration was keenly felt. The government of Bangladesh constituted a committee called the Civil Administration Restoration Committee (CARC) which, among others, recommended immediate restoration of the field administration. The structure and functions of the field administration remained almost unchanged.

2.2.2 Administrative structures of government in Bangladesh

Bangladesh has a unitary form of government. The Cabinet is headed by Prime Minister which formulates policies and the concerned ministries, divisions, departments; attached departments implement the policies by their subordinate offices located in division, district or upazila level. For the convenience of administration, the country is divided into seven Administrative Divisions: Dhaka, Chittagong, Khulna, Rajshahi, Barisal Sylhet and Rangpur. Each Division is placed under a Divisional Commissioner and is further subdivided into Districts with a Deputy Commissioner (DC) as the Chief Administrator. After the administrative reorganization carried out in 1982, the country was divided into 64 Districts. 20 of these Districts existed for a very long period while the rest are the ones upgraded from former Sub-Divisions. The 20 old Districts are now popularly known as Greater Districts. Below the district level there are the Thanas which number 490 in the country. During 1982-1990, 460 of the Thanas were upgraded to Upazilas or Sub-Districts (presently this number rose to 482). Below the level of Upazila, there are rural micro areas known as Unions (4,451 in number) and *Grams* or Villages (more or less 80,000).

The divisional level is the highest tier of administration, after the national level. The Divisional Commissioner (popularly known as the Commissioner) is the head of the divisional administration. S/he only plays a supervisory role over all the departments and agencies in the Division, as the divisional office of each department is directly linked to its national office. S/he also coordinates the functions of the district administration in the Division.

The District has been the focal point in the administrative system of Bangladesh. The head of the district administration is known as the Deputy Commissioner (or more popularly the DC).

```
                              ┌──────────────┐
                              │    State     │
                              └──────────────┘
        ┌───────────────────────────┼───────────────────────────┐
        ▼                           ▼                           ▼
┌──────────────┐          ┌──────────────┐          ┌──────────────┐
│   Judiciary  │          │   Executive  │          │  Legislative │
└──────────────┘          └──────────────┘          └──────────────┘
                                  │
                                  ▼
                          ┌──────────────┐   ┌──────────────────────────┐
                          │Cabinet Division│ │Ministry of Local Government,│
                          └──────────────┘   │Rural Development &         │
                                  │          │Cooperatives                │
                                  │          └──────────────────────────┘
                                  ▼                        │
                          ┌──────────────────┐             ▼
                          │Divisional Commissioner│   ┌──────────────┐
                          └──────────────────┘        │City Corporation│
                                  │                    └──────────────┘
    ┌──────────────┐              ▼                          │
    │Layers of     │     ┌──────────────────┐               ▼
    │field         │     │District Administration│     ┌──────────────┐    ┌──────────────┐
    │Administration/│    └──────────────────┘          │  Pourshavas  │    │Layers of     │
    │Central       │              │                     └──────────────┘    │Local         │
    │Government    │              ▼                          │              │Government     │
    └──────────────┘     ┌──────────────────┐               ▼              └──────────────┘
                          │Upazilla Administration│    ┌──────────────┐
                          └──────────────────┘         │Upazilla Parishad│
                                                        └──────────────┘
                                                             │
                                                             ▼
                                                        ┌──────────────┐
                                                        │ Union Parishad│
                                                        └──────────────┘
```
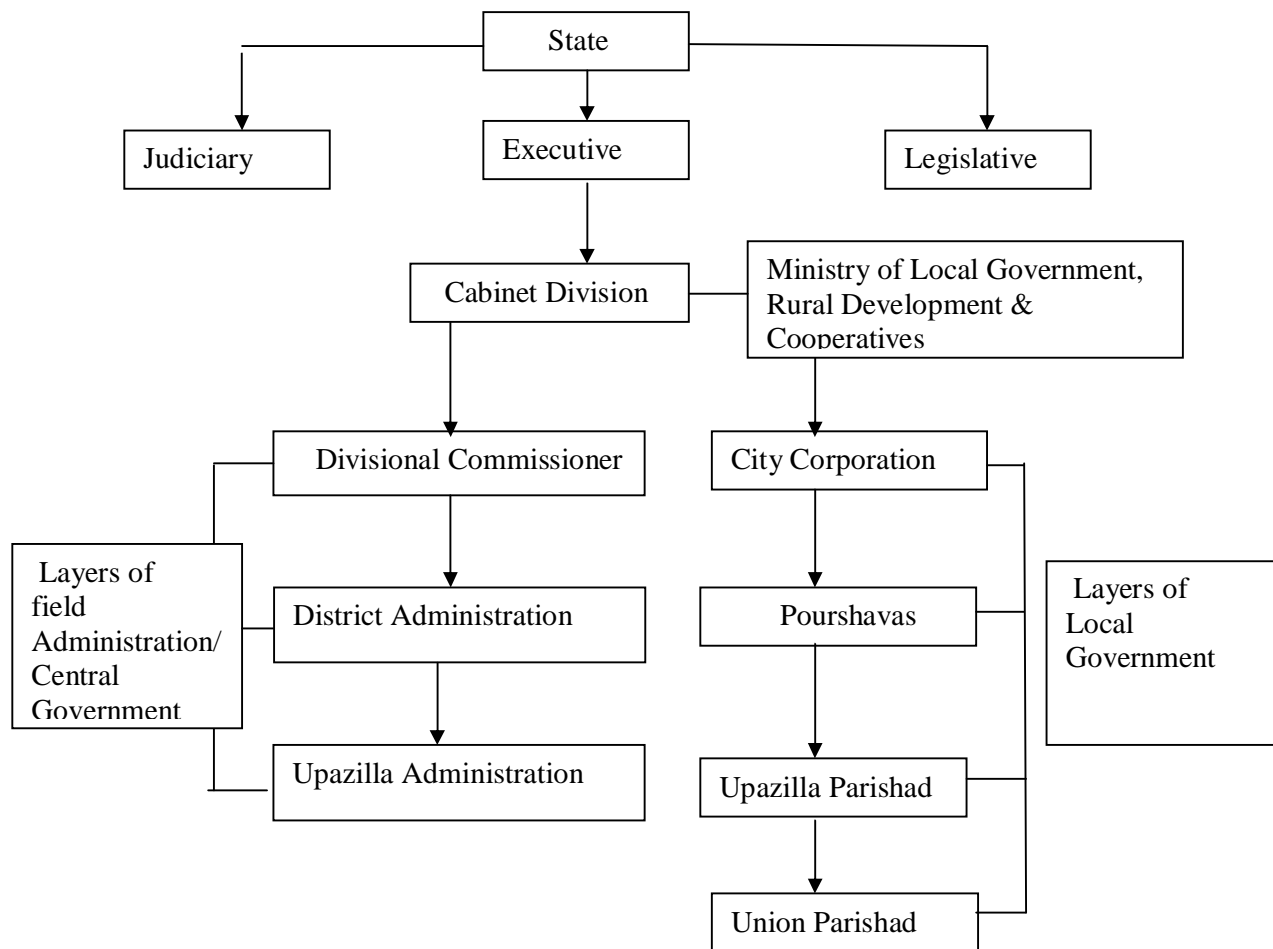
Figure two: Administrative structures in Bangladesh

A district consists of several upazilas. The administrative head of the upazila is known the Upazila Nirbahi Officer.

Local government in urban and rural areas is entrusted to bodies elected by the people. Such bodies are called Pourashavas or City Corporations and Municipalities (numbering 286 in 2003) in urban areas, and Union Parishads or Union Councils, Upazila Parishads and Zila Parishads in rural areas. Ministry of Local Government, Rural Development and Cooperatives allocate money and monitors the works of all local government institutions in Bangladesh.

2.2.3 Evolution of District Administration in Bangladesh

During Mughal period, district or Sarker system of government was not considered with much importance, for that reasons, its organization was very weak. But Mughal emperors initiated an efficient, effective and well organized administrative system in the Subas or provincial level. In comparison, sarker or district system was much ignored and less organized.

At the onset of East India Company, the organogram of collectorate (presently district administration office or DC office) was very simple. In 1698, Mr. Rulph Sildon, an additional member of company council was made collector of three villages namely Sutanoti, Govindapur and Calcutta and he was given only three staffs for his assistance.

The East India Company gradually assumed the political and administrative functions. They adopted the Mughal system of administration and further developed it. The functions of Dewan of Bengal were taken over by the East India Company in 1771 (Ali, 1978). Waren Hastings, Governor General of India divided the province of Bengal into 23 districts in 1772 and posted one Collector of revenue in each district. European collector was used to be assisted by a native Dewan. There were some revenue collectors and general staffs under control of Dewan. Separate staffs and employees were for judiciary. The collector was also appointed to act as the judge of local dewani adalot or civil court. In 1769, police was brought under the control and supervision of the Collector who was assisted by a superintendent of police (SP).

In 1786, the East India Company decided that the Collector should be retained as a permanent feature of local administration and advised to combining the person of revenue administrator, civil judge and Magistrate. Accordingly, the province of Bengal was divided into 36 districts in 1786 and a Collector was posted to each of them.

In 1869, the government started to focus on the problems and grievances of people and for that reason the functions of district administration became expanded. The Magistrate-Collector was made the general controlling authority over all departments of the district and thus became the chief executive and administrator of the district.

From 1888 Collector was being appointed from ICS officers and some junior from provincial services were deputed to help the collector. Simon Commission in 1930 recommended that the Collector should remain the head of the district administration over the heads of the technical departments and the superintendent of police (SP). The Collector was subsequently entrusted with maintenance of law and order and administration of criminal justice.

After the exit of British in 1947 extra duties like control of food price, food supply and other responsibilities included in district administration. As the concept of people's welfare and public interest predominated the notion of ruling the people, district administration was entrusted with different types of responsibilities. In 1950 after the state acquisition of the *jamindaris* (land lordship) Collector's work increased a lot.

In 1959, Administration Reform Commission (ARC) was set up by the Government to recommend measures for improvement of administration in order to deal with development programs. One of the recommendations was to change the designation of District Magistrate (DM) to Deputy Commissioner (DC) and to strengthen his position by giving new powers in order to make him more effective for the implementation of development programs (Ali, 1978).

A significant change took place in 1960 that the post of DM and Collector was renamed as Deputy Commissioner (DC). In 1961 3 additional deputy commissioners (ADC) were appointed in every district. They are known as ADC (General), ADC (Revenue), and ADC (Development).

In 1969, organogram of district administration office was reorganized to expedite the diversified works of the office. In 1982 Enam Commission revisited the functions of district administration and recommended to categorize districts on the basis of number of upazila. As such, Dhaka, Chittagong, Rajshahi, Khulna and Mymensingh were categorized as special district. Category A district has 8 or more upazila, category B district has 5-7 upazilas and category C district has 4 or less number of upazilas. Enam Committee proposed workforce, equipments, and vehicles on the basis of requirement of different categorized district. They proposed that A category district should have 183 officers and staff, B category should 111 and C category should have 89 officers and staffs.

The office of the DC assumed its distinct shape during the British rule. Though the nomenclature of the office has undergone several changes over the years, the institution has retained its contour and character almost intact. The power and prestige of this institution

have achieved some permanence despite temporary threats and setbacks that usually accompanied the moves to reorganize the civil service administration.

Local government and other parallel organizations have failed to pose any practical challenge to the institution of district administration. The office has now earned the confidence of the people. Government also got the habit of relying on the institution for accomplishing any special programs. Within the territorial confines of the district, this is a unique institution in terms of effectiveness, confidence of the people, acceptability and organizational efficiency and overall prestige (Hussain, 2002).

Though the functions of Deputy Commissioner have evolved from that of the Collector of a district from about mid18th century, the DC soon came to be entrusted with the responsibility of maintaining law and order in the district. Such functions and responsibilities have diversified and undergone modifications at various stages in the administrative history of Bangladesh. The DC continues to act as the representative of the central government in matters of collecting revenue, maintaining law and order and coordinating welfare and development activities.

Historically, the office of the Deputy Commissioner carried the image of impartiality and succor of justice. Having no personal or selfish motive in any local property or group, the office could give impartial decision in disputes. The DC is considered to be last resort for impartial decisions on many social, economic and development problems. People of Bangladesh were accompanied with district administration for a long time, which has served the cause of the people for a good many years. Some times, the district administration fails to provide expected service to the people due to increased demands from people or manpower shortage etc. Of late, the neutrality of administration has been eroded with the increase of politicization. Due to increased politicization, DC is barred to work impartially. More politicization in administration leads to more erosion of trust at organizational and individual level. Still, comparing with other departments, DC office is regarded as the most trusted organization at district level. Researchers argued that if citizen's trust in an organization is high, that organization also has higher level of trust among the coworkers and between subordinates and superiors. Askvik (2011) shows that DC office is one of the most trusted public institutions in Bangladesh. The present study makes attempt whether trusting relation prevails in coworkers and superior- subordinate level in DC offices or not.

2.2.4 Functions of District Administration

Organization of the district administration is given in the annexes. This section describes the functions of DC offices in a nutshell.

Up to 1922, in every collectorate, 2-3 deputy magistrate, and 10-15 clerks and equal numbers of orderly were worked. According to Chapman Committee Report there was an office superintendent to assist the personal affairs of District Magistrate and Collector. One additional district magistrate (ADM) was there as a subordinate to District Magistrate. In that time, each collectorate had six sections. Their name and functions are- 1. General section: election, rural development, library, forms and stationary, establishment, type and dispatch; 2. Judicial munshikhna(JM) section: fire arms licence, motor vehicle etc; 3. Nezarat section: protocol and others; 4. Record room management; 5. Treasury, stamp, accounts section; and 6. Revenue munshikhana section: land acquisition, certificate case etc.

Every activities of a section were supervised by a Deputy Magistrate and Collector. A head assistant in general section, a judicial peshkar in JM section, Nazir in nezarat, record keeper in record room, treasurer and accountant in treasury and accounts section and revenue peshkar in revenue munshikhana (RM) did their assigned jobs. Every section had one or more assistant staff and peons or orderly.

Besides, civil defence officer, customs superintendent, publicity officer, and sub register were under direct control of District Magistrate (DM) and Collector. DM and Collector also supervised the works of executive engineer (roads and highways), civil surgeon, superintendent of police (SP), divisional forest officer (DFO), and inspector of school, assistant register of cooperatives and district fire and civil defence office.

The Rowland Committee on 1944-45 formally and specifically delineated the duties of DC as follows: 1. Maintaining law and order, 2. Collection of revenue, 3. civil supplies, 4. Development and 5. Other duties in the district on behalf of the Government.

In 1961, ADC (development) had two sections, one- basic democracy section and two-development planning section. An assistant director in basic democracy and a planning officer assisted ADC (development). ADC (General) had four sections, one- nezarat,

establishment, common service and dispatch, two- licence and press, three- treasury, stamp and tax and four- forms, stationary and library. ADC (Revenue) had four sections under his control. They are land acquisition, customs, certificate case and record room sections. Every section was headed by a senior assistant commissioner or an assistant commissioner. The workforces in a section were one head assistant or Peshkar, several office assistants, typist, peon and orderly. The functions of Deputy Commissioners were related to political matters, matters of public interest, border dispute, emergency situation, coordination of relief and rehabilitation etc. Information office, Ansar and civil defence were direct control of DC.

After the liberation of Bangladesh, the supervisory powers and functions of the DCs over the district level offices of other departments, corporation and local bodies were reduced considerably. Accordingly, the Cabinet Division examined the whole issue in depth. Enam Committee suggested that the traditional functions and responsibilities of DC will have to continue in order to ensure effectiveness of the central government in the environment of changing situation. Considering all the matters, the Cabinet Division in November 1983 published a charter of duties of DC. (Annexure II).

2.2.5 Brief introduction of officers and staffs in district administration

Mainly, the BCS (Administration) cadre officers administer the district administration. Besides them, there are first and second class officers and they work like a team in district administration. Officers are associated by class III employees and they are also assisted by class IV staff. The same class employee has different designations according to their nature of work. In district administration, class I and class II officers have 13 and 4 designations respectively whereas class III and class IV staffs have 19 and 10 designations respectively. For example, a first class BCS administration cadre officer can hold the position from Deputy Commissioner to Assistant Commissioner. But the custom of the service is that the most senior one enjoys the DC post and the most junior officer's work as Assistant Commissioner Post in district administration. An orderly, peon, MLSS, night guard or sweeper or cleaner all are class IV employees in district administration but their nature of job is different.

It is said before that district administration (DA) is entrusted with huge jobs and responsibilities. DA consists of 46 types of officers, staffs and labours. By this varied workforce it is not always easy and simple to conduct a district through coordination of

17

different district offices, central government, divisional administration, local elites, political leaders, above all, the multi diverse demand and expectations of the people in the district.

