

Investigating The Impact of E-Government Services on The Integrated Management Structure in The Urban Organization

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Abstract:

E-government is a way for governments to use new technology to provide individuals with the necessary facilities to access government information and services, improve service quality, and provide broader opportunities to participate in democratic processes and institutions. Therefore, this study seeks to analyze the impact of e-government services on the formation of an integrated management structure in Tehran's urban organization. The statistical population of this research consists of all employees of the Municipality, Electricity, Water, Gas, Roads Organization of Tehran and 417 citizens of Tehran, which was determined to be 200 people using the Cochran's formula. In this study, the cluster sampling method was used to select the sample size. Convergent validity was used to determine the validity of the questionnaire. The reliability of the questionnaire was assessed using Smart pls 3 statistical analysis software and the Cronbach's alpha coefficient was greater than 0.7, which indicates its acceptable reliability. Confirmatory factor analysis, mean-variance, and partial least squares were used to analyze the data. The results indicate that e-government services have a significant effect on integrated management in Tehran's urban organization. Managerial performance and citizen participation also mediate the relationship between e-government and integrated urban management.

Keywords: e-government services, integrated management, managerial performance, citizen participation

1. Introduction

The expansion and development of the city of Tehran in the past has been due to the emergence of a set of factors, forces, economic, social, political and physical processes in its interior and surroundings that have changed the physical and spatial organization of this region (Ziary, Ziary, & Abdoli, 2016). The projection of population and activity outside the official borders of Tehran metropolis along with external migration and the subsequent establishment of informal settlements in the suburbs of Tehran metropolis, has led to widespread problems in the region. Also, the approval of the Tehran master plan and the increase in land prices within the scope of the plan have led to the settlement of low-income groups in the surrounding lands, which has intensified by imposing restrictions on the establishment of industries and factories in the immediate territory. A study of Tehran metropolitan population developments shows that urban population growth in the metropolitan area of Tehran was 0.9% and in the peripheral area was 3.5% per year, ie four times the population growth in Tehran (akhoundi & barakpour, 2010).

The rapid development of Tehran's functional area without anticipating and establishing the necessary institutional and legal arrangements to control and guide development and provide appropriate services throughout the region, causing numerous content problems and challenges such as the expansion of informal settlements, pollution and environmental degradation. Loss of quality horticultural and agricultural lands, inefficiency of the transportation network, etc (Ziary & Mohamadi, 2016). The problem arising from this divergence or lack of a regional approach in the planning and management of the Tehran metropolitan area, means that each of the above-mentioned managerial domains has exclusive and exclusive decision-making authority within its territory, so There is no vision, approach or level of decision-making to deal with issues coherently at the regional scale. The dependence of regional institutions on government resources and the financial and legal weakness of local institutions and the primacy of political issues over the development policies of the management and planning system have made it dependent on the government (Farajirad & Kazemian, 2017).

The inconsistency between the state division system and the regional management system, the lack of sufficient popular participation and the proper organization of integrated regional management have added to the confusion of regional management. Achieving coordination and integration of the metropolitan area has become difficult because of the lack cooperation and attention of government agencies to local organizations and the lack of clear policies and sufficient commitment to their implementation by all effective elements (Ziary et al., 2016).

In this regard, Research conducted by Kumar et al. (2017), Batara et al. (2017), and Pathak et al. (2007) have concluded that such problems can be solved with e-government. E-government refers to the provision of government information and services over the Internet with other digital tools online. One of the options for governments to improve the quality of services and transform it is to use information and communication technology and e-government. Therefore, with this big change in the way of providing services, according to the rule, the method of measuring it also changes and new indicators are needed to measure and evaluate this type of service (Zahid et al., 2022). Improving the efficiency and effectiveness of the government by eliminating the layers and levels of government management, facilitating citizens' access to information, providing fast services and saving time, responding by making government activities more transparent, simple And shortening the time and stages of the administrative work cycle, eliminating the client density in government agencies (Saylam & Yıldız, 2022).

