# Identification and Determination of Dimensions of Tourism Management Model in Tehran

**Mahmood Ziyaei**
Associate Professor, Department of Tourism Management, Faculty of Management and Accounting, Allameh Tabatabaei University, Tehran, Iran
**Davoud Abbasi Karjegan***
Ph.D. student of Tourism Management, Faculty of Management and Accounting, Allameh Tabatabaei University, Tehran, Iran
**Gholamreza Kazemian**
Assistant Professor, Department of Public, Urban, and Entrepreneurship Management, Faculty of Management and Accounting, Allameh Tabatabaei University, Tehran, Iran
**Mahdi Karoobi**
Associate Professor, Department of Tourism Management, Faculty of Management and Accounting, Allameh Tabatabaei University, Tehran, Iran

**Received: 2015/05/24** **Accepted: 2015/10/10**

**Abstract:**
Tourism, as a modern phenomenon, has an economic nature. It is of great importance for those countries having this capacity. The purpose of this research is identification and determination of dimensions of tourism management model in Tehran based on managers and experts' opinions in tourism field by using the ramification pattern of the tertiary branches for designing and developing urban tourism management model in accordance with economic, socio-cultural, political and environmental conditions of Tehran. This research has quantitative entity. It is applied in terms of purpose done in descriptive-survey method. To collect primary data, the assessment tool in the form of closed questionnaire included 55 items in five options Likert scale was designed after studying theoretical foundations and literature tourism subject. Face and content validity were used for questionnaire. To assess reliability, Cronbach's alpha coefficient was used and the value of 0.94 was estimated. Statistical sample were 400 academic experts and managers in the field of tourism in Tehran. 371 valid questionnaires were collected from them. In this research, three hypotheses were proposed, and for data analysis, factor analysis and structural equation modeling were used as well. The results of the data analysis show that factors affecting the management of urban tourism in Tehran are in three dimensions including structural, environmental, and content. Designing three-dimensional model of urban tourism management based on the pattern of three ramifications can be a base for tourism policy and planning in Tehran.

**Keywords:** tourism, Tehran tourism, Tehran, management, model
**JEL Classification:** G20, Q01, R10, C30, N95

*Corresponding Author: mdziaee@gmail.com

The Scientific-Research Quarterly Journal of Urban Economics and Managementl
ISSN: 2345-2870
Indexed in: ISC, SID, Noormags, RICeST, Ensani, Magiran
www.Iueam.ir
Vol. 4, No.13
Winter 2016
Pages:

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

## 1- Introduction

Cities are considered as a place for leisure and recreation in addition to living and working environment. Tourists take advantage of many attractions and facilities of cities for recreation. Physical and social structure of urban environments prepares suitable condition for tourists and it provides a wide variety of tourism opportunities for them (Ziyaei and Abbaspour, 2011). That is why city management generally looks urban tourism as a necessity in developed countries and applies all its capacities and potentials to activate this gainful and profitable sector.

Tourism is a multi-dimensional and multi-sectoral phenomenon that it has an important role in the growth and development of tourism areas and destinations as a profitable economic activity. Tourism, as a modern phenomenon, originally has an economic entity (Papli Yazdi and Saqayi, 2006). It has a particular role and importance for those countries having this capacity. Tourism industry has changed into one of the most profitable industries in the world at the beginning of the third millennium. Direct and indirect interests in the development of this industry could provide economic growth as well as employment for millions of people in the world. Over the past six decades, tourism industry could achieve high growth as well as significant expansion compared to other economic sectors. The number of tourists has reached from 25 million people in 1950 to 277 million people in 1980, 438 million tourists in 1990, 528 million in 1995, 681 million in 2000, and 880 million tourists in 2009 (UNWTO Tourism Highlights, 2010). Increasing the number foreign tourists from 25 million people in 1950 to 1 billion and 35 million tourists in 2012 in the world indicates developing and growing trend of this industry (UNWTO Tourism Highlights, 2013). In addition, the estimations of UNWTO for the future indicate that the growth of this industry will be highly accelerated and it may reach to 1.6 billion tourists by 2020 (http://www.unwto.org/facts/eng/vision.htm).

Tourism industry is dynamic with unique features including important part of economic and product activities of developed and developing countries (UNWTO, 2007). Tourism management is of great importance because of its service-based nature (Ziyaei and Torabahmadi, 2013). Organization for Economic Co-operation and Development (OCED), with relatively limited definition of tourism, has concluded that tourism is the second largest sector of services in international experiences after banking and it is a source of life for many countries. For instance, tourism constitutes 14% of GDP[1] in France, 16.1% in Italy, 12.8% in Britain, and 12% in the U.S. It has been one of the three important revenue resources and the biggest exporting services in most estates of the U.S. (Martin, 2005). The world tourism industry has earned $ 3.1 trillion from one billion and 35 million tourists in the world in 2012, including 6% of the total value of exports of goods and services. In addition, 9% of GDP and one job out of 11 employments have been related to this industry (UNWTO Tourism Highlights, 2013).

1- Gross Domestic Product(GDP)