Class I officers are DC, ADM, ADC(General), ADC (Revenue), ADC(Education & Development), ADC (Land Acquisition), NDC, RDC, ADLG, GCO, LAO, SAC, AC. Class II officers include additional LAO, AO, SAE, Kanoongo, Superintendent (Accounts). Class III employees are the driving and working force of district administration. According to their tasks, their designations are head assistant, office assistant, certificate assistant, stenographer, steno typist, draftsman, driver, accountant, surveyor, tracer etc. According to their job nature class IV staffs are known as orderly, peon, MLSS, Duplicating machine operator (DMO), Guard, Sweeper, Cleaner, Washer, Mohrar, Cook, Mosalchi, Farash, gardener etc.

2.3 Theoretical Development of Trust

Early human relations theorists (e.g., McGregor, 1967) noted the importance of a supervisor's trust of subordinates. McGregor's Theory X manager believes that employees are not to be trusted while Theory Y involves delegation of decision-making authority to the subordinate. Theory Y argues that supervisors (superior) are the ones taking risks by increasing their dependence on others (subordinates). In contrast, this study investigates subordinate trust in the superior along with co-workers.

Mayer et al.'s (1995) model of dyadic trust[6] proposes that risk-taking behaviour that is unique and identifiable to a particular relationship is likely to occur when dyadic trust is great. Mayer's often cited integrative model of organizational trust is based on three different factors of perceived trust-worthiness. Trustworthiness is defined to be the outcome of three factors: ability, benevolence, and integrity. (Mayer et al. 1995). Factors of Mayer's model are used to derive analytical framework in this study.

2.3.1 Definitions of Trust:

Many scientists have paid attention to the problem of defining trust, but a comprehensive and universally approved definition has remained elusive (Krammer 1999). Blomqvist (1997) claims that no universal definition of trust seems possible because trust is always situation specific. Accordingly, trust is often a difficult phenomenon to articulate. This means that trusting people may not be able to explicitly specify their beliefs about the trusted persons.

---

[6] Other researchers term it as interpersonal trust

Often trust can only be estimated. Trust can also take place in many levels. It involves two person among peer level (I trust my coworker) or vertically in superior (I trust my boss) (Chang &al. 2003, 161-163)

One of the most widely cited definitions of trust is given by Mayer, Davis and Schoorman (1995). They define trust as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control the other party", (Mayer et. al., 1995, p. 712). We broadly define trust as confidence in the goodwill of others not to cause harm to you when you are vulnerable to them (Ring and Ven 1992). Trust in the work place is a multi-dimensional construct consisting of lateral and vertical dimension. (McCauley and Kuhnert :1992)

2.3.2 Forms of Trust in Organization:

Two types of trust prevail in an organization. One is **o**rganizational trust. It is explained as employees' feeling of safety and support and is shown as an important factor in improvement of organizational commitment and performance and realization of individual and organizational aims. Existence of a climate of trust in an organization keeps the individuals together and enables them to trust each other and act openly. According to Taylor (1990) organizational trust has four important impacts on the relationship between the employees and the organization. These are
• Trust facilitates management,
• Trust induces taking high risks,
• Trust facilitates effective use of resources,
• Trust affects all activities of the organization.

McAllister (1995) defines organizational trust as reliability among the employees in terms of each one's discourses, acts and decisions. Gilbert and Tang (1998) define it as the belief that everybody would act in line with the aims of the organization and they would be honest.

According to Mayer, Davis and Schoorman (1995) organizational trust is belief of the employee that the other employee would act to satisfy his expectations without any controlling effect and in line with this belief his willingness to act openly towards the other

employee without any need for self defense. Ashfort ve Humphrey (1995) suggest that organizational trust increases an employee's self assurance and erases his fear of the rules of the organization. According to Lewicki (1998) organizational trust is positive expectations of an employee about the applications and policies of the organization even in risky situations and his support for the organization (Qtd. in; Yılmaz, 2006: 568).

Second one is interpersonal trust which has two components i.e. horizontal and vertical. In this case, Whitener et al (1998) suggest a model concerning the relationship between the manager and the employees (vertical interpersonal trust) which lists some basic behavior of the managers. These are listed as;
• Consistency in acts,
• Honesty in acts,
• Sharing and distributing the control,
• Correct and explanatory communication,
• Showing interest and concern.

Stanley (2005) on the other hand has determined the basic behaviors of the employees. Some of them are always telling the truth, always having positive thoughts about the colleagues, acting respectfully, communicating effectively, informing about one's acts beforehand, supporting the other employees' success and sharing the success of the organization. (Qtd. in; Smith, 2005: 521)

2.3.3 Concept of Trust:

The concept of trust is explained in different ways by different disciplines. The economists define it as trusting the institutions and their accounts while the psychologists explain it with the reliable and unreliable behavior of the individual and the sociologists use it as the reliable, fair and ethical behavior in interpersonal relations (Milligan, 2003: 20). According to Erickson (1963) trust is an element of life beginning with birth. The basic way of getting to know the people for a new born human being is to decide if they are reliable or not. As for Blau (1964) trust is a necessary element for durable social relationships. While McGregor defines trust as the most sensitive product of human affairs, Weber states that exchange of goods is only possible within the relationships based on interpersonal trust. According to Durkheim (1973), trust bears great importance in establishment of social relationships.

Seligman(1977) states that institution of a climate of trust between the social actors decreases the possibility of unexpected situations and clarifies many subjects. Niklas Luhmann (1979) defines trust as the belief of a person that the acts of the others are considering his own good.

The concept of trust based on open and safe behavior of individuals against each other is examined from different aspects. These are basically interpersonal trust, the trust between two individuals, two individuals' trust in each other, inter-organizational trust, political trust, social trust, trust between juniors and superiors and organizational trust. In this study, among these aspects, interpersonal trust within organization is discussed.

2.3.4 Importance of Trust:

Trust based relationships are increasingly becoming an important organizing principle for doing business. (McEvily 2003) Despite the immense appeal and importance of trust (Putnam 2002; Fukuayama 1995), there also is extensive evidence that trust is declining in many societies and organizations (Bruhn 2001). The reason behind this is that governments are entrusted with lots of duties and they are facing challenges coming from globalization as citizen's awareness and expectations have been increased a lot recently. Public officials also become less competent or demotivated because of organizational lacking, low salary, political consideration or working environment. Besides, interpersonal confidence and mutual trust (beliefs) as a social dimension of measuring relationships are waning day by day because of economic, social or ethical down gradation.

Trust is important because reliance on trust leads to increased flows of information between individuals and the organizations. Researchers have found that trust also has a number of indirect effects by enabling conditions such as- commitment that are conducive to obtaining cooperation and higher performance. (Dirks and Ferrin 2001) In their study, Dirks and Ferrin mentioned that the direct effect of trust on organization includes more open communication and knowledge sharing and flexibility.

2.3.5 Benefits of Trust:

According to Mishra and Morrisey (1990) organizational trust facilitates open communication in organizations, sharing information, participation of the employees in decision making and thus increasing their productivity. According to Gamson (1978) the groups with high level of trust in organizations have strong faith in the authority and they

trust the managers, the groups with a low level of trust on the other hand have negative feelings about the authority and they consider the decisions made by the managers as a threat for themselves. Lester and Brower (2003) state that feeling of trust among the employee's increases their performance. Emanet (2007) state that high level of trust within organization increases the motivation and performance of the employees.

2.3.6 Elements of Trust:

Dyadic or interpersonal trust has both a cognitive and an affective component (Lewis and Weigert, 1985; McAllister, 1995). The cognitive side of trust pertains to the rational decision to trust or to withhold trust of another party. This decision to trust is based on good reasons, such as responsibility, dependability (reliability), and competence, which provide evidence of the presence of trustworthiness. These three qualities of cognitive-based trust may be relatively consistent across dyadic relationships involving co-workers and supervisors.

The other dimension of dyadic trust is affective (Lewis and Weigert, 1985; McAllister, 1995). Affect-based trust involves a deep emotional investment in a relationship. A trustor's deep care and concern of the trustee characterize such a relationship. Past measures of trust in organizational settings suggest that competence and responsibility are central elements (Butler, 1991; Cook & Wall, 1980). Reliability and dependability have also been included in measures of interpersonal trust in close relations. Shapiro, Sheppard, & Cheraskin (1992) suggest that three forms of trust operate in a business relationship: deterrence-based (based on consistency, reliability and threat of punishment or loss); knowledge-based (having enough knowledge of someone to understand them and predict their behavior); and identification-based (complete empathy with the other party's desires and intentions).

Mishra's (1996) model of trust addressed four dimensions of both individual and organizational trust, which create a perception based on "one party's willingness to be vulnerable to another party based on the belief that the latter party is: a) competent, b) open, c) concerned, and d) reliable".

Cummings and Bromiley (1996) defined trust in terms of both beliefs and behaviors. In their definition, they include three behavioral dimensions of trust: keeping commitments, negotiating with honesty, and not taking excessive advantage over someone. Upon analyzing

these elements as described by different authors we have drawn the following figure which illustrates the presence of elements in interpersonal and organizational trust.

Elements of trust in organization
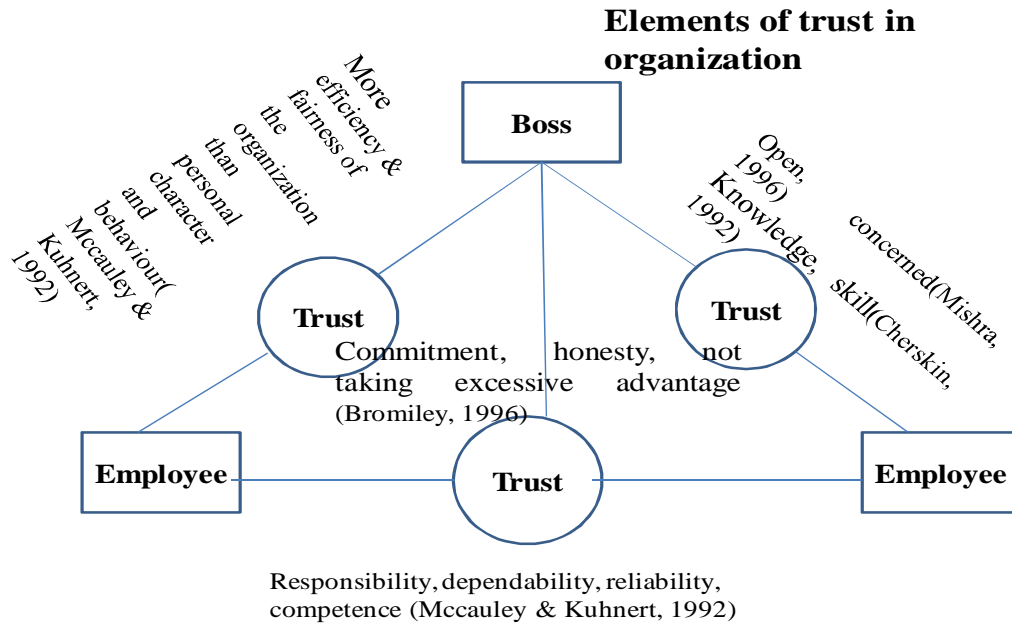
Figure three: Elements of trust in organization.

2.3.7 Trust in Co-workers and Trust in Superior

Trust in superior and trust in co-workers highlights an interpersonal or dyadic form of trust (Costigan, Ilter and Berman, 1998), which emanates from the assessment of personal characteristics and behaviour of these referents. Traditionally studies have focused mainly on supervisory trust (Costigan, Ilter and Berman, 1998). More recently, however, trust in co-workers has gained more significance because of the extensive movement towards self-managed work teams. The success of self-managed teams is contingent on cooperation and teamwork, and research evidence indicates that trust in peers can play a crucial role in fostering interpersonal cooperation and in developing effective team relationships (Jones and George, 1998).

More specifically, trust in immediate superior is likely to result in positive outcomes directed towards the superior (such as job performance) and the organization (such as organizational commitment); whereas, trust in co-workers might lead to positive outcomes for the co-

workers such as sharing information with co-workers and helping co-workers in need of assistance (Dirks and Skarlicki, 2004).

Both forms of trust can promote work engagement by allowing employees to concentrate on the work that needs to be done (Mayer and Gavin, 2005). For instance when employee lacks trust in immediate superior and their co-workers, they are unwilling to be vulnerable to these foci. Their cognitive resources will be preoccupied with non- productive issues and their activities will be focused on self protection or defensive behaviours (Mayer and Gavin, 2005). As a consequence employees would devote less attention to their work and would be less involved psychologically while performing their job tasks, which may lead to disengagement from work (Kahn, 1990, Mayer et. al., 2004). In a related vein, employees who have a low propensity to trust others would be more suspicious of others and as a result are likely to spend a substantial portion of their time and energy on monitoring the behaviours and actions of others, which again may adversely impact their engagement levels.

Besides, employees working in a climate of trust are likely to perceive more resources in their work environment, which would drive them to be more engaged in their work. For example, when employees believe that their superior and coworkers are competent they feel confident that they can rely on their supervisor and co-workers to provide instrumental help when they encounter job related problems (Costigan, Ilter and Berman, 1998). In such a situation employees are likely to perceive that they have the resources to complete their tasks successfully and achieve their work goals which in turn may motivate them to approach their work with greater vigour, dedication and absorption. In a similar vein, through the concern dimension of trust the employees believe that their supervisor and co-workers will not take advantage of them because the supervisor and co-workers care about their interests. This kind of perceived support should make the employees feel more accepted within the organization and should fulfill their need to belong.

2.4 Analytical Framework

By analyzing the definitions of trust, its types, dimensions and characteristics in the organization and reviewing trust literature extensively and evaluating concept of trust independent and dependent variables are identified in analytical framework. From the analytical framework it can be seen that the dependent variable is interpersonal trust within

the organization. Independent variables are broadly classified as socio-economic variables and interpersonal traits or characteristics of the employees. The socioeconomic variables are Gender, Age, Indigenous identity, Level of education, and Religion. There are also other socioeconomic variables which also effect employees trust but for convenience we only selected the above mentioned five variables.

Analytical Framework

Independent Variable	Dependent Variable

Socioeconomic characteristics of employees:
Gender, Age, Indigenous identity, Level of education, Religion

Personal traits of trust at peer level (horizontal):
Concerned, Interpersonal relation, Reliability, Commitment, Trustworthy, Responsibility, Helpful

Interpersonal Trust within the organization (DC Office)

Personal traits of trust at subordinate-superior level (Vertical):
Decision making, Predictability, Ownership, Favoritism, Protection, Knowledge and skills, Risk taking, Political pressure

At the peer level, trustworthiness of a colleague or co-worker is judged by other colleague on the ground that how much concerned he is in time of others need, or the level of interpersonal relation he has or how much reliable and confidence he is with his works, or

his dedication and commitment towards colleagues and the organization or how much responsible, and helpful he is for the co-workers.

Similarly, to measure subordinates trust in superiors, it is found that while making trust judgement on their superiors, employees selected the following major factors:

1. Decision making power of the superior, 2. Level of predictability of the bosses, 3. Sense of ownership and responsibility towards the subordinates, 4. Giving shelter and protection to subordinates, 5. Knowledge and skills and expertise of the superiors, 6. Risk taking attitude, 7. Mentality to work under political pressure and tadbir and, 8. Tendency of partiality or favouritism while making decisions.

Questionnaire is formulated with giving emphasis on the abovementioned socioeconomic characteristics and personal traits so that these variables can be measured to analyse the presence of interpersonal trust within the organisation. The third objective of the research is to find out the relationship between trust and performance of the organization It is hypothesized earlier in this study that presence of a sufficient level of interpersonal trust in the organization can ensure improved performance of the employee and increased people satisfaction through rendering services to them.

2.5 Introduction to 3 District Administrations (Gazipur, Comilla and Rangamati)

The Comilla region was once under ancient *Samatat* and was joined with Tripura State. This district came under the reign of the kings of the Harikela in the ninth century AD. Lalmai Mainamati was ruled by Deva dynasty (eighth century AD) and Chandra dynasty (during tenth and mid eleventh century AD). It came under the rule of East India Company in 1765. This district was established as Tripura district in 1790. It was renamed Comilla in 1960. Chandpur and Brahmanbaria subdivisions of this district were transformed into districts in 1984. Comilla district has 5 municipalities, 54 wards, 148 mahallas, 12 upazilas, 1 thana, 180 union parishads, 2704 mouzas and 3624 villages. The upazilas are Comilla Sadar, Barura, Chandina, Daudkandi, Laksham, Brahmanpara, Burichang, Chauddagram, Debidwar, Homna, Muradnagar, and Nangalkot; the municipalities are Comilla Sadar, Barura, Chandina, Daudkandi and Laksham.

