

Evaluation of lack of managerial integrity factors of Ahvaz city

Evaluación de la falta de factores de integridad gerencial de la ciudad de Ahvaz
Avaliação da falta de fatores de integridade gerencial da cidade de Ahvaz

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Abstract

In recent years, the complexities of urbanization in Iran and discussion about issues such as sustainable urban development, human development, strengthening the city economy, emphasis on social justice, environmental protection, etc., have increasingly confronted the issue of urban management with complex and systematic issues. In the present study, with objective of evaluating the factors of lacking integration of urban management at policy and decision-making level in a sample of Ahvaz was identified by quantitative method. The design of this research is descriptive and quantitative and will be analyzed in two levels of descriptive and inferential. Findings of the study, which consist of opinions of 400 people from three groups of citizens, private sector and public sector managers in Ahvaz (including municipality, Ahvaz city council and some governmental organizations such as Road and Urban Organization, Housing Foundation And ...) show that after studying similar works, field study and surveying experts, components of urban management's lack of integrity have been determined such as organizational multiplicity, levels of authority and infrastructure, rules and regulations, and dependent variable is integrated urban management approach. After determining variables and analyzing responses of respondents using statistical software SPSS 22, regression and statistical analysis was performed. The purpose of this model is to find out the significance of non-integrity factors in areas level and also the importance of components on overall average. For advanced analysis and prediction of change in the dependent variable, in the case of change in independent variables, the ENTER method of regression is used in which all independent variables are entered into model simultaneously and effects of all independent variables are examined on dependent variable.

Resumen

En los últimos años, las complejidades de la urbanización en Irán y la discusión sobre temas como el desarrollo urbano sostenible, el desarrollo humano, el fortalecimiento de la economía de la ciudad, el énfasis en la justicia social, la protección ambiental, etc., han enfrentado cada vez más el problema de la gestión urbana con aspectos complejos y Problemas sistemáticos. En el presente estudio, con el objetivo de evaluar los factores de la falta de integración de la gestión urbana a nivel de políticas y toma de decisiones en una muestra de Ahvaz, se identificó mediante un método cuantitativo. El diseño de esta investigación es descriptivo y cuantitativo y se analizará en dos niveles, el descriptivo e inferencial. Los hallazgos del estudio, que incluyen opiniones de 400 personas de tres grupos de ciudadanos, sector privado y gerentes del sector público en Ahvaz (incluido el municipio, el ayuntamiento de Ahvaz y algunas organizaciones gubernamentales como Road and Urban Organisation, Housing Foundation And ...) muestran que después de estudiar trabajos similares, estudios de campo y expertos en estudios topográficos, se han determinado los componentes de la falta de integridad de la gestión urbana, como la multiplicidad organizativa, los niveles de autoridad e infraestructura, las normas y regulaciones, y la variable dependiente es el enfoque de gestión urbana integrada. Después de determinar las variables y analizar las respuestas de los encuestados utilizando el software estadístico SPSS 22, se realizó la regresión y el análisis estadístico. El propósito de este modelo es descubrir la importancia de los factores de no integridad en el nivel de las áreas y también la importancia de los componentes en el promedio general. Para el análisis avanzado y la predicción de cambio en la variable dependiente, en el caso de cambio en las

Keywords: Integrated Urban Management, Integrated Management, Urban Management, Ahwaz.

variables independientes, se usa el método de regresión ENTER en el que todas las variables independientes se ingresan en el modelo simultáneamente y los efectos de todas las variables independientes se examinan en la variable dependiente.

Palabras claves: gestión urbana integrada, gestión integrada, gestión urbana, ahwaz.

