

Presenting a Model of Crowdsourcing Cultural Policies with a Forward-Looking Approach

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Abstract: People's participation in decision-making and governance, as the factor that provides the most acceptance to governments, has always been one of the most important values in governing. On the other hand, the increasing complexity and multidimensionality of problems and needs, especially in recent times, has led governments to feel, more than ever, the need for public participation and benefit from their votes and increased innovation. Therefore, they seek to discover and design new up-to-date ways to attract public participation and address the shortcomings of previous ways. For a long time, the method of public participation has been representative democracy, in which people's representatives identify the problems and needs of society and design public policies to solve them. In the present study; The researcher seeks to provide a model of crowdsourcing cultural policies with a forward-looking approach

Keywords: Collectivism, policy, culture, public participation

Introduction

People's participation in decision-making and governance, as the factor that provides the most acceptance to governments, has always been one of the most important values in governing. On the other hand, the increasing complexity and multidimensionality of problems and needs, especially in recent times, has led governments to feel, more than ever, the need for public participation and benefit from their votes and increased innovation (Charalabidis et al., 2012). Therefore, they seek to discover and design new up-to-date ways to attract public participation and address the shortcomings of previous ways (Brabham, 2012). For a long time, the method of public participation has been representative democracy, in which people's representatives identify the problems and needs of society and design public policies to solve them. In the present study; The researcher seeks to provide a model of crowdsourcing cultural policies with a forward-looking approach.

Statement of the problem

In the field of public administration and policy making, consultative participation refers to a wide range of processes in which members of the community are invited to communicate with policy makers and have a constructive, decisive and informed dialogue with them about important public issues. If citizenship consultation processes be properly understood and implemented, they can effectively help solve the complex social, political and economic problems of our time (Nabatchi, 2014). Crowdsourcing, as one of the approaches to attract the participation of individuals in society refers to collaboration of an unlimited group of people interested in a non-hierarchical network, to produce a solution or develop ideas to benefit from people's knowledge. In other words, crowdsourcing is the outsourcing of a particular activity, in the form of a call to society or an unspecified group of people (Hellstrom, 2015).

The present study was conducted in line with the aim of modeling the crowdsourcing of cultural policies with a forward-looking approach. The findings of this study sought to answer this question:

Research question

What are the dimensions, components, and sub-components influencing crowdsourcing of futuristic cultural policies (dimensions: binding, bedding and facilitating)?

Literature review

Research conducted on the subject of cultural policies in the country:

Abdi Hevelayi et al.(2019), studied Predicting Entrepreneurial Marketing through Strategic Planning (Including Case Study). Also in another studied (2018) studied the relationship between strategic planning with entrepreneurial marketing in the saderat bank of north tehran.

Taghipour et al.(2020), studied Investigating the Relationship between Competitive Strategies and Corporates Performance. Also in another Taghipour et al.(2020), studied The identification and prioritization of effective indices on optimal implementation of customer relationship management using TOPSIS, AHP methods.

GhadamzanJalali et al.(2020), studied Explain the Relationship Between Intellectual Capital, Organizational Learning and Employee Performance of Parsian Bank Branches in Gilan province.

Mohammadi et al.(2021), studied Investigating the role and impact of using ICT tools on evaluating the performance of service organizations.

Taghvaeeyazdi et al. (2020), studied The Relationship between Implementation Principles of Implementation with Organizational Accelerations, Ethical Leadership and Empowerment of Managers (Case study: Employees of national banks in Sari, District 1).

PajouheshpourEzat et al. (2013) in their study entitled "development of a prospective cultural policy-making system using the synergy of models", tried to examine the strengths and weaknesses of the application of those models in the culture department with a review of the models in public policy-making and by combining them to provide a forward-looking cultural policy-making system because using the models can determine the direction and process of policy-making as well as the method used in that.

In the research named "policy-making environment", conducted by Hejazifar (2011), an attempt has been made to identify environmental factors that are effective in the policy-making process. The results of this study showed that factors such as values, information systems, media, policy transmission, structures and social institutions, resources and facilities, the public and public opinion, policy centers, national innovation system, globalization and influential groups are the most important factors in this environment.

Instruments, data collection methods, participants, statistical sampling, and sampling method

The statistical population out of which the desired content was selected for qualitative content analysis includes all the documents published in scientific databases in the field of cultural crowdsourcing, as well as all managers and experts in the field related to cultural issues in Cultural and Artistic Organization of Tehran Municipality. In order to analyze the qualitative content, among all the documents published in scientific databases, theoretical sampling method, which is a common method in qualitative researches, was selected based on keywords. In this study, 50 people were interviewed by semi-structured method. The duration of the interviews varied from 15 minutes to an hour.

