

## An Exploration into Improvement of Trust Strategies in Urban Administration and Tehran Citizens

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### ABSTRACT

The structure of urban decision making is similar to a system with certain performance and the existing elements and relations within such a system should follow up the system as whole and maintain its relation interactively with the elements outside this system so if each of these elements or relations exceed from their rational limit then system will be exposed to some problems. Trust is one of the important outputs in any organizational system. Today, all managers consider environmental trust in organization as competitive capital and superiority while trying to increase rate of environmental trust in the given organization. Methodology of the current research is of descriptive- survey type. Statistical population of this study includes Tehran managers and citizens and at the same time questionnaire has been adopted as the most essential tool to gather information in this investigation. Seven important parameters of "Trust in urban administration" have been explored in this study. To review the strategies of increasing trust among urban administration and Tehrani citizens, T- test, ANOVA and Stepwise Regression Model have been utilized. Research findings indicated that seven parameters of trust in urban administration might improve the trust among urban administration and Tehrani citizens and way of performances and development of services should be taken into consideration by verification of these hypotheses.

**KEYWORDS:** Trust, Citizen, Urban Administration, Citizenship Rights

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### INTRODUCTION

Nowadays, the customer or citizen has been respected and his/ her trust in organization may play a decisive role for existence of the given organization regardless of the necessity of trust- building in organization that is proved in relation to any corporation [1]. With respect to the social conditions where we live in, trust- building is deemed as the paramount and most urgent need in today organizations. It is impossible to consider an organization that does not need to trust- building. Through creation of trust within internal factors namely personnel and directors, organization may internalize and improve their motive further and enhance their performance thereby it prevents from organizational conflicts and such improvement in motivation and reduced conflict also cause lowering of wastes and negative energy within the given organization.

Also by trust- building within external factors, organization may reduce environmental threats and improve way of planning better and cause creation of loyalty among shareholders, providers (suppliers), customers and personnel through attraction of financial and credits sources.

Thus, subject of Urban Administration has been systematically studied in this survey and improvement strategies for rising trust among urban managers and Tehrani citizens will be considered in the present research.

#### Definition of Trust

Trust concept is originated from the literature at Aristotle's era; therefore, there is a little agreement unanimously in what trust is and how to achieve trust in workplace. The majority of studies on trust are considered as a separate subject and concept. There are several achievements which could evaluate the rate of trust in different organizations and groups; however, there is no available certain point based on which one may know how the researchers have found such results and amount of trust [2].

Creed and Miles have defined "trust" as a certain expectation that anyone might have toward other's actions based on which whether his/ her actions have been profitable and on how it might meet his/ her requirements [3].

Roter defines "trust" as general expectations based on which we could rely on others' utterance, promises, oral and written phrases [4]. Trust will be followed by loyalty and loyalty means acquisition of higher profit and income in this realm. Trust is considered as a gateway toward acquiring of success and sustainable development.

As usual, it is required existing trust in the established communications to some degree. Outcome of such trust is to acquire one of the following results:

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1- It is appropriate to evaluate “trusted one” by “truster” in the opposite side. In other words, his/ her trust might be intact. Therefore, he/ she will acquire profit up to the same level as his/ her own favorable outcome.

2- Due to inappropriate performance or out of expectation by trusted party, truster has to incur the cost for failure in achieving his/ her expected outcome [5].

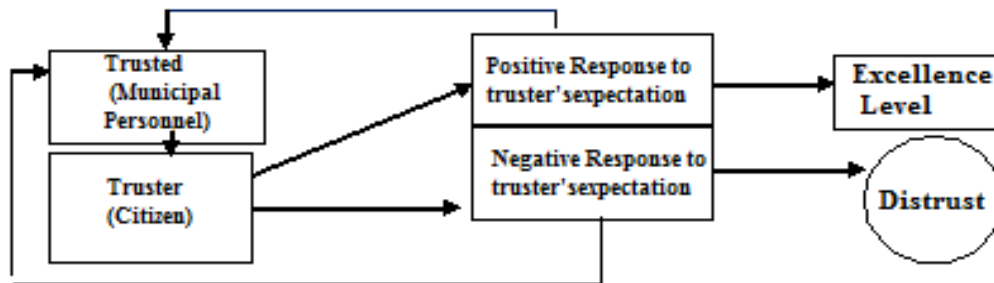
**Consequences of trust at higher levels:** Individuals and groups’ trust is an important element in organizational stability and it is deemed as a decisive component in proper communications among individuals. The higher achievement levels of trust in an organization are as follows:

