Evaluating Effectiveness of Executing Suggestion System of Facilitating Executive Process in Tehran Municipality

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ABSTRACT

This paper presents a survey on effect of executing suggestion system on improving services within an organization. In this case, this study was conducted in Tehran municipality in 2011. The primary question was considered as establishing a comprehensive recommendation system in this organization leads to improve the executive process. In order to examine this query, the research developed as a descriptive study with survey method. The data was collected by questionnaire which its validity was confirmed by professional authorities. Furthermore, the statistical test on reliability of it was verified by Cranach's alpha. The results of   by non-parametric rating indicated that suggestion system of Tehran municipality is effective onFacilitating Executive Process of Tehran Municipality. Upon studying the subsidiary hypothesis it is indicated that suggestion system is efficient on following items: partnership and cooperation, job satisfaction, organizational commitment, improving quality and quantity of performance, education talent of employees, increasing flexibility of them against change, improving creativity and innovation at organization.

KEYWORDS: Suggestion System, Facilitation of Process, Executive Process, Tehran Municipality.
JEL: M10, M11, M14

1-   INTRODUCTION

As it stand, that human resources is considered as the basis for development and progress among companies and organizations, creativity, thinking, prophecy, undertaking and interest to progress could be only seen in the human recourse. Therefore, managers will be able to develop these factors. Day-to-day environmental changes, particularly in the field of management and IT together with evolution in the markets of agents for producing the products and services, forced the managers and craftsmen to manage their turbulent and permanent waves for accompanying with such comprehensive wave in new century, while concurring about the developments.

Recently, Several Issues have been done in this case as the following is some of them: E. Marx (1995)[6], Frese, Teng and Wijnen (1999)[10], Stenmark (2001)[29], Van Dijk and Ende (2002)[34], Marin-Garcia and Miralles (2007)[13],Neagoe and Klein (2009)[19],Wilson, Du Plessis and Marx (2010)[35],Tsai and Lo (2010)[32],Khalozadeh, Kazemi, Movahedi and Jandaghi (2011)[9].

For recommendations system is considered as effective executive tools for cooperative management, particularly urban management. Consequently, in this system all beneficiaries, i.e. employees, clients, customers, and shareholders actively think about methods of planning and problem solving as well as promoting the efficiency and provide the urban management with its result in the framework of plans and recommendations. Recommendation system is indeed a compiled system for applying the ideas and views of beneficiaries for improving the organizational activities and stems from consultation and forum among them.[20]

According to authorities, whether employees, citizens, clients, talented people and social communities, may provide their recommendations, ideas, innovations and views for solving the problems and insufficiencies present in the trend of municipality activities. Recommendations system is indeed the expression of individual and group innovations and creativities among employees and citizens for creating and developing the cooperation spirit among them for making the dynamism and improving the process and quality of providing the services.[24]

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2- **Statement of Problem**

Focusing on the principle human dignity and respect as well as using the others' views is considered as fundamental management principles. In any institute, organization, company and factory, one always can obtain solutions better and more effective than currently solutions, therefore the required provision for making such movement resulting in establishing better and effective solutions is that thought of authorities may be considered and evaluated systematically and implement what is practical. However cooperation of employees of an organization with management is the infrastructure of cooperative management. One of the effects of this system on the world is known as recommendation system and main basis for continuously improvement system and in its complementary trend, it may begin from individual recommendations system and in the second stage results in group recommendations and in learning stage to groups of recommendations system, problem solving groups.[7]

This system initially accepts the thinkers in the same manner ignoring their organizational situation, and secondly not only weaken the authorities and power of decision making and management responsibility at all, but also provides the arrangements for incentive, promotion and material and non-material encouragement of employees against supplying the thought and idea processing to properly use the creativity and dynamism of men's thinking for making a better world. System of acceptance and reviewing the recommendations is one of the effective and powerful tools for implementing the objectives and organizational strategy based on improving the communications among management, employees, people and clients.[30]

In the framework of this system, that is the first stage of establishing the cooperative management system, it is attempted to prepare the intra- organizational communications by development of individual and organizational properties of employees and making synergy such that the organizational objectives could be fulfilled. For making such environment, it is necessary learning and continuous development as well as presence and actively cooperation of all employees.

