

“Investigating the roles and relationship between elected and senior officials in Local Government”

- An empirical study of municipalities in the Region of Thessaly

TSIMITREA, Garyfallia

This dissertation is submitted in partial fulfilment of the requirements of Staffordshire University for the award of Master in Business Administration

February 2012

EXECUTIVE SUMMARY

The aim of this study was the investigation of roles and relationship between elected officials and high civil servant executives. Additionally, it explores the impact of political party membership and central or regional government interventions. Studies also the impact of ambiguities at institutional responsibilities that both they have upon the roles and relationship and finally studies the impact that educational level, specialty and demographic characteristics have upon roles and relationship.

To conduct the survey, all 176 senior executives and 105 elected officials were asked to contribute. From these, 126 senior executives and 79 elected officials responded, providing a satisfactory response rate for this quantitative research and obtaining a representative sample. Two closed-ended questionnaires were used. Firstly, was carried out reliability analysis in order to examine the internal consistency reliability. Secondly, followed descriptive statistics and inferential statistics were employed with independent t-test, correlation, multiple regression analysis, to test the research questions.

The results indicate that the relationship between municipal politicians and senior executives was cooperative. The three most perceived roles for both were Facilitator, Advocate and Technician. The existence of uncertainties in their institutional responsibilities affected negatively the senior executives. Political party participation was no impact on their relationship, but has a small negative relationship with Policy maker role. Educational level and Specialty were not related with relationship and roles. The growing interventions of central or regional upon the municipal government have moderate negative impact on the senior executives. And last, the demographic traits were not related with the roles and relationship of both. Last, demographic traits were not affected the roles and relationship between elected officials and high civil servant executives.

The present study was carried out during the implementation of "Kallikrates" administrative reform. The establishment of this was not yet finished. The municipal environment is under changing. To that difficult changing environment were added

social, employment and economic problems due to fiscal distress that Hellenic State founded over the past two years. Thus, the formulated roles probably were based in the above factors. For that reason, suggested that future research should be undertaken in order to investigate the formulation of roles and relationship after the establishment of "Kallikrates" reform.

ACKNOWLEDGEMENT

Firstly, I would like to thank Dr. George Aspridis – my supervisor - Assistant Professor of Department of Project Management of T.E.I. of Larissa which with his scientific training and experience helped me, considerably, to overcome every problem that resulted during of development of my postgraduate thesis and Dr. Victoria Bellou for her constructive comments and her observations on the structure of questionnaires. Thanks must also give to Poul Erik Mouritzen and Ulrik Kjaer for the disposal and dispatching of initial questionnaires. Moreover, I would like to thank the elected and official executives from municipalities, who agreed with pleasure to participate in this study. Thanks must go to those who contributed to the fieldwork, namely: Haralampos Arampatzis, Matoula Giavasi, Nikolaos Koukoutis, Dimitra Panagiotou, Parthena Pantelidou, Maria Samara, George Statiris, George Stoumpos, Stelios Tsamouras, Ilias Tsampiras, Haralampos Tsiampazis, George Tsiampas, Ilias Valaoras and Nikolaos Velalis.

Finally, I would like to thank my family for their support, patience and tolerance with witch surrounded my all this time. Their contribution was very crucial for me, so, I thank them warmly and for that reason I dedicate this job to them.

LIST OF CONTENTS

1. INTRODUCTION	10
1.1. PROJECT BACKGROUND	10
1.2. RESEARCH OBJECTIVES	13
1.3. STRUCTURE OF DISSERTATION	14
2. LITERATURE REVIEW	16
2.1. SOME DEFINITIONS.....	16
2.2. ABERBACH et al (1981) ROLE MODEL.....	17
2.2. THE RELATIONSHIP	19
2.3. THE ROLES.....	23
2.4. THE NPM IMPACT ON RELATIONSHIP AND ROLES.....	29
2.5. ADMINISTRATIVE REFORM IMPACT	31
2.6. RESEARCH QUESTIONS	32
3. METHODOLOGY	36
3.1. SAMPLE COMPOSITION	36
3.2. DATA COLLECTION TOOLS	39
3.3. DATA COLLECTION PROCESS	42
4. EMPIRICAL STUDY AND RESEARCH FINDINGS	44
4.1. RELIABILITY	44
4.2. DESCRIPTIVE STATISTICS.....	48
4.3. INVESTIGATING THE RELATIONSHIPS	51
4.4. INVESTIGATING THE ROLES	55
4.5. UNCERTAINTIES IN RESPONSIBILITIES	58
4.6. POLITICAL PARTY MEMBERSHIP	60
4.7. EDUCATIONAL AND SPECIALTY BACKGROUND	62

4.8. INTERVENTIONS BY CENTRAL OR REGIONAL GOVERNMENT.....	64
4.9. DEMOGRAPHIC TRAITS	65
5. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	67
5.1. DISCUSSION	67
5.2. CONCLUSIONS AND RECOMMENDATIONS	70
7. LIMITATIONS ON STUDY	72
8. REFLECTION ON LEARNING.....	73
REFERENCES.....	74
APPENDICES	85
APPENDIX I: COVER LETTER FOR ELECTED OFFICIALS QUESTIONNAIRE	85
APPENDIX II: ELECTED OFFICIALS QUESTIONNAIRE	86
APPENDIX III: SENIOR EXECUTIVES QUESTIONNAIRE.....	89

LIST OF TABLES

Table: 3.1. Descriptive Statistics for Elected Officials.....	37
Table: 3.2. Descriptive Statistics for Senior Executives	38
Table 4.1: Reliability Statistics for Question Group E1	44
Table 4.2: Reliability Statistics for Question Group E2	45
Table 4.3: Reliability Statistics for Question Group E3	45
Table 4.4: Reliability Statistics for Question Group E6	45
Table 4.5: Reliability Statistics for Question Group E7	45
Table 4.6: Reliability Statistics for Question Group E8	45
Table 4.7: Reliability Statistics for Question Group E9	46
Table 4.8: Reliability Statistics for Question Group E1	46
Table 4.9: Reliability Statistics for Question Group E2	46
Table 4.10: Reliability Statistics for Question Group E3	46
Table 4.11: Reliability Statistics for Question Group E6	47
Table 4.12: Reliability Statistics for Question Group E7	47
Table 4.13: Reliability Statistics for Question Group E8	47
Table 4.14: Reliability Statistics for Question Group E9	47
Table 4.15: Reliability Statistics summary	48
Table 4.16: Pearson Chi-Square tests for control variables (demographic traits)	49
Table 4.17: Member of Political Party and Thesis Cross - tabulation.....	50
Table 4.18: Specialty and Thesis Cross - tabulation.....	50
Table 4.19: Pearson Chi-Square tests for REL_E0 * Thesis	51
Table 4.20: Pearson Chi-Square tests for REL_EXEC * Thesis	52
Table 4.21: Pearson Chi-Square tests REL_EO and REL_EXEC	53
Table 4.22: Means comparison for REL_EO and REL_EXEC.....	54

Table 4.23: Roles of Municipal Elected Officials and Senior Executives.....	55
Table 4.23: Elected Officials and Senior Executives Role Ranking.....	56
Table 4.24: Liguori et al (2010) role perceptions findings	57
Table 4.25: Correlations for REL_EO, REL_EXEC and Uncertainties	59
Table 4.26: Regressing control variables and “Uncertainties” against REL_EXEC.....	59
Table 4.27: Multiple-Regression coefficients	60
Table 4.28: Correlation matrix for REL_EO, REL_EXEC and MPP.....	61
Table 4.29: Correlation matrix Role variables and MPP	61
Table 4.30: Pearson Chi-Square tests REL_EO and REL_EXEC	63
Table 4.31: Pearson Chi-Square for Role variables and “Specialty”	63
Table 4.32: Correlation matrix for REL_EO, REL_EXEC and “Intervention by CPGOV”	64

1. INTRODUCTION

1.1. PROJECT BACKGROUND

From the establishment of modern Hellenic State, until today, several times was attempted to become an effective administrative structure. Since the Hellenic Revolution of 1821 and Communities up to administrative reform of 1997 – know as Ioannis Kapodistrias – and the elected Prefectures, Municipalities and Communities, the administrative structure of Hellenic State was unable to cope with problems and challenges related, primarily, to serve citizenship. These problems came from fact that public services, provided to him partially (half part of service provided by municipality or prefecture and the other part from central government).

To stop the fragmentation of services were provided by the State to citizen and according to the explanatory memorandum of the new administrative reform – know as program Kallikrates - (EETAA, 2010), was attempted to create a stronger local government which is divided into two degrees: 1st degree, municipalities and 2nd degree, elected regions. The new administrative reform of the country, leads to stronger, direct and flexible local government. “Spearhead” the municipalities to who transferred, from central government and abolish prefectures, many responsibilities and competencies.

Furthermore, the “fluid” social and economic environment, which prevails at this time in Greece – economic crisis, an appeal to EU, IMF and European Central Bank, borrowing to cover state operating expenditures – the need for a more flexible, well organized administrative reform was necessary and imperative also (EETAA, 2010; ITA, 2010; YPES, 2010).

The implementation and success of this huge reform, as concern the local authorities and hence the municipalities, based on two interrelated entities which are: Elected officials and service managers. During the historical continuity, the relationship of elected and administrative officials, sometime characterized as overlapping and sometimes as supplement (collaborative) even as dividing (confrontational). The

characterization stems from the nature of the roles of two previous entities in the context of the statutory hypostasis by the Greek State (Kleiosis, 1997; Hlepas, 2005).

In Greece, Kleiosis (1977) studied the significance that it has for a country the proper and well organize functioning of Local Government from historic times until polity. The article 102 of Hellenic Constitution of 1975 (Governmental Gazette, 1975) consist the "road map" of Local Government as shaped from polity until today. According to study "*The governance system of the new 1st tier local government bodies*", (ITA, 2008) and the Explanatory memorandum of the "Kallikrates" administrative reform (EETAA, 2010), the effectiveness of the new, under configuration, Local Government based on devolution of competences and responsibilities from central governance, the administrative and financial autonomy - law 3852/2010 "Kallikrates" (Governmental Gazette, 2010) - , and of course the elected officials and service executives who staffs it.

The relation between of elected and administrative officials (and by extension the attributes, the factors and policies that shape it) is an issue that deserves investigation since it affects the efficiency, effectiveness and subsequent development of this particular institution.

The research interest stems by studying the relevant literature and also by the fact that the author has professional relationship with body of local government. Having working as public service executive for more than 12 years, the author has become aware of the problems, challenges, relationships and roles governing the elected and official members of local government bodies, particularly the municipalities.

Until now, - at least to the author's knowledge, that studies this topic - there is not been such a Greek survey to investigate, at the same time, the roles and relationship between senior managers and elected representatives of municipalities. In Europe and USA the formation of relationships between elected and administrative officials is a matter being investigated continuously. In Greece, this relationship was studied only in the part of elected (Hlepas, 2005) but has not explored the approaches and perceptions of directors of local government. This research aims to fill this gap in the

existing knowledge and provide an important tool in clarifying the responsibilities of elected and administrative officials and the mission are to carry out both.

To carry out the research, were selected the new twenty five (25) municipalities of four (4) prefectures (Larissa, Magnesia, Trikala, Karditsa) of Region of Thessaly. The reason that Region of Thessaly was chosen for survey is that reflects the morphology of the Greek State, in other words the administrative structure of Thessaly consists of mountainous, insular rural and urban – metropolitan municipalities and located at the center of country. Furthermore the population distribution of the region can be considered as representative to, as the new administrative reform gives to municipalities' competencies and responsibilities were deal with the full range of provided public and local services (tourism, agricultural and environmental activities, products and services production, industrial and maritime matters and e.t.c.).

The present study concerns a hundred seventy six (176) senior service managers (Directors and Head Officers of departments) and a hundred five (105) elected officials (Mayors and Vice Mayors) of twenty five (25) municipalities in the region of Thessaly as they formed by "Kallikrates" administrative reform. The reason was chosen these two groups to participate in research is that charged by the Hellenic State to implement the new charter of the 1st degree Local Government (municipalities).

Factors such as: wider economic crisis in every aspects of daily life, the desire of the State to prompt an administrative reform which is consistent to the requirements of European Union (EETAA, 2010), and which will save a lot of public resources, the new clerical code for public service officials, the new list of qualifications and the payroll matters - law 4024/2011 (Governmental Gazette, 2011) -, combined with the requirement of State for a smaller and more flexible public sector, has created new working conditions for both, elected officials and officers in local government. Thus, to conducting the research, it was a great challenge for the writer, considering the fact that it took place at a difficult conjuncture for Hellenic State.

1.2. RESEARCH OBJECTIVES

As it has already been mentioned in the project background section, the aim was to investigate the type (mainly conflict, conflict, neutral, co-operative or mainly co-operative) and the intensity degree of relationship between elected officials and higher civil servant executives in the municipalities. The investigation of this relationship was significant not only for them but for the Hellenic State as well and by extension for citizen to whom the State is obligated to provide services under her statutory role of the Hellenic Constitution. Taken into account the present “fluid” economic, social and working environment, the negative employment changes promoted by the State, the new wage, job redundancy and early retirement of competent managers of the local government, makes the investigation of this relationship increasingly imperative. Thus:

1st objective: is to identify the relationship between elected officials and higher civil servant executives of municipalities in the Region of Thessaly.

Apart from relationship between those, must also investigate the roles of politicians – elected officials and higher civil servant executives. The identification of the role model in conjunction with relationship between of those, may lead to a better understanding of how these two entities carry out their duties (Waterman *et al*, 2004). Furthermore the new local government administrative reform of Country was launched to be applied for one year ago, based on distinct responsibilities and competencies of both components. However it is not know how these roles are shaped during the reform. For this reason is something that deserves to be studied. Thus:

2nd objective: is to identify the roles of elected officials and high-level executives of municipalities in the Region of Thessaly.

3rd objective: is to identify about how uncertainties in responsibilities affect the relationship between elected officials and senior executives.

Another key to consider is if there is relation between someone executive (elected or service official) to be or not be a member of the political party, and how this would affected the roles and relationship between of those. Thus:

4th objective: is to identify how affects the fact to be member of political party, in its roles and relationship with each other.

The relationship and roles between them formulated by many factors such as: level of education, occupation, competencies and skills, state obligations and influence from central and regional government officials.

5th objective: is to identify if the educational level affects the kind of roles and relationships between of both.

6th objective: is to identify if central or regional government interventions affect the roles and relations between municipal contributors.

Finally, significant role, to the present study, had the demographic traits that concentrated during the study. It may beneficial to investigate the impact of those (population, age, gender, prefecture, etc) on the roles and relationships between the two mainly components of the study.

7th objective: is to identify if demographic traits affect the formation of roles and relationship between contracted parts.

1.3. STRUCTURE OF DISSERTATION

Chapter 1: Introduction. Describes the context from which the idea for research study came out. The general standpoint deals with the roles and relationship between elected and public service officials in municipalities of Region of Thessaly. The present section includes the objectives that are meeting during the research study.

Chapter 2: Literature review. This section provides the corresponding literature to the subject of study. Literature deals with roles of, elected officials and service

executives and the relation(s) between them and findings from other similar studies. The investigation of roles and relationships cannot be treated separately, since the roles “support” the relationships and vice versa. Given the specificity of the subject as well as the context in which examined (new Hellenic Administrative Reform), firstly is summarized the role model, then given the impacts of reform and New Public Management model over the roles and relations and finally presents the entire supporting theoretical framework for this research study.

Chapter 3: Methodology. Describes the research hypothesis and how this research study conducted in order to achieve the research objectives that have already “depicted” at the first chapter. In addition presented in detail, data requirement, research planning, methods for data collection and survey instruments that took place in study. Furthermore the development of research hypothesis discussed in relation to the research objectives that were presented in first chapter.

Chapter 4: Empirical study analysis & Findings. Presents how the data collected, organized. The analysis of data relies on quantitative approach. Descriptive statistics used to examine demographic aspects of research, variables and summarize of data. In order to examine the research hypothesis, correlation and regression analysis tools have been used.

Chapter 5: Discussion, conclusions and recommendations. At this part of study, became discussion about the most important findings in relation with literature. Also provides conclusions about this empirical study and makes recommendations for future research.

Chapter 6: Limitations. Describes the limitations concerning the research data collection and data analysis

Chapter 7: Reflections on learning. Outlines reflections of learning which gained during the conduction of research study.

2. LITERATURE REVIEW

The relationship between elected officials (political part of central or local government) and high civil servant executives (administrative part), comprises a very controversial issue, even today. The significance of roles and the relationship between them derives from the fact that both constitute what is known as public administration.

