

Feasibility Level of Accountability and Citizen Trust in the Process of Urban Efficient Management Case study: City of Piranshahr

HASSAN HOUSHYAR
University of Payame Noor
Iran

EBRAHIM SHARIFZADEH AGHDAM
MSc Geography and Urban Planning

RAMIN CHERAGHI
PhD student in Geography and Urban Planning

Abstract:

There is a basis to the improvement of urban management to trust increase between urbane rulers and citizens. One of the most important indications of good governance (ruling) is providing in time and accurate information, this information causing accountability and development of urban management in all areas. Therefore, the present study aims at investigating the hypothesis related to the relationship between city management response and the level of citizen trust in Piranshahr. The methodology is based on data analyses gathered from participants' answers in eight city blocks using SPSS Lisrel. The results indicated that the variables had a significant impact on the development of urban efficient management. In other words, using accountability indication in urban management and achieving citizen trust would end in efficient management. The findings show that decreasing accountability in Piranshahr resulted in low attendance in implementation of project and research.

Key words: urban management, accountability, citizen trust, Piranshahr

Statement of the problem:

Nowadays, citizenship has gained a specific importance as an end, a criterion for life quality and state legitimacy. Citizenship's acquired and advocacy aspect requires serious action and attention of urban systems (Including municipal administration, municipal governments, municipal governments, municipal agencies, municipal authorities and municipalities) utilizing urban policy to adjust a frame of relation between rulers and citizens and the city in which it enables the best way of life and most effective exposure to complex issues of urban. (Zabihi 2008:2)

Effective managers have to take into account a vast number of influences and variables and the systems approach is an accepted practice in management enabling to see the critical variables and constraints and their interaction with one another at each system level, i.e. manager's organization, department, section and so on (Koontz and O'Donnel 1976:14-19)

Similarly, Steiner (1991, 4) describes management as "operational, tactical, day to-day decisions" being taken following strategic objectives. Thus, management is regarded as a matter of visionary and strategic objectives followed by operational and situational decisions.

Quality of local management fulfillment is taken as the most appropriate political-social structure of urbane management. In this relationship of new period various comments and opinions are stated (Latifi 2006, 134). Also, from a social perspective local management is the bridge between society and central government. From this view, in a circuit citizen society the selected urban management (including City Council and municipal agencies) is a very important mediator between people and government (Yazdi 2005). According to a citizen-centered approach in urbane management in modern urban societies, establishing trust between government and

public agencies in the urban management needs more trust in order to gain public development in administration and to achieve a model of democracy with accountability from agencies at the municipal office concerning growing urban communities. The lack of one of these indicators and urbane failure in accountability to public needs, in which can decrease the social trust, can cause Inflexibility and lack of freedom in implementing urban projects. So, this would make challenges to urbane governance.

From civil perspective, there should be built a bridge between society and central government for effective urban management. In this view, in a circuit citizen society selected urban management (including City Council and municipal agencies) is one of important mediator agencies between people and government (Paply Yazdi - city and surrounding). Urbane management is a series of actions that ends in providing better urban life and prosperity of human perfection. It wants to provide the quality of environment for citizens as accountability to citizenship. In the new urban management perspective the city programs are prepared in a fully participatory and people-oriented process. Also, in this view, rehabilitation of private sector and public organizations in the administration of the City has got attention. One of important reasons of this process is the achievement of objective and subjective quality that citizens think about, because without these qualities it is impossible to have a city with positive social interactions. (Planning and Urban Management Conference Proceedings)

In last decades, Iranian society, with a new understanding of circuit citizen approaches and citizen participation in relation to optimal city ruling has always done reformations and changes for people participation in urban ruling in which this has accelerated with the increasing process of urbanization and citizen awareness of their rights. But this process, mostly in urban areas with a lack of integration between urbane institutions and lack of participation conditions

in urban ruling in which is form lack of necessary accountability and mutual trust between rulers and citizens, has faced lots of challenges. Changing the process of urbane management to participation management, accepting people observation and responsibility is a chance to interact with citizens by specified mechanisms. Accepting the principle of people-oriented and accountability is a chance that managers use to serve people. In this study, the researcher wants to investigate the relationship between the level of circuit citizen and accountability and trust to municipal officials in Piranshahr, and due to strategic and geopolitical location and also being at the border, there has been lots of immigration to this city. These caused heterogeneity to urban population, and its situation for government has made urban management inconsistent and faced lack of people participation.

