

Providing a Model for Ensuring Citizens' Rights in Tehran Municipality

1. Sepideh. Moazen^{ORCID}: Department of Public Administration, ST.C., Islamic Azad University, Tehran, Iran
2. Pejman. Salehi^{ORCID}: Department of Public Administration, ST.C., Islamic Azad University, Tehran, Iran
3. Mohammad. Ahmadian^{ORCID}: Department of Public Administration, ST.C., Islamic Azad University, Tehran, Iran

*corresponding author's email: p_salehi@azad.ac.ir

ABSTRACT

The realization of citizens' rights within administrative systems, particularly in urban management, is regarded as one of the principal indicators of good governance, transparency, and accountability. The objective of this study was to design and validate a model for ensuring citizens' rights in Tehran Municipality and to identify the dimensions and components influencing it. In terms of purpose, this research is applied, and in terms of approach, it adopts a mixed-methods (qualitative–quantitative) design. In the qualitative phase, the initial dimensions of the model were identified through a systematic review and thematic analysis and were subsequently refined through semi-structured interviews with experts in public law and urban management. In the quantitative phase, the extracted model was tested using a descriptive–survey method and structural equation modeling among staff members of the central administrative units of Tehran Municipality. Convergent and discriminant validity were assessed through the Average Variance Extracted (AVE) index and the Fornell–Larcker criterion, respectively, and reliability was examined and confirmed using Cronbach's alpha and composite reliability. The results indicated that the “level of awareness of citizens' rights” ($\beta = 0.76$), “implementation of policies and citizens' rights” ($\beta = 0.76$), and “behavior and experience” ($\beta = 0.72$) exerted the greatest influence on ensuring citizens' rights. Moreover, monitoring and evaluation mechanisms, organizational structure, organizational culture, and follow-up strategies demonstrated positive and statistically significant effects ($p < 0.01$). At the descriptive level, transparency in executive practices showed the highest mean among employees, whereas experiential learning exhibited the lowest mean among citizens. The findings suggest that the realization of citizens' rights in Tehran Municipality requires synergy among awareness, effective policy implementation, professional employee conduct, efficient oversight, and a responsive organizational culture. Moving beyond purely legal frameworks toward the practical and lived experiences of citizens constitutes the most important strategy for enhancing citizens' rights in urban management.

Keywords: Citizens' rights, urban management, Tehran Municipality, good governance, transparency, accountability, structural equation modeling.

Introduction

The realization of citizenship rights within administrative systems constitutes one of the fundamental pillars of contemporary governance and a decisive indicator of the quality, legitimacy, and responsiveness of public institutions. In modern public administration theory, citizenship rights are no longer confined to formal legal entitlements; rather, they encompass a broad spectrum of civil, political, social, and administrative guarantees that shape the everyday interactions between the state and citizens (1, 2). The evolution of citizenship discourse has progressively shifted from a purely juridical perspective toward a multidimensional framework that integrates



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governance quality, institutional accountability, participation, and service delivery effectiveness (3, 4). Within this expanded understanding, administrative bodies—particularly municipalities—play a critical role as frontline institutions where citizenship rights are operationalized in tangible and visible ways.

In recent years, the protection and realization of citizenship rights in Iran have attracted increasing scholarly attention, particularly in relation to administrative law, judicial performance, and governance reform. Studies have emphasized that safeguarding citizenship rights requires not only legal codification but also effective institutional mechanisms and oversight structures capable of translating normative commitments into administrative practice (5, 6). The judiciary has been examined as a key actor in defending public and citizenship rights, yet structural and procedural challenges continue to impede comprehensive protection (5, 6). These challenges highlight the necessity of strengthening preventive, supervisory, and participatory dimensions of governance to ensure that citizenship rights are not merely declarative but effectively realized.

The administrative system, particularly at the municipal level, represents a critical arena for the implementation of citizenship rights. Municipalities are responsible for a wide range of public services—urban planning, infrastructure, licensing, financial administration, and quasi-judicial functions—that directly affect citizens' daily lives. The impact of citizenship rights on urban management has been empirically demonstrated, showing that adherence to rights-based principles enhances urban governance outcomes and citizen satisfaction (7). Similarly, municipalities' educational role in promoting awareness of rights and duties has been recognized as a key determinant of responsible and participatory urban citizenship (8). However, despite these normative expectations, multiple implementation challenges persist within the administrative system (9, 10).

