

Analysis of Urban Management Performance Model (Case Study: Shiraz Municipality)

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Abstract

Introduction: The objective of this research was to analyze the urban management performance model, specifically focusing on the Shiraz Municipality.

Methodology: The present study is applied in terms of its goal and descriptive in terms of its method, utilizing a mixed qualitative and quantitative approach. The qualitative sample consisted of 18 experts selected through a purposive panel method. The quantitative population included 1,429 managers and experts from Shiraz Municipality and its subsidiary organizations. Initially, a cluster random sampling method was employed, followed by a non-random accessible method based on the Morgan table, resulting in a sample size of 306 individuals. The research instrument was a researcher-made questionnaire, whose validity was confirmed by 10 sports management professors and reliability verified through Cronbach's alpha test ($\alpha = 0.88$). Findings indicated 38 indicators within the components of inter-organizational coordination and coherence, human resource development, financial and hardware resource management, finality, command unity, infrastructure creation, organizational structure, interaction and communication development, systemic perspective, integration, and monitoring, all influencing Shiraz's urban management.

Finding: The organizational structure (weight 0.372) and command unity (weight 0.340) ranked first and second, respectively. Among the indicators, the existence of a supra-organizational leadership center to manage the dispersion of urban management affairs, job diversity, and employee participation in organizational decision-making in Shiraz Municipality were identified as the most critical.

Keywords: Performance, Shiraz Municipality, Urban Management, Command Unity

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Introduction

The rapid increase in population, coupled with urbanization and the ongoing growth and development of cities, has created numerous problems in various countries, especially in third-world countries. This has led to challenges and constraints within the urban management system (Hosseini Rezaei et al., 2019). In Iran, urban management has been one of the most significant and sensitive challenges for planners and experts over the past few decades (Motamedi and Rasouli, 2018: 116). A significant portion of the country's population resides in cities, highlighting the need for effective measures from organizations and entities defined within urban management roles. In many countries, municipalities play the most crucial role in urban development because they are the main entities responsible for organizing and shaping the city. In essence, coherent and coordinated urban management facilitates aligned activities (Moradi Makram and Heydari Kia, 2017: 115). Effective and sustainable urban management aims to preserve resources for future generations and prevent resource wastage and degradation while achieving an acceptable level of public services and urban welfare for all generations. Effective urban

management should plan, policy-make, guide, organize, supervise, and coordinate all local affairs of the city system (Salari Sardari and Kiani, 2016: 35). In Iran, urban management has been influenced by factors such as centralization, exogenous urban plans and projects, and a rent-seeking economy based on oil, resulting in a shift away from systemic and integrated management towards sectional management. Additionally, urban management has lagged behind urbanization trends and related issues, being caught up in top-down perspectives (Hekmatnia et al., 2016: 143). This pattern is also prevalent across various organizations and sections of urban management in the country's cities (Kavehpour et al., 2022: 51). The disordered situation arising from population growth in cities means that urban issues cannot be resolved through traditional management systems, thereby posing additional challenges for cities (Firoozi et al., 2019). The significant transformations of recent decades, marked by rapid urbanization and the emergence of mega-cities globally, necessitate a review of urban management so that cities can become centers of economic and social growth within a national framework. Today, cities, as major consumers and distributors of goods and services, have

become the focus of sustainability discussions (Adampour et al., 2022: 537). In such conditions, managerial performance, as a regulator of relationships among all organizational components and citizens, is crucial. This internal mechanism, without relying on external levers, can create citizen satisfaction (Kavehpour et al., 2022: 51). Shiraz, one of Iran's metropolises, due to its geographical position and temperate climate, has become a migrant-receiving city with a population that continues to grow, leading to numerous problems.

Theoretical Framework

Performance

Performance is a complex concept that has been examined in various studies. Early research on performance revealed significant disagreements on how to conceptualize it, including which criteria and indicators to use, who should determine or measure these criteria, and which organizational characteristics or other variables related to performance should be examined. Although many studies have been conducted, most primarily focus on unitary dimensions and their impact on corporate financial performance. Some studies have also explored dimensions such as planning activities, marketing activities, owner-manager characteristics, and strategy and performance studies (Kartal et al.,

2015: 1). In today's competitive world, only organizations that efficiently and scientifically utilize their resources can endure (Salamat Ahwazi et al., 2019: 773). Given that employees need to be aware of organizational expectations and their performance levels to address past shortcomings, improve productivity and effectiveness, and discover their capabilities, human resource performance is a critical and sensitive issue for any organization (Jafari et al., 2019: 9).