- 1) Reduced disagreement between personnel;
- 2) Correlation among individuals;
- 3) Rising productivity (efficiency);
- 4) To motivate growth in an organization;
- 5) Improvement in occupational spirit;
- 6) Reduced absenteeism and leaving service place by personnel; and
- 7) To create an environment by which innovation may be encouraged.

Trust may allow the organization to focus on long run activities; for instance, enablement of personnel might be a short term goal but at the same time it may lead to innovation, rising quality of services, improving responsiveness and competence, enhancement of spirit and reduced absenteeism and quit of services. Trust is a necessary element to change the organization effectively [6].

**A model to lay foundation for long run trust:** Trust may be classified into trust-in- individual, trust-in-group, and trust-in- organization. These three categories are strictly interrelated together. Our trust in an organization may form from our trust in an employed individual or individuals in the given organization and also our trust in a certain individual may be due to our trust in the organization where that person works. Trust-in- individuals and trust- in- organization are related together by tasks and positions, which those individuals may possess and the role that has been played by them in the given organization [7].

Human is not a passive observer in his/ her life, but is an active force in formation of his/ her world. He creates his social reality by affecting on others’ visible behavior. Organizations and enterprises also do the same. In other words, organizations may positively or negatively influence in way of attitude, behavior, and performance of their interactive parties. A smart organization will always tend to leave a positive image of itself in its interaction with other enterprises or organizations thereby it leads the given organization to further achievement in the future. The following model is a very simple and at the same time applied guidance for identifying appropriate conditions of trust in interactions. This model may interpret that continuity and development of trust in future relations will extremely depends on our current performance to great extent. Namely, if we could meet logical and rational requirements of the opposite side better than rivals then we may be sure that the given party will refer to us again and develop such occupational relationships in the future. Unless, if we could not give appropriate and proper response to its rational and logical expectations and the existing conditions are in such a way that it evaluated us at lower level than other rivals so we not only lost the possibility to maintain our commercial relations with this party, but also it may act as a factor for negative promotion against us [9].



**Diagram 1.** Relations between truster and trusted parties [5]

In any case, development of trust requires that both management and personnel are aware of expectations of each other and assume ones’ own responsible for creation of a climate filled with trust [9]. The following elements have been identified as essential pivots for training, development and maintenance of interpersonal trust:

- Solidarity is defined as sincerity and reliability;
- Competence needs as technical knowledge and interpersonal skills to do occupational task;
- Stability that refers to predictability and ability to judge under various circumstances;
- Loyalty that is referred to benevolent and altruist motives;
- Openness that referred to accessibility and interest in sharing with communications and information.

These elements for expansion of interpersonal trust within an organization may display our interactions and relations with others and at the same time there is a constant change in environment outside organizations.

While the members, particularly the leaders who have been undertaken to manage chaos by means of honest, open, and constant behavior so trust could be developed inside an organization.

According to Coleman's attitude about trust, there are two parties i.e. truster and the trusted one [10]. But based on Power's view, trust constitutes of three variables of truster, trusted and field of main components [11].

### **Citizen- Urban Administration**

Urban Administration is to manage city affairs in order to improve sustainable administration in urban regions at local level or by considering and following up national economic and social goals in a country [12]. In another definition, urban administration includes a large organization comprising of the effective and related official and unofficial elements and components within different social, economic and matrix dimensions of urban life aiming at management, control and guiding of comprehensive and sustainable development of the given city [13].

Citizenship is one of the newly- established concepts which focuses the attention especially to equity and justice and it has achieved special position among social, political and legal theories. Topic of "Citizenship" will be realized when all individuals in a community enjoy civil and political rights and at the same time they have access to the given life opportunities in terms of economic and social aspects [14].