The concept of e-government is equivalent to providing the possibility of easy use of information technology in order to distribute government services directly to the customer, 24 hours a day, 7 days a week. E-government is a way for governments to use new technology that provides individuals with the necessary facilities to access government information and services, improve service quality, and provide broader opportunities to participate in democratic processes and institutions. E-government is a digital government without walls and a government without buildings and virtual organizations that provide government services directly to customers and involve them in political and economic activities (Li & Shang, 2020). E-government is a form of

government accountability that provides the best government services directly to citizens and engages them in social activities (Batara et al., 2017).

Providing electronic services has long been on the agenda of the Government of the Islamic Republic of Iran, and the Supreme Leader has also emphasized the provision of electronic services to the people. E-government is the mainstay of serving people in cyberspace. The activities of e-government services in Iran are based on the needs of the day, not the future. There is still no inter-organizational interoperability in the country to provide electronic services. Today, technological changes, followed by changes in other aspects of life and increasing interdependence of countries and nations, occur much faster than in the past (Soledad-Janita & Javier-Miranda, 2018).

One of the effects that electronic services can have on management in an urban organization is the formation of an integrated structure of the municipal organization. Municipalities worldwide are among the organizations that play an important role in the development of countries and the expansion of civic spheres. In Iran, these organizations have moved away from their main position of planning and managing urban affairs and have become organizations with inefficient manpower and low quality services, especially in medium and small cities. The separation of scientific and practical fields in developing countries, including Iran, has caused that academic research is not so much tied to domestic issues and problems, especially matters related to municipalities, and distances itself from these issues. For example Danaeefard, Hassanpoor and Abbasi (2018) have dealt with problems in general and presented a review study. Or Zolfani, Sedaghat and Rad (2014) have dealt with e-government in Iran from the perspective of public sector employees. In another study, Baradaran (2021) presented a model of e-government in the private sector. Unfortunately, to date, no research has been presented on e-government services on the formation of an integrated management structure in the Tehran Urban Organization, and there is a research gap in this regard.

Therefore, to close this gap, in this research, efforts will be made to examine and determine the effective factors in the use of e-government services by urban organizations. By conducting this research, factors will be identified that with their correct and complete implementation, the use of e-government services by organizations will increase. By conducting this research, the inconsistency of municipal service agencies and public and private organizations will disappear as one of the main problems of Tehran. This study develops the process of realizing integrated urban management as a workable model for mother cities and examines it in practice in the case of Tehran. Therefore, the method used in this study to investigate the impact of e-government services on the formation of an integrated management structure in Tehran's urban organization is the structural equation method.

2. Literature Review

The city administration must make plans for the city, organize the city activities and supervise the activities carried out, and even motivate them to do things optimally. Doing so comes down to knowing the principles of management, planning, communication, motivation, organizing, directing and leading, and monitoring and controlling. The concept of urban management was first considered when in 1936, along with other concepts such as sustainable urban development and

the healthy city project, it was included in the agenda of one of the United Nations development programs called the urban management program (Abeje et al., 2015). The introduction of such a concept and term of management in the form of urban management is due to the movement of centralized management towards decentralized management in the context of more local management with the aim of urban development by local organizations. Rather, it is responsible for leading the city for comprehensive and sustainable development, urban management is taking an active role in development, management and coordination of resources to achieve urban development goals (Sunarsi & Erlangga, 2020).

E-government involves the use of information and communication technologies to deliver government services to citizens and businesses. This requires the delivery of government services to citizens through new organizational processes and new technologies. The goal of e-government is to make government services more accessible, to make these services more consumer-centric, to make them more relevant to citizens, and to make them more responsive to their needs. E-government also appears to play a vital role in further promoting citizen participation in civic and democratic events. E-government is also designed to facilitate a more cohesive style than government. This means communication links and the same organizational methods, partnerships between different layers and sections of government, central and local government groups, and government groups with other executive and legislative organizations (Misuraca & Viscusi, 2014).