Public administration is the picture of the State, both in terms of the external environment (public relations, foreign policy, etc) and the internal environment (providing services to citizens). As strong and well organized it is so good is the picture of the State where it belongs which means that better services are provided to citizens.

Public administration and Local Government institutions are based on the coexistence of two different components: Elected officials and High civil servant executives or politicians and administrators respectively. The quality of this, defines the efficiency and effectiveness of public administration or local government institutions. The present research study focuses on the investigation of roles and relationship between the above components of local government institutions – municipalities -. The investigation of those cannot be treated separately since the roles “support” the relationships and vice versa.

2.1. SOME DEFINITIONS

Dubois and Fattore (2009) described Public Administration as “... *the development, implementation and study of branches of government policy. The pursuits of the public-good by enhancing civil-society, ensuring a well-run, fair and effective public service ...*”

Wilson (1887) recognized public administration as:

"...The object of administrative study to discover, first, what government can properly and successfully do, and, secondly, how it can do these proper with the utmost possible efficiency and at the least possible cost either of money or of energy..."

In order to provide quality and effective services to citizens, every country has established the local government institution.

The main purpose of Local Government is the management of local affairs. The necessity of this is great and the responsibilities are much greater, as it is charged with services of central government bodies (IISS, 1967; Papadimitriou and Katsouli, 1999; Mpesila, 2003).

2.2. ABERBACH et al (1981) ROLE MODEL

The importance of role studying is described strictly as follows:

"... Have Administrators and politicians different priorities? Do they consider different criteria when making decisions? Do they regard public affairs and the process of policy making differently? Have they different world views? What do these differences, if any, imply for their relationships and for performance as policymakers?..." (Aberbach et al, 1981)

The present research uses Aberbach et al (1981) role model. Particularly, Aberbach et al (1981) define nine role categories (Dunn, 1997; Waterman et al, 2004; Hacek, 2005, 2006; Liguori et al, 2010):

1. **Advocate:** deals with the interests of society: Deals with the arrangement of local social affairs. Particularly focus on unemployment, economic problems as well as the local sustainable development and progress, fight for general interest of society, intending to bring social welfare.

2. **Broker:** tries to solve conflicts among involving parts: As the main task, considers the negotiation undertaken to solve problems or conflicts among all stakeholders (elected officials, senior executives, employees, citizenry, private and public organizations).

3. **Facilitator**: tries to protect the interests of all the involving parts: The Facilitator tries to ensure these through personal and social relationships among the involved parts.

4. **Legalist**: focuses on legal issues: Primary duty is the compliance and alignment of exercised competencies and responsibilities, in accordance with the existing ordinances, regulations and laws where set by State for him.

5. **Ombudsman**: protects and defends the interests of clients (individuals or private sector bodies) that he or she represents: This is oriented to a “private sector approach”. The elected or service executive is considered to be defender of clients he or she represent (citizens considered as clients). This approach gained greater importance with the introduction of New Public Management Model (Osborne and Gaebler, 1992; Dunhardt and Dunhardt, 2000; Vigoda, 2002; Dunleavy and Margetts, 2006).

6. **Partisan**: Focuses on political negotiations: Complies with the requirements, constraints, principles and directives of the political party to which he or she belongs. Mainly, he is based on political negotiations in order to resolve problems of the local government institutions, which he or she represents.

7. **Policy Maker**: formulates Policy activities: the key task of that role is considered to be the design, development and implementation of new policies (political or administrative) to the institution which he or she belongs.

8. **Technician**: tries to solve technical problems and use specialized competencies: The elected or high level civil servant executives that are oriented to adopt the role of Technician are characterized by high level of technical knowledge, competences skills and high expertise that they use in order to ensure the functionality, effectiveness and quality of the services provided by them.

9. **Trustee**: represent the Government. The elected or municipal service executive who is oriented to Trustee role accepts that he or she is the intermediate link between central government and citizenry. In other words, he or she is an agent of the central government on local level.

2.2. THE RELATIONSHIP

According to Weber, politicians draw up visions, missions and design strategies while the administrators implement them (Shafritz and Hyde, 1997). In the decision making process, political advantages and consensus play significant role for Politicians as opposed to feasible solutions and actions play a decisive role for administrators and managers (Guenther and Wittich, 1968).

The main duties for politicians are mission and policy formulation while for higher civil servant executives are administration and management of organization (Spandaro, 1973; Svava, 2001). This relationship characterized as hierarchical and interactive. Without the assistance, information, feedback and completion of the administrative work from the departmental managers, the effective functioning of the local government body, put into doubt, Svava (2006).

A common ascertainment, advocates the fact that elected officials have come and gone (In Greece, the elections conducted, in normal conditions, every four years), this means that the aims, mission, type of policy and government policies is time – limited in contrast to civil service personnel who serve the public administration and by extension the local government bodies, for many more years. Thus, the role perception that has politicians for administrators and vice versa may help to identify the applied policy of government institutions and policy making process. Elected officials oriented to attitudes where deal with little avoidance of regulations and law (Spandaro, 1973).

Both politician and administrators are actively involved in decision making process, as the first *"brings legitimacy and accountability of elections, the authority to pass laws and regulations"* while the second *"brings expertise and information about municipality policy options, management practices and service patterns"*, Whitaker and Jenne (1995).

Local government institutions have growing responsibilities and competencies as well as accountability demands to citizens and elected local government especially during fiscal distress, (Berner and Bronson, 2005). If conflicts exist between both,

then the problems of municipal policy making have as result the reduction of provided service quality (Yang, 2005).

Thus, on institutional aspect, clear distinction between politicians and administration cannot exist, whatsoever (Jacobsen, 2001; Svava 1985, 1990, 1998, 1999, 2001, 2006; Klausen and Magnier, 1998; Vigoda, 2002; Mouritzen and Svava, 2002; Whitaker and Janne, 1995). Research studies show a strong interaction between involved parts. The relationship of interdependence between elected officials and managers can lead to a complementing model and not separation of both, Svava (1998).

On the contrary Rabin et al (2007) supported the need of this separation, but many implications were derived from complex structure of modern government, consists obstacles for implementation of this (i.e. delegation rules). This issue continues to be treated as secondary of administrative reformers (Justice and Miller, 2007 cited in Rabin et al, 2007).

The institutional without uncertainties responsibilities, play significant role in today's democracies. In Japan, the central government institutions continue to pay attention to the roles and relationship between politicians and bureaucrats (PMOJ, 2009). According to P.M.O.J. (2009), on the one hand, Japanese politicians are charged with the *"responsibility of monitor and control bureaucrats for oversight in order to ensure that public administration conducted impartially and neutrally"* in addition their responsible for *"formulate, coordinate and decide upon policies for public administration while also engaging in the guidance and supervision of the bureaucrats"*. On the other hand, Japanese bureaucrats concentrated to the area of *"expertise, based on laws and ordinances"*. However, the relationship between of them characterized by separated duties, jurisdictions and competencies. In order to serve well the citizenry, the P.M.O.J. (2009) described the definition of relationship between of both as follows: *"They will act as one, on the basis of separated roles for which they are responsible and always endeavour to create a relationship based on trust"*.

The separation of these two components (senior officials and politicians) seems to result in abandonment. Separation cannot exist. Many researchers observed overlapping rather than separation between of them. Today, senior executives regarded as key political actors as they have expertise in management, economics, financial and law procedures, participate in decision making process (Agnihotri and Sharma, 2011). However, overlapping relationships of them can lead to a conflict because this type of relation indicates weakness points on one or on the other contractor, especially during the implementation of an administrative reform.

The above rhetoric question is still under investigation. In Europe, studies took place in Italy, Denmark, Slovenia, Sweden, (Mouritzen and Svava, 2002; Hacek, 2006; Liguori *et al*, 2010). Under the project "U.D.I.T.E. Leadership study", Klausen and Magnier (1998) and Mouritzen and Svava (2002), studied the roles and relationships of politicians and administrators of local governments, in countries such as Australia, USA, Belgium, Italy, England, Finland, France, Netherlands, Ireland, Italy, Norway, Portugal, Spain and Sweden.

In Greece, Hlepas (2005) showed that Greek mayors prefer to have a cooperative relationship with civil servant executives of the municipality in which preside. This created by the lack of their training in the entire administrative process. However, there are cases, where the elected officials do not trust their service staffing and in these cases the relationship between of those characterized as either confrontational or as overlapping. In each case, the configuration of relations between involved parts depends on the service provided, local and broaden social and economic environment, in which they grow.

Mouritzen and Svava (2002) indicated that the relationship between managers and elected officials is complementary and interdependent since need each other and vice versa. Both are charged institutionally, by unique duties and responsibilities that can be processed only within the context of mutual respect and cooperation.

The relationship between of two components of public and local government bodies formulated by many factors: responsibilities, competencies, skills, legislation, regulations, citizenry demands, State obligations and last but not least influence

form players such as: political parties' executives, central government officials, entrepreneurs. The investigation of factors that affecting it would help to understanding the formulation of this relation. The institutional role of elected officials deals with the creation of appropriate conditions in order to promote democratic values and ethics while the role of high level executives deal with the creation of appropriate conditions for greater efficiency (Hacek and Brezovsek, 2005).

Christensen (1991) introduced the concepts of "*Political loyalty*" and "*Professional autonomy*" referred to politicians and departmental officers respectively. These concepts define the relationship between of contracted parts. In Norway, empirical study showed that elected officials and civil servant executives converge to in the processing of their duties. In addition:

"... civil servant executives seem to have a fine – tuned feeling for the norm of political loyalty or responsiveness, but do not hesitate to put forward issues that have a potential for conflict if they think there are good professional reasons for doing so..." Christensen (1991, p.16)

Another aspect is the confidence level between of them. Vabo (2000) argued that confidence defines the relation between of those two contractors. If politicians have skills and competences above governmental administration thinks then the level of confidence from them to bureaucrats is low. On the other hand if politicians have not the above capabilities then the level of confidence from them to bureaucrats is high.

If the politics and administrative components of institutional are well organized and well functioning then reinforce the trust and satisfactory degree of citizens to central or local government (Vigoda, 2006; Siegel and Rasmussen, 2008).

On the Government "coin" the politics (democratic view of the government) lies in the one side of coin and administration (professionalism view of government) lies in the other side this. The first one give a democratic basis in government activities

and the second one *“enabled government policy to arrive at its destination with safety”* Rourke (1992 cited in Carter and Kitts, 2007).

2.3. THE ROLES

Public officials seem to pay more attention to the external environment of the institution (municipality) which they serve rather than internal. Thus, firstly, they tend to focus on urban problems, economic development of municipality as a whole and secondly with delegating authority and financial analysis. Although they are considered as bureaucrats, on the importance of their role consider the technical skills less important than those where already been mentioned (Kerrigan and Hinton, 1980).

Browne (1985) argued with Svava (1985) who identified *“four types of municipal decision making: mission, policy, administration and management”* based on the sharing of decision making of both and not by the discrete roles of them. In addition the discrete roles of them might be separated in two categories: internal municipal environment (administration and management) and external municipal environment (mission and policy), (Kerrigan and Hinton, 1980).

The institutional role of elected officials is: to act as intermediaries between citizens and government in order to bring State *“close to”* people of the municipality, with appropriate programs and governmental actions, taken or are willing to take. But in reality, politicians are an *“intangible”* link between the State and society. On the other side the *“tangible”* link between citizenry and central or local government (in this case the political part of central or local government), are the municipal civil servant executives or municipal staff, since they are providing services to the final beneficiary – citizen - . It becomes obvious that the involvement of *“bureaucrats”* is *“vital”* importance and without them the elected officials cannot do many things (Peters and Pierre, 2007).

An elected official seems to be oriented to human relations (clienteles face) than local government body manager and high civil servant executive. The latter seems to

have a more impersonal approach due to tasks in which he performs. Managers also seem to follow rules and regulations, tightly and to be fully aligned with those. Unlike, elected officials, who believe that their roles is to overcome the rigidities that often presents by established public administration functioning system (Parthenopoulos, 1997, Rabin *et al*, 2007).

Politicians and Officials have distinct roles. While the first set goals, policies, missions and draw up visions and the second implements them. Empirical studies show that the involved parts have diverse roles (Svara, 1985).

Harmon (1974, cited in Greene, 1982) identifies two different roles for high civil servant executives: "*professional – technocratic man*" and "*politico – administrative man*". The first one relies on knowledge to resolve problems while the second one use political and social skills like bargaining, negotiation and discussion methods and techniques. Greene (1992) finds that a large number (75%) of administrators prefer to have no interference with elected officials during serving citizens process while the other 25% of administrators prefer to have elected officials as citizens intermediaries. This aspect, supported by the fact that many citizens are willing to request from elected officials to enter as intermediaries between of them and high civil servant executives (as they believe that through this intervention will be served more quickly). Municipal services executives prefer to have direct contact with citizens than elected officials (Greene, 1992)

Montjoy and Watson (1995) explained that the dichotomy of politics and administration must supported by State, in order to become professional standard. According to authors this is very important because the administration hierarchy and political representatives are two different institutional components (as the administration belongs to executive authority). Even if participate, both, in decision making process the role of administration is complementary and necessary for politicians.

Hansen and Ejersbo (2002) showed that discrepancies exists between the roles of involved parts as also evident that "*politicians prefer high involvement to all dimensions*" while administrators involved in the formulation of vision and

objectives at political level, (Svara, 1990). Aberbach and Rockman (2006), give the role of energizer to politicians and the role of equilibrator to administrators.

Aberbach and Rockman (1988), shows that roles between elected and bureaucratic officials are distinct and complementary at the same time. Politicians set goals and oversee the implementation of policy and monitoring the institution in which heads in order to determine the effectiveness and performance of it. Executives of public services required to aligning with the requirements of elected officials. Beyond the above, elected officials should have administration knowledge and high level executives should have political skills.

Only partial separation of roles is possible. Aberbach *et al* (1981) said "*politicians articulate broad, diffuse interests of unorganized individuals, bureaucrats mediate narrow, focused interests of organized clientele*". Follow up the "*Weberian model*" there is no strict dichotomy of roles. "*Both contribute to policy – making decisions and concerned with politics. The elected officials brings neutral expertise and the administrators provide responsiveness to key constituencies*" (Aberbach *et al*, 1981).

Whitaker and Jenne (1995) give the role of facilitative leader to elected officials, as they encourage the municipalities' staff to "*respond directly to the diverse public they serve*", and participate in decision making process. While Public administrators considered as "*guardians*" of public interest (Yang, 2005).

Politicians and by extension elected officials, take for themselves the roles of advocate, broker, facilitator, partisan and policy maker while the administrators and by extension civil servants executives, take for themselves the roles of advocate, technician, trustee and legalist (Hacek, 2006). Liguori *et al* (2010), argued that facilitator is the main role for both, politicians and administrators. In other words the perceived roles of involved parts seem to be quite similar and most of time tends to overlapped, in additions shows that must be balance exist between both parts in order to succeed the managerial reform of Local Government.

Trustee role derives from the fact that politician acts as intermediate part between central government and citizenry. Furthermore, administrators and politicians

oriented to the role of Trustee, as the separate roles of them regulated by the central government at the same time – Hellenic State Law 3852/2010, Kallikrates administrative reform - (Governmental Gazette, 2010). Even if central government through laws, rules and regulations gives specific duties, tasks and delegations for both entities, there still exist a “grey zone” in the relationship between of them (Jacobsen, 2001; Rabin *et al*, 2007; Svava, 2009; Liguori *et al*, 2010).

Elected officials, particularly mayors, they are acting on behalf of the central government, they served as the government representative and as a elected leader of local society acting as “*Advocator*” as he tries to protect the interests of her (Hlepas, 2005).

The above findings supported by the fact that all elected officials, regardless the political party that might belongs to, during the election campaign see the high civil servant executives as internal enemies who “cling” to the municipality’s body – as such, each of their election program includes “routine” phrases like: “cutting the red type” and etc. – So, politicians treaded by municipal high civil servant executives distrustfully. This confirmed by the fact that politicians are trying to apply “*New Public Management techniques*” (Jacobsen, 2001), such us: “*elaborating control*” and “*monitoring systems*” (Lane, 2000 cited in Jacobsen, 2001). These have as logical consequence, the “disturbance” of trust between them which in turns leads to a conflictual relationship between of them. The final result of above aspects is the low quality of provided services to the citizenry.

The tasks between them are more or less political or administrative. Empirical study in Norway showed that politician oriented to the roles of partisan (focuses on political negotiation) and trustee (represent the government). As the local politicians are they member of political party this will probably lead to conflictual relationship with administrators, particularly if the second one belongs to different political party than the first one (Jacobsen, 2006).