**Mutual Responsibilities of Urban Administration and Citizens:** In order to observe rule of law and to maintain privacy for individuals and rising trust among urban directors and citizens, there are several tasks and responsibilities among urban managers and citizens that through identifying and observance of these mutual duties, it is possible to enjoy dynamic and lawful city [15]. Accordingly, the responsibilities have been classified into three categories:

- *Legal Responsibility of Citizens:* The existing duty to do a task or avoidance from doing it may be due to legal regulation and social relations etc. and at the same time citizens' knowledge about their duties and ability to do their tasks are considered as requisite conditions for fulfillment of responsibility.

- *Civil Liability of Citizens:* "Civil Liability" is included in all persons who are directly or indirectly responsible for some tasks in relation to daily activities and they may be assumed liable in the case of infringement of the given duties and inflicting damage to others.

- *Criminal Responsibility of Citizens:* Basically, the behavior that leads to responsibility for citizens creates some threats for individual freedoms of others while Criminal Responsibility is realized when a person commits an (offense) action that has been explicitly forbidden or binding to execute it by rules and regulations. Most of these actions done by citizens may be deemed as crime (offense) in terms of their responsibility.

**Urban Administration and Citizenship Rights:** Subject of the relationship between urban rights, urban life and urban administration is one of the important topics which have been purposed in the field of urban planning and administration and urban study at global level. If we consider "urban administration" system including processes of policy- making, planning, coordination, organization, and regulating over management of city affairs and municipality and deem urban rights system as trend of regularization of multiple processes of urban administration system and at the same time rule- orientation of mutual duties and bilateral tasks of municipality with citizen(s) then this system is intended to organize urban life and activities of municipality and citizens so thereby the importance of role and position of urban rights system will be characterized in urban administration as well as the relations and ties between urban administration and the given rights. Among of others, portion and role of municipality, which deemed as the link and connection among urban administration and urban rights system, is crucially important. One should find the importance of urban rights in formulation of rules and regulations regarding urban planning and administration and positive impacts caused by regularization of urban life and other dramatic consequences in urban planning and administration. As usual, urban officials and authorities are exposed to several problems and issues so that the proper and practical tackling method to expose such local and urban issues and problems is subjected to codification of planned rules and regulations.

The foremost rules and regulations in this field include: Urban Planning Law, Municipal Codes, Urban Development Code, Urban Renovation Law, Law for cleaning the urban outskirts from inhabitants, Law for Land Acquisition and Law concerning to Environmental Pollutions.

It is obvious that urban decision making process will cause acquiring public interests and urban administration when citizens further participate in decision making procedure. For this reason, regularization of this trend may extremely contribute to urban administration and citizens and their participation in making decisions.

**Goals of Urban Administration:** Theoretical objective of urban administration system and improvement of urban development is realized in such a way that to prepare the appropriate ground and environment for comfortable and effective life for citizens proportional to social and economic characteristics. Within framework of these macro goals, one could define three comprehensive micro goals for all urban administration systems including: Protection of physical environment of city, encouragement for economic and social sustainable development and enhancement of work and life conditions for citizens particularly with respect to low- income individuals and groups [16, 17].

**Strategies in Urban Administration:** To realize the goals and fulfillment of the aforesaid tasks, some basic strategies have been codified and purposed [12]. These important strategies include:

- To delegate responsibility and planning, management and tasks and sources gathering and allocations from the government and central organization to urban administration;

- Improvement and development of organizational and institutional structure of system and personnel and legal affairs;
- Enhancement of financial and economic administrative techniques;
- To emphasize on strategic and comprehensive management and planning system;
- Mobilization of all urban development sources by active participation from Private Sector and the related organizations to local community;
- To focus on (rehabilitative) strategies regarding housing and infrastructural facilities with special aids for low- income strata;
- Organization and improvement of quality of physical urban life environment, particularly for the majority of urban poor people

**Conceptual Model of Research:**

In this investigation, a conceptual model has been derived from study on trust improvement strategies among urban administration and Tehrani citizens; so in order to review the way and amount of citizens’ trust in urban administration, which is deemed as one of the paramount issues in this field, several intervening variables have been determined in this regard and their relation type and amount of their impact on trust among citizens (as city inhabitants who are benefitted from urban administration services) and urban administration have been characterized. Accordingly, model variables include attributes of truster, features of trusted party, characteristics of environment and subjects of citizens’ trust in urban administration [18].