Rangamati subdivision was turned into a district in 1983. Earlier, it was under Chittagong Hill Tract district. It consists of 10 upazilas, 1 municipality, 9 wards, 35 mahallas, 50 union parishads, 162 mouzas and 1347 villages. The upazilas are Baghaichari, Barkal, Kawkhali, Belaichari, Kaptai, Juraichari, langadu, Nanierchar, Rajasthali, Rangamati Sadar.

Gazipur district was established in 1984. It consists of 5 upazilas, 46 union parishads, 710 mouzas, 2 municipalities and 1163 villages. The upazilas are Gazipur Sadar, Kaliakair, Kaliganj, Kapasia and Sreepur.

In this study, Deputy Commissioner Office of Comilla, Rangamati and Gazipur is purposively selected for data collection. As Comilla and Rangamati are category A districts and Gazipur is category B district, 1995 organogram permits total 477 post in these three district administration offices. Presently in these offices some posts remain vacant. Therefore, more or less, out of 400 employees we carried trust survey on 120 of them which is 30% of the total employees of these three DC offices.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

Previous chapter was dealt on review of literatures on trust. This chapter is devoted to research methodology applied in the study for achievement of desired objectives. In this chapter the details of the methodology which is carried out prior, during and after field work have been described. The chapter begins by discussing the approach of the study. Different tools and methods used for data collection are discussed in detail. The empirical study was carried out through questionnaire survey.

3.2 Research Approach

The approach of the research is operationalized according to flow diagram as shown in figure 4. The research methodology comprises of three parts which is explained below:

• Pre-field work phase which comprises of problem identification, literature review, development of variables and indicators etc

• Field work phase which comprises of data collection in identified variables and indicators

• Post field work phase was focused on analysis and interpretation of data

3.2.1 Pre-Field Work Phase

This phase comprises of problem identification and set the research objectives based on relevant scientific literatures, text books, papers, articles and internet sources. According to analytical framework designed in chapter two, the questionnaire has been designed for carrying out survey with employees of DC offices. The questionnaires were designed according to the research objectives, analytical framework for measuring interpersonal trust in DC offices.

```
┌─────────────────────────────────────────────────────┐
│              Pre-field Work Phase                    │
│                                                      │
│   Identification of research problem                 │
│   Formulation of research objectives and questions   │
│   Identification of required data                    │
│  Selection of study area and design questionnaire    │
│                                                      │
└─────────────────────────────────────────────────────┘
                          │
                          ▼
┌─────────────────────────────────────────────────────┐
│                Field Work Phase                      │
│                                                      │
│           Primary data collection                    │
│                      ⇩                               │
│          Distribution of Questionnaire               │
│                                                      │
└─────────────────────────────────────────────────────┘
                          │
                          ⇩
┌─────────────────────────────────────────────────────┐
│               Post field work phase                  │
│                                                      │
│           Data Analysis and Conclusion               │
│                                                      │
└─────────────────────────────────────────────────────┘
```
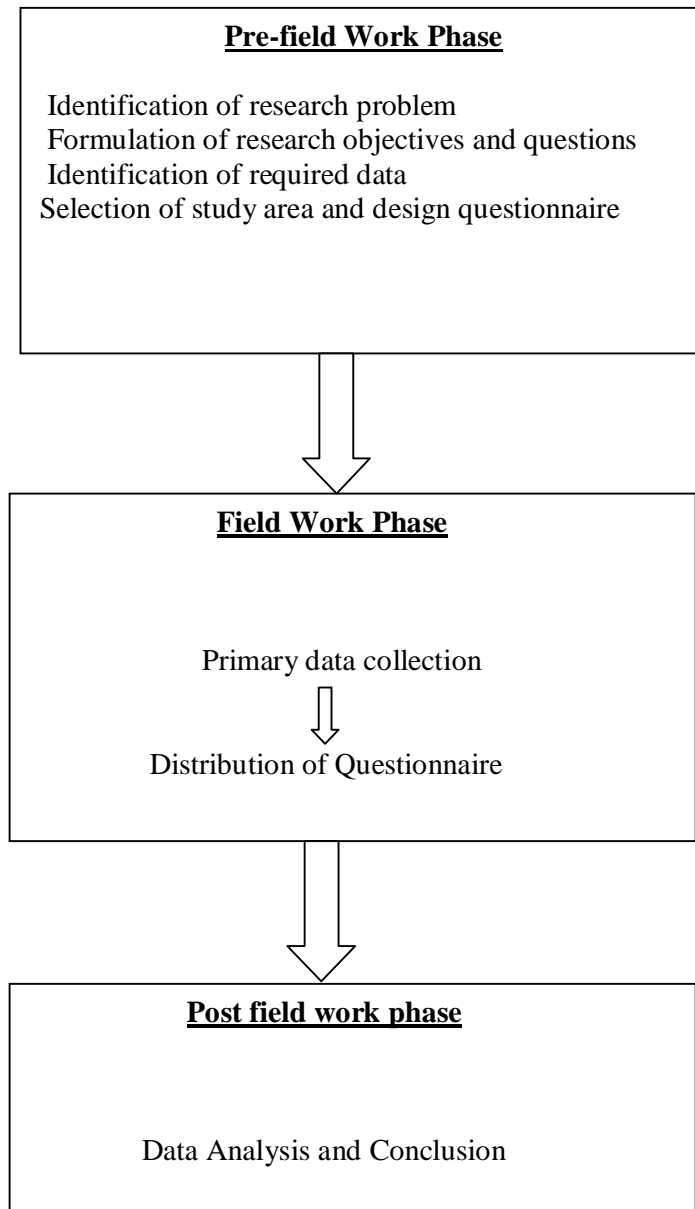
Figure 4: Research Approach (Source: Authors compilation)

3.2.2 Field Work Phase

This is data collection phase and involved the collection of primary data. This is achieved through the distribution of questionnaire survey to the staff and officers in the DC offices. The purpose of conducting the field work is to collect the required data in order to assess the interpersonal trust within the district administration.

3.2.2.1 Research Design:

This study is mainly based on micro study of employees trust on local organization with special focus on Comilla, Gazipur and Rangmati district administration. It attempts to analyze the relationship between trust in co-workers and trust in superiors as well as trust relations with the performance of the employees. Therefore, descriptive cum analytical research design have been used. The descriptive research design has been used to describe co-workers and superiors trust in district administration. Further, the analytical research design has enabled to establish relationship between different independent and dependent variables used in this study.

3.2.2.2 Research Method:

There are three major approaches in conducting scientific research. (i.e. qualitative, quantitative and mixed approach) Using both qualitative and quantitative elements in research are known as mixed method research. Mixed method overcomes the disadvantages of qualitative and quantitative methods benefits from the advantages of each. Its goal is not to replace either of these approaches but rather to draw from the strengths and minimize the weaknesses of both in the single research studies and across studies. The present study applies a combined method. (i.e. combination of both the qualitative and quantitative technique)

3.2.2.3 Study population and sampling:

The study population encompasses employees of Comilla, Gazipur and Rangmati district administration. The respondent from each work station, an adult 18 years or older, has been chosen at random within their respective designation other than the higher post like DC and ADC to ensure a representative cross-section of the employees working in DC offices. The following table shows designation/position wise sample distribution in three sample locations (Comilla, Gazipur and Rangamati). The total sample size is 120. Respondents in three locations are chosen more or less equally.

Table 1: Distribution (designation-wise) of respondents in three sample location (DC office)

Designation	Gazipur	Comilla	Rangmati	Total
Additional Deputy Commissioner	3	4	3	10
Senior Assistant/Assistant Commissioner	9	8	6	23
Head /Office Assistant (Class III employee)	12	15	20	47
Mechanic/MLSS/Peon/ orderly/Cook/Mali/Farash (Class IV staff)	14	12	14	40
	38	39	43	120

It is acknowledged that the sample of this study is more biased towards male than female population. This is not intentional because in higher position of district administration (ie. DC, ADC) women is not found to being posted. But at the junior level women officer are not comparatively less than their counterpart. At the staff level female respondents are more or less equal though in 4th class jobs women were less in work. This may be because that women participation as workforce started increasing from 10-12 years back. Purposive Sampling method is used to select the sample so that maximum variety of people with various socio-economic backgrounds like gender, age, religion, ethnicity, education can be incorporated in the research. Table 2 shows the socio-demographic distribution of respondents.

Table 2: Socio-demographic distribution of respondents. (In numbers)

		Male	Female	Total
Gender	Male	78		78
	Female		42	42
Age	18-35 yrs	27	18	45
	36-50 yrs	30	20	50
	51+ yrs	21	4	25
Indigenous identity	Bengali	58	32	90
	Tribal	20	10	30
Education	Below SSC	13	12	25
	Below HSC	17	8	25
	Graduate	25	12	37
	Masters	23	10	33
Religion	Muslim	45	30	75
	Hindu	13	2	15
	Buddhist	20	10	30

3.2.2.4 Sources of Data:

A. **Primary data-** The most common way to measure trust, at least at the societal level, has been through survey (Hardin 2006). This study has used single chief methods of data collection- questionnaire survey method. The logic behind using questionnaire is that it is a very effective instrument that facilitates in collecting data from a large, diverse and widely scattered group of people (Aminuzzaman 1991). Both open and close ended questions were asked to the respondents. The questionnaire is divided into four parts. The first part consists of respondents socio-economic background like gender, age, indigenous identity, religion, education, tenure in the service, designation etc. The second part of the questionnaire is formulated to get horizontal trust related information where the respondents evaluated and assessed their co workers considering different independent variables of trust. The third part gave vertical trust related information where the employees evaluated and expressed opinion on their immediate superior authority (boss). In the final part questions were asked on relationship of trust versus performance of the organization (increased service delivery). The questionnaires were distributed among 120 respondents of the three districts. Researcher himself visited the location of research study, conduct the survey and thus collect the filled in questionnaire.

B. Secondary data- Secondary sources are also major sources of data for this research. For secondary data, this study mainly relied on review of previous studies on bureaucracy and trust. To understand the local level bureaucracy and its characteristics, various books, policy documents, research articles and reports of Government of Bangladesh were reviewed. Similarly, different books, journals, research articles, dissertation reports were used to understand the concept of trust by analyzing definitions offered by various scholars. Further, secondary sources were used to review the existing literatures regarding previous studies on employees trust within organization in different business or bureaucratic institutions across the world. Moreover, the literature review facilitated in chalking out the analytical framework for this study.

3.2.3 Post Field Work Phase

In this phase, data entry, analysis and interpretation of information collected from questionnaire survey is done. The analysis is carried out in the perspectives focused by this research. Then finally the interpersonal horizontal and vertical trust has been assessed in terms of socioeconomic backgrounds and personal characteristics of the employees.

3.2.3.1 Methods of Data Analysis

The data collected through the use of different techniques were organized, processed and analyzed by using different statistical tools with the help of SPSS.

The dependent variable under examination here is trust within the district administration where as three broad independent variables are: socio-economic characteristics of the employee, personal traits of the employees affecting peer level (horizontal-among co-workers) and subordinate-superior (vertical) level trust. To satisfy my research question, another effort was made to establish relationship between performance and trust considering trust as independent variables.

This study measured trust directly using a scale approach. In the questionnaire survey, individuals were asked like this: ``You are now reading a number of statements on your colleagues (peers). To what extent do you agree or disagree with these statements?'' 1= strongly disagree, 2= disagree, 3= agree, 4= strongly agree, 9= do not know. Once the surveys were completed, respondents were broken into those who had agreed (answered 3

and 4) and disagreed (answered 1 and 2) with the statements. To measure horizontal and vertical trust individuals were asked: to what extent their trust is between the co-workers and with the superior boss respectively? 1= low, 2=medium, 3=high.

Cross tabulation has been used to show the relationship between different independent and dependent variables. Data are presented in percentage and mean. The hypotheses related to different variables are analyzed by comparing mean and further tested by Chi-square test to find out whether the relationship between control variables and the dependent is explored. Moreover, the correlation analysis is done to assess whether the assumed hypothesis is accepted or rejected. Also, regression analysis is carried out to find the best fitting model to describe the relationship between an outcome (dependent variable, in this case "interpersonal trust within district administration") and a set of independent (predictor or explanatory) variables (in this case demographic features etc).

3.2.3.2 Scale of measurement:

A five-point Likert scale format (1 = "strongly agree/ great deal of confidence," . . . , 5 = "strongly disagree/not at all confidence") is used to anchor all of the items in this scale.

3.2.3.3 Reliability and validity

Cronbach α reliability estimates were used to measure the internal consistency of these multivariate scales. In this study, the Cronbach α of each constructs was greater than 0.7595, which indicates a strong reliability for our survey instrument.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data and results, which were collected by the survey. It analyses the factors that determines the interpersonal trust in field administration. On the basis of these factors, this chapter explains the level of trust exist at the peer level as well as touches upon the subordinate trust in superiors. This chapter also explains how the interpersonal trust is affected by socio-economic characteristics and personal traits of people working in a bureaucratic environment in district administration. It also goes into depth to see the variation of the level of trust on the basis of class, gender, region, education, religion and finally personal characteristics of the employees. Here the data are used as evidence to justify, support or reject the research hypotheses which were outlined in the introductory chapter. Finally, this chapter seeks the answer about the relationship of interpersonal trust on the performance of the organization.

4.2 Analysis of socio-economic characteristics of employees on trust:

This section explains how the socio-economic background of the employees worked in district administration play role to build trust within the organization. Though there might be many other factors related to socio-economic characteristics of the employees that might affect level of trust, this study has considered only five variables: gender, age, indigenous identity, education and religion.

First of all, we start with the following table where respondents level of trust towards colleagues and superior boss is presented under 3 categories: low, medium and high trust.

Table 3: Distribution of respondents by Level of trust. N=120

		No. Of Respondents	% of respondents	Total N
Level of horizontal trust	Low	20	16	
	Medium	43	36	
	High	57	48	
Level of vertical trust	Low	39	33	
	Medium	58	48	
	High	23	19	120

The sum of the percentage is slightly high due to the effect of rounding. To measure horizontal trust the question was: `` to what extent do you have trust on your colleagues (peers)?''And to measure vertical trust the question was: `` to what extent do you have trust on your immediate superior boss?''1= Low, 2= Medium, 3= High.
.

From table 3 we can deduce that out of 120 respondents 84% (36+48) opined that they have medium or high level of trust on colleagues. About half of the respondents (57) have high level of trust among the co-workers. It is found that out of 120 respondents 67% (48+ 19) opined that they have medium or high level of trust in superiors and the rest 33% have low trust in superiors. For the purpose of analysis the respondents who show high level of trust in co-workers and superiors is considered. The next section analyses the data findings to find out the relation of the socio-economic variables and interpersonal trust and justify the hypotheses already been made with regard to socio-economic variables like gender, age, indigenous identity, education and religion.

4.2.1 Gender

The first identity variable under consideration to test interpersonal trust is gender of the respondents. This study hypothesizes that female employees of DC office put higher level of trust towards their peers and superior bosses than the males. The assumption was that female is comparatively more compassionate, supportive, trustworthy and helpful than male while working in the same premises with the male counterpart. In addition, female in our country is

by nature not critical on everything. They want protection and security from the male dominated environment. In a trusted (trustworthy) organization, congenial working atmosphere exists where women feel secured, get motivated and thus leads to show higher trust towards colleagues and in the superiors. The following table no. 5 demonstrate the findings relating to trust by gender.

Table 4: Relation between Gender and interpersonal trust (Both Horizontal and Vertical)

	Gender		N (Total N)		Pearsons Chi-square test		Pearson's Corr. Coeff. (r)
	Male	Female	Ma	Fe	Value	significance	
High level of horizontal trust (%)	41 %	60 %	32 (78)	25 (42)	3.863	0.145	0.143
High level of vertical trust (%)	14 %	29 %	11 (78)	12 (42)	3.690	0.158	0.139

Significance at .01 level.

In terms of gender Table 4 highlights that 60% female showed high trust while 41% male have high trust in colleagues. On the other hand, the percentage of showing high trust in superiors is 29% for female and 14% for male. Though it is found that female have more trust than male, statistical Chi-square test has been applied to test whether this difference is significant or not, and it shows that the difference is insignificant. Besides, Pearson's correlation coefficient (r) value is **0.143** and **0.139** respectively for horizontal and vertical trusts which also insignificant. By regression analysis it is found that R square value is too low (0.02 & 0.019).[7] Therefore, the proposed hypothesis female shows higher level of trust

---

[7] Regression analysis is done to predict significant relations of independent and dependent variables. Derivatives of regression analysis are R square, standardized beta coefficient, t test and analysis of variance (ANOVA). The t test value is derived from the equation: t = beta/ standard error of beta > 2. If t is greater than 2, it means that significant relationship is there between variables.

towards their peers and superior bosses than the males has been rejected and it can be inferred that as a socio-economic variable gender does not have a role in determining level of trust. The reason behind this result will be discussed in the discussion part of the final chapter.