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

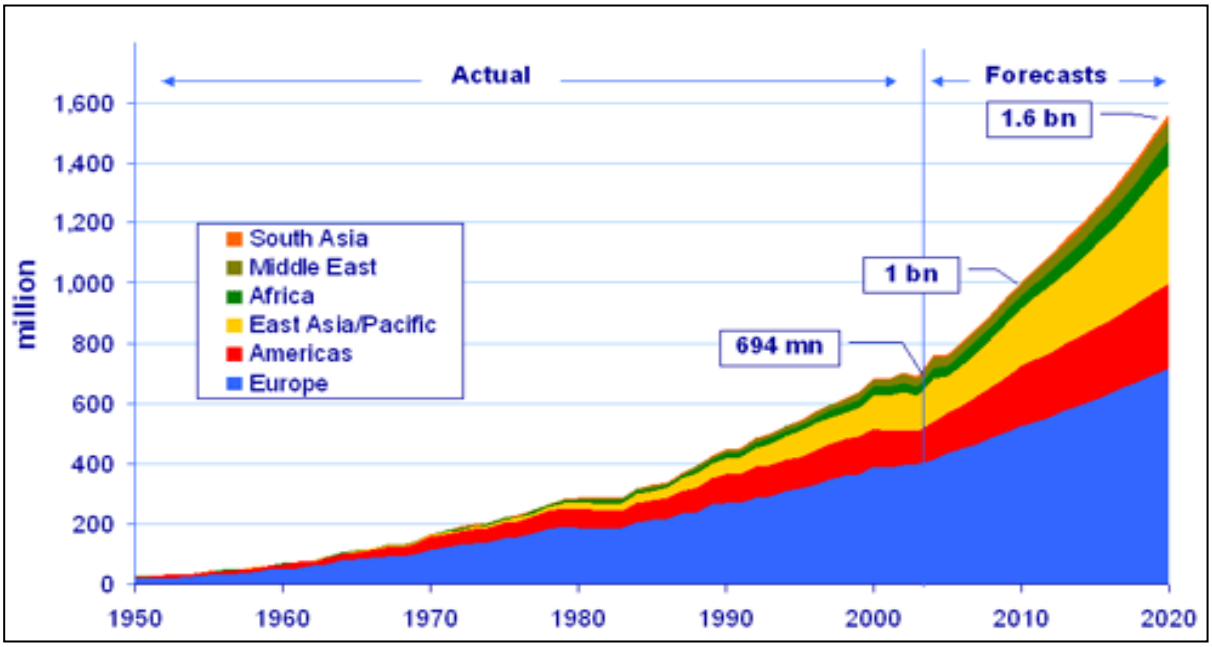



**Diagram1.Estimation of tourism rate during 1950 to 2020**

**Source: (World Tourism Organization)**

According to the WTO[1] and COMCEC[2], 3 million and 354 thousand tourists visited Iran in 2011 and the amount of the proceeds from their entry was 2 billion and 381 million dollars (UNWTO Tourism Highlights, 2013); (COMCEC Tourism Outlook, 2014). In addition, according to the last report of WTTC, the average direct share of travel and tourism GDP was 8.2 billion dollars in Iran in 2013 and travel and tourism sector has created 414500 jobs directly (1.9% of total employment) (Travel & Tourism Economic Impact, 2014). Thus, we see that tourism sector has great importance and potential for economic development and employment in Iran. On the other hand, according to the predictions in "development perspective document of cultural heritage and tourism," Iran's share of global tourism should be increased from 0.09 in 2004 to 1.5 percent by 1404. It means absorbing about 20 million tourists, increasing Iran's share from 0.07 per cent to 2 per cent in 1404, and earning about $ 25 billion income from tourists entering into the country.

The importance of tourism does not only limit in the economic dimension; it has been noted and emphasized in our religious culture as well. There are many verses in the Holy Quran, which directly or indirectly refer to tourism (Shafaqi et.al, 2012; Karimian Sardashti, 2004; Yaqubi, 1998).

Tourism plays an important role in the process of cultural convergence of Islamic countries in various forms including recreational, commercial, religious, sporting, pilgrimage and the

1- World Tourism Organization

2- Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

growth of socio-economic products, unity of Islamic societies, development and evolution of values, traditions, and customs are influential in scientific interactions (Shamaei, 2009). Moreover, tourism attracts passengers to metropolises i.e. revenue and profit for organizations that tourists spend in them. On the other hand, necessary facilities are provided for tourists in metropolises. Obtained revenue from tourism creates more income, money transfer, and finally urban economy boom in metropolises (Alvani and Dehdashti, 1984). In fact, tourism has shaped a strong foundation in the dynamism of urban economy in metropolises and it has a direct relationship with tourist index in metropolis environments. Generally, tourism is considered as an essential resource to maintain earnings and capital accumulation in metropolises in post-modern era; therefore, metropolises try to achieve a great and stable position in the international map of tourism (Russo & Borg, 2002).

Historically, one of the revenue resources of cities is providing services and facilities to people; therefore, one of the duties of city management system is preparing the proper ground for economic, social, and cultural activities by presenting worthy services with high quality. Presenting service activities such as recreational and catering facilities pave the way for progress and development of urban tourism (Timothy, 2005). In fact, tourism is one of the important economic issues that needs evaluation of competition environment, defining and determining goals, judgment among various options for investing, and preparing and creating appropriate and commercial structure of urban management products for many city managers and officials. The importance of urban tourism in developing countries is to the extent that mayors compete with each other in creating infrastructures and new tourist attractions, as well as introducing their city. Officials of cities such as Paris, Beijing and Madrid try to help city development with the growth of tourism industry. There is strong competition among different city mayors in Italy. They actively advertise their services to tourism agencies (Dinari, 2010).

Generally, it can be said that tourism attractions in each area is considered as a part of its particular capital. The development of this industry in developed and industrial countries results in diversification of revenues, reduce in imbalance in economy and developed countries, opportunity for exports, generating foreign exchange, and creating employment (Witt and Moutinho et al., 1994). It requires effective management of tourism destinations. Destination management is the most difficult issue that tourist managers confront with them in the 21th century. It needs the interpretation of new rules of the game, and redefinition of performance, effectiveness and productivity on a global scale (Buhalis & Costa, 2006). Tehran has the ability to exploit the economic and cultural opportunity with different tourist attractions. Optimal utilization requires effective tourism management based on a model appropriate with the conditions of this metropolis.

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

There is a strong interactive effect among economic, political, environmental, and social elements in tourism activity (Lee, 2000). Therefore, developing tourism management model for Tehran needs identifying influencers on this field more than anything else. In this regard, the main goal of this research is identification and detection of urban tourism components and indexes in Tehran. Three-dimensional model was used for this purpose. According to presuppositions of this model, it can be said that each theory presenting about tourism management in Tehran should include three following main dimensions:

1. Structural dimension: structural elements include all elements, factors, and physical and inhumane conditions joining with discipline and certain regularity, and forming tourism management framework of Tehran. There are management structure, technology, and software and hardware support systems in line with policy-making, planning, and targeting Tehran's urban tourism at this level.

2. Content dimension: this level includes all related factors with human forming the content of the structure. In this regard, all factors related to involved people in this process such as managers, employees in related organizations, tourists, and host society form the main content of Tehran's tourism management structure. Content or behavioral level; it includes objective and observable events that they are the consequences of policy-making and decision-making of involved organizations in tourism field.

3. Context (environment) dimension: context factors: they include environment and external conditions affecting structure and content dimensions (Mirzayi Aharnajani, 2002) and include influential variables of national and international environment.

The relationship between structure, content, and environment factors is so that no phenomenon or event in urban tourism field can occur without the interaction of these dimensions. It reveals proposing theory in the three-dimensional framework and helps us in developing tourism management model appropriate with Tehran's ecosystem.

## 2- Literature Review

There is a disagreement regarding research in urban tourism field. Some researchers noted "evident complex entity of urban tourism and limited research in this field" (Edwards et al., 2008) while some others believe that emphasizing on limited research is not acceptable in this field considering that this area has been known as a developed one before. Only a simple search using the word "urban tourism" indicates that there are 800 cases of relevant literature at Leisuretourism.com and 1300 sources at Scopus citation database. This shows a logical situation of research in urban tourism field (Ashworth & Page, 2011). It seems that the reason of disagreement is overlapping different types of tourism with each other. Some of Iranian and foreign researches in urban tourism will be mentioned in the following:

a) Foreign researches

In this regard, the researches done by Mbaiwa (2010) entitled "Makgadikgadi

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

Framework Management Plan" can be mentioned.