The result of this interaction is increased satisfaction and promotion of cooperation feeling as well as enjoying from capabilities of employees. In this bed, it is expected that by their constructive views and recommendations, employees and clients may pay attention to the issues of organization and do their best for developing the organizational capabilities and promoting the services quality.[25]

In Tehran municipality, the recommendation system may be also considered as an effective system in the cooperative services and by forming the secretariat of recommendations system of Tehran municipality, according to the variety and day-to-day extension of municipality activities and necessity of making the cultural beds as one of the fundamental basis for internalizing the recommendations system in different districts of municipality and promoting the level of qualitative recommendations to quantitative recommendation, on one side and movement of individual recommendations to group level on the other side could took main steps during last five years and most important of them include:

- Formation and effective activity of executive committees of recommendations system in regions, organizations, companies and headquarter departments of Tehran municipality;
- Implementing the training plans and making the culture of employees in order for internalizing the recommendations system;
- Actively cooperation in conferences, seminars and festivals;
- Effective activity of specific work groups for reviewing the obtained recommendations;
- Financial minor trainings and financial management visions;
- Co-thinking of managers and office financial administrations

This paper is along with activities conducted for recommendations system, resulted from 5 years of study with evaluating the activities conducted in Tehran Municipality and prepared for assisting to the managers and experts of Tehran Municipality for efficiency of human resources to improve the executive activities of Tehran Municipality.

3- **Objectives**

Main performance of disposing the recommendations is the promotion of interactive communications from the lowest level to upper lever in the organization and improvement of communications indicates the importance of recommendations system and such importance may result in:

1- Promoting the level of management information for conducting the affairs by cooperation with employees;

2- It provides the management with the possibility of studying the plans and solving their problems;

3- It provides the recognition of level of employees' capabilities in order for recognizing their training needs;

4-   Employees will force to think about it before providing the recommendations and this may provide the possibility of their development;

5-   Promoting the employees' spirit and promoting their work quality as well as making an understanding and communication between management and employees;

6-   Improvement of operation and increasing the proficiency by applying the organizational recommendations;

7-   Establishing and developing a creative environment in all organizational levels;

8-   Promoting the culture and feeling of organizational belonging;

9-   Extending the area of thinking and internalizing the change- based improvement;

10-   Developing the organizational learning level;

11-   Enjoying from constructive and effective organizational recommendations along with improvement activities;

12-   Recognizing and promoting the creative sources;

13-   Aligning the individual and organizational objectives.

Executive Objectives of Recommendations System in Urban Management

1-   Improving the cooperative spirit among employees and citizens;

2-   Increased job satisfaction in the employees and organizational belonging among personnel;

3-   Qualitative and quantitative improvement of work;

4-   Providing an opportunity for employees for nurturing and promoting their talents and capabilities;

5-   Documenting the issues and barriers against using the employees' experience for solving them;

6-   More valuing to one's personality;

7-   Gracing the urban space;

8-   Improving the emotional view in order for making their incentive and belonging to the city and urban management;

9-   Responding to spiritual and personality needs of employees;

10-   Aligning the objectives of employees and citizens with general objectives of urban management.

Implementing the recommendations system generally aims to make suitable space for cooperation of all employees for fulfilling the organizational objectives. If we will provide a clear image of objectives and benefits of implementing this system, we may consider followings:

1-   Establishing and developing a creative environment in all levels of organization;

2-   Promoting the culture and feeling of organizational belonging;

3-   Extension of thinking area, and internalizing the change-based improvement;

4-   Extension of organizational learning levels;

5-   Enjoying from constructive and effective organizational recommendations along with improvement activities;

6-   Recognizing and promoting the creative and innovative sources;

7-   Aligning the individual and organizational objectives;

8-   Using alternatives for problems solving with least cost;

9-   Cooperation of employees in decision makings and planning;

10-   Awareness of management from the potential and de facto capabilities of employees;

11-   Valuating to the personality and dignity of men by making a suitable space for occurring the creativities and their talents;

12-   Improvement of organizational work, increased efficiency and quality, reduced costs and wastes;

13-   Promoting and improving the relation between employees and organization as well as making reciprocal confidence feeling;

14-   Making proper conditions for work and activity as well as removing the barriers on comprehensive cooperation of employees;

15-   Increased incentive in the employees, encouraging the working spirit and increased capability of problem solving;

16-   Propagating the cooperative culture and mass cooperation for solving the issues and improving the work relations and organizational behavior;

17-   Improving the regulations, guidelines and work guidelines, organizational structure, workflow and resolution system.