Liu et al. (2020) in a study examined the understanding of the evolution of public-private partnership in e-government in China: four stages of development. This study identifies and examines four phases of e-government development in China and the role of PPP - outsourcing, joint service delivery, joint management and participatory governance - that are associated with advances in digital technology, and in particular change. It can be about the role of technology and the contribution of the private sector. The changing relationships between the public and private sectors in e-government have also led to the gradual deepening of interaction, more equitable relationships and more mature mechanisms for cooperation, as well as better outcomes. In a study, Soldad Janita et al. (2018) studied the quality of e-government services: a dimensional proposal from the perspective of public sector employees. The main purpose of this study is to identify the key factors that the government should consider when designing web service portals used by its employees. To achieve this goal, experimental work was performed to collect basic information, using the Delphi method and obtaining the opinions of 31 experts who are quality management experts in the university environment. The results of the study show that to measure the quality of electronic services, four dimensions must be considered. These dimensions include: information quality, technical efficiency, privacy, and employee communication.

Sanaei et al. (2018) in a study to study the capacity of feasibility of integrated urban management with a forward-looking approach, case study: Tehran metropolis. The results show that the situation of integrated management in the metropolis of Tehran is not in a good situation. The extracted scenarios regarding the integrated urban management of Tehran have included golden and critical and intermediate scenarios, which according to experts, the possibility of realizing a

critical scenario in the future of Tehran is one of the future alternatives. This scenario is the worst case scenario and suggestions have been made to prevent the realization of the critical scenario and strengthen the trends, the tendency of this city to improve the integrated management and to some extent to align with the golden scenario. Sohrabi et al. (2017) in a study studied the pathology of effective institutional structures in the realization of integrated urban management of the capital. The main purpose of this study is to achieve a strategy of aligning the interests of governmental and non-governmental organizations in order to achieve integrated urban management. Findings show that there is a significant relationship between effective management variables in the failure of integrated urban management in Tehran and governmental and non-governmental institutions. Darwazeh (2017) in a study examined the impact of the use of e-government on employee performance in the Greater Municipality of Oman. Most importantly, there is a clear impact of e-government practices on employee performance, employee compliance with regulations and guidelines, and transactions are determined with the same accuracy and quality as in the past. This study recommends that increased motivation is essential to increase employee loyalty, and that continuous improvement is important to maintain a distinct current level of performance.

Accordingly, the hypotheses of the research are presented:

H1- E-government services have a significant effect on the integrated structure of urban management BY decentralization.

H2- E-government services have a significant effect on the integrated structure of urban management by improving efficiency and productivity.

H3- E-government services have a significant impact on the integrated structure of urban management by creating an e-city.

H4- E-government services have a significant impact on the integrated structure of urban management by strengthening responsibility.

H5- E-government services have a significant effect on the integrated structure of urban management by strengthening coordination.

H6- E-government services have a significant impact on the integrated structure of urban management by strengthening the transparency.

H7- E-government services have a significant effect on the integrated structure of urban management by eliminating bureaucracy.

