

completely specially during night and authorized speed symbol is installed, since many users cannot guess to drive with what speed. This event is so more in hot regions where tar is so slippery and in any case, the protection shall be done by attention to prevent from accident.

**Conclusion.** When person makes a road, he is responsible to all damages where occur due to it and if the defect is effective to damage others, this is due to it. It is necessary to say that responsibility due to different legal discussions are so important and by increasing government' responsibility against citizens, special responsibility shall be increased. Note 3 of article 14 of law for investigating driving violations approved 2010 stated that when in terms of driving expert' view, defect of road or vehicle shall be effective to accident, the authorized persons shall be responsible and if the defect is regarded as sub-defect, each responsibility can be regarded. Also, when effectiveness of violation is due to responsibility, the responsibility is that scale of responsibility shall be compensated or not? And if damage is due to collection of factors, and defect of road is as part of reason, in this manner, the responsibility shall be same as effect and as result, the aim of note is that official experts of road and accidents state percent of defect to issue compensation for it.

**Suggestions.** 1-As for importance of civil responsibility pf government and ministry of road and transportation, it is suggested to perform studies to compensate by affiliation of other ministries and as for separated legal form in Iran law, it is suggested that compare them as comparatively.

2-Installation of vertical and horizontal symbols and safety and lighting systems on roads and renovation and maintenance of roads to increase safety factor and reduce accidents by ministry of road and urbanism

3-As for findings on place of ministry of maintenance and transportation, it is suggested that the protectors and their role in compensation shall be discussed more and it is emphasized that the organization can perform the subjective duties of Iran accurately.

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## IDENTIFYING THE EFFECTIVE FACTORS ON DEVELOPMENT OF PEOPLE PARTNERSHIP AND ITS EFFECT ON PERFORMANCE OF MUNICIPALITIES (CASE STUDY: TEHRAN MUNICIPALITY)

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**Abstract.** Municipalities and participation of citizens are two basic steps of civil management in realization of civil planning (beauty, health, calmness and safety) and play important role in developing and progressing economic aims. This study is investigating the effective factors on development of People Partnership and its effect on performance of Municipalities. The current research method in terms of purpose is applied research, and in terms of data collection is correlational research the statistical population consists of 330 persons who are selected in order to test hypothesis. The data have been extracted by questionnaire and was analyzed by structural equations modeling and

less Partial Square. The results showed that there is positive relationship between people participation in performance of Tehran municipality. The matrix results show importance and performance on positive factors for social trust and from statistical point of view, the outcomes have low performance, therefore motivate strategy has more priority.

**Keywords:** development of People Partnership, performance of Municipalities, Structural equation modelling (SEM), less Partial Square.

**Introduction.** Increasing growth of civilization specially increasing population in Tehran caused many problems which are out of power of traditional management and needs participation of all citizens to manage it (Hatamineghad et al, 2017). In this situation, civil management and citizens are powerful and are weakened together. Citizenship is regarded as social and political process which was emerged since century 19<sup>th</sup> as serious integration and was as important discussion in government-nations as well as membership (Ameli, 2001). People participation can increase awareness and comprehension of citizenship on certain problems and their needs and helps to establish society better and this is obtained by reactions of persons in order to compile smart policies (Sarokhani and Amirpanahi, 2006). Necessity of participation indicators to obtain substantial development needs a field for attendance of people in public domain (Tavakoli and Hossein pour, 2013), as for acceleration of Tehran expansion and its conversion to metropolitan, it needs to revise policies and increase population and transferring capital to another place is so vital and establish Islamic councils for city and village according to principles 6, 7, 100, 101, 103, 105 and 106 of Islamic Republic of Iran Law, extension of thought and action is converted to inevitable necessity. At sum, the governments are following an instrument for participating in order to perform development projects and to obtain local movements, use of participatory strategy and we are trying to answer that what factors do influence on people participation and these factors what do influence on performance of municipality.

**Theoretical basis.** Participation means to provide and expand participatory field to shared aims. According to it, when there is opportunity between people to discuss criticism and information and knowledge are transacted easily, the possibility of access to information is obtained and effort of group was increased. During transaction and easy information, it is to convert information and increase cognition and there is balance between production and innovation between people and the persons with intentional aim shall be devoted to accept group decision and in this definition, the necessity of information and conversion is seen. To increase cognition and recognition can influence on mental work and ability and the participation is increased and systematic information was upgraded. According to extensive basis, it is free to select and the participation of selection and commitment and acceptance was more. Real participation is when people are shared from emotional and cognitive mode and make all their efforts to help others and then participation means all people to involve decisions and think about it and express their thoughts without fear (Tousi, 2001).