Resumo

Nos últimos anos, as complexidades da urbanização no Irã e a discussão sobre questões como desenvolvimento urbano sustentável, desenvolvimento humano, fortalecimento da economia da cidade, ênfase na justiça social, proteção ambiental, etc., têm confrontado cada vez mais a questão da gestão urbana com questões sistemáticas. No presente estudo, com objetivo de avaliar os fatores de falta de integração da gestão urbana em nível de política e tomada de decisão em uma amostra de Ahwaz foi identificado pelo método quantitativo. O delineamento desta pesquisa é descritivo e quantitativo e será analisado em dois níveis de descritivo e inferencial. Constatações do estudo, que consistem em opiniões de 400 pessoas de três grupos de cidadãos, setor privado e gestores do setor público em Ahwaz (incluindo o município, o conselho municipal de Ahwaz e algumas organizações governamentais como a Organização Viária e Urbana, Fundação de Habitação e ...) mostram que após estudar trabalhos similares, especialistas em estudo de campo e topografia, foram determinados componentes da falta de integridade da gestão urbana, como multiplicidade organizacional, níveis de autoridade e infraestrutura, regras e regulamentos, e variável dependente abordagem integrada de gestão urbana. Após a determinação das variáveis e análise das respostas dos respondentes pelo software estatístico SPSS 22, procedeu-se a regressão e análise estatística. O objetivo deste modelo é descobrir a importância dos fatores de não integridade no nível das áreas e também a importância dos componentes na média geral. Para análise avançada e predição de mudança na variável dependente, no caso de mudança em variáveis independentes, é utilizado o método de regressão ENTER, no qual todas as variáveis independentes são inseridas no modelo simultaneamente e os efeitos de todas as variáveis independentes são examinados na variável dependente.

Palavras-chave: gestão urbana integrada, gestão integrada, gestão urbana, ahwaz.

Introduction

Rapid growth of population, coupled with expansion of urbanity and world's urbanization, has created numerous problems in different countries, especially the Third World countries. These problems stem mainly from the mismatch of widespread needs of growing urban population with ability of national governments and urban administrations to respond to them. The city is a dynamic phenomenon and, due to this dynamism, requires city management and principled planning. Given that city is a unitary and integrated entity, it seems that there should be a comprehensive and integrated approach for its management. The history of urbanization in Iran is one of the longest urbanization records in the world, which should reflect the level of knowledge and experience of urban management in Iran. But, unfortunately, the picture of current status of system of urban management in Iran is a disturbing picture.

Current affairs in countries are governed by their laws and, law and regulations have the role of executive tools for urban executives. However, in spite of cities expansion and consequently, increasing the complexity of urban issues and scope expansion of urban executives duties, the 1334 law of municipality (with amendments) is still considered the main law in Tehran municipality. Even in light of job description law and authority of city council, position of the elected people in city administration is ambiguous and confusing, and these issues, together with numerous institutions that are effective in city management and are outside the city council control, have caused many problems.

The problem of today's big cities is lack of necessary balance between quantitative and qualitative characteristics and quantitative characteristics have a decisive role in shaping the

organization of our cities space. Inattention and lack of awareness of local governments about issues of lack of coordination and integration and lack of coordination of organizations in administration of city affairs paved the way for increasing these urban crises, and this creates a feeling among urban people that maybe urban managers aren't able to manage the city. In all of these issues, establishment of a suitable and healthy environment for city planning and management is required by administrators (Kazemian & Mirabedini, 2012).

In the last half century, cities have expanded rapidly, so that the increase in the degree of urbanization and urban population which are one of the most important aspects of global change (Mcgill, 2001), are undeniable fact (Amis & Kumar, 2000).

Given the trend of population growth and urbanization expansion and priority of urbanization and urbanism, creating an appropriate environment for urban growth and development by urban managers with cooperation and participation of people is necessary. Each city, along with construction of spaces and city framework, requires establishment of reasonable relationships between the natural and physical environment with the social and governmental situation. Therefore, city management will become important in this regard. In cities where mechanical life and virtual relationships have led to the disappearance of regional and local relations, privatization of leisure times, reduction of the relationship between institutions, and so forth, are strong reasons for the need of cities to have a comprehensive and complement urban management of interinstitutional issues, rules and regulations, levels of power, etc (Kazemian, 2004).