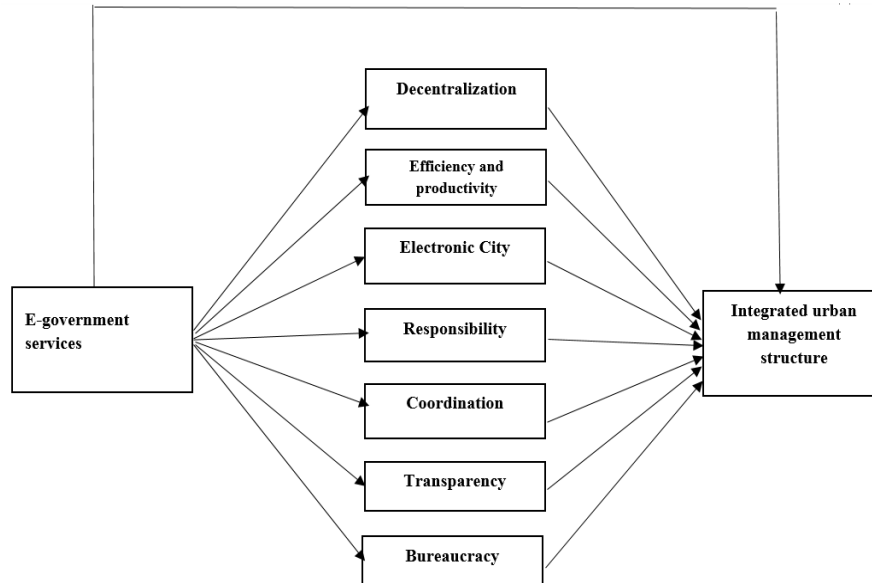


Figure (1). Research Model

3. Methodology

The current research examines theoretical constructions in practical and real contexts and situations, it is applied research. Also, considering that the researcher in the present study seeks "an analysis of the impact of e-government services on the formation of an integrated management structure in the Tehran urban organization", because the researcher examines the current situation (what it is) descriptive research. Because the questionnaire is used that is distributed and collected among the statistical community, so the research is a survey. The statistical population of this study consists of all employees of Tehran Municipality, Electricity, Water, Gas and Roads Organization with 417 people. In this study, Cochran's formula was used to calculate the sample size. Using Cochran's formula, the sample size of 200 people was calculated. In this research, to collect information, the researcher distributed all the questionnaires in person and directly among the sample size and collected the questionnaires and extracted the data in due time. On the other hand, in this research, data collection tools also included the following two methods. Library Studies; The required information was collected by studying books, articles, and research by other researchers and searching the Internet. Field method: Due to the descriptive nature of this research, like many other descriptive studies, a questionnaire has been used to collect the information to test the hypotheses.

The questionnaire questions are closed questions and the scale for measuring the questions is the Likert scale. The questionnaires used in this research include the standard questionnaire of e-government services (Papadomichelaki & Mentzas, 2009), the standard questionnaire of integrated urban management (Babaei & Ebrahimi, 2016), the standard questionnaire of decentralization (Abdali, 2000) and the standard questionnaire of productivity (Jahed, 2006), Electronic City Standard Questionnaire (Kazemi, 2013), Standard Accountability Questionnaire (Sarmad et al., 2011), Organizational Coordination Standard Questionnaire (Bikdelou, 2017), Organizational

Transparency Standard Questionnaire (Rawlins, 2008) and Bureaucracy Standard Questionnaire (Argeris, 1993). In this study, in order to assess the validity, after compiling a questionnaire, the researcher provided it to a number of professors and experts and assessed its validity. Also, the validity of the structure has been done using convergent validity and by Smart PLS 3 software. The validity and reliability of the questionnaire were tested to evaluate the validity and reliability of the questionnaire. For convergent validity, the mean extraction variance (AVE) and composite reliability (CR) are calculated: $CR > 0.7$, $CR > AVE$, $AVE > 0.5$. The reliability condition is also greater than Cronbach's alpha coefficient of 0.7.

Table (1). Convergent Validity and Reliability

	Average variance extracted	Composite reliability	rho_A	Cronbach's alpha
E-government services	0/561	0/853	0/871	0/643
Integrated urban management	0/531	0/839	0/885	0/816
Decentralization	0/523	0/804	0/831	0/754
Efficiency and productivity	0/591	0/837	0/855	0/798
electronic City	0/564	0/878	0/888	0/826
responsibility	0/594	0/831	0/891	0/771
Coordination	0/55	0/807	0/811	0/807
Transparency	0/539	0/657	0/691	0/617
Bureaucracy	0/601	0/785	0/811	0/713

By observing the above table, all the above relations have been established, so the mentioned standard questionnaires have appropriate validity and reliability. The following two methods have been used to analyze the data. Descriptive statistics: in this study, descriptive statistics have been used to statistically analyze participants' responses. Inferential statistics: in this study, structural equation modeling and Smart PLS 3 software were used to analyze the collected data.

4. Data Analysis

Descriptive analysis of research variables based on central parameters (mean, median, and mode) and dispersion parameters (standard deviation, variance and amplitude of changes) for the main factors of research is presented in Table 2.

Table (2). Descriptive analysis of variables

No.	Average	Median	Min	Max	Standard deviation	Kurtosis	Skewness
C1	3/382	4	1	5	1/228	-0.767	-0.45
C2	3/391	4	1	5	1/199	-0.669	-0.401
C3	3/427	4	1	5	1/194	-0.783	-0.293
C4	3/418	4	1	5	1/194	-0.762	-0.312

