





# Management review of the economic, social and cultural performance of the municipality and city council (case study: city council of Shirvan)

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## ABSTRACT

City councils always played a major role in improve the quality of citizen life. This study which evaluated the performance of Shirvan city Council has been done with descriptive-analytical and according to survey and library data. Proven method assumptions in this study citing on data from the questionnaires have been analyzed. Statistical population includes two groups. First was in urban experts and second was the citizen of the Shirvan city. For determining the sample size for the group of residents Cochran's formula was used. Which sample size was 384 that was completed by random and stratified distributed. But for sample of experts we used snowball method which the number of experts samples in this study reached 15 cases. KS test was used in analyzing the data in order to determine the normal distribution of scores and use one-sample T-test and Binominal test to evaluate the performance of the city Council Shirvan and Also Mann-Whitney U test and independent T to compare the views of citizens group and experts group. The results of this study indicated that economic performance of the city council of Shirvan was not good. Of course the social function was better than economic performance and is investigated beyond acceptable medium. However, the best performing of city council of Shirvan is cultural performance that this value is 3/89.

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## INTRODUCTION

The city council and municipality are the most basic of traditional principles and regulations and the most prominent rational methods in collective life, and even the oldest methods of management in the social struggle of mankind have signs of the council system (Poor Taheri et al., 23: 2010). The performance of the Municipality and the Islamic Council of Shirvan City and other local public organizations is effective on the quality of life of citizens and sustainable living, and the evaluation of the performance of these institutions is considered as a constructive and reformative move for their dynamism and dynamism (jurisprudence and salarization, 6: 2004). That is why the management of local economic performance as a management strategy attracted the attention of local authorities and led central government officials to take legal and scientific measures to promote the functions of local organizations. (Sanderson, 2001).

Performance appraisal refers to a set of actions and activities designed to increase the level of optimal use of resources and resources to achieve

goals and practices along with efficiency and effectiveness. This program has traditionally become customary in most developed countries and in some developing countries in recent decades, as the adoption of specific rules for performance appraisal is one of the requirements (Dhayyari Monthly, 32: 2008). The purpose of evaluating the economic performance of the municipality and the Islamic council of Shirvan city is to measure, evaluate and judge on effectiveness, efficiency, economic and ethics in order to improve the quality of public services (Ahmadi, 2007). One of the types of economic performance appraisal is municipal performance and the city's city council evaluating the performance by the people. Performance appraisal is arguable, on the one hand, the satisfaction of people from city councils plays an important role in the success of the organization in question. Citizens who are satisfied with the city council are more confident in fulfilling their citizenship duties, such as paying taxes and participating in public programs (Firoozabadi and Imani Jajarmi, 2012: 63). On the other hand, one can safely say that only those who understand problems

and villages can well understand themselves (World Bank, 2000). In recent decades, our cities have suffered from many economic, social and cultural problems. The city council has by now been the only arm of popular participation in urban affairs, which aims to reduce the city's problems in the country. Certainly, the City Council did not have the same performance in different cities of the country. As a result, it is possible to say that the influence of the city council varies in different cities of the country. According to preliminary studies conducted by researchers; Major problems of the city of Shirvan were divided into three sections: economic, social and cultural. Accordingly, this research is based on the views of the people and urban experts on the functioning of the city council, in order to take on the effects of the Shirvan City Council on three dimensions: economic, social and cultural. To this end, it is possible to provide a clear understanding of the functions of the city council from the point of view of the people and experts in reducing urban problems. In fact, the purpose of this study is to examine the feedback of the functions of the Islamic city council of Shirvān city, thereby weakening the existing weaknesses in the functioning of this institution and strengthening the strengths.