Iran's cities have experienced rapid and inharmonious growth in specially recent years. Given the rapid growth of urbanization and the lack of an efficient management system, it seems necessary to have a new management system that has a more dynamic attitude to the city and its citizens. The Ahvaz city has a long history which the crystallization of urban symbols goes far past. Regarding that Iran's cities management is not at appropriate level, it seems that Ahvaz is no exception and requires a new and more dynamic management system to increase its effectiveness in city. In this research, it has been tried to study factors of non-integrity

in Ahvaz city management considering issues of this day. According to what has been said, this question arises:

- What obstacles and problems can lead to lack of realization of integration management in Ahvaz city complex?

In current study, the purpose is developing applied knowledge in the field of urban management based on existing knowledge and results of the research. This research can be considered applied-development studies by the type.

This study is a survey research due to the volume of questionnaires that have been analyzed. The statistical population of this research is 8 regions of Ahvaz. In this research, a sample of Ahvaz citizens, employees of public sector as well as private sector was surveyed. Ahvaz has 8 metropolitan areas, and according to census in 1390 its population is 1096494 people. In this research, stratified sampling method has been used. Therefore, after calculating the sample size among total population of Ahvaz city, the appropriate number of questionnaires has been allocated to each area according to its population. Among the number of questionnaires allocated to each of Ahvaz city districts for evaluating that district, 50% to citizens, 25% to public sector employees and 25% to private sector employees were allocated. Considering that the size of population is over 1 million people, by replacing the above values in the Cochran formula, 385 people have been estimated as sample size. To reach a higher confidence level, sample size was increased to 400. SPSS 22 software was used to analyze the data.

Research Theoretical Literature

- **Urban management.** The foundation of urban management is to take an active role in development of management and resource coordination to achieve urban development goals (Saeidi, 2009). In other words, urban management is to create a liveable environment for everyone along with social justice, economic efficiency and environmental sustainability (Mcgill, 1995).

- **Integrated urban management.** Integrated urban management is a management that "has been integrated in one or more separate domains: field of management sciences, field of

planning sciences and field of political sciences and sociology. The first area is related to inter-organizational coordination and collaboration. In field of planning sciences, we witness the emergence of strategic spatial planning as a planning tool, and the concept of reign that enters into field of planning and general management sciences as a pervasive concept and replaced the previous concepts - including administration and management is a product of the field of political sciences and sociology (Berkepour & Asadi, 2009).

Due to cities strategic position in country development, city forms the most important part of geographical divisions. In our country, the central government for city managing uses a management level with the name of city management which has so far been more operational and executive.

If general management is "to apply managerial, political and legal theories and processes for exercising the governmental powers in the legislative, executive, and judicial branches for performing service and supervision tasks for the whole of society or for some of its components" (Moghimi, 2007), then urban management would be the lowest level of public administration pyramid; according to Stern (2000), "local government" was used to consider the lowest level of government (Sharifian sani, 2001).

As defined by the United Nations (UN), the term local government refers to the political division of a state or country created by law and controls basic local affairs such as the power of taxation, and the board of administrators of such an entity is selected locally.

Tony Byron, the English expert, defines local government as includes managing the public affairs of each location by an executive board of local people's representatives, which, although is subordinate to the central government, has significant decision-making power.

Hence, in a comprehensive definition of local government, it should be said that a local government is an organized entity with governmental characteristics and have a significant administrative and financial (not political) autonomy and its purpose is to provide public services to the locals with maximum efficiency and effectiveness (Moghimi, 40, 1386).

Of the various texts, the followings are referred to as local government features:

1. Local government is elected.
2. Local government is a multipurpose organization.
3. It operates at "local scale".
4. Local government has a "defined structure".
5. Local government is Subordinated of National Authority.
6. Local government is Self – Government.
7. Local government has a tax rating system (Moghimi, 2007)