Urban Management Performance

The performance of urban management as a broad managerial entity connected to diverse urban and urbanization phenomena needs improvement. The rapid population growth and urban sprawl, along with specific urban life issues due to the absence of effective planning and management, have become a challenge for mega-cities. Some experts believe that addressing these issues requires adopting new concepts and approaches in urban management, underscoring the need for comprehensive strategies and solutions to optimize urban life (Adampour et al., 2022: 537). Simply put, urban management encompasses all stages of implementation in the city's physical and social framework. The city, as the most complex human-made artifact, requires management that encompasses a range of

perceptions and complexities. Nowadays, urban management has evolved to prioritize the well-being and comfort of citizens. Effective urban management plays a crucial role in the success of urban development plans and projects (Mirzazadeh Doostan, 2022: 21).

Urban Management by the Municipality

The municipality is responsible for urban management, which is a comprehensive organization composed of all related and influential formal and informal elements in the social, economic, and physical dimensions of city life, aimed at overall administration, guidance, control, and development. In other words, the municipality is a non-governmental and public organization that, with government permission and public resources, manages and oversees urban affairs to establish and manage public facilities, enact and enforce urban regulations, and meet common local needs, distributing the costs of provided services logically and fairly among city residents and service users (Safaeipour and Azad Bakht, 2018: 115, Alavi et al., 2014: 5). However, urban management in Iran's metropolises faces challenges. For instance, Berigani and Kazhadi Sif

Abadi (2021) identified laws, structure, and professional ethics as the primary challenges in managing Ahvaz's metropolis, and Hosseini Rezaei et al. (2019) pointed to the absence of good urban governance as the main challenge in Iranian urban management.

Among these, Shiraz, as one of the country's metropolises, has experienced significant population growth over the past decades, leading to multiple urban management problems (Pishrow, 2010). Consequently, it has struggled to achieve public and employee satisfaction. For instance, in the realm of e-municipality, public and employee satisfaction with the implementation of e-municipality is unsatisfactory, necessitating planning to improve employee satisfaction with e-municipality implementation, especially in technical, managerial, and educational aspects (Roustayi et al., 2015). Similarly, Shiraz faces infrastructural, social, managerial, and economic challenges in its public transportation system (Reisi and Pak Nia, 2014). Additionally, the distribution of public services in Shiraz does not align with social justice perspectives (Setavand et al., 2018: 171). These challenges have led to public dissatisfaction with the municipality's performance, which can

be mitigated by improving urban management performance.

Therefore, the shift from traditional management to modern, scientific management in metropolises is essential. Implementing management science, including time, cost, quality, goal coalition, risk, communication, procurement, and human resource management, is crucial in Shiraz's municipal system (Habibi and Shahrzad, 2018). Shiraz, with its natural and historical attractions and favorable climate, has become a migrant-receiving city in recent decades, leading to increasing population and area. This population growth has caused numerous issues for citizens and concerns for city managers. Enhancing Shiraz's urban management performance, centered on the municipality, will accelerate and facilitate addressing these shortcomings. Moreover, no comprehensive research on this topic has been conducted within Shiraz's urban management or municipality, underscoring the necessity of this research.

Literature Review

The text discusses the existing research on urban management, highlighting its insufficiency in addressing the growing complexities and challenges posed by the increasing urban population. The text then summarizes the findings of several studies in the field.

- **Asibi et al. (2022):** The study found that weak institutional and stakeholder coordination, insufficient budget, and limited human resources have led to the inability of urban management to address the impacts of climate change in Accra, Ghana.
- **Al-Rawi & Qasim (2022):** The authors contend that urban management and councils, in addition to enacting laws and regulations, play a crucial role in defining economic, social, and environmental scenarios and guiding them towards achieving sustainable development. They propose decentralization to achieve economic, social, environmental, and institutional sustainability dimensions, establishing information systems, monitoring and evaluation, strengthening the role of municipalities in preparing and approving comprehensive plans, reducing conflicts in laws and regulations related to land organization and use, implementing a participatory approach between the government and local administrative bodies, the private sector, and civil society, and ensuring integration, flexibility, and transparency in the decision-making process.
- **Zhou & Zhang (2020):** The research indicates that with the advancement of urbanization, urban management faces a new set of challenges. The city's scale is expanding, urban management problems are becoming increasingly apparent, and the rapid growth of the urban population has increased the burden on various elements of urban infrastructure management, leading to comprehensive planning for urban transportation, urban management, economic industry, and public

services, as well as the planning and construction of smart cities.