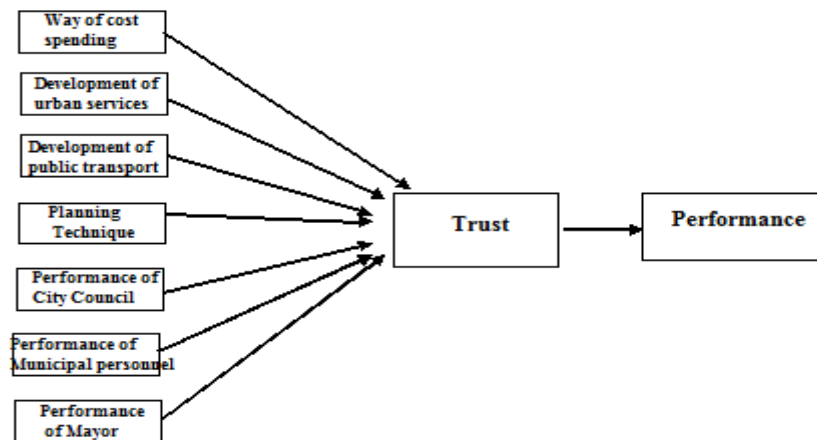
**Variables of attributes of truster (urban administration):** Responsiveness for citizens, sincerity, loyalty, honesty, respectful behavior toward citizens, ability to do tasks, follow up moral standards, information transparency, efficiency, safe- keeping, alignment of goals of urban administration with requirements of community, openness, protection from citizens’ information, rate of relationship with citizens, mutual trust in citizens, codified and rational plans and policies, participation of citizens in urban affairs, and leadership method of mayor.

**Variables of attributes of the trusted party (citizens):** Resultant experiences from direct exposure to municipality, educational level, success- related orientation, cooperation spirit and problem- solving, settlement place in city.

**Subject variables:** Urban services (utilities), cost regulation technique for municipal revenues, transportation and traffic, planning and policy- making.

**Variables of field features (city and community):** Efficient judicial institutions, occupational and social security, strong governing culture over city, citizens’ religious beliefs, rate of training and education in citizens, information turnover, transparency of social system, stability of social order.

Accordingly, conceptual model of research is as follows:



**Diagram 2.** Conceptual model of effective factors on citizens’ trust in urban administration

**MATERIAL AND METHODS**

**Research Goal**

The current study is intended to increase trust among urban administration and Tehrani citizens. Additionally, we tend to achieve several strategies for improvement of trust among urban administration and Tehrani citizens. For this purpose, seven parameters of organizational trust are explored and we measure the impact of each of these indices on improvement of trust among urban administration and Tehrani citizens.

**Research Questions**

Research questions are as follows:

**Major Questions:** What are some of strategies to improve trust among urban administration and Tehrani citizens?

**Minor Questions:**

- 1- Does development of urban services affect on improvement of trust among urban administration and Tehrani citizens?
- 2- Is way of cost regulation for municipal revenues effective on improvement of trust among urban administration and Tehrani citizens?
- 3- Does development of public transport and reduced traffic affect on improvement of trust among urban administration and Tehrani citizens?
- 4- Is technique of planning and policy- making effective on improvement of trust among urban administration and Tehrani citizens?
- 5- Does performance of City Council affect on improvement of trust among urban administration and Tehrani citizens?
- 6- Is personnel’s performance effective on improvement of trust among urban administration and Tehrani citizens?
- 7- Does performance of mayor affect on improvement of trust among urban administration and Tehrani citizens?

**Statistical Sample and technique of data collection**

In the present study, statistical population comprises of Tehrani citizens and municipal directors in various divisions and sample size includes 384 respondents based on “Krejcie and Morgan’s Sample Size Table”. Due to great extent of statistical population in this survey and for descriptive nature of this study, simple randomized sampling technique has been adopted for this purpose [8].