### **Theoretical**

One of the issues that arises today in the world is localism (Rajabi, 2013: 100). New localism as a strategy with the aim of delegating power and resources to managers and away from central control can create democratic structures and communities and, within an agreed framework between the central government and the local government, to a minimum of national standards and priorities Political affairs (Corrt and Stoker, 2002: 2). According to Webber, welfare, health and education services require bureaucratic organizations, and the larger the state will require more bureaucratic organizations (Pawbury, 2002: 54). According to the above, the City Council is the place where its activists are elected by popular vote and work to improve the city and improve urban affairs such as cultural, architectural and recreational affairs. In Islamic Iran, the Revolutionary Council on July 14, 2006 approved the law of local councils (Ibrahim Ali, 2000: 219).

The city council as one of the important elements of the urban management system as the Transition Facility is a decision-maker and with a

small degree of local legislator loyalty that must be functional in order to play its role in order to fulfill its policy and oversight responsibilities. Performed on all local affairs in the area of the city and related organizations on a local scale (Kazemian, 2003: 12). Until the founding of these councils, the mechanism for managing the affairs of cities was simple, centralized and undemocratic (Azkia and Jarqami, 2005: 36).

The mayor was elected by the governor and under his supervision (Abrahamian, 2008). The Islamic Council is outside the organizational hierarchy of the three branches of government (executive, judiciary and executive). These types of organizations, which are among the public non-governmental organizations, should be non-governmental (Hashemi, 1997: 7). In other words, Wang said: "The council is a local organization with a legal person who takes collective action, manages the city in two forms of supervision and decision-making (Salehifar, 2005: 64). Given that the councils have separate legal personality from the government and the municipality, they are independently subject to the right and responsibility and can take legal action and respond to the claims (Noroozi, 1999: 34).

Mainly, the main purpose of the City Council is urban management, and urban management also means targeting, planning and implementing urban-based urban planning plans for providing services to the poor (Cheema & Ward, 1993: 1).

Few studies have been conducted in relation to the performance of Islamic councils in our country, some of which are as follows:

Rasouli et al. (2010), in a study entitled "The survey of people's attitudes towards urban councils and the evaluation of the performance of Islamic councils in East Azarbaijan province, the performance of councils in monitoring the good implementation of the council's resolutions, participation of people in social, economic, developmental, Cultural, educational and other matters of welfare, formation of associations, institutions of social, relief, cultural, guidance, establishment of production, distribution and consumption cooperatives, regulation and supervision of drilling and roads of public facilities of the city, and regulation of the establishment and operation of fields The public has evaluated fruits and vegetables, all of which are poorly functioning by the councils Were evaluated.

Rezvani and Ahmadi (2009), in a study on the performance of Islamic councils in rural development in the Hakimabad village of Zarandiyeh, concluded that the councils had a better performance than the economic and social fields in promoting and attracting people's participation.

Poor Taheri et al. (2008), in a study on the evaluation of the performance of Islamic councils in rural development, the case study of the Islamic Council of Aladagh village in Bojnourd, suggests that members of the village council monitor the implementation of health regulations, identify shortcomings and inadequacies, and also Emergency aid has not been successful.

Saleki (2004), in a study on the effectiveness of the Kermanshah City Council, concluded that the council was effective in all areas of social, cultural, economic, physical and managerial affairs. Investigations on the promotion and popular participation of the Ministry of Jihad-e-Construct, which has been conducted in the provinces of different provinces, as a review and role of the function of the Islamic Rural Councils during the period of 1978-72. Examines the function of councils in different fields. In this research, the history of the formation of councils, the course of civilization in Iran, and various issues such as the duties of the councils, the status of the laws and regulations of the councils and the extent of the success of the council in the country have been noted.

In this regard, the present study, in addition to evaluating the opinions of the people, has also been evaluated from the point of view of the experts. To this end, the issue of assessing the performance of the Shirvan City Council can be examined from two different perspectives.

## ■ METHODOLOGY

The present research is descriptive-analytical and in terms of its purpose, a survey has been used to collect information according to the research needs. Initially, the indicators of the performance of the councils and the economic, social, and cultural performance were discussed, and in the next stage, for each of these indicators, items were presented in the form of a five-choice Likert spectrum. The statistical population included the total population of 18 years old living in Shirvān. Thus, the volume of the sample population (based on the Cochran formula) was 384. Finally, stratified and random sampling was

selected according to the population of different regions of the city.