Data analysis

Investigating the effectiveness of dimensions, components, and sub-components of implementing crowdsourcing of cultural policies:

Table (1): Summary of the model for dimension prediction

Statistical results of deviation							
Significance level	Degree of freedom 2	Degree of freedom 1	F	Deviation of the square of correlation coefficient	Square of the correlation coefficient	Correlation coefficient	
0/0210	96	4	21/887	0/0936	0/0936	0/306	

According to the information in Table (1), the square of the correlation coefficient (0.0936), which gives a coefficient of determination of 9.36%, shows that about 9.36 of dispersion of the proposed pattern is due to

binding, bedding and facilitation dimensions. Table (3) shows the results of analysis of variance test to determine the significance of the regression model:

Table (2): Results of analysis of variance to determine the significance of the regression model

Significance level	F ratio	Average of squares	Degree of freedom	Sum of the squares	Model
0/0279	21/887	593/269	4	2373/075	Regression
		27/106	281	1409/486	Remainder
			285	3782/561	Total

According to the information in Table (3), the null hypothesis is rejected with 95% confidence and the regression model is significant for predicting other dimensions of the proposed model. Table (4) shows the regression model coefficients of the dimensions of the proposed model, including binding, bedding and facilitator dimensions:

Table (3): Regression test coefficient regarding the ranking of the main variables

Significance level	T	Standardized coefficients	Non-standardized coefficients		Model
		Beta	Standard deviation	B	
0/000	3/955		0/176	0/696	Constant coefficient
0/000	4/520	0/546	0/129	0/582	Binding
0/000	2/158	0/452	0/212	0/458	Bedding
0/000	2/057	0/357	0/2040	0/421	Facilitating

The results obtained from the regression test shown in Table (4) indicate that the regression coefficient has been calculated with a significance level of $\alpha = 0.000$ equal to $R = 0.899$. Since this significance level is smaller than our target significance level $\alpha = 0.05$, our null hypothesis is rejected and the main hypothesis is confirmed. Therefore, we conclude that binding, bedding and facilitating dimensions have a positive effect on implementation of cultural policy crowdsourcing.

- The bedding dimension

Table (4): Summary of the model for predicting the "organizational structure and arrangements" component

Statistical results of deviation							
Significance level	Degree of freedom 2	Degree of freedom 1	F	Deviation of the square of correlation coefficient	Square of the correlation coefficient	Correlation coefficient	
02150/	96	4	20/378	07890/	07890/	3680/	

Table (5): Results of analysis of variance to determine the significance of the regression model

Significance level	F ratio	Average of squares	Degree of freedom	Sum of the squares	Model
0/0211	21/887	525/124	4	2389/045	Regression
		28/258	281	1428/125	Remainder
			285	2368/405	Total

According to the information in Table (6), the null hypothesis is rejected with 95% confidence and the regression model is significant for predicting other components of the bedding dimension. Table (7) shows the regression model coefficients of the structure and organization component:

Table (6): Coefficient of the regression test on the body of decision-making component and management factors

Significance level	T	Standardized coefficients	Non-standardized coefficients		Model
		Beta	Standard deviation	B	
.005	2/915		.470	1.369	Constant
.000	5/762	0/639	.118	.682	Development of team-based capabilities in the organizational structure
.000	4/164	0/515	.145	.603	Structural flexibility in the organization
.000	4/043	0/504	.094	.380	Designing an organizational structure with a focus on the required interactions and communications
.001	3/373	0/438	.113	.380	Team-oriented approach in structuring and organizing
.003	3/118	0/410	.150	.468	Focus on informal and relational mechanisms
.007	2/813	0/376	.120	.337	The extent of managers' independence
.000	4/164	0/515	.145	.603	Determining the roles and responsibilities
.000	4/043	0/504	.094	.380	Accountability (in the form of compiling

.007	2/813	0/376	.120	.337	common characteristics of the managers) Having organizational resources
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The results obtained from the regression test indicate that the regression coefficient has been calculated with a significance level of $\alpha = 0.000$ equal to 0.503. Since this significance level is smaller than the desired significance level $\alpha = 0.05$, the null hypothesis is rejected and the main hypothesis is confirmed.