Participation for people shall be possible when the system allows to express their insights and it is organized as if involvement of people is possible. Therefore, the most required change for direct referral is into public vote. In normal situations and with effective attendance of people and representative of people including council, local regions and other parts, it is imperative all representatives to attend in all steps from planning to final decision. Then, it is necessary new planning system was popularized with planning and participatory management as well as realization of macro policies of government. The first step in success participatory management is to compile place and role of people in participatory process. This process is organized in three steps like people, education and equipment and finally attendance and participation of people which are regarded as pre-conditions for people in order to participate in this process. People participation is a kind of de-concentration in affairs and can increase human development and equality factor and social and political justice (Hekmat Nia et al, 2004).

**Research Background.** In research named effect of social-economic and cultural effect of students on political participation which was performed by Ali Asghar Firouz Janian Galogah from 379 student of Tehran University in 2001, the results of two variable analysis showed that there is correlation between age, gender, marital status, graduation of parents, type of occupation, occupational status, place of residence, economic status, type of faculty, political family, participation in administrative society, religious commitment, use of mass media and inclination to media and political participation and there is not significant correlation between graduation, occupation, type of occupation of parents and residence and political participation. Arash pournemat in another research discussed relation between social capital and political participation of women between 398 of women up 18 years who are resident in Shiraz in two groups of employment and housewife in 2006. He divided social capital as three steps including social capital of in group, infra-group and out group and used political aspect which show significant correlation between three independent variables for women. Also, field variables like age, place of birth, graduation and income had not significant relationship with political participation.

Homa Zanjanzadeh discussed a population with 170 persons of boys and girl's students in Ferdowsi university of Mashhad and concluded that scale of political participation for boys and girl's students have significant difference but between effective factors on political participation, he concluded that socialization and gender are the most important factors on political participation. Hanson et al 1979 considered political participation of women and their political prioritization and discussed their thoughts on abortion, employment with equal terms and role of women in political and social affairs and concluded that when women are not active same men in political mode and gender differences are less in voting but there is significant difference on interest in political affairs and these gender differences are due to economic and social factors, women work out of home more, obtain more higher graduation terms and increase their political participation (Henson, 1979).

Maria del Carman Fijo in article named family bonds till political actions for women in Argentina stated that participation of women in political affairs is due to economic values and place in family, thus, their involvement is derived from economic role in the field, as result, economic crisis in middle age women was increased and it is effective in their political participation. Women play their role as mother or spouse and obtain their interest (Pournemat, 2006).

Bourkak Keskin in his article pointed to patterns of political participation of Turkish women by using official statistics for Tukey elections and discussed behavior of voting and claimed that Turkish women are active on political affairs in local mode than national mode and generally it is concluded that in 1990s, political participation was increased that past and this is pertinent to rapid modernization and change traditional social structure and paternity (Pournemat, 2006).