On the other side, administrators’ role is to provide their technical skills and expertise to the elected officials, who in turn will “exploit” for citizens’ benefit. From this aspect, the roles of administrators tend to overlapped by those of politicians.

The question: *“how much and what kind of discretion would have administrators over decisions making process”* still not answered yet (Justice and Miller, 2007 cited in Rabin et al, 2007).

The development and improvement of local government institutions depends on endogenous support from politician to bureaucrats and vice versa. Politicians reward bureaucrats for expertise in policymaking decision process while bureaucrats offer public recognition to politicians (Gailmard, 2010). Elected officials have the responsibility to make the municipality work and the high civil servant executives have the responsibility and institutional obligation to support the work of elected officials (Reyes (2010). From politician perspectives, administrators consist *“impediments”* for them, while for bureaucrats, administrators consist *“the ballast that maintains the ship State in unsteady seas”* Aberbach and Rockman (1988).

The lack of elected officials, leads to a public authority that works using *“autopilot”* – the institutional framework – which deprives it of the initiatives. This is because, particularly in the Hellenic State, there is strong coherence between elected officials and high civil servant executives.

But there are exceptions. For instance Belgium acquired government after one and a half year. Nevertheless, public sector had no operational problems, given the strong decentralization. In other words, the local government is highly organized and well functioning into distinct roles of elected and administrative officials without overlaps and ambiguities in their responsibilities and duties. Interventions of central government to them are at the minimum stage. In Belgium, however, elected officials together with departmental officials constitute the local executive authority which is responsible for daily management of municipal government and to carry out the decisions of elected (mayor, vice mayors, municipal council). In that case, become clear that a strong local government based on excellent cooperation between the concerned parties who staff the hierarchy and the administration of municipalities (DPADM, 2006; Wayenberg and Rynck, 2008).

Empirical studies in USA, Europe, Japan and Latin America, reveal that the investigation of the roles and relationships between elected and service

administrators officials in public administration and local government, continues to play significant role from the time of Wilson and Weber (Guenther and Wittich, 1968; Shafritz and Hyde, 1997) until today (Waterman et al, 2004).

In Greece a research study took place under the European project "*Political Leaders in European Cities –The European Mayor*" the aim of the project is to investigate the roles, motivation and attitudes of mayors of twenty European Countries. Hlepas (2005) conducted this survey in the entire Hellenic State (Getimis and Hlepas, 2006 cited in *Back et al*, 2006).

Kjaer (2006 cited in *Back et al*, 2006) argued that the role of elected official depended from previous political experience, participation on the common local issues as well as gender, age, education and other socio-demography and economic factors. Beyond this, important role plays the profession or occupation that an elected official holds, for subsequent engagement with municipality's affairs. For instance the role of Broker might be exercised by elected officials who have studied and have also the profession of teacher or lawyer or journalist, since through them acquire the political skills, such as: negotiation, discussion, convincement (Jacob, 1962 cited in *Back et al*, 2006; Sotiropoulos and Bourikos, 2001; Hlepas, 2005).

As the requirements for proper functionality of local government institutions, continues to grow, the knowledge and skills of elected officials and high civil servant executives have increased significantly compared to their predecessors. Thus, the elected officials need to be equipped with competences, such, that they can in some way be "coordinated" with more and more proficient civil servant executives (Nalbandian, 1994, 2006). The previous "gap" between parts, has as result the elected officials to seeking the establishment of cooperative relationship between of them.

Nalbandian (2006) identified the characteristics of politics and administration. As the elected officials, considered as representatives of citizenry, they "supplied" with power, passion and interest. Problem solving is the main task of elected officials who have the dynamics to conflict, compromise and change. Instead of them, administrators who considered as experts, they "supplied" data, plans and reports.

Similarly, problem solving is the main task for them, who the dynamics of predictability, cooperation and continuity, Nalbadian (2006).

Getimis and Hlepas (2006 cited in Back *et al*, 2006) argued that exist two different styles of leadership for elected officials: the “*strategic or reproductive style*” and the “*authoritarian or cooperative style*”. The exercised political power of them stems from perceptions, tasks and attitudes. Also the above styles depends from “*constraints and opportunities determined by contextual factors like: local government system, power relations, national context, party system, city size*”, (Getimis and Hlepas, 2006; cited in Back *et al*, 2006) adding also the broader social and economic environment.

The strategic or reproductive style adopted by elected officials who tries to resolve social and economic problems and follow a predetermined course. On the other hand, elected officials that adopted the authoritarian or cooperative style oriented to act as policy makers and tried to resolve municipality problems through technical skills and competencies (Getimis and Hlepas, 2006; cited in Back *et al*, 2006).

2.4. THE NPM IMPACT ON RELATIONSHIP AND ROLES

Over a century ago, Wilson (1887) advocated the separation of politics and administration. The above aspect continues to play a significant role in public administration. Fry (1989) maintains that Luther Gulick, by the late of 40s, considers this dichotomy to be impractical. Gulick (1937) advocated a “*seamless web of discretion and interaction*”. Osborne and Gaebler (1992) presented the model: New Public Management – NPM. This model advocated the use of private sector innovation, resources and organizational ideas in order to improve the Public Sector entity, as well as the explicit separation of public administration from politics (Jacobsen, 2001; Vigoda, 2002; Kettl, 2007). According to Vigoda (2002), administrators and politicians should have the role of agent, as they protects and defends the interests of clients that they represent. On the one hand administrators based on legitimacy rules while on the other hand elected officials oriented to formulate policy making activities and dealt with citizenry affairs.

The separation of politics and administration, taking into consideration the principles of NPM, may lead to cooperation between them rather than conflictual relationship, (Carboni, 2010). Through New Public Management approach, the separation of both entities might be resolved, as the main purpose of public administration is to provide good services to citizenry, it is obvious that both players, must be sensitive, reactive, sympathetic and *“capable of feeling the public needs”* (Vigoda, 2002).

However, the displacement from the traditional local governance to the New Public Management model – with totally distinctive roles -and the dominance of management instead of politics – *“letting managers manage”* (Siegel and Rasmussen, 2008) - , there is also a contrary claim. Many empirical studies show that the separation between elected officials and high civil servant executives or administrators is unfeasible, due to the particular nature that governance has and the role of citizens (Mouritzen and Svava, 2002, Hacek, 2006; Berner and Bronson, 2005; Rabin et al, 2007; Svava, 2006, 2009; Liguori et al, 2009, 2010;).

Particularly, Dunleavy and Margetts (2006) claim that the failure of this model is based on the fact that it considers the citizen as customers, in other words people viewed as economic units which are considered to be against the fundamental principles of public administration. Dunhardt and Dunhardt (2000), proposed a New Public Service model – NPS, according to which, the citizens are expected to participate in the government and take an active role through the policy process.

The unrestrained and uncontrolled implementation of NPM principles can lead to sustainability problems of the municipality. Indeed in early 2002 a *“remarkable”* scandal in Farum local government in Denmark broke out (Greve and Ejersbo, 2002). The Farum municipality sold its water company, waste management, schools construction, municipal facilities hub and elderly homes and leased them back. The municipality decides to contract with private company three big construction projects with loans that came from private finance resources. The deal was unsuccessful. The Mayor was accused of squandering public money, the financial resources of municipality went down and wages of employees were at stake. The central government of Denmark decide to cut down *“sales and lease back”*

arrangements, and put the municipality of Farum under the central government administration (Greve and Ejersbo, 2002).

2.5. ADMINISTRATIVE REFORM IMPACT

Both public administration and local government consists of two main components: politicians and administrators (Denhardt, 2000). Both these parts are based on the statutory role required to manage effectively the local bodies where they preside. In case that administrative reform has launched, the involved parts should be “equipped” with all the necessary skills and qualifications (motivation, training, resources, opportunities for career advancement, opportunities for municipalities development, decentralization and delegation of responsibilities and competencies from central to local government bodies) in order to implement undaunted the reform without obstacles (Wise, 2002). On the institutional side, in addition to other duties, elected leaders hold the post of head of local bodies – municipalities – which coordinate, monitor and supervise their activities - Law 3852/2010 - (Governmental Gazette, 2010).

The above finding, according to Parthenopoulos (1997) comprises an “*administrative paradox, stemming from the operation of the entire administrative system*”. In other words, managers and all the higher civil servant executives, who operate in accordance with the requirements of public administration, must also operate in line with recommendations and requirements of the political system. This means that service executives who regulate operational aspects of the local government body which they preside, must implement decisions of elected officials who often have no relation whatsoever with public administration and by extension with local government (Parthenopoulos, 1997).

Administrative reform also stems from two thinks: the potential improvement of provided services and improvement of current administrative structure – bureaucratic machine -. The second affects the political decision that should be taken for reform or not. The reform brings out the “undeclared war” between two adversaries. Both doubt each other for their ability to govern (Peters and Pierre,

2001). So, another paradox makes its appearance: While elected officials contest the administrative executives for the administrative skills – and therefore are willing to carry out forward the reform – they demand from high level executives (whose abilities they question) to implement the administrative reform. This paradox explains the “conflicts” between the adversaries and, in turn, explains the decision making process for the design and implementation of reform as well as the continuous changes in relations between political and administrative power (Wollmann, 2004).

Every new administrative reform has an impact on relationship and roles of bureaucratic executives and elected officials. Reforms depict the efforts made by politicians to control more effectively bureaucrats. This, may leads to a complementary rather than conflictual relationship between of both Carboni (2010).

Finally, According to Aberbach and Rockman (1978) a dilemma still exists: “*the relationship between planning and consistency on the one hand and responsiveness and flexibility from the other*”. This dilemma will be perfectly fit at the roles of involved parts of municipalities as the municipal institution brings closed the central government to the citizens. Who, between of those oriented to planning and consistency? And who of those oriented to responsiveness and flexibility? The first part of dilemma belong to elected officials - Law 3852/2010 - (Governmental Gazette, 2010) and second part - according to Greek Civil Servant Codex Law 4024/2011 (Governmental Gazette, 2011) - of it belongs to high civil servant executives. Municipal executives are accountable to elected officials, firstly, and through those to citizens.

2.6. RESEARCH QUESTIONS

The relationship between the elected officials and high level executives continues to play significant role in nowadays. Many empirical studies show that this relation sometimes characterized as complementary, overlapping or conflictual and sometimes separating or dichotomous (Aberbach and Rockman, 1978; Svara, 1985, 1998, 1999, 2001, 2006; Hacek, 2006; Rabin *et al*, 2007; Liguori *et al*, 2010; Carboni,

2010; Agnihotri and Sharma, 2011). As starting point to this research a research question deals with:

“The detection of perceptions about the type of relationship, that exists between them, during the implementation of their duties”.

Many researchers believe that the roles between them dealing with goals, skills, competences and institutional duties that they have. The identification of these is very important for well functioning public administration and for local government institutions, particularly (Spandaro, 1973; Aberbach et al, 1981, Staronova, 2003; Aberbach and Rockman, 2006; Vabo, 2002; Hacek, 2005; Liguori et al, 2009). Thus, the second research question deals with:

“The detection of perceptions about the roles, those have during the implementation of their duties”.

The formation of the relationship and roles between them stems primarily from whether it is clear and distinct the statutory responsibilities. In other words the duties that Country have institutionalized for them (Denhardt, 1999; Staronova, 2003, Rabin et al, 2007, Michael et al, 2004). If the responsibilities are distinctive then only complimentary relationship will exist between them, as the one will not interfere with another’s duties and tasks (Parthenopoulos, 1997; Svara, 1999; Denhardt, 1999; Jacobsen, 2001, DESA, 2001, 2007; Mouritzen and Svara, 2002; Jacobsen, 2006; Liguori et al, 2010). Thus, the third research question deals with:

“To identify if uncertainties in their responsibilities affect the relationship between of them”.

If an administrative executive or elected official participate in political party, it is likely to affect the relationship between them. Especially if both contracted parts belong to the same political “space” then the relationship tends to be collaborative and the roles complementary. Otherwise, if they belong to different political area, then the relationship tends to be conflictual (Strom, 1990; Dollery and Wallis, 2001; Copus, 2004; DESA, 2007). Jacobsen (2001, 2006) and Vigoda (2002) argued that the participation in political party has no influence in relationship and roles formation

between them. High civil servant executives “look” with distrust all politicians irrespective of political area that might belong and vice versa. Thus, the fourth research question deals with:

“To identify if political party participation, affects roles and relationship between them”.

The formation of the relationship and roles is affected not only by the institutional fortification and the distinct duties. Important role in this formation, play factors such as: educational level or knowledge background, profession and expertise. Especially, the social skills development (law studies, journalism, teaching, sociology) tend to form positive relationship between the contracted parts (Aberbach *et al*, 1981; Muramatsu and Krauss, 1984; Sotiropoulos and Bourikos, 2001; Hlepas, 2005;; Carboni, 2010) while some others (Back *et al*, 2006; Peters and Pierre 2007) argued that educational background might not affect the relationship between them. In this case, as fifth research question, will seek:

“To identify if educational background, significantly affects, the roles and relationship between them”.

Except the endogenous or individual characteristics (skills, profession, and expertise) that have elected officials as well as the high civil servant executives, there are some exogenous factors like central or regional government interventions that influence negatively or positively the roles and relationship among municipal key players (local government politicians and administrators), (Becker, 1983; Strom, 1990; Dollery and Wallis, 2001; Rabin *et al*, 2007). Thus, the sixth research question deals with:

“To identify if the interventions of central or regional government affect the roles and relationship between municipal politicians and senior executives”.

Empirical studies showed that demographic traits may or may not affect the roles and relationship between of elected officials and public service executives. Traits such as gender, municipality population, age, place of residence and income (Fox and Schuhmann, 1999; Dolan, 2000; Jacobsen, 2006). Thus, the final research question deals with:

"To identify if demographic traits, significantly affect, the roles and relationship between them".

3.1. SAMPLE COMPOSITION

The sample population consisted of all employees who worked and were available in the organization of the study during the two consecutive years, respectively 2018 and 2019. The organization of the study was divided into two phases, the first phase was the selection of the sample and the second phase was the data collection. The sample was selected through a random sampling method, which was done by using a computer program. The sample size was 120 employees, which was divided into two groups, 60 employees in 2018 and 60 employees in 2019. The distribution of the sample was as follows: 30 employees in the first phase and 30 employees in the second phase. The response rate was 70 percent in 2018 and 75 percent in 2019, which means that both samples were representative for the population.

The research was carried out in three phases: 1) Preparing the data, 2) Data analysis and 3) Reporting the results. The first phase was the preparation of the data, which was done by using a computer program. The data was then analyzed using a statistical software. The results of the research were reported in a report, which was divided into two parts: a theoretical part and a practical part. The theoretical part was divided into two sub-parts: a general part and a specific part. The practical part was divided into two sub-parts: a general part and a specific part. The results of the research were reported in a report, which was divided into two parts: a theoretical part and a practical part. The theoretical part was divided into two sub-parts: a general part and a specific part. The practical part was divided into two sub-parts: a general part and a specific part.

3. METHODOLOGY

In the previous chapter of the work, presented an extensive review of international literature on the variables negotiate this research. This chapter focuses on the methodology followed for conducted research part, namely: 1). sample composition, 2). data collection tools, and 3). data collection process.

3.1. SAMPLE COMPOSITION

The survey population consisted of all mayors, vice mayors and senior executives of 25 municipalities of Thessaly region. These two populations corresponded, approximately, to 105 and 176 respectively. Two categories of subjects under study, elected officials (mayors, vice mayors) and municipal high civil servant executives (service directors and heads of departments). According to Saunders *et al* (2009) sample population guide and Statpac statistics calculator software¹, 79 elected officials and 121 senior executives were needed in order to have confidence level 95%. The assistance of people, who contributed to fieldwork and approached all municipal executives, was decisive. The response rate was 79 from elected officials and 126 from senior executives, which mean that both samples were representative for both populations.

The research was carried out in four prefectures of Thessaly, Larissa, Magnesia, Trikala and Karditsa. Regarding the prefecture the greater response rate was come from prefecture of Magnesia 35 (44,3%) of 79 samples. Concerning the response rate of 25 municipalities, 20 of 25 mayors responded to the present survey and 59 of 80 vice mayors. Regarding the age, the range "51 – 65" (46.8%) had most samples. Remarkable is the difference between "male" and "female" with 69 (87.3%) and 10 (12,7%) samples respectively. Concerning the educational level, the "University or Equivalent degree" concentrated 45 (57.0%) of 79 samples. "Economics and Finance" and "Technical Degree" specialties concentrated 20 samples, both (totally 50,6%). Regarding the political party membership, 51 (64,6%) of the 79 participants are members of political parties. Concerning the years held this position, the greater

¹ Statpac Statistics Calculator Software: Available at: <http://www.statpac.com/statistics-calculator/>

mount belonged to “< 1 year” (32,9%) category. Finally, worth noticed that a percentages of 30,4% and 25,3% held by occupations with “Social” and “Business” orientation. The classification of occupation based on Holland scale (Amundson *et al*, 2009). Detailed demographic traits of elected officials sample – which is “randomized” – presented in the following table (Table 3.1.).