In the framework of these discussions, we adopt Gaventa's proposal of Good management Efficient as a process of deepening democracy by empowering citizens and civil society. In comparison to the instrumental conception of participation which has so successfully avoided debates on power relations in development processes, we understand participation in harmony with Sen's notion of agency (Sen 1999) in effective urban management, for democracy there should be citizens' effective influence on rulers. To achieve this goal one needs mutual trust between society actors who should mostly work for the improvement of urban management reports by accountability and transparency.

Larson (2007, 222) sees trust as a rational possibility that exists in the reaction of governmental rulers against a group or other groups of society that design their behavior before anticipation and occurrence. Actually, the relationship that is made between citizens and urban managers in urban management a kind of citizen prospect is made in which lack of accountability and transparency from municipal authorities that causes failure in citizens' expectations will end in distrust.

However, if there would be a failure considering high people expectations in present conditions and government responsibilities, the distrust will occur. (Watanuki, Crozier, Huntington)

Trust: Actually, trust to political system is reinforced when trust increases to organizations, institutions and administrative process, as well as to custodians and performers of public organizations (managers and employees). This is achieved by institutionalization of citizenship in the processes of working on balance between flexibility and accountability as basis of trust to Executive Council. (Ruscio 1999)

Collaborative management in urban administration is a result of social interactions that it can reduce social costs and costs of urban projects with increasing citizens and city managers. Therefore, the emergence and strengthening of social trust indirectly facilitates community cooperation to gain common interests. Putnam sees political development in trust between people and rulers and elites of the society. (Putnam 1995)

Specifically, the aim of this study is to define the level of accountability based on citizen evaluation of government activities and their public trust to the urban managers. In recent years, many changes that have occurred in the urban economy of Piranshahr caused to attract migrants from surrounding cities. Also, political tensions in the region and the importance of border cities in Iran, has caused many changes in urban management. Mainly, these changes were with attitudes from management from the top: therefore, urban management of Piranshahr has a lack of integrity and necessary homogeneity between city managers and citizens. Considering democratic limitations in this city, the present study wants to answer this question:

Has the heterogeneity in urban management and present manager accountability been effective in the function of urban projects?

Methodology: According to the original Indicators of the study, a combination of descriptive-analytic methods has been used. This study has used a questionnaire for random selection among 382 samples in all areas of Piranshahr with a population of 76500. For the analysis of data gathered the Lisrel, SPSS, and GIS softwares has been utilized and the results have been shown on the charts and GIS maps. The analyses are done on two levels of descriptive and Multivariate analysis (Path analysis, confirmatory factor analysis and then testing Kruskal Wallis Test).

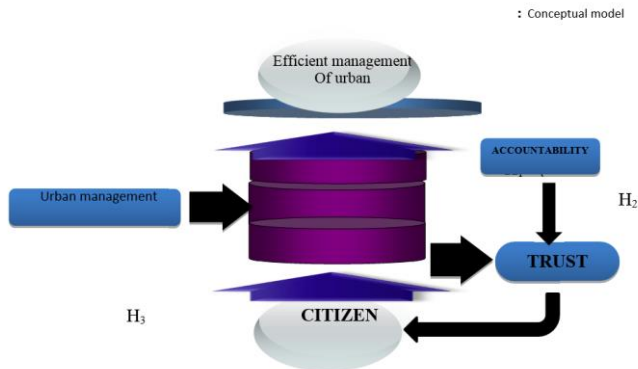
According to above we can conclude that efficient urban management can be achieved by transparent management accountability and public and institutional trust. The citizens not only do administrative tasks in urban management but also cause effective management in urban and extra-urban by his/her role in urban management and mutual trust with urban managers.

