

Research Paper: Identifying Strategies to Enhance Collaboration among Managerial Organizations for Improving the Provision of Desirable Services in the Peripheral Rural Areas of Khash City

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Citation: Pourshahabi, V., & Khashi, A.B. (2023). Identifying Strategies to Enhance Collaboration among Managerial Organizations for Improving the Provision of Desirable Services in the Peripheral Rural Areas of Khash City. *Journal of Sustainable Rural Development*, 7(2), 291-302. <https://doi.org/10.22034/jsrd.2024.428750.1171>

doi: <https://doi.org/10.22034/jsrd.2024.428750.1171>

Article info:

Received: 11 Feb. 2023

Accepted: 02 Sep. 2023

Keywords:

Collaboration, Managerial Organizations, Service Improvement, peripheral rural area, Khash

ABSTRACT

Purpose: This study aimed to identify strategies to enhance collaboration among managerial organizations for improving the provision of desirable services in the peripheral rural areas of Khash city.

Methods: This is an applied study of an objective and exploratory nature. Also, a qualitative-quantitative method was used for data analysis. Data was analyzed using Grounded theory by SPSS software. The research tools were interviews and questionnaires. The statistical population included council members, village administrators, and Jihad-e-Sazandegi officials. A total of 35 individuals were selected by purposive sampling.

Results: The economic and social measures aligned with the performance of rural service management, adopting effective leadership styles, coordination, harmonizing tasks and authorities among organizations, and standardizing and specifying the performance of managers have been identified as strategies to enhance collaboration among managerial organizations for improving services in rural areas. Multiple regression analysis results demonstrate a significant correlation (0.643) between providing services to peripheral rural Khash regions and the strategies above. The regression fit model indicates that 74% of the strategy can explain the improvement of services to peripheral rural areas. Standardizing and specifying managers' performance have the most significant impact on enhancing collaboration among managerial organizations.

Conclusion: Managerial organizations can enhance collaboration and improve services in rural areas by standardizing and specifying managers' performance at the organizational level.

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1. Introduction

The low population density (Thiede et al., 2017: 11) and dispersion of inhabitants are the reasons for the difference between rural areas and small towns. In these areas, the development of well-being can play a significant role in realizing the genuine interests of rural residents, increasing rural living standards, enhancing the awareness of rural communities about equal rights, attracting social resources to agricultural villages, and bridging the urban-rural divide (Halseth & Ryser, 2004: 26).

However, to achieve this objective, the priority will be identifying challenges and development barriers in these regions. For this purpose, directing attention toward the managerial and operational weaknesses of organizations in these communities is the critical factor (Taghizadfanid et al., 2023: 69). In this regard, the role and position of management have become more prominent than ever in all areas of human economic and social life (Seidali et al., 2011: 80). Management is now recognized as the most crucial factor in the life, growth, or decline of a society, and changing towards a desirable state (Roknoldin Eftekhari et al., 2007: 48).

Regarding the study of rural management trends over the past three decades, the most notable observation is the removal of management elements without suitable alternatives for these areas. As a result of the failure of traditional management to maintain sustainable life and activities in rural environments, a kind absence of effective spatial management at the local level becomes apparent; its primary consequence is instability in the limited environmental resources and the gradual decline of social cohesion in rural communities and the abandonment of many residential units in these areas (Seidali et al., 2011: 16). Even now, after several decades of the activities of managerial institutions whose duties have arisen from the foundations and other management policies (Hasanloo et al., 2018: 158), managers (district offices, housing foundations, rural administrations, and Islamic councils) still exhibit weaknesses in many of their duties and areas of activity. This, in turn, is a prominent example of underdevelopment in some rural areas (Taghizadfanid et al., 2023: 69). In this regard, the effectiveness of improving services to rural areas depends on the management and collaboration of the organization.

Integrated rural management in the context of service delivery is the process of developing, implementing, co-

ordinating, and evaluating unified strategies through the help of service providers, taking into account the operational goals of the private sector and the people's interests. This is done within a policy framework formulated at higher levels of government to achieve sustainable development capabilities (Berakpur & Asadi, 2008: 54). Without this organizational unity and coordination, the efficiency and effectiveness of the actions and resources expended on rural affairs management and development are undermined.