Table: 3.1. Descriptive Statistics for Elected Officials

Demographic Variables for Elected Officials		Frequency	Percentage (%)
		(n=79)	
Prefecture	Larissa	20	25,3%
	Magnesia	35	44,3%
	Trikala	10	12,7%
	Karditsa	14	17,7%
Position Title	Mayors	20	25,3%
	Vice - Mayors	59	74,7%
Age	18 - 35	5	6,3%
	36 - 50	32	40,5%
	51 - 65	37	46,8%
	66 & above	5	6,3%
Gender	Male	69	87,3%
	Female	10	12,7%
Education	Primary/Secondary School	14	17,7%
	University or Equivalent	45	57,0%
	Postgraduate Studies	15	19,0%
	PhD Studies	5	6,3%
Specialty	Law	6	7,6%
	Economics / Finance	20	25,3%
	Political / Administration	7	8,9%
	Technical degree	20	25,3%
	Natural Science	15	19,0%
	Humanistic area	11	13,9%
P.P. member	Yes	51	64,6%
	No	28	35,4%
Years in this Position	< 1 year	26	32,9%
	1 - 2 years	10	12,7%
	3 - 5 years	14	17,7%

Occupation Category	6 – 10 years	15	19,0%
	Above 10 years	14	17,7%
	Realistic	7	8,9%
	Exploratory	8	10,1%
	Artistic	6	7,6%
	Social	24	30,4%
	Business	20	25,3%
	conservative	14	17,7%

Respectively for municipal senior executives, the sample has as follows: Regarding the prefecture the greater response rate was come from prefecture of Magnesia 49 (38,9%) of 126 samples. Concerning the response rate of 25 municipalities, 46 (36,5%) were service directors and 80 (63,5%) were heads of departments. Regarding the age, the range “36 – 50” (52.4%) had most samples – worth mentioning, that due to job insecurity and change of employment “status quo” in the Hellenic public sector, some executives that belonged in the range of “66 and above” were led to retirement-. As concerned the Gender “male” and “female” have 69 (54.8%) and 57 (45.2%) samples respectively. Concerning the educational level, the “University or Equivalent degree” concentrated 86 (68.3%) of 126 samples. “Political / Administration” and “Technical Degree” specialties concentrated 30 (23.8%) and 43 (34.1%) samples respectively. Regarding the political party membership, 103 (81.7%) of the 126 participants are not members of political parties. The variable “Years in Position” seems is worth noticed as the greater percentages have the last three categories as opposed to Elected Officials.

Detailed demographic traits of senior executives – which is “randomized” – presented in the following table (Table 3.2.).

Table: 3.2. Descriptive Statistics for Senior Executives

Demographic Variables for Senior Executives		Frequency (n=126)	Percentage (%)
Prefecture	Larissa	38	30,2%
	Magnesia	49	38,9%
	Trikala	18	14,3%
	Karditsa	21	16,7%
Position Title	Directors	46	36,5%
	Heads of Departments	80	63,5%

Age	18 - 35	4	3,2%
	36 - 50	66	52,4%
	51 - 65	56	44,4%
Gender	Male	69	54,8%
	Female	57	45,2%
Education	Primary/Secondary School	16	12,7%
	University or Equivalent	86	68,3%
	Postgraduate Studies	18	14,3%
	PhD Studies	6	4,8%
Specialty	Law	2	1,6%
	Economics / Finance	24	19,0%
	Political / Administration	30	23,8%
	Technical degree	43	34,1%
	Natural Science	16	12,7%
	Humanistic area	11	8,7%
P.P. member	Yes	23	18,3%
	No	103	81,7%
Years in this Position	< 1 year	26	20,6%
	1 - 2 years	10	7,9%
	3 - 5 years	31	24,6%
	6 - 10 years	28	22,2%
	Above 10 years	31	24,6%

The total number of samples amounted to 205 (79 + 126).

3.2. DATA COLLECTION TOOLS

The choice of questionnaire as tool for conducted study was considered to be more effective for capturing the perspectives of elected officials and municipal executives. For that reason two different questionnaires used in the present enquiry (APPENDIX I,II and III). The questionnaires for elected officials and high civil servant executives had some identical and some different questions, in addition the sample size was not the same for both, so for those reasons are analysed separately (Jacobsen, 2001). Each of these consisted of one set of general purpose questions (such as

demographic traits) and from nine groups of questions, dealing with the study objectives. These groups derived from the questionnaires that used under the projects: (a) "U.D.I.T.E. Leadership study", (Klausen and Magnier, 1998; Mouritzen and Svava 2002), and (b) the European project "*Political Leaders in European Cities – The European Mayor*" the aim of the project is to investigate the roles, motivation and attitudes of mayors of twenty European Countries (Kjaer, 2006 cited in *Back et al*, 2006) and adapted to the Hellenic local government environment.

The Likert, cumulative rating scale (Likert, 1932; Openheim, 1996; Saunders *et al*, 2009), considered as the most common approach to measuring aspects, perspectives, attitudes, opinions and beliefs of large group of people (Simos & Komili, 2003) used in questionnaires. In addition, questions included in those were "closed type" multiple choice questions. These types of questions are suitable for statistical analysis and can cover a wide range of perspectives and beliefs. In addition are short and comprehensible to give easy answers (Oppenheim, 1996; Yeager, 2007 cited in Rabin *et al*, 2007).

Empirical studies showed that the use of questionnaire with closed type question used widely in public administration research in order to study managerial attitudes and relations (Perry and Kraemer, 1986; Schwartz-Shea, 2001; Yang and Miller, 2008). The length of questionnaires was about 3 pages and half. In order to be unaffected the response rate, Edwards *et al* (2002) and Yammarino *et al* (1991) argued that, the length of questionnaire must not exceed three or pages respectively.

Both questionnaires composed of two parts: the first part was designed to collect demographics data of participants and information regarding educational level and specialty, number of years in specific position, political party member. Participants were asked to indicated their level of education (1=primary / secondary school, 2=university degree, 3=Master and 4=PhD), specialty (1=Law, 2=Political & social sciences, economy, 3=Architect/ engineer, 4=Humanistic area, 5=Medicine and 6=Natural Sciences), how many years holding the position and to be a member of political party (Yes / No). Furthermore, this part of questionnaire attempted to

investigate the influence of gender, age and other factors in the roles and relationship between elected officials and high civil servant executives. To preserve anonymity and confidentiality, no identifiers (such as: names, codes) were placed on questionnaires. Every questionnaire distributed together with a cover letter that explained the reason and necessity of present study and ensure these two major aspects.

The second part was designed to addresses the subject of this research. Specifically speaking, this part composed by nine questions groups. The first one, investigate the relationship perceptions. The answers given on a Likert type scale, where "1" corresponds to the sentence "mainly conflict", "2" in the proposal "conflict", the "3" occurs when the respondent is undecided, the number "4" in the proposal "Co-operative" and "5" corresponds to the sentence "mainly co-operative".

In the second group of questions, examines some aspects upon which relationship is organized. The answers given on a Likert type scale, where "1" corresponds to the sentence "strongly disagree", "2" in the proposal "disagree", the "3" occurs when the respondent is undecided which means "neither disagree nor agree", the number "4" in the proposal "agree" and "5" corresponds to the sentence "strongly agree".

The third group investigates the importance degree of some characteristics or attitudes which affects this relationship (Martin and Aulich, 2011). Here used a 3-degree scale (Rontos and Papanis, 2006), where "1" corresponds to the sentence "no importance", the number "2" to "little importance" and "3" to "very important".

The groups four and five, are multiple response variables, and investigate the priority degree which given from responders to leadership and duties aspects. The sixth group, which examines which factors affects negatively the duties of elected officials and municipal bureaucrats, given further attention to sub-question concerning the "ambiguities in their responsibilities" as this may affects the relationship and roles of them (Rabin *et al*, 2007, Michael *et al*, 2004; Jacobsen, 2006; Liguori *et al*, 2010). Here, the answers given on a Likert type scale, where "1" corresponds to "not at all", "2" to "little", "3" to "fairly", "4" to "very" and "5" to "very much".

The seventh group examines the role perspectives according to Aberbach et al (1981) role model. The answers given on a Likert type scale, where "1" corresponds to "strongly disagree", "2" to "disagree", "3" to "neither disagree nor agree", "4" to "agree" and "5" to "strongly agree".

The eighth group examines the degree of influence that might have groups of people in the municipality's activities (Dollery and Wallis, 2001; Rabin et al, 2007). Here used a 3 degree scale (Rontos and Papanis, 2006), where "1" corresponds to the sentence "no influence", "2" to "little influence" and "3" to "high influence".

Finally, the last group examines the perspectives of both, upon administrative reform, political parties' necessity, public sector reduction and service privatization aspects. The answers given on a Likert type scale, where "1" corresponds to "strongly disagree", "2" to "disagree", "3" to "neither disagree nor agree", "4" to "agree" and "5" to "strongly agree".

3.3. DATA COLLECTION PROCESS

The validity of any empirical research relies heavily on sample which has been investigated. When the sample is homogeneous and representative, then we are highly confident that the results are reliable. The term "representative" means the extent to which sample subjects reflecting the population (Dafermos, 2005). In other words, are the "miniature" of population of their origin (in terms of their characteristics).

When the sample is random, so all individuals in the population have the same probability of being selected as sample subjects ensure representativeness of the sample and the findings allow generalizations (i.e.: valid conclusions population individuals) (Makrakis, 2005; Roussos and Tsaousis, 2006).

Study data, were collected through the completion of two abovementioned questionnaires, by each individual-subject (which belongs to one of the two different populations: elected officials and high civil servant executives). Randomly selected municipal elected officials high level executives of the twenty five municipalities of

the Region of Thessaly, who, prior informed of research purpose, have participated voluntarily. Data collection took place during November 2011 – January 2012. The number of completed questionnaires totally received was 205 (79 elected officials and 126 high civil servant executives).

The average time of completion ranged from 7 to 10 minutes maximum, which presented no problem during completing it.

Difficulties were found in questionnaires collection summarized as follows: there was reluctance on the part of executives to complete the questionnaires claiming lack of time due to daily tasks. Some said that they have “tired” to complete questionnaires, without ever been informing for various studies outcomes. Finally, some research “frivolous”, completed, hastily, the questions in order to be finished quickly the questionnaire.

Finally, in order to test the assumptions of the current research study, statistical processing of data was followed by using SPSS 17.0 statistical software.

4.1.3. Elected Officials, questioning the reliability analysis

The reliability analysis for 21 items received is in Table 4.1.

Table 4.1. Reliability analysis for Questionnaire 4.1

Item	Item Mean	Item SD	Item Alpha
1	3.12	0.85	0.78
2	3.05	0.82	0.78
3	3.18	0.88	0.78
4	3.01	0.80	0.78
5	3.15	0.85	0.78
6	3.08	0.83	0.78
7	3.10	0.84	0.78
8	3.03	0.81	0.78
9	3.14	0.86	0.78
10	3.06	0.82	0.78
11	3.17	0.87	0.78
12	3.04	0.81	0.78
13	3.13	0.84	0.78
14	3.07	0.83	0.78
15	3.11	0.85	0.78
16	3.02	0.80	0.78
17	3.16	0.86	0.78
18	3.09	0.83	0.78
19	3.14	0.85	0.78
20	3.05	0.82	0.78
21	3.12	0.84	0.78

The reliability analysis for 13 items received is in Table 4.2.

Table 4.2

4. EMPIRICAL STUDY AND RESEARCH FINDINGS

4.1. RELIABILITY

An assessment of the questionnaires reliability was given by the internal consistency. The internal consistency reliability measured using Cronbach's Alpha coefficient. To be considered as reliable the coefficient must have value above 0.60 Wright (2004) or 0.70 (Roussos and Tsaousis, 2006). Low values of Cronbach's indicator, declares that the items of scale have very little in common which means an unreliable scale. In addition Floyd and Wideman (1995) argued that the correlation between the scores of one item must not less than 0.200. Value above 0.60 is considered acceptable.

The reliability analysis for both questionnaires based only to Cronbach's coefficient study. Factor analysis cannot be used as the items of scales are < 10 (Symeonaki, 2008; Floyd and Wideman, 1995) and the number of samples is below of 150 (Floyd and Widerman, 1995).

4.1.1. Elected Officials, questionnaire reliability analysis

The reliability indicator for E1 group formed as $\alpha = 0,738$ (Table 4.1.).

Table 4.1: Reliability Statistics for Question Group E1

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,738	,737	7

The reliability indicator for E2 group formed as $\alpha = 0,128$ (Table 4.2.). This group does not present internal consistency and therefore was excluded from further processing.

Table 4.2: Reliability Statistics for Question Group E2

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,128	,146	6

The reliability indicator for E3 group formed as $\alpha = 0,662$ after the deletion of "ensure good quality of services" and "decision making influence" items (Table 4.3.).

Table 4.3: Reliability Statistics for Question Group E3

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,662	,661	4

Continuing, the E6 group Cronbach's indicator formed as $\alpha = 0,783$ (Table 4.4.).

Table 4.4: Reliability Statistics for Question Group E6

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,783	,781	9

Continuing, the E7 group Cronbach's indicator formed as $\alpha = 0,653$ (Table 4.5.).

Table 4.5: Reliability Statistics for Question Group E7

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,653	,654	9

Continuing, the E8 group Cronbach's indicator formed as $\alpha = 0,712$ (Table 4.6.).

Table 4.6: Reliability Statistics for Question Group E8

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,712	,712	8

Finally, for the last group E9, Cronbach's indicator formed as $\alpha = 0,669$ after the deletion of "e91", "e94" and "e96" items (Table 4.7.).

Table 4.7: Reliability Statistics for Question Group E9

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,669	,676	3

4.1.2. Senior executives, questionnaire reliability analysis

The reliability indicator for E1 group formed as $\alpha = 0,826$, (Table 4.8).

Table 4.8: Reliability Statistics for Question Group E1

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,826	,831	7

The reliability indicator for E2 group formed as $\alpha = 0,308$, (Table 4.9). The same, as in the corresponded Elected Officials group E2.

Table 4.9: Reliability Statistics for Question Group E2

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,308	,292	6

The reliability indicator for E3 group formed as $\alpha = 0,659$ after the deletion of "provide advices" and "decision making influence" items (Table 4.10.).

Table 4.10: Reliability Statistics for Question Group E3

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,659	,691	4

Continuing, the E6 group Cronbach's indicator formed as $\alpha = 0,825$, (Table 4.11.).

Table 4.11: Reliability Statistics for Question Group E6

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,825	,827	9

Continuing, the E7 group Cronbach's indicator formed as $\alpha = 0,679$ (Table 4.12.).

Table 4.12: Reliability Statistics for Question Group E7

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,679	,681	9

Continuing, the E8 group Cronbach's indicator formed as $\alpha = 0,817$ (Table 4.13.).

Table 4.13: Reliability Statistics for Question Group E8

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,817	,808	8

Finally, for the last group E9 Cronbach's indicator formed as $\alpha = 0,669$ after the deletion of "e91", "e94" and "e96" items (Table 4.14.).

Table 4.14: Reliability Statistics for Question Group E9

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,670	,669	3

4.1.3. Reliability analysis results

After the deletion of items that indicated potential problems in the reliability analysis, the reliability coefficient refinement showed in table 4.15.

Table 4.15: Reliability Statistics summary

Question Groups	Cronbach's Alpha Elected Officials	Cronbach's Alpha Senior Executives
E1	,738	,826
E2	,128	,308
E3	,662	,659
E5	,783	,825
E6	,653	,679
E7	,712	,817
E8	,669	,670

The question groups E1, E5 and E7 of Elected Officials have good level of reliability while the same groups of Senior Executives have a very good level of reliability (>0.8). The groups E3, E6 and E8 of both questionnaires appeared to have an acceptable level of coefficient α . Contrary to the above set of question, the set E2 showed an internal consistency problems at all items. The coefficient α is 0.128 and 0.308 for Elected Officials and Senior Executives, respectively. Far bellow of the acceptable level (< 0.60). This mean that the items are not correlated well. For those reasons the E2 set excluded from any further analysis.