4- LITERATURE REVIEW

4-1- International Studies

Recent experimental studies provide valuable views for factors effective on employees' cooperation in the recommendations system. Ougla and Parker (2002) and Oldom and Campangez (1966) founded that providing the recommendation is a function of individual as well as field factors. Creativity is one of the main individual factors considered as main field factors under conditions that complication of work (challenging jobs, against repetitive and boring jobs) and supervision methods (rate of supervision protection from creative progresses of employees)[2].

Frese et all (1999)[9] founded that innovation in work has the perceptive capability in providing the recommendations, and supervision protection has positive effect on cooperation of employees in recommendations system. These researchers also indicated the inhibitory factors. For example, if supervisors spend more time for evaluation, some employees conclude that potential innovation may lack any value comparing with time and attempt for providing the official recommendations.[10]

Extel et al (2000) determine the differentiation between two steps in the trend of providing the recommendations: making idea is a stage relating with individual qualifications, i.e. creativity; and implementing the idea is a stage that group and organizational factors may play more important role in it. These researchers found that spontaneous profitability of role range (perceptive ability of employees for conducting the proactive behaviors beyond immediate efficient duties) and maintenance of machine (indicating the perceptive level of employees from power) is the most important factor for predicting the making of idea. Best prediction factors for implementing the idea includes protection from innovation and cooperation in decision making.

Rop and Aklond (2002) by conducting a set of semi organized interviews determined several key factors for success of recommendations system in the Sweden companies. First, a hero who severely undertakes making and implementing the recommendations plan, requires bound beginning of this system. Second, facility of method of providing the recommendations is important because if there is any change, the new incumbent of recommendations system may easily undertake this responsibility. Providing the recommendations comparing with regular production duties may not take more time and management must undertake for activities included in recommendations system.

Sharbang and Lojiten (2001) provided ten principles of designing for recommendations system based on Kapzen theories and performance management. By pursuing the Kapzen principles- a Japanese expression for "continuous improvement"- management must design the recommendations system by simple methods. Main focus of Kapzen is making the low cost changes and easy implementation in the field of special responsibility of employees. Performance management theory is based on the idea of Skaner (1971) about provisioning the factor. Performance management theory states that reward may increase the opportunity for occurrence of a given behavior (positive enforcement), while punishment has reverse effect (negative enforcement). Therefore, management must apply the positive enforcement for accelerating the cooperation of employees.

Kalg et al (2002) considered the role of confidence for repeating the studies by Axtel et al (2000). These researchers argue that "people regularly involve themselves… such that believe their ideas and provided recommendations and believe that they may subsequently share in added benefit". Kalg et al (2002) discussed the differentiation between "ensuring from being heard" (the expectation that organizations seriously consider the recommendations organization) and "efficient confidence" (the expectation that organization may well setoff the recommendations). "Efficient confidence" relates with making the idea, while, "assurance of being heard" is related to implementing the idea.

4-2- Iranian Studies

For example, in a study conducted in Electricity Company of Western Azerbaijan Province, called "Recognizing the most important organizational barriers of cooperation (recommendations system), the intra-organizational barriers of recommendations system of organization divided into classes such as managerial barriers, executive barriers, structural and cultural barriers and barriers resulted from employees and any class includes its special elements and then by designing a questionnaire, its questions were answered. Results of these studies indicate that the most important barriers of recommendations system is related to the employees followed by executive, structural, cultural and managerial barriers respectively.[36]

In a study conducted in Shahid Fayaz Bakhsh Hospital in Tehran, by considering the components, researchers studies the influence of recommendations system on efficiency of hospital and there was finally approved the positive influence of applying the recommendations system on efficiency.[22]