From a governance perspective, the effective realization of citizenship rights is closely linked to the broader dynamics of bureaucratic performance and institutional capacity. Bureaucratic quality and accountability mechanisms significantly influence development outcomes and public trust (11). Governance reforms in developing and transitional contexts reveal that changing administrative dynamics require integrated approaches that combine institutional restructuring with citizen-centered policy design (12). In this regard, the protection of citizenship rights is not an isolated legal issue but a governance challenge that necessitates coordination among legal, managerial, and socio-cultural dimensions.

At the normative level, doctrinal and legal analyses have underscored the foundations of citizenship rights within Iran's administrative and jurisprudential framework (13, 14). These studies demonstrate that the observance of citizenship rights is deeply rooted in legal principles but requires institutional mechanisms to ensure practical enforcement. Legislative and structural priorities within the lawmaking process further influence the capacity of the administrative system to operationalize rights-based policies (15). Moreover, the duties of quasi-judicial municipal authorities in relation to citizenship rights have been highlighted as particularly sensitive, given their direct impact on procedural justice and administrative fairness (16).

A critical factor in the realization of citizenship rights is citizens' awareness and understanding of their rights and responsibilities. Sociological analyses have demonstrated that awareness levels significantly shape citizens' expectations and engagement with administrative institutions (17). Efforts to generalize citizenship rights within society require educational and communicative strategies that bridge the gap between formal legal norms and lived social experience (4). Empirical inquiries into citizenship rights emphasize that the absence of adequate awareness weakens citizens' ability to demand accountability and reduces the transformative potential of governance reforms (1, 2).

Participation constitutes another central dimension of citizenship rights in policymaking and administrative practice. The design of participatory models for identifying public problems and incorporating citizens' perspectives has been proposed as a mechanism to align policymaking with rights-based principles (18). Furthermore, synthesis research has sought to integrate various indicators and components of citizenship rights into comprehensive models capable of guiding institutional reforms (19). These integrative efforts reflect a growing recognition that citizenship rights must be conceptualized as interconnected dimensions—legal, managerial, participatory, and cultural—rather than isolated elements.

In the context of service delivery, the implementation of citizen-oriented instruments such as the Citizen's Charter has been examined as a practical tool for enhancing accountability and performance. Comparative evidence indicates that the effective implementation of such charters can significantly influence service quality and institutional responsiveness (20). Similarly, research on client respect plans in governmental organizations has identified structural and behavioral barriers that undermine the realization of rights-based service standards (21). These findings underscore that formal policy adoption is insufficient without supportive organizational culture and monitoring mechanisms.

The digital transformation of public administration introduces additional dimensions to citizenship rights. The expansion of e-government and electronic municipal services has reshaped citizen–state interactions, influencing satisfaction and perceptions of transparency (22). Public relations strategies and electronic municipality initiatives play a strategic role in enhancing accessibility and communication within municipal systems (23). However, digitalization also raises normative and procedural concerns related to legal validity, accountability, and data governance, which must be addressed within the broader rights framework (24).

Organizational culture and institutional values further affect the operationalization of citizenship rights. The interaction between economic and legal citizenship within corporate and organizational contexts illustrates the importance of integrating ethical, legal, and performance considerations (25). Recent scholarship linking organizational citizenship behavior with corporate citizenship highlights pathways through which internal cultural norms influence external accountability and ESG performance (26). The legal tradition and institutional environment within which organizations operate also shape their citizenship practices and performance outcomes (27). These insights, though emerging from corporate contexts, offer valuable analogies for understanding municipal governance and administrative culture.

The relational and future-oriented perspective on citizenship proposed in social and political psychology emphasizes that citizenship is enacted in everyday practices rather than solely defined by formal status (3). This perspective aligns with analyses of asylum, migration, and boundary-making, which demonstrate how institutional practices concretely define access to rights (28, 29). While these studies address different contexts, they illuminate the broader principle that institutional procedures and administrative interactions fundamentally shape citizens' experiences of rights.