A self- made questionnaire has been mainly used to gather information in this study but along with this inventory, some other measurement tools were also utilized such as interview, observation and librarian technique. To prepare questionnaire, first a dialogue was implemented with focus group and in- depth interviews were executed with some members of statistical population as sample group (about 25 respondents) about parameters. According to Griffin and Hauser’s remarks, in order to fulfill 90-95% of possible requirements for customers, the interview should be implemented with 20-30 members of customers [20]. Both techniques of dialogues with focus group and in-depth interviews have been adopted to reduce faults in other technique. As a result, respondents’ impressions from parameters were investigated and then some questions were purposed to review the aforesaid variables. In the following, through cooperation and participation of organizational administrative factors, the needed problems and their adjustments were identified and designed and then eliminated. Eventually, after conducting of final adjustments, validity and reliability of the questionnaire have been determined. After trial distribution of questionnaire among 29 respondents from sample group members the validity and reliability of the given questionnaire were approximated and then validity of questionnaire was confirmed based on results and with respect to the derived value of Cronbach's Alpha as 0.95 reliability of this inventory was also verified.

Method of allocation of questions, which have been designed in this inventory, is given for each of research hypotheses in Table-1. LIKERT 5 Scale Measurement Tool has been utilized for responses to questions in research inventory where 1 stands for lowest importance and figure 5 denotes the highest importance in this scale.

**Table 1.** Hypotheses and questions of inventory for effective factors on urban administration

Hypothesis		Questions
1	Development of urban services may affect on improvement of trust among urban administration and Tehrani citizens.	1- Does development of urban services affect on improvement of trust among urban administration and Tehrani citizens?
		2- In your opinion, does predictability influence in improvement of trust among urban administration and Tehrani citizens?
2	Method of cost regulation of municipal revenues may influence in improvement of trust among urban administration and Tehrani citizens.	3- Is method cost regulation of municipal effective on improvement of trust among urban administration and Tehrani citizens?
		4- To what extent does the presence of responsiveness variable for cost regulation of municipal revenues affect on improvement of trust among urban administration and Tehrani citizens?
3	Development of public transport and reduced traffic may affect on improvement of trust among urban administration and Tehrani citizens.	5- Is development of public transport and reduced traffic effective on improvement of trust among urban administration and Tehrani citizens?
		6- Regarding problem of traffic and public transport, to what extent does presentation of analytical identification for them increase level of trust in citizens?
4	Method of planning may affect on improvement of trust among urban administration and Tehrani citizens.	7- Is method of planning and policy making effective on increase of trust among urban administration and Tehrani citizens?
		8- How much does analytical and constant recognition influence in improvement of trust in urban directors?
		9- To what extent does paying attention to moral and legal aspects of rules affect on rate of trust in urban directors?
5	Performance of City Council may influence in improvement of trust among urban administration and Tehrani citizens.	10- Is performance of City Council effective on improvement of trust among urban administration and Tehrani citizens?
		11- In your opinion, how much does method of performance of inspection systems regarding performance of City Council influence in improvement of trust among urban administration and Tehrani citizens?
6	Performance of municipal personnel may affect on improvement of trust among	12- Does performance of personnel affect on improvement of trust among urban administration and Tehrani citizens?

7	Performance of Tehran mayor may influence in improvement of trust among urban administration and Tehrani citizens.	13- Does rate of responsiveness of municipal personnel affect on improvement of trust among urban administration and Tehrani citizens?
		14- How much does responsiveness of municipal personnel affect on improvement of your trust in urban directors?
		15- From your view, how much does method of performance of inspection systems regarding performance of City Council influence in improvement of trust among urban administration and Tehrani citizens?
		16- To what extent does mayor's performance affect on improvement of trust among urban administration and Tehrani citizens?
		17- How much is mayor's accountability effective on improvement of your trust in urban directors?
		18- In your opinion, to what extent does method of performance of inspection systems regarding performance of City Council influence in improvement of trust among urban administration and Tehrani citizens?