This project has been implemented by Department of Environment, Ministry of the Environment, Wildlife and Tourism of the Republic of Botswana with cooperation of applied research center aiming to organize tourism condition in Makgadikgadi National Park that is the world's largest salt desert (Department of Environmental Affairs & Centre for Applied Research, 2010).

The research team investigated possible models of tourism operations and their appropriateness for ten selected areas at Makgadikgadi national park having tourism potential and they suggested following appropriate models:

- Government Tourism Models
- Private Sector Investment and Operational Models
- Community-Based Tourism Models
- Donor-Development Agency Models

Modsching et.al, (2008) used global technology and locating for preparing spatial distribution map of urban tourists in order to detect their network behavior and modify spatiotemporal budgeting method. Shoval & Raveh (2004) did another research for identification of routes used more by urban tourists.

McKercher & Lau (2008) in a study studied way of tourists' movement in a tourist destination using Global Positioning System (GPS) based on six key factors including: areas, the number of trips per day, number of stops, participation in one-day economic tours, participation in particular trips, and multi-stop travel models

b) Iranian Researches

Azadi (2013) believed that researches in the field of tourism in Iran have been addressed to urban tourism from the perspective of its economic benefits, consumer behavior (tourist) in tourist destination, as well as tourist attractions of a city as tourist destination.

Ziyaei and Abbaspour (2011) in a research entitled "Tehran's quality assessment of urban tourism product from the perspective of inland tourists" concluded that Tehran has several potentials for attracting tourists, but it is not in a good position in competitive tourism market due to lack of understanding the expectations and preferences of tourists.

Ziyaei and Farmani (2011) studied individual and professional qualities of tour leaders in Tehran from the perspective of European tourists by using performance assessment model.

Tavangar et.al, (2013) examined and analyzed tourism management structure in two pilgrimage cities of Vatican and Holy Mashhad in a comparative study by using tourism destination management model. The results indicated difference in the structure of management, organizing tourism, the type and combination of tourism in the mentioned cities, and success and superiority of Vatican in absorbing and organizing religious and non-religious tourists.

Noting that poor managerial inefficiencies of tourism facilities and services have caused many losses to city tourism of Holy Mashhad, Zargham and Tohidlou (2011) considered determining optimum model for effective management and organizing tourists' affairs as

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

inevitable necessity. They asked the opinions of experts regarding current and ideal state in Holy Mashhad by using destination management Ritchie and Crouch model. The result showed that there is a gap between the desired and current situation in all indexes of this model.

### 3- Theoretical Principles

Urban tourism is a mutual performance of tourist-host, creating tourism environment regarding travel to urban areas with different motivations, visiting tourist attractions, and using facilities and services related to tourism. It remains different impacts on urban economy and environment (Papli Yazdi and Saqayi, 2013). Since cities are prime tourist destinations, and many of their attractions are interested by tourists, this form of tourism in cities also comes with some sort of leisure (Rahnamayi, 2013). Today, cities, both as tourist's origin and destination, have particular position. Many experts believe that urban tourism will be on the first rank in the future among other types of tourism due to speed of communication, increase in citizens' level of culture and their living standards (Kazs and Putyh). Therefore, cities should be designed based on tourism; they will have recreational approach in future (Pourahmad, 2013). Urban tourism is considered as one of the positive consequences of globalization in this approach emphasizing on localizing features and attractions (Papli Yazdi and Saqayi, 2013). Tourism has many adherents in Iran. Studying 20 important cities in Iran regarding number of travels in spring 2013 has indicated that Holy Mashhad, Tehran, Shiraz, Isfahan, Qazvin, and Qom had the most number of travels. It is necessary to consider that tourism model is different in these cities regarding the type of travel. Most travels were overnight stay in Holy Mashhad, Tehran, Shiraz, Isfahan, and Qom, and they were without overnight stay in Rasht and Qazvin (the results of the survey of national tourists- spring 2013).

The analysis of available data for the city of Tehran in the report of "the results of the survey of national tourists- spring 2013" has indicated that Tehran was hosted the most with 3461796 travels after Holy Mashhad. 2504105 travels (72%) were overnight stay and other ones (28%) were without overnight stay showing considerable capacity of Tehran in this field.

Experts believe that big cities have large and diverse capacity in tourism products sector (Rahnamayi, 2007). Cities like Paris, London, and New York have many attractions. Cities are the first and the most important spaces in France considered and visited by tourists (Kazs and Putyh). Tehran has also necessary capacities for tourism. This is the largest city in the Middle East and the 16$^{th}$ most populated city in the world. It can be considered as one of the most important metropolises. Tehran, a capital with more than two hundred years old, not only is the political and commercial-administrative center of Iran, but it is also recreational, sporting, scientific, and research center. Each of these places has tourism value with particular attraction to absorb different types of tourists. Tehran has

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

many tourist attractions. Typologically, manmade attractions are dominant with having national function level. The studies of "Tourism Master Plan of Tehran" indicate that 46.34% of Tehran province's tourist attractions are manmade, 37.8% cultural ones, and 15.58% natural with local function level utilizing mostly by one-day tourists living in Tehran. In addition, the results show that city of Tehran has 79.2% of total 48 national attractions in Tehran Province (Ziyaei and Abbaspour, 2011); therefore, it can be said that Tehran may become one of the urban tourism hubs if infrastructure facilities and services of tourism are provided and tourism destination management is applied effectively.

Unfortunately, Tehran's attractions are less considered by tourists. Bustle, crowds, traffic, air pollution and many other items may be counted as its reasons. These factors result in leaving Tehran those who visit this city for business, office, and medical tasks. However, good conditions can be prepared with appropriate planning for those who visit Tehran in order to devote much time to enjoy its attractions. All factors affecting in decision-making should be regarded and involved for urban tourist attractions planning in order to choose the best option among available alternatives (Inskeep, 1991). This requires appropriate model for urban tourism management and decision-making in its framework. One of the very relevant fields with urban tourism is the issue of free time. Even though presented statistics regarding ways of spending leisure time in Iran are not reliable due to lack of report progress, reports of Statistical Center of Iran indicate that the average time that up to 15-year-old population devoted their time to recreational and cultural activities during autumn 2008 to spring 2009. The results of statistical project of leisure time (spring 2009) show that this time reached to 10 minutes in winter 2008 and 19 minutes in spring 2009 from 8 minutes in autumn 2008. Thus, it seems that city management should plan for spending citizens' free time. One of the options in this matter can be the use of this capacity for development and promotion of urban tourism in Tehran. Although tourism issue and its effect on development process of city is not to be considered in many urban development projects. (Kazs and Putyh), the growth and development of tourism industry in recent decades, considering it as one of the major economic activities by developed and developing countries, and the competition of most destinations for absorbing tourists have made planners pay attention to two important subjects for increasing obtained revenues from tourism activities. Firstly, increasing tourists' satisfaction and promoting the enjoyment and quality of the tourism experience, and secondly trying to protect the interests of host communities (Kazemi, 2013). However, the research results of Ziyaei and Abbaspour (2011) show the City of Tehran is not in a good position in competitive tourism market due to lack of understanding tourists' expectations and preferences despite having many capabilities for attracting tourists. Entering into the competitive market of urban tourism

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

sector and competition with other countries for absorbing tourists require attention and development of a comprehensive and predefined roadmap and framework. Its achievement is possible through designing and developing Tehran's tourism management model.