C5	3/412	4	1	5	1/223	-0.718	-0.438
C6	4/127	4	1	5	0/885	-0.892	0/538
C7	4/155	4	1	5	0/844	-0.67	-0.37
C8	3/409	4	1	5	1/253	-0.761	-0.516
C9	3/382	4	1	5	1/279	-0.697	-0.645
C10	3/409	4	1	5	1/223	-0.738	-0.421
C11	3/236	3	1	5	1/300	-0.299	-0.988
C12	3/155	3	1	5	1/322	-0.218	-1.077
C13	3/227	3	1	5	1/312	-0.283	-1.056
C14	3/509	4	1	5	1/249	-0.674	-0.406
C15	3/882	4	1	5	0/902	-0.215	-0.618
C16	4/127	4	1	5	0/885	-0.892	0/538
C17	2/945	3	1	5	1/292	0/052	-1.148
C18	3/382	4	1	5	1/228	-0.767	-0.45
C19	3/381	4	1	5	1/118	-0.656	-0.35
C20	3/391	4	1	5	1/199	-0.669	-0.401

In the table above, the extent of dispersion and the response period of the participants to the survey questionnaire questions about the analysis of the impact of e-government services on the formation of an integrated management structure in the Tehran urban organization can be seen. The average score per questionnaire is also significant. Looking at the table above, it can be seen that the lowest scores on the questions of the questionnaire were score one and the highest scores on the questions of score five, also according to the middle of most of the answers tended to score 4 and 5. In the next section, the factor loads of each item and each of the factors are examined, which can be seen in Figure 2:

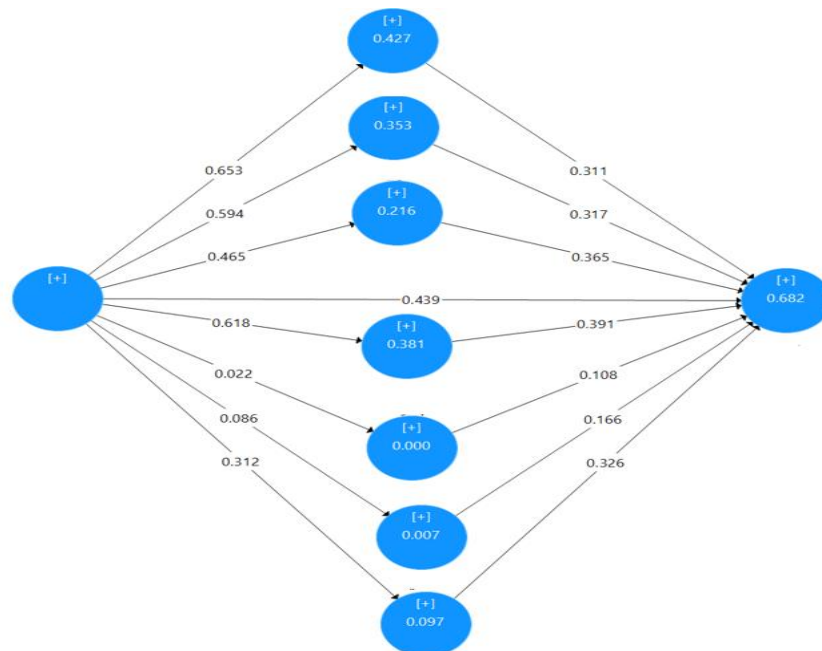


Figure (2). Partial Least Squares Test

In Figure 2, each of the relationships (analysis of the impact of e-government services on the formation of an integrated management structure in the Tehran urban organization) research is analyzed separately using the partial least squares technique. In the partial least squares technique, a few points are very important. The strength of the relationship between the factor (hidden variable) and the visible variable is indicated by the factor load. The factor load is a value between zero and one. If the factor load is less than 0.3, a weak relationship is considered. A factor load of between 0.3 and 0.7 is acceptable (provided that the mean variance extracted is greater than 0.5) and is desirable if greater than 0.7. Now, looking at the figure above, it is clear that some relationships have a factor load greater than 0.3 and some are less than 0.3.

Now the amount of alignment is evaluated using VIF. As we know, one of the conditions and assumptions of regression is the non-alignment of independent variables. Therefore, to investigate this situation, the VIF variance inflation index or bias is used, in which the variance thrombus index above 10 indicates the critical alignment condition and a value close to 1 indicates the desired condition and shows the acceptable alignment limit (Hansler et al., 2009).