4.2.2 Age

Another identity variable to test the level of interpersonal trust is age of the respondents. The hypothesis was set as old age employees command more trust both in peer level and in their superiors than the young employees.

The level of trust might differ based on the age of the people because it is generally claimed that younger employees are more dynamic, hardworking and more educated than the older employees. Young employees have more expectations, more curious to new changes and innovation and want to take challenges in their work places. They tend to want more freedom and openness in the organization. But in local level bureaucracy such as district administration, official work is done through adhering to specific and prescribed rules, regulation. Maintaining chain of command is must. Scope for innovation is less. On the other hand, the more one gets older, s/he does not want to take any risk and prefers status quo. Old age employees become habituated with the existing system and environment. Besides, it is also true that older employees are more experienced and have more expertise than the younger employees; for that they enjoy comparatively important sections (work unit) in DC offices. Moreover, they have more freedom and their involvement and interface with senior bosses are more frequent than the junior ones. Table 5 relates interpersonal trust with the age of the respondents.

Besides, if ANOVA is less than .01 or .05 then it can be predict that significant relationship exists between variables. Details are given in annexes.

Table 5: Cross tabulation between Age group and interpersonal trust (Both Horizontal and Vertical)

	Age group			N (Total N)			Pearsons Chi-square test		Pearson's Corr. Coeff. (r)
	18-35 yrs	36-50 yrs	51+ yrs	18-35 yrs	36-50 yrs	51+ yrs	Value	significance	
High level of horizontal trust (%)	*40 %*	48 %	*60 %*	18 (45)	24 (50)	15 (25)	11.868	0.018	**0.244****
High level of vertical trust (%)	*22%*	14 %	*24 %*	10 (45)	07 (50)	06 (25)	18.283	0.001	**0.227***

**Significance at .01 level.
*Significance at .05 level.

Table 5 shows the clear picture how the age of the employees indicates their level of trust within the organization. In case of horizontal trust among the three age groups, 60% of older employees (51+ years) showed high trust while this number is 40% for the younger employees (18-35 years of age). This figure presents that there is positive relation between the age of the respondents and level of trust in an organization. Statistically it is also proved that the difference of trust level is significant showing chi-square value 11.868 and significance .018. Besides, correlation coefficient .244 is also significant at .01 level (2 tailed). R square value is 0.192 which is comparatively larger.

Similarly, 24% of older employees (51+ years) showed high trust in superiors while the number is 22% for most junior groups (18-35 years of age) and 14% for middle aged group (36-50 years of age). Statistically it is proved that the difference of trust level is significant showing chi-square value 18.283 and significance .001. Besides, correlation coefficient .227 is also significant at .05 level. R square value (0.157) also supports that relationship is there between employee's age and interpersonal trust.

Finally, the study concludes that the hypothesis old age employees command more trust both in peer level and in their superiors than the young employees is hereby justified.

4.2.3 Indigenous identity

The number third identity variable is taken due to sample collection from Rangamati district. All of the tribal people work in the DC office, Rangamati. The distribution of respondents (out of 120) are Bengali = 90 and tribal people = 30. The hypothesis is set as tribal employees generally have more trust toward their colleagues and superiors in comparison to majority Bengali employees.

Table 6: Relation between indigenous identity and interpersonal trust (Both Horizontal and Vertical)

	Indegen ous Identity		N (Total N)		Pearsons Chi-square test		Pearson's Corr. Coeff. (r)
	Bengali	Tribal	Bengali	Tribal	Value	significance	
High level of horizontal trust (%)	*36 %*	*84 %*	32 (90)	25 *(30)*	21.376	0.006	0.332**
High level of vertical trust (%)	*12 %*	*40 %*	11 (90)	12 (30)	7.502	0.277	0.218*

**Significance at .01 level.
*Significance at .05 level.

Table 6 presents that out of 30 tribal respondents, 84% demonstrated high level of trust in coworkers while the percentage for Bengali having high level of peer trust is 36% which is less than half of that of tribal people. It is also proved by chi-square test showing the difference between the two groups significant at .006 level. From correlation and regression analysis it is also found that level of horizontal trust is influenced by the indigenous identity variable. (Correlation coefficient is .332 and it is significant at .01 level and value of R square is 0.11)

On the other hand, the same table shows that out of 30 tribal respondents, 40% of them support that they have high trust in superiors while the percentage for Bengali having high level of trust in superiors is 12%. Statistically, Pearson's chi-square test value is 7.502 with

significance .277. From correlation analysis it is found that correlation coefficient is .218 and it is significant at .05 level. R square value is also quite larger (0.248). At last, this study finds that employees of indigenous origin shows comparatively more trust both to their coworkers and senior boss.

The reason behind getting this finding is that most of the tribal come from the backward and underprivileged section of the society. A government job in DC office is an unthinkable precious thing for them. Moreover, culturally tribal people are more trustworthy, helpful, attentive and confidential. Practical work experience of the author gives the evidence that tribal employees are comparatively more confidential and more diligent in their work. They are comparatively more loyal and submissive to their seniors also.

4.2.4 Education

The level of trust might differ based on the level of education a respondent obtained. The hypothesis is the more the education level of staffs and employees in DC office, the less will be the level of trust on colleagues and superiors.

Table 7: Cross tabulation between Education and interpersonal trust (Both Horizontal and Vertical)

	Education				Pearsons Chi-square test		Pearson's Corr. Coeff. (r)
	Below SSC	HSC	Graduate	Masters	Value	significance	
High level of horizontal trust (%)	74 %	46 %	44 %	40 %	17.482	0.010	- 0.286**
High level of vertical trust (%)	21%	12%	25%	19%	2.078	0.211	-0.117 (insignificant)

**Significance at .01 level.

The rationale behind considering educational background in analyzing the trust is that most of the less educated respondents work as class IV employee in DC offices. It has been observed that they are less demanding in their right. They are also not conscious about rules,

41

regulations and all the complexities of district administration. Most of them are obedient, diligent and dutiful. Even they get satisfied with mere a felicitation word from the boss or superiors. The other logic is that the more a man is educated, the more aware is he with his rights, with his own interest. The less educated people working at the lowest position of the DC offices do not bother about all these things.

Considering peer level trust, it can deduce from table 7 that 74% of less educated (below SSC) people showed high trust in coworkers whereas 40% of masters degree holder exhibits high trust in coworkers. Besides, it can infer from the table that less educated people show more trust in coworkers than the more educated people. It also shows that there is negative relation between level of education and level of trust. Statistically chi-square test shows significant difference in this result. Pearson's chi-square value is 17.482 with significance at .010 level. Besides, correlation coefficient **(- .286)** is significant at .01 level. But there is a negative relationship between education and level of horizontal trust. It means that less educated people show more trust than the more educated people. Moreover, R square is also a bit larger (0.182) which indicates that less educated employee show high trust towards their colleagues in comparison to more educated people.

On the other hand, in case or analyzing trust in superiors with respect to education data shows a mixed result. Though less educated (below SSC) people showed high trust (21%), graduate degree holders exhibit more vertical trust (25%). However, statistically the result is not significant. Besides, correlation coefficient proves that there is not significant relationship between education and level of vertical trust. Moreover, R square value (0.014) is also too low which indicates that relationship between these two variables (education and trust in superiors) is not established. Therefore, the hypothesis regarding less educated employee show high trust in superior in comparison to more educated people is not accepted**.**

Level of education is a factor in determining trust within organization. From the result it can be said that at peer level less educated people show more trust than the educated people. This may be because that lack of education makes people blind to follow and depend on others. In an institution like district administration, class IV staffs are employed in insignificant and trivial works. They are like servants to the officers. But in case of determining vertical trust, it is not influenced by the level of education. It can not plainly be commented that less

educated people have high trust in their superior boss. The findings show that subordinate-superior relationship does not depend on educational qualification of the respondent.

4.2.5 Religion

In case of religion our hypothesis was that Buddhist employees have more trust on colleagues and in superior bosses than the employees of other beliefs. The rationale behind that is all of our tribal respondents are Buddhist in belief. Tribal culture and society might be a major factor in determining trust in the Buddhist people than their belief. It is generally believed that 'minority fear factor' influences on Hindus. Analysis of variable 'religion' does not necessarily mean to compare different beliefs but just to measure trust situation prevailing in different employees of different beliefs.

Table 8: Cross tabulation between Religion and interpersonal trust (Both Horizontal and Vertical)

	Religion			N (Total N)			Pearsons Chi-square test		Pearson's Corr. Coeff. (r)
	Muslim	Hindu	Bhuddist	Muslim	Hindu	Bhuddist	Value	significance	
High level of horizontal trust (%)	40%	13%	83%	30 (75)	02 (15)	25 (30)	25.804	0.001	0.255**
High level of vertical trust (%)	15%	0	40%	11 (75)	0 (15)	12 (30)	11.339	0.003	0.165 (insig.)

**Significance at .01 level.

From table 8 it is found that 83% Buddhist showed high trust in coworkers whereas only 13% Hindu and 40% Muslim employees showed high peer trust. Statistically Pearson's chi-square value is 25.804 which is significant at .001 level. Similarly, 40% Buddhist employees showed high trust in superiors whereas only 15% Muslim showed high vertical trust. Statistically we see that Pearson's chi-square value is 11.339 which are significant at .003

level. However, correlation coefficient shows the insignificant relation between religion and vertical trust. Moreover, R square value in both cases (0.06 & 0.05) are much lower which indicate that in case of determining interpersonal trust there may be other factors than religion. Furthermore, the result may be biased because of taking less number of Buddhist employees as compared to Muslims and Hindus.

4.3 Analysis of interpersonal traits of trust at peer level (horizontal)

Table 9: indicators of interpersonal trust (horizontal)
Percent distribution and mean score for each characteristic

statements	Sum of strongly disagree +disagree		Sum of strongly agree+ agree		Mean		N
Concerned in time of need	14		86		3.07		
Interpersonal relation -healthy and supportive	27		72		2.83		
Reliable in terms of keeping confidentiality	24		75		2.89		
Dedicated and committed to tasks	32		66		*2.83*		
Most are trustworthy	29		71		2.83		
Responsible enough	25		76		2.87		
Much helpful	38		61		*2.74*		
Most dislike 'tadbirbaz'	01		99		*3.23*		120

The sum of the percentage is slightly high due to the effect of rounding.
The question was: ``You are now reading a number of statements on your colleagues (peers). To what extent do you agree or disagree with these statements?'' 1= strongly disagree, 2= disagree, 3= agree, 4= strongly agree, 9= do not know
'Do not know' respondents are defined as missing and excluded from the analysis.

With a view to analyze peer level trust among the co-workers eight indicators were selected. Indicators are concerned, interpersonal relation, reliability, commitment, trustworthiness, responsibility, helping attitude and tadbir. From table 9 it is found that most of the employees express that they are agreed with the statements made regarding their colleagues. The level of agreement ranges from 61% to 99% while mean value scatters from 2.74 and 3.23. However, 38% and 32% (with mean value 2.83 and 2.74 respectively) employees respectively opined that their co-workers are not much helpful and dedicated enough to perform assigned jobs compared to other attributes that influence to determine the horizontal level trust in the organization. 99% respondents marked that they dislike the tadbirbaz colleagues who try to

get promotion by tadbir or other influences. By analyzing the mean value of this table it is seen that all of the score is significantly higher than the standard mean value 2.50. This table finding is justified by the following table no. 10.

Table 10: Correlation: peer level characteristics and level of horizontal trust

		Level of Trust (Horizontal)				%of total N	Pearsons correlation coefficients (r)
		Low(%)	High(%)	N	Mean		
Concerned in time of need	Disagree	20	5	18	1.94	15	.207*
	Agree	16	53	102	2.37	85	
Interpersonal relation	Disagree	40	15	33	1.76	28	.459**
	Agree	8	60	87	2.52	72	
Reliable in terms of keeping confidentiality	Disagree	48	18	40	1.7	33	.582**
	Agree	2	63	80	2.61	67	
Dedicated and committed to tasks	Disagree	64	3	30	1.37	25	.735**
	Agree	0	62	90	2.62	75	
Most are trustworthy	Disagree	54	3	35	1.49	29	.761**
	Agree	1	66	85	2.65	71	
Responsible enough	Disagree	65	0	31	1.35	26	.714**
	Agree	0	64	89	2.64	74	
Much helpful	Disagree	40	20	45	1.8	38	.533**
	Agree	3	64	75	2.61	62	

**Significance at .01 level.
*Significance at .05 level

Table 10 demonstrates that there is positive relationship between the interpersonal peer level indicators and level of trust among the co-workers. Observing the percentage of total respondents (total N) it is found that most of the respondents are agreed with the statements. At the same time, these respondents show high level of trust in their colleagues. For example: 85% respondents agreed that their colleagues feel concerned in time of their need. Out of this 85%, 53% exhibit high level trust in their coworkers. Besides, mean value 2.37 is much

higher than standard mean 1.5. Another example can be drawn that 71% employee agreed that their colleagues are more trustworthy and out of this, 66% opined that they have high level of trust on colleagues. Here, mean value 2.65 is much larger than 1.49. It indicates that more people are agreed on the statement. Pearson's correlation value proves that trust in coworkers is influenced by the interpersonal characteristics of the employees. All characteristic variables are significant at .01 level except the first one which is significant at .05 level.

Finally, from table it is evident that most of the respondents are agreed with the horizontal trust related factors and at the same time they also mark high level of trust toward their colleagues. Statistically, the relation of peer level trust with variables of peer trust is found valid and significant.

4.4 Analysis of interpersonal traits of trust at subordinate-superior level (vertical)

Table 11: indicators of interpersonal trust (vertical)

Percent distribution and mean score for each characteristic

statements	Sum of strongly disagree +agree	Sum of strongly agree+ agree	Mean	N
1. Generally, superiors are quick in decision making.	55	45	2.41	
2. Superiors are easily predictable.	58	41	2.45	
3. Superiors bear sense of ownership and responsibility for subordinate's failures.	40	59	2.70	
4. Superiors often display favouritism in exercise of their decisions.	84	17	2.13	
5. Superiors give shelter and protection for subordinates.	50	50	2.54	
6. Bosses qualities in terms of knowledge and skills have comparatively declined over the years.	63	37	2.30	
7. Superiors are risk taker and sometimes face uncertain circumstances.	41	58	2.60	
8. Superiors work under political pressure and tadbir.	26	74	2.81	120

The sum of the percentage is slightly high due to the effect of rounding. The question was: ``You are now reading a number of statements on your superior bosses. To what extent do you agree or disagree with these statements?'' 1= strongly disagree, 2= disagree, 3= agree, 4= strongly agree, 9= do not know

'Do not know' respondents are defined as missing and excluded from the analysis.

With a view to analyze subordinates trust in superiors eight statements were made focusing on decision making power of the superiors, level of predictability and sense of ownership of the superiors, risk taker, protector of subordinates, partisan and less knowledge of the boss. Out of 8, 2 statements are negative in sense (statement no 4 & 6)but respondents opined

positively that superiors do not often display favoritism in making decisions(84%) and their knowledge and skills are not declined comparatively (63%). From table 11 it is observed that statement no. 1 and 2 are positive in nature. But tabular finding is that *55%* respondents disagreed that their boss is quick in decision making and *58%* showed that their bosses are not easily predictable. These findings demonstrate lack of trust in superiors. A balanced result came in case of shelter and protection given by the boss. Besides, 74% employee opined that their bosses are to work under political pressure. The level of agreement ranges from 17% to 74% (with mean value 2.13 and 2.81) whereas level of disagreement spreads from 26% to 86% (with mean value 2.81 to 2.13). Also, 59% and 58% (with mean value 2.70 and 2.60 respectively) employees respectively opined that their bosses are risk taker and bear sense of ownership to the employees and the organization.

From table 11 it is found that respondents level of agreement with the statements are mixed. Out of 8 statements, there are not major difference in terms of disagree and agree percentage except the two negative statements where majority of the respondents sided with their bosses position.

Table 12 below presents how this statements are related with and influenced by the level of trust and finally it also shows whether this correlation is significant or not and justifies the hypothesis so far been made stating that intensity of horizontal trust is much than that of vertical trust.