**Research Framework:**

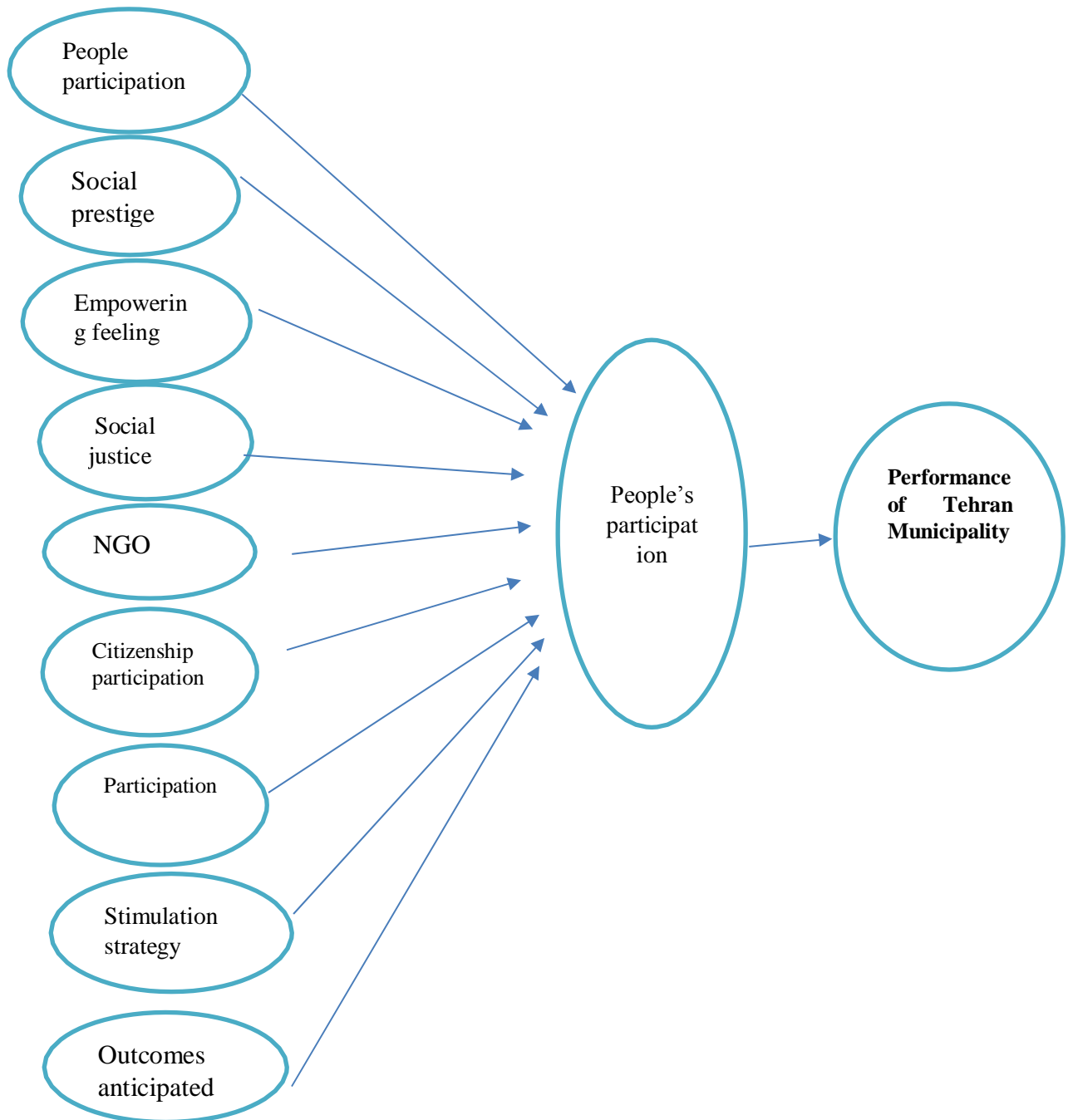


Figure 1. Theoretical model

**Research Methodology.** The purpose of this study is investigating the effective factors on development of People Partnership and its effect on performance of Municipalities. Thus method of current research in terms of purpose is applied research, and in terms of data collection method is survey- descriptive research. The statistical population consists of Directors and vice-chairs in Tehran municipality, 400 questionnaires were distributed as randomly and 330 questionnaires were analyzed and rate of returning was 82%.

**Estimate variables.** in this study, in order to estimate people participation after literature review, 8 dimensions for empowering, social justice, motivation strategy, people participation, social prestige and NGO activity, outcome of participation and outcomes anticipated were identified. Then, service, supervisory, cultural and social indicators were used.

**Analysis data.** Structural equation modelling (SEM) technique is considered as majority section of statistical analysis. In this study, in order to avoid from strategy based on covariance on distributive functions, sampling method, volume of sample and model complexity, PLS has been used. In this study, in order to model of first level (relations of main dimensions with variables), reflective relations and for models of second level, interaction levels have used.

**Evaluation of models with PLS is done in two steps:**

- Reliability evaluation and stability of estimation
- Evaluate structure model

**Evaluate reflective model.** In order to evaluate model studied, smart PLS has been used. Bootstrap non-parametric test was used with 500 repetitions and repeated strategy has been used to estimate model.

**Reliability.** In order to confirm reliability, convergence and divergence reliability instruments have been used. Convergence reliability is pointed that index of each structure has median correlation each other and extracted Fornell – Larcker scale (1981) is more than 0.5 AVE.