In another study, using a descriptive method and designing a questionnaire, researcher investigated the influence of employees' cooperation on managerial decision makings and its results indicate that implementing the acceptance system and reviewing the recommendations in the physical education department of Golestan resulted in

improvement of decision making as well as increasing the satisfaction and trust of employees followed by reduction in their strength.[27]

In a study conducted in the regional power company of Fars province, by investigating the relation of using a cooperative system by implementing the recommendations system on efficiency and job satisfaction of employees, it was seen that there was obtained significant and positive relation.[14]

In another study called "investigating the facilitating and limiting factors on implementing the recommendations system by the view of managers and personnel of prominent units of Medical Science University of Shiraz, on 2007, the results indicated that the most important facilitating factor in the view of managers is benefiting of advantages for implementing the recommendations system by employees and managers of organization and most important facilitating factor in the view of personnel is their tendency for implementing the recommendations system in their unit. The most important limiting factor in the view of managers is the presence of legal barriers and lack of flexible standards in implementing the recommendations system in the organization and most important limiting factor in the view of personnel is using the unsuitable and non-standard methods for implementing the recommendations system in their unit.[17]

5- Hypotheses

Main Hypothesis:

Fulfilling the recommendations system in Tehran Municipality may influence on improving the executive processes of Tehran Municipality.

Side Hypotheses:

1- Recommendations system in Tehran Municipality may influence on improving the cooperation spirit of employees of municipality for assisting to improving the activities of city.

2- Recommendations system in Tehran Municipality may influence on the job satisfaction in the organization and organizational belonging of personnel for assisting to improving the executive processes.

3- Recommendations system in Tehran Municipality influence on qualitative and quantitative improvement of employees' performance for helping to improve the activities of municipality.

4- Recommendations system in Tehran Municipality may influence on training and promoting the personnel's talents for assisting to improving the executive processes.

5- Recommendations system in Tehran Municipality may influence on using the experiences of employees for assisting to improving the executive processes.

6- Fulfilling the recommendations system in Tehran Municipality may influence on increasing the flexibility of organization against constructive changes for helping to improve the municipality activities.

7- Recommendations system in Tehran Municipality may influence on promoting the creative and innovative spirit in the organization for assisting to improving the executive processes.
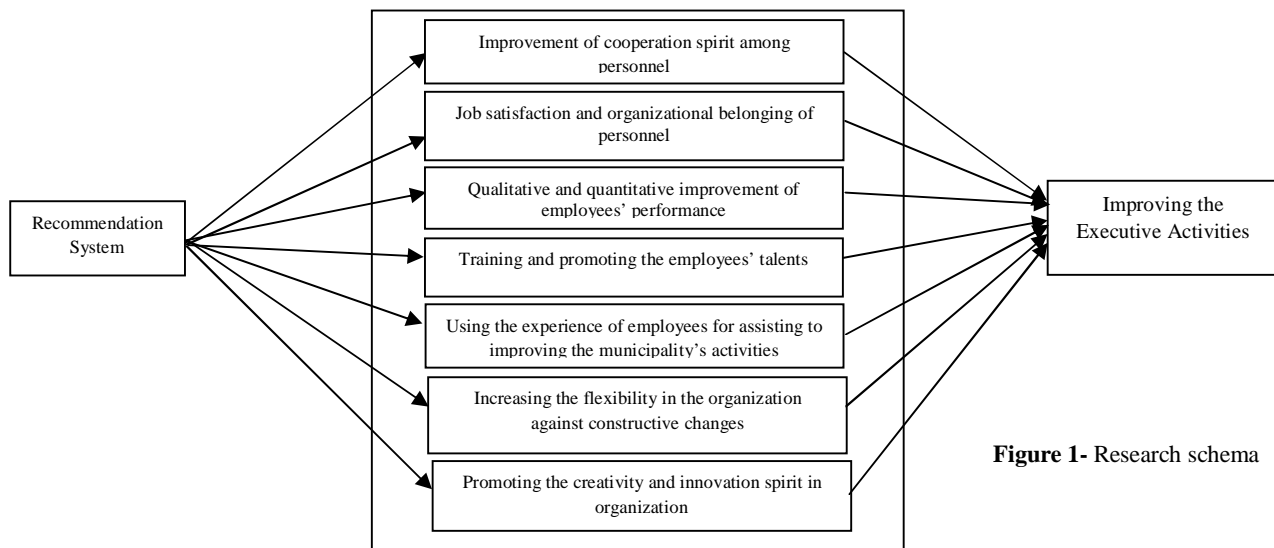
6- Research schema