Challenges in implementing citizenship rights within Iran's administrative system have been extensively documented. Investigations grounded in good governance components reveal structural deficiencies, lack of coordination, and insufficient accountability mechanisms (9, 30). Analyses of implementation challenges emphasize the gap between normative frameworks and operational realities within public administration (10). Identification of drivers affecting citizenship rights further demonstrates the complexity of factors influencing administrative

performance, including organizational structure, legal mechanisms, cultural attitudes, and monitoring systems (31). These findings suggest that a comprehensive model must account for multiple interacting determinants.

Institutional integrity and anti-corruption strategies also intersect with the protection of citizenship rights. Preventing corruption within judicial and administrative systems strengthens public trust and safeguards procedural fairness (32, 33). Normative regulations concerning judicial conduct, including prohibitions on improper gifts, illustrate the importance of ethical standards in maintaining institutional legitimacy (34). Corruption and weak oversight mechanisms erode citizens' confidence and undermine the credibility of rights-based governance.

Despite the growing body of literature addressing various dimensions of citizenship rights, a significant research gap remains in the development of an integrated, empirically validated model tailored to the municipal context of Tehran. Existing studies often focus on specific dimensions—legal foundations (13), sociological awareness (17), participatory policymaking (18), or administrative challenges (9)—without synthesizing these elements into a unified structural framework. Moreover, while digital governance (22) and corporate citizenship perspectives (26) provide valuable insights, their application to municipal governance in Iran requires contextual adaptation.

Given the central role of Tehran Municipality as a complex urban administrative system serving millions of citizens, understanding the structural, cultural, and managerial determinants of citizenship rights provision becomes imperative. A comprehensive model must integrate awareness levels, policy implementation, organizational structure, monitoring mechanisms, cultural factors, and participatory strategies to ensure effective realization of rights within municipal governance.

Accordingly, the aim of this study is to design and validate a comprehensive structural model of the factors affecting the provision of citizenship rights in Tehran Municipality.

Methods and Materials

The statistical population consisted of staff members of the central administrative units of Tehran Municipality in 2025. The sample size was determined as 384 participants using Cochran's formula, and cluster random sampling was employed. The data collection instrument was a researcher-developed questionnaire based on the themes extracted in the qualitative phase. The validity of the instrument was assessed using content validity indices (CVR and CVI) according to Lawshe's method (Lawshe, 1975), as well as face validity. Its reliability was confirmed through Cronbach's alpha coefficient (Cronbach, 1951). The collected data were analyzed using appropriate statistical techniques, and the final research model was empirically tested. Overall, the present study, employing an exploratory mixed-methods design, first identified and explicated the dimensions of ensuring citizens' rights and subsequently validated the proposed model within the context of Tehran Municipality using quantitative data.

Table 1. Research Questions

Indicators	Research Questions
What	1. What is the status of prior theoretical literature findings regarding the provision of citizens' rights in administrative organizations? 2. What factors influence the provision of citizens' rights in administrative organizations?
Study Population	What is the study population for identifying the factors influencing the provision of citizens' rights in administrative organizations?
Time Frame	Within what time frame are the above issues situated?
How	What method will be employed for this study?

Findings and Results

To address the first research question, a systematic review method was employed to identify and extract the required dimensions for developing the initial model. After identifying and categorizing the dimensions obtained from the literature review, the Delphi technique was applied to select the two key dimensions for model design.

In accordance with the research process, after identifying and extracting the dimensions and components of the concept under study, an expert questionnaire (Delphi technique) was designed and distributed among specialists. Considering the nature and objective of the research, this questionnaire included 15 components extracted from the systematic review of the literature and was administered in three independent rounds to collect expert opinions.

On September 6, 2025, the first-round Delphi questionnaire was sent to 13 expert panel members via email, WhatsApp, and Telegram, and the completed questionnaires were collected on September 19, 2025. In total, 13 experts participated in the first Delphi round. The summary of findings is presented below.