Table 12: Correlation: Superiors characteristics and level of vertical trust

		Level of Trust (Vertical)					Pearsons correlation coefficients (r)
		Low	High	N	Mean	%of total N	
1. Generally, superiors are quick in decision making.	Disagree	**54**	15	67	1.61	**56**	.405**
	Agree	8	25	53	2.19	44	
2. Superiors are easily predictable.	Disagree	37	21	65	1.85	54	0.032
	Agree	27	17	55	1.89	46	
3. Superiors bear sense of ownership	Disagree	**60**	6	50	1.46	42	.487**
	Agree	13	29	70	2.16	58	
4. Superiors often display favoritism in exercise of their decisions.	Disagree	30	21	99	1.9	*83*	-0.099
	Agree	48	19	21	1.71	*17*	
5. Superiors give shelter and protection for subordinates.	Disagree	**48**	12	60	1.63	50	.330**
	Agree	17	27	60	2.1	50	
6. Bosses qualities in terms of knowledge and skills have comparatively declined over the years.	Disagree	32	25	75	1.93	*63*	-0.122
	Agree	21	9	45	1.76	*37*	
7. Superiors are risk taker and sometimes face uncertain circumstances.	Disagree	**48**	16	50	1.68	42	.223*
	Agree	21	21	70	2	58	
8. Superiors work under political pressure and tadbir.	Disagree	**50**	13	30	1.63	25	.191*
	Agree	27	21	90	1.94	75	

**Significance at .01 level.
*Significance at .05 level.

From the above table we can have the following observations:

(1) In case of statement no 4 and 6, **83%** and **63%** respondent respectively expressed positively in favor of their bosses that they often do not exercise favoritism while making decisions and there is no doubt on their knowledge and skills. But statistically

it is found that the relation between trust with these two factors are not significant (-0.099 and -0.122).

(2) If we observe the percentage of total respondents in case of statement no 1,3,5,7 we can see that the difference of agreement for and disagreement against the statements are not larger. For example, in case of statement 1, 56% employees disagreed whereas 44% employees agreed with the statements. From this result it can be said that most of the subordinate do not show high trust towards their superiors.

(3) Moreover, in case of statement 1, 56% employee says that their bosses are not quick in decision making. Statistically, this result is found significant. It indicates that subordinates exhibit low trust to their boss.

(4) Besides, from table 12 it is found that the higher the level of disagreement, the lower is the level of trust in superior bosses which eventually supports our hypothesis relating to superior officers. From statement no 1, 3, 5, 7 and 8 we see that respondents who are disagreed with the statements also show low level of trust to their bosses. From the table, it is seen that **54%, 60% 48%, 48%** and **50%** respondents respectively showed low vertical trust and this result is significant.

4.5 Who are more trusted? Coworkers or Superiors?

Results of Hypothesis no 6

Sixth hypothesis was that horizontal trust (employee Vs employee or peer level trust) is higher than vertical trust (boss Vs employee or subordinate-superior trust) in the district administration. **48%** (57 out of 120) employees opined that they have high level of trust in co-workers whereas **19%** employees showed high level of trust in their superiors (23 out of 120). [Table 3]

Another point is that in case of horizontal trust the level of agreement and disagreement with the statements ranges from 61%- 99% and 14% -38% respectively. Besides, mean value is significantly higher than the average value [Table 9]. Whereas in case of vertical trust, level of agreement and disagreement with the statements ranges from 14% - 38% and 26% - 86% respectively. Moreover, mean value is not significantly higher than the average value. [Table 11] From this it can be derived that employees exhibit trust more to their colleagues than to their bosses.

Moreover, respondents who are agreed with the statements have expressed high level of trust to their coworkers [Table 10]. In comparison, though more respondent agreed on the positive statements, in case of exhibiting trust they showed low trust in superiors [Table 12]. So, it is found that intensity of employee's trust is comparatively more on their co-workers than on superior boss and thus finally sixth hypothesis is accepted.

Co-workers in the district administration engage in their jobs for many years. Since employees at the lower level hail mostly from the same region, it is generally seen that increased emotional relationship is built through the passage of time. On the other hand, officer at the higher level are transferred on a regular interval. They do not get much time to establish a strong bondage with the employees. Therefore, our hypothesis horizontal trust (employee Vs employee or peer level trust) is higher than vertical trust (boss Vs employee or subordinate-superior trust) in the district administration is justified

CHAPTER V

SUMMARY AND CONCLUSIONS

5.1 Introduction

This concluding chapter is mainly devoted to summaries of the study. First, a recap of main issues of this study is highlighted. Second, an overview of the results of the hypotheses is presented. It also underlines which are most influential in determining the trust level. Suggestions for future areas of study are also outlined.

As stated in chapter one, the major objective of this study was to measure interpersonal trust and to find the relations between trust and performance of employees as well as the organization. As trust is affected by socioeconomic background and personal traits of the employees, in analytical framework we have chosen three major independent variables and identified some factors which influence trust building mechanism in an organization. In our research we have included only five socio-economic variables to measure their effects on making peer level and towards superior level trust. There were altogether six hypotheses; five hypotheses to reflect the socioeconomic background of the employees, and the other is to compare whether horizontal trust is greater than vertical trust in district administration.

The hypotheses have been derived from theories of trust; cultural theory and performance theory as explained by Mishler and Rose 2001, Blind 2006, and Van De Walle 2002. The study was carried out through mixed method approach. It has tried to analyze the relationship between the level of interpersonal trust and socioeconomic status of the respondents as well as performance of the organization. So descriptive cum analytical research design have been used. The data were collected through close ended questionnaire survey among the officers and staff of three district administration offices. Besides, secondary resources were utilized to review the literature and to ensure reliability and validity of the research. Results are presented through descriptive and narrative text as well as statistical tools like Chi-square, correlation, regression to show the relationship between independent and dependent variables.

5.2 Summary results in a nutshell

Answering Hypothesis 1:*Female employees of DC office put higher level of trust towards their peers and superior bosses than the males.*

It is found that **60%** female showed high trust while **41%** male have high trust in coworkers. On the other hand, **29%** female showed high trust while **14%** male have high

trust in superiors. Statistically, Chi-square test signifies that this difference is not significant. Pearson's correlation coefficient (r) value is **0.143** and **0.139** respectively for horizontal and vertical trusts which are insignificant because significance level is assumed at 0.01 level. Moreover, **R square**[8] value (2% & 1% respectively) also suggests that significant relationship does not exist between gender and trust variables. Thus, this study yielded the evidence that the assumption regarding hypothesis 1 is not accepted.

Answering Hypothesis 2: *Old age employees command more trust both in peer level and in their superiors than the young employees.*

60% of old age employees (51+ years of age) showed high trust in coworkers whereas this number is **48%** for employees of 36- 45 years of age and **40%** for employees of 18-35 years of age. Statistically it is proved that the difference of trust level is significant showing chi-square value 11.868 and significance .018. Besides, correlation coefficient .244** is also significant at .01 level (2 tailed). Moreover, R square value is a bit larger. (R square = 0.192)

On the other hand, **24%** of old age employees (51+ years) showed high trust in superiors while this number is **22%** for employees of 18-35 years of age as well as **14%** for employees of 36- 45 years of age. Statistically it is also proved that the difference of trust level is significant showing chi-square value 18.283 and significance level .001. Besides, correlation coefficient .227* is also significant at .05 level. Moreover, R square value is a bit larger. (R square = 0.157) Therefore, final say on this hypothesis is that it is justified.

Answering Hypothesis 3: *Tribal employees generally have more trust toward their colleagues and superiors in comparison to majority Bengali employees.*

84% of tribal employee demonstrated high level of trust in coworkers while the percentage for Bengali having high level of peer trust is **36%** which is less than half of that of tribal people. It is also proved by chi-square test showing the difference between the two group significant at .006 level (Pearson's chi-square value = 21.376). From correlation and regression analysis it is also found that trust in coworkers is influenced by the indigenous identity variable. (Correlation coefficient is .332 and it is significant at .01 level and value of R square is 0.11)

---

[8] In time of regression analysis, along with R square t-test and ANOVA values are also taken into consideration. For details please see annexure.

On the other hand, out of 30 tribal respondents, **40%** of them support that they have high trust in superiors while the percentage for Bengali having high level of trust in superiors is 12%. Statistically, Pearson's chi-square test value is 7.502 with significance .277. From correlation analysis it is found that correlation coefficient is .218 and it is significant at .05 level. Moreover, R square value is also quite larger (0.248). At last, this study finds that employees of indigenous origin shows comparatively more trust both to their coworkers and senior boss.

Finally, this study gets the evidence that hypothesis stating tribal employees generally have more trust toward their colleagues and superiors in comparison to majority Bengali employees is accepted.

Answering Hypothesis 4: *The more the education level of staffs and employees in DC office, the less will be the level of trust on colleagues and superiors.*

74% of less educated (below SSC) people showed high trust towards their coworkers comparing 40% of respondents who are graduated and got master's degree. Statistically chi-square test also shows significant difference in result. Pearson's chi-square value is 17.482 with significance at .010 level. Besides, correlation coefficient (- .286**) is significant at .01 level. But there is a negative relationship between education and level of horizontal trust. It means that less educated people show more trust than the more educated people. Moreover, R square is also a bit larger (0.182) which indicates that more educated employee show low trust towards their colleagues in comparison to less educated people.

On the other hand, though less educated (below SSC) people showed high trust (21%), graduate degree holders exhibit more vertical trust giving 25%. Results are quite mixed. However, statistically it is also not significant showing Pearson's chi-square value 2.078 with significance at .210 level. Besides, correlation coefficient proves that there is not significant relationship between education and level of vertical trust (- .117-INSICNIFICANT). Moreover R square is 0.014 (1%). Therefore, hypothesis regarding the more the education level of staffs and employees in DC office, the less will be the level of trust on colleagues and superiors is not accepted**.**

Answering Hypothesis 5: *Buddhist employees have more trust on colleagues and superiors than the employees of other beliefs.*

83% Buddhist showed high trust whereas only **40%** Muslims and 13% Hindu showed high peer trust. Statistically we see that Pearson's chi-square value is 25.804 which is significant at .001 level. Correlation coefficient .255** is also significant at .01 level. On the other hand, **40%** Buddhist showed high trust whereas only **15%** Muslim showed high vertical trust. Statistically we see that Pearson's chi-square value is 11.339 which are significant at .003 level. However, correlation analysis (.165-INSIGNIFICANT) proves that religious belief is not a factor in determining vertical trust in an organization.

But, R square value in both cases (0.06 & 0.05) are much lower which indicate that in case of determining interpersonal trust there may be other factors than religion. Furthermore, the result may be biased because of taking less number of Buddhist employees as compared to Muslims and Hindus.

Answering Hypothesis 6: *Horizontal trust (employee Vs employee or peer level trust) is higher than vertical trust (boss Vs employee or subordinate-superior trust) in the district administration.*

This hypothesis is evidently established by the following results:

1. 48% (57 out of 120) employees opined that they have high level of trust in co-workers whereas **19%** employees showed high level of trust in their superiors (23 out of 120). [Table 3]

2. In case of horizontal trust the level of agreement and disagreement with the statements ranges from 61%- 99% and 14% -38% respectively. Besides, mean value is significantly higher than the average value [Table 9].

3. Whereas in case of vertical trust, level of agreement and disagreement with the statements ranges from 17% - 74% and 26% - 86% respectively. Moreover, mean value is not significantly higher than the average value. [Table 11] From this it can be derived that employees exhibit trust more to their colleagues than to their bosses.

4. Moreover, respondents who are agreed with the statements have expressed high level of trust to their coworkers [Table 10]. In comparison, though more respondent agreed on the positive statements, in case of exhibiting trust they showed low trust in superiors [Table 12].

So, it is found that intensity of employee's trust is comparatively more on their co-workers than on superior boss and thus finally sixth hypothesis is accepted.

5.3 Discussion

In this section explanations and opinions will be given in support of the findings of this study. At first, findings with regard to socioeconomic background and trust will be discussed.

5.3.1 Interpersonal trust by gender: Can female defeat male?

With regard to gender this study does not find relations of gender with interpersonal trust. Actually, trust is intrinsic and it is applicable for both male and female. Trust is the resultant of feeling and emotion of individuals and emotions are not gender biased. In DC office, female employees are less in number comparing with their counterpart. For that reason in a male dominated hierarchic organization, female are influenced by the male counterpart. Other point is that decision making in district administration is taken collectively. In this case gender does not play role in making trust in organization. Female may put higher trust than male in other societal relations but in working environment trust is not influenced by male-female issue. With respect to gender the finding of this study is supported by Croson and Buchan (1999). In their study, Croson and Buchan (1999) found that there is no significant difference in trust behaviour among men and women. On the other hand, Chaudhuri and Gangadharan (2003) found that men exhibit higher levels of trust than women do, attributing it to a greater degree of risk aversion inherent in women. Similarly, Patterson's (1999) study in the USA has revealed that women are sometimes significantly less trusting than men, although gender seems to make little difference in other western countries (Whiteley 1999; Newton 2001).

5.3.2 Interpersonal trust by age: Experience matters. Is it same for trust?

Various studies have been conducted on social trust in relation to age (Patterson 1999; Putnam 2000; Newton 2001). Researcher argued that age should be positively associated with social and interpersonal trust. Research conducted in the U.S.A. has demonstrated that older Americans are more trusting (Putnam 1995; Putnam and Yonish 1997; Uslaner 1998). This study also found that within a bureaucratic organization in developing country like Bangladesh old aged employees are more trusting. Trust grows with time and it depends on familiarity. Familiar relations with other people take time to grow. Old age employees work

in DC offices for more than many years. Because of working in the same premises for a long period, sense of belongingness grows in them. Moreover, old employees tend to forgiving. For this reason, they show high trust in coworkers. In comparison, the younger employees are learner in the official work. So, they tend to show less trust in peer because of non familiarity with the surrounding people and the office environment.

Researchers argued that although patterns are not always consistent, it seems that social trust follows a U-curve, with the youngest and the oldest individuals exhibiting higher levels of distrust. This study found an opposite result in this respect. In case of exhibiting higher level of trust in superiors, it is obtained that youngest and the oldest employees are more trusting comparing with the middle aged employees. This study also finds a U-pattern curve with regard to trust in supervisors by the subordinates. In our curve the middle aged employees within organization has been found less trusting.

Middle aged employees are more rational. But they are not the ultimate decision maker. Though they are matured and able in taking decisions and handling the challenging and complex tasks of the office generally, responsibility and liability goes to the most superiors. Middle aged employees sometimes escape the assigned job. Lack of promotion, incentives, exposure and recognition lead them to become demotivated and thus trusting relations suffers in case of middle aged employees.
 On the other hand, old age employees are trusted by the superiors. Reciprocally, they also show high trust in superiors. Their experience, knowledge and expertise led them to be involved with superiors more frequently than the others. Thus they become prone to exhibit high trust in superior.

5.3.3 Interpersonal trust by indigenous identity: I am small but my heart is big!

Researchers found that race is a strong predictor of social trust (Woolcock 1998). This study also attempts to explore the effect of indigenous identity with respect to interpersonal trust within organization. One point should be clear that out of 120 respondents only 30 employees are tribal and the rest are Bengali. Quite less number of tribal employees in comparison to Bengali remains as a limitation in this case. The present study finds that tribal employees exhibit high level of trust both in their coworkers and superiors. Culturally, they are more trustworthy, helpful, tolerant, law abiding and enjoy a simple life style Tribal employees are

found less corrupted though they are marginalized section of the society. All these characteristics have a bearing on trust formation when they work in DC office. The researcher has observed tribal employees as hardworking and confidential. They are also comparatively more loyal and submissive to their seniors. The result of this study substantiates the researcher observation that tribal employees trust level is comparatively higher than the mainstream Bengali people.

5.3.4 Interpersonal trust by education: Little learning is dangerous. Is it so for trust?

Generally speaking, most researches have found a positive association between education and trust (Knack and Keefer 1997; Putnam 2000; Uslaner 2002). In an attempt to measure trust, Glaeser et al. (2000) found that highly educated individuals are more trusting than people of lower educational levels. This was attributed to the fact that more educated people usually associate with other educated individuals, who are, for one reason or another, more trustworthy. According to Putnam (1995), education has a very powerful effect on trust. In an attempt to attribute this finding, Putnam (1995) argues that highly educated people are more inclined to trust others. Majority of studies conducted on social trust and social participation, whose findings show that high level of education seems to be the best predictor for high levels of trust (Uslaner 1998).

