Assessment of Rural District Council's Performance in Rural Management (Case Study, Suleghan Rural District, Tehran City)

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ABSTRACT

Rural management is considered as the most important aspect of rural development which plays a very important role in coordination of rural activities. Nowadays necessity of specialized organizations for local management like rural district councils is perceived because of complexity of issues, arising several needs of villagers, and emergency of sustainable development, and their performance should be evaluated so that managers could benefit from their results. This research aimed at assessment of performance of rural district councils in rural management of Suleghan Rural District by descriptive-analytical study. Library and field sources (questionnaires and benefiting from scholars' experiences) were used to collect information and proposed model of the researcher was planned considering variables affecting on the subject of study and 195 questionnaires were distributed among villagers through classified sampling. The results showed that performance of rural district councils has been effective in meeting villagers' needs and culturizing their partnership in rural activities. The most important proposal is that necessity study and prioritizing rural development should be considered in assessment of performance of the rural district councils.

INTRODUCTION

Nobody can deny the urgency of management in different societies because facilities and resources are finite and wise and strong management is vital for optimal use of these limited facilities. Unfortunately the importance of efficient management is less considered in third world countries like Iran and for concentration of making decisions in the center, local and regional managements are less taken into consideration (Rezaeian, 2006).

Subject of rural management in Iran has been considered as one of the most important and susceptible complications and challenges of planners and professionals from political, social, economical and cultural aspects within the past decades and maybe the recent century. This issue is not only important from all its aspects, one by one, but also it's important for village and villagers as well.

Villages, as special production places with different life style and activities from cities, need distinct management pattern according to economical, social and ecological conditions of the villages [10].

All organizations need assessment system in order to be informed of desirability and quality of their activities especially in dynamic and complicated environments. Today there is no doubt for anybody that the only effective way of transformation in organisation is culture change and managers performance by transformation in values, believes, and accepted behaviors systems. And this can not deny the necessity of change and transformation [2].

The research hypothesis:
1) Introduction to activities of rural district councils and their partnership with villagers and execution of approvals of Islamic Councils
2) Introduction to method of rural district councils in meeting the villagers' requirements and solving their problems and attracting their consent
3) Consideration of viewpoints of villagers about performance of rural district councils in rural management

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MATERIALS AND METHODS

Rural district council as a local institution establishes the connection between governmental institutions and people, presents many public and welfare services and facilities, improves social and cultural development, controls migration from villages to cities, protects infrastructural facilities constructed in the rural districts and reinforces the trend of agricultural development [3].

Assessment of organizations performance is one of powerful management tools which gives you required information about the organization status. General assessment of an organization’s performance not only needs analysis of productivity of its activities and processes but also involves control of the organization effectiveness in reaching its long term goals and strategies. In this research, it was aimed at assessment of this institution.

Information was collected by: library sources like books, papers, thesis, and valid and professional internet web sites, and field data using questionnaires. Questionnaires of Rural district mayors were distributed among 5 mayors of Suleghan Rural District and 195 household guardian of 1024 families of the subject region were selected by sampling or classification (based on the villages of study) and questionnaires were distributed among them. In addition their admissibility and permanency were confirmed before distribution of the questionnaires.

The present study is classified as applied research from target aspect and as descriptive-analytical research and kind of case-field from nature and method aspects. Traits independence test by $K$ square distribution was used to test the assumptions.

**Test of assumptions and their results is presented as follows:**

There is statistical relation between culturizing (motivating) for villagers' participation in rural affairs and performance of rural district council.

1. **Description and Discussion:**

   **Process of testing above mentioned assumption 1:**
   - $H_0$: There is no statistical relation between culturizing for villagers' participation and performance of rural district councils.
   - $H_1$: There is statistical relation between culturizing for villagers' participation and performance of rural district councils.

   \[ \alpha = 0.05 \]

   \[ k = \chi^2 - \sum (m_{ij} - m'_{ij})^2 \]

   \[ w\left( \chi^2 \geq \chi^2 - \alpha(s-1)(r-1) \right) \]

   \[ w(\chi^2 \geq \chi^2(0.95;24)) \]

   \[ w(x^2 \geq 36.415) \]

   **Decision Making:**

   $36.6941 > 36.415 \Rightarrow k \in w$

   As numerical quantity of the test criteria is on critical area, assumption $H_0$ is returned and the other assumption $H_1$ is accepted i.e. the first assumption is approved.