Geographical location is one of the city's capabilities in absorbing tourist. Cities may be ports of entry and exit of tourists into a country or region. They may change into a base for tourists travelling into areas near that city (Kazs and Putyh). Tehran, as a capital, has this capacity. Many foreign tourists start their program from Tehran. There are few places in the world that can reach to ski resort from downtown in less than an hour while this is possible in Tehran.

Museums are one of the other places absorbing urban tourists. Urban tourism has high capacity to absorb tourist in Tehran particularly in the museum sector. Visitors' statistics from two important museums in Iran (money and time) during 2000 to 2012 indicate that the highest number of visitors from time museum in 2000 and 2001 has been 45 and 38 thousand people respectively and to money museum in 2005 and 2008 were 29 and 28 thousand visitors as well. It shows fluctuations and failure to maintain stability in the process of increasing visitors so that 50 thousand people visited these two places totally in 2011 and it has been reduced to 36 thousand visitors in 2012. This decline is 58.8 per cent for money museum and 12.1 per cent for time museum (Tehran's statistical sheet, 2012). Thus, it seems that this sector has high capacity, but exploiting it requires management and planning.

Towers (Azadi and Milad), Bazaar, City Theatre, Ghazali Cinema Town, museums (time, national museum of Iran, contemporary arts, nature and wildlife, Holy Defense Garden Museum), spectacular palaces (Sadabad, Golestan, and Niyavaran), recreational-sporting parks (Iranian, Mellat, Saei, Nahjolbalagha, Javanmardan, Jamshidiyeh, water and fire, etc.) forest parks (Chitgar and Lavizan), shopping centers (Hyper star and Tehran Mal), and many other historical and religious places are some of Tehran's tourist attractions. Meanwhile, some tourist attractions have trans-regional capacity to absorb tourists such as Touchal cable car and Chitgar Lake.

Tehran has many valuable actual and potential facilities with historical, natural, social, and cultural talents in terms of tourism and a variety of programs have been implemented so far aimed at developing tourism in this area for this purpose. These programs could partially apply some part of natural, historical, and cultural capital of this area in the service of tourism and they could help tourism development. These achievements are slight compared to its talents and capacities. They could not develop the area successfully and appropriately in accordance with its talents and facilities. Perhaps one reason is that these programs and models are often drawn from quantitative, intellectual and economic approaches. They could not identify the issues of urban tourism development in Iran and similar societies and show us favorable development strategies of

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

tourism (Kazemiyan and Azadi, 2011). Looking at the results of the study shows that undoubtedly, tourism management style has an important role in its results and consequences. Experts believe that the most important factor in tourism development of an area is how to manage these activities (Papli Yazdi and Saqayi, 2013). Important steps can be taken in planning and organizing tourism industry by identifying and analyzing elements and components of the tourism system and their relations and interactions with each other (Ebrahimzadeh et.al, 2012). The management and the order of urban tourists' affairs, including foreign or Iranian, require effective management. Currently, it is one of the most important urban tourism industry issues. However, the results of some researches indicate that the trustee organization for tourism (Iran Cultural Heritage, Handcrafts and Tourism Organization) does not have designed structure and functions for management and marketing to Iran's destination. Foreign marketing activities of destinations and development of internal activities of destinations that are considered as the most important duties of destination management are not accomplished effectively in this organization currently (Farzin and Safari, 2009). Therefore, it seems that there are various reasons despite existing flaws and weaknesses in tourism arena, but they all can be considered relevant with tourism management model; this research tries to identify dimensions and components of Tehran's tourism management model.

**4- Research Method**

This research has quantitative entity and it is applied in terms of purpose done in survey-descriptive way. Its main purpose is to identify and prioritize the model. The scope of research factors affecting Tehran's tourism management is urban tourism in Tehran in summer 2015.

Library deeds and documents were used as well as research-made questionnaire for data collection. To prepare questionnaire, after investigating theoretical principles and literature of urban tourism, legal documents related to tourism in Iran were studied. The indexes and components were detected and extracted by analyzing laws, regulations, and circulars, and generally legal-written documentation in tourism field. For this purpose, referring to the database of Majlis Research Center, the word tourism was searched from 2001 to December 22, 2014. Its result was 206 records. In other words, the word "tourism" was applied 206 times in the Majlis Research Center's documentation.

14 deeds related directly with tourism were detected after examining all contents of found records. The perspective and development strategies of Tehran city and second 5-year plan of Tehran Municipality (2012-2018) were detected and analyzed in the documents. Finally, according to library studies, developing theoretical principles, and literature in urban tourism, the second chapter of thesis was selected as one of the analyzable documents. The final list of relevant documents that have been used to analyze has been coded and shown in table1.

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

**Table1. Used documents for analysis**

| Code | Document Title |
|---|---|
| 01 | Perspective Document of the Islamic Republic of Iran 1404 |
| 02 | Tourism from perspective of Supreme Leader (Zeyd Azeh); a report of Majlis Research Center, Serial number: 13089, date: July 22, 2013 |
| 03 | The general policies of the Fifth Plan for Economic, Social and Cultural Development of Islamic Republic of Iran |
| 04 | Fifth Plan for Economic, Social and Cultural Development of Islamic Republic of Iran |
| 05 | Perspective Document development of cultural heritage and tourism 1404 |
| 06 | Cultural heritage and tourism law enacted on January 13, 2004 |
| 07 | Law to include provisions to regulate part of government's financial regulations enacted on November 6, 2005 in the parliament, Subject of Article 224 of the fifth five-year development plan law with applying reforms |
| 08 | Prospects and development strategies in Tehran based on structural -strategic development plan in Tehran (Tehran master plan) |
| 09 | Second Five-Year Plan of Tehran Municipality (2014-2018) |
| 10 | Act of the Council of Ministers, October 16, 2005 |
| 11 | Act of the Council of Ministers, October 25, 2006 |
| 12 | Act of the Council of Ministers, November 1, 2006 |
| 13 | Act of the Council of Ministers, January 10, 2007 |
| 14 | Act of the Council of Ministers, June 29, 2008 |
| 15 | Act of the Council of Ministers, November 1, 2008 |
| 16 | Act of the Council of Ministers, June 19, 2013 |
| 17 | Theory and literature of tourism (second chapter of the thesis) |

**Source: (Researchers' studies)**

Content analysis method was used to analyze documents; therefore, 77 statements connected with tourism were detected and selected based on analysis and interpretation of statements by studying 17 obtained documents in the first step and applied key words in them and related component(s) were determined and they were devoted to one of the structural, environmental or contents dimensions. A sample of analysis has been shown in table2. Then, in order to determine increase the reliability and validity of the model, a questionnaire was set and the importance of each component and indicators was determined by asking the opinions of academic experts and activists in the field of tourism. Finally, conceptual model of research was designed based on three-dimensional model including structural, environmental, and content.