In Iran, country affairs are managed based on sectoral management, and cross-sectoral collaborations are rarely evident. Therefore, various branches of different ministries operate independently in developing, delivering, and addressing major rural issues in their specific domains. Consequently, the lack of integrated management and coordination in executive activities between relevant institutions and organizations has created problems such as confusion, duplication, and wastefulness in national resources. Rural organizations' inappropriate and uncoordinated management has interacted with society in a manner that has imposed multiple pressures on the community. A dynamic economy, good social conditions, excellent education, desirable services, and so on can only be achieved with appropriate and coordinated management.

In this context, the peripheral villages of Khash city embody the realization and crystallization of this reality. Despite passing more than a few years since the adoption of a modern management system, due to a centralized (top-down) approach, organizations need to be coordinated in providing services to rural areas. Organizational incoherence is still evident, so each organization considers the required service based on its facilities and objectives, requiring a comprehensive view. The dispersion and multiplicity among organizations in providing services to rural areas have created numerous challenges in environmental, ecological, social, and economic dimensions, and more in these villages. Furthermore, the establishment of extensive and overlapping administrative structures, lack of coherence in policies and laws, weak functional integration among government and local organizations, parallelism, and interference of duties in all decision-making stages, lack of communication and proportional interaction between organizations in various economic, social, developmental, and infrastructural sectors, are among the structural-functional problems in the rural management process. Therefore, the management system in rural services in the studied area plays its role in an unfavorable environment, given that centralized and sectional management among related orga-

nizations needs more economic justification and has not been successful. Hence, it is necessary to enhance the collaboration of management organizations in providing services to peripheral rural areas in Khash City by adopting strategies, establishing an integrated system of service management levels, and creating positive spatial transformations in rural settlements. This study aimed to investigate and explore the following questions:

- What are the practical solutions for enhancing collaboration among management organizations in providing services to peripheral rural areas in Khash City? And which one has the highest level of importance?

2. Literature Review

Alan Biro introduces services as follows: Services constitute all activities of the third sector of the economy and, in calculations related to national production, are placed opposite goods. All active workers who do not produce a commodity are considered service providers (Biro, 1987: 215). Economic activities consist of three sectors: agriculture, industry, and services. The third sector encompasses non-producing services and plays a considerable role in countries' economies. More than 50 percent of activities in European nations are allocated to this sector. Its value-added exceeds other sectors (Todaró, 1986: 22). "service delivery" refers to a set of actions that provide services to the community, which the public or private sector may provide. The recipient communities may be urban or rural. A public service is one that everyone can access, including things that people cannot provide for themselves. Public services meet individuals' needs through assistance and create benefits for them. Based on this, Lane Berry classifies public services into five categories: services for the wealthy, poverty, socio-economic infrastructure, services that improve quality of life, and services provided jointly by the government and the private sector. One of the challenges in service delivery to rural areas is the need for maximum coverage of services in villages, primarily attributed to decentralized and distant management. Despite forming and establishing Islamic councils and rural administrations, a significant portion of the rural population still needs access to rural management services. Due to the multiplicity and dispersion of rural settlements, it is not feasible to equip them with facilities, resources, and human resources (Firouznia et al., 2022: 116).

Based on this, after two decades of management and practical experiences in this regard, the model of integrated rural management needs to be revisited. In the new managerial approach, adopting a network-oriented