Table (3). Internal VIF model index

Bureaucracy	Transparency	Coordination	responsibility	Integrated urban management	electronic City	Efficiency and productivity	Decentralization	E-government services	Factors
1	1	1	1	2/348	1	1	1	1	E-government services
-	-	-	-	3/528	-	-	-	-	Decentralization
-	-	-	-	1/849	-	-	-	-	Efficiency and productivity
-	-	-	-	2/251	-	-	-	-	electronic City
-	-	-	-	2/398	-	-	-	-	responsibility
-	-	-	-	1/385	-	-	-	-	Coordination
-	-	-	-	1/594	-	-	-	-	Transparency
-	-	-	-	1/603	-	-	-	-	Bureaucracy

According to the proposed explanations and observation of Table 3, it can be concluded that the conceptual model of the research has a desirable level of alignment. The next item to be evaluated is the GOF Fit Goodness Index. The most important index of model fit in the technique of least squares is the GOF index. Three values of 0.1, 0.25 and 0.36 are introduced as weak, medium and strong values for GOF. This index can be calculated using the geometric mean of the R2 index and the mean of the redundancy indices (AVE).

$$\text{GOF} = \sqrt{\text{average (Commonality)} \times \text{average (R}^2\text{)}}$$

$$\text{GOF} = \sqrt{0.725 \times 0.489} = 0.417$$

By observing the above relation, the strength of the model is proved once again because the GOF in this relation reached 0.417. By proving the robustness of the conceptual model of the research using the bootstrapping technique, the meaning of the relations is discussed:

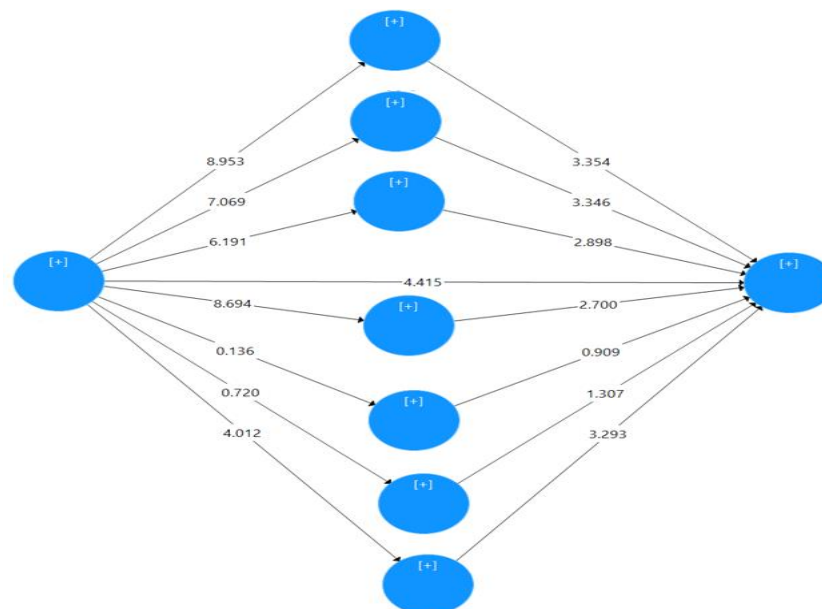


Figure (3). Structural fit

As mentioned, to evaluate the significance of the observed correlations, bootstrap or cross-cutting methods of Jack Knife are used. In this study, the self-management method is used, which gives the t-statistic. At the 5% error level, if the value of the t-value bootstrap statistic is greater than 1.96, the observed correlations are significant. Therefore, by observing the above relations, it is clear that most of the relations are meaningful.

5. Conclusions

First Hypothesis: e-government services have a significant effect on the integrated structure of urban management by decentralization. The results of the survey indicate that the relationship between e-government services and decentralization is equal to 0.653 and the relationship between decentralization and integrated urban management structure is equal to 0.311, which is acceptable