- **Domestic Research:** The text also cites several domestic research studies in Iran that have explored various aspects of urban management, including the importance of collaboration and participation between people, municipalities, city councils, and other influential institutions in the success of strategic development plans (Kamel Nesab, 1401), the identification of key components for a cohesive urban management model in new cities (Ayini, 1399), and the factors contributing to the development of urban management in Tehran Municipality (Rahmani, 1397). Salar Sardari & Keyani (1396) noted a shift in the historical trend of urban management characteristics from single-structure and single-dimensional perspectives to multi-structure and multi-dimensional perspectives (participatory management, collective wisdom utilization, responsiveness, and transparency).

The text concludes by stating that despite these advancements, the urban management system in Iran has faced challenges over the past century due to factors such as the lack of sustainable income sources, weak civil and local institutions, the absence of a defined organizational position within the country's organizational hierarchy, lack of participation in planning due to the centralized and top-down nature of planning, and a focus on addressing neglected urban issues. Finally, the text highlights the research questions addressed in the present study, which aim to identify the components and indicators of urban management in Shiraz Municipality.

Research Methodology

The present research sought to answer the following questions:

- What are the components of urban management in Shiraz Municipality?
- What are the indicators of urban management in Shiraz Municipality?

The research methodology is descriptive-survey and applied in terms of its purpose, conducted using a mixed qualitative and quantitative approach. The data for the research was gathered through document and internet studies, expert opinions (qualitative sample of the research), and questionnaires to identify the indicators and components affecting urban management in Shiraz. Initially, data were collected using qualitative methods, followed by quantitative methods.

The statistical population in the qualitative section consisted of experts and urban management specialists in Shiraz. Eighteen participants were selected non-randomly and purposefully based on expertise, experience, theoretical mastery, accessibility, and willingness, using the snowball sampling method. These included five current and former managers and experts from the eleven districts of Shiraz Municipality, five current and former managers from Shiraz Municipality and its deputy departments, two experts from the urban affairs and councils, and municipal organizations of Fars

province, two members of the Islamic City Council of Shiraz with management experience in the municipality, and four professors of public management and urban planning.

The statistical population in the quantitative section included managers and experts from Shiraz Municipality and its subsidiary organizations, totaling 1429 individuals. Initially, using cluster random sampling, departments such as the Technical and Civil Affairs Deputy, the Organization for Beautification and Green Spaces, the Transport and Traffic Deputy, the Organization for Urban Development and Renewal, the Cultural and Social Deputy, and municipalities from districts two, four, five, six, and ten were selected. Then, using the non-random accessible method and based on the Cochran formula and Morgan table, 306 individuals were chosen as the sample.

Data were collected through library studies, internet studies, questionnaires, and semi-structured interviews with participants. The data from literature review and open interviews with participants were analyzed using content analysis and open coding, resulting in the extraction of initial concepts (22 concepts from the literature and 43 from the interviews, totaling 65 concepts). The initial concepts were standardized and summarized by the research team, reducing the total to 55 codes

(concepts). A Delphi panel was then formed to review, edit, and refine the summarized data. In the first round, after data analysis, corrective feedback was provided, and after summarizing the feedback, the concepts were reduced to 46. Less important or irrelevant factors were removed. The second round of the Delphi panel involved another review and necessary edits, further reducing the number of effective factors in urban management development in Shiraz Municipality to 40. After a third round of review and refinement by the Delphi panel, 38 final effective indicators were agreed upon. In the fourth round, the indicators were organized and prioritized into 12 components: inter-organizational coordination and coherence, human resource development, financial and hardware resource management, co-termination, unity of command, groundwork, organizational structure, interaction and communication development, systemic perspective, integration, and monitoring and evaluation, and the questionnaire was prepared.

The questionnaire's validity was confirmed by ten professors of public management and urban planning familiar with urban affairs, and its reliability was verified using Cronbach's alpha test ($\alpha=0.88$). Descriptive statistics such as frequency distribution, mean, and standard deviation were used to

describe the research variables, utilizing SPSS and LISREL software.

Research Findings

The research findings indicate that in the qualitative phase of the study (experts), out of 18 participants, 33.33% (6 individuals) were female and 67.66% (12 individuals) were male. In terms of educational qualifications, 33.33% (6 individuals) held doctoral degrees, 50% (9 individuals) had master's degrees, and 16.67% (3 individuals) possessed bachelor's degrees. Regarding their professional experience, 94.44% (17 individuals) had more than ten years of experience, while 5.56% (1 individual) had less than ten years of management experience in municipalities or related fields within other organizations.

The sample size for the quantitative phase of the research was 306

individuals. Of these, 82.35% (252 individuals) were male and 17.65% (54 individuals) were female. In terms of education, 5.23% (16 individuals) held doctoral degrees, 69.61% (213 individuals) had master's degrees, and 25.16% (77 individuals) possessed bachelor's degrees. The majority, 73.86% (226 individuals), had over 10 years of work experience, while 26.14% (80 individuals) had less than 10 years of experience working in Shiraz Municipality or its affiliated organizations.