Figure 1- Research schema

7- **METHODOLOGY**

Methodology of this study is of descriptive (non-experimental) and surveying type. It is descriptive because it provides an image of status quo and is surveying because it collects the information of population by questionnaire and by enjoying from surveying methods, it also measures the performance. This study is among applied studies based on its objective because in this study, we are seeking for efficiency of recommendations system in Tehran Municipality. Population of this study includes employees of Tehran Municipality and because sample used in this paper selected from Tehran in different districts of municipality, therefore, the sampling method in this study is by classified sampling. The size of population was determined by Kokaran formula setting about 180 people.

8- **Data Collection Tools**

The most usual method of data collection is by questionnaire. Conducting the scientific study, besides collecting the theoretical basis for subject, requires more accurate information mainly obtained by implementing the valid tests like questionnaire,… and is testing the study hypotheses.By referring to books and articles and other valid informational sources and indexing the points related to the study as well as collecting the views of authorities in this field, we may collect such data by distributing the questionnaire.

9- **Questionnaire**

In order to prepare the questionnaire, it was initially taken action to preparing the questions of questionnaire using proper indices, literature review and library sources as well as views of expert. Next, the reliability and validity of questionnaire were reviewed and then, they were used in the study. In this questionnaire any item (question) given with five choices according to Lickert: very high, high, average, low and very low and respondent must choice an option more interested to it that describing its feelings in the best way and if any choice is not meeting him/ her, he/ she may select the closest option. The scoring follows from 1 to 5 System, i.e. if respondent select very high option, it gives score 5 and if selects very low option, it gives score 1.

9-1- Validity of Questionnaire

For evaluating the validity of questionnaire, there is used content validity, such that initially according to questions and literature review, the indices were recognized and finally, by considering the indices there were prepared 50 questions for questionnaire. In the next stage, 10 specialists and masters of IT provided by questionnaire to provide their modifying views. Finally, after applying the stages 2 and 3, questionnaire were prepared and finally 20 questions of questionnaire that are not more related to the subject of study were removed and final questionnaire had 30 questions prepared for responding to the sample people.

9-2- Reliability of Questionnaire

In this case, above questionnaire distributed among 30 people of population and Kronbach Alpha coefficient were calculated as below:

Where, n= number of test questions, S_i^2= variance of question, S_t^2= total variance of test. For calculating the coefficient, α, there was used SPSS software and α value obtained about 0.824 for 30 questionnaires and it was determined that questionnaire enjoyed required validity. Because α coefficient value is higher than acceptable limit for applied objectives, i.e. 70%, therefore, one may assert that mentioned questionnaire has acceptable reliability. For fulfilling the validity and reliability, the results of study for determining the sample size d according to lack of accessing to variance, the interested trait initially estimated using results of 30 questionnaire and variance was determined and then, because of big size of population, the sample size determined and calculated using Kokaran formula with confidence level of 95%.

Where:
n: sample size, t in confidence level, 95%: 1.96, p (presence of trait): 0.5,q (lack of trait): 0.5
population variance: 0.25, d (accuracy suitable for generalizing the sample results to the population): 0.73, α: 5%

$$n = \frac{Z^2\alpha/2 \quad P(1-P)}{d^2} = \frac{(1/96)^2 \times 0/50 \times 0/50}{(0/073)^2} \cong 180$$

Note: If there is no preset default for "d value", one can consider it between 0.1p and 02.p. for this reason, the sample size for 180 people was calculated.

10- Data Analysis Method

After collecting the required data, they were analyzed by using SPSS and also they examined by rank non-parametric test.

11- Conceptual Framework

11-1- Definition of System, Recommendation, Recommendations System:

System is a collection of components and relations among them interrelated by given properties and such components may comprise a total by their surroundings.