- Facilitator dimension

Table (7): Summary of the model for predicting the "technology and information technology infrastructure" component

Statistical results of deviation						
Significance level	Degree of freedom 2	Degree of freedom 1	F	Deviation of the square of correlation coefficient	Square of the correlation coefficient	Correlation coefficient
03670/	96	4	21/257	08140/	08140/	5780/

Table (8): Results of analysis of variance to determine the significance of the regression model

Significance level	F ratio	Average of squares	Degree of freedom	Sum of the squares	Model
0/0211	21/887	457/124	4	2214/026	Regression
		29/112	281	1578/125	Remainder
			285	2469/326	Total

Table (9): Coefficient of the regression test on the body of decision-making component and management factors

Significance level	T	Standardized coefficients	Non-standardized coefficients		Model
		Beta	Standard deviation	B	
0/000	5/381		0/287	1.543	Constant
0/000	6/746	0/698	0/087	0/590	Extracting new bottom up ideas in the organization on the network platform
0/014	2/559	0/346	0/129	0/330	Creating technological capabilities of

					the organization with the aim of promoting a participatory approach in the organization
0/016	2/508	0/340	0/103	0/258	Information technology capabilities
0/048	2/033	0/282	0/108	0/220	Strong system support by integrated systems at the management level
0/000	6/746	0/698	0/087	0/190	Creating communication channels at the organization level
0/014	2/559	0/346	0/129	0/125	Related equipment in different parts of the organization
0/016	2/508	0/340	0/103	0/118	Development of technology infrastructure

The results obtained from the regression test indicate that the regression coefficient has been calculated with a significance level of $\alpha = 0.000$ equal to 0.503. Since this significance level is smaller than the desired significance level $\alpha = 0.05$, the null hypothesis is rejected and the main hypothesis is confirmed.

Answer to the research question

Research question: What are the dimensions, components and sub-components affecting the crowdsourcing of futuristic cultural policies in the Cultural and Artistic Organization of Tehran Municipality?

The researcher, with his inference and approval of the supervisor and consultant, categorized its content in terms of the nature of the impact, which includes 1. the binding factors that govern the decisions and strategic requirements in order to orient, align and direct all actions of the executive units at the level of Cultural and Artistic Organization of Tehran Municipality with the procedures of cultural policy-making; 2. the bedding dimensions that address the factors that create infrastructure, executive contexts, and formal mechanisms for operationalizing cultural policy-making crowdsourcing processes at the macro and micro levels of the organization; 3. the facilitator dimension, which controls the factors that facilitate the advancement of goals, strategies, and planned activities in line with cultural policy-making crowdsourcing processes. Finally, 6 components and 34 subcomponents were categorized into binding, bedding, and facilitator dimensions.

Research results

After analyzing the qualitative and quantitative data of the research and achieving the conceptual model of the research, the current situation was identified and compared with the desired situation in order to implement the crowdsourcing of cultural policy-making in the Cultural and Artistic Organization of Tehran Municipality. For this purpose, first a description of the current situation of the organization and identification of complications

were provided and summarized by managers and related experts based on face-to-face meetings in the organization. In general, the challenges and complications identified for implementing crowdsourcing based on binding, bedding and facilitating factors with regard to the opinions of experts in the form of questionnaires and organizational observations are shown in Table (11).

Table (11): General results of the current situation and problem identification of the organization

Challenges	Status quo	No
It causes a conflict between goals and strategies and weakens the governance view to the issue of outsourcing in the organization.	There is no good alignment between cultural crowdsourcing strategy and macro strategies in the Cultural and Artistic Organization.	1
Weakening the integrated connection between the micro and macro levels of the organization structurally culminates in islanding of crowdsourcing and ideation.	Cultural crowdsourcing is not recognized as an independent unit in the organizational structure.	2
It causes lack of demand for cultural ideation by senior managers of the organization and weakens the view of crowdsourcing and participatory management in the organization with regard to the issue of crowdsourcing.	Cultural crowdsourcing approach for organizational activities is not institutionalized among senior managers.	3
It weakens the flow of crowdsourcing procedures at the organizational level.	There is no information integration and crowdsourcing between layers of the organization.	4
Weaknesses in sharing and lack of influence of cultural ideas between micro and macro levels of the organization; and formal knowledge-based communications do not happen in the organization.	The organizational structure of the cultural organization is not designed organically and team-oriented by headquarters or in the project.	5
It causes managers and experts not to be held accountable for crowdsourcing activities.	The roles and responsibilities of managers and experts based on cultural crowdsourcing activities are not properly defined in the organization.	6
The approach and knowledge-based goals are not captured as influential by micro and macro levels of the organization.	There is no effective and desirable overlap between the key and main processes of the organization and knowledge-based processes of headquarters and the project .	7
It does not change the approach of managers and experts in conducting crowdsourcing activities in the organization.	Weaknesses in discourse and culture building in the matter of crowdsourcing are evident in the organization.	8
It causes weakness in knowledge sharing and lack of	The culture of teamwork is not institutionalized in the organization.	9

spread of knowledge by micro and macro levels of the organization and makes informal communications not to take place in the organization..

It slows down and restricts the flow of information to managers and experts of the organization at different organizational levels and causes informal communications not to take place in the organization.

Communication channels are not established for organizational interactions. **10**

It reduces the motivation of managers and experts and brings about a lack of facilitation in implementation of crowdsourcing different levels of the organization.

In the crowdsourcing payroll system, employee performance has no legal basis or coefficient. **11**

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