Designing the Model of Future Cultural Managers Using a Mixed Approach (Ministry of Culture and Islamic Guidance)

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Abstract

Purpose: Cultural managers play a significant role in fulfilling mission of Ministry of Culture and Islamic Guidance as the main institution responsible for cultural issues in society. Therefore, the purpose of study is to present the competency model of future cultural managers of Ministry of Culture and Islamic Guidance using mixed method.

Method: The population of qualitative section are cultural managers of collections affiliated to Ministry of culture with at least 5 years of experience in related positions. They have a degree in culture and master's degree or higher of management. The selection of samples was done using purposive sampling and semi-structured interviews with 7 general questions were continued until realization of saturation in interview 11. Data analysis in three stages of open, axial and selective coding led to the extraction of 98 concepts, 19 sub-categories and finally 7 main categories from the integration of concepts. In the quantitative stage, based on the extracted components, a questionnaire was prepared and given to 280 culture managers. The data were tested using structural equation modeling and Smart PLS software to confirm the validity of existing relationships among model variables.

Findings: Based on the final model, individual motivators on general and specialized competence; organizational contexts, cultural changes, general and specialized competence on competence-oriented strategies and competence-oriented strategies influence on cultural development.

Conclusion: Considering the rapid cultural changes in the society, necessary that the selection and appointment of managers in cultural organizations should be done by observing and establishing forward-looking rules.

Keywords: Competency, Culture, Future Cultural Managers, Mixed Approach.

Introduction

Human resources are the most valuable assets of any nation, and effective planning is vital to maximize their potential. Culture and management are recognized as the core pillars of sustainable economic development. Given the evolving cultural dynamics of society, it is crucial to establish a structured framework to define the competencies required for cultural managers.

This study seeks to bridge the gap in the literature by identifying the competencies necessary for future cultural managers within the Ministry of Culture and Islamic Guidance. It addresses the question: What competencies are required for cultural managers to effectively lead in the face of cultural shifts and societal crises?

Although competency in management is a widely acknowledged concept, its application in the public sector—particularly for government managers tasked with implementing competency systems—demands specific focus. A review of existing studies reveals that prior research often provides either overly general descriptions or narrowly focuses on specific management types, leaving the unique needs of cultural managers unexplored.

Methodology

This research is categorized as applied-developmental in purpose and adopts a mixed-method strategy, combining qualitative and quantitative approaches in two stages. The present study is classified as applied-developmental research in terms of its purpose and is a mixed research in terms of strategy, which is essentially a two-stage qualitative-quantitative exploratory research. In the first stage, using a qualitative method (grounded data theory), the dimensions, components, and indicators of the competency model of cultural managers of the Ministry of Culture and Islamic Guidance were identified, and then a quantitative method (structural equation modeling) was used to determine the final relationships of the model.

1. **Qualitative Stage**:
Grounded theory was used to identify dimensions, components, and indicators of the competency model. Semi-structured interviews with seven predesigned questions were conducted. The sampling employed purposive and snowball techniques, and interviews continued until saturation was achieved. The qualitative analysis led to the identification of 98 concepts, 19 subcategories, and seven main categories.

2. **Quantitative Stage**:
A questionnaire based on the identified components was distributed to 280 cultural managers, selected using stratified sampling. Structural equation modeling was applied to validate the relationships between variables.

Result and Discussin

The resulting model is shown in Figure 1. The analysis revealed a paradigmatic model that shows the relationships between the different elements:

Central phenomenon: general and specialized competencies

Causal conditions: individual drivers

Contextual conditions: organizational environments

Intervention conditions: cultural changes

Strategies: competency-based approaches

Consequences: cultural transformation and development

Key insights:

Personal characteristics such as responsibility, flexibility, and enthusiasm underlie the development of general and specialized competencies in cultural managers.
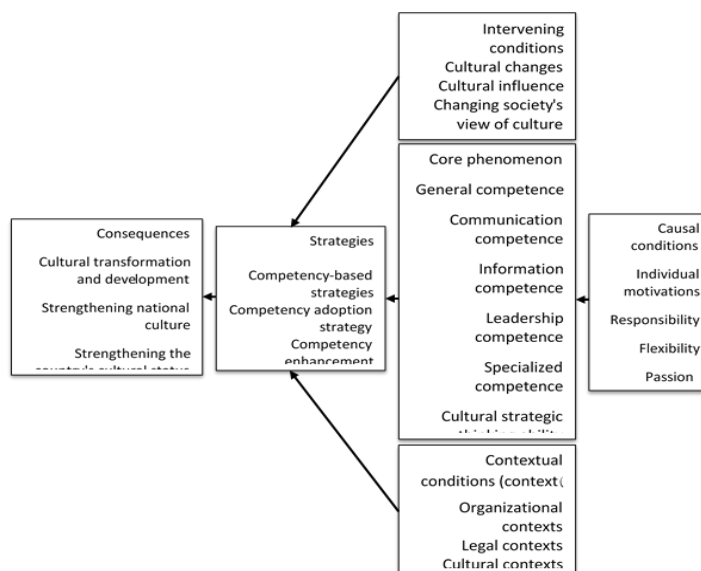

Figure 1- Paradigmatic Model of Competency for Future Cultural Managers of the Ministry of Culture and Islamic Guidance

As shown in the model, the general and specialized competence of cultural managers of the Ministry of Culture and Islamic Guidance is influenced by factors related to individual motivations. Individual motivations are one of the main elements affecting the category of competence that must be institutionalized in the nature of every manager. In this way, the existence of responsibility, flexibility, and enthusiasm can lead to the formation of general and specialized competence in cultural managers of the Ministry of Culture and Islamic Guidance. In addition, the use of competency-based strategies with the aim of accepting and strengthening competence indicates the organization's attention to the general and specialized competence of cultural managers.