Through document analysis, expert opinions, and the Delphi method, 12 components and 37 indicators were identified for the urban management development model in Shiraz Municipality. These are listed in Table 1.

Table 1. Components and Indicators of Urban Management Development in Shiraz Municipality

Components	Indicators
Organizational Structure	<p>Job Diversity in Shiraz Municipality</p> <p>Employee Participation in Organizational Decision-Making in Shiraz Municipality</p> <p>Clear Reporting Lines and Supervisor-Subordinate Relationships</p> <p>Predefined Work Methods and Job Descriptions</p>
Unity of Command	<p>Existence of a Supra-Organizational Leadership Center to Manage the Dispersion of Urban Management</p> <p>Supra-Organizational Planning and Decision-Making Center for Urban Affairs Organizations</p>
Development of Interactions and Communications	<p>Interaction and Cooperation of Shiraz Municipality with Organizations Involved in Urban Affairs</p> <p>Establishing Effective Interaction with Citizens</p> <p>Developing Interactions with the Islamic City Council of Shiraz and Other Higher Authorities</p>
Financial and Hardware Resources Management	<p>Development and Diversification of Sustainable Income Generation with Minimal Fluctuations</p> <p>Transparency in Revenues and Expenditures</p> <p>Prioritization of Needs and Taking Action to Provide Resources and Equipment</p> <p>Centralized and Appropriate Guidance of Resources and Equipment</p>
Integration	<p>Alignment of Each Collaborating Organization's Program with the Overall Vision in Urban Management</p> <p>Standardization and Integration of Programs</p>
Systemic Perspective	<p>Presence of a Holistic Perspective in Addressing Complex Urban Issues</p> <p>Shared Perspective in the Work of Organizations Responsible for Urban Affairs</p> <p>Alignment of Long-Term Goals of Organizations Responsible for Urban Affairs</p>
Inter-Organizational Coordination and Cohesion	<p>Coordination among Centers for Making Key and Fundamental Decisions</p> <p>Inter-Organizational Coordination in Joint Executive Actions among Organizations Responsible for Urban Affairs</p> <p>Joint Study and Design by Organizations Involved in Urban Affairs before Implementation of Executive and Operational Programs</p>

	Organizational Solidarity among Managers of the Municipality, the Islamic City Council of Shiraz, and Organizations Responsible for Urban Affairs in Shiraz
Career Path	Formulation of the Shiraz Urban Management Master Plan (Long-Term Vision Document) Design and Implementation of an Operational Plan in Line with the Master Plan Design and Implementation of a Medium- and Long-Term Strategic Plan in Line with the Master Plan
Equifinality	Existence of Shared Long-Term Goals among Organizations Responsible for Urban Affairs Executive Actions and Activities Aligned with the Vision of Shiraz City Existence of a Supra-Organizational Leadership Center to Manage the Dispersion of Urban Management
Infrastructure Development	Legal and Regulatory Environment Presence of Suitable Communication Infrastructure
Human Resources Development	Needs Assessment for Various Specialties in Shiraz Urban Affairs Attraction and Retention of Specialized Personnel Continuous Empowerment of Expert Professionals
Monitoring and Evaluation	Performance Indicators in Various Technical and Specialized Sectors Training of Specialized Evaluators in Various Fields Increase in Field Evaluations Review, Identification of Deficiencies in Performance Processes, and Necessary Reforms

Figure 1 presents the conceptual model for the performance of urban management in Shiraz Municipality