Regarding the mentioned context above the researcher has stated the hypothesis as below:

H1) Lack of urban management accountability in meeting the citizen demands and needs in Piranshahr causes citizen distrust in theoretical and practical participation in municipal administration.

H2) Lack of citizen distrust to urban managers can cause an increase in citizen dissatisfaction.

Weak relationship between citizen and urban management can affect the efficient urban management.



In order to classify the relations between variables and the degree of collaborative management efficiency in ruling the optimal urban governance and to determine the value of variances explained by each variable in the classification factors, factor analysis was used. Also to determine suitability of data related to under analysis variables the Bartlett test and KMO index were used in which its value is between 0 and 1.

When the value of KMO is less than 0.50 the kind of data for Factor Analysis would not be useful. If the value of KMO is between 0.5 and 0.69, it is possible to do factor analysis with caution. But if the value is above 0.70, the correlation between the data for factor analysis would be appropriate. On the other hand, it investigates to ensure the suitability of data for factor analysis based on if the observed correlation matrices belong to a society with dependent variables. In order to be useful and meaningful, in a factor analyses the variables must be correlated.

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As stated in above table, the value of KMO is $0.71 > 0.70$ and it

shows a high amount of correlation for factor analysis test. The meaningful level of Bartlett test at 99% and significant value of KMO shows high correlation between variables.

During factor rotation, the researcher should do inferential analysis through variable assignment to factors. It means that there should be a general concept for every variable related to a factor in case of interpreting them. Through this process, the researcher using factor analysis has summarized many variables and has found them general names to summarize data which is a basic objective of this analysis technic (Kalantary 2010, 326). Naming factors for this example are shown in table (18-4). Confirmatory data analysis examines whether existing data with extremely limited pre-empirical structure that satisfy similar conditions are fit or not (Hooman 2012:279).

In order to clarify basic factors of a phenomenon or to summarize a set of data factor analysis is applied. Primary data is for factor analysis of correlation matrix between variables. Factor analysis doesn't have any pre-determined dependent variables. Factor analysis is divided into general categories:

In confirmatory factor analysis which the researcher's aim is to support the special agent structure, there is a clear hypothesis for the number of variables and the fitting of factor structure in the hypothesis with the covariance of measured variables is examined. In an ideal factor structure every variable has a high load on a variable and a low load on the other variables. In addition, the factors with high loadings and with suitable face validity they seem to measure the latent trait. Actually, such a factor structure rarely happens (Sarmad et al. 1997, 268-274). Confirmatory factor analysis are to some extent similar to path models. It means that general models of confirmatory factor analysis are forms of path models and they are indicators of relations between observed sizes and unmeasured structures. The difference between confirmatory factor analysis models and path models is related to latent

variable. In path models it is assumed that latent variables (unmeasured constructs) have a causative relation, while in the confirmatory factor analysis these variables are correlated with. (Hooman 2012, 299)

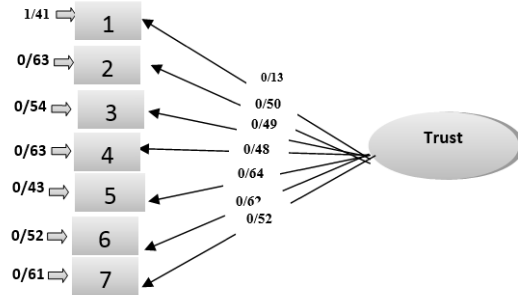
Because the study variables are a kind of latent variables and each is measured by several visibility variables, so in first step it's important to consider measurement model and then first we assess the reliability and validity of the model. According to charts in following pages, it is observed that three latent variables (homogeneous variables, urban management and decision making, accountability, and trust) are assessed by 27 visibility questions. The values of standardized items load show that every visibility variable is significantly involved in assessing latent variable. In the following charts measurement models are presented indicating that each observed variable is related to which latent variable and to what extent this visible variable measures the latent one. In this way we can assess validity of the questionnaire. Factor Validity is a form of construct validity which is obtained from factor analysis. A factor is an assumed hypothesis that affects the observed scores from one or several variables. When the factor analysis is done on a correlation matrix, the affected tests by specific factors have a high factor load in that factor. (Sarmad et al. 1997, 173)