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If the strategies for accepting and strengthening the competence of cultural managers in the Department of Culture and Islamic Guidance are properly planned and implemented, it can be expected that cultural transformation and development will be achieved at the national and regional levels. The first achievement is the strengthening of national culture.

The second achievement is to improve the attitude of resident foreigners and minorities towards the cultural performance of the government, to promote the cultural status of the Islamic Republic in cultural relations, and to achieve the lofty cultural goals of the Islamic Revolution, which is referred to as strengthening the country's cultural status in the world.

The third achievement is to strengthen the cultural status of the Ministry of Culture and Islamic Guidance in society. This status is enhanced by increasing the productivity and effectiveness of the Ministry of Culture and Islamic Guidance, increasing the motivation of the managers and employees of the ministry, and increasing the sense of satisfaction among cultural managers and the group under management.

Organizational platforms provide a basis without which the realization of competency-based strategies is not possible.

Figure 2 shows the graphical relationships of the competency model of cultural managers in the Ministry of Culture and Islamic Guidance.
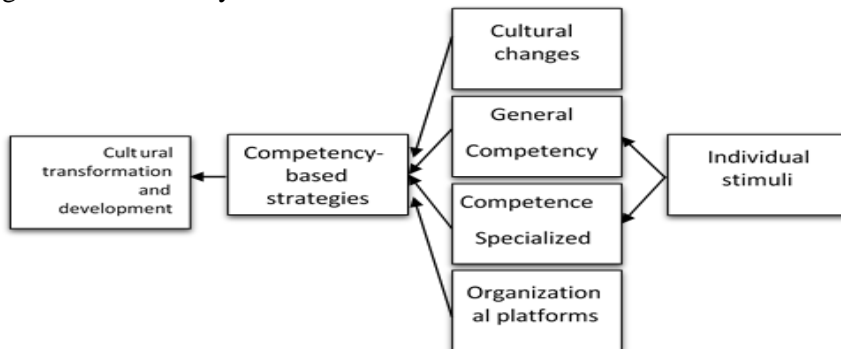

Figure 2: Competency Model of Future Cultural Managers of the Ministry of Culture and Islamic Guidance

Findings from the quantitative section

After drawing the initial model as the output of the qualitative section, the above model had to be validated   in the quantitative and inferential sections to be

generalizable. For this purpose, the structural equation modeling technique was used in the form of three parts: measurement model analysis and structural model. o measure the reliability of the constructs, two composite reliability indices and Cronbach's alpha were used.

The second criterion for testing the validity of the measurement model is divergent validity. The average variance extracted (AVE) numbers for the main dimensions constituting the competency model of future cultural managers of the Ministry of Culture and Islamic Guidance are above the minimum value of 0.50 and are approved.

Structural Model Testing

After obtaining acceptable results in the two parts of reliability and validity in the measurement model tests, it is time to test the research hypotheses. Based on the model, the existing relationships between the variables led to the formation of 7 hypotheses. For each hypothesis, the path coefficient and significance were calculated and as a result, all seven hypotheses were confirmed.

Conclusion

The role of this research in the literature is consistent with the shortcomings and gaps of previous research in the field of competence of future cultural managers. Some research has used standard models to determine the competencies of managers and has not considered differences and missions. In addition, quantitative and qualitative research in this field has also reported different results. Therefore, in response to the main research question, which is centered on what competencies are needed for the success of future managers of the Ministry of Culture and Islamic Guidance? The elements of the competency model of future cultural managers in the Ministry of Culture and Islamic Guidance were introduced with nineteen indicators and seven main dimensions.

The indicators of the ability to direct cultural resources, cultural influence, changing the society's view of culture, competency acceptance strategy, competency strengthening strategy, strengthening national culture, strengthening the country's cultural position in the world, and strengthening the organization's cultural position in society are : Specific to the proposed model of the present study and its contribution to the development of theoretical knowledge about the competency literature in management.

The proposed model is solely based on the research findings and similar research variables have not been used to develop the proposed research model. In this regard, it is suggested that a study be conducted entitled Presenting an Evolved Model of the Competence of Cultural Managers of the Ministry of Culture and Islamic Guidance and that the variables introduced in previous studies be used in the model. Also, in this study, the cultural managers of the Ministry of Culture and Islamic Guidance have been examined in general. Therefore, it is suggested that in future studies, the research model be tested by considering the differences of cultural managers and the results be compared with each other.

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