Table 2. First Round of the Delphi Technique

No.	Component	N	Mean	SD	Variance	Coefficient of Variation
1	Modern Administrative Practices	15	3.86	0.91	0.83	0.23
2	Democratic Innovation	15	4.00	0.92	0.85	0.23
3	Participation in Problem Identification	15	3.93	0.79	0.63	0.20
4	Drivers Influencing Citizens' Rights	15	1.60	0.73	0.54	0.46
5	Managerial Factors	15	4.06	0.79	0.63	0.19
6	Expected Service Quality	15	3.86	0.83	0.69	0.21
7	Improvement of Public Service Quality	15	4.13	0.99	0.98	0.23
8	Electronic Services	15	4.13	0.63	0.41	0.15
9	Respectful Treatment of Clients	15	4.06	0.70	0.49	0.17
10	Public Relations and E-Municipality	15	2.20	0.77	0.60	0.35
11	Challenges of Employees' Rights	15	4.20	0.77	0.60	0.18
12	Challenges in Implementing Citizens' Rights in the Administrative System	15	4.13	0.91	0.83	0.22
13	Implementation of the Citizens' Rights Charter	15	4.00	0.75	0.57	0.18
14	Public Accountability of Employees	15	1.93	0.79	0.63	0.41
15	Citizens' Awareness	15	3.33	0.72	0.52	0.21

Kendall's W = 0.88, p = 0.01

It should be noted that in the open-ended section of the first Delphi round, experts were invited to provide additional explanations and suggestions where necessary. Furthermore, in each round, the factors with the lowest mean scores were eliminated. Accordingly, in the first round, the components "Drivers Influencing Citizens' Rights," "Public Relations and E-Municipality," and "Public Accountability of Employees" were removed due to their lower mean values compared to other factors, and the research proceeded to the second round.

On October 4, 2025, the second-round Delphi questionnaire, revised according to experts' feedback, was distributed to 13 panel members, and the completed questionnaires were collected on October 7, 2025. A summary of the findings obtained in the second Delphi round is presented in Table 3.

Table 3. Results of the Second Delphi Round

No.	Component	N	Mean	SD	Variance	Coefficient of Variation
1	Modern Administrative Practices	15	1.93	0.59	0.35	0.30
2	Democratic Innovation	15	1.93	0.88	0.88	0.45
3	Participation in Problem Identification	15	3.20	0.77	0.77	0.24
4	Managerial Factors	15	3.13	0.63	0.41	0.20
5	Expected Service Quality	15	3.60	0.98	0.97	0.27
6	Improvement of Public Service Quality	15	3.26	1.09	1.21	0.33

7	Electronic Services	15	3.33	0.89	0.81	0.26
8	Respectful Treatment of Clients	15	3.46	0.91	0.83	0.26
9	Challenges of Employees' Rights	15	2.06	0.70	0.49	0.34
10	Challenges in Implementing Citizens' Rights in the Administrative System	15	2.60	0.82	0.68	0.31
11	Implementation of the Citizens' Rights Charter	15	3.00	0.84	0.71	0.28
12	Citizens' Awareness	15	2.53	0.74	0.55	0.29

Kendall's W = 0.85, p = 0.01

Based on the findings of the second round, the components "Modern Administrative Practices," "Democratic Innovation," and "Challenges of Employees' Rights" were eliminated. The refined model was then reformulated as a questionnaire and redistributed to the expert panel for final confirmation and, if necessary, further revision.

On November 1, 2025, the third-round Delphi questionnaire, revised in accordance with expert feedback, was sent to 13 panel members, and the completed questionnaires were collected on November 9, 2025. At this stage, all experts confirmed all remaining components. Therefore, based on the Delphi technique and expert consensus, the factors influencing the provision of citizens' rights include components such as participation in problem identification, managerial factors, expected service quality, improvement of public service quality, electronic services, and respectful treatment of clients.

Descriptive statistics (mean and standard deviation) for the indicators of the citizens' rights provision model are presented below.