due to being larger than 0.3. The t-statistics of the mentioned relations were obtained as 8.953 and 3.354, respectively, which is greater than the critical value of t at the 5% error level, ie 1.96, and shows that the observed correlation is significant. Therefore, with 95% certainty, e-government services with decentralization have a significant impact on the integrated structure of urban management. It means to communicate without a particular centrality. In the decentralized state, to communicate and accomplish a goal, the set involved interacts directly and there is no intermediary or central institution in the middle of the path. Procedures and processes pass through the door of a centrality and will reach the stage of emergence. This result is inconsistent with the findings of Nakhaei et al. (2016), as decentralization is effective in this study. But in their research, they mentioned the centralization in different areas of the city. In this regard it is recommended that the implementation of reforms in urban management organizations, including the reform and improvement of organizations, effective financial management and such measures can be effective in reducing the supply of corruption. These reforms should be able to moderate employees' monopoly power in decision-making, minimize direct client-employee communication, speed things up, and prevent long-term employee-client relationships. More decentralized public service delivery can be achieved by decentralizing and increasing the participation of local staff and the public. Policy makers and policy makers must have the minimum training required. Developing comprehensive training programs to familiarize employees with the new order and develop the required skills are among the necessities of accepting and implementing reforms.

Second hypothesis: e-government services have a significant impact on the integrated structure of urban management by improving efficiency and productivity. The results obtained from the survey indicate that the relationship between e-government services and efficiency improvements and productivity is equal to 0.594 and the relationship between efficiency and productivity improvement with integrated urban management structure is equal to 0.317 which is acceptable. The t-statistics of the mentioned relations were obtained as 7.069 and 3.346, respectively, and shows that the observed correlation is significant. Therefore, with 95% certainty, e-government services have a significant impact on the integrated structure of urban management by improving efficiency and productivity. Productivity is the sum of efficiency and effectiveness that shows how an organization uses its resources to achieve goals. In this way, productivity can be defined as doing the right thing right. This result is consistent with the findings of Server et al. (2015), because they have concluded efficiency and productivity in their research. In this regard, it's recommended that an appropriate and flexible structure for municipalities, commensurate with current knowledge and technology, is an important necessity that the Councils and the Ministry of Interior should pay sufficient attention to. Training of mayors, managers and municipal employees is also one of the issues that play a key role in promoting productivity and urban management.

Third hypothesis: e-government services have a significant impact on the integrated structure of urban management by creating an e-city. The results obtained from the survey indicate that the relationship between e-government services and the creation of e-city is equal to 0.465 and the relationship between the creation of e-city and the integrated structure of urban management is equal to 0.365. The t-statistics of the mentioned relations were 6.191 and 2.898, respectively,

which is significant. Therefore, with 95% certainty, e-government services with the creation of e-city have a significant impact on the integrated structure of urban management. An e-city is a city where the administration of citizens' affairs, including government services and private sector organizations, is done online and around the clock, seven days a week with high quality and safety factor using the tools of information and communication technology and its applications. . In other words, in the e-city, all the services required by the residents can be provided through information networks. This result is inconsistent with Panahi's findings (2021), because he mentioned e-city is effective criteria in urban management. In line with the conclusion, it is recommended: the transformation of services and the perception of the citizen as a customer who should be served around the clock without any restrictions; Transforming municipal operational processes to mechanize affairs; Establishment of information infrastructure and signing of cooperation agreements with global networks and private organizations; Transformation of education and expansion of lifelong virtual training centers, which results in improved living conditions of citizens and professional competition of municipal employees.

Fourth hypothesis: e-government services have a significant impact on the integrated structure of urban management by strengthening accountability. The results obtained from the survey indicate that the relationship between e-government services and strengthening responsibility is equal to 0.618 and the relationship between strengthening responsibility and integrated urban management structure is equal to 0.391. The t-statistics of the mentioned relations were 8.944 and 2.7, respectively, which is significant. Therefore, with 95% certainty, e-government services have a significant impact on the integrated structure of urban management by strengthening responsibility. This factor is an internal obligation on the part of the individual to perform properly all the activities entrusted to organization. This result is consistent with the findings of Ghadami and Kowsar (2013), because they have pointed out in their research that organizations have a major impact on the social system, and therefore how they operate should be such that it does not harm the community and if the loss of the relevant organizations are required to compensate. In line with the results, it is recommended: Planned organizational citizenship training for all employees should be considered extensively to affect all aspects of their knowledge, skills and attitudes. Organizational citizenship training should strive to train employees who, while feeling attached to their city and obeying the law in all areas of life, also have the ability to critically evaluate and evaluate their performance.