The present study finds quite an opposite result at local level bureaucracy in Bangladesh. It is found that less educated (below SSC) employee showed high trust in coworkers and the highly educated employees show less trust in coworkers. Most of the employees who show high trust in coworkers are Class IV employees. In DC office organogram their position is at the lowest. They do trivial works in DC office. They depend on the superiors for their actions. They are submissive and abide by instructions from the superiors. They are like servants to their officers. They submit themselves towards their superiors thinking that they will not be harmed by superiors. Lack of education makes them blind to trust, follow and depend on others. Researchers called it 'blind trust' (Askvik 2011) or unconditional trust (Jones and George 1998)[9].

In case of exhibiting trust in superiors, the result is found quite mixed. In district administration, compliance to the command and instructions of the seniors is must and it is a

---

[9] Jones and George (1998) distinguish between conditional and unconditional trust. Conditional trust is based on knowledge (knowledge-based trust), whereas unconditional trust comes from shared values through which individuals experience trust.

embedded official work pattern in bureaucratic organization. Education of the employees does not play a significant role in this case because everybody's works are defined. Besides, the employees irrespective of staffs and officers submit themselves in the superiors considering their career advancement, better placement in official works. For this they tend to trust the superiors. For the same reason subordinates irrespective of educational qualifications show a similar percentage of trust in superiors Researchers call this 'fake trust'. An employee may not trust a superior but he has to show that he trust him. This occurs in DC office quite in a significant number.

The result of the study is differed with the findings and assumption of the other researchers because this study researches on the employees who work in a bureaucratic organization in developing country like Bangladesh. The country context, culture should be taken into consideration while comparing the findings of the researchers. Moreover, they studied trust on social perspectives but the present study explores interpersonal trust within organization. For this reason result might be differed. Less educated employee exercise blind trust whereas the high educated employees tend to be rational while trusting. They exercise knowledge based conditional trust.

5.3.5 Interpersonal trust by religion: Does it carry values in trust?

Analysis of variable 'religion' does not necessarily mean to compare different beliefs but just to measure trust situation prevailing in different employees of different beliefs. However, the study finds that Buddhist employees show more trust in coworkers and superiors comparing with the other religious belief. It should be mentioned that all of our tribal respondents are Buddhist in belief. Tribal culture and society might be a major factor in determining trust in the Buddhist people than their belief.

Quite a less percentage of Hindu employee's exhibits high trust in their coworkers. It may be argued that their trust level in coworkers and in superiors is significantly low because they may think themselves discriminated. Besides, 'minority fear factor' may influence on Hindus. The researcher however did not found any single evidence in three work places that they are not placed in a right position because of their religious identity.

5.3.6 Who are more trusted? Coworkers or Superiors?
Answering the sixth hypothesis

In this study the prime objective is to measure horizontal and vertical trust and to compare whether coworkers or superiors are more trusted in an organization. It is found that subordinate exhibit trust in superiors but not in the same scale as they trust in coworkers. Subordinates bestow trust in superiors after judging rationally considering many personal characteristics of the superiors. Subordinate employees' exhibit affective based trust in coworkers but they show cognitive based trust in superiors. Affective based trust results from emotion, thick mental attachment whereas cognitive based trust generates from rational thought process.

Almost 80% workforce of DC office is Class IV and Class III employees. Generally they are recruited from the same district. Most of them are permanent resident of the district. Working with the familiar people together creates a sense of belongingness in them. As a result, a trusted relation grows in them through sharing information, helping each other and working and living in the same places.

On the other hand, superiors are temporary officers in a district. Generally, they remain posted more or less two years in a district and then transferred in another place. Emotional link and familiarity does not grow in these times. Subordinates also compare the superiors with other boss who served in the district earlier. Subordinates are critical and judgmental while assessing trust in superiors. For these reason coworkers are more trusted than the superiors.

5.4 Implications

An important issue, however, is that what is the proper level of trust? Is more trust always better? Not necessarily. Several authors argue that high levels of trust can generate a 'blindness' that can lead to the exploitation and mistreatment of the trustor (Kramer, 1996; Wicks, Berman & Jones, 1999). Furthermore, Erdem (2003) argues that extreme trust can give birth to risks in organization. He posits that too much trust in superiors or in coworkers can result in a blind acceptance of the status quo, which consequently affect performance of the organization. Therefore, it is suggested that the organizations should aim to maintain an

optimal level of trust, which refers to the "golden mean" between excess and deficiency (Wicks, Berman & Jones, 1999).

This study explores the main factors that have been affecting the interpersonal trust within field administration with special focus on district administration or Deputy Commissioner Office in Bangladesh. With respect to building upon this study, it would be hazardous to generalize these findings as to the situation of trust within field administration as a whole. It would be beneficial if future research is done to investigate trust both qualitatively and quantitatively. As Bouckaet et al. (2002) notes, trust is never absolute; it is always conditional and contextual. Furthermore, the meaning of trust several decades ago may have a much different meaning today, and the meaning of trust within field administration today may have a much different meaning in the future. Thus, this study, although a worthy endeavor, represents just a snapshot in time of a particular population. Follow up studies are warranted to measure the results of this study questions over time In addition, it would be appropriate to perform comparative studies between field administration and secretariat administration, District administration to Upazilla administration as well as public organization to private organization.

5.5 Conclusion

In spite of these limitations, the present study should be seen as one of the first attempts to explore factors determining interpersonal trust in field level bureaucracy, analyze the relationship between horizontal and vertical level of trust and effect of trust on performance. This study contributes empirical data to the predominantly theoretical literature on interpersonal trust. This paper takes an important step forward by detailing how trust at workplace is influenced by socioeconomic background of the employees, personal traits of coworkers as well as personal and leadership characteristics of the superiors. Based on integrative model and other model of trust theory, the research explores the dynamics of trust within the field bureaucracy in Bangladesh. This study examines a number of hypotheses related to trust and socioeconomic background as well as interpersonal traits of the employees inside organization. The research uses the methods of questionnaires survey to investigate trust situation of the employees in three Deputy Commissioners offices located at Comilla, Rangamati and Gaziur. The study uses Spss10.0 software to analysis the data. With factor analysis, the structural validity of the questionnaires; With Alpha coefficient, the reliability of the questionnaires; with correlation analysis, regression analysis, the relationship among variables is established.

Finally, the study finds the conclusions as follows: **1.** With regard to gender this study does not find relations of gender with interpersonal trust. **2.** In case of trust in coworkers, old age employees are more trusting. Besides, youngest and the oldest employees are more trusting comparing with the middle aged employees. **3.** Tribal employees exhibit high level of trust both in their coworkers and superiors. **4.** Less educated (below SSC) employee showed high trust in coworkers and the highly educated employees show less trust in coworkers. On the contrary, influence of education is found insignificant in determining trust in superiors. Moreover, lless educated employee exercise blind trust whereas the high educated employees tend to be rational while trusting. High educated employees exercise knowledge based conditional trust. **5.** Buddhist employees show more trust in coworkers and superiors comparing with the other religious belief. **6.** Subordinate exhibit trust in superiors but not in the same scale as they trust in coworkers. In other words, horizontal trust is higher than the vertical trust in field administration. Besides, subordinates bestow trust in superiors after judging rationally considering many personal characteristics of the superiors. Subordinate employees' exhibit affective based trust in coworkers but they show cognitive based trust in superiors. **7.** Trust in superiors is comparatively more important than trust in coworkers as far as performance is concerned.

Bibliography

Abedin, N. (1073), *Local administration and politics in modernising societies: Bangladesh and Pakistan,* NIPA, Oxford University Press.

Abu-Jarad, I, Y, (2010), 'A Review Paper on Organizational Culture and Organizational Performance', *International Journal of Business and Social Science Vol. 1 No. 3; December 2010*

Alam, A. Z. M. S. (1997), *Bureaucracy in Bangladesh perspectives*, Chittagong: Bangladesh co-operative book society ltd.

Ali, A. M. M. S. (1993), *Aspects of public administration in Bangladesh*. Dhaka: Nikhil Prokashoni.

Ali, A. M. M. S. (1986), *Upazilla and Development,* Dhaka.

Ali, A. M. M. S. (1982), Field *administration and rural development in Bangladesh*, Dhaka.

Ali, Q. A. (1978), *District administration in Bangladesh.* Dhaka: National Institute of Public Administration.

Aminuzzaman, S. M., Jamil, I. & Askvik, S. (2011), *Understanding public policy and governance*, Dhaka: MPPG program, North South University, Bangladesh.

Aminuzzaman, S.M. (1991), *Introduction to Social Research.* Dhaka: Bangladesh Printers

Aminuzzaman, S.M. (2011), *Essentials of Social Research.* Dhaka: Osder Publications, Bangladesh.

Askvik, S. & Jamil I. (2007), 'Citizens' trust in public institutions: a key issue of governance in Bangladesh' Paper presented to the NFU Conference at Chr. Michelsen Institute, Bergen 5-7 November 2007.

Askvik, S., Jamil I. & Dhakal T. N. (2010), ``Citizens' trust in public and political institutions in Nepal``, *International Political Science Review* XX(X) 1–21

Askvik S.(2007), ``Political Regime and Popular Trust in the Civil Service: South Africa and Norway Compared''. *Journal of Comparative Policy Analysis*, Vol. 9, No. 1, 69 – 85, March 2007

Askvik S. (2008), Trust in the post-apartheid government of South Africa: the roles of identity and policy performance. *Commonwealth and Comparative Politics* 46(4): 516–539.

Askvik, S. (2005), Trust in Public Institutions in South Africa (Aldershot: Ashgate). 1–23.

Bachmann & Zaheer A. *Research on Trust*

Bahry, D., Kosolapov, M., Kozyreva, P., Wilson and R. K. (2005), Ethnicity and trust:Evidence from Russia. http:/brl.rice.edu/Siberia/papers/APSR_Trust_final.pdf

Baier, A. (1985), Trust and antitrust. Ethics, 96: 231-260.

Barber, B. (1983), *The logic and limits of trust,* New Brunswick, NJ: Rutgers University Press.

Bianco, William T. (1994). *Trust: Representatives and constituents*. Ann Arbor: University of Michigan Press.

Blind, P. K. (2006), ``Building trust in government in the twenty-first century: Review of literature and Emerging issues'' UNDESA[internet] Available at: http:/unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN025062.pdf [Accessed 5 June 2012]

Bouckaert. G. & S. Van de Walle (2001), *Government performance and trust in government.* Paper , EGPA Conference, Vaasa, Finland.

Braithwaite,Valerie,&Levi, Margaret. (Eds.). (1998), *Trust and governance,* NewYork: Russell Sage.

Brower, H. H., Schoorman, F. D., & Tan, H. H. (2000), ``A model of relational leadership: The integration of trust and leader- member exchange``, *Leadership Quarterly,* 11: 227–250.

Burke, M. J., Brief, A. P., George, J. M., Roberson, L., & Webster, J. (1989), ``Measuring affect at work: Confirmatory analyses of competing mood structures with conceptual linkages to cortical regulatory systems``, ***Journal of Personality and Social Psychology,*** 57: 1091-1102.

Butler, J. K. (1991), ``Towards understanding and measuring conditions of trust: Evolution of a conditions of trust inventory``, ***Journal of Management,*** 17: 643-663.

Chang, E., Thomson, E., Dillon, T. & Hussain, F., (2003), The Fuzzy and Dynamic nature of Trust', In Katsikas, S., Lopez, J. & Pernel, G. (eds) Trustbus, Berlin: Springer-Verlag.

Chowdhury M. H. I. (1980), *Collectorate administrative structures*, Dhaka: Bangladesh. (In Bangla)

Christensen, T. & P. Lægreid (2005), "Trust in government. The relative importance of service satisfaction, political factors, and demography". *Public Performance & Management Review,* 28 (4): 487-511.

Christensen, T. & P. Lægreid (2007), ``Crisis Management – The Case of Internal Security in Norway``, *Working Paper 8* **-** December 2007.

Chughtai, A, A, (2008), 'Work Engagement and its Relationship with State and Trait Trust: A Conceptual Analysis', Institute of Behavioral and Applied Management, Dublin City University Business School, Ireland. [Available in internet, Accessed on 18 June, 2012]

Clark, M. S. **(**1984), ``Record keeping in two types of relationships``, *Journal of Personality and Social Psychology,* 47: 549-557.

Clark, M. S., & Mills, J. (1979), ``Interpersonal attraction in exchange and communal relationships``, *Journal of Personality and Social Psychology,* 37(1): 12-24.

Cook, J., & Wall, T. (1980), ``attitude measures of trust, organizational commitment and personal need non-fulfillment``, ***Journal of Occupational Psychology,*** 53: 39–52. New work.

Costigan, R. D., (2006), 'A cross-cultural study of supervisory trust', *International Journal of Manpower*, 27(7-8):764-787.

Costigan, R. D., lIter, S. S., and Berman, J. J. (1998), 'A multi-dimensional study of trust in organizations', *Journal of Managerial Issues*, 10(3):303-317.

Cooper Christopher A, Knotts H. G, Brennan K M. (2008), The Importance of Trust in Government for Public Administration: The Case of Zoning. Article first published online: 24 March 2008.

Cresswel, W. J., (2003), *Research Design: Qualitative, Quantitative and Mixed Methods*, SAGE *publication. _ Academy of Management Review* 2007, Vol. 32, No. 2, 344–354.

Cuieford, J. P., (1965), *Fundamental Statistics in Psychology and Education*, 4th edn. McGraw-Hill, New York.

Cummings & B. M. Staw (Eds.), *Research in organizational behavior,* vol. 13: 1-53. Greenwich, CT: JAI Press.

Dasgupta, Partha. (1988). Trust as a commodity. In Diego Gambetta (Ed.), *Trust: Making and breaking cooperative relations* (pp. 49-72). Oxford, UK: Basil Blackwell.

Dhakal T N, & Jamil I (2007). Citizens' Trust in Public Institutions: A Key Issue of Governance in Nepal, paper presented in an International Conference on "Public Administration and Governance in Manila, Philippines on December 5-7, 2007

Dirks, K, T, (1999), 'The Effects of Interpersonal Trust on Work Group Performance', *Journal of Applied Psychology,* 84, 445-455.

Driscoll, J. W. (1978), Trust and participation in organizational decision making as predictors of satisfaction. *Academy of Management Journal,* 21: 44–56.

Dunn, J. R., & Schweitzer, M. E. (2005), Feeling and believing: The influence of emotion on trust. *Journal of Applied Psychology,* 88: 736–748.

Eiser. J R & White Mathew P. University of Sheffield, UK. A Psychological Approach to Understanding how Trust is built and Lost in the Context of Risk. Paper presented at SCARR conference on Trust, LSE, and 12th December 2005.

Fox, A. (1974), *Beyond contract: Work, power and trust relations.* London: Faber & Faber

Fukuyama, F. (1995), *Trust: The Social Virtues and the Creation of Prosperity,* New York: Free Press

Fukuyama, F. (2001), ``Social capital, civil society and development``, Third world quarterly, 22(1), p.7-20[online] Available at: www.ingentaconnect.com/content/routledg/ctwq/2001/ [Accessed on 2 May 2012]

Gillespie, N. (2003), *Measuring trust in work relationships: The Behavioral Trust Inventory.* Paper presented at the annual meeting of the Academy of Management, Seattle.

Government of India, (2009), State and district administration, fifteenth report, second administrative reform commission, Available in internet. [Accessed on 9 June 2012].

Haq, A. N. S. (1975), District Administration in East Pakistan: its classical form and the emerging pattern, Rajshahi University: Bangladesh.
Hardin, Russel. (2002). *Trust*

Harmond, M.M. and R.T.Mayer (1986), *Organization Theory of Public Administration.* Glenview, IL: Scott,Foresman and Co.

Herbert, S. C. (2006), A phenomenological study of falling into trust: An employee perspective on organizational leadership. Ph.D. University of Phoenix. Available at: http://drej.naitram.net/~shebert/Fallingintotrust.pdf [Accessed on7 May 2012]

Ho, L & al., (2010), 'The mediate effect of trust on organizational online knowledge sharing: AN empirical study', *Journal of information technology and decision making*, vol. 9, no. 4, 2010, pp-625 -644.

Holmes, J. G., & Rempel, J. K. (1989), Trust in close relationships. In C. Hendrick (Ed.), *Close relationships:* 187-220. Newbury Park: Sage.

Hossain, Naomi (2008), 'Who Trusts Government? Understanding Political Trust among the Poor in Bangladesh' National University of Singapore: Asia Research Institute Working Paper No 103

Hussain, S. (2002), *Issues in training and development*, Dhaka, New Age Publications.

Ikeda Sanford. ``Is it rational to trust``? sanford.ikeda@purchase.edu

Isen, A. M., & Baron, R. A. 1991. Positive affect as a factor in organizational behavior. In L. L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior,* vol. 13: 1-53. Greenwich, CT: JAI Press.