McGill, in an early definition of urban management during the 1980s and 90s, considered the idea of urban management as a form of commission agency". In fact, the purpose was distribution of resources through the use of power. With this view and in this sense, the city administration stand in the intersection of bureaucracy that possessed resources for distribution and a society that needed to use these resources in the form of infrastructure and services. During this period, the most focus was on issues related to urban management on decision making. In his words and William (1978), they tried to introduce urban management as a study topic. According to William, urban managerialism, a term used for the first time by Pahl (which means that construction of new cities is influenced by the managers of those cities) is not only a theory but also a common perspective not accepted by scientists. In contrast, it is a study framework. He attempted to define the nature and substance of urban management as an issue that heavily depends on and have a strong relationship with power relations, the type of cities, and their social structure. He then looks at the actors in the process. There is considerable debate as to whether the city management should be simply be related with government officials (both at the local and central levels) as a mediator, or whether it should it encompasses a wide range of activities in two public and private spheres, in which case it will appear in the role of controller of the resources required by the people? (McGill, 1998). This question about the process actors returns to "process integration". What can be said in total is that the management of the new city complex, in contrast to common management, has features such as: it is more than an aggregate of all sectors and is comprehensive and integrated and beyond the public sector

deals with mobilization of all actors of large scale city development.

In the management of urban areas, the emphasis was initially on the formation of a single government and a single center of the command, which were rejected due to being cumbersome ineffectiveness of such a centrality and a perspective was emerged that preferred separation of functions and duties. But separation of institutions and tasks, without a comprehensive and coherent look at them that would underscore these units and support and maintain their coherence and consistency, leads to a functional differentiation that now we primarily see in the sample of Ahwaz city and secondly, in the Ahwaz city complex.

Since Ahwaz has a higher weight due to its centrality and extent of its functional area, therefore, it is possible to use the views expressed in the management of metropolitan areas for management of the city of Ahwaz. In this research, to identify factors affecting the lack of integration of Ahwaz city management, the ideas proposed in the management of metropolitan areas are used. Although it seems that Ahwaz does not even have a metropolitan management system.

Evidence suggests that the current system failed to meet the integrity of the city administration, and once again the role of the municipality and city council in assuming policy making responsibilities throughout the city and providing its standards, criteria, goals and policies in the field of acceptable services become more accentuated than other government or even private sectors in order to play their role in providing services, not necessarily in production of services.

After studying a set of perspectives, four aspects of different dimensions of the levels of urban management system (including citizens, private sector and public sector entities that provide the possibility of integration), became more prominent, including:

- Integration in the laws (including the existence of a set of coherent and comprehensive laws in relation to the responsible institutions of management, lack of overlap between the duties of

the institutions and parallel responsibilities, and ...)

- Integration in urban management elements and organizations (existence of an authority with a clear responsibility with regard to city affairs, absence of multiple and sometimes independent organizations and institutions, in relation to urban issues simultaneously and relatively similar responsibilities and ...)
- Integration in the relations between these responsible elements (including the proportional contribution of elements of the power and decision-making authority subject to the responsibility and accountability in return for this power and authority); and,

Integration in technological tools and infrastructures for decision making in urban management (including existence of IS systems to support decision making by managers and existence of integrated and updated databases that today have been shown to have a positive effect on managerial decision making) (Kazemian & Mirabedini, 2012).

Analysis and Evaluation of Ahwaz City with Regard to Lack of Integration of Urban Management

At this stage, the goal is to achieve a general average of the situation in the 8 districts of Ahwaz. In order to achieve the status of the situation of Ahwaz's 8 districts within the framework of integrated urban management, the mean of all components has been evaluated according to the sample. Generally, groups (citizens, public sector, and private sector) questioned in the city of Ahwaz for assessment of these 8 districts, have aligned opinions.

Except in the infrastructure component (citizens with an average of 2.77, public sector with an average of 2.82, private sector with an average of 2.55), which respondents in the public sector, citizens and private sector assessed the law and regulations component in a much weaker position. Other components can be seen by the groups in Table I.

Table 1. the value of the R2 coefficient of determination for the evaluated components

Model	R	R2 determined coefficient	Adjusted r2	The standard Deviation
I	0.699	0.711	0.625	1.8464

a: Organizational diversity, levels of authority and infrastructures, rules and regulations

Source: Research findings

Table 2. The significance level of variables in assessment of the studied districts

ANOVA						
Model		sum of squares	Degrees of freedom	mean squares	F	Significance level
	Correlation	421.743	8	152.643	25.469	0.000
I	residual	1330.424	391	3.403		
	Total	1751.498	399			

A: Organizational diversity, levels of authority and infrastructure, rules and regulations

Dependent variable: integrated urban management B:

Source: Research findings

In this model, the mean of integrated urban management components in 8 districts of Ahwaz city was analyzed. The purpose of this model is to find out the significant level at the level of districts as well as the importance of components on the overall mean. For advanced analyzes and prediction of change in the dependent variable, in case of change in independent variables, the ENTER regression method is used in which all independent variables are entered into the model simultaneously and the effects of all independent variables on the dependent variable are investigated. As can be seen in Table (1), independent variables are components of integrated urban management (organizational multiplicity, levels of authority and infrastructure, rules and regulations), and the dependent

variable is the integrated urban management approach.

