

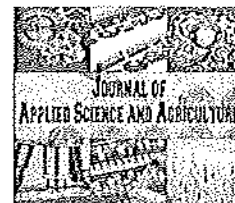


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Studying and Ranking the Effective Factors on Citizen Participation in Urban Management Process by Topsis Model (The Case Study: District 2 of Bojnord Town Municipality)

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ABSTRACT

The growth of urbanization dimensions and complexity of the urban problems nature cause that the managers and planners pay more attention to the lower levels and contacted aspects of citizens' lives. Hence, today, people's participation in urban management process has been highly focused. In this regard, this study tries to evaluate and rank the effective factors on citizen's participation in urban management process of district 2 in Bojnord municipality by TOPSIS model. The findings indicate that different factors influence on citizen's participation in urban management process. In this study, 37 cases in the form of personal-mental, social, economic and management factors are classified. The conducted evaluations indicate that the stress and mental pressures is the most effective factor among the mental factors. Among the social factors, place belonging, among the economic factors, usefulness of collaborative activity and among the management factors, institutional trust are the most effective factors. The final ranking of factors indicates that the most effectiveness is related to the social factors, then the economic, mental, management and personal factors.

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INTRODUCTION

The rapid urban development in the last decades have effected on the different dimensions of social, economic, cultural, political and environmental human's lives.

Today, the population growth and increasing migration to the cities have caused uncontrollable expansion of urban areas, build the new settlement, reduce the level of human's welfare and appearance many problems for managers, especially in developing countries (Aqazade 2006, 67).

In two last decades, the world has created some challenges for urban management system that hadn't been faced to these challenges (Aqazade 2006, 67).

In this regard, today, one of the main planning bases in modern world is considering to the citizens' participation that has an important role in developing the participation idea of the urban management. These bases are:

- 1- appearance of the democratic systems and importance of people role in administration
- 2- to learn a lesson from the urban development trends in the last decades
- 3- not being accordance the urban plans with people's needs and requests
- 4- the economic, social and cultural development and ensuring the citizens' interests
- 5- increasing the complexity of urban life and planning social ethics (Toure 2006, 49)

Hence, in developed countries, it's been applied people participation in urban plans and it's been specified the urban managers' rights and tasks. The participation these countries is going on from the plans designing and performance patterns till providing, approving and managing them. Participatory planning patterns increase the citizens' trust to the results and guarantee the accuracy extent and the real participation. In this process, not only the participation isn't the cost, but it leads to improving the quality of life, calm and citizens' comfort (Moqimi 2005, 31).

The changing and governing conditions on the organizations, increasing of the competition and the necessity of its effectiveness in such conditions have revealed their needs to a valuable generation of the staff.

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The generation who are usually called "organizational soldiers". Doubtlessly, this staffs are the distinctive aspect of the effective organizations and ineffective ones, because they know the organization as their home and to realize its goals, work more than their duty and do not refuse any efforts. Today, more than expected, voluntary and useful efforts are known as the organizational citizenship behavior. The most managers want to have the staffs (that operate more than their job duties). They're looking for the staffs that operate more than their official job duties and generally have a superior organizational citizenship behavior. Such behaviors (role and extra-role) form based on the perception of the fact not on the own fact. In this regard, if peoples' perception of the fact is based on the justice, then their extra-role behaviors or the organizational citizenship behavior will be appeared.

In the last decade of 20th century, the most researchers and scholars paid attention to the citizenship justice as a main concept and subject of the research over the urban planning (Greenberg 1990, 65). The justice in the organization means the equality of the moral behavior in that (Cropanzo 1997, 350). The citizenship justice has a significant importance due to its relationship with the organizational critical processes such as the organizational commitment, citizen-oriented, job satisfaction and the function (Colequite 2002, 232). By the way, the recent studies indicate the relationship among the leadership method, making decision and the citizenship justice (Tatum 2003, 110). All staffs who spend their time and energy in an organization expect the fair behavior. These expectations cause that the managers be more inclined to emphasize on the fairness. Now the question is that what happened if the managers don't care to these expectations. Greenberg concluded that the managers, who disregard to these manners by their unfairness behaviors, cause the staffs react negative to these behaviors. So, the justice in the managers causes that it will be provided good conditions for both the organization and the staffs (Greenberg 1993, 85).