Islam, S. *History of Bengal: Colonial administrative structure*, Dhaka: Bangla Academy. (in Bangla)

Jahan S. A. (2008), *Top managers in secretariat and district administration- An analysis of trends*, Centre for governance studies, BRAC University, Bangladesh.

Jahangir A. K. M. (2005), Field Administration: Dhaka: Bangladesh (In Bangla)

Jamil, I. and M. Haque (2005), The Culture of Tadbir : The "Building Block" of Decision-Making in the Civil Service of Bangladesh, coauthored with Mahfuzul Haque, in

Globalization and Good Governance: Pressures for Constructive Reforms/edited by R.B. Jain. New Delhi, Deep and Deep, xv, pp. 175-203.

Jamil, I. (2002), Administrative Culture in Bangladesh: Tension between Tradition and Modernity, *International Review of Sociology,* Volume 12, Number 1, pp 93-126.

Jamil, I. &Muriisa, R. K. (2011), ``Addressing HIV/AIDS challenges in Uganda: does social capital generation by NGOs matter``? *Sahara Journal,* volume 8, N0 I, April 2011: p 2-12

Jamil I and Dangal R (2009), ``The state of bureaucratic representativeness and administrative culture in Nepal``. *Contemporary South Asia* 17(2): 193–211.

Johnson-George, C. E., & Swap, W. C. (1982), ``Measurement of specific interpersonal trust: Construction and validation of a scale to assess trust in a specific other``. *Journal of Personality and Social Psychology,* 43: 1306-1317.

Jones, G. R., & George, J. M. (1998), ``The experience and evolution of trust: Implications for cooperation and teamwork``, Academy *of Management Review,* 23: 531–546.

Joshi Preeta, University of Rajasthan, India. Accountability, Indian Administrative Culture and Trust, Available in internet [Accessed on 10 May 2012]

Kaskivirta, V., (2011), ' Trust in superior and subordinate relationship in expert organization at transformative state', Department of Industrial Engineering and Management, Aalto University, Finland.

Khalequzzaman, A. Z. R. M (1995), *District administration: Bangladesh* (in Bangla),Dhaka: Bangladesh.

Killerby Paul. Senior Policy Analyst, Hamilton City Council "Trust Me, I'm From the Government": The Complex Relationship between Trust in Government and Quality of Governance [Accessed on 30 April 2012]

Kim, S.-E. (2005), 'The Role of Trust in the Modern Administrative State: An Integrative Model', *Administration & Society,* 37 (5), pp. 611-634.

Knack, S, and Keefer, P., (1997), 'Does Social Capital Have an Economy Payoff? A Cross-Country Investigation'. *Quarterly Journal of Economics* CXII: 1251–1288.

Kramer, R. M., & Tyler, T. R. (Eds.). (1996), *Trust in organizations: Frontiers of theory and research*. Thousand Oaks, CA: Sage.

Kruglanski, A. W. (1970), ``Attributing trustworthiness in supervisor- worker relations``. *Journal of Experimental Psychology,* 6: 214–232.

Lewicki, R. J., & Bunker, B. B. (1996), ``Developing and maintaining trust in work relationships``. In R. M. Kramer & T. R. Tyler (Eds.), *Trust in organizations: Frontiers of theory and research:* 114–139. Thousand Oaks, CA: Sage.

Lewicki, R. J., McAllister, D. J., & Bies, R. J. (1998), `` Trust and distrust: New relationships and realities``. *Academy of Management Review,* 23: 438–458.

Lewis, J. D., & Weigert, A. (1985), `Trust as a social reality`. ***Social Forces,*** 63: 967-985.
Lühiste K (2006), Explaining trust in political institutions: some illustrations from the Baltic states. *Communist and Post-Communist Studies* 39: 475–496.

Maloy J. S. *Two Concepts of Trust*, Oklahoma State University

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995), An integrative model of organizational trust. *Academy of Management Review,* 20: 709–734.

Mcallister D. J. (1995), Affect and cognition based trust as foundation for interpersonal cooperation in organizations. Georgetown University, *Academy of Management Journal,* Vol. 38, No. 1, 24-59.

McCauley, D. P. and Kuhnert, K. W., (1992), 'A theoretical review and empirical investigation of employee trust in management', *Public Administration Quarterly* 16(2) 265–285.

McEvily, B., Perrone, V., & Zaheer, A. (2003), Trust as an organizing principle. *Organization Science,* 14: 91–103.

Michael E. Sykuta, (2004), *Generalized and particularized trust in organizations*, paper prepared for presentation at the international society for new institutional Economics meetings in Tucsan, Arizona, USA, October 1 [internet] Available at: www.isnie.org/ISNIE04/papers/James-Sykuta-ISNIE2004.pdf [Accessed on 2 May 2012]

Miller, Arthur H. (1974a), Political ideas and trust in government: 1964-1970. *American Political Science Review*, *68*, 951-972.

Mishler, W., & Rose, R. (2005), ``What are the political consequence of trust? A Test of Cultural and Institutional Theories in Russia``, *Comparative political studies,* Vol. 38 No. 9, November 2005: Sage Publications

Moyano, Samsa, Moore and Others. Investing the dynamics of trust in government: drivers and effects of policy initiatives and government action, Aragone national laboratory, The USA.

Muhit, A. M. A. *The deputy Commissioners in East Pakistan*, National Institute of Public Administration, Dhaka, Bangladesh.

Naseer S. ``Building Trust in Government``, Lahore School of Economics, Pakistan [Accesed in internet on 2 May 2012]

Nunnally, J. C., (1978), *Psychometric Theory*, 2nd edn. McGraw-Hill, New York.

Pande, B. B. (2010), *Citizens trust in local government: A study of Lalitpur sub-metropolitan city in Nepal,* North South University, Bangladesh.

Paul Lewis., (2008), 'Uncertainty, power and trust', *The Review of Austrian Economics*, 21(2):183-198,

Putnam, Robert D. (1993), *'Making democracy work: Civic traditions in modern Italy',* Princeton, NJ: Princeton University Press.

Putnam, Robert D. (1995), 'Tuning in, tuning out: The strange disappearance of social capital in America', *PS: Political Science and Politics* 28: 664–683.

Putnam, Robert D. (2000), *'Bowling Alone. The collapse and revival of American Community'*, New York: Simmon and Schuster.

Rontos, K., & Myrsine, R., (2009), 'Social trust in local communities and its demographic, socio-economic predictors: the case of Kalloni, Lesboss, Greece', *International Journal of Criminology and Sociological Theory*, vol. 2, no. 1, June, 2009, 230-250.

Rotter, J. B. (1967), ``A new scale for the measurement of interpersonal trust``. *Journal of Personality,* 35: 651–665.

Rotter, J. B. (1971), ``Generalized expectancies for interpersonal trust``. *American Psychologist,* 35: 1-7.

Rousseau, D. M. (1985), ``Issues of level in organizational research: Multi-level and cross-level perspectives``. *Research in Organizational Behavior,* 7: 1–37.

Schoorman, F. D., Mayer, R. C., & Davis, J. H. An integrative model of organizational trust: past, present, and future.

Schoorman, F. D., Mayer, R. C., & Davis, J. H. (1996), Organizational trust: Philosophical perspectives and conceptual definitions. *Academy of Management Review,* 21: 337–340.

Scott, C. L., III. (1980), Interpersonal trust: A comparison of attitudinal and situational factors. *Human Relations,* 33: 805–812.
Short, J.F. and L. Clarke, eds. (1992). *Organizations, Uncertainties, and Risk*. Boulder: Westview Press.

Simon, H. (1957). *Administrative Behavior*. New York: The Free Press.
Sztompka, P. (1999) *Trust: A Sociological Theory,* Cambridge, UK: Cambridge University Press

Tamrakar, R. (2010), `` *Impact of Citizen Charter in Service Delivery: A Case of District Administration Office, Kathmandu, Nepal*``, North South University, Dhaka, Bangladesh.

Torney-Purta J, Klandl W and Barber H.(2004) Trust in Government-Related Institutions and Civic Engagement among Adolescents: Analysis of Five Countries from the IEA Civic Education Study, University of Maryland, Circle working paper, 17 August 2004

Uslaner, Eric M. (2002). *The moral foundations of trust*. Cambridge, UK: Cambridge University Press.

Van de Walle S and G. Bouckaert (2003), `Public service performance and trust in government: the problem of causality`. *International Journal of Public Administration* 26(8–9): 891–913.

Wasti, S. A., Tan, H. H., Brower, H. H., & Onder, C. In press. Cross-cultural measurement of supervisor trustworthiness: An assessment of measurement invariance across three cultures. *Leadership Quarterly.*

Williams, M. (2001), `In whom we trust: Group membership as an affective context for trust development`. **Academy of Management Review,** 26: 377–396.

www.unescap.org/huset/lgstoday/new-countrypaper/BD/BD.pdf   *Country report on Local Government System in Bangladesh* [Accessed on 18 June 2012]
Yilmaz Abdullah (2009). `A Theoretical Analyze on the Concept of Trust in Organizational Life`, *European Journal of Social Sciences – Volume 8, Number 2, 2009.*

Zafarulla, H. M. and N.A. Siddiquee, (2001) 'Dissecting Public Sector Corruption in Bangladesh: Issues and Problems of Control', *Public Organization Review: A Global Journal* 1: 465–486

Zaheer, A., McEvily, B., & Perrone, V. (1998), `Does trust matter? Exploring the effects of interorganizational and interpersonal trust on performance`. *Organization Science,* 9: 141–1

ANNEXES

Annex I

Organization of present District Administration in Bangladesh

Deputy Commissioner

ADC (General & Development)	ADC (Revenue)	ADM
NDC (Nezarat section) .	RDC (Revenue section	EM (Mobile Court)
AD (LG section)	GCO (General Certificate section)	AC (Jail section)
AC (JM section)	LAO (Land acquisition section	AC (Judicial Munshikhana)
AC (Complaint & information section)	AC (Record Room section)	DAO (Accounts office)
AC (General section)	AC (Revenue Munshikhana)	AD (BRTA)
AC (Trade & commerce)	AC (Treasury section)	
AC (Education & welfare section)	AE/SDE (Engineering section)	
AC (Library)		
DRRO (Relief section)		
AO (Establishment section)		

Organogram of District Administration (1995)

Annex II
Functions of District Administration

As per circulation of Cabinet Division in 1983 the functions of the DCs are as follows:

1. Revenue functions   2. Magisterial function

3. Public order and security 4. Jail administration

5. Control of fire arms

6. State secret matters

7. Political and confidential functions

8. Treasury and stamp

9. Anti corruption

10. Mass mobilization

11. Licence and certificates

12. Waqf, debotter and trusts

13. Land acquisition

14. Press and publications

15. Election matters

16. Census

17. Border related

18. Relief and rehabilitation

19. Food

20. Ansar & VDP

21. Civil defence

22. Labour

23. Social welfare

24. Family planning

25. Protocol

26. Transport and traffic

27. Transport pool

28. Education and conduct of public examination

29. Public amusement

30. Inter agency matters

31. Training

32. DCs establishment

33. Public complaints and enquiries

34. Functions relating to local government institutions and

35. Residual executive and development activities

Annex III

Literature Map

```
                        ┌─────────────────────────┐
                        │  Trust in Organization  │
                        └─────────────────────────┘
```

Organizational Trust → Interpersonal Trust

Organizational Trust
- Participation, Productivity (Mishra & Marrisey, 1990)
- Co-operation, higher performance, knowledge sharing, flexibility (Dirks &
- Expectations & Support (Lewicki, 1998)
- Less fear on rules, self assurance (A. Humphrey, 1995)
- Togetherness, Sense of ownership (Gilbert & Tang, 1998)

Interpersonal Trust
- Truthful, respect, effective communication, unity (Stanley, 2005)
- Responsibility, Dependability, Competence, Caring, Concerned (Lewis & Weigert, 1985)
- Competent, open, concerned, reliability (Mishra, 1996)
- Commitment, honesty, not taking excessive advantage (Bromiley, 1996)
- Strong faith, negative feeling (Gamson, 1978)

- Honesty, sharing responsibility, concerned, showing interest (Whitener, 1998)
- Reliability, Empathetic, Knowledge & Understanding (Cheraskin, 1992)
- Responsive (Meyer, Davis, 1995)
- Motivation & Performance (Emanet, 2007)
- Increased performance (Lester & Brower, 2003)

Need to Study
Determining factors of interpersonal trust and relationship of trust with performance

Annex IV

Gender-wise distribution of respondents in three sample location (DC office)

Total Male = 78 and Total Female = 42.

Designation Sample Location	ADC		SAC/AC		HA/OA		Class IV staff		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Gazipur	3	0	3	6	6	6	11	3	38
Comilla	4	0	5	3	9	6	8	4	39
Rangamati	3	0	6	0	8	12	12	2	43
Total	10	0	14	9	23	24	31	9	120

Annex V

Reliability Analysis Scale (Alpha)

1. Q8A   HT concerned
2. Q8B   HT interpersonal relation
3. Q8C   HT reliability
4. Q8D   HT commitment
5. Q8E   HT trustworthy
6. Q8F   HT responsibility
7. Q8G   HT help
8. Q8H   HT tadbir
9. Q9B   VT predictability
10. Q9A   VT decision making
11. Q9C   VT ownership
12. Q9D   VT favoritism
13. Q9E   VT protection
14. Q9F   VT knowledge
15. Q9G   VT risk taker
16. Q9H   VT political pressure
17. Q10   level of trust (horizontal)
18. Q11   level of trust (vertical)
19. Q12   trust Vs performance

				N of
Statistics for	Mean	Variance	STD Dev	Variables
SCALE	49.1667	54.6779	7.3944	19

Reliability Coefficients

N of Cases =   120.0   N of Items = 19

Alpha =   .7595

Annex VI

Regression Analysis Table

Socioeconomic variables and performance	R square	Standardized coefficients,	t	ANOVA Significance
as independent and level				
of trust as dependent variables		Beta		
Gender vs level of trust(Horizontal)	0.02	0.143	1.569	0.119
Gender vs level of trust(Vertical)	0.01	0.139	1.519	0.131
Age vs level of trust(Horizontal)	0.192		2.628	0.01
Age vs level of trust(Vertical)	0.157		2.821	0.007
Indigenous Identity vs level of trust(Horizontal)	0.11	0.332	3.822	0.001
Indigenous Identity vs level of trust(Vertical)	0.24	0.218	2.426	0.017
Education vs level of trust(Horizontal	0.182	0.286	3.241	0.002
Education vs level of trust(Vertical)	0.014	0.117	1.284	0.001
Religion vs level of trust(Horizontal)	0.06		2.739	0.007
Religion vs level of trust(Vertical)	0.05		2.531	0.013
Performance vs level of trust(Horizontal)	0.014	0.117	1.284	0.202
Performance vs level of trust(Vertical)	0.259	0.509	6.416	0.059

Annex VII
Questionnaire

Trust within Field Bureaucracy:
A study on District Administration in Bangladesh.

[The purpose of this research is to measure the level of interpersonal trust that is considered as crucial for improved service delivery, people's satisfaction and ensuring good governance in local level bureaucracy like district administration offices in Bangladesh. Also, the study is being undertaken for partial fulfilment of the requirement of the course Masters in Public Policy and Governance (MPPG) program at North South University, Bangladesh. Data collected through this questionnaire will be used for research purpose only and personal identity of the respondents will not be disclosed. I am therefore requesting that you give us some basic information and your views as well as opinions by filling in the questionnaire]

Part A. Socio-economic background of the Respondent's.

(Please put tick mark on the appropriate box)

1. Gender: ☐Male☐ Female   2. Age: ……………. (Currently)

3. Indigenous Identity: ☐ Bengali ☐ Tribal

4. Level of Education: ☐ below SSC   ☐HSC   ☐Graduate   ☐ Masters

5. Service Length: ☐ 1-5 years   ☐ 6-10 year   ☐ 11-15 year   ☐ 15-20 years   ☐ 21-25 years

☐ above 25 years

6. Religion: ☐Muslim   ☐ Hindu   ☐ Christian   ☐Buddhist   ☐ Other

7. Taking all things together, would you say you are

1. Not at all happy   2. Quite unhappy   3. Quite happy   4. Very happy

9. Do not know

8. All things considered, how satisfied are you with your life as a whole these days?

Very dissatisfied   Very satisfied

     1   2   3   4   5   6   7   8   9   10

Part B. Horizontal Trust (among co-workers) related information

9. To what extent do you have trust on your colleagues (peers)?

1= Low   2= Medium   3= High.