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

**Table2. Content analysis of documents related with tourism**

| Row | Source Code | Statement | Analysis/ interpretation/ key words | Component | Dimension |
|---|---|---|---|---|---|
| 1 | 01 | Having advanced knowledge, capable to produce science and technology, dependent on top share of human resources, social capital and national product | - Increase in the share of human resources in national product<br>- attention to the role and importance of human resources in tourism field (managers, officials, academic experts, governmental and no-governmental experts and specialists) | Human resources | structural |
| 2 | 01 | Obtaining the first economic, scientific, and technologic position in Southwest Asia region (including Central Asia, the Caucasus, the Middle East and neighboring countries) emphasizing on software and science production movement, rapid and continuous economic growth, relative promotion in revenue of per capita and achieving to full employment | - Using the capacity of tourism to achieve first economic position<br>- The role of tourism on economic growth<br>- The relationship between the revenue of per capita and tourism<br>- The relationship between employment and tourism | Economic environment | environmental |
| 3 | 01 | Having constructive and influential interaction with the world based on dignity, wisdom and expediency principles | - Using the capacity of tourism for influential and constructive interaction with the world<br>- Absorbing tourists and helping to interact with other countries effectively and constructively | International environment | Environmental |
| 74 | 17 | Tourists have different motivations in visiting urban environment and they follow various goals as well. (Hall & Page, 1999) | - Tourists' motivations and goals | Tourists' behavior | Content |
| 75 | 17 | Behavioral features of tourists can be divided into four groups including; Selectivity, speed, non-repetition and variety seeking. (Ashworth & Page, 2011) | - Tourists' behavioral characteristics | Tourists' behavior | Content |

**Source: (Researchers' studies)**

Following hypothesis were designed and tested according to researches and studies based on three-dimensional model:

1. Structural factors affect Tehran's tourism management model.

2. Environmental factors affect Tehran's tourism management model.

3. Content factors affect Tehran's tourism management model.

The statistical population includes academic professors, managers, and active experts in the field of tourism in travel agencies and governmental and private organizations related with tourism in the city of Tehran. 400 questionnaires were distributed among them. Invalid

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

questionnaire was removed after primary collection and studies, and finally the analysis was accomplished by using 371 questionnaires. The measurement tool has been designed in the form of response package questionnaire including 55 items in Likert five-option scale. The items were designed carefully in order to be simple and clear enough. Face and content validity of the questionnaire (dimensions and items) were confirmed by academic professors and experts. The reliability was 0.93 in pre-test and 0.94 in the original test using Cronbach's alpha coefficient based on 30 distributed questionnaires among statistical population. The reliability of the questionnaire was confirmed at an acceptable level. The result of test reliability of measurement tool (dimensions and the questionnaire itself) in pre-test and original test has been shown in table 3.

**Table3. Test reliability results**

**Pre-test**

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 30 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .933 | 3 |

**Original test**

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 371 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 371 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .944 | 3 |

| **Dimension** | **Number of items** | **Cronbach's alpha values** | **Cronbach's alpha values** |
|---|---|---|---|
| Structural | 33 | 0.776 | 0852 |
| Environmental | 12 | 0.763 | 0.785 |
| Content | 10 | 0.791 | 0.845 |
| Total questions | 55 | 0.933 | 0.944 |

**Source: (Researchers' studies)**

SPSS-20 and LISREL-8.5 soft wares were used for initial data processing and statistical tests, and structural equation modeling respectively. This type of modeling is a method used to indicate, estimate, and test of hypothesis about the causal relationship between explicit and implicit variables (Zampetakis & Moustakis, 2006). It examines the relationships between the observed variables (questions) and latent variables (structures) using model fitting tests. This method has been used in this research in order to examine the relationship among

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

three-dimension (structural, environmental, and content) and Tehran's tourism management model.

## 5- Research Findings

Descriptive findings indicated that 52 per cent of respondents were men and 48 per cent were women. In terms of age, 58% of respondents were between 25 to 35 years old. In terms of education, 72% of them had B.A. degree and 85% of them were experts in terms of occupation. Table 4 shows further information with respect to demographic characteristics.

**Table4. Respondents' demographic characteristics**

| **Category** | **Male** | **Female** | **Without response** | **Manager** | **Expert** | **Faculty member** | **Without response** |
|---|---|---|---|---|---|---|---|
| **Frequency** | 189 | 173 | 9 | 39 | 313 | 16 | 3 |
| **Percent** | 52.2% | 47.8% | - | 10.60% | 85.05% | 4.35% | - |
| **Variable** | **Education** | | | | | | |
| **Category** | Diploma | A.A | B.A | M.A | Ph.D | Without response | |
| **Frequency** | 1 | 5 | 250 | 75 | 16 | 24 | |
| **Percent** | 0.29% | 1.44% | 72.05% | 21.61% | 4.61% | - | |
| **Variable** | Experience (year) | | | | | | |
| **Category** | To 5 | 6 -10 | 11 -15 | 16 -20 | 21 -25 | Without response | |
| **Frequency** | 139 | 154 | 35 | 26 | 5 | 12 | |
| **Percent** | 38.72% | 42.90% | 9.75% | 7.24% | 1.39% | - | |
| **Variable** | **Age** | | | | | | |
| **Category** | To 25 | 25 -35 | 35 -45 | 45 -55 | Without response | | |
| **Frequency** | 27 | 205 | 104 | 19 | 16 | | |
| **Percent** | 7.61% | 57.75% | 29.30% | 5.35% | - | | |

**Source: (Researchers' studies)**

Three hypotheses based on the impact of structural, environmental, and content factors on urban tourism model were proposed and tested in this study. Summary of results of the tests, model premises, and the relationship between hidden variables (three-dimension of the model) have been shown in tables 5 and 6.