   Choprof correlation coefficient = \[ \sqrt{\frac{36.6941}{35.024}} \]

   Process of testing above mentioned assumption 2:

   There is statistical relation between meeting villages’ requirements and satisfaction with performance of rural district councils.

   - $H_0$: There is no statistical relation between meeting villages' requirements and satisfaction with performance of rural district councils.
   - $H_1$: There is statistical relation between meeting villages' requirements and satisfaction with performance of rural district councils.

   \[ \alpha = 0.05 \]

   \[ k = \chi^2 \frac{\sum (m_{ij} - m'_{ij})^2}{m'_{ij}} \]

   \[ w(\chi^2 \geq \chi^2 - \alpha(s-1)(r-1)) \]

   \[ w(\chi^2 \geq \chi^2(0.95;36)) \Rightarrow w(x^2 > 50.998) \]
In the management philosophy which aims to reinforce each member of the organization, the improvement system is focused on enabling an improvement of process, comprehensive participation and also supportive factors including leadership, making decision, and removing personnel's fear of failure. Based on the presented models, the researcher's proposed model is derived and validated.

### Table 1: Sample selection (setting numerical quantity of the test criteria).

<table>
<thead>
<tr>
<th>Item</th>
<th>Very few</th>
<th>Little</th>
<th>Medium</th>
<th>Many</th>
<th>Very much</th>
</tr>
</thead>
<tbody>
<tr>
<td>mij</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
</tr>
<tr>
<td>0.8</td>
<td>0.4</td>
<td>0.016</td>
<td>0.811</td>
<td>0.83</td>
<td>4.196</td>
</tr>
<tr>
<td>0</td>
<td>0.9</td>
<td>0.353</td>
<td>0.976</td>
<td>0.90</td>
<td>0.054</td>
</tr>
<tr>
<td>1.8</td>
<td>0.5</td>
<td>0.758</td>
<td>0.976</td>
<td>0.91</td>
<td>0.003</td>
</tr>
<tr>
<td>0.2</td>
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<td>1.447</td>
<td>0.014</td>
<td>0.81</td>
<td>2.411</td>
</tr>
<tr>
<td>5</td>
<td>0.9</td>
<td>1.333</td>
<td>1.519</td>
<td>0.70</td>
<td>0.454</td>
</tr>
<tr>
<td>3.2</td>
<td>2.5</td>
<td>0.422</td>
<td>0.621</td>
<td>0.71</td>
<td>0.934</td>
</tr>
<tr>
<td>51.3</td>
<td>17.6</td>
<td>70</td>
<td>366</td>
<td>568</td>
<td>326</td>
</tr>
</tbody>
</table>

\[
\sum \frac{(mij - mij)^2}{mij} = 36.6941
\]