approach is conditional on establishing a decentralized and multi-level management system and the coordination of multi-sectoral activities of rural and urban areas at the local and regional levels (Camagni, 2017: 44). What is emphasized and pursued in the approaches to rural and urban management systems in developing countries is based on a holistic and integrated perspective (Douglass, 1998: 3). The existence of partial patterns of settlement management systems has led to differentiation and diversity like the management system. This differentiation and diversity are expressed in various theoretical dimensions, such as inter-organizational, intra-organizational, functional, structural, policy, administrative, financial, etc. (Christensen & Laegreid, 2008: 99). In recent decades, integrated management with a pluralistic approach alongside modern concepts of planning and management have been proposed, such as sustainable development, participatory planning, civil society, collective wisdom, social justice, democracy, and good governance. In the 1970s and 1980s, with the introduction of concepts such as participatory planning, people-centeredness, and desirable governance, integrated management patterns expanded, originating from the hot governance system. This pattern includes various and diverse parameters such as efficiency, transparency, participatory demand, universal expression of opinion, and central knowledge justice (Daviran et al., 2013: 56). Through this management, urban or rural elements, including governance (governmental, public, popular, and private), spatial, and functional elements, form the decision-making process by convergent, lawful, and coherent processes (Sietchiping et al., 2015: 222). In this system, the unity or coordination of multi-sectoral activities at local and regional levels is considered (Douglass, 1998: 3). In this regard, it is necessary to recognize organizational-management collaboration and existing relationships between responsible organizations to provide services to rural areas. Understanding the organizational elements and how they relate to each other is effective in the outputs of organizations. Indeed, an organization is a social institution that establishes specific relationships between individuals. In this framework, organizational structure refers to the pattern of relationships between organizations and their authorities (Iranzadeh & Mahmoudi, 2014: 45). Among them, knowing the characteristics of each organization and its strengths and weaknesses that affect the formation of its structure is essential; because an appropriate organizational structure enhances the efficiency among organizations (Child, 1972, 68). Individuals such as Benson and Williamson were pioneers in investigating inter-organizational relationships and collaborations.

According to Suomi's definition, inter-organizational collaborations are often considered the development of a set of networks and interactions between different organizations (Suomi, 1994: 98). Benson also defined inter-organizational collaborations as interactions between independent organizations and considered them a model of social relations between several organizations.

The organizational network is generally formed through collaboration among several organizations based on harmonious and complementary objectives and motivations. In this context, inter-organizational relationships encompass various technical, socio-political, and economic activities among organizations that collaborate and interact with each other, and this is distinct from hierarchical relationships among organizations. In other words, one of the critical processes in the effectiveness of organizational management is the network of relationships. A well-functioning network of relationships is considered one of the most crucial elements for the success of corporate governance (Papastergiou, 2010: 300). On the other hand, the absence of appropriate relationships among organizations leads to the disruption of workflow and administrative inefficiencies. Additionally, organizing and planning within organizations is not feasible without an executable communication network (Farhangi, 1999: 37). In this framework, managing the provided services to rural areas requires an efficient network of inter-organizational collaboration so that involved organizations can operate more effectively within the framework of their legal authority. In this way, the efficiency and service delivery in rural areas increase, and as a result, rural areas move more rapidly toward rural development.

Different studies are in the discussed area, some of which are mentioned. Asadie & Barakpour (2021), in a study titled "Leadership Organization, Proportional Model of Integrated Urban Management in Iran," found that the urban management institution in Iran has the highest competence to take on the role of the leading organization in coordinating resources and various entities within the city, due to multiple reasons such as multifunctionality, location-based nature, selectivity, and similarities to other public and governmental institutions. Taking on such a mission to achieve greater coordination in city administration is possible and practical, even without delegating additional tasks, which has always faced resistance from government service organizations. Rokneddin Eftekhari et al. (2020), in a study titled "Analysis of inter-organizational relationships in rural development plan management in Islamabad Village, Torghabeh-Shandiz County," found that the density of

information exchange links in the network is 34.5%. By examining other critical indicators of the network, the level of feasibility of the plan was found to be moderate and, to some extent, low. Also, in the studied network, more than half of the links are controlled by central actors, indicating their prominent role in managing challenges. Tazehdel et al. (2021), in a study titled "Development of a Unified Management Model for the Mother City Area Emphasizing the Governance," found that the mother city area of Mashhad consists of four separate counties: Mashhad, Chenaran, Fariman, and Binaloud. Management structures in the governmental, public, and private sectors were identified. In this regard, it has been suggested that a unified management institution for the mother city area should be established with dominance over the entire jurisdiction. Babazadeh et al. (2022), in a study titled "Explaining the unified institutionalism effect on sustainable development of villages in West Azerbaijan Province," found that the unified institutionalism strategy and its five dimensions have a positive and significant impact on rural sustainable development. While confirming previous models of rural sustainable development, the findings introduce a new combination and dimensions. They present new indicators of the unified institutionalism concept, including action-oriented institutionalism, networked institutionalism, governance-oriented institutionalism, future-oriented institutionalism, and value-oriented institutionalism in rural sustainable development. According to the suitable institutionalism strategy, establishing close communication between rural residents and officials in institutions leads to the utilization of rural lands and the improvement of rural welfare. Jacka (2016), in a study titled "Good Governance in Southeast Asia," investigated the factors influencing the formation of good governance. In this regard, it was found that decentralization leads to improved governance and increased efficiency in providing public services. Brooks et al. (2020), in a study titled "Coastal and Marine Management Change: deliberative democracy and Integrated Management in New South Wales, Australia," found that achieving unity across multiple agencies with different disciplinary approaches and organizational cultures requires a significant time, even after several years. Challenges persist in instigating cultural changes and securing resources at all levels to ensure the successful implementation of real-time information management. Sun et al. (2021), in a study titled "Spatial Management in Rural Development in Agricultural Areas of China," found that rural spatial governance, physical space, and spatial relationships are considered government assets that integrate fair space distribution through the involvement of multiple