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

**Table5. Average, standard deviation, and covariance matrix of latent among latent variables**

| variables | Average | Standard deviation | Significance level | covariance matrix of latent | | |
|---|---|---|---|---|---|---|
| structural | 3.872 | 1.22 | 0.000 | 1.93 | | |
| environmental | 2.963 | 1.46 | 0.001 | 1.72 | 1.85 | |
| content | 2.652 | 1.34 | 0.000 | 1.54 | 1.68 | 1.77 |

**Source: (Researchers' studies)**

**Table6. The results of structural equation modeling**

| Error level | T-Value | Significance level | Standardized path coefficient | Variables | |
|---|---|---|---|---|---|
| 0.039 | 28.07 | 0.000 | 0.82 | structural | $\gamma_1$ |
| 0.056 | 14.26 | 0.001 | 0.77 | environmental | $\gamma_2$ |
| 0.049 | 14.12 | 0.000 | 0.75 | content | $\gamma_3$ |

**Source: (Researchers' studies)**

As it has been shown in the above tables, according to the statistical tests, it can be said that regarding three variables, relevant statistics were significant and research hypothesis based on positive and direct impact of three-dimension (structural, environmental, and content) on urban management model are confirmed.

Factor analysis and structural equation modeling in two steps were used to assess model fitness. The results have been shown in diagrams 1 and 2. Several criteria are used in this method in order to examine the significance of models. According to Baumgartner and Homburg (1995) and Shook et.al. (2004), these criteria are Chi square indices ($\chi 2$), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Non-Normed Fit Index (NNFI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA). If equity hypothesis of variance-covariance matrix is confirmed and the value of GFI, IFI, NNFI, and CFI indexes to be more than 0.9 and RMSEA to be less than 0.1, the model will be appropriate and acceptable (Kalantari, 2009; Hooman, 2011; Qasemi, 2010, Arbuckle, 2011).