10. You are now reading a number of statements on your colleagues (peers). To what extent do you agree or disagree with these statements?'' 1= strongly disagree, 2= disagree, 3= agree, 4= strongly agree, 5= do not know

(Please put tick mark on the appropriate number)

Q.N.	Questions/statements	Level of agreement				
10.1	Do you think your colleagues feel concerned (show sympathy and empathy) in time of your personal hazards in or outside of office?	1	2	3	4	dnk
10.2	In general, Interpersonal relations among colleagues are healthy and they are supportive to each other.	1	2	3	4	dnk
10.3	Most of my co-workers are reliable in case of keeping confidentiality of office files and documents	1	2	3	4	dnk
10.4	Most of my colleagues are dedicated, committed and competent enough to do the assigned job or directions of the authority.	1	2	3	4	dnk
10.5	Generally my co-workers are trustworthy.	1	2	3	4	dnk
10.6	My peers are much helpful to do my tasks when I am on leave or remain outside of office or in time of need.	1	2	3	4	dnk
10.7	Most of my colleagues dislike 'tadbirbaz' coworkers.	1	2	3	4	dnk
10.8	Most of my colleagues are punctual in case of attending office regularly.	1	2	3	4	dnk
10.9	My coworkers are responsible enough in taking challenges, doing jobs and admitting mistakes	Highly responsible 1	2	3	Not responsible 4	dnk

11. When you face difficulties in doing or carrying out superiors orders, what is the level of co-operation you get from your colleagues?

☐ High ☐ Medium ☐ Low ☐ Do not know

Part C. Vertical Trust (subordinates trust in superior boss) related information

(Please tick which is appropriate.)

12. Do you get adequate and timely guidance from your supervisory officer? Tick the correct answer.

Yes ( ), At times ( ), Always ( ), Hardly ( )

13**.** How your immediate supervisory officer deals with you on your personal matters such as 'joy' or 'adversity'.

a. he looks involved and shares ( ),

b. he listens but does not share( ),

 c. he is very reserved and formal( )

14. Does your immediate supervisory officer share with you official confidential matters and seek your advice? a. Always ( ) b. Occasionally ( ), c. Not at all ( ).

15. To what extent do you have trust on your immediate superior boss?

1= Low 2= Medium 3= High.

16. You are now reading a number of statements on your superior bosses. To what extent do you agree or disagree with these statements?'' 1= strongly disagree, 2= disagree, 3= agree, 4= strongly agree, 5= do not know

(Please put tick mark on the appropriate number)

Q.N.	Questions/Statements	Level of Agreement				
		Strongly Disagree			strongly Agree	
16.1	In general, my bosses are fair in judgment and quick in decision making.	1	2	3	4	dnk
16.2	Bosses are easily predictable.	1	2	3	4	dnk
16.3	Superiors bear sense of ownership and responsibility for subordinate's failures.	1	2	3	4	dnk
16.4	Bosses often display favouritism in exercise of their decisions.	1	2	3	4	dnk
16.5	Superiors give shelter and protection for subordinates.	1	2	3	4	dnk
16.6	Bosses qualities in terms of knowledge and skills have comparatively declined over the years.	1	2	3	4	dnk
16.7	Superiors are risk taker and sometimes face uncertain circumstances.	1	2	3	4	dnk
16.8	Superiors work under political pressure and tadbir.	1	2	3	4	dnk

Part D. Trust related other information

(Please put tick mark on the appropriate box)

17. Do you think that presence of high level of trust among colleagues inside an organization quickens decision making/ file disposal by avoiding unnecessary delay and thus increase employees performance?

☐ Disagree ☐ Agree ☐ Do not know

18. Do you think that presence of high level of subordinates trust in superior boss increases your performance?

☐ Disagree ☐ Agree ☐ Do not know

19. Do you think favourable office atmosphere and high trust (good relations) among co-workers attract more citizen demand?

☐ Yes ☐ No ☐ Do not know

20. If answer is no, what are the reasons then for increased citizen demand?

(a)

……………………………………………………………………………………………

…….

(b)

……………………………………………………………………………………………

…….

(c) ....……………………………………………...…………………………….

21. Currently what is the level of civic engagement in case of transaction of business in DC office?

☐ High ☐Medium ☐Low ☐Do not know

22. Currently what is the level of interface of DC office with people (consultative meeting, partnership in business etc?)

☐ High   ☐Medium   ☐Low   ☐Do not know

23. Is it more than before?

☐ Yes   ☐ No   ☐ Do not know

24. Do you think currently local participation in activities done by the banner of DC office is becoming less?

☐ Yes   ☐ No   ☐ Do not know

25. If YES, than what are the reasons? Mention in brief

(a)………………………………………………………………………………………………

………

(b)

………………………………………………………………………………………………

…….

(c) ………………………………………………………………………………………………

26. Do you think in case of conflict/ dispute resolution people rush to the DC office more than before?

☐ Yes   ☐ No   ☐ Do not know

27. According to you what is the level of acceptance of DC towards district people?
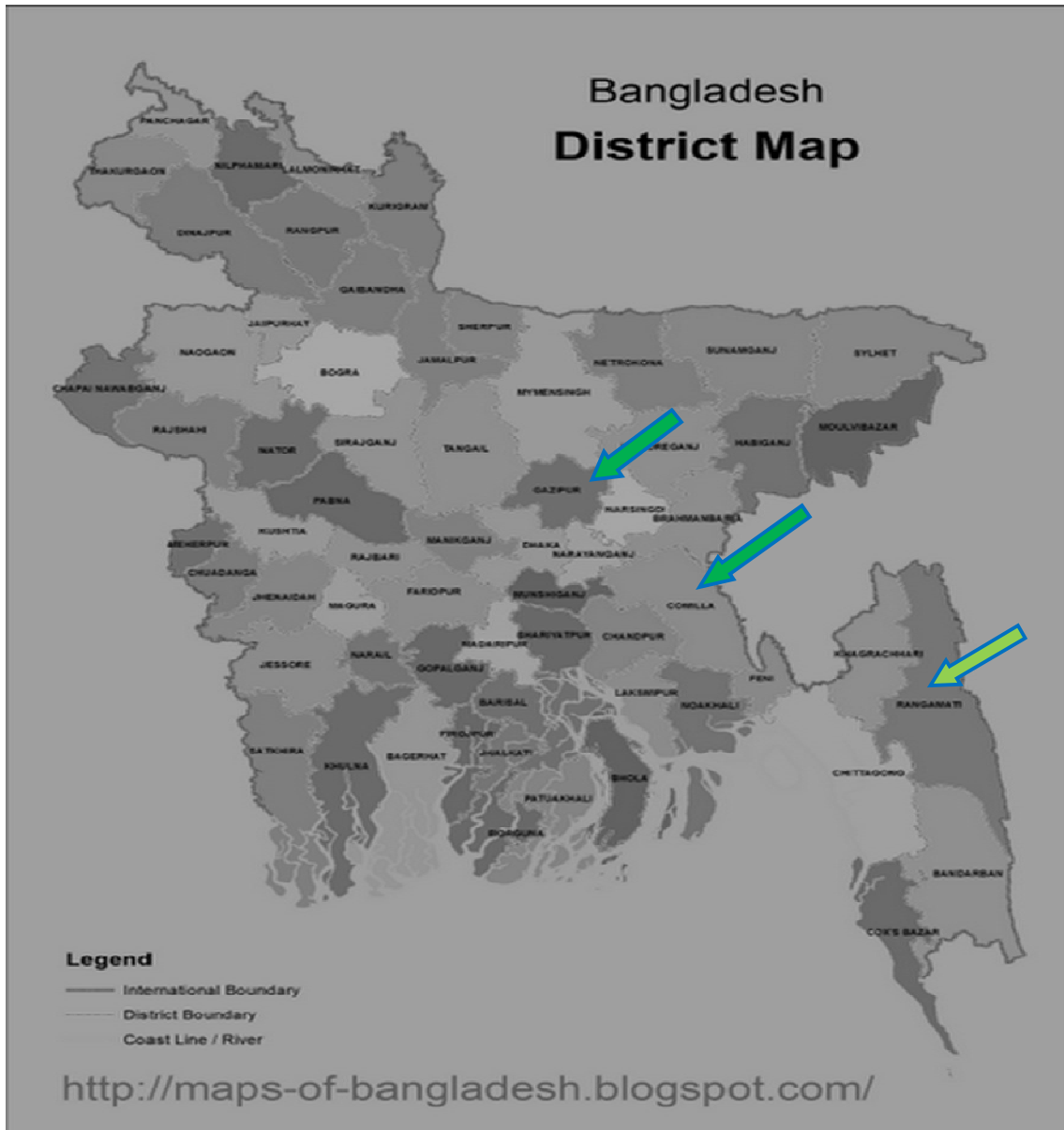
☐ High   ☐Medium   ☐Low   ☐Do not know

28. Overall Comments (if any):
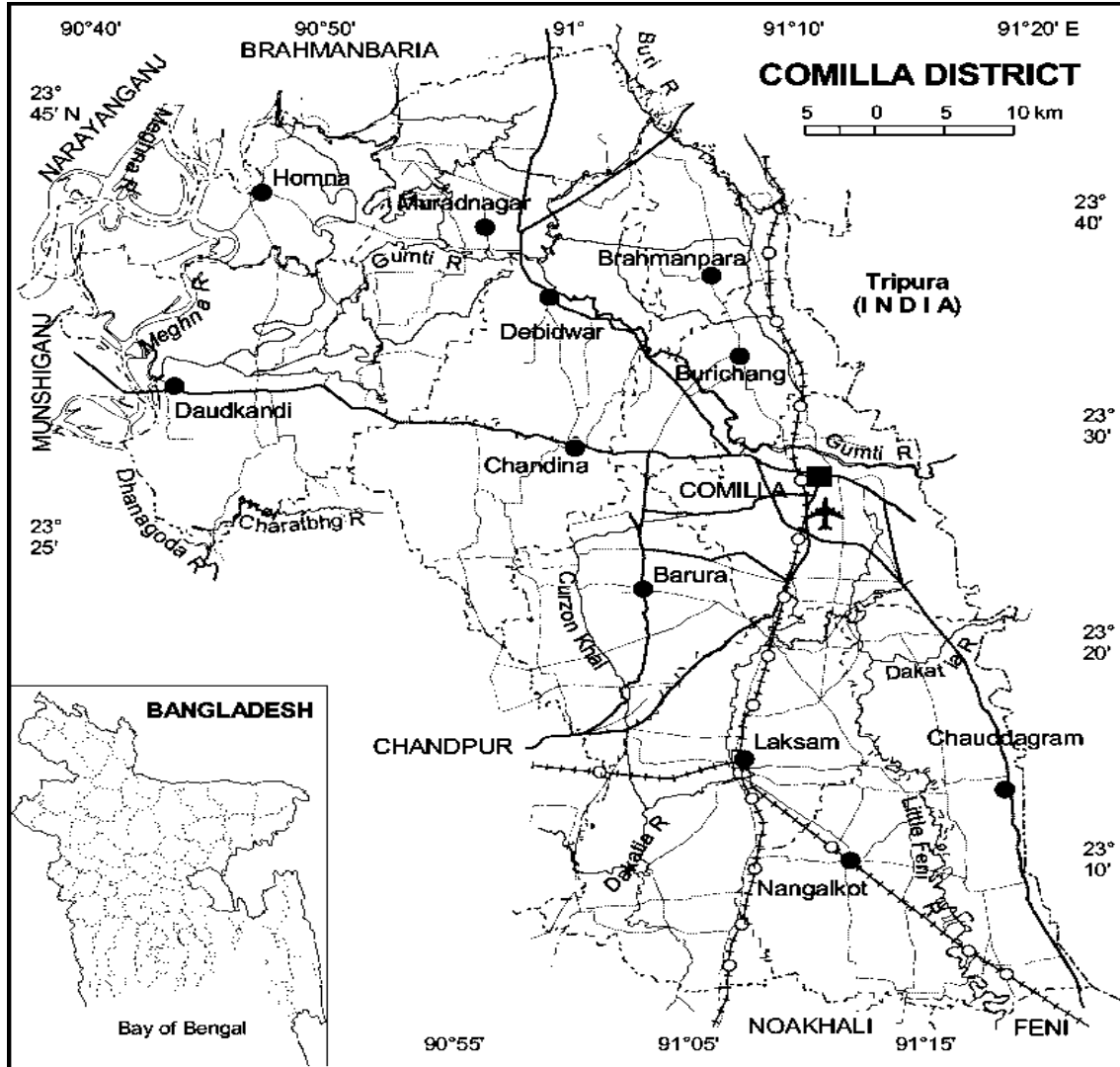
Thank You very much for your kind cooperation.

Annex VIII

Location of data collection (Arrow marked)
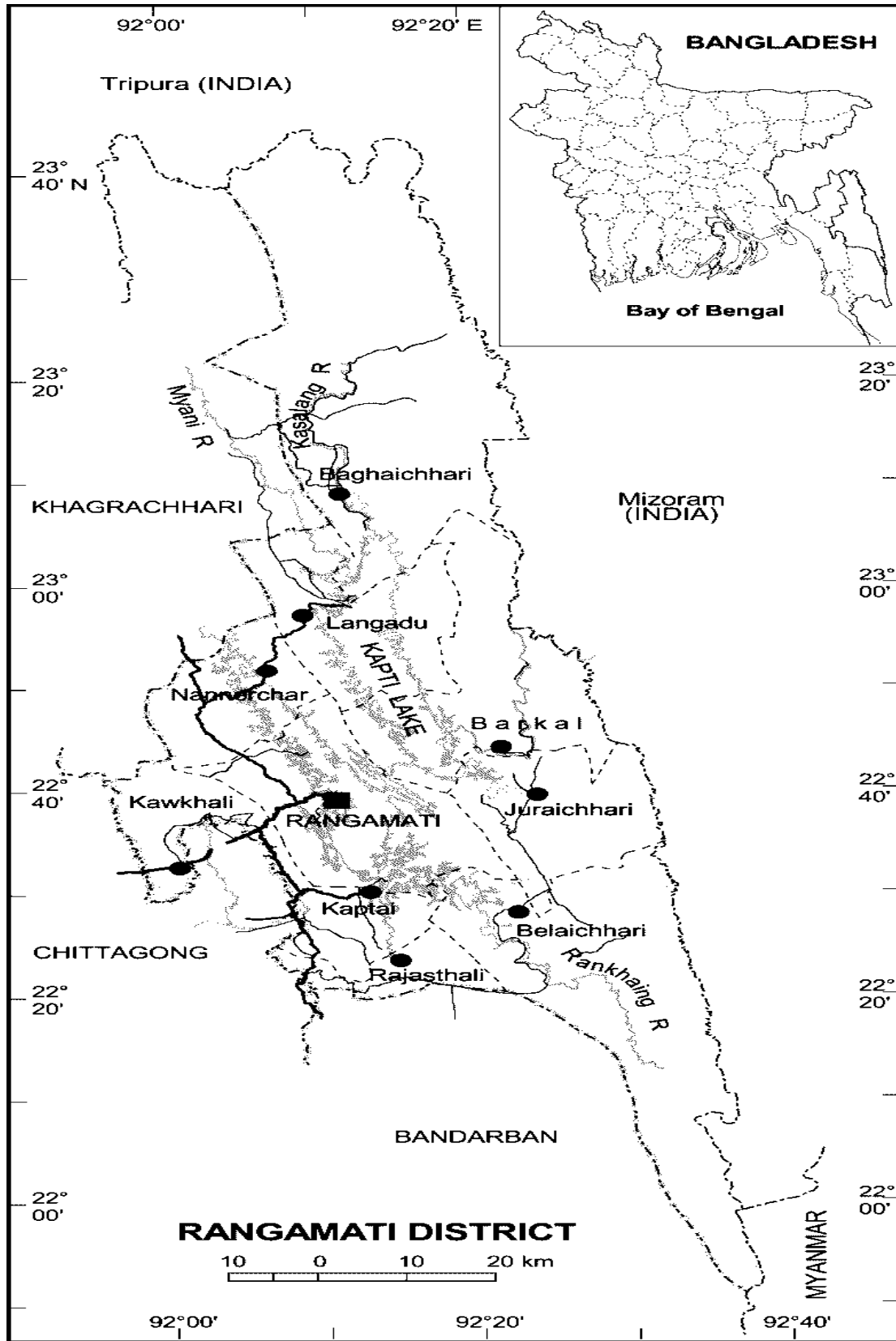
Annex IX

District Map of Comilla

Annex X : **District Map of Rangamati**

Annex XI

District Map of Gazipur

GAZIPUR DISTRICT