In the next stage, the questionnaire was distributed among 15 experts, managers, graduates and students in the management area of Shirvan. The method of determining the number of samples for experts has been to use the snowball method. After designing and implementing questionnaires, descriptive and inferential statistics (Kolmogorov Smirnov test, Binominal test, Mann-Whitney test, independent t-test and single-sample t-test) were used. To obtain the reliability of the questionnaire, Cronbach's alpha coefficient was used. The average reliability of the items related to the economic performance of the councils was 78%, the social function was 86%, the cultural performance 90%, and the average reliability of the items related to environmental performance was 82%. Considering the minimum acceptable level for the questionnaire (70%), it can be said that this questionnaire has a good reliability. The validity of the researcher-made questionnaire of this research has also been based on validation and has been reviewed several times by professors and researchers.

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But does this impact in all cities of the same size. To achieve this goal, following the completion of the questionnaires by the statistical society, the following results were obtained. The characteristics of the statistical community are presented in Table 1,

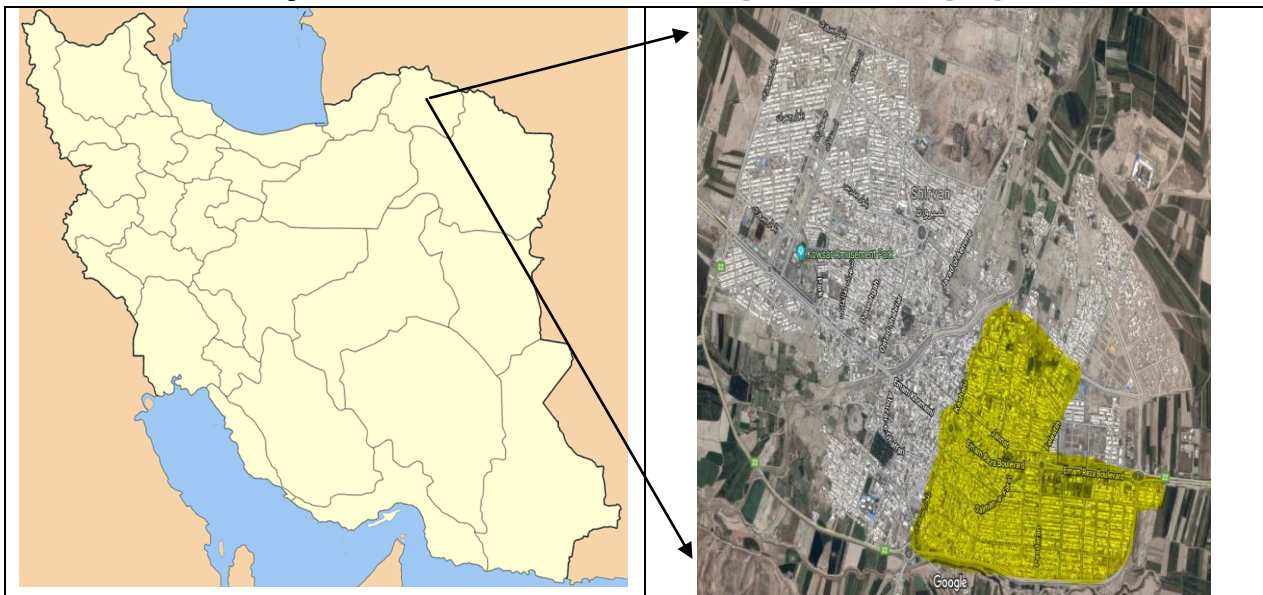
according to which, in terms of gender, the respondents in the two groups are the most common. Most of the respondents were engaged in

the service sector. In terms of literacy, most of the respondents in the family caregivers were graduate students.