2- The Research Theoretical Framework:

2-1- the Organizational Citizenship Behavior:

Although the phrase of organizational citizenship behavior was presented by Bateman and Organ for the first time, but this phrase was arisen from Barnard's writings about inclining to collaboration and from Katz and Kahn's writings about the function, the spontaneous behaviors and extra-role behavior (2008 123, kakhak). The phrases that in the last decades have described such behaviors are: pre-social behavior, extra-role behavior, organizational spontaneous behavior and the basis performance. Although each of these concepts has a different origin, but in general, they point at the same concept that in this article is classified as the organizational citizenship behavior and it suggests the activities related to people's role in the organization that is over their duty and job description. Although the organization doesn't identify these people to awards them, but they're very useful for the better performance of the organization. The early studies in the field of the organizational citizenship behavior identified the staffs' tasks and behaviors, but it was often disregarded by the official assessments. Even sometimes they were neglected but they were very useful in effectiveness of the organization.

The organ believes that the organizational citizenship behavior is a personal and voluntary behavior that is not awarded directly from the organization systems. However, it causes the improving of the organization performance efficiency (Appelbaum 2004, 17; Cohen 2004, 38). For example, maybe a worker doesn't need to overtime working and staying late at work, but he improves and facilitates the organization workflow and helps to the others (Cropanzano 2000, 14). These behaviors are beyond the people's job description and are treated optional and voluntary by the people to improve the activities of the organization and achieving its goal.

The discussed definition indicates that the organizational citizenship behavior should be voluntary; it means it shouldn't be a pre-determined task and not a part of the staff official tasks. Also, the benefits of the organizational citizenship behavior have a constitutional aspect. It means these benefits are in the favor of the organization and the organizational citizenship behavior has multi-dimensional nature that can be appeared in the different forms. With these definitions, it's been expected the person as an organizational citizen acts over his role obligations and his official tasks. In the other words, the structure of the organizational citizenship behavior is looking for identification and assessment of the extra-role behaviors of the staffs who work in the organization and their effective behaviors lead to improving the organization.

2-2- The types of citizenship behavior in the organization:

Graham believes that the citizenship behavior appears in three different types: the organizational obedience, the organizational loyalty and the organizational participation.

1- The Organizational Obedience:

This word describes the behaviors which their necessity and desirability is identified and are accepted in a reasonable structure of the disciplines. The indices the organizational obedience is the behaviors such as the respect to the organizational regulations, doing the tasks completely and doing the duties according to the organizational resources.

2- The Organizational Loyalty:

This kind of loyalty is different from the loyalty to the people and the parts in the organization. It defines the extent of the staffs' sacrifice for the organizational interests and supporting the organization.

3- The Organizational Participation:

This word means the staffs' active participation in managing the organizational affairs, presence in the meetings and sharing the ideas with the others (Bienstock 2003, 361).

The Citizenship Behavior Dimensions:

The organ has introduced five following dimensions as the organizational dimensions:



The Pattern of Organizational Citizenship Behavior

The Organizational Citizenship Behavior Pattern Of The Organ:

Dutifulness:

The dutifulness dimension is the state in that the members of the organization treat some behaviors and act more than the needed duty for that work (Eslami 2008). In the other words, the people with dispersed citizenship behavior, continue to work in the worst conditions even while illness, this indicates their high dutifulness.

Humanism:

The second dimension of the citizenship behavior, Humanism points at the useful behaviors among the colleagues, such as intimacy, agreement and compassion that help to the staffs who have the problem at work, directly or indirectly. But some authorities like Podsakoff don't believe that the dutifulness and humanity are in the same class. They call them "helping behaviors" (Estami 2008).

Civil Virtue:

The third dimension is civil virtue that includes the behaviors such as the presence in extra activities when this presence is not required, to support the changed proposed by the managers of organization, inclining to study the book, magazines, and developing the public information and to care to fix the posters and notice in the organization to notify the others (Organ 1988, 25). According to this, a good organizational citizen not only to be aware of up to date discussions, but they make a suggestion about them and have an active role to solve the problems.