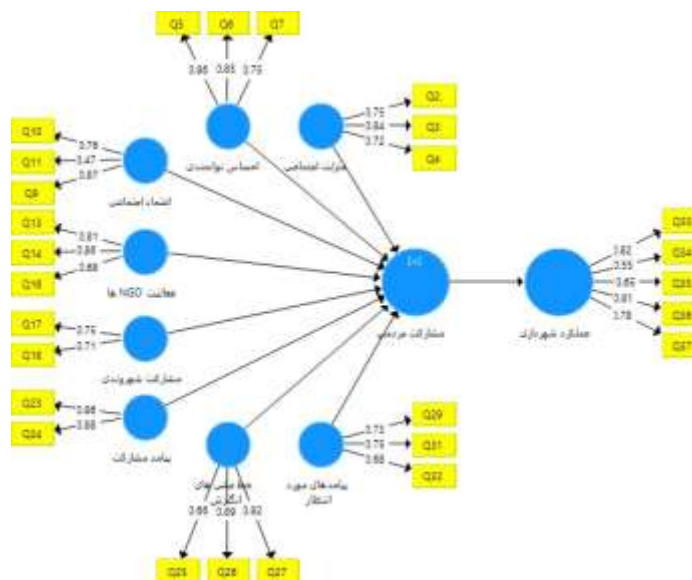


Table 1, descriptive statistics, reliability and stability of estimating instruments

		loading	Composite Reliability	Average Variance Extracted (AVE)
<b>Social prestige</b>	Q2	0.754	0.817	0.598
	Q3	0.838		
	Q4	0.724		
<b>Empowering</b>	Q5	0.860	0.863	0.677
	Q6	0.851		
	Q7	0.753		
<b>Social justice</b>	Q9	0.873	0.756	0.522
	Q10	0.760		
	Q11	0.474		
<b>NGO</b>	Q13	0.815	0.830	0.622
	Q14	0.864		
	Q16	0.676		

<b>participation citizenship</b>	Q17	0.751	0.931	0.533
	Q18	0.709		
<b>Participation outcome</b>	Q23	0.858	0.861	0.756
	Q24	0.881		
<b>Stimulation strategy</b>	Q25	0.661	0.838	0.637
	Q26	0.894		
	Q27	0.821		
<b>outcomes anticipated</b>	Q29	0.731	0.763	0.517
	Q31	0.749		
	Q32	0.676		
<b>Municipality outcome</b>	Q33	0.824	0.848	0.532
	Q34	0.551		
	Q35	0.650		
	Q36	0.806		
	Q37	0.779		

Two tests were defined to separate reliability. One is Fornell – Larcker scale and other is width load test, in Fornell – Larcker test, separated reliability is estimated by AVE with correlation between variables. Each of reflective structures for AVE shall be more than correlation with other structures, in width load test, each of index shall be more than its load on other structures.

Table2: Separated reliability of Fornell – Larcker test

	Empowering	Social Justice	Stimulation strategy	Municipality performance	Citizenship participation	Social justice	Ngo	Outcome	Outcomes anticipated
Empowering	0.823								
Social justice	0.116	0.722							
Stimulation strategy	0.293	0.332	0.798						
Municipality performance	0.428	0.319	0.235	0.729					
Citizenship	0.431	0.418	0.522	0.432	0.730				
Social justice	0.639	0.539	0.487	0.345	0.293	0.773			
NGO	0.416	0.511	0.536	0.468	0.303	0.652	0.789		
Outcome	0.169	0.222	0.311	0.587	0.491	0.512	0.551	0.869	
Outcome anticipated	0.215	0.576	0.322	0.457	0.281	0.515	0.619	0.581	0.719

Table 3. Separated reliability- width load test

	Empowering	Social Justice	Stimulation strategy	Municipality performance	Citizenship participation	Social participation	Social justice	Ngo	Outcomes anticipated	Outcome anticipated
Q2	0.431	0.351	0.304	0.650	0.538	0.207	0.754	0.447	0.250	0.547
Q3	0.599	0.573	0.524	0.677	0.759	0.345	0.838	0.655	0.491	0.734
Q4	0.422	0.265	0.245	0.363	0.499	0.076	0.724	0.353	0.421	0.585