Fifth hypothesis: e-government services have a significant effect on the integrated structure of urban management by strengthening inter-institutional coordination. The results obtained from the survey indicate that the relationship between e-government services with strengthening inter-institutional coordination is equal to 0.022 and the relationship between strengthening inter-institutional coordination with integrated urban management structure is equal to 0.108, which is smaller than 3.3 0 is not acceptable. The t-statistic of the mentioned relations was 0.136 and 0.909, respectively, which is smaller than the critical value of t at the 5% error level, ie 1.96, and shows that the observed correlation is not significant. Therefore, with 95% certainty, e-government services will not have a significant effect on the integrated structure of urban management by

strengthening inter-institutional coordination. Inter-institutional coordination is the nature of management and one of the most important managerial tasks and is vital to integrate managerial activities. Organizations even use group communication and fun group events to build and strengthen coordination among employees. This result is inconsistent with the findings of Babaei and Ebrahimi (2015). Because they stated that the most important factor in achieving integration is the creation of a single urban management. The main strategies to achieve this include creating cohesion, synergy, coordination, systemic perspective, interaction in the executive bodies in charge of urban affairs and the realization of good governance in the city of Isfahan. In line with the fifth sub-hypothesis, it is recommended: Considering the various cultural and social information by various organizations, now more and more effective presence conditions should be provided for citizen participation for cultural and social development in the city. By increasing the amount of this type of information in national-religious ceremonies or holding various conferences, the presence of citizens can be increased.

Sixth hypothesis: e-government services have a significant impact on the integrated structure of urban management by strengthening the areas of transparency. The results obtained from the survey indicate that the relationship between e-government services and strengthening the areas of transparency is equal to 0.086 and the relationship between strengthening the areas of transparency and the integrated structure of urban management is equal to 0.026, which is smaller than 3.3 0 is acceptable. The t-statistic of the mentioned relations was 0.72 and 1.307, respectively, which is smaller than the critical value of t at the 5% error level, ie 1.96, and shows that the observed correlation is not significant. Therefore, with 95% certainty, e-government services will not have a significant impact on the integrated structure of urban management by strengthening the areas of transparency. The concept of transparency refers to the accessibility of information, here the word transparency means the ability to look inside a thing in order to understand what is going on in it. This result is inconsistent with the findings of Ahmadi et al. (2017) because they see transparency as an important factor in creating e-government.it is recommended: Urban management organizations can well report the fulfilled or unfulfilled promises of managers to inform citizens and introduce the official who had the best and the most bad to the people and to In this way, the officials will also be accountable to the people.

Seventh hypothesis: E-government services have a significant effect on the integrated structure of urban management by eliminating bureaucracy. The results obtained from the survey indicate that the relationship between e-government services and the elimination of bureaucracy is equal to 0.312 and the relationship between the elimination of bureaucracy and the integrated structure of urban management is equal to 0.326. The t-statistics of the mentioned relations were obtained 4.012 and 3.293, respectively, which is significant. Therefore, with 95% certainty, e-government services have a significant impact on the integrated structure of urban management by eliminating bureaucracy. It refers to the hierarchy of authority and responsibility that a formal organization uses to coordinate its activities and achieve its stated goals. Bureaucracy theory is one of the traditional approaches to management. This result is consistent with the findings of Nakhaei et al. (2015), because he sees bureaucracy as an obstacle to achieving e-government. In line with the

seventh sub-hypothesis, it is recommended: the administrative procedure of the organization should be uncomplicated; Do not delay the client due to administrative procedures; Eliminate unnecessary formalities in the organization; Do not limit the flexibility of managers and employees of the organization; Employees should be allowed flexibility and creativity by submitting written rules and directives.

In order to conduct further research, it is recommended to evaluate the relationships presented in relation to other metropolises. Also, e-government strategies to solve the problem of unwelcome people in the community to the plan to make government services electronic. Regarding the limitations of the research, it should be noted that the research findings are only related to the duration of data collection and its validity is limited to a short period of time. Generalization of results to other centers in other provinces must be done with caution. Because issues such as individual factors, geographical, individual function, etc. affect the norm of employees that in the present study, the analysis was performed assuming that they are constant.

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