**Table 1.** Population and distribution questionnaire in Shirvan townships

Name of the neighborhood	Population	The number of questionnaires	Name of the neighborhood	Population	The number of questionnaires
Neighborhood 1	2534	27	Neighborhood 6	4468	48
Neighborhood 2	3425	37	Neighborhood 7	3286	35
Neighborhood 3	5786	62	Neighborhood 8	3501	37
Neighborhood 4	2981	32	Neighborhood 9	3450	36
Neighborhood 5	4626	51	Neighborhood 10	1828	19
Total				35885	384

**Figure 2.** Research area (Reference: Base Map of Shirvan Municipality, 2018)



**Table 2.** Descriptive characteristics of the sample population

Demographic Characteristics		Family s Supervisors	
		Number	Percent
<b>Sex</b>	Man	364	94/80
	Female	20	5/20
<b>Age</b>	21-30Year	154	40/10
	31-40Year	100	26/04
	41-50Year	70	18/23
	51-60Year	60	15/63
<b>Employment status</b>	Agriculture	35	9/11
	Industry	120	31/25
	Services	229	59/64
<b>Literacy</b>	illiterate	20	5/20
	Elementary	45	11/73
	Tips	70	18/22
	Diploma	155	40/37
	College education	94	24/48

## RESULTS AND DISCUSSION

Economic performance of the councils can be effective on the one hand in the process of improving the economic and livelihood conditions of the residents, and, on the other hand, the economic performance of the city council can reduce the social inequality of the urban community. As a result, it prevents many of the economic, social and cultural abnormalities of the community. For example, providing a decent job in the city's environment reduces the tendency of young people to enter into illegal employment grounds, such as smuggling. In the review of economic performance of Shirvan city

council, the items in Table (3) were used. According to the findings of the survey, the most average among residents was the encouragement to prepare the city for tourism with an average of 2,91. On the other hand, the lowest average for the economic performance of the Shirvan City Council was related to the activity in the capital investment funds with an average of 1,97. According to experts, the highest average (4.19) was related to the encouragement of preparing the city for tourism development, and the lowest average (14.1) was related to the cooperation of councils to overcome the unemployment problem of the people.

**Table 3.** Economic Performance of Islamic Council of Shirvān

Items	Average points		Standard deviation	
	People	Experts	People	Experts
Co-operation with people to deal with natural disasters	2,11	2,62	0,465	0,753
The Council to solve the problem of unemployment people	2,35	1,14	0,119	0,852
Co-operation of the Council on entrepreneurship	2,00	2,06	0,983	1,121
Cooperate with other organizations to control prices	2,41	2,68	1,152	0,687
Approval of boom policies to the city economy	2,27	3,11	0,691	0,963
Consultation with executive officials to create economic infrastructure	2,85	2,90	0,742	0,789
Activities in fund labor supply funds	1,97	1,30	0,398	1,136
Encouraging people to invest in productive and basic affairs	2,33	3,65	1,332	0,895
Intermediation with the bank to provide banking facilities to the people	2,68	3,94	0,862	0,736
Encourage Governorate and Governor to invest in the city	2,53	2,11	0,743	0,639
Encouraging the city to develop tourism	2,91	4,19	0,566	0,432

**Table 4.** Comparison of the mean score of economic performance of the city council with normal distribution

Description	Number	K-S-Z	P
Economic Performance Review of the Council	384	1/18	0/021

**Table 5.** Distribution of the Council's Economic Performance Assessment

Description	Number	Probable Probability	Likely to be observed	P
opposite	234	0/60	0/6	0/375
agree on	150	0/40		

In this research, Kolmogorov-Smirnov test (K-S-Z) was used to compare the average of economic performance scores of councils to measure the normal or non-normal distribution of data, which was statistically significant at the level of  $P \leq 0.05$  according to Table 4 of K S Z statistics. Therefore, the distribution of grades is not normal.