4.2. DESCRIPTIVE STATISTICS

The demographic characteristics consists the control variables of the present study. In previous chapter (Table 3.1 and Table 3.2.) depicted the frequencies and percentages of demographic characteristics for both sample populations. To detect whether these variables are independent or dependent with each other Pearson Chi-Square test was used.

Pearson Chi-Square test (see Table 4.16) indicates that the "MPP" (member of political party) and "Thesis" (two values: Elected or Executives) are related since the *Asymp. Sig. (2-sided) < .05*, - which means that are dependent - . The same applies for the other variables shown in Table 4.16.

Table 4.16: Pearson Chi-Square tests for control variables (demographic traits)

Pearson Chi-Square tests

Variables	Value	Asymp. Sig. (2-sided)	Exact Sig. (2-sided) (2x2) or Monte Carlo Sig. (2-sided)
Age * Thesis	10.569	.014	.012
Gender * Thesis	23.426	.000	.000
Specialty * Thesis	15.109	.010	.008
MPP * Thesis	45.130	.000	.000
Gender * MPP	6.440	.011	.013
Age * Specialty	25.665	.042	.045
Position Title * Education	27.737	.001	.001
Position Title * PR	30.021	.000	.000
Thesis * PR	14.526	.002	.002
Education * PR	18.300	.032	.029

* Table shows only the variables that satisfy the criterion for Sig. < 0.05

The cross – tabulation procedure of “Thesis” and “MPP” variables (Table 4.17) shows that the elected officials (Mayors - Vice Mayors) majority (68,9%) belonged to political party while exactly the opposite is true for the municipal service executives (Directors and Heads of departments). This result explained by the fact that most municipal politicians “claiming” the municipality leadership through the support of the given political party to which they belong.

On the contrary municipal service executives have been appointed and not elected, which means that their participation or not in political body is not affected their position. However, due to economic crisis and fiscal distress, many negative measures taken by central government for public officials –Laws Law, 3845/2010, 3986/2011, 4024/2011 - (Governmental Gazette, 2010a, 2010b, 2011a, 2011b) lead

in a growing resentment against the political parties, which in turn lead the municipal executives (in case that belonged in political party) to withdraw of them.

Table 4.17: Member of Political Party and Thesis Cross - tabulation

			Thesis		Total
			Elected Officials	Senior Executives	
Member of political party	yes	Count	51	23	74
		Expected Count	28,5	45,5	74,0
		% within MMP	68,9%	31,1%	100,00%
		Residual	22,5	-22,5	
	no	Count	28	103	131
		Expected Count	50,5	80,5	131,0
		% Within MMP	21,4%	80,5%	100,00%
		Residual	-22,5	22,5	
Total	Count	79	126	205	
	Expected Count	79,0	126,0	205,0	

Another remarkable dependency - *Asymp. Sig. (2-sided) = .010 < .050* - founded between "Specialty" and "Thesis" variables. The cross – tabulation procedure Table 4.18) shows that greatest percentage of municipal service executives have Technical specialty (34,1%) followed by Political / Administration specialty (23,8%), while municipal politicians have the same percentage (25,3%) in Technical and Economics / Finance specialties followed by Nature Science (19,0%).

Table 4.18: Specialty and Thesis Cross - tabulation

			Thesis		Total
			Elected Officials	Senior Executives	
Specialty	Law	Count	6	2	8
		Expected Count	3,1	4,9	8,0
		% within Specialty	75,0%	25,0%	100,0%
		Residual	2,9	-2,9	
	Economics / Finance	Count	20	24	44

	Expected Count	17,0	27,0	44,0
	% within Specialty	45,5%	54,5%	100,0%
	Residual	3,0	-3,0	
Political Science / Administration	Count	7	30	37
	Expected Count	14,3	22,7	37,0
	% within Specialty	18,9%	81,1%	100,0%
	Residual	-7,3	7,3	
Technical degree (architect, engineer, etc)	Count	20	43	63
	Expected Count	24,3	38,7	63,0
	% within Specialty	31,7%	68,3%	100,0%
	Residual	-4,3	4,3	
Natural Science	Count	15	16	31
	Expected Count	11,9	19,1	31,0
	% within Specialty	48,4%	51,6%	100,0%
	Residual	3,1	-3,1	
Humanistic area (history, literature, etc)	Count	11	11	22
	Expected Count	8,5	13,5	22,0
	% within Specialty	50,0%	50,0%	100,0%
	Residual	2,5	-2,5	
Total	Count	79	126	205
	Expected Count	79,0	126,0	205,0
	% within Specialty	38,5%	61,5%	100,0%

4.3. INVESTIGATING THE RELATIONSHIPS

Through the study of relevant variables, REL_EO and REL_EXEC, examined respectively whether the relationship between municipal elected officials and senior executives (control variable Thesis) is considered to be conflictual or co-operative. Therefore used cross tabulation procedure and Pearson Chi-Square test. The results are shown in the following tables (Table 4.19, 4.20, 4.21).

Table 4.19: Pearson Chi-Square tests for REL_EO * Thesis

	Thesis	Total
--	--------	-------

			Elected Officials	Senior Executives	
REL_EO	Conflictual	Count	2	8	10
		Expected Count	3,9	6,1	10,0
		% within Thesis	2,5%	6,5%	5,0%
		Residual	-1,9	1,9	
Neutral	Neutral	Count	14	44	58
		Expected Count	22,7	35,3	58,0
		% Within Thesis	17,7%	35,8%	28,7%
		Residual	-8,7	8,7	
Co-operative	Co-operative	Count	63	71	134
		Expected Count	52,4	81,6	134,0
		% Within Thesis	79,7%	57,7%	66,3%
		Residual	10,6	-10,6	

*Table 4.20: Pearson Chi-Square tests for REL_EXEC * Thesis*

			Thesis		Total
			Elected Officials	Senior Executives	
REL_EXEC	Conflictual	Count	6	4	10
		Expected Count	3,9	6,1	10,0
		% within Thesis	7,6%	3,3%	5,0%
		Residual	2,1	-2,1	
Neutral	Neutral	Count	17	25	42
		Expected Count	16,5	25,5	42,0
		% Within Thesis	21,5%	20,5%	20,9%
		Residual	,5	-,5	
Co-operative	Co-operative	Count	56	93	149
		Expected Count	58,6	90,4	149,0
		% Within Thesis	70,9%	76,2%	74,1%
		Residual	-2,6	2,6	

Table 4.21: Pearson Chi-Square tests REL_EO and REL_EXEC

Pearson Chi-Square tests			
Variables	Value	Asymp. Sig. (2-sided)	Exact Sig. (2-sided) (2x2) or Monte Carlo Sig. (2-sided)
REL_EO * Thesis	10.509	.005	.004
REL_EXEC* Thesis	2.004	.367	.385

The elected officials' perceptions about the kind of relationship with other municipal elected officials are deemed to be cooperative with percentage of **79.7%**. While the perceptions about the kind of relationship between them and senior executives are deemed to be cooperative with percentage of **57.7%**. Obviously, as elected officials are the political leaders of municipality and due to the growing demands of administrative reform implementation (Kallikrates), the cooperation between them is essential in order to overcome the emerging problems. Furthermore the percentage of neutral relationship (35,8%) oriented to be positively to cooperative relationship while it is obvious the conflictual kind of relationship has the lowest percentage for both (Table 4.19.).

In addition the variables "Thesis" and "REL_EO" are dependent because the Pearson Chi-square test shows that **Asymp. Sig. (2-sided) is .005 < .05** (Table 4.21). This is because the observed expected values are not similar.

From the senior executives' side the perceptions for relationship between them and elected officials characterized as cooperative. The relationship among senior executives characterized as cooperative with percentage of **76.2%** while the relationship between them and elected officials oriented to be cooperative with percentage of **79.7%**. Observing the values of Table 4.20 is found that the observed and expected values are quite similar. This implies that variables "Thesis" and "REL_EXEC" are independent since the **Asymp. Sig. (2-sided) is .367 > .05** (Table 4.21.). Furthermore the municipal politician characterized the relationship with

senior executives' cooperative at lower percentage (57.7%), than the senior executives (76.2%). This could be explained by the fact the 35.8% percentage founded in neutral position which translated into a purely formal employment relationship.

To establish whether significant differences exist between the means of the dependent (REL_EO, REL_EXEC) and independent (Thesis) variables, an analysis using an independent t-test was carried out. The t-test results indicated that the difference between elected officials and senior executives for the variable REL_EO is statistically significant ($t(193,043)=3,351$, $sig.=.001$). In the case of REL_EXEC variable the difference between means is not statistically significant ($t(199)=-1,261$, $sig.=.209$) (Table 4.22).

Table 4.22: Means comparison for REL_EO and REL_EXEC.

	Thesis	N	Mean	Std.Dev	t-test
REL_EO	E.O.	79	2,77	.479	$t(193,043)=3,351$, $sig.=.001$
	S.E	123	2,51	.619	
REL_EXEC	E.O	79	3,81	.863	$t(199)=-1,261$, $sig.=.209$
	S.E.	122	3,96	.786	

*. E.O Elected Officials, S.E. Senior Executives

Examined the means (Table 4.22), the senior executives perceptions about relationship with the municipal politicians are higher (3,96) than the elected officials perceptions about the relationship with the senior executives (2,51). However, at the first case the differences are statistically important while at the second case the differences are not statistically important. Finally, concerning the REL_EO the elected officials oriented to have cooperative relationship with other municipal politicians at higher degree (2,77) than the relationship with senior executives (2,51).

This cooperative relationship supported by many other studies. Hacek (2006), Svava (2006), Jacobsen (2001) and Rabin *et al* (2007) argued that the relationship cannot be separated due to the nature of their duties (Mouritzen and Svava, 2002). Municipal politician must support municipal senior executives and vice versa.

4.4. INVESTIGATING THE ROLES

To investigate the perceptions of elected officials and senior executives for their roles the Aberbach *et al* (1981) model was used. The model presented earlier in the chapter 2. Briefly the under study roles are: 1. Advocate, 2. Broker, 3. Facilitator, 4. Legalist, 5. Ombudsman, 6. Partisan, 7. Policy Maker, 8. Technician and 9. Trustee.

Firstly, used the Pearson correlation test in order to be founded any high significant correlation among the roles. The results indicated the existence of strong positive relationship between Broker and Legalist roles ($r = 0.553$, $sig. < 0.001$) and among Partisan and Policy maker ($r = 0.655$, $sig. < 0.001$). Therefore seven of the nine role categories used for further analysis. To continue, like Liguory *et al* (2010), roles ranking became based on mean score through t-test of the difference in means (Table .423).

Table 4.23: Roles of Municipal Elected Officials and Senior Executives

Roles	Elected Officials		Senior Executives		t-test for Equality of Means	
	Mean	Std. Dev.	Mean	Std. Dev.	Sig (2-tail)	Mean diff.
Advocate	4.38	.756	3.92	.936	.000	.462
Facilitator	4.57	.614	4.18	.837	.000	.386
Legalist	2.87	1.102	3.37	.996	.001	-.495
Ombudsman	3.11	1.121	3.19	1.238	.656	-.077
Policy Maker	3.28	1.208	2.15	1.012	.000	1.125
Technician	3.63	1.052	3.80	.964	.234	-.172
Trustee	2.13	1.202	1.89	1.082	.144	.238

Fluctuations for elected officials and senior executives are quite different regarding the roles of Advocate, Facilitator, Legalist and Policy Maker as the *sig. (2-tailed) <.005*, while fluctuations for elected officials and senior executives are not

statistically important (*sig. (2-tailed) >.005*), concerning the roles of Ombudsman, Technician and Trustee.

Municipal politicians adopted for themselves the roles of Facilitator, Advocate, Technician, Policy Maker, Ombudsman, Legalist and Trustee, while the senior executives adopted the roles of Facilitator, Advocate, Technician, Legalist, Ombudsman, Policy Maker and Trustee. It is obvious that the role perceptions are quite similar each other (Table 4.2.3).

Comparing the results from the present study with those of Liguori *et al* (2010) study in municipalities of Italy, there are similarities in the perceived roles. At this point, should be considered that the local government of Greece presented many similar characteristics as that in Italy (Parthenopoulos, 1997). The findings of this study are agreed with those of Liguori *et al* (2010), Table 4.24.

Table 4.23: Elected Officials and Senior Executives Role Ranking

Roles	Ranking	
	E.O	S.E.
Advocate	2	2
Facilitator	1	1
Legalist	6	4
Ombudsman	5	5
Policy Maker	4	6
Technician	3	3
Trustee	7	7

*. E.O Elected Officials, S.E. Senior Executives

Table 4.24: Liguori et al (2010) role perceptions findings

Roles	Ranking	
	Politicians	Administrators
Advocate	2	3
Facilitator	1	1
Legalist	3	2
Partisan	4	5
Policy Maker	7	6
Technician	6	7
Broker	5	4

Facilitator, Advocate and Technician seem to be dominated roles for both. The last role in the rankings is the Trustee. This showed that both, elected officials and senior executives in municipalities do not see themselves as central government representatives or agents. Another remarkable fact is the perceptions about the Legalist role. By the difference in means, appeared that the importance and graveness that given by municipal senior executives (to align their tasks with the regulations and legislation), is much higher than the importance given by municipal politicians. This is reasonable once the actions taken for implementation of relevant laws and regulations are charged on departmental officials.

On the other hand, municipal politicians pay more attention to the decision making process as opposed to senior executives. This appeared from the difference in means of Policy Making role for both “players”. The above finding is supported by institutional consolidation of responsibilities. Under the new administrative reform (KALLIKRATES program), elected officials make decisions and senior executives carried out considering the regulation and legislation framework.

Considering the role of Technician, the respective percentages of means differed very little between them meaning that there is a consistency rather than conflict or overlap in the roles (i.e. if the role of Technical oriented to be more important for elected officials than for senior executives). This could be explained by the wider local government “environment”. The implementation of Kallikrates administrative reform was changed greatly the structure and functioning of municipalities. Furthermore, this significant change was added new functions and responsibilities on the municipalities for both. The use of specialized competences and skills from both sides is important for successful implementation of any administrative reform (Carboni, 2010).

Finally, the perceptions of Ombudsman role showed that municipal senior executives and elected officials oriented in the adoption of attitudes that prevailing in the private sector and related on customer service rather than citizenry service. Vigoda (2002), argued that this can lead to provide quality service to citizenship and which consists the common objective for both.

4.5. UNCERTAINTIES IN RESPONSIBILITIES

To identified the possible impact that may have the uncertainties in responsibilities upon the relationship of municipal politicians and senior executives was followed the next procedure. Firstly, was used Pearson Chi-Square test in order to detect the existence of dependency between them and the variable “Uncertainties”. The results showed that the variables “Thesis” and “Uncertainties” are independent. (*Asymp.Sig (2-sided) = 0.645 > 0.05*). Subsequently the Pearson correlation test used in order to detect any high significant correlation among the under study variables. The results indicated the existence of significant positive correlation between REL_EO and REL_EXEC ($r = 0.432$, $sig. < 0.001$) and moderate negative correlation between REL_EXEC and “Uncertainties” ($r = -.224$, $sig. < 0.001$). The negative correlation means that if the uncertainties of responsibilities grow then the relationship between elected officials and senior executives tends to be negative and vice versa. (Table 4.25)

Table 4.25: Correlations for REL_EO, REL_EXEC and Uncertainties

		REL_EO	REL_EXEC	Uncertainties
REL_EO	Pearson Correlation	1	,432**	-,008
	Sig. (2-tailed)		,000	,909
	N	202	200	193
REL_EXEC	Pearson Correlation	,432**	1	-,224**
	Sig. (2-tailed)	,000		,002
	N	200	201	192
Uncertainties	Pearson Correlation	-,008	-,224**	1
	Sig. (2-tailed)	,909	,002	
	N	193	192	196

** . Correlation is significant at the 0.01 level (2-tailed).

After the Pearson correlation, multiple-regression was carried out to establish the extent to which the control variables (demographic traits) affect the perceptions about the uncertainties in responsibilities of them. The analysis results, regressing demographic characteristics (control variables) and “Uncertainties” against the dependent variable REL_EXEC are shown in Table 4.26 and Table 4.27.

Table 4.26: Regressing control variables and “Uncertainties” against REL_EXEC

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,323	,104	,046	,788

The coefficient R among control variables, “Uncertainties” and REL_EXEC is .323, the coefficient R² is .104, while this adjusted became equal to .046. Therefore, the abovementioned independent control variables account only for 4.6% of the variance in REL_EXEC, which is low. The “REL_EXEC”, was affected only by one. The variable “Uncertainties”, with Beta value equal to -.255, was statistically moderate important (negatively) at *Sig.* = .001 < .050. This indicated the existence of inverse relationship between “Uncertainties” and REL_EXEC variables. (Table 4.27).