Q5	0.860	0.639	0.723	0.687	0.804	0.489	0.528	0.609	0.642	0.593
Q6	0.851	0.489	0.644	0.806	0.765	0.312	0.545	0.666	0.544	0.607
Q7	0.753	0.370	0.583	0.537	0.649	0.244	0.507	0.481	0.450	0.567
Q9	0.647	0.873	0.690	0.779	0.753	0.534	0.479	0.564	0.527	0.545
Q10	0.324	0.760	0.349	0.348	0.436	0.206	0.315	0.274	0.288	0.341
Q11	0.226	0.474	0.137	0.250	0.289	-0.076	0.379	0.107	0.227	0.310
Q13	0.644	0.564	0.534	0.824	0.729	0.238	0.610	0.815	0.402	0.607
Q14	0.654	0.370	0.526	0.657	0.714	0.241	0.537	0.864	0.526	0.623
Q16	0.348	0.233	0.438	0.551	0.508	0.246	0.363	0.676	0.369	0.453
Q17	0.430	0.415	0.491	0.322	0.390	0.751	0.057	0.158	0.382	0.117
Q18	0.192	0.188	0.263	0.308	0.365	0.709	0.382	0.288	0.333	0.300
Q23	0.566	0.357	0.624	0.464	0.645	0.451	0.429	0.431	0.858	0.498
Q24	0.596	0.543	0.612	0.553	0.700	0.404	0.459	0.523	0.881	0.513
Q25	0.569	0.362	0.661	0.437	0.515	0.273	0.187	0.404	0.353	0.366
Q26	0.763	0.573	0.894	0.691	0.830	0.546	0.554	0.582	0.733	0.650
Q27	0.548	0.552	0.821	0.599	0.658	0.384	0.355	0.517	0.552	0.426
Q29	0.607	0.369	0.544	0.534	0.638	0.161	0.550	0.492	0.441	0.731
Q31	0.469	0.399	0.413	0.616	0.653	0.281	0.702	0.633	0.434	0.749
Q32	0.465	0.488	0.379	0.476	0.553	0.158	0.496	0.413	0.377	0.676
Q33	0.644	0.564	0.534	0.824	0.729	0.238	0.610	0.415	0.402	0.607
Q34	0.348	0.233	0.438	0.551	0.508	0.246	0.363	0.476	0.369	0.453
Q35	0.431	0.351	0.304	0.650	0.538	0.207	0.454	0.447	0.250	0.547
Q36	0.551	0.489	0.644	0.806	0.765	0.312	0.545	0.666	0.544	0.607
Q37	0.647	0.573	0.690	0.779	0.753	0.534	0.479	0.564	0.527	0.545

**Evaluate structural model.** In order to evaluate structural model R2 coefficient of determination was used. Value of R<sup>2</sup> was equal to 0.67 and 0.33 and 0.19 in rout model and in PLS model it was median and weak. Coefficient of determination for people participation was close to one. The high value of coefficient shows that the variables cover all dimensions of it and coefficient of determination of municipality performance was 0.84 which was so good.

**Test of hypothesis.** In order to test hypothesis, Smart PLS has been used. If significant value is greater than 1.96 and is smaller than 1.96, hypothesis was confirmed and the results show that people participation has direct and positive effect 0.92 in municipality performance (p<0.001, B-0.92). Thus, main hypothesis of research was confirmed. Coefficients of structural rout is on following table.

Coefficients of structural rout

	Municipality performance	People participation
Empowering		0.211
Social justice		0.134
Stimulation strategy		0.186
People participation	0.917	
Citizenship		0.064
Social justice		0.168
NGO		0.197
Outcome of participation		0.120
Outcome anticipated		0.148