Table 4. Descriptive Findings of Indicators of Citizens' Rights Awareness Level

Variable	Indicators	Mean	SD
Employees' Awareness of Citizens' Rights	Legal Familiarity	3.71	0.05
	Adequate Organizational Training	3.57	0.14
	Transparency in Executive Instances	3.74	0.06
	Equality of Occupational Awareness	3.56	0.20
Citizens' Awareness of Citizens' Rights	Focus on Individual Rights	3.48	0.27
	Awareness of Rights Follow-up Procedures	3.51	0.22
	Experiential Learning of Citizens' Rights	3.36	0.31
	Extensive Official Information Dissemination	3.32	0.15
Role of Education and Media	Simple Legal Language	3.22	0.21
	Adequate Updating	3.48	0.12
	Accessible Communication	3.45	0.15

The mean and standard deviation values related to the indicators of employees' awareness of citizens' rights are presented in Table 4. Regarding the variable of employees' awareness of citizens' rights, the indicator "Transparency in Executive Instances" (M = 3.74) demonstrated the highest value, whereas "Equality of Occupational Awareness" (M = 3.56) showed the lowest value.

The mean and standard deviation values related to the indicators of citizens' awareness of citizens' rights are also presented in Table 4. Regarding this variable, the indicator "Awareness of Rights Follow-up Procedures" (M = 3.51) showed the highest value, whereas "Experiential Learning of Citizens' Rights" (M = 3.36) demonstrated the lowest value.

The mean and standard deviation values related to the indicators of the role of education and media are likewise reported in Table 4. Regarding this variable, the indicator "Adequate Updating" (M = 3.48) showed the highest value, whereas "Simple Legal Language" (M = 3.22) demonstrated the lowest value.

Table 5 presents the validity and reliability indices for all research variables. In this study, discriminant validity was examined, meaning that the indicators of each construct must demonstrate adequate differentiation from other constructs in the model. In other words, each indicator should measure only its corresponding construct, and the combination of indicators should ensure that the constructs are clearly distinct from one another. The results of the Average Variance Extracted (AVE) index indicated that the AVE values for all studied constructs exceeded 0.50; therefore, convergent validity for all variables was established at an acceptable level. This finding suggests that the latent constructs of the study were appropriately defined and measured through the questionnaire items. Furthermore, to assess the reliability of the research instrument, Composite Reliability (CR) and Cronbach's alpha coefficients were calculated. According to accepted criteria, values greater than 0.70 indicate satisfactory reliability (Cronbach, 1951). The results showed that both indices for all variables were above 0.70, indicating desirable reliability of the measurement instrument in the present study.

Table 5. Validity and Reliability Indices

Variable	AVE	CR	Cronbach's Alpha
Employees' Awareness of Citizens' Rights	0.72	0.82	0.81
Citizens' Awareness of Citizens' Rights	0.63	0.87	0.81
Role of Education and Media	0.68	0.89	0.84
Enhancement of Transparency	0.55	0.78	0.79
Institutional Values	0.59	0.73	0.77
Motivation and Attitude Toward Citizens' Rights	0.50	0.82	0.85
Service Improvement	0.61	0.85	0.75
Personal Experience in Gaining Awareness	0.66	0.86	0.75
Interaction with Citizens	0.67	0.84	0.71
Interaction of Culture and Behavior with Policy Implementation	0.63	0.78	0.79
Strengthening Public Trust	0.55	0.72	0.74
Follow-up Strategies	0.58	0.87	0.78
Behavior and Experience	0.70	0.86	0.82
Procedures and Guidelines	0.52	0.85	0.74
Organizational Structure	0.51	0.72	0.77
Communication Mechanisms	0.60	0.82	0.77
Legal Mechanisms	0.57	0.70	0.76
Participatory Mechanisms	0.53	0.77	0.75
Monitoring and Evaluation Mechanisms	0.63	0.84	0.71
Level of Citizens' Rights Awareness	0.54	0.92	0.79
Hierarchy and Transparency	0.57	0.75	0.71
Influencing Factors	0.51	0.85	0.78
Facilitating Factors of Citizens' Rights	0.50	0.82	0.81
Organizational Culture	0.62	0.83	0.75
Rule of Law	0.53	0.79	0.79
Active Participation	0.58	0.80	0.74
Barriers to Policy and Administrative Procedure Implementation	0.58	0.84	0.76
Role of Education and Media	0.61	0.91	0.89
Employees' Attitudes and Behavior	0.57	0.75	0.71

As shown in Table 6, for all variables, the square root of the AVE for each construct exceeds its correlations with other research variables; therefore, discriminant validity of the measurement model is confirmed. Below the main diagonal of the table, Pearson correlation coefficients are reported. A positive correlation coefficient indicates a direct relationship, whereas a negative coefficient indicates an inverse relationship between two variables. All correlation coefficients are statistically significant at an error level of less than 0.05.