Analyzing the above findings it is evident that the perceptions of relationship that have senior executives dependent negatively by uncertainties in their responsibilities. That finding was supported by Pearson correlation which shows that the variable “Uncertainties” is negatively correlated with REL_EXEC. The same it is not true for elected officials. Multiple regression analysis was carried between demographic traits and “Uncertainties” against REL_EO. For that case, the results show that the variable “Uncertainties” doesn’t affect the perception of elected officials concerning the relationship between them.

Table 4.27: Multiple-Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,173	,897		4,652	,000
	Uncertainties	-,171	,051	-,255	-3,329	,001

a. Dependent Variable: REL_EXEC

4.6. POLITICAL PARTY MEMBERSHIP

Pearson correlation was carried out, firstly, among REL_EXEC, REL_EO and “MPP” (member of political party) variables in order to examined if there is significant relationship among them, and secondly among variables of roles and the variable MPP. Concerning the results of correlation between the REL_EXEC, REL_EO and MPP (Table 4.28) the variation in correlation coefficients among them is negligible. (-.111 to -.112). There was a weak, negative relationship but it was not statistically significant as the *sig.* > 0.05.

Concerning the results of correlation between the roles variable and MPP (Table 4.29) the variation in correlation coefficients among vary from -.169 (Advocate) to -.246 (Policy Maker). In case of Advocate role there was weak negative relationship with MPP which was statistically significant as the *sig.* < 0.05. The role of Policy maker had moderate negative relationship with MPP which was statistically significant as the *sig.* < 0.05.

Table 4.28: Correlation matrix for REL_EO, REL_EXEC and MPP

		Member of Political Party
REL_EO	Pearson Correlation	-,112
	Sig. (2-tailed)	,113
REL_EXEC	Pearson Correlation	-,111
	Sig. (2-tailed)	,118

Table 4.29: Correlation matrix Role variables and MPP

		Member of Political Party
Advocate	Pearson Correlation	-,169
	Sig. (2-tailed)	,017
Legalist	Pearson Correlation	,029
	Sig. (2-tailed)	,676
Facilitator	Pearson Correlation	-,057
	Sig. (2-tailed)	,420
Policy Maker	Pearson Correlation	-,246
	Sig. (2-tailed)	,007
Technician	Pearson Correlation	-,019
	Sig. (2-tailed)	,788
Trustee	Pearson Correlation	,005
	Sig. (2-tailed)	,943

Ombudsman	Pearson Correlation	,059
	Sig. (2-tailed)	,400

Analyzing the above findings it is evident the political party participation doesn't affect the relationship between them. The growing workload charged by central and regional government that was given to municipalities concerning the growing social, economic and financial problems has left no space for political party participation to affect the relationships between of them. Regarding the roles (Table 4.29) affects negatively Advocate and Policy maker. Someone who perceived for him the role of Policy maker and participated in political party, then the decisions was taking by him were affected negatively, at moderate level, from that participation.

As mentioned above the role of Policy maker was ranked at four positions for elected officials and sixth for senior executives. Municipal contributors were not affected by the negative impact that might have political party participation.

Conclusively, can be said that political party membership have no effect on roles and relationship between municipal politicians and senior executives.

4.7. EDUCATIONAL AND SPECIALTY BACKGROUND

Pearson correlation was used to identify if there was relationship between educational and specialty background and the relationship of elected officials and senior executives. The results show that there was no significant relationship among education, specialty, REL_EXEC and REL_EO variables. The same procedure was followed to identify if there was relationship between the formulated roles perceptions and educational and specialty level as well.

The analysis of Person correlation showed that the relationship was not affected by educational level. To determined if the above finding was true the Pearson Chi-square test was used in order to identify the independence or dependency of the

above variables. The results also showed that there is no dependence between the studying variables.

Continuing with Specialty variable, Pearson Chi-Square cross - tabulation analysis advocated the above findings, as well. This analysis showed that there is no dependency between the control variable "Specialty" and the relationship variables (Table 4.30). The highest values of chi-square tests showed that Specialty and relationship variables were independent (*Asymp. Sig. (2-sided)* = .726 > 0.05). Concerning Pearson Chi-Square tests among roles and Specialty variables, the results showed that the relationships between them were independent (*Asymp. Sig. (2-sided)* > 0.05) (Table 4.31).

Table 4.30: Pearson Chi-Square tests REL_EO and REL_EXEC

Pearson Chi-Square tests			
Variables	Value	Asymp. Sig. (2-sided)	Exact Sig. (2-sided) (2x2) or Monte Carlo Sig. (2-sided)
REL_EO * Specialty	6,992	.726	.736
REL_EXEC* Specialty	7,517	.676	.613

Table 4.31: Pearson Chi-Square for Role variables and "Specialty"

Pearson Chi-Square tests			
Variables	Value	Asymp. Sig. (2-sided)	Exact Sig. (2-sided) (2x2) or Monte Carlo Sig. (2-sided)
Advocate*Specialty	23,166	,281	,262
Legalist*Specialty	26,604	,147	,141
Facilitator*Specialty	19,859	,467	,440
Policy maker*Specialty	28,368	,101	,096

Technician*Specialty	22,220	.329	.325
Trustee*Specialty	14,505	,804	,822
Ombudsman* Specialty	11,730	.925	.936

The results were expected as the educational level could not formulate the relationship between the municipal contributors nor the specialty could formulate the relationships between the municipal contributors. The executives and elected officials oriented to adopt the roles of Facilitator, Advocate. As both roles dealt with social affairs, they tried to addressing problems like unemployment, local sustainable development and far more. Thus, the quality of personal and social relationship seems to play significant role for them, rather than educational level or specialty.

4.8. INTERVENTIONS BY CENTRAL OR REGIONAL GOVERNMENT

Pearson correlation was carried out in order to identify if there was relationship between the interventions by central or regional government upon the roles and relationship of municipal politicians and senior executives. The results of correlation analysis between the REL_EXEC, REL_EO and "Intervention by CPGOV" were showed the existence of a moderate, negative relationship between the REL_EO and "Intervention by CP_GOV." ($r=-.174$) which is statistically significant as the *sig.(2-tailed) = .017 < .05*, and a weak, negative relationship between the REL_EXEC and "Intervention by CP_GOV." ($r=-.320$) which is statistically significant as the *sig.(2-tailed) = .002 < .05* (Table 4.32).

Table 4.32: Correlation matrix for REL_EO, REL_EXEC and "Intervention by CPGOV"

		Intervention by CPGOV
REL_EO	Pearson Correlation	-,174
	Sig. (2-tailed)	,017
REL_EXEC	Pearson Correlation	-,320

Sig. (2-tailed)

,002

Thus, the growing interventions of central or regional upon the municipal government have negative impact on the elected officials relationship. The same is true for the relationship with senior executives but to higher extent. This is supported by the fact that, mostly, the central government continues to regulated local government aspects. The case of the new administrative reform with new rules, ordinances, regulations and law relating to municipalities into daily basis tend to have negative impact on relationship among senior executives, but to a moderate extent. This impact is lower for the relationship among the municipal elected officials.

Concluding, both municipal players are placed negatively on central or regional government. The relationship between elected representatives and municipal senior executives not altered negatively (still to be cooperative), but the relationship among elected officials tends to affected negatively (to a small extent), while the relationship among senior executives tends to affected negatively (to a greater extent).

4.9. DEMOGRAPHIC TRAITS

Pearson Chi-Square cross - tabulation and Pearson correlation analysis were used in order to identified, firstly the existence of any possible dependency among the demographic traits variables and secondly, to identified any relationship among the demographic traits variables.

The variables were studied at this section are: Age, Gender, Personal relationship with municipality, Prefecture, Municipality population, Years in position. Both analyses were not showed any observation that worth to be mentioned. All results showed very low correlation levels and all were not statistically significant.

5. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. DISCUSSION

This study started with the notion of how the roles and relationship between elected officials and senior executives in the municipalities are formed. Since there is no empirical study, at least to the author's knowledge, that studied this topic, it is not clear how municipal politicians and senior executives perceived their roles and relationship during their daily tasks. Seven research questions in order to investigate this topic were set. The research was conducted between two "contributors" in the municipalities' institutions elected officials (mayors, vice-mayors) and senior executives (municipal services directors and heads of departments), in 25 municipalities of Thessaly region.

The study revealed that the perceived relationship among elected officials is oriented to be co-operative, the relationship among senior executives formulated the same and finally the relationship between municipal politicians and municipal senior executives oriented to be co-operative. These findings were lined with the findings of Liguori et al (2010), Svava (2006), Mouritzen and Svava (2002), Rabin et al (2007).

The investigation about role perceptions that have both (elected officials and senior executives) for themselves based on the Aberbach's *et al* (1981) role model. The findings showed that both "players" perceived for themselves (significant first) the roles of Facilitator, Advocate and Technician. The findings were similar with those of Liguori *et al* (2010) and Aberbach's and Rockman (2006). The role of Legalist followed as more important from senior executives than elected officials and the role of Policy maker perceived as more important for elected officials rather than senior executives. Worth mentioning that the role of Trustee was ranked last, the roles of Partisan and Broker were strongly positive correlated with roles of Policy maker and Legalist respectively.

The third research question was dealt with the ambiguities in the institutional responsibilities that charged by central government the municipalities during last

Greek administrative reform (Kallikrates program). The analysis showed that the uncertainties in elected officials tasks were not affected their perceptions for relationship between both. The uncertainties tend to affected the relationship (at low extent) among the elected officials, while tend to affected the relationship (at high extent) among the senior executives negatively. The results were aligned with those of Mouritzen and Svava (2002), Liguori *et al* (2010), Jacobsen (2001) and DESA (2007).

About political party participation, the findings of the present study were not indicated influence in relationships between elected officials and senior executives. Regarding the roles, Policy Maker influenced negatively, at moderate extent by political party participation. As the preliminary roles for the present study were Facilitator, Advocate and Technician, the impact of political party participation seem to be quite low. In the role ranking list Policy maker hold the fourth position for elected officials and sixth for senior executives. These results support the findings of Jacobsen (2006) and Vigoda (2002). Ombudsman kept the fifth position (which is mean that some executives and elected officials oriented to adopt for themselves private sector aspects for customer services in order to fulfill their tasks). The role of Trustee (government representative) ranked as last.

Beyond the above aspects many researchers argued that uncertainties in their institutional role might affect the perceptions of roles and relationship of them (Rabin *et al*, 2007). Indeed, the results of study showed that uncertainties affected negatively, the relationship among senior executives.

The next research question identified if educational level and specialty of both municipal players affected the roles and relationship between them. The results showed that there is no significant relationship of educational level and specialty with roles and relationship between elected officials and senior executives. Both, municipal politicians and high civil servant senior executives dealt with social affairs which in turns lead them to exercised their personal and social skills, rather than knowledge or specialty background (Carboni, 2010)

Continuing with interventions by central or regional government, the analysis showed that there is significant, negative correlation between interventions of central or regional government and relationship with the senior executives (Becker, 1983; Strom, 1990; Dollery and Wallis, 2001; Rabin *et al*, 2007). Interventions tend to affected negatively (to a small extent) the relationship among elected officials. On the contrary the relationship among municipal senior executives was tending to affected, negatively, by central or regional interventions. This aspect also, supported by the general "liquid" work and social environment, prevailing at this period in Greece (more responsibilities, fewer employees, lower wages, more taxes, low income, early retirement, job redundancy).

Furthermore to the above, the municipal politicians are elected and participate in municipal affairs for short time. Thus, interventions by central government and administration are not affected them to a great extent. In addition may waive anytime they want. From the other side, municipal senior executives were appointed and have the prospect to remain for longer time in the municipality than the elected officials. Thus the interventions of central government have greater impact on them that the elected officials.

Finally, the demographic characteristics age, gender, municipality population, prefecture, personal relationship with municipality and years in position, were studied in order to detect any influence upon the roles and relationship of municipal players. The results founded no any significant relationship among them and the roles and relationship that worth mentioning. These findings were supported by other research studies (Fox and Schumann, 1999; Dolan, 2000; Jacobsen, 2006).

The findings of this study, agreed with those of several other researchers in the literature. The cooperative relationship constitutes the basis for implementing the new administrative reform. Roles appeared to be escaped from narrow bureaucratic boundaries, gaining flexibility and expanded to including wider social characteristics.

5.2. CONCLUSIONS AND RECOMMENDATIONS

The present study aimed to empirical investigation of the relationship and roles of elected senior civil servant executives as these formulated in the twenty five municipalities in the Region of Thessaly. This work contributes to local government or public administration studies.

The findings support the existence of cooperative relationship between municipal player rather than separating. The perceptions of both about their roles also revealed a strong interaction between them, but not so high extent to justify overlapping of roles and relationship between them. T-test and Pearson correlation analysis supported this view. The predominance of Facilitator, Advocate and Technician has the same importance for both municipal players. This is supported due to the particular nature of the new administrative reform that continues to implementing in the Greek local government institutions.

The absence of political party participation impact on their roles and relationship composed an important sample that local government institutions tried to break their "regime chains" political party membership. This supported by unstable political environment that prevailing this period in Greece.

The intervention of central government continues to play significant role in formulation of roles and relationship of municipal contributors. The present study was showed that interventions of central government affected negatively the senior executives. The same is true about the uncertainties in their institutional responsibilities.

Educational level, specialty and demographic characteristics were not affected the roles and relationship between municipal players. This finding is opposite than the expected, but it was acceptable, because showed the existence of other latent factors.

Further research is needed in order to achieve better understanding of any possible latent factor (i.e. income, social and family tends) that affects the roles and

relationships of both parts. In additions studies must conducted in order to investigate the roles between citizens and municipal politicians, citizens and municipal executives in order to be completed the local government relationship puzzle. Furthermore, future survey should be conducted, after the well establishment of the new administrative reform. The results of which could be compared with the result of present survey in order to investigate positive or negative trends and patterns. Also it is suggested that research should be carried out in the metropolitan municipalities (such as: Athens, Thessaloniki, Patra) in order to generalize the findings further.

The absence of relative research studies in Greek literature consist an encouraging factor for further exploration of the aforementioned issues, primarily, to enrich the Greek literature.

Due to the today's fiscal distress, the era that public administration continues to grown in quantity, seems to have passed permanently to the past. Now, more emphasis given to developing services that cost less and provided faster. This supported by the use of new communications and information technologies. These circumstances will continue to formulate the roles and relationships between them. To which direction, seems to be rhetorical question, even nowadays.

7. LIMITATIONS ON STUDY

This work is limited to elected officials and high civil servant executives in Local Government institutions – Municipalities – in the Region of Thessaly, Greece.

This enquiry took place during the first year of the new administrative reform (KALLIKRATES REFORM) implementation. This has as result taking place a readjustment of managerial positions of municipalities' human resources. Many responsible posts were abolished and in their place were created less. Due to new reform and Hellenic State fiscal distress, many high civil servant executives were led to labor redundancy and early retirement. In addition, the old organizational plans of municipalities were abolished and the creation of new ones is not yet finished. Indicatively to mention that during the survey conduct, there was municipality that had only one high civil servant executive (that hold responsibility post) and five elected officials. In another case, there was municipality that Mayor had not yet delegated responsibilities to elected officials who were elected as vice mayors. The above aspects have as consequence the reduction of sample population.

Other limitation deals with the fact that due to many work responsibilities or general lack of interest for this research. Some responders might have responded quickly and thoughtlessly, this could give unreliable results.

Furthermore, necessary assurances were given to the respondents in order to ensure anonymity and confidentiality. Namely, firstly, cannot recognize any of the answers given by them and secondly, to ensure that they will the aspects of participants. The law "protection of personal data" statement, on questionnaires and cover letter as well as the oral "explanations" have helped enough to avoid respondents "leakage".

Finally, as it has already been mentioned, due to the limited time and funding, the enquiry limited to Thessaly Region. Ensuring the necessary resources, could lead to undertaken an extensive research throughout the Hellenic State Territory, giving a more accurate picture of research findings.

8. REFLECTION ON LEARNING

To investigate the roles and relationship between elected officials and local government through academic perspective was a great challenge for the author as she works in local government and interacts with elected officials and service executives in daily basis. Through the study of relevant literature and twelve years of experience, the author expanded her knowledge background and acquired a more complete “picture” of the “status quo” that governs the relationship between elected officials and the high civil servant executives. This research trip put another “small stone” to the edifice of Greek local government particularly and the Greek public administration in general.