**RESULTS**

**Descriptive Findings:**

Among all number of respondents, about 288 were males who constituted 75% of total statistical population; at the same time, 96 respondents were females that comprised of 25% of statistical population. Tables 2 and 3 include participants' educational degrees and they show frequency of each response to the purposed questions. As it observed in Table2, approximately 72% of respondents had BA degrees and higher and this indicates the reliability of research findings.

As it seen in Table 3, two questions have been purposed for Hypothesis 1. These questions covers trust dimension among urban administration and predictability to give urban services. Most of respondents for first question believe in that development of urban services may extremely affect on trust process and this also applies to second question; namely, as one of occupational moral principles and trust process, variable of predictability may highly affect on improvement of trust between citizens with urban directors.

Similarly, two questions were raised for Hypothesis 2. Approximately 70% of respondents have considered higher than average level of impact on method of cost regulation of municipal revenues on trust process. Similarly, about 74% of them argue that responsiveness for cost regulation of municipal revenues may improve trust among urban administration and Tehrani citizens.

Concerning to Hypothesis 3, two questions were also purposed. Mean value of answers to Question 5 is 3.28; namely, respondents have emphasized on this point that development of public transport and reduced traffic may be effective on citizens' trust. At the same time, mean value of responses to Question 6 is 2.97 and this indicates the point that most of respondent have considered the impact at average level for this issue that presentation of analytical recognition and reports might improve their trust among citizens. Table-3 shows the rest of responses given to questions with frequency of answers and mean value of any question.

**Table 2.** Educational degrees of respondents

Degree	Frequency	Percentage
Under Diploma	5	1
High School Diploma	21	5
Associate's Degree	84	22
Bachelor's Degree	175	46
Master's Degree and Higher	99	26
<b>Total</b>	<b>384</b>	<b>100</b>

**Table 3.** Frequency of the given responses to research questions

Question	Hypothesis	Very Low	Low	Average	High	Very High	Mean
1	1	17	102	121	122	22	3.08
2	1	44	56	118	122	44	3.17
3	2	26	91	144	79	44	3.06
4	2	13	87	153	100	31	3.13
5	3	22	34	175	122	31	3.28
6	3	65	65	110	105	39	2.97
7	4	44	78	144	70	48	3.00
8	4	26	79	140	113	26	3.09
9	4	39	78	140	83	44	3.04
10	5	83	74	118	92	17	2.70
11	5	52	88	70	135	39	3.05
12	6	9	34	96	175	70	3.68
13	6	17	22	109	166	70	3.65
14	6	9	60	92	153	70	3.56
15	6	17	54	100	148	65	3.49
16	7	32	42	75	166	69	3.52
17	7	31	27	100	161	65	3.53
18	7	9	60	153	92	70	3.40

**Inferential Findings:**

To analyze data in this study, several statistical methods were adopted including T- Value test, ANOVA, and Stepwise Regression Model in order to test hypotheses. Similarly, data were entered into SPSS software and analyzed by this tool.

*1) In the present research, T- value test was utilized to review 7 hypotheses of this study so the results of Hypothesis I are as follows:*

**Hypothesis 1:** Development of urban services may affect on improvement of trust among urban administration and Tehrani citizens.

*H<sub>0</sub>* = Development of urban services may not influence in improvement of trust among urban administration and Tehrani citizens.

*H<sub>1</sub>* = Development of urban services may influence in improvement of trust among urban administration and Tehrani citizens.

To conduct testing on above hypothesis, hypothesis variables are initially considered as pair and then significance of the relationship among these variables are examined by means of Pearson’s correlation coefficient and t- value test.

With respect to the conducted analyses, it is revealed that there is a direct linear relationship among two variables but since modulus of statistic value in t- value test is lesser than the figure in t- distribution table with degree of freedom (1) and level 0.05 so it could be implied that this relationship is not significant and there is no significant difference in correlation coefficient among the aforesaid variables. Of course, by comparison of significance probability value with confidence level ( $t\text{-value} = 1.119 > \alpha = 0.05$ ) it could achieve this result and one may conclude that Null Hypothesis is accepted. Thus, with respect to the resultant findings and their conclusion, it could be argued that from respondents’ view, it may be implied at confidence level ( $\alpha = 0.05$ ) that: “Development of urban services may affect on improvement of trust among urban administration and Tehrani citizens.”