stakeholders in rural development. Nath et al. (2023), in a study addressing the challenges and management strategies for sustainable development of pastoral water resources in India. They revealed that a significant challenge Indian authorities face in water management is the required investment for initiating initiatives in rural areas. Water management in India is primarily organized in rural communities, the most minor sustainable social units in rural environments. Therefore, improving water management practices, enhancing productivity, and ensuring sustainability are feasible through various water management strategies that are technically, economically, socially, and politically acceptable.

With a review of the research background, it is crucial to note that research has yet to be conducted on strategies to promote collaboration among organizations in providing services to rural areas in general and specifically in the Khash region. This study is beneficial to achieve unified management among service-providing organizations in rural areas by presenting effective solutions for coordination among organizations.

3. Methodology

This is an applied study in terms of objective and has an exploratory nature. This study employed a mixed-method approach, combining both qualitative and quantitative methods. Data was analyzed using Grounded theory by SPSS software. The research tools consist of interviews and questionnaires, and the participants are selected among council members, village headmen, and representatives from developmental organizations. The statistical population included council members, village administrators, and Jihad-e-Sazandegi officials. A total of 35 individuals were selected by purposive sampling.

The methodology for obtaining information is as follows: Initially, the strategies were reviewed by grounded theory. In this process, relevant variables were extracted

by analyzing interviews using the “Atlas. ti software”. The live coding method was employed, a form of coding known by various names such as underpinning coding, inductive coding, word-for-word coding, internal coding, and natural coding in qualitative research. Live coding refers to pointing out a short phrase in the interview texts. It involves aggregating terms used by the participants, leading to the development of themes and components. In the second part, each identified strategy was reflected in a questionnaire format and distributed among the sample population (experts and elites). Finally, multiple regression analysis was utilized to examine the importance of each solution and the correlation between the proposed solutions and the provision of services in rural areas.

The city of Khash is located at the southern slopes of the Taftan peak, at 28° 13' north latitude (Figure 1). This city is in a flat area with a northwest-southeast direction among the Panj Angosht Mountains in the west and the elevations of Dahaneh, Omar, Zirouk, and Shandollah in the east and northeast of the town. Khash faces constraints in urban development due to its location between these elevations. The geographical scope of this research includes five peripheral villages (Islamabad, Khalilabad, Moradabad, Allahabad and Naserabad).

4. Findings

Recognizing effective strategies to improve the collaborations between managerial organizations in providing services to peripheral rural areas in Khash city

Practical strategies were identified for enhancing collaboration among managerial organizations in providing services to rural areas on the peripheral rural areas of Khash City through analysis of the interviews.