Table 6. Correlation Coefficients and Discriminant Validity Index

	1	2	3	4	5	6	7	8
Policy Implementation and Citizens' Rights	0.83							
Follow-up Strategies	0.61	0.83						
Behavior and Experience	0.82	0.53	0.76					
Organizational Structure	0.70	0.49	0.57	0.64				
Monitoring and Evaluation Mechanisms	0.64	0.65	0.58	0.56	0.80			
Level of Citizens' Rights Awareness	0.76	0.53	0.75	0.54	0.59	0.73		
Influencing Factors	0.53	0.67	0.46	0.40	0.65	0.46	0.72	
Organizational Culture	0.61	0.58	0.53	0.46	0.59	0.50	0.56	0.79

As reported in Table 7, all factor loadings exceed 0.50, and the calculated t-values for each indicator in relation to its corresponding latent construct are greater than 1.96 ($p < 0.05$). Therefore, the alignment of questionnaire items in measuring the intended constructs can be considered valid at this stage (Hooman, 2012). In other words, these results indicate that the constructs the researcher intended to measure through the questionnaire items were accurately captured by the research instrument; consequently, the relationships among the model's latent constructs are interpretable and reliable.

Table 7. Factor Loadings and t-Statistics for the Level of Citizens' Rights Awareness

Latent Variable	Observed Variable	Factor Loading	t-Statistic	Status
Employees' Awareness of Citizens' Rights	Q1	0.83	34.59	Supported
	Q2	0.82	31.93	Supported
	Q3	0.75	18.87	Supported
	Q4	0.77	23.83	Supported
Citizens' Awareness of Citizens' Rights	Q5	0.85	39.94	Supported
	Q6	0.84	35.76	Supported
	Q7	0.85	35.49	Supported
Role of Education and Media	Q8	0.76	19.35	Supported
	Q9	0.73	23.05	Supported
	Q10	0.80	32.99	Supported
	Q11	0.81	44.29	Supported

The results reported in Table 7 indicate that all indicators related to the level of citizens' rights awareness demonstrate acceptable t-values (greater than 1.96) and factor loadings (greater than 0.40), and thus are considered appropriate indicators for measuring the level of citizens' rights awareness.

Figure 1 illustrates the research model in the state of significance coefficients. Based on the obtained results, the main dimensions of the model for ensuring citizens' rights in Tehran Municipality are presented in Table 8.

Table 8. Path Coefficients and t-Statistics of the Dimensions of the Citizens' Rights Provision Model in Tehran Municipality

Dimensions	Path Coefficient (β)	t-Statistic	p-Value
Level of Citizens' Rights Awareness	0.76	37.42	0.001
Influencing Factors	0.48	8.76	0.001
Follow-up Strategies	0.55	10.59	0.001
Monitoring and Evaluation Mechanisms	0.66	16.09	0.001
Organizational Culture	0.53	12.18	0.001
Organizational Structure	0.57	11.82	0.001
Policy Implementation and Citizens' Rights	0.76	27.17	0.001
Behavior and Experience	0.72	22.35	0.001



The path coefficient of 0.57 and t-statistic of 11.82 indicate that, at a 99% confidence level, organizational structure is one of the principal determinants of ensuring citizens' rights in Tehran Municipality.

The path coefficient of 0.76 and t-statistic of 27.17 demonstrate that, at a 99% confidence level, policy implementation and citizens' rights constitute one of the principal determinants of ensuring citizens' rights in Tehran Municipality.

Finally, the path coefficient of 0.72 and t-statistic of 22.35 indicate that, at a 99% confidence level, behavior and experience represent one of the principal determinants of ensuring citizens' rights in Tehran Municipality.