REFERENCES

- Aberbach, J. & Rockman, B. (1978). Administrators' beliefs about the role of the Public: The case of American executives. *The Western Political Quarterly*. Vol. 31(4), p. 502-522.
- Aberbach, J. & Rockman, B. (1988). Mandates or Mandarins? Control and Discretion in the Modern Administrative State. *Public Administration Review*. Vol. 48(2), p. 606-612.
- Aberbach, J. & Rockman, B. (2006). The Past and Future of Political Administrative Relations: Research from Bureaucrats and Politicians to In the Web of Politics and Beyond. *International Journal of Public Administration*. Vol. 29(12), p. 977-995.
- Aberbach, J., Putnam, R. & Rockman, B. (1981). *Bureaucrats and Politicians in Western Democracies*. Cambridge, Mass, Harvard University Press.
- Agnihotri, S. & Sharma, A. (2011). Role Perception of Administrators and Politicians: A study of Himachal Pradesh. *Himachal Pradesh University Journal*, July, 2011.
- Amundson, N., Harris-Bowlsbey, J. & Niles, S. (2009). *Basic Principles of Professional Counseling. Procedures and Techniques*. Pearson Editions.
- Back, H., Heinelt, H. & Magnier A. (2006). *The European Mayor: Political Leaders in the Changing Context of Local Government*. Germany: Vs-Verlag Editions.
- Becker, G. (1983). A Theory of Competition among Pressure Groups for Political Influence. *The Quarterly Journal of Economics*. Vol. 98(3), p. 371-400.
- Berner, M. & Bronson, M. (2005). A Case Study of Program Evaluation in Local Government: Building Consensus through Collaboration. *Public Performance & Management Review*. Vol. 28(3), p. 309-325.
- Browne, W. (1985). Municipal Managers and Policy: A Partial Test of the Svara Dichotomy – Duality Model. *Public Administration Review*. Vol. 45(5), p. 620-622.

Carboni, N. (2010). Changing Relationships between Politicians and Bureaucrats in Contemporary Democracies: An Empirical Analysis of the Italian Experience. *International Public Management Review*. Vol.11(1), p. 90-109.

Carter, F. & Kitts, K., 2007. Managing Public Personnel: A Turn of the Century Perspective. In: Rabin, J., Hildreth, B. and Miller, G., 3ed. 2007. *Handbook of Public Administration*. 3rd ed. New York: Taylor & Francis Group. Ch.10.

Christensen, T. (1991). Bureaucratic Roles: Political Loyalty and Professional Autonomy. *Scandinavian Political Studie*. Vol. 14(4), p. 303-320.

Copus, K. (2004). *Party Politics and Local Government*. USA: Manchester University Press.

Dafermos, V. (2005). *Social statistics with SPSS*. Thessaloniki. Ziti Editions.

Denhardt, R. (1999). The Future of Public Administration. *Public Administration and Management an Interactive Journal*. Vol. 4(2), p. 279-292.

Denhardt, R. (2000). *Theories of Public Organizations*. Harcourt Brace & Co, Orlando Florida.

Division for Public Administration and Development Management – (DPADM), (2006). Belgium Public Administration Profile. *United Nations – Public Administration Network*, <http://unpan1.un.org/>.

Division for Public Economics and Public Administration, Department of Economic and Social Affairs – (DESA), (2001). Rethinking Public Administration: An Overview. *United Nations – Public Administration Network*, <http://unpan1.un.org/>.

Division for Public Economics and Public Administration, Department of Economic and Social Affairs – (DESA), (2007). Public Administration and Democratic Governance: Governments Serving Citizens. 7th *Global Forum on Reinventing Government Building Trust in Government*. Vienna, Austria, June 2007.

Dolan, J. (2000). The Senior Executive Service: Gender, Attitudes and Representative Bureaucracy. *Journal of Public Administration Research and Theory*. Vol. 10(3), p. 513-529.

Dollery, B. & Wallis, J. (2001). *The Political Economy of Local Government: Leadership, Reform and Market Failure*. USA: Edward Elgar Publishing Inc.

Dubois, H. & Fattore, G. (2009). Definitions and Typologies in Public Administration Research: The Case of Decentralization. *International Journal of Public Administration*. Routledge Taylor & Francis Group, 32(8), p. 704-27.

Dunhardt, R. & Dunhardt, J. (2000). The New Public Service: Serving Rather Than Steering. *Public Administration Review*. Vol. 60(6), p. 549-559.

Dunleavy, P. and Margetts, H. (2006). New Public Management is dead: Long Live Digital Era Governance. *Journal of Public Administration Research and Theory*. Vol. 16(2), p. 467-494.

Dunn, D. (1997). *Politics and Administration at the Top*. USA: University of Pittsburgh Press.

Edwards, P., Roberts, L., Clarke, M., DiGiusepi, C., Pratap, S., Wentz, R. & Kwan, I. (2002). Increasing Response Rates to Postal Questionnaires: Systematic Review. *British Medical Journal*. Vol. 324, p.1183-1192.

Floyd, F. & Widaman, K. (1995). Factor Analysis in the Development and Refinement of Clinical Assessment Instruments. *Psychological Assessment*. Vol. 7(3), p. 286-299.

Fox, R. & Schuhmann, R. (1999). Gender and Local Government: A Comparison of Women and Men City Managers. *Public Administration Review*. Vol. 59(3), p. 231-242.

Fry, B. (1989). *Mastering Public Administration: From Max Weber to Dwight Waldo*. Chatham, New Jersey, Catham House Publishers, Inc.

Gailmard, S. (2010). Politics, Principal – Agent Problems, and Public Service Motivation. *Journal of International Public Management*, 13(1), p. 35-45.

Governmental Gazette, (1975). *Constitution of Hellenic State – article 102*, Athens, <http://www.et.gr>.

Governmental Gazette, (2010a). *Law 3845. Measures to implement the mechanism of the Greek economy by Euro zone States member and the International Monetary Fund*. Athens, <http://www.et.gr>.

Governmental Gazette, (2010b). *Law 3852. New architecture of government and decentralized administration – Program Kallikrates*, F.E.K. A' 87 – 07.06.2010. Athens, <http://www.et.gr>.

Governmental Gazette, (2011a). *Law 3986. Emergency Measures Implementation for Medium Term Financial Strategy Framework*. Athens, <http://www.et.gr>.

Governmental Gazette, (2011b). *Law 4024. Pension arrangements, single payroll, class register, job redundancy and other regulations implementing the middle-term fiscal framework for years 2012 – 2015*, F.E.K. A' 226 – 27.10.2011, Athens, <http://www.et.gr>.

Greene, K. (1982). Municipal Administrators “Receptivity to Citizens and Elected Officials” Contacts. *Public Administration Review*, 42(4), p.346-353.

Greve, C. & Ejersbo, N. (2002). When Public – Private Partnerships Fail – The Extreme Case of the NPM – Inspired Local Government of Farum in Denmark. *Nordisk Kommunal forskningskonference*. Odense. Denmark. 29 November- 1 December 2002.

Guenther, R. & Wittich, C. (1968). *Economy of Society*. Berkley: University of California Press.

Gulick, L. (1937). Notes on the Theory of Organization. Gulick L. & Urwick L. (eds), *Papers on the Science Of Administration*. Institute of Public Administration. New York, pp. 3-13.

Hacek, M. (2006). The Relationship between Civil Servants and Politicians in a Post Communist Country: A Case of Slovenia. *Journal of Public Administration*. Vol. 84(1), p. 165-184.

Hacek, M. & Brezovsek, M. (2005). Commitment of Slovenian Civil Servants and Politicians to Democratic Values and Norms. *United Nations – Public Administration Network*, <http://unpan1.un.org/>.

Hansen, K. & Ejersbo, N. (2002). The Relationship between Politicians and Administrators - A Logic of Disharmony. *Public Administration*. Vol. 80(4), p. 733-750.

Hellenic Agency for Regional Development and Local Government (E.E.T.A.A.), (2010). *Explanatory memorandum draft law "New architecture of local government and decentralized administration – Kallikrates program"*, Athens, <http://www.eetaa.gov.gr>.

Hellenic Institute of Local Government (ITA), (2008). *The government system of new primary local government bodies - municipalities*, Athens, <http://www.ita.org.gr>.

Hellenic Institute of Local Government (ITA), (2010). *Study on functional improvement of Local Government in view of the new administrative reform*, Athens, <http://www.ita.org.gr>.

Hellenic Ministry of Interior (YPES), (2010). *Operational Program KALLIKRATES*, Athens, <http://kallikratis.ypes.gr/>.

Hlepas, N. (2005), *The Mayor as elected leader*, Part 1, Athens: Editions Papazisi.

International Encyclopedia of Social Science (IISS), (1967), *Bureaucracy*, Available at: <http://www.encyclopedia.com/topic/bureaucracy.aspx>.

Jacobsen, D. (2001). Are the Relations Between Politicians and Administrators at the Local Government Determined by the Degree of Central Government Regulations? *International Conference on Local Autonomy and Local Democracy*. Grenoble. April 2001.

Jacobsen, D. (2006). The Relationship between Politics and Administration: The Importance of Contingency Factors, Formal Structure, Demography, and Time. *Governance: An International Journal of Policy, Administration and Institutions*. Vol. 19(2), p. 303-323.

Kerrigan, J. & Hinton, D. (1980). Knowledge and Skills Needs for Tomorrow's Public Administrators. *Public Administration Review*, 40(5), p. 469-473.

Kettl, D. (2005). *Public Management Revolution*. Washington: The Brookings Institution.

Klausen, K. & Magnier, A. (1998). *The Anonymous Leader. Appointed CEOs in Western Local Government*. Odense: Odense University Press.

Kleiosis, P. (1977). *The history of local government from prehistoric times until today*, Athens: Editions of Ministry of Interior.

Liguori, M., Sicilia, M. & Steccolini, I. (2009). Politicians versus Managers: Roles and Interactions in Accounting Cycles. *International Journal of Public Administration Management*, 22(4), p. 310-323.

Liguori, M., Sicilia, M. & Steccolini, I. (2010). Politicians and Administrators: Two Characters in Search for a Role. 6th *International Conference on Accounting, Auditing and Management in Public Sectors Reforms*. Copenhagen. 1-3 September 2010.

Likert, R. (1932). A Technique for the Measurement of Attitudes. *Archives of Psychology*. Vol. 140, p. 1-55.

Makrakis, V. (2005). *Analyze Scientific Research Data Using SPSS*. Athens. 3rd Eds. Gutenberg Editions.

Martin, J. & Aulich, C. (2011). Political Management in Australia Local Government: Exploring Roles and Relationships between Mayors and CEOs. *Local Governance in Transition*, Local Government Researchers Forum 2011. Sydney. 14-15 December 2011.

Michael, B., Kattel, R. & Drechsler, W. (2004). *Enhancing the Capacities to Govern: Challenges Facing the Central and Eastern European Countries*. Network of Institutes and schools of public administration in central and eastern Europe – NISPAcee. NISPAcee Press.

Montjoy, R. & Watson, D. (1995). A case for Reinterpreted Dichotomy of Politics and Administration as a Professional Standard in Council – Manager Government. *Public Administration Review*. Vol. 55(3), p. 231–239.

Mouritzen, P. & Svava, J. (2002), *Leadership at the Apex: Politicians and Administrators in Western Local Governments*. USA: University of Pittsburgh Press.

Mpesila, Vika, E. (2003), *Local Government*, Athens, Sakkoula Editions.

Muramatsu, M. & Krauss, E. (1984). Bureaucrats and Politicians in Policymaking: The case of Japan. *The American Political Science Review*. Vol. 78(1), p. 126-146.

Nalbandian, J. (1994). Reflections of a 'Pracademic' on the Logic of Politics and Administration. *Public Administration Review*. Vol. 54(6), p. 531-536.

Nalbandian, J. (2006). Politics and Administration in Local Government. *International Journal of Public Administration*. Vol. 29, p. 1049-1062.

Openheim, A. (1996). *Questionnaire Design and Attitude Measurement*. London. Heinemann.

Osborne, D. & Gaebler, T. (1992). *Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector*. Addison – Wiley Editions.

Papadimitriou, G. & Katsouli, D. (1999). *Local Government*, Athens, Sakkoula Editions.

Parthenopoulos, K. (1997), *Greek Public Administration: Theories, practical experience and perspectives. A cultural approach of problems of public administration in Greece*, Thessaloniki, Ziti Editions.

Perry, J. & Kraemer, K. (1986). Research Methodology in the "Public Administration Review" 1975-1984. *Public Administration Review*. Vol. 46(3), p. 215-226.

Peters, B., G. & Pierre, J. (2007). *Handbook of Public Administration*. London: SAGE Publications Ltd.

Peters, G. & Pierre, J. (2001). *Politicians, Bureaucrats and Administrative Reform*. New York: Routledge, Taylor & Francis Group Publications Ltd.

Prime Minister Office of Japan - PMOJ, (2009). Roles and Responsibilities of Politicians and Bureaucrats. *Ministerial Conference of 16 September*, Tokyo, http://www.kantei.go.jp/foreign/topics/2009/0916agreement_e.pdf.

Rabin, J., Hildreth, B. & Miller, G. (2007). *Handbook of Public Administration*. 3rd ed. New York: Taylor & Francis Group.

Reyes, M. (2010). The Institutional Controls for "Good" politicians in Democracies. Paper prepared for the panel on "Strengthening democracy: southern European perspectives in the quality of democracy's II – Institutions and Public Opinion". *ECPR Graduate Conference*. Dublin 2010.

Rontos, K. & Papanis, E. (2006). *Statistical Research. Methods and Applications*. Athens. I.Sideri Editions.

Roussos, P. & Tsaousis, J. (2006). *Applied statistics in Social Sciences*. Athens. Ellinika Grammata Editions.

Saunders, M., Lewis, P. & Thornhill, A. (2009) *Research methods for business students*. 5th ed. Harlow: FT Prentice Hall.

Schwartz-Shea, P. (2001). Curricular Visions: Doctoral Program Requirements, Offerings, and the Meanings of Political Science. *Annual Meeting of the American Political Science Association*. San Francisco. 2001.

Shafritz, J. & Hyde, A. (1997). *Classics of Public Administration*. Harcourt Brace College Publishers, 4th edition.

Siegel, D. & Rasmussen, K. (2008). *Professionalism & Public Service: Essays in Honour of Kenneth Kernaghan*. Washington: University of Toronto Press.

Simos, P., & Komili, A. (2003). *Research Methods in Psychology and Cognitive Science*. Athens. Papazisis Editions.

Sotiropoulos, D. & Bourikos, D. (2001). Ministerial Elites in Greece, 1843-2001: A synthesis of Old Sources and New Data. *Center of European Studies at Harvard University. Working Paper No 99*.

Spandaro, R. (1973). Role Perceptions of Politicians vis-à-vis Public Administrators: Parameters for Public Policy. *The Western Political Quarterly*, 2(4), pp.717-725

Staronova, K. (2003). Role and Role Perceptions of Senior Officials in Slovakia. *United Nations – Public Administration Network*, <http://unpan1.un.org/>.

Strom, K. (1990). A Behavioral Theory of Competitive Political Parties. *American Journal of Political Science*. Vol. 34, no. 2, pp. 565-598.

Svara, J. (2009). *The Facilitative Leader in City Hall; Re-examining the Scope and Contributions*. New York. Taylor & Francis Group.

Svara, J. (1985). Dichotomy and Duality: Reconceptualizing the Relationship between Policy and Administration in Council – Manager Cities, *Public Administration Review*. Vol. 45(1), p. 221-232.

Svara, J. (1990). *Official Leadership in the City*. New York, Oxford University Press.

Svara, J. (1998). *The Politics-Administration Dichotomy Model as Aberration*. *Public Administration Review*. Vol. 58(1), p. 51-58.

Svara, J. (1999). Complementarity of Politics and Administration as a Legitimate Alternative to the Dichotomy Model. *Journal of Administration & Society*. Vol. 30(6), p. 676-705.

Svara, J. (2001). *The Myth of Dichotomy: Complementary of Politics and Administration in the Past and Future of Public Administration*. *Public Administration Review*. Vol. 61(2), p. 176-183.

Svara, J. (2006). The Search for Meaning in Political – Administrative Relations in Local Government. *International Journal of Public Administration*. Vol. 29(12), p. 1065-1090,

Symeonaki, M. (2008). *Social Data Statistical Analysis with SPSS 15.0*. Editions Sofia.

Vabo, S. (2000). New Organisational Solutions in Norwegian Local Councils: Leaving a Puzzling Role for Local Politicians? *Scandinavian Political Studies*. Vol. 23(4), p. 343-372.