As mentioned earlier, the factor validity test (questionnaire) was done by confirmatory factor analysis and was conducted using LASRAL. It should be noted that for confirming the measurement model or confirmatory factor analysis: first, the indicators have proper fitting and secondly the T-value of its standardized coefficients should be significant. If the value of low K2, the ratio of K2 to degree of freedom (df) be smaller than 3, RMSE<0.05, and also GFI and AGFI>90%, it is said that the model has a good fit. If the t-value>2 or t-value<-2 then it is significant.

The number shown by arrow from the latent variable to

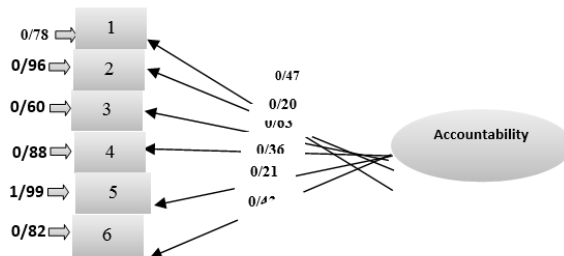
visible variable indicates that every visible variable to what extent was involved in measuring latent variable. The higher the load factor, higher the validity.

1 - Confirmatory factor analysis of residents' attitudes toward trust urban management



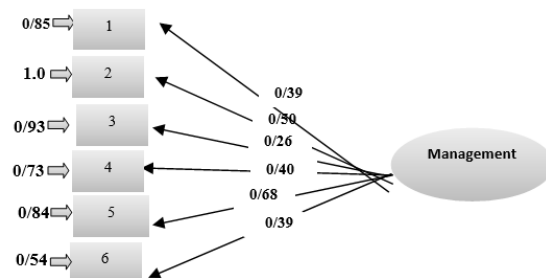
Chi-Square=5.88, df=9, P-value=0.75161, RMSEA=0.000 (PGFI) = 0.43 (AGFI) = 0.99 GFI) = 0.99

2- Model analysis of residents' attitudes toward accountability for city managers



Chi-Square=28.01, df=13, P-value=0.00902, RMSEA=0.050 (GFI) = 0.98 (AGFI) = 0.95 (PGFI) = 0.42

3- Model analysis of residents' attitudes towards management and urban management decisions



Chi-Square=11.13, df=9, P-value=0/026692, RMSEA=0/025 (PGFI) = 0.41 (AGFI) = 0.98 GFI) = 0.97

Investigating aspects of trust, accountability and urban

management had a significant fit in each level. So the model is acceptable. Also in all above models they have good fit. The variables selected as scales of latent variables to some extent explain latent variable. But only in first item there is not a good fit.

Most appropriate method for assessing the reliability of Likert scale is the Cronbach's alpha. This method is used for calculating internal consistency of measurement tools like questionnaires or tests that measure different attributes (Sarmad et al. 1997, 166-170). The intensity ratio for researchers differs from 0.5 (Chalabi) to 0.7 (Daws).

In this study, Cronbach's alpha coefficient for the questionnaire was used. In the present study, Cronbach's alpha coefficient indices are as follows:

Variable	Number of items	Number of respondents	Cronbach's alpha coefficient
Trust	8	382	•,715
Control variables (assimilation)	4	382	•,748
accountability	6	382	•,754
Management	6	382	0/633