Recommendation includes any new idea and thought that can result in a positive change, improving the method, increasing the quality and production, reducing the costs and promoting the spirit of employees,…

Recommendation in common literal means providing someone with a solution against a problem, such that related persons(s) can freely accept or reject it. On the other hand, recommendation in managerial system means providing an alternative and plan or a new idea by non-public members to related authority for advancement of objectives and improving the work arrangements.

Recommendation in the municipality includes a plan provided by one or several people of employees with qualified citizens in order for reducing or removing the costs or improving the performance of urban management; a suitable ides and recommendation must provide suitable solutions while attending to the existing issues and it must be practical and efficient.[20]

Recommendations system is a prepared system in order for applying the ideas and views of beneficiaries for improving the organizational activities and is prepared based on the consultation and exchange of views between them that is considered as a tool between layers of power pyramid to make the incentive of improvement and development among all beneficiaries and improve the performance. [33]

11-2- Types of Recommendations

a-   *Non reviewable recommendations*

They include:

1-   Recommendations accounted as the duties of an individual;
2-   Repetitive recommendations;
3-   Recommendations that only discuss the problem not providing a needed alternative;
4-   Ideal and close recommendations;
5-   Recommendations out of the organizational policy and guideline.

b-   *Reviewable recommendations*

Such recommendations may be divided into two groups based on benefits making for organization:

1-   *Qualitative recommendations:* They include recommendations that its result may not be mathematically calculated, such as recommendations related to the plans for increasing the safety, services, modifying the system work,…;

2-   *Quantitative recommendations:* they include recommendations that their result (saving resulted from implementing the plans) may be calculable, such as recommendations related to reducing the wastes, optimal usage of raw materials,…

11-3- Cooperative Management

If cooperative management is defined as a general approach for attracting the individual and group cooperation of employees for solving the organizational problems and continuously improving it in all dimensions and believed that cooperative management is the permanent, reciprocal and close relation between superior management and employees, so one can state that cooperative management means cooperation of suitable people in a proper time for conducting a proper work. According to this definition, the cooperation of employees in the works related to themselves is a voluntary and conscious cooperation and this encourage the man to help fulfilling the group objectives and share in their responsibilities and outcomes. Cooperative management follows two main objectives: first, valuing the human values and taking assistance from people who are related to the organization, second, achieving to predefined objectives by the help of these people.[33][26]

11-4- Properties of Successful Recommendation System

The recommendations system is successful when it can provide the field of presence and active cooperation of all organizational personnel for providing the recommendations and designed such that not considering the situation of education of personnel or their job class. Generally, properties of a successful recommendations system may be determined as below:

1-   Active cooperation of all organizational employees for providing their recommendations;

2-   Minimizing the bureaucracy and facility for providing the recommendations by specific forms;

3-   Facility of methods of evaluation and determining the rewards;

4-   Facilitated guidelines to paying for rewards;

5-   Inclusion of recommendations provided by employees in all fields;

6-   Directing the provided recommendations towards group recommendations;

7-   Low evaluation time and answering to the recommender;

8-   Cooperation of recommenders in implementing the recommendations;

9-   Aligning the recommendation with objectives, responsibilities and authorities of organization and working affairs of recommender and or related units;

10-   Saving in the costs, improving the services quality and or improving the systems due to implementing the recommendations;

11-   Providing the enough documentation logically, clearly together with recommendation.[12]

11-5- *Principles for Practically Designing the Recommendations System*

1-   Avoiding from oversimplification to the mechanism and how designing and establishing the recommendations system in the organization;

2-   Designing the recommendations system proportional with organizational properties;

3-   Cooperation of different organizational units for designing the recommendations system and preparing its executive guideline;

4-   Necessity of continuously revising the system and executive guideline;

5-   Designing the recommendations system on non-concentrated based and non-concentrated secretariat and system's executive institutes and generally properly and successfully establishing the recommendations system in 3 stages.

Stage one: Management must do its best for assisting the employees for providing the recommendations and not attending to the importance of recommendations for improving the organizational work. This may help the employees to gradually learn the way of providing the effective recommendations.