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

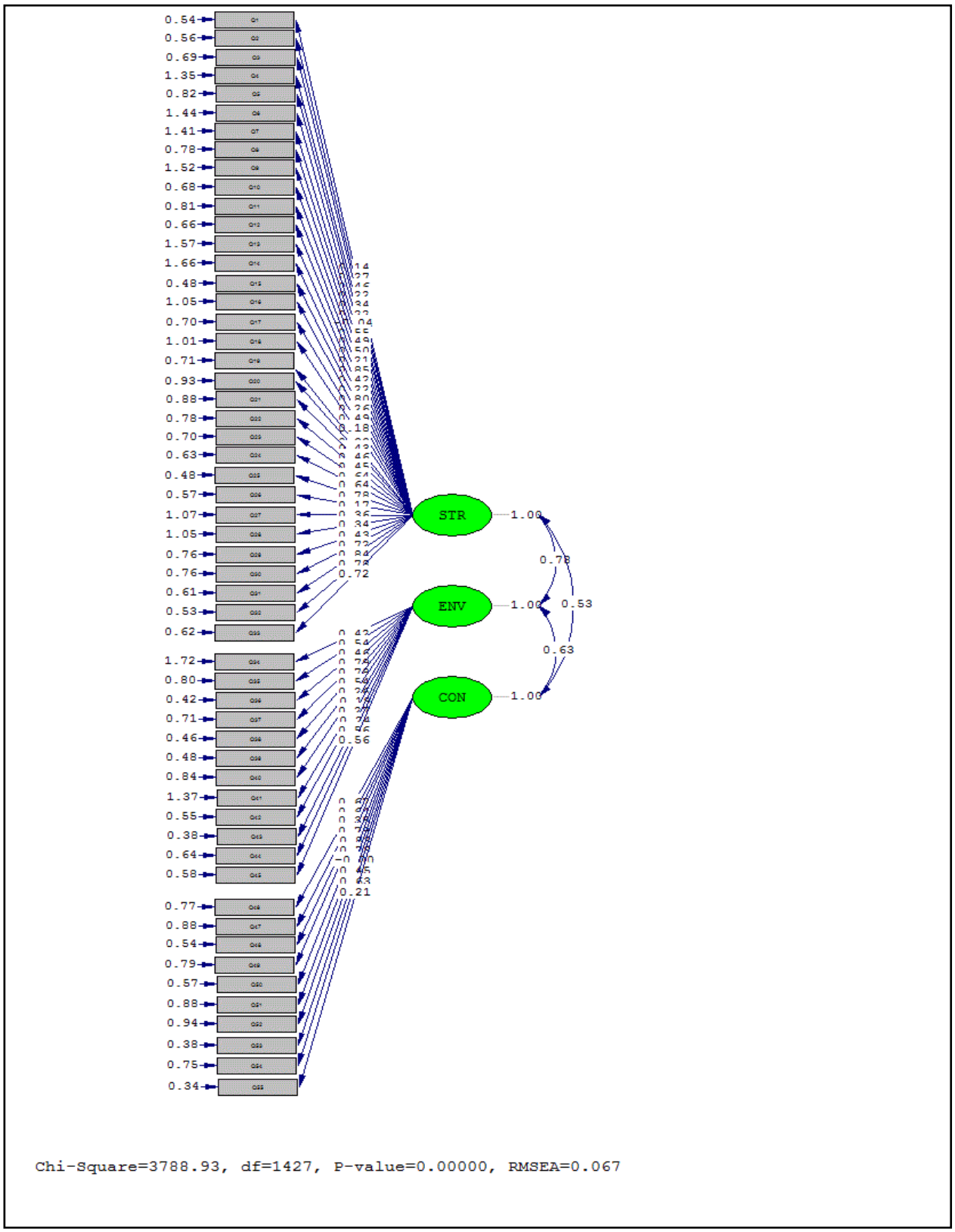



**Diagram2. Factor analysis and influential factors on urban tourism management (step1)**
**Source: (Software output)**

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

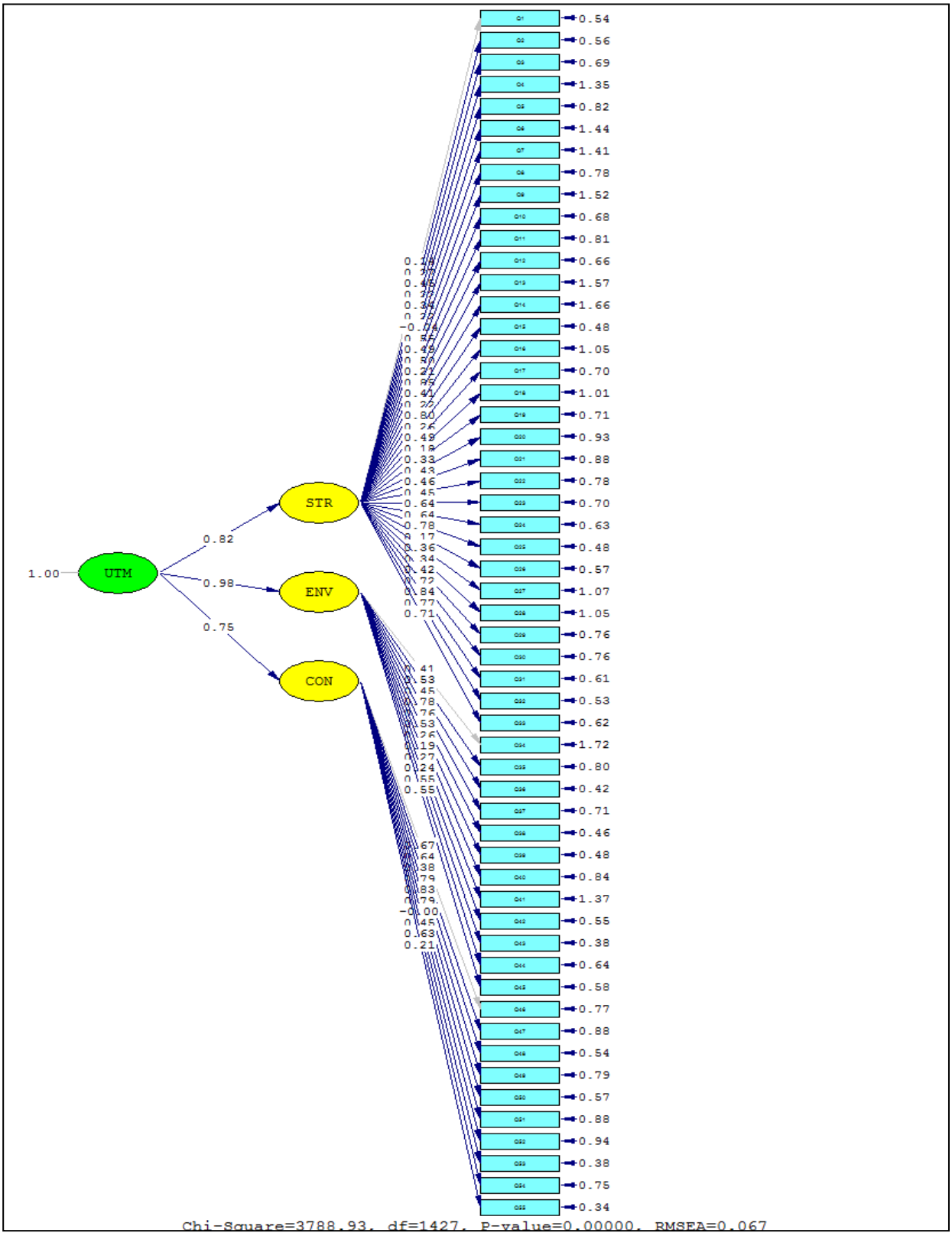



**Diagram3. Factor analysis and influential factors on urban tourism management (step2)**
**Source: (software output)**

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

As it has been specified in table7, the first criterion is ($\chi 2$) test results. It collects equality hypotheses of variance-covariance matrix and tests fitted model. The results indicate that an equality hypothesis of variance-covariance matrix is confirmed according to the obtained value (1.547). In addition, the values of other criteria in table 7 indicate that the model is in good condition in order to explain and fit.

**Table7. Model fitness indexes**

| Index | Obtained value | Acceptable value |
|---|---|---|
| $X^2$/df | 1.547 | Less than 3 |
| NNFI | 0.94 | More than 0.9 |
| NFI | 0.93 | More than 0.9 |
| GFI | 0.93 | More than 0.9 |
| AGFI | 0.94 | More than 0.9 |
| CFI | 0.92 | More than 0.9 |
| RMSEA | 0.067 | Less than 0.1 |

**Source: (Researchers' studies)**

In this regard, it can be said that the extracted model can be a suitable tool for designing and developing Tehran's tourism management model. Therefore, according to the results, the direction of Tehran's urban tourism management can be suggested as follows:

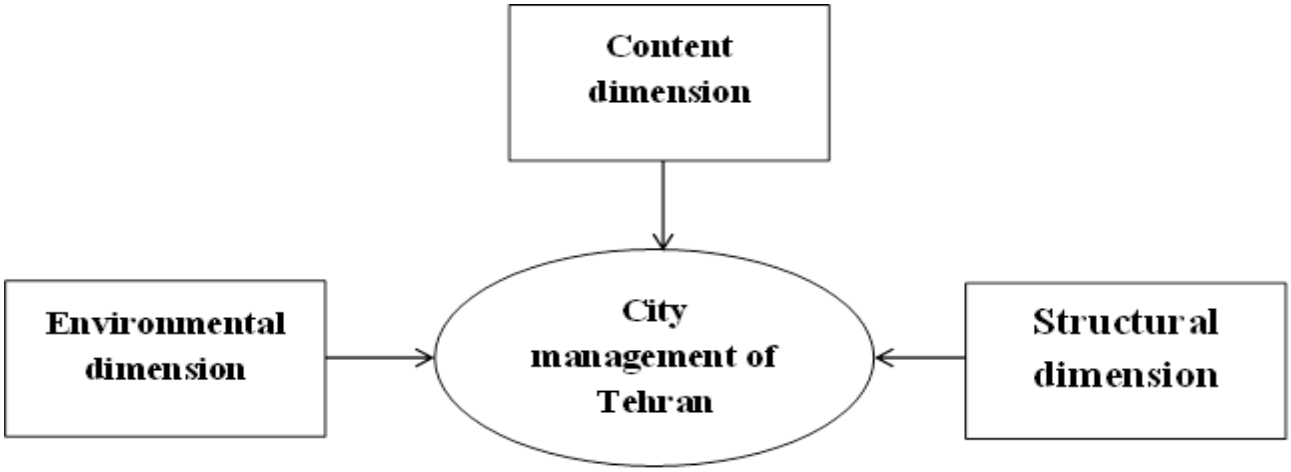



**Figure1. Suggested model for Tehran's tourism management**
**Source: (Researchers' studies)**

Friedman test was used in this research to determine priority and importance of three-dimension model from the perspective of respondents. Friedman test is used to examine the equality of prioritizing (ranking) numbers

[ Downloaded from iueam.ir on 2026-11-06 ]
[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

of dependent variables by people (Momeni and Fa'al, 2007, page 107). In fact, this test replies whether the importance of studied factors are equal from the perspective of respondents or in other words respondents' ranking from studied factors. The results have been shown in table8.

**Table8. The results of Friedman test**

**Ranks**

| | Mean Rank |
|---|---|
| Structural Fctors | 3.80 |
| Environmental Factor | 2.34 |
| Content Factor | 1.99 |

**Test Statistics[a]**

| | |
|---|---|
| N | 371 |
| Chi-Square | 768.284 |
| df | 2 |
| Asymp.Sig. | .000 |

a. Friedman Test

**Source: (Researchers' studies)**

## 6-Conclusion and Suggestion

There is a strong interaction among economic, political, environmental, and social elements (Lee, 1999). The results of data analysis presented in the previous part in detail show that it is necessary to pay attention to influential factors in designing Tehran's tourism management model. These dimensions are structural, environmental, and content ones in order of importance. Every element or component that plays role in the field of urban tourism fits in one of the three mentioned dimensions. The findings indicate that these elements should be considered in designing and developing Tehran's tourism management model. For this purpose, influential indexes and components on Tehran's tourism management model should be identified and detected in three-dimension form. In addition, it can be said that designing a three-dimension urban tourism management can prepare a suitable base for any attempt for Tehran's tourism policy-making and planning.