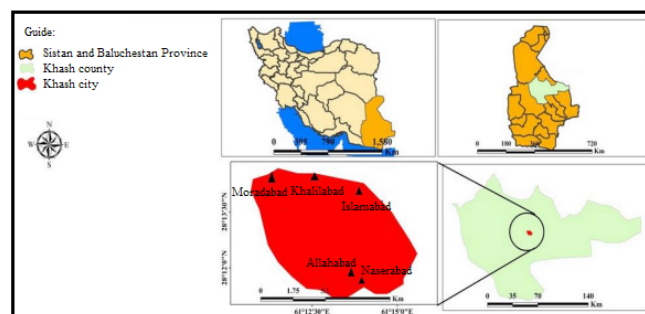


Figure 1. Study area. Reference: Authors, 2023

Table 1. Results of coding based on the secondary codes

Row	Semantic Unit	Example
1	Structural-functional interactions in management	Defined appropriate position for rural management in the national management system Transparent commitment to participation in inter-organizational coordination processes Promoting uniform policy-making in management processes Clarifying and revising the tasks of each organization
2	Elimination of administrative bureaucracy among organizations	Elimination of bureaucracy laws and frameworks in relevant organizations Eliminating duplications among organizations Eliminating inappropriate regulations to providing services by organizations Correcting current laws and regulations of rural institutions to address gaps, conflicts, and legal obstacles in providing services.
3	Evaluation of skills of organizational human resources	Evaluating negotiation skills of the human resources of organizations Evaluating the human resources of organizations for persuasive skills Receiving criticisms from human resources. Evaluating the human resources of organizations for consensus-building skills
4	Elimination of competition among organizations	Elimination of task separation in organizations Eliminating specialization segregation in organizations Eliminating the sense of unhealthy competition among organizations Eliminating the isolation of different departments in the organization
5	Social actions for desirable management performance	Adopting necessary legal mechanisms to respond to the residents Increasing interactions between managers and institutions in Khash city
6	Management system reform	Standardizing and specifying the appropriate performance of managers Reviewing the inefficient activities of managers in achieving service delivery goals Sustaining and reforming financial payment systems for organizations
7	Centralized guidance among organizations	Establishing a comprehensive database (a database of programs for providing services). Organizing news and information to provide services. Creating a common operational picture among organizations through continuous information dissemination about villages' status and services
8	Strengthening Participation	Employing the collective potential of rural elites Implementing participatory methods by the government and planners in service delivery Strengthening non-governmental organizations Strengthening community-local organizations.
9	Prioritization alignment in organizations	Examining the priorities of each organization in providing services to rural areas Evaluating the aims and existence philosophy of rural organizations and aligning their goals Coordinating the methods of achieving service delivery goals among organizations Establishing a think tank comprising experts, opinion leaders, and organizational managers to determine priorities and provide desirable services.
10	Interaction and Trust in Organizations	Increasing interaction and communication between organizations, evaluating Understanding the intentions and purposes of organizations regarding how they provide services to rural areas. Establishing constructive interaction between organizations.
11	Enhancement of managers' performance in organizations	Improving the awareness and knowledge of managers in leadership styles Incorporating training of relevant management and leadership in organizations Utilizing experienced managers and encouraging participation Using managers with relevant qualifications through specialized and individual exams
12	Awareness Enhancement	Increasing public awareness about managers' duties in organizations related to service delivery Reducing service delivery costs and increasing resource efficiency through adopting collaborative solutions and co-location in providing services and establishing organizations affiliated with the local governing body.

Table 1. Results of coding based on the secondary codes

Row	Semantic Unit	Example
13	Economic Measures for Desirable Management Performance	Observing economic principles in the distribution of facilities and equipment among organizations Reducing service delivery costs, increasing resource efficiency through collaborative approaches, creating organizations affiliated with village councils, etc.
14	Formation of specialized teams of organization managers	Collaborative expertise among managers in related organizations to examine the strengths of villages in providing services to them Collaborative expertise among managers in related organizations to examine the weaknesses of villages in providing services to them Collaborative expertise among managers in related organizations to assess the opportunities and threats facing villages to provide services to them. Providing strategies by organizations
15	Reduction of non-professional opinions of some managers	Preventing personal opinions among organization managers Preventing disbelief and reluctance of some managers to collective and group work Eliminating the weakness of program-oriented approaches among some managers to create inter-organizational interactions and collaborations

Reference: Research results, 2023



According to Table 1, 49 concepts were extracted, and the following semantic units were identified:

Structural-functional interactions in management, elimination of administrative bureaucracies among organizations, evaluation of human resource skills in organizations, elimination of competition among organizations, social actions for desirable management performance, management system reform, centralized guidance among organizations, reduction of non-professional

opinions of some managers, formation of specialized teams of organization managers for providing desirable services to villages, economic actions in the direction of desirable management performance, awareness enhancement, enhancement of managers' performance in organizations, prioritization alignment in organizations, and strengthening participation.

Subsequently, these semantic units were further analyzed and categorized under different themes (Table 2).