### Table 2: Sample selection (setting numerical quantity of the test criteria).

<table>
<thead>
<tr>
<th>Item</th>
<th>Very few</th>
<th>Little</th>
<th>Medium</th>
<th>Many</th>
<th>Very much</th>
</tr>
</thead>
<tbody>
<tr>
<td>mij</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
<td>mij (mij)^2</td>
</tr>
<tr>
<td>0.644</td>
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<td>0.009</td>
<td>0.059</td>
<td>0.09</td>
<td>4.42</td>
</tr>
<tr>
<td>3.918</td>
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<td>0.041</td>
<td>0.09</td>
<td>0.07</td>
<td>0.38</td>
</tr>
<tr>
<td>1.952</td>
<td>2.528</td>
<td>0.09</td>
<td>0.059</td>
<td>0.07</td>
<td>0.36</td>
</tr>
<tr>
<td>2.291</td>
<td>14.44</td>
<td>0.09</td>
<td>0.07</td>
<td>0.07</td>
<td>0.36</td>
</tr>
<tr>
<td>0.898</td>
<td>20.916</td>
<td>0.09</td>
<td>0.014</td>
<td>0.06</td>
<td>0.33</td>
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<tr>
<td>5.898</td>
<td>20.042</td>
<td>0.034</td>
<td>0.014</td>
<td>0.06</td>
<td>0.38</td>
</tr>
<tr>
<td>1.494</td>
<td>16.0213</td>
<td>0.034</td>
<td>0.014</td>
<td>0.06</td>
<td>0.36</td>
</tr>
<tr>
<td>0.122</td>
<td>11.8</td>
<td>0.015</td>
<td>0.014</td>
<td>0.06</td>
<td>0.31</td>
</tr>
<tr>
<td>28.68</td>
<td>43.39</td>
<td>152</td>
<td>19.90</td>
<td>670</td>
<td>369</td>
</tr>
</tbody>
</table>

\[
\sum \frac{(mij – mij)^2}{mij} = 120.217
\]

Making Decision:

\[
120.217 > 50.998 \Rightarrow K \in W
\]

As numerical quantity of the test criteria is on critical area, assumption \( H_0 \) is returned and the other assumption \( H_1 \) is accepted i.e. there is statistical relation between meeting villages' requirements and satisfaction with performance of rural district councils.

Chhoprof correlation coefficient:

\[
\text{Chhoprof} = \frac{120.217}{50.998} = 0.63
\]

Models and theories used in this research are as follows:

**Theory of Total Quality Management (TQM):**

TQM is kind of management philosophy which intends to reinforce each member of the organization, promote continuous and long term improvement in quality and productivity and removes personnel's fear of change.

Total Quality Management is based on 3 fundamentals principals including concentration on customers, improvement of process, comprehensive participation and also 3 supportive factors including leadership, education and structure.

One of the most important and applicable concepts in establishment of continuous improvement system is process of PDCA circle. According to this model the following 4 stages are predicted to perform all affairs:

- Design,
- Execution,
- Control,
- Corrective measures

Based on the presented models, the researcher's proposed model is designed as follows:
The results of the research findings based on assumption test are presented as follows:

In assessment of performance of rural district councils from Suleghan Rural District villagers viewpoint, these results were obtained that 5 village mayors act in the region of study that all of them are male and married. Village mayors of 4 villages are local and village mayor of Sulegan village is non-native. Viewpoints of the villagers about rural management is evaluated very good and in assessment of rural district councils performance regarding culturizing for partnership of villagers and meeting their requirements, the results were almost good. The results indicate that culturizing for partnership of villagers had more effect on their performance assessment than their reply to villagers needs.

Conclusion:

The present research, aiming at consideration and assessment of performance of rural district council of Suleghan Rural District, Kan, Tehran, showed that there is statistical relation between meeting villagers' requirements and performance of rural district councils and the villagers were satisfied with performance of the village mayors and know the rural district councils responsible in rural affairs and meeting rural problems and there is kind of trust and sympathy between the village mayors and the villagers. Considering above mentioned and also the results of the study, it is concluded that performance of rural district councils has been successful in rural management of Suleghan Rural District. Also considering the researcher's proposed model it should be mentioned that design is a start point that should be performed based on requirements of villagers and geographical properties of the region and then served for execution. The aim of researcher of this proposal was that rural district councils could achieve continuous improvement and higher performance in long term.

The researcher's proposals are presented as follows:

- Necessity of counter-relationship of Rural Islamic Councils and Rural District Councils
- Necessity study and prioritizing rural development
- Equitable allocation of credits according to paragraphs of the State Budget Act
- Increase in job security of village mayors
- Promotion of agricultural sector
- Establishment and promotion of cooperative companies of rural district councils in rural districts

REFERENCE