Having found out that the distribution of data is not normal, using the binomial test, the distribution of the economic performance of the council of Shirvans has been studied. Based on the results of Table 5, in which the  $P \leq 0.05$  ratio between the proponents and opponents means It has not

been. It needs to be explained that the number of dissenters is the average number of people who have chosen moderate, low and very low choices in questionnaire and in fact consider the council's economic performance to be lower than the average level, which in total 60% completed the questionnaire. And the number of supporters is the average number of people who have chosen too many and many options in completing the questionnaire, is 39%. This means that 40% of the council's economic performance is well-suited.

In order to compare the opinions of the two groups of people and experts, using the Yuman-

Witty test, the average rank of the economic performance assessment of the councils was divided into two groups of experts and people, which was not statistically significant based on Z statistic ( $P \leq 0.05$ ) (Table 6). Consequently, there is no difference in opinion of the people and experts on the status of the evaluation of the council performance.

In the social development of the state and the councils are co-workers. Thus, at the national level, although the state is the main reference body for the regulation, implementation and evaluation of social development programs, the role of the councils in all stages of setting up, implementing and evaluating local programs is important. What directly plays the role of the councils is the regulation, implementation and evaluation of that part of social development programs that can be made by councils at local community level (Nasr, 2010: 63). In reviewing the social function of the Shirvan City Council in the

process of social development, the items in Table (6) were used.

The results of the research on the social performance of the Shirvan City Council show that the city's citizens have the best performance of the city council in the social sphere related to security activities in the city with a mean of 3.79. On the other hand, the worst performance in this area is with the average of 2.83 was for inviting people to attend city council meetings. From experts' point of view, the best performance was to provide security in the city with an average of 4.45 and the weakest function was to invite people to participate in city council meetings with an average of 3.27. The Kolmogorov-Smirnov test (K-S-Z) was used to check the normality of data in the field of social function, as in the economic field. Based on the results of this test in Table (8), K-S-Z statistic is not significant at  $P \leq 0.05$ , so the data distribution is normal.

**Table 6.** Comparison of the average rank of economic performance evaluation in two groups

Group	Average	Standard deviation	Z	P
People	2/40	1/013	1/45	0/216
experts	2/80	0/829		

**Table 7.** Social Functioning of the Council of the City of Shirvān

Items	Average points		Standard deviation	
	People	Experts	People	Experts
Invite people to attend council meetings	2/83	3/27	0/681	0/870
Activity to secure the city	3/79	4/45	4/407	0/602
Collaborate on creating social features upgrades	3/03	4/48	0/515	0/851
Activities to resolve hostilities and tribal conflicts in the city	3/59	3/73	0/835	0/934
Activities to provide leisure time for citizens	3/15	3/85	1/052	1/348
Encouraging people to form community institutions	3/11	3/64	0/465	0/665
Activities to ensure social justice in the city	3/50	3/73	0/373	0/962
Encouraging people and authorities to expand social security	3/64	3/89	1/274	1/185

**Table 8.** Comparison of the average score of the social performance assessment of the city council with normal distribution

Description	K-S-Z	P
Economic Performance Review of the Council	1,33	0,106

**Table 9.** Comparison of the average score of the social function of the council with the hypothetical average 3

Description	Average	Standard deviation	T
Assessing the Social Function of the Council	3/60	0/712	3/52

**Table 10.** Comparison of the average score of social performance assessment of the council in terms of two groups

Group	Average	Standard deviation	T	P
People	3/33	0/689	1/17	0/198
Experts	3/88	0/712		



In order to investigate the social performance of Shirvan Shirvan city, the data obtained using T-single-variable T test with hypothesized mean of 3 were evaluated. Based on the results of Table (9), the observed amount of T from the critical value of the table from the error level of 5% is larger so the assessment of the social function of the council is more than the average level.