Similarly, other hypotheses were also tested and all of them were confirmed. The results came from testing of hypotheses are given in Table 5.

**Table 5.** Test results for research hypotheses

Development of urban services may affect on improvement of trust among urban administration and Tehrani citizens.
Method of cost regulation of municipal revenues may influence in improvement of trust among urban administration and Tehrani citizens.
Development of public transport and reduced traffic may affect on improvement of trust among urban administration and Tehrani citizens.
Method of planning may affect on improvement of trust among urban administration and Tehrani citizens.
Performance of City Council may influence in improvement of trust among urban administration and Tehrani citizens.
Performance of municipal personnel may affect on improvement of trust among urban administration and Tehrani citizens.
Performance of Tehran mayor may influence in improvement of trust among urban administration and Tehrani citizens.

*2) Results of regressive model to examine the relationship among variables:*

In stepwise regression model, first all variables were entered into this model as separate blocks and selected based on acceptable level of significance ( $p < 0.05$ ) and they were identified from the most significant variable to lowest important one.

Sources of variance and values of residues and total value were derived based on regression in ANOVA table for variables and models. Values of sum of squares, degree of freedom, mean squares, F- statistic or ANOVA and rate of significance level were calculated for this model. Accordingly, in first model where (a constant coefficient and customer’s recognition) were derived based on regressive equation, F- value was obtained as 41.626 and by considering this value and significance level, it was concluded that this relationship is significant at confidence level 0.99.

In the second model, value of F- statistic was derived as 26.149 so with respect to significance level of this model, it was concluded that the relationship is significant at confidence level 0.99.

Thus by means of stepwise regressive model it is followed on that the given variables significantly affect on creation of trust among municipal personnel and Tehrani citizens.

In table of regressive coefficients, values of constant coefficient in each model, standardized and non-standard beta- values for variables were computed and at the same time t- test was carried out to determine significance of each of variables coefficients and significance level for each of models so with respect to their significance level it could be concluded that all coefficients are significant at confidence level 0.99 and they are related together independently.

**Conclusion and suggestions**

The importance of trust within organizations and institutions with large domain of performance is vital necessity since benefitting from trust at an appropriate level will accelerate works trend, lowering costs, fulfillment of ideas and plans and satisfaction of people and most importantly admission of governance and directors before citizens.

For this reason, urban decision making system, which is intended to manage city affairs and providing appropriate life environment for citizens, may act as a trust- building system. With respect to the above points, it may be concluded that as an open system to goals, urban decision making system possesses environment and

sources and special executive methods so if each of these factors are retarded due to some reasons this system may be interrupted and it could not act optimally so it necessitates to generalize systemic attitude to urban administration system in such a way that to provide the needed conditions and environment for activity of urban administration system and to attach importance for people's role and their participation in urban administration [21] and for this reason it always requires that:

- To establish intra- and extra- systemic relations in order to purpose the maximum efficiency for goals of the system;
- In order to enable management in the given organizations to create a climate that is full of trust in their institutions and to move toward trust- building, it should take stride step by step since trust- building process is not realized immediately so that one could enter it into the organization rapidly like a new technology but it is a continuous, concrete, and time- consuming process.
- Trust trend is a two- way process; in other words, if management intends to be trusted then it should trust in personnel as well. Creation and development of trust requires a culture based on common values at first place. Mutual trust is developed within an environment in which common values, sincerity and solidarity are considered as bases for trust among individuals. In other words, the spoken language, different formalities and organizational physical establishment should be created based on the values in which any individual believes among those ones, who interact with each others.
- In an organization, management should follow common values and view so this may cause personnel to be committed to the given organization and to consider organizational goals as a path toward fulfillment of objectives and at the same time personnel's commitment requires that to enable them and this necessitates permitting personnel to participate in decision making, open flow of information and producing significant and meaningful work for personnel.
- After establishment of a culture based on common values and enablement of personnel, management and personnel need to create some relations based on sincerity and solidarity as infrastructure and real attention to individuals and others. To build intra-organizational trust, members should establish sincere relationship with their colleagues with organizational environment and feel sense of security in their interaction with management.

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