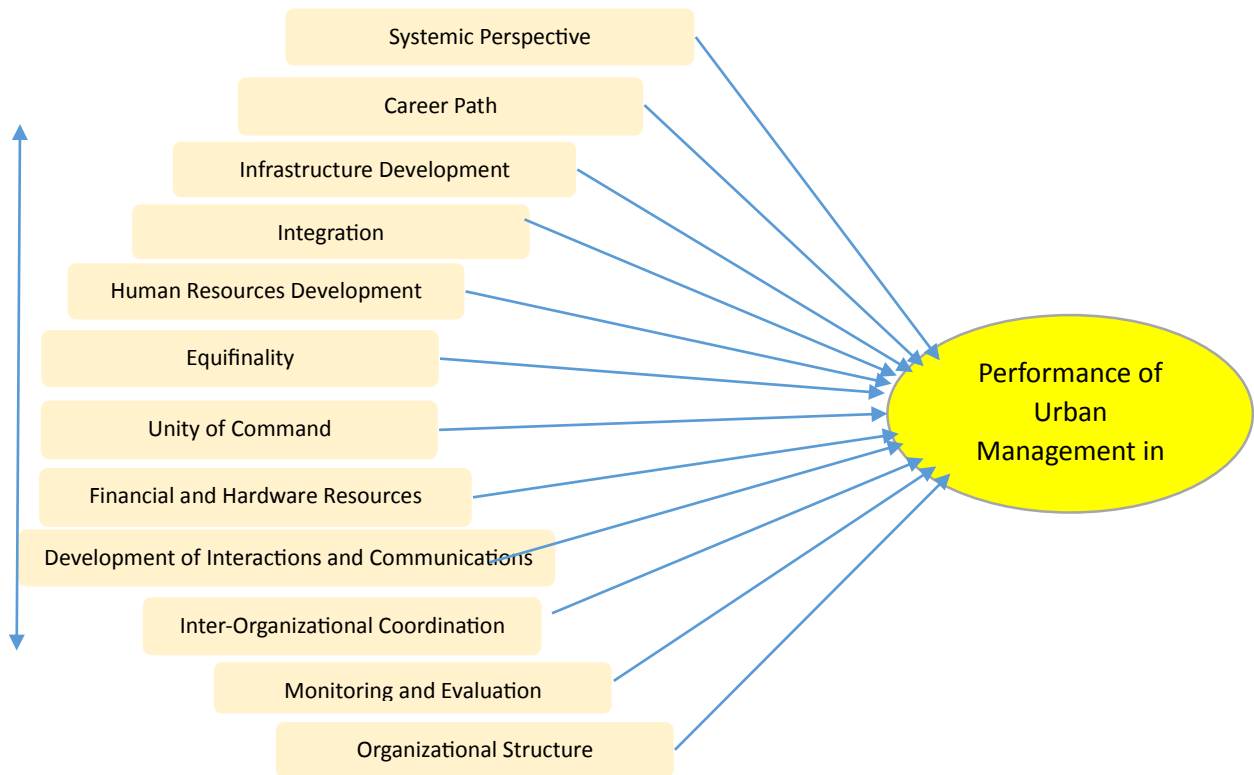


Figure 1. Shiraz Urban Management Performance Model

Confirmatory factor analysis (CFA) is a statistical method used to assess the validity of a measurement model or construct. It examines how well the observed variables (indicators) align with the underlying latent variables (constructs or factors) they are intended to measure. The method helps

determine if the questions selected in a questionnaire to measure each factor are appropriate. The primary data for CFA is the correlation matrix between variables. The output of the CFA is often presented in two forms: standardized values and t-values (significance values).

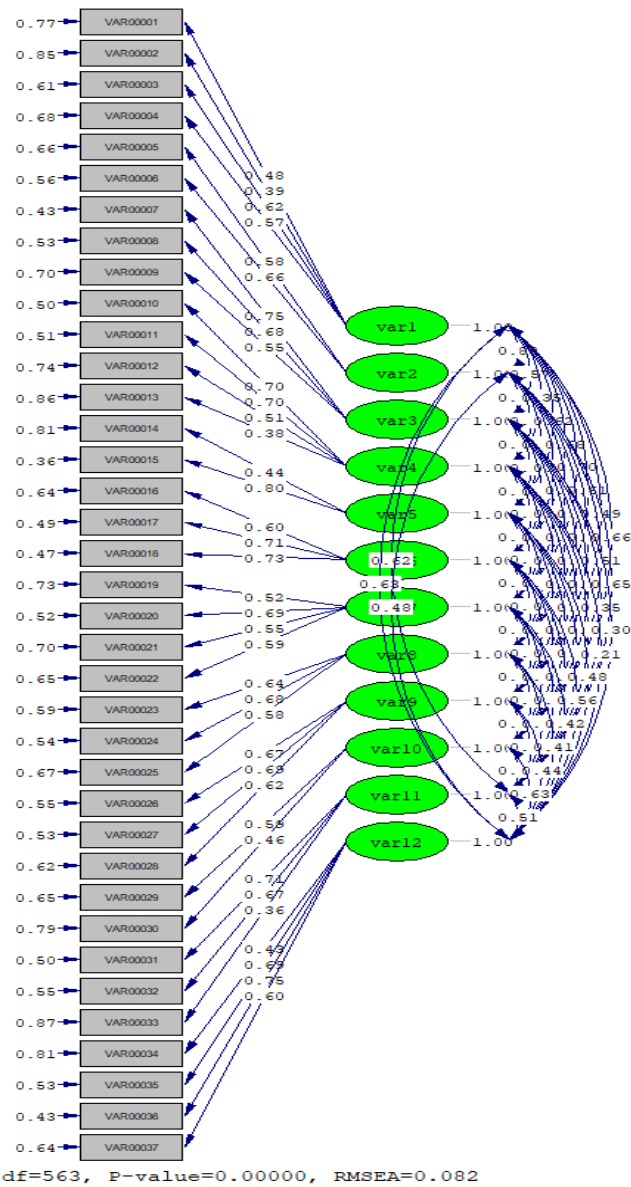


Figure 2. Confirmatory Factor Analysis in the Mode of Significance Coefficients (t-statistic)