Stage two: Management must stress on the training of employees by which can provide better recommendations. For this reason, personnel must be able to enjoy the capability of analyzing the issues and its surroundings. Indeed, in this stage, personnel may attain to a logical satisfaction, i.e. personnel may be understood by training, methods and principles of recommendations system and its objectives and benefits and there must be answered to any question to remove any threats of organization and employees may provide required readiness for providing their thoughts.

Stage three: Management may not hurry for conclusion of recommendations system.

This means that management must consider the recommendations system in at least 5 years horizon to ensure the organizational success, because recommendations system needs culture making and culture making may be time consuming.[20],[33]

11-6- *Main Elements of Recommendations System*

1-   Managing director

2-   Supreme committee of recommendations system;

3-   Approaching committee;

4-   Secretariat of recommendations system (cooperation secretariat);

5-   Reviewing (expertize) committees;

6-   Employees.

11-7- *High Performance Recommendations System Model*

Recommendations system includes official communication canals implemented by management for accelerating the permanent and indicate better performance.[3]

Finally, recommendations system results in encouraging the cooperation and interference and consequently increased ethics and enjoying from work force. This function indicates the extended range of employees' cooperation, i.e. the rate of influencing of employees on the decision process of organization. The performance of organizations that are successful for accelerating their employees' cooperation is higher than organizations that don't consider it.
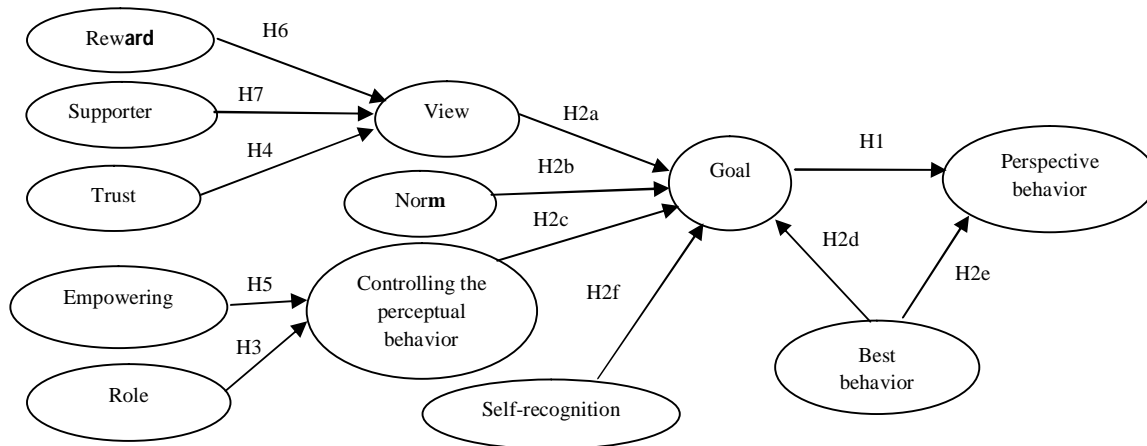
Figure 2- High Performance Recommendations System Model

12- Data Analysis

Main Hypothesis: Fulfilling the recommendations system in Tehran Municipality is very effective on improving the executive processes of Tehran Municipality.

H_0: Fulfilling the recommendations system in Tehran Municipality is not effective on improving the executive processes of Tehran Municipality.

H_1: Fulfilling the recommendations system in Tehran Municipality is effective on improving the executive processes of Tehran Municipality.

Table 1- Rank test results for main hypothesis of study

Main hypothesis 1	Values
Mean	91.48
States less than mean	88
States greater than mean	92
All states	180
Rank	114
Test statistics	3.447
Significance level	0.001

According to results, it was determined that because the significance level of test, i.e. 0.001 is less than the alpha value of test, i.e. 0.05, therefore, H_0 may not be accepted and consequently, fulfilling the recommendations system in Tehran Municipality is effective on improving the executive processes of Tehran Municipality.

Side Hypotheses: the Results of side hypotheses: Tables 2 to 8 repeatedly represent the results analyzing of side hypothesis 1 to8.