Table 2. Categories and main themes

Row	Theme	Semantic Unit
1	Economic and social actions in the direction of rural management performance	Economic actions in the direction of desirable management performance Social actions in the direction of desirable management performance
2	Adoption of a good leadership style	Strengthening participation Interaction and trust in organizations Enhancing managers' efficiency in organizations Enhancement of public awareness
3	Coordination, alignment of duties and authorities among organizations	Prioritization alignment in organizations Evaluation of human resource skills in organizations Elimination of competition among organizations Reduction of non-professional opinions of some managers Centralized guidance among organizations
4	Standardization and specification of managers' performance	Formation of specialized teams of organization managers for providing desirable services to villages Structural-functional interactions in management Elimination of administrative bureaucracies among organizations Management system reform

Reference: Research results, 2023



Economic and social actions in the direction of rural management performance, adoption of a good leadership style, coordination, alignment of duties and authorities among organizations, and standardization and specification of managers' performance were identified as solutions for enhancing collaboration among management organizations to improve service delivery in rural areas.

In the next step, the effectiveness of each of the strategies (economic and social actions in the direction of rural management performance, adoption of a good leadership style, coordination, alignment of duties and authorities among organizations, standardization and specification of managers' performance) were investigated to improve the service delivery to the peripheral rural areas. The results obtained from expert opinions indicated a correlation of 64.3% between providing services to rural areas in Khash and the mentioned strategies. Additionally, the regression fitting model results suggest that 74% of the method can contribute to improving service delivery to rural areas in Khash (Table 3). Moreover, based on the calculated F-value, with a 99% confidence level, it can be stated that a linear combination of strategies can significantly explain and predict changes in the variable of desirable service delivery, according to the respondents' perspectives (Table 4).

In Table 5, the values of β indicated that standardization and specification of managers' performance had the highest impact on enhancing collaboration among management organizations among the proposed strategies.

5. Discussion

Management in providing services to rural areas in Iran has faced various structural challenges similar to other levels of territorial management. This study aimed to identify strategies to enhance collaboration among management organizations in providing services to peripheral rural areas of Khash City. According to the results, economic and social actions in the direction of rural management performance, adoption of a good leadership style, coordination, alignment of duties and authorities among organizations, and standardization and specification of managers' performance were identified as strategies for enhancing collaboration among management organizations to improve service delivery in rural areas. According to multiple regression analysis, the proposed method by experts can be a significant strength in providing services to rural areas. Among the proposed solutions, standardization and specification of managers' performance have shown the highest impact on enhancing collaboration among management organizations.

Table 3. Regression analysis

Multiple correlation coefficient	Coefficient of determination	Corrected coefficient of determination	Criterion error
0.643	0.744	0.722	0.4367

Reference: Research results, 2023



Table 4. Regression analysis based on the existence of a relationship between solutions and service

Components	Sum of squares	Average of squares	F test	Significance level
Regression effect	2.366	0.243		
Remainder	1.171		19.541	0.000
Total	3.537	0.024		

Reference: Research results, 2023



Table 5. Intensity coefficients of relationships between the promotion of cooperation among management organizations and the provision of desirable rural services

Variable	Standard coefficients		Standardized coefficients β	T	Significance level
	β	Error β			
-	0.675	0.116	-	-	-
Economic and social actions in the direction of rural management performance	0.184	0.038	0.299	13.231	0.000
Adoption of a good leadership style	0.145	0.026	0.411	15.443	0.000
Coordination, alignment of duties and authorities among organizations	0.177	0.031	0.321	13.324	0.000
Standardization and specification of managers' performance	0.169	0.021	0.443	16.554	0.000

Reference: Research results, 2023



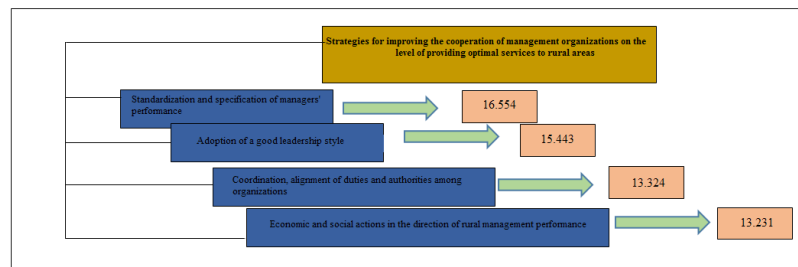


Figure 2. Schematic model of strategies for improving the cooperation of management organizations on the level of providing optimal services to rural areas, Reference: Research results, 2023