After assessing the social function of the councils, the comparison of the average score of the social performance assessment of the council using the independent T-test was considered by two groups of people and experts, which was statistically significant ( $P < 0.05$ ) based on the results of (Table 10). Therefore, there is no difference between the two groups in assessing the social function of the city council. City council can be considered as one of the pillars of the process of cultural development of urban communities, which, with proper planning in this field and in cooperation with the government, can cause many problems of urban communities. In the study of the cultural performance of the city council, the items in Table 11 are used. According to the findings of the research in table 11, regarding the rate of cultural performance of the Shirvan city council in the studied area, the residents of the councils' performance in the area of holding the national and religious ceremonies had the highest

average of 4.37. On the other hand, information on the activities carried out by the Council has had the lowest average. According to experts, more than an average of 4.02 / 4 related to the performance of the establishment and development of public libraries and the lowest average was also 2.15 related to information on the activities of the council. K-S-Z test was used to determine the normality of the data in the cultural field. Based on the K-S-Z statistics, there is no significant difference between the levels of P-value 0.05 and the distribution of normal scores.

After assessing the normal distribution of data in the field of cultural performance of the Shirvan City Council, the comparison of the mean scores of the cultural performance assessment with the hypothesized mean of 3 was calculated using the single-variable T test. Based on the results of Table 13, the observed amount of T The critical level is more than 5% error rate so the council's performance is more than average. After assessing the Council's performance in the cultural field, the average score of the council's performance evaluation from the two groups of people and experts is based on the independent T-test. Based on the results of this test (Table 14), the value of T statistic was  $P < 0.05$ . Therefore, there was no difference between the two groups in assessing the cultural performance of the council.

**Table 11.** Cultural Performance of Islamic Council of Shirvan City

Items	Average points		Standard deviation	
	People	Experts	People	Experts
Functioning to create and develop a public library	3,67	4,52	0,975	0,912
Activities to improve literacy level (with emphasis on literacy)	3,19	3,96	0,763	0,413
Foundation for the formation of educational and promotional classes	3,69	4,05	0,464	1,055
The Council's activities in the field of national and religious activities	4,37	3,93	1,036	0,989
Information on activities carried out by the Council	2,15	2,76	1,279	0,719
Activities to establish cultural and sports centers	3,44	3,91	0,504	0,732
Activities to preserve local customs against the effects of globalization	4,12	4,22	1,260	0,761

**Table 12.** Comparison of the mean score of the city council's cultural evaluation with normal distribution

Description	K-S-Z	P
Economic Performance Review of the Council	1,43	0,089

**Table 13.** Comparison of the average score of the Council's cultural performance assessment with a hypothetical average of 3

Descriptions	Average	Standard deviation	T
Evaluation of the Council's cultural performance	3/89	0/612	3/78

**Table 14.** Compares the average score of the Council's cultural performance assessment in terms of two groups

Group	Average	Standard deviation	T	P
People	3/51	0/689	1/63	0/223
Experts	3/90	0/712		

## ■ CONCLUSION

City councils have always played a significant role in improving the quality of life of citizens. By adopting appropriate policies, the council can be the source of major changes in urban life. These effects may be positive and may be negative. In order to evaluate the effects, you must first examine the functions in order to achieve the effect.

The overall result of this research shows that in general, the performance of the Islamic Council of Shirvan in the social and cultural sphere is the highest and in the economic sphere is lower than the average level. With a careful look at the results, it can be seen that the experts and managers of urban affairs have, on average, regarded the performance of the city council as more appropriate than the citizens. This may be because urban experts often have a more realistic view of the people, while seeing the city council's ongoing activities aimed at improving the urban life of the city of Shirvan, which has therefore given high scores to the City Council in various areas. They are

These results highlight a very important issue and the weakness of the city council in economic activities. Obviously, city councils as people's representatives in the city's management system should be effective in every way and can be well-versed in the needs of residents that are very diverse and diverse, including the needs of the economy, society, etc. to the top, and able to They will work out solutions and communicate existing solutions to relevant organizations. Certainly, the weakness of the City Council in each dimension can bring unpredictable problems for the city.

## ■ DECLARATIONS

### **Authors' Contributions**

All authors contributed equally to this work.

### **Competing interests**

The authors declare that they have no competing interests.

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