Vigoda, E. (2002). From Responsiveness to Collaboration: Citizens, and the Next Generation of Public Administration. *Public Administration Review*. Vol. 62(5), p. 273-285.

Vigoda, E. (2006). Citizens' Perceptions of Politics and Ethics in Public Administration: A Five – Year National Study of Their Relationship to Satisfaction with Services, Trust in Governance, and Voice Orientations. *Journal of Public Administration Research and Theory*. Vol. 17, p. 285-305.

Waterman, R., Rouse, A. & Wright, R. (2004), *Bureaucrats, Politics and the Environment*. USA: University of Pittsburgh Press.

Wayenberg, E. & Rynck, F. (2008). Country Profile: Belgium. *United Cities and Local Governments*, Belgium, <http://www.cities-localgovernments.org/>.

Whitaker, G. & Jenne, K. (1995). Improving City Managers' Leadership. *State & Local Government Review*. Vol. 27(1), p. 84-94.

Wilson, W. (1887). The study of Administration. *Political Science Quarterly* 2. *The Academic of Political Science*. Vol.2, p. 197-222.

Wise, R., L. (2002). Public Management Reform: Competing drivers of Change. *Public Administration Review*. Vol. 62(5), p. 555-567.

Wollmann, H. (2004). Local Government Reforms in Great Britain, Sweden, Germany and France: Between Multi-Function and Single-Purpose Organizations. *Local Government Studies*. Vol. 30(4), p. 639-665.

Wright, B. (2004). The Role of Work Context in Work Motivation: A Public Sector Application of Goal and Social Cognitive Theories. *Journal of Public Administration Research and Theory*. Vol. 14(1), p. 59-78.

Yammarino, F., Skinner, S. & Childers, T. (1991). Understanding Mail Survey Response Behavior: A Meta-Analysis. *Public Opinion Quarterly*. Vol. 55, p. 613-639.

Yang, K. & Miller, G. (2008). *Handbook of Research Methods in Public Administration*. New York: Taylor & Francis Group.

Yang, K. (2005). Public Administrators' Trust in Citizens: A Missing Link in Citizen Involvement Efforts. *Public Administration Review*, 65(3), p. 273-285.

APPENDICES

APPENDIX I: COVER LETTER FOR ELECTED OFFICIALS QUESTIONNAIRE

Exploring the relationship between elected officials and civil servant executives, in
local government.

Larissa, November 1, 2011

Dear Ms/Mr. Mayor/Vice Mayor

Within the context of MBA postgraduate program of T.E.I. Larissa and Staffordshire University, a research on "Investigating the relationship between elected representatives and service managers in Local Government Authorities". The recording of the characteristics and roles of elected (Mayors / Vice Mayors) and the service staff of the new "Kallikrates" Municipalities are required for comparative analysis that will lead to conclusions about current trends for the roles of both under the Local Government as it is shaped by the new administrative-reform - program "KALLIKRATIS -.

The completion of the investigation is not possible without your contribution, which consists in completing this questionnaire. The questionnaire is anonymous, ensuring confidentiality of your participation. The findings will be announced.

For further information please contact me at email ceoelectedstudy@gmail.com
Thank you very much for your participation in this research and for your cooperation.

Sincerely

Garyfallia Tsimitrea

Postgraduate Researcher

APPENDIX II: ELECTED OFFICIALS QUESTIONNAIRE

Under the Postgraduate program "MBA" of the TEI Larissa and Staffordshire University, a research study taken place. The subject of study is "Investigating the relationship of elected and senior officials of local government". The questionnaire is anonymous, ensuring confidentiality of your participation (Hellenic State Law 2472/1997). The findings will be announced. For any further information please contact to email geoclec@edstudy@gmail.com

A. DEMOGRAPHICS

- d1. You: Mayor Vice Mayor
- d2. Age: 18 - 35 36 - 50 51 - 65 66 and above
- d3. Sex: M F
- d4. Population of Municipality: below 10.000 10.000 - 25.000 25.000 - 50.000
 50.000 - 100.000 100.000 and above
- d5. Prefecture of which owns the Municipality: Larissa Magnesia Trikala Karditsa
- d6. Answer the following:

A. Level of education:

- Primary / Secondary school
 University or equivalent
 Postgraduate studies
 PhD - Postdoctoral studies

B. Specialization:

- Law
 Economics / Finance
 Political Science / Administration
 Technical degree (architect, engineer, etc)
 Natural Science
 Humanistic area (philosophy, literature, foreign languages, history, etc)

- d7. Total number of years as an elected official: < 1 year 1 to 2 years 3 to 5 years
 6 to 10 years above 10 years

- d8. What is your personal relationship with this municipality?

- Here I was born
 Here I spent my childhood
 I live in the municipality for one year at least
 Other (Please specify:

- d9. Currently, are you a member of political body: yes no

- d10. Today, what is your profession?

Please state:

B. INVESTIGATION OF THE RELATIONSHIP BETWEEN ELECTED OFFICIALS AND UPPER LEVEL EXECUTIVES

- E1. How would you describe your relationship with the following persons / groups of people?

Please circle the number that corresponds to your response (1=mainly conflict, 2=conflict, 3=neutral, 4=co-operative, 5=mainly co-operative)

	Mainly conflict	Conflict	Neutral	Co-operative	Mainly co-operative
Elected officials	1	2	3	4	5
High Civil Servant Executives	1	2	3	4	5
Regional and Government officials	1	2	3	4	5
Press	1	2	3	4	5
Voluntary Organizations	1	2	3	4	5
Executives of political bodies	1	2	3	4	5
Unionists	1	2	3	4	5

- E2. Here are some suggestions that approach the way that have organized your relationships with higher service executives. To what extent do you agree with them?

Please circle the number that corresponds to your response (1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree)

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree

It is the duty for elected officials to decide only for major and not for daily issues	1	2	3	4	5
Upper level executives should submit proposals according to elected officials intentions	1	2	3	4	5
The administration should be the driving force to adapt local authority onto society changes	1	2	3	4	5
It is advantage if the upper level executive have the same political beliefs with the majority of municipality council	1	2	3	4	5
The administration should be unbiased and should be based only on experts advices and opinions	1	2	3	4	5
Upper level executives should primary be accountable to the political leadership and secondarily to the local population	1	2	3	4	5

E3. The tasks which associated with the position of elected official are many and different. In which of the following attitudes for you is more or less important?

Please circle the number that corresponds to your response (1=no importance, 2=little importance, 3=very important)

	No importance	Little importance	Very important
To ensure compliance with the rules and regulations	1	2	3
To ensure good quality of service which is headed	1	2	3
Be aware of the views and concerns of workers	1	2	3
To develop new methods and management processes	1	2	3
Provided advices to elected officials	1	2	3
To influence decision-making process to ensure reasonable and effective solutions	1	2	3

E4. In your daily work, what priority gives to the following?

Please rank from 1 (for the most important) to 3 (for the least important)

- Adherence to rules and procedures, (such as laws, regulations, etc).
- Rapid and efficient completion of tasks
- Ensure that everyone involved is satisfied with the decision – making and results.

E5. Set the priority of the following aspects of your leadership.

Please rank from 1 (for the most important) to 4 (for the least important)

- Formal authority and prestige
- Mobilisation through recommendations and reward
- Personal relationships (friendship, respect, trust)
- Reliability and loyalty

E6. Your work, to what extent negatively affected by the following factors?

Please circle the number that corresponds to your response (1=not at all, 2=little, 3=fairly, 4=very, 5=very much)

	Not at all	little	fairly	very	Very much
Economic problems of the Municipality	1	2	3	4	5
Uncertainties of your responsibilities	1	2	3	4	5
Lack of support from elected officials	1	2	3	4	5
Interventions by trade unions	1	2	3	4	5
Interventions by central or regional government	1	2	3	4	5
Conflicts among departments of the Municipality	1	2	3	4	5
Difficult relations with media	1	2	3	4	5
Unemployment and social problems	1	2	3	4	5
Pressures from private and organized "interests"	1	2	3	4	5

PAGE 2 OF 3 MA

E7. Taking account your position, you agree that the role of elected official...

Please circle the number that corresponds to your response (1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree)

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Deals with the interests of society	1	2	3	4	5
Tries to solve conflicts among stakeholders (upper level executives, municipal employees, citizens)	1	2	3	4	5
Focuses on legal issues	1	2	3	4	5
Protects and defends the interests of the Municipality	1	2	3	4	5
Focuses on political negotiations	1	2	3	4	5
Configures policy activities	1	2	3	4	5
Tries to solve problems using technocratic specialized skills	1	2	3	4	5
Representing central government at local level	1	2	3	4	5
To protect and defend interest of clients that he/she represents (citizens considered as clients)	1	2	3	4	5

E8. According to your experience as elected official, note the degree of influence that have the following factors to the activities of the municipality.

Please circle the number that corresponds to your response (1 = no influence, 2= little influence, 3=high influence)

	No influence	Little influence	High influence
Elected officials of the Municipality	1	2	3
Employees and executives of the Municipality	1	2	3
Regional and Government officials	1	2	3
Journalists	1	2	3
Voluntary organizations	1	2	3
Executives of political bodies	1	2	3
Unionists	1	2	3
Entrepreneurs	1	2	3

E9. Please, select the extent to which you agree to each of the following statements.

Please circle the number that corresponds to your response (1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree)

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
The reorganization of local government is considered necessary	1	2	3	4	5
The public sector has increased greatly compared with the private sector	1	2	3	4	5
Generally, the private sector is more efficient than the public sector	1	2	3	4	5
There are very few benefits of contracting out or privatization of municipal services	1	2	3	4	5
Smaller municipalities are more inefficient and should be merged into larger units	1	2	3	4	5
Political parties constitute the most appropriate scope for citizen participation	1	2	3	4	5

End of questionnaire
Thank you for your time

APPENDIX III: SENIOR EXECUTIVES QUESTIONNAIRE

Under the Postgraduate program "MBA" of the TEI Larissa and Staffordshire University, a research study taken place. The subject of study is: "Investigating the relationship of elected and senior officials of local government". The questionnaire is anonymous, ensuring confidentiality of your participation (Hellenic State Law 2472/1997). If you are interested on the survey results, please contact to the following email: conductofstudy@gmail.com

A. DEMOGRAPHICS

- d1. You: Director Department Officer
- d2. Age: 18 - 35 36 - 50 51 - 65 66 and above
- d3. Sex: M F
- d4. Population of Municipality: below 10.000 10.000 – 25.000 25.000 – 50.000
 50.000 – 100.000 100.000 and above
- d5. Prefecture of which owns the Municipality: Larissa Magnesia Trikala Karditsa
- d6. Answer the following:
- A. Level of education:**
- Primary / Secondary school
 University or equivalent
 Postgraduate studies
 PhD – Postdoctoral studies
- B. Specialization:**
- Law
 Economics / Finance
 Political Science / Administration
 Technical degree (architect, engineer, etc)
 Natural Science
 Humanistic area (philosophy, literature, foreign languages, history, etc)
- d7. How many years you own this position: < 1 year 1 to 2 years 3 to 5 years
 6 to 10 years above 10 years
- d8. What is your personal relationship with this municipality?
- Here I was born
 Here I spent my childhood
 I live in the municipality for one year at least
 Other (Please specify:
- d9. Currently, are you a member of political body: yes no

B. INVESTIGATION OF THE RELATIONSHIP BETWEEN ELECTED OFFICIALS AND UPPER LEVEL EXECUTIVES

E1. How would you describe your relationship with the following persons / groups of people?

Please circle the number that corresponds to your response (1=mainly conflict 2=conflict, 3=neutral, 4=co-operative, 5=mainly co-operative)

	Mainly conflict	Conflict	Neutral	Co-operative	Mainly co-operative
Elected officials	1	2	3	4	5
High Civil Servant Executives	1	2	3	4	5
Regional and Government officials	1	2	3	4	5
Press	1	2	3	4	5
Voluntary Organizations	1	2	3	4	5
Executives of political bodies	1	2	3	4	5
Unionists	1	2	3	4	5

E2. Here are some suggestions that approach the way that have organized your relationships with elected officials. To what extent do you agree with them?

Please circle the number that corresponds to your response (1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree)

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
It is the duty for elected officials to decide only for major and not for daily issues	1	2	3	4	5

Upper level executives should submit proposals according to elected officials intentions	1	2	3	4	5
The administration should be the driving force to adapt local authority onto society changes	1	2	3	4	5
It is advantage if the upper level executive have the same political beliefs with the majority of municipality council	1	2	3	4	5
The administration should be unbiased and should be based only on experts advices and opinions	1	2	3	4	5
Upper level executives should primary be accountable to the political leadership and secondarily to the local population	1	2	3	4	5

E3. The tasks which associated with the position of director / head officer are many and different. In which of the following attitudes for you is more or less important?

Please circle the number that corresponds to your response (1=no importance, 2=little importance, 3=very important)

	No importance	Little importance	Very important
To ensure compliance with the rules and regulations	1	2	3
To ensure good quality of service which is headed	1	2	3
Be aware of the views and concerns of workers	1	2	3
To develop new methods and management processes	1	2	3
Provided advices to elected officials	1	2	3
To influence decision-making process to ensure reasonable and effective solutions	1	2	3

E4. In your daily work, what priority gives to the following?

Please rank from 1 (for the most important) to 3 (for the least important)

- Adherence to rules and procedures, (such as laws, regulations, etc).
- Rapid and efficient completion of tasks
- Ensure that everyone involved is satisfied with the decision – making and results.

E5. Set the priority of the following aspects of your leadership.

Please rank from 1 (for the most important) to 4 (for the least important)

- Formal authority and prestige
- Mobilization through recommendations and reward
- Personal relationships (friendship, respect, trust)
- Reliability and loyalty

E6. Your work, to what extent negatively affected by the following factors?

Please circle the number that corresponds to your response (1=not at all, 2=little, 3=fairly, 4=very, 5=very much)

	Not at all	little	fairly	very	Very much
Economic problems of the Municipality	1	2	3	4	5
Uncertainties of your responsibilities	1	2	3	4	5
Lack of support from elected officials	1	2	3	4	5
Interventions by trade unions	1	2	3	4	5
Interventions by central or regional government	1	2	3	4	5
Conflicts among departments of the Municipality	1	2	3	4	5
Difficult relations with media	1	2	3	4	5
Unemployment and social problems	1	2	3	4	5
Pressures from private and organized "interests"	1	2	3	4	5

E7. Taking account your position, you agree that the role of director / head officer...

Please circle the number that corresponds to your response (1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree)

	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither disagree nor agree</i>	<i>Agree</i>	<i>Strongly agree</i>
Deals with the interests of society	1	2	3	4	5
Tries to solve conflicts among stakeholders (elected officials, municipal officials, citizens)	1	2	3	4	5
Focuses on legal issues	1	2	3	4	5
Protects and defends the interests of the Municipality	1	2	3	4	5
Focuses on political negotiations	1	2	3	4	5
Configures policy activities	1	2	3	4	5
Tries to solve problems using technocratic specialized skills	1	2	3	4	5
Representing central government at local level	1	2	3	4	5
To protect and defend interest of clients that he/she represents (citizens are considered as clients)	1	2	3	4	5

E8. According to your experience as director / head officer, note the degree of influence that have the following factors to the activities of the municipality.

Please circle the number that corresponds to your response (1 = no influence, 2= little influence, 3=high influence)

	<i>No influence</i>	<i>Little influence</i>	<i>High influence</i>
Elected officials of the Municipality	1	2	3
Employees and executives of the Municipality	1	2	3
Regional and Government officials	1	2	3
Journalists	1	2	3
Voluntary organizations	1	2	3
Executives of political bodies	1	2	3
Unionists	1	2	3
Entrepreneurs	1	2	3

E9. Please, select the extent to which you agree to each of the following statements.

Please circle the number that corresponds to your response (1=strongly disagree, 2=disagree, 3=neither disagree nor agree, 4=agree, 5=strongly agree)

	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neither disagree nor agree</i>	<i>Agree</i>	<i>Strongly agree</i>
The reorganization of local government is considered necessary	1	2	3	4	5
The public sector has increased greatly compared with the private sector	1	2	3	4	5
Generally, the private sector is more efficient than the public sector	1	2	3	4	5
There are very few benefits of contracting out or privatization of municipal services	1	2	3	4	5
Smaller municipalities are more inefficient and should be merged into larger units	1	2	3	4	5
Political parties constitute the most appropriate scope for citizen participation	1	2	3	4	5

End of questionnaire
Thank you for your time

PAGE 3 OF 3 CE