In table (1), the value of the coefficient of determination of R2 is shown to be 0.711. the coefficient of determination of R2 shows that approximately 70% of the changes is explained by the variables of integrated urban management. Table 2 shows the significance of regression and the linear relationship between variables. The significance level of sig = 000 is confirmed by a significant level of 99%.

In the table (3), the beta value is calculated and the standard deviation of the dependent variable and its effects on the independent variable according to this table is statistically determined.

Table 3. The calculated beta value and significance of each integrated urban management component in evaluating the performance of municipalities of 8 districts of Ahwaz

Coefficients				
Model B	Not standardized coefficients		Standardized coefficients	
	Standard deviation error	Beta		t
Components	9.655	0.582		16.584
Organization multiplicity	-0.538	0.309	-0.168	-1.742
I Levels of authority	-0.540	0.290	0.147	1.861
Infrastructure	0.621	0.335	0.119	1.857
Regulations and rules	0.872	0.331	0.245	2.635

A: The dependent variable

Source: Research findings

Results

With regard to responsiveness of the three groups of citizens, experts and managers of the public sector of Ahwaz city and as a result of the coefficients of each of the components of non-integrity in Ahwaz city administration, we can conclude. The results of this model were used to determine the importance and role of independent variables. Therefore, it is possible to judge the relative importance of the variables. The large beta value indicates the relative importance and the role of that variable in predicting the dependent variable. Thus, here from the beta state it can be deduced that the components of rule of law, participation, and justice have the highest significance and influence on assessment of the dependent variable because a unit of change in the standard deviation of the component of the rules and regulations causes the standard deviation of the dependent variable change by 0.245. This change is equal to 0.147 for the component of level powers and 0.119 for the infrastructure component.

For most respondents, Ahwaz Municipality's financial dependence on the central government and lack of financial resources for urban projects

has had the least impact on non-integration. This, on one hand, may be due to the fact that at present it seems that the Ahwaz municipality has little financial dependence and is largely capable of financing itself and on the other hand, it can be because the managers and experts in Ahwaz believe that even if the municipality is dependent on the central government, this dependence, although based on the first question is effective on the lack of integration of urban management, but correcting and solving this problem hasn't a direct impact on improving the integrity of urban management in Ahwaz. Of course, this factor has been added to sub-assumptions because of its importance in providing a framework for realization of integrity. In the case of the most important factor in the lack of integration from respondents about urban management, correcting and improving relationships and distribution of power between decision makers and governments, creation and modification of information and communication technology systems are the most important factor in improving the integrity of urban management.

This issue is also confirmed in the review of urban management responses to system variables and power relationships that is, all the

variables affecting the urban power system, means everything that leads to political-governmental divisions and non-synergetic relations among the relevant institutions of urban management, have equal effect on lack of integrity of the urban management process. Hence, by arranging the status of the urban power system in the city of Ahwaz, a favorable environment for integrated urban management is provided. For this purpose, it is necessary to organize various state territories with the possibility of policy making in the city of Ahwaz.

Conclusion

Ahwaz city as a big city has the problem of balance between quantitative and qualitative characteristics and quantitative characteristics. In this study a model is used to determine the importance and role of independent variables, where the implemented model revealed that the components of rule of law, participation, and justice have the highest significance and influence on assessment of the dependent variable. Moreover, the outcomes of this study put the force that the government power plays a profound role in regulating ongoing problems in terms of environment for integrated urban management. However, this study propose a policy to make benefit from relevant institutions of urban management to run the policy adaptod to enhance the situation.

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