Table 2-Results of rank test for side hypothesis 1

Main hypothesis 1	Values
Mean	12
States less than mean	69
States greater than mean	111
All states	180
Rank	101
Test statistics	2.356
Significance level	0.018

Table 3- Results of rank test for side hypothesis 2

Main hypothesis 1	Values
Mean	16
States less than mean	87
States greater than mean	93
All states	180
Rank	100
Test statistics	1.362
Significance level	0.017

Table 4-Results of rank test for side hypothesis 3

Main hypothesis 1	Values
Mean	15
States less than mean	71
States greater than mean	109
All states	180
Rank	90
Test statistics	0.471
Significance level	0.037

Table 5-Results of rank test for side hypothesis 4

Main hypothesis 1	Values
Mean	9
States less than mean	57
States greater than mean	123
All states	180
Rank	93
Test statistics	2.437
Significance level	0.015

Table 6-Results of rank test for side hypothesis 5

Main hypothesis 1	Values
Mean	12
States less than mean	75
States greater than mean	105
All states	180
Rank	113
Test statistics	3.768
Significance level	0.541

Table 7-Results of rank test for side hypothesis 6

Main hypothesis 1	Values
Mean	12
States less than mean	48
States greater than mean	132
All states	180
Rank	80
Test statistics	1.646
Significance level	0.001

Table 8-Results of rank test for side hypothesis 7

Main hypothesis 1	Values
Mean	16
States less than mean	90
States greater than mean	90
All states	180
Rank	93
Test statistics	0.299
Significance level	0.004

Conclusion and Recommendation

According to results, it was determined that:

1- Fulfilling the recommendations system in Tehran Municipality is effective on improving the executive processes of Tehran Municipality.

2- Recommendations system in Tehran municipality may influence on improvement of cooperation spirit of municipality's employees for helping the improvement of urban activities.

3- Recommendations system in Tehran Municipality may influence on the organizational job satisfaction and organizational belonging of personnel for helping to improvement of executive processes.

4-   Recommendations system in Tehran municipality may influence on the qualitative and quantitative improvement of employees' function for helping to improving the activities of municipality.

5-   Recommendations system in Tehran municipality may influence on nurturing and promoting the talents of employees for helping to improving the activities of municipality.

6-   Recommendations system in Tehran municipality may not influence on using the experiences of employees for helping to improving the activities of municipality.

7-   Fulfilling the recommendations system may influence on Tehran municipality for increasing the flexibility in organization against constructive help for improving the municipality activities.

8-   Recommendations system in Tehran Municipality may influence on promoting the creativity and innovation spirit in the organization for helping to improve the municipality activities.

Some results of study through districts of Tehran municipality may include the effect of implementing the recommendations system on increased quality of services effective for citizens and promoting the interacting skills (double relations between employees and people and managers). Promoting the skills and techniques for problem solving for improving the activities conducted for effective servicing to citizens and aligning the individual and organizational objectives are also some results of this study. In the organizational environment of municipality regions, implementing the recommendations system and its positive effects in the personnel may make confidence feeling and active cooperation, together with removing the barriers on comprehensive cooperation of employees in decision made system, provided innovative alternatives for solving the problems of citizens and organization.

Other results of this study include promoting the human identity and dignity when municipality employees encounter with public (customer's satisfaction), modifying and improving the effective work processes, promoting the individual and organizational learning, improving the information sharing system, increased citizens' satisfaction from districts municipalities, increased health system, improving the conditions of working environment and grace of working environment in the districts, increased responsibility in urban management, and cost saving.

According to results of study, it is recommended that the rate of influence of different variables in different districts of Tehran municipality has been measured in the frame of comparative studies and the most effective variables together with factors influencing in that specific district may be implemented by accurately analyzing, counting in other districts of Tehran municipality. According to studies conducted in municipality districts, it is recommended to allocate the budgets and enough possibilities for implementing, continuing, launching and internalizing the recommendations system.[28]

It is also recommended to study the efficiency of main variables as conducted in this study according to the effects of implementing the recommendations system in Tehran municipality and use such results for planning in different regions and organizations of municipality.[23]

It is recommended to study the relation between study variables (cooperation, flexibility, creativity and innovation,financial crisis,…) with recommendations system in different organizations and districts relying on principle planning and use results for attaining the more efficient executive processes in Tehran Municipality.[1]

Acknowledgement

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