Table 3.11 Coefficient indices for optimal management of urban

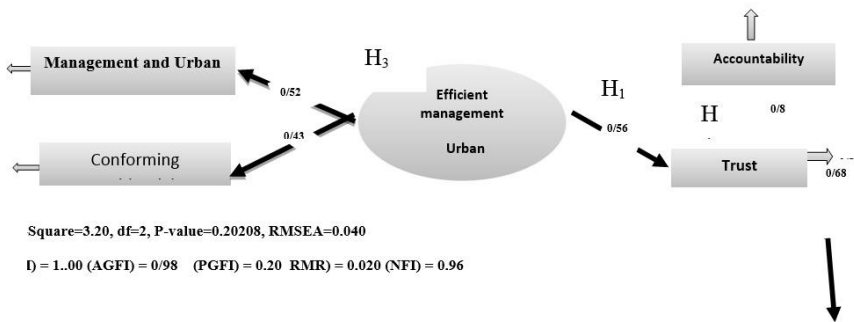
After assuring the validity of measurement methods of first stage (Cronbach's alpha of KMO) and second stage for the confirmatory factor analysis, the research hypothesis were assessed and the results are presented below:

Relationships confirmed	are	AGFI	df	GFI	Chi-Square	RMSEA	مدل
Accountability ← trust		0.86	50	0.90	247.94	0.097	1
urban management ← trust		0.60	44	0.73	387.04	0.208	2
Urban Management ← trust		0.88	54	0.92	205.12	0.086	3
trust ← accountability Efficient management ← trust of urban		1	9	0.98	0.20208	0.040	4

Comparative fit indicators (indexes) of research models

Investigating the research indicators it is clear that the fourth model has a better fit. Therefore, the fourth conceptual model explains in a best way the relations between accountability and trust and shows the effect of accountability on urban management. Correlations and the influence of each of the items have listed below:

The Analysis Model of Residents' Attitudes towards Management and Urban Management Decisions



Investigating the above analysis model it is concluded that trust variable had a value of 0.8 in accountability index, while the trust had been affected by efficient urban management by a value of 0.56. In fact, the above model shows that citizens are not satisfied with the urban managers' accountability for their

district. And the trust of citizens towards urban management is reduced.

The results of the study based on the analysis in each district are presented below:

- a. Kruskal Wallis Test
- b. Grouping Variable: bluk

Ranks

Mean Rank			N	Bluk
Citizen trust	Accountability	Management and Urban		
186.34	184.23	212.04	49	bluk2
175.33	153.04	151.87	60	bluk 3
218.57	190.37	185.80	46	bluk 6
239.77	194.12	199.03	47	bluk 11
161.98	202.25	205.95	40	bluk 16
162.41	185.00	192.40	44	bluk 20
200.76	249.07	232.57	38	bluk 27
188.37	196.00	176.01	58	bluk 28
19.492	18.697	17.006	382	Chi-Square

Kruskal Wallis Test arranges the value of models Ascending or Descending and then ranks them based on the relations between variables and their importance. Based on the results of Kruskal Wallis Test it is concluded that the highest levels of dissatisfaction with any indexes of accountability resulting distrust and likely cripple citizens was observed in the poor suburbs where they have bad conditions. And mostly this dissatisfaction is lower in downtown, areas with high income, and residential neighborhood close to government centers in contrast to other districts.

Conclusion

The present study was used to assess the urban management performance in a citizen oriented approach to increase the

citizen trust as a result of urban management accountability and also to improve citizen encouragement to engage in civil discussions in order to enhance citizen oriented model in developing the process of efficient urban management. The process was performed using Lisrel in order to select a sample for a causal relation between variables. The results of reliability indexes concluded that the management accountability value was not good and had a low effect on citizen trust. The citizen high mistrust had a close relation with citizen dissatisfaction areas with a low income and less developed areas.

Despite attempts by formation of council and council assistance in the districts to do democratic actions using the relationship between urban management and citizenship, yet citizen trust is seen as a tool of fulfilling demands of persons in the system. Lack of appropriate and official legislation to clear up the urban management programs and to make council effective in urban management is threat to destroy the trust. The imbalance of power in urban management has made a citizen indifference to participate in municipal affairs, and also people think that trust not only give them anything but also they may lose something.

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