construct) and the observed variables. Once the correlation between variables is identified, a significance test should be performed. The t-value statistic is employed to examine the significance of the relationship between variables. As significance is assessed at the 0.05 error level, if the t-value statistic

The results of the factor analysis for the identified factors are presented in Figure 2. The scale comprises 12 components and 37 indicators. The observed factor loadings in all cases exceed 0.3, indicating an acceptable correlation between the latent variables (dimensions of each main

exhibit a t-value statistic greater than 1.96 at the 5% confidence level, confirming the significance of the observed correlations.

surpasses 1.96, the relationship is deemed significant. The results demonstrate that the indicators measuring each of the scales used

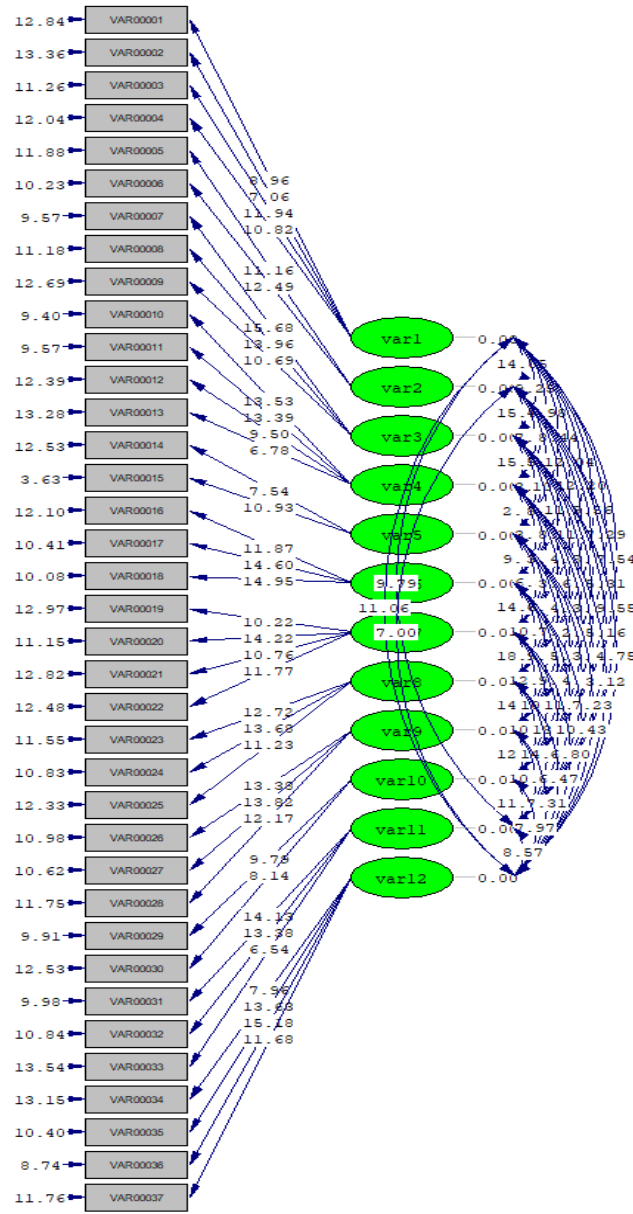


Figure 3. Confirmatory Factor Analysis in the Mode of Significance Coefficients (t-statistic)

Table 2. Goodness-of-Fit Indices for the Identified Factors

SRMR	PCFI	PNFI	PRATIO	RFI	IFI	GFI	CFI	NFI	RMSEA	/df χ^2	Model
>0.08	<0.5	<0.5	<0.5	<0.1	<0.1	<0.1	<0.1	<0.1	>0.9	<5	Acceptable Level
0.047	0.65	0.54	0.658	0.9	0.99	0.99	0.99	0.98	0.048	1.37	Calculated

Figure 1 illustrates the significance of the coefficients between the observed (manifest) and latent variables. The significance was tested at the 0.05 and 0.01 levels. If the obtained t-value falls outside the range of ± 1.96 , the relationship is considered statistically significant. The results indicate that the t-values for all relationships are significant.