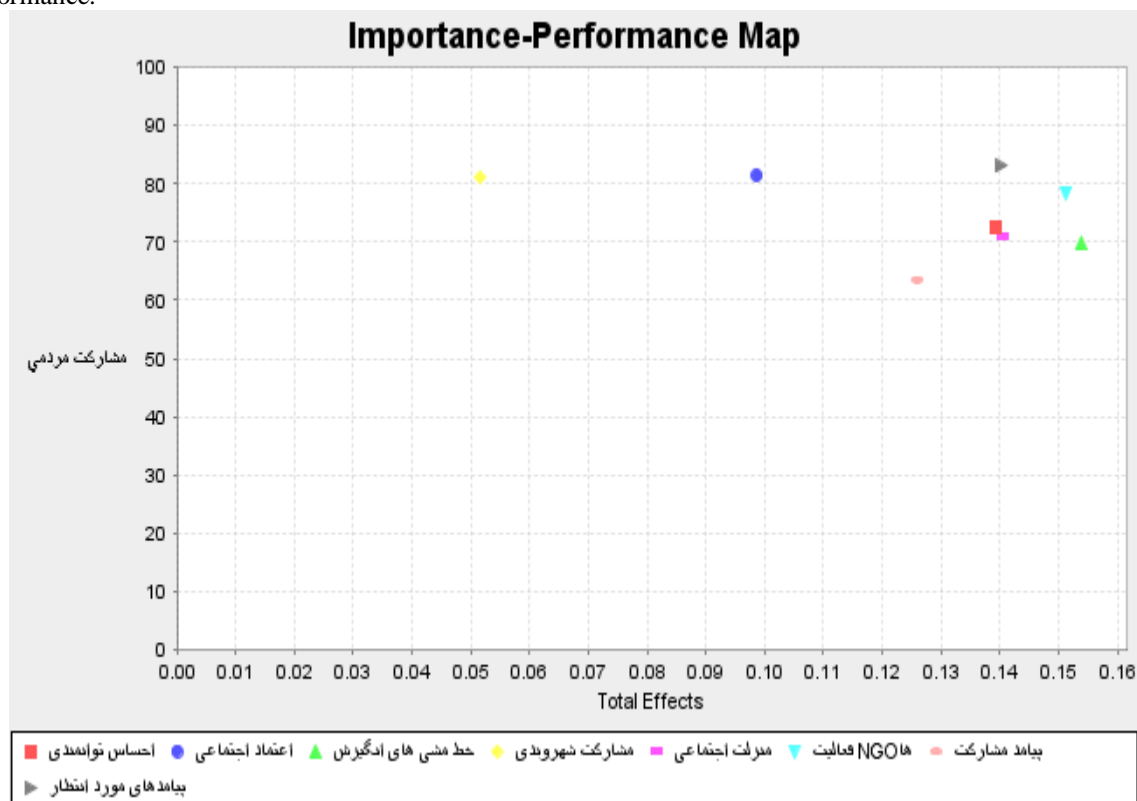
As seen in above table, the more effects were pertinent to empowering feeling and NGO is on second rank, the less effect was in citizenship participation.

In order to confirm dimensions, people participation and its effect on performance municipality were discussed.

	Rout coefficient	T Statistics ( O/STDEV )	P Values
people ← empowering participation	0.211	30.242	0.000
people ← Social justice participation	0.134	17.627	0.000
people ← stimulation participation	0.186	22.716	0.000
← People participation performance	0.917	114.91	0.000
people ← citizenship participation	0.064	7.858	0.000
people ← Social justice participation	0.168	21.046	0.000
people participation ← NGO	0.197	27.148	0.000
people ← outcome participation	0.120	23.856	0.000
people ← outcome participation	0.211	30.242	0.000

As indicated in above table, more effect was pertinent to empowering and NGO and stimulation strategy and the less effect was pertinent to citizen's participation. In order to confirm dimensions, people participation and its effect on performance of municipality were discussed. As indicated in above table, dimensions were significant and their effects were confirmed.

**Discussion importance- performance matrix.** This matrix shows importance and performance of indicators in forming people participation. Matrix, total effects and average of indicator compared to recognize more importance domains in order to restore for management activity. The results provide possibility of determinants with high and low importance and managers shall concentrate on indicators with high importance and from outcome performances, it has low performance.



**Conclusion.** The most important effects of participation in planning and civil management is to establish and trust in people in order to develop and reduce concentration. Thus, the most important instruments for civil management is using people in participation. In order to enhance and extend people participation, it is necessary to identify effective factors and the participation is not new phenomenon but by growing civilization and changes of participatory patterns, it is necessary to revise and offer suitable pattern with current needs. This study was performed by aiming to discuss the effect of people participation in Tehran municipality. In order to estimate people participation, a framework has been used which was offered by Bonitis. This framework evaluates people participation in 8 dimensions for empowering, social justice, motivation strategy, people participation, social prestige and NGO activity, outcome of participation and outcomes anticipated were identified. The results of study show positive and significant effect on performance of municipality as well, participation has low to estimate participation. If outcomes anticipated show good performance, since importance-performance of managers shall be enhanced but it has low importance, it seems that in Tehran municipality, stimulation strategy and NGO were so high.

**Suggestions:**

- Long term planning to realize people participation in governmental structure
- Regarding aims for civil management with citizen' needs
- To stable civil management to citizens
- Respect to civil management and citizens
- Responding to civil management
- Offer local strategies for civil defects
- Establish responding culture
- To provide a domain for people participation

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