Discussion and Conclusion

The present study sought to design and validate a comprehensive structural model of the factors influencing the provision of citizenship rights in Tehran Municipality. The findings demonstrated that the "level of citizenship rights awareness" ($\beta = 0.76$) and "policy implementation and enforcement of citizenship rights" ($\beta = 0.76$) exerted the strongest effects on the provision of citizenship rights. Additionally, "behavior and experience" ($\beta = 0.72$), "monitoring and evaluation mechanisms" ($\beta = 0.66$), "organizational structure" ($\beta = 0.57$), "follow-up strategies" ($\beta = 0.55$), "organizational culture" ($\beta = 0.53$), and "influencing factors" ($\beta = 0.48$) showed positive and statistically significant relationships with the central construct. These results underscore the multidimensional and systemic nature of citizenship rights realization within municipal governance and confirm that no single factor is sufficient in isolation; rather, effective provision requires coordinated institutional alignment.

The strong effect of awareness on citizenship rights provision aligns with sociological and legal analyses emphasizing the centrality of rights consciousness in shaping citizen–state interactions. Prior research has demonstrated that awareness of citizenship rights significantly enhances individuals' capacity to claim rights, demand accountability, and participate in governance processes (17). Similarly, foundational works on citizenship rights have argued that the diffusion of legal literacy and normative understanding is essential for transforming formal entitlements into lived realities (1, 2). The present findings extend this perspective to the municipal context, indicating that both employees' and citizens' awareness levels function as structural enablers of effective rights realization. Furthermore, strategies for generalizing citizenship rights in society emphasize educational and communicative mechanisms as prerequisites for institutional responsiveness (4). Thus, awareness operates not merely as an individual attribute but as an institutional condition that shapes the quality of governance.

The equally strong path coefficient associated with policy implementation confirms that legal codification alone is insufficient without robust enforcement mechanisms. This finding is consistent with documented challenges in implementing citizenship rights within Iran's administrative system (9, 30). Earlier analyses have identified gaps between normative frameworks and administrative practice, highlighting structural weaknesses, limited accountability, and fragmented oversight (10). The present model empirically substantiates these concerns, demonstrating that effective implementation is a decisive determinant of rights provision. Moreover, the identification of drivers affecting citizenship rights within the administrative system reinforces the argument that policy realization depends on coordinated managerial and institutional factors (31). From a governance standpoint, the role of bureaucratic capacity and institutional performance in shaping development outcomes has been well established (11), and the current findings situate citizenship rights provision within this broader developmental paradigm.

The significant influence of behavior and experience ($\beta = 0.72$) further underscores the relational and practical dimensions of citizenship. A relational and future-oriented framework conceptualizes citizenship as enacted through everyday practices rather than merely defined by legal status (3). In municipal governance, citizens' experiences of

respect, fairness, and responsiveness directly shape their perception of rights realization. Empirical studies on service delivery instruments such as the Citizen's Charter have shown that tangible improvements in service practices can alter satisfaction and accountability outcomes (20). Likewise, pathology studies of client respect plans in governmental organizations reveal that behavioral deficiencies among staff undermine policy objectives (21). The present results confirm that rights are experienced through administrative conduct, thereby linking normative commitments with daily operational interactions.

Monitoring and evaluation mechanisms also emerged as a powerful predictor ($\beta = 0.66$), highlighting the importance of oversight and accountability structures. Research on legislative and structural priorities within Iran's legal system has stressed the necessity of institutional safeguards to ensure compliance with rights-based principles (15). Moreover, analyses of judicial challenges in protecting public and citizenship rights emphasize that weak supervisory mechanisms diminish the effectiveness of legal protections (5, 6). Anti-corruption strategies within judicial and administrative systems further demonstrate that transparency and accountability are foundational to rights protection (32, 33). The observed significance of monitoring mechanisms in the municipal context suggests that structured evaluation systems and internal audits are essential for preventing rights violations and reinforcing public trust.

Organizational structure and culture were also significant determinants, reflecting the embeddedness of citizenship rights within institutional design. The interaction between economic and legal citizenship in corporate contexts illustrates how structural arrangements influence normative outcomes (25). More recent work bridging organizational citizenship behavior and corporate citizenship demonstrates that internal organizational norms directly affect external performance and accountability metrics (26). Additionally, variations in legal traditions and institutional environments shape corporate citizenship outcomes (27). Translating these insights to the municipal domain suggests that hierarchical clarity, procedural consistency, and cultural alignment are indispensable for embedding citizenship rights within administrative routines. Governance dynamics in transitional contexts further affirm that institutional restructuring must accompany normative reforms to achieve sustainable impact (12).