Sportsmanship:

The sportsmanship is the forth dimension of the citizenship behavior that point at the tolerance against the desired situations without complaining.

Respect and Honor:

The last dimension of the organizational citizenship behavior is the respect. This dimension states the way that the others behave with colleagues and superiors. People who behave respectfully with the others in the organization have the progressive citizenship behavior. The organ points that maybe the five dimensions of citizenship behavior don't occur the same time. For example, people who are responsible may not to be humanitarian (Castro 2004, 141).

Citizens' Participation Maps:

Knowledge maps can be divided to four categories according to figure 2:

1-5- The Study Goals:

1-5-1- the Main Goal:

To identify the relationship between emotional intelligence and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality

The Secondary Goals:

- To identify the relationship between self-awareness and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality

- To identify the relationship between self-management and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality
- To identify the relationship between social self-awareness and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality
- To identify the relationship between communications management and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality

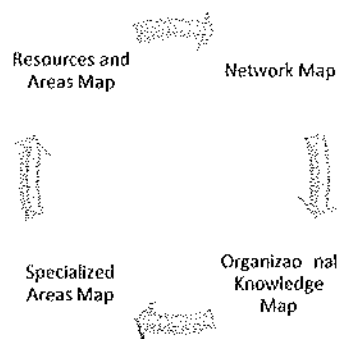


Fig. 1-1: The types of citizens' participation plans for the organizations.

1- the Organizational Map of Participation:

This kind of map bind the individuals' interaction with each other based on the inside parts of the organization. Figure 3 shows an example of this kind of map:

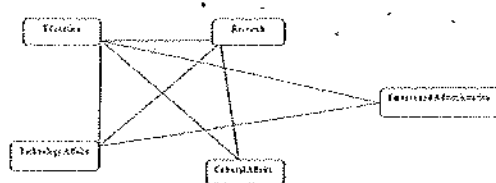


Fig. 1-2: The Organizational Map of Participation.

Table 1-3: Ranking the Participation Factors of Bukowitz and Williams Models by TOPSIS Technique.

Ci	The Distance in Terms of Negative Ideal Solution	The Distance in Terms of Positive Ideal Solution	Factors	Rank
0.471264368	0.041	0.046	Participation in Urban Management	1
0.457831325	0.038	0.045	To Aware the Citizens	2
0.428571429	0.036	0.048	Citizens' Evaluation	3
0.380952381	0.024	0.039	Comparing the Different Factors	4
0.36	0.018	0.032	Applying the Factors	5
0.338709677	0.021	0.041	Provide the ideal Status	6

The Study Hypotheses

The Main Hypothesis:

There's a relationship between emotional intelligence and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality.

The Secondary Hypotheses:

- There's a relationship between awareness and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality.
- There's a relationship between self-management and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality.
- There's a relationship between social awareness and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality.

- There's a relationship between communication management and the staffs' organizational citizenship behavior in district 2 of Bojnord Town Municipality.

3-Research Methodology:

1-3- The Research Method:

The presenting study is applied in terms of the goal, and descriptive, in terms of data collection. The research method is measuring, that its main feature is generalization ability of the results. The research variables are: perception from the organizational justice as independent variable and the organizational citizenship behavior as dependent variable.

3-3- Reliability And Validity Of The Study:

The validity of the questionnaire for the organizational citizenship behavior was confirmed by the related professors' opinion. As it was said already, in factorial analysis, the validity of the structure was measured and indicated that all the questions are highly correlated with their latent variable (the factor in all them was more than 7.0).

Regarding to the reliability of the questionnaire the OBC Cronbach Alpha was calculated for 30 questionnaires (0/887). It shows that the questionnaire has had a very good reliability.

Also the Cronbach Alpha is 0/89 for the dutifulness dimension, 0/85 for humanism, 0/87 for citizen virtue, 0/79 for sportsmanship, 0/96 for respect, 0/92 for distributive justice, 0/87 for procedure justice, 0/89 interactional justice dimension. As it's been observed, all dimensions have the high reliability.