The standardization and specification of managers' performance were identified with semantic units, including structural-functional interactions in the management sector, elimination of administrative bureaucracies among organizations, and management system reform. In this regard, participants emphasized that to improve collaboration among organizations, it is necessary to eliminate rigid laws preventing the provision of services to rural areas within the bureaucratic system. Additionally, they highlighted the importance of correcting the regulations of rural institutions to address legal and regulatory obstacles to service delivery. Participants also emphasized that rural management's appropriate and clear position in the country's overall management system is rare. This lack of clarity hampers transparent commitment to collaboration among organizations. Therefore, it is essential to promote a policy of harmonization in rural management and transparently define and reassess the tasks of each organization to establish the correct position of rural management in development planning.

Furthermore, careful attention should be paid to reforming the management system by standardizing and specifying the appropriate performance of managers in related organizations. In this regard, it is worth mentioning that managers' inefficient activities (Jihad-e Sazandegi, Dehyar, Islamic Council, etc.) should be identified for providing services to rural areas in Khash. Ultimately, the financial payment systems in these organizations should be reformed. Some elites have pointed out that sometimes, the lack of coordination among organizations is rooted in the instability of their financial resources. Therefore, monetary payment systems need to be stabilized.

The second effective strategy is adopting good leadership. Participants acknowledged that, in many cases, the need for coordination among organizations in providing services to rural areas in Khash is due to the lack of participation of rural residents. This lack of involvement is derived from the need for more trust between

the people and officials. It is imperative to leverage the collective potential of the people in rural areas and use local community organizations and non-governmental institutions to provide services effectively. Furthermore, to implement good leadership among organizations, it is recommended to increase interactions and communication among them and foster constructive collaboration. It is proposed that organizations should be aware of each other's intentions and purposes, leading to organizational coherence. Other effective measures for good leadership include improving the efficiency of managers through increased awareness and knowledge of leadership styles, providing relevant training on management concepts and leadership, and ultimately using experienced managers with specialized education in this field.

Coordination and alignment of organizational tasks and authorities are the third effective solution for corporate collaboration. This involves semantic units such as prioritizing coordination in organizations, evaluating human resources skills, eliminating competition among organizations, reducing non-expert opinions of some managers, focused guidance among organizations, and forming specialized teams of organization managers to provide desirable services to rural areas. According to the perspective of experts, it is essential to assess organizations' priorities in delivering services to rural regions by establishing a think tank of experts and opinion leaders. It is also crucial to identify methods for achieving common goals among them. On the other hand, a significant challenge in organizational collaboration is the need to recognize human resource skills within organizations. It emphasized evaluating human resources regarding negotiation skills, persuasion, acceptability in undesirable service delivery, and consensus-building. By eliminating task segregation, specializations, and unhealthy competition among organizations, various organizational units can be integrated, preventing the isolation of different parts of organizations. Moreover, focused guidance among organizations can positively impact providing services to rural areas. It is suggested that information

and news related to service delivery be organized in a comprehensive database to create a familiar operational image for organizations involved in rural development. This can be achieved by forming a specialized team of managers, analyzing strengths, weaknesses, opportunities, and threats, and proposing practical solutions for providing the right services to rural areas. However, during these sessions, it is crucial to prevent personal opinions, lack of belief in collective and participatory work, and weaknesses in program-oriented perspectives.

Finally, the fourth effective strategy is economic and social actions in line with the performance of rural service management. Observing the principles of economic efficiency in distributing facilities and equipment among organizations is recommended. Costs can be reduced by adopting collaborative approaches and adjacency in service delivery and establishing organizations affiliated with local councils and assemblies. Legal mechanisms should also be in place to obligate rural management to be responsive to local people. The results of this research are in line with the findings of other studies by Rokneddin Eftekhari et al. (2020), Babazadeh et al. (2022), Jacaka (2016), and Sun et al. (2021).

Acknowledgements

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Conflict of Interest

The authors declared no conflicts of interest.

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