The significance of follow-up strategies ($\beta = 0.55$) indicates that complaint mechanisms, grievance redress systems, and participatory feedback channels play a central role in operationalizing rights. The duties of quasi-judicial municipal authorities in safeguarding procedural fairness underscore the importance of structured follow-up in administrative decisions (16). Furthermore, participatory models for identifying public problems emphasize inclusive engagement as a mechanism for aligning policy with citizen expectations (18). Digital governance research reveals that accessible communication and e-government platforms can enhance transparency and citizen satisfaction when properly implemented (22). Public relations and electronic municipality initiatives similarly function as channels for strengthening responsiveness (23). Collectively, these studies corroborate the present finding that structured follow-up and communication systems significantly contribute to rights realization.

The moderate yet significant effect of influencing factors ($\beta = 0.48$) reflects the complexity of contextual drivers, including socio-cultural, managerial, and legal variables. The doctrinal and legal foundations of citizenship rights within Iran's administrative system provide a normative base (13, 14), but contextual constraints may limit practical enforcement. Comparative analyses of asylum and boundary-making demonstrate how institutional practices define access to rights (28, 29). Although these studies address distinct contexts, they illustrate how structural drivers shape lived experiences of citizenship. The synthesis research proposing comprehensive indicators for realizing citizenship rights supports the need for integrated models that capture multifaceted influences (19).

The descriptive findings regarding differences in awareness indicators also offer meaningful insights. Transparency in executive practices exhibited relatively higher mean scores among employees, whereas experiential learning of citizenship rights among citizens displayed lower means. This gap suggests a disconnect between internal administrative transparency and citizens' experiential engagement. The educational role of municipalities in promoting rights awareness has been emphasized as a strategic responsibility (8), indicating that awareness initiatives must extend beyond formal disclosure to participatory and experiential platforms. Additionally, normative debates concerning procedural validity in legal systems highlight the importance of ensuring that administrative practices are not merely formally correct but substantively just (24).

Overall, the discussion demonstrates that the provision of citizenship rights in Tehran Municipality is a systemic phenomenon shaped by awareness, implementation capacity, behavioral practices, monitoring mechanisms, organizational culture, structural design, and contextual drivers. The findings substantiate and integrate prior scholarship across legal, sociological, managerial, and governance domains, offering an empirically validated model that synthesizes fragmented strands of research into a coherent structural framework.

This study has several limitations. First, the research was conducted within the context of Tehran Municipality, which may limit the generalizability of findings to other municipalities with different administrative capacities, demographic characteristics, or governance cultures. Second, the reliance on self-reported questionnaire data may introduce response bias, particularly in assessing sensitive constructs such as organizational culture and monitoring effectiveness. Third, the cross-sectional design restricts the ability to draw causal inferences regarding long-term institutional change. Finally, although the model integrates multiple dimensions, certain contextual variables—such as political dynamics or fiscal constraints—were not explicitly examined.

Future studies could replicate the proposed model in other metropolitan and non-metropolitan municipalities to assess its stability across different administrative environments. Longitudinal designs may help capture dynamic changes in awareness, implementation practices, and cultural transformation over time. Comparative studies between public and private service organizations could also illuminate differences in rights-based governance approaches. Furthermore, qualitative investigations exploring citizens' lived experiences would enrich understanding of how structural determinants translate into everyday administrative interactions.

Municipal policymakers should prioritize comprehensive awareness programs targeting both employees and citizens to strengthen rights consciousness. Institutionalizing robust monitoring and evaluation systems, including transparent complaint-handling mechanisms, can reinforce accountability. Organizational culture reforms emphasizing ethical conduct, respectful treatment, and citizen-centered service delivery are essential. Structural adjustments that clarify responsibilities and enhance interdepartmental coordination will further support effective policy implementation. Finally, leveraging digital platforms to facilitate communication, feedback, and service access can enhance transparency and trust in municipal governance.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adhered in conducting and writing this article.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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