3-4- Population:

The population of the presenting study is all staffs in district 2 of Bojnord Town municipality. Both measurement tools were distributed among 116 staffs' in district 2 of Bojnord Town municipality.

In presenting study, all members were studied due to the easy access to them. 103 questionnaires out of 116 ones were returned to the researcher. Among these 103 questionnaires, 100 ones were selected and analyzed.

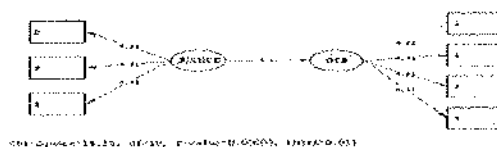
1- The Findings:

4-1- Statistical description of the Population:

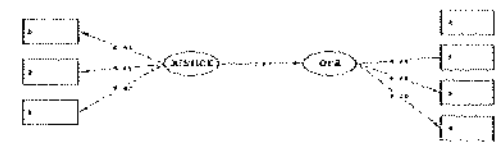
There are 100 respondents, 74 men and 26 women. Among them, 75 people have the bachelor degree and 19 ones have the master degree and 6 ones have PhD. Also 3 people are under 30 years old, 53 ones between 30-40 years old, 38 ones between 40-50 years old and 6 ones above than 50 years old.

4-2- The Structural Model:

After being assured with the accuracy of the measurement models (confirmatory factorial analysis of the citizenship justice and the organizational citizenship behavior concepts), the main research hypotheses were tested. In the other words, the relationship between perception of the justice in citizenship behavior and the citizenship justice dimensions were measured. In the following, it's been discussed about the model, in the standard estimate status (standard coefficient), and significance coefficients (the number significance).



The Equations Structural Modeling (Estimation of the Standard).



The Structural Equations Modeling (Significance Number).

4-3- Studying The Relationship Among The Variables:

To study the relationship among the variables of the model, it's been applied the multiple regression. In the line with this, it's been allied the structural equations and specially the structural models (the course analysis).

It's needed to mention that to confirm or decline the hypotheses, the standard coefficients and significance numbers are applied. Also for the all courses, the confidence coefficient is 95% and error ratio is 5%. As you see in table 1, the effect of the citizenship justice and its three dimensions is significant for the citizenship behavior and there's a direct relationship between the perceptions of citizenship behavior with the organizational citizenship behavior (Sarmad 2001, 102).

4-4- Adaption Of The Model:

Indices of the model adaption are P value, DF, RMSEA and X. the most important adaption index in Lizrel software is X/ DF that more smaller than 3, better adaption for the model. Index RMSEA is made based on the model errors and its limit is 8%. It means its acceptable fewer 8%, if it's fewer than 5%, it's very better.

Table 1: The Results of Structural Equations Model (Course Analysis).

Significance Numbers	Standard Coefficient	Course		Hypothesis
3/67	0/53	Organizational Citizenship Behavior	Citizenship Self-Awareness	1
5/46	0/65	Organizational Citizenship Behavior	Self-Management	1-1
4/51	0/54	Organizational Citizenship Behavior	Social Awareness	1-2
6/75	0/72	Organizational Citizenship Behavior	Communications Management	1-3

Table 2: The Appropriate Indices of Structural Model.

Indices	Chi-Square	Freedom degree	Mean Square of model errors
Indices values	14/25	19	0/023

The calculated numbers in the above table show that the conceptual model of the study has a good adaption and the hypotheses of perception effects from the citizenship justice on the organizational citizenship justice are confirmed. Due to that mean square of the model errors (0/023) is fewer than 0/8% and also chi-square of the freedom degree (0/75) is fewer than 3, so the model has a high adaption and indicates that the variables relationships based on the theoretical framework of the research is reasonable.

Conclusion:

The goal of this article is studying and ranking the citizens' participation in urban management of district 2 in Bojnord municipality. The findings indicated that all four dimensions of citizenship participation have the positive and significant effect on the urban management process according to the course analysis model.

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