In the final part of this research, the components and indicators of urban management in Shiraz Municipality were ranked using the MADM-AHP (Multi-Criteria Decision-Making - Analytic Hierarchy Process) method. The results are presented in Table 3.

Table 3. Ranking of Components and Indicators of Urban Management in Shiraz using the MADM-AHP Method

Component	Criterion Weight	Indicator	Criterion Weight	Final Weight	Rank
Organizational Structure	0.372	Job Diversity in Shiraz Municipality	0.358	0.133	2
		Employee Participation in Organizational Decision-Making in Shiraz Municipality	0.33	0.122	3
		Clear Reporting Lines and Supervisor-Subordinate Relationships	0.312	0.116	6
		Predefined Work Methods and Job Descriptions	0.306	0.113	8
Unity of Command	0.34	Existence of a supra-Organizational Leadership	0.398	0.135	1

		Center to Manage the Dispersion of Urban Management			
		Supra-Organizational Planning and Decision-Making Center for Urban Affairs Organizations	0.355	0.12	4
Development of Interactions and Communications	0.322	Interaction and Cooperation of Shiraz Municipality with Organizations Involved in Urban Affairs	0.335	0.107	9
		Establishing Effective Interaction with Citizens	0.306	0.098	11
		Developing Interactions with the Islamic City Council of Shiraz and Other Higher Authorities	0.242	0.078	18
Financial and Hardware Resources Management	0.318	Development and Diversification of Sustainable Income Generation with Minimal Fluctuations	0.37	0.117	5
		Transparency in Revenues and Expenditures	0.362	0.115	7
		Prioritization of Needs and Taking Action to Provide Resources and Equipment	0.298	0.095	12
		Centralized and Appropriate Guidance of Resources and Equipment	0.27	0.086	16
Integration	0.306	Alignment of Each Collaborating Organization's Program with the Overall Vision in Urban Management	0.345	0.105	10
		Standardization and Integration of Programs	0.302	0.092	13
Systemic Perspective	0.287	Presence of a Holistic Perspective in Addressing Complex Urban Issues	0.316	0.091	14
		Shared Perspective in the Work of Organizations Responsible for Urban Affairs	0.301	0.087	15

		Alignment of Long-Term Goals of Organizations Responsible for Urban Affairs	0.267	0.077	19
Inter-Organizational Coordination and Cohesion	0.264	Coordination among Centers for Making Key and Fundamental Decisions	0.265	0.07	21
		Inter-Organizational Coordination in Joint Actions among Organizations Responsible for Urban Affairs	0.262	0.069	22
		Joint Study and Design by Organizations Involved in Urban Affairs before Implementation of Programs and Projects	0.249	0.066	24
		Organizational Solidarity among Managers of the Municipality and Organizations Responsible for Urban Affairs in Shiraz	0.22	0.058	27
Career Path	0.238	Formulation of the Shiraz Urban Management Master Plan (Long-Term Vision Document)	0.362	0.086	17
		Design and Implementation of an Operational Plan in Line with the Master Plan	0.292	0.069	23
		Design and Implementation of a Medium- and Long-Term Strategic Plan in Line with the Master Plan	0.252	0.06	26
Equifinality	0.23	Existence of Shared Long-Term Goals among Organizations Responsible for Urban Affairs	0.225	0.053	29
		Executive Actions and Activities Aligned with the Vision of Shiraz City	0.311	0.071	20
		Existence of a Supra-Organizational Leadership Center to Manage the	0.267	0.061	25

		Dispersion of Urban Management			
Infrastructure Development	0.224	Legal and Regulatory Environment	0.256	0.057	28
		Presence of Suitable Communication Infrastructure	0.19	0.042	33
Human Resources Development	0.164	Needs Assessment for Various Specialties in Shiraz Urban Affairs	0.318	0.052	30
		Attraction and Retention of Specialized Personnel	0.311	0.051	31
		Continuous Empowerment of Expert Professionals	0.267	0.043	32
Monitoring and Evaluation	0.16	Determination of Performance Indicators in Various Technical and Specialized Sectors	0.245	0.039	34
		Training of Specialized Evaluators in Various Fields	0.237	0.038	35
		Increase in Field Evaluations	0.232	0.037	36
		Review, Identification of Deficiencies in Performance Processes, and Necessary Reforms	0.192	0.031	37

Based on the findings, among the 12 identified components, 'Organizational Structure' with a weight of 0.372, 'Unity of Command' with a weight of 0.340, and 'Development of Interactions and Communications' with a weight of 0.322 were ranked first to third, respectively. These are considered the most important components in urban management in Shiraz. The indicators 'Existence of a Supra-Organizational Leadership Center to Manage the Dispersion of Urban Management,' 'Job Diversity in

Shiraz Municipality,' 'Employee Participation in Organizational Decision-Making in Shiraz Municipality,' 'Supra-Organizational Planning and Decision-Making Center for Urban Affairs Organizations,' and 'Development and Diversification of Sustainable Income Generation with Minimal Fluctuations' are, in order, the most crucial indicators of urban management in Shiraz.