## 7- References

Ahmad Akhundi, A., Barakpoor, N., Khalili, A; Sedaqatniya, S., Safiyari, R. (2014). Measuring urban quality life in Tehran Metropolis, *journal of urban arts, architecture and urban development, 19*(2), 5-12.

Benton-Short, L., Short, J. R. (2013). *Cities and nature*. Routledge.

Bordalo, A. A., Teixeira, R., Wiebe, W. J. (2006). A water quality index applied to an international shared river basin: the case of the Douro River. *Environmental management*, *38*(6), 910-920.

Cities, L. (2007). *The Benefits of Urban Environmental Planning: A Cities Alliance Study on Good Practices and Useful Tools*. The Cities Alliance, Washington. OpenURL.

Cowan, R., Hall, P. G. (2005). *The dictionary of urbanism.* Vol. 67. Tisbury: Streetwise press.

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

Donovan, J. (2008). Achieving walkability. www.abp.unimelb.edu.au.

Economist Intelligence Unit Limited. (2011). *A Summary of the Liveability Ranking and Overview*. (www.eiu.com).

Ehrampoush, M. H., Halvani, G. H., Barkhordari, A., Zare, M. (2012). Noise pollution in urban environments: a study in Yazd city, Iran. *Polish Journal of Environmental Studies*, *21*(4).

Gharib, F. (2006). *Communicative network in urban design*, Tehran: Tehran University Publications.

Godschalk, D. R. (2004). Land use planning challenges: Coping with conflicts in visions of sustainable development and livable communities. *Journal of the American Planning Association*, *70*(1), 5-13.

Heylen, K. (2006). *Liveability in social housing: three case studies in Flanders*.

Hutabarat Lo, R. (2009). Walkability: what is it?. *Journal of Urbanism: International Research on Place making and Urban Sustainability*. *2*(2), 145-166.

Isaloo. A.A. (2011). *Diversity of land uses and its position in sustainability of urban neighborhoods*, M.Sc. thesis of urban development engineering, faculty of art and architecture, University of Kurdistan.

Isalou, A. A, Litman, T., Shahmoradi, B., (2014). Testing the housing and transportation affordability index in a developing world context: A sustainability comparison of central and suburban districts in Qom, Iran. *Transport Policy 33,* 33-39.

Kaal, H. (2010). A conceptual history of livability. City: analysis of urban trends, culture, theory, policy, action, 15(5), 533-547.

Kennedy, RJ, Buys, L. (2010). Dimension of liveability: A tool for sustainable cities. In *Proceedings of SB10mad Sustainable Building Conference*.

Knox, P.L. (2011). *Cities and design*. Abingdon: Routledge.

Lampe, D. (2004). *Toward a Vision of the Livable Community*. Alliance for Regional Stewardship press.

Leby, J.L., Hashim, A.H. (2010). Liveability Dimensions and Attributes: Their Relative Importance in the Eyes of Neighborhood Residents. *Journal of Construction in Developing Countries, 15*(1), 67–91.

Lesli, E., Coffe, N., Fran, L, Owe, N., Bauma, A., Hug., G. (2007). Walkability of local communities: Using geographic information systems to objectively assess relevant environmental attributes. *Health & Place 13*, 111–122.

Ling, O. G., Yuen, B. (2010). *World cities: Achieving liveability and vibrancy*.

Litman, T.A. (2012). Community Cohesion as a Transport Planning Objective. *Victoria Transportation Policy Institute*.

Lotfi, S; Saberi, S. (2012). Assessing urban quality of life by using MCDM (case study: urban areas of Yasooj), *the quarterly journal of geography and environmental studies*, *1*(4), 45-59.

Lynch, Kevin. (2005). *City form theory*, translated by Bahreyni, S.H, Tehran University Publications.

Merriam-Webster. Retrieved March 17, 2011, from Dictionary: (http://www.merriam-webster.com/dictionary/livability)

Oberlink, M. (2008). *Opportunities for creating livable communities*. AARP, Public Policy Institute.

Oxford Advance Learner Dictionary. (2005). Oxford University Press. Seventh edition.

Pakzad, J. (2013). *The process of thoughts in urban development from purpose to reality*. Tehran: Armanshahr.

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

Pooahmad, A; Zarei, J. (2015). Measuring the quality of life in the territory of urban distressed area (case study: district9, city of Tehran), *research and urban planning, 6*(21), summer, 1-18.

Rao, M.N; Rao, H.V.N. (2011). *Air pollution*, translated by Shahmoradi, B; Khubi, J. Hamedan: Sepehre Danesh publications.

Rue, H., Rooney, K., Dock, S., Ange, K., Twaddell, H., Poncy, A. (2011). The Role of FHWA Programs in Livability: State of the Practice Summary.

Saeidniya, A. (2004). *Urban Development*, green book of municipalities (1st issue), municipality's publications.

Sedigh Sarvestani, R; Nimroozi, N. (2010). The study of relationship between participation in neighborhood relations and Sense of security in neighborhoods of city of Mashhad. *Journal of disciplinary knowledge, 12*(2), 185-220.

Seidman, M.D., Standring, R.T. (2010). Noise and Quality of Life. *International Journal of Environmental Research and Public Health, 7*, 3730-3738.

Shuai, Françoise. (2005). urban development; imagination of realities, translated by Habibi, S.M., Tehran: publications of Tehran University.

Standard 1053 (2010), *drinking-physical, and chemical water*. 1st issue. Tehran: ISIRI publications.

Statistical Reseach center of Iran, housing census during 1956 to 2011.

The qualities of drinking water, Standard No. 1053 Iran, ISIRI, 4th issue.

Vanzerr, M., Seskin, S., (2011). Recommendations Memo #2 Livability and Quality of Life Indicators.

Victoria Transportation Policy Institution (VTPI). (2011). Community Livability Helping to Create Attractive, Safe, Cohesive Communities. (www.vtpi.org)

Wheeler, S. (2001). *Livable Communities: Creating Safe and Livable Neighborhoods,* Towns, and Regions in California.

World Health Organization. (2004). *Guidelines for drinking water quality: recommendations,* Vol 1. World Health Organization.

[ Downloaded from iueam.ir on 2026-11-06 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]

[ DOR: 20.1001.1.23452870.1394.4.13.8.5 ]
[ Downloaded from iueam.ir on 2026-11-06 ]