Discussion and Conclusion

The objective of this research was to analyze the urban management performance model in Shiraz Municipality. Based on the findings, 37 indicators affecting urban management in Shiraz Municipality were identified, encompassing elements such as organizational structure, monitoring and supervision, financial and hardware resource management, development of interactions and communications, inter-organizational coordination and integration, command unity, job diversity, human resource development, integration, infrastructural development, systemic viewpoint, and career paths. Asibi and colleagues (2022) pointed to weak institutional coordination and stakeholder engagement, an inadequate budget, and a shortage of specialized human resources. Al-Rawi and Qasim (2022) emphasized the importance of comprehensive planning, adopting a participatory approach, and integrating decision-making processes. Aieni (2020) discussed strategic policymaking and organizational cohesion, while Rahmani (2018) highlighted the significance of citizen participation, legality, and strategic insight. Salar Sardar and Kiani (2017) identified the lack of sustainable income sources, the absence of a defined hierarchical structure, and the top-down nature of planning as major challenges. Babayi and Ebrahimi (2017) underscored the

need for coherence, job diversity, systemic perspective, and coordination among the executive bodies responsible for urban affairs. These findings align with the present study. In recent decades, urban populations, including that of Shiraz, have increased due to rural-urban migration. This population growth, coupled with the expansion of urban areas, has highlighted the need for infrastructural, socio-cultural, recreational, and educational developments. Effective urban management in Shiraz Municipality will significantly contribute to addressing these challenges. Additionally, ranking the factors based on their importance provides new insights for managers in urban management, particularly for Shiraz Municipality. The findings ranked organizational structure, command unity, and the development of interactions and communications as the top three influential components. Asibi et al. (2022) noted limited human resources as a challenge in urban management. Al-Rawi and Qasim (2022) emphasized decentralization, while Babayi and Ebrahimi (2017) focused on a systemic perspective. Ziyari et al. (2019) highlighted governance structures, and Salar Sardar and Kiani (2017) stressed the need for participatory management and utilizing collective intelligence, pointing out the lack of a defined organizational position and the top-down nature of planning. These align

with the current study's findings. Job diversity, crucial in urban management, is present in Shiraz Municipality, but active participation of employees in decision-making and clearly defined roles are essential to reducing management fragmentation. Moreover, the collaboration of Shiraz Municipality with responsible organizations, effective interaction with citizens, and the City Council should not be overlooked. The prioritization of indicators revealed that having a supra-organizational leadership center to address the fragmentation of urban management, job diversity in Shiraz Municipality, employee participation in organizational decision-making, a supra-organizational planning and decision-making center, and sustainable income diversification are the most critical indicators. These findings align with those of Asibi et al. (2022), Aieni (2020), Salar Sardar and Kiani (2017), and Babayi and Ebrahimi (2017). In urban management, besides the municipality and its subsidiaries, other organizations play roles. For enhanced synergy and effectiveness, having a unified leadership beyond the municipality can aid in the integration of urban management. The City Council can play a significant role in this regard. Furthermore, job diversity's impact on urban management performance is evident. The Municipality of Shiraz has various departments like urban development,

civil engineering, and cultural and social affairs, indicating job diversity. However, involving experts and employees in decision-making is crucial, as their input can be highly effective. Moreover, the costs, especially in civil engineering and traffic, are high. Hence, sustainable income generation through legal avenues is vital for enhancing urban management performance in Shiraz. The increasing population of Shiraz makes effective urban management essential. Multiple organizations are involved in urban management, with the municipality playing a central role. Shiraz Municipality needs a model to enhance its urban management performance and address deficiencies. Identifying the performance components and indicators provides new insights for decision-making and actions. Based on the findings, organizational structure is the most crucial component of urban management in Shiraz Municipality. Therefore, enhancing employee participation in decision-making, transparency in reporting lines, and clear superior-subordinate relationships should be prioritized. The findings also highlighted the importance of command unity, suggesting the establishment of a supra-organizational planning and decision-making center for organizations responsible for urban affairs. Initial reviews and assessments should be conducted promptly in collaboration with the City Council's

Research Center and the Deputy of Planning and Human Resources Development of Shiraz Municipality to implement unified management scientifically in Shiraz's urban management.

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