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Proposing a GT-Based Optimal Policy Model for Cultural Organizations with Structural Analysis at Ministry of Cultural Heritage, Handicrafts, Tourism in Dimensions of Flexibility, Ethical Appropriateness and Organizational Benefit

Mina Samadpouri Javid ¹, Hassan Soltani ^{2*}, Amir Kazemi ³, Hedieh Jafarpour ⁴

Abstract

The grounded theory and structural analysis were employed in this study to propose an optimal policy model for cultural organizations at Iran's Ministry of Cultural Heritage, Handicrafts, and Tourism in the dimensions of flexibility, ethical appropriateness, and organizational benefit. This is a fundamental study with exploratory research designs. The statistical population of the qualitative section includes all faculty members, professors, and managers, whereas that of the quantitative section includes all the second-rate managers and employees of Iran's Ministry of Cultural Heritage. Data collection tools were interviews and questionnaires. According to the research findings, the optimal policy model for cultural organizations had a positive effect on flexibility. Also, it had a positive effect on ethical appropriateness, through the grounded theory and structural analysis at the Ministry of Cultural Heritage and Tourism. Finally, it had a positive effect on organizational benefit through the grounded theory and structural analysis at the Ministry of Cultural Heritage, Handicrafts, and Tourism.

Keywords: *Cultural Organizations, Ethical Appropriateness, Organizational Benefit, Flexibility, Policy*

Introduction

In this study, the grounded theory and structural analysis were adopted to propose an optimal pattern of policy towards cultural organizations (in a case study of Iran's Ministry of Cultural Heritage, Handicrafts, and Tourism). The exemplar of cultural organizations in this study is Iran's Ministry of Cultural Heritage, Handicrafts, and Tourism.

Given Iran's background, historical events, and relics from different eras, this organization can act as an economic pole of the country. It is also important to formulate and implement strategies, policies, and goals and to maintain the management system integrity in proportion to changes in order to increase awareness and improve the security culture of information

¹. Ph.D Candidate, Department of Management, Fars Science and Research Branch, Islamic Azad University, Fars, Iran

². Department of Management, Shiraz Branch, Islamic Azad University, Shiraz, Iran

^{2*}. Department of Management, Shiraz Branch, Islamic Azad University, Shiraz, Iran
(Corresponding Author: hassan.soltani@iau.ac.ir)

³. Department of Management, Shiraz Branch, Islamic Azad University, Shiraz, Iran

⁴. Department of Mathematics and Statistics, Shiraz Branch, Islamic Azad University, Shiraz, Iran

and documents in this organisation, conduct analysis, and show proper reactions in time to information and communication security events. Efforts are also made to identify and evaluate risk factors and prevent occupational diseases (in the area of cultural heritage) and injuries in addition to updating and implementing all regulations and standards. The modern knowledge is also applied to constantly provide the necessary trainings, hold courses for applicants of tourism and cultural heritage, and grant valid certificates. Organisational costs are reduced by complying with the accepted principles (Mokhtari, 2016) in addition to observing and implementing standards for sustainable development (Ahmadipour, 2016). Therefore, cultural organisations of tourism arrange personal or group activities of people who travel to places where they do not reside and stay there for one night or more for pleasure (Jahandideh et al., 2015). However, some people take trips to earn money or do specific jobs, something which is not included. Accordingly, the people that meet this definition are called tourists. Tourism can be both domestic and foreign. In domestic tourism, a tourist travels nationwide. There are different opinions about handicrafts (i.e., a kind of work in which ornamental and practical utensils are made only with hands or simple tools) and cultural heritage (i.e., all the relics remaining from the past generations and having cultural value) are used for organisational benefit to revive the policy on public values and developments based on the analysis of utility. However, the intentional and unintentional results were then analysed to conclude that the main focus was on aspects and intentional results of policies. At the same time, analyses indicate that policies are viewed as a necessity and that it is essential to focus on the rational aspect to replace current policies with a new one in cultural policymaking, for policies are considered mental activities. The problem-solving model should first be developed mentally in an instruction that

should be formulated or a problem that should be solved by changing policies. These policies should first be clarified, and all aspects of a system should be taken into account because the goals of these systems should emerge in setting those goals. Even changes should be focused on the goals of these organisations. Given the principle of accuracy, accurate information and evidence should be used as the base of analysis to formulate those goals. The evidence and information should be quantitative and qualitative, and their analysis should be rational, comprehensive, accurate, and balanced. Furthermore, moral principles should be observed to maintain dignity, convergence, and virtue of relationships with an emphasis on the public benefit and respect in compliance with transparency principles to express the message that should be communicated to the audience. These policies should also be made so flexible that there will be opportunities for further changes. Above all, all temporal and spatial aspects should be written and implemented. Finally, they should be operational even with environmental changes. Hence, analyses and observations indicate that despite all measures taken in political, cultural, social, and economic aspects, Iran is still miles away from the ideal status. Conditions have been more complicated and difficult in culture than in any other areas (Moravej, 2018). Some of the previous studies are consistent with the results of this study on policy. Some of these relevant previous studies are Cultural Policymaking (Ahmadipour, 2016), Policymaking Model for Cultural Organisations (Robins, 2016), and Cultural Policies in the 21st Century (Yodishtir, 2009). In a study entitled Cultural Policy, a global survey was conducted to indicate that all affairs were meant to answer the following questions: How is the optimal policy model developed for cultural organisations through the grounded theory and structural analysis? How can this model be

used in the Ministry of Cultural Heritage, Handicrafts, and Tourism?

Research Questions

How is the optimal policy model for cultural organisations in the dimension of flexibility with the grounded theory and structural analysis at the Ministry of Cultural Heritage, Handicrafts, and Tourism?

How is the optimal policy model for cultural organisations in the dimension of ethical appropriateness with the grounded theory and structural analysis at the Ministry of Cultural Heritage, Handicrafts, and Tourism?

How is the optimal policy model for cultural organisations in the dimension of organisational benefit with the grounded theory and structural analysis at the Ministry of Cultural Heritage, Handicrafts, and Tourism?

Theoretical Framework and Background

The theoretical framework of this study is based on the optimal policy model for cultural organisations in the dimensions of flexibility, ethical appropriateness, and organisational benefit through the grounded theory and structural analysis:

Table 1

The theoretical framework

Dimensions	Components	Reference
Flexibility	Human resource capability to accept problems, high willingness to accept policies, adaptability of policies, improvability of policies, and strategic adaptation of culture and transformation	Robins, 2016
Ethical Appropriateness	Ethical appropriateness of human resources in cultural policymaking	Getzner, 2016
Organisational Benefit	Organisational investment in cultural transformation, feasibility of cultural policymaking, smartification of policies, managerial stability in policymaking, policy attractiveness in cultural transformation, general state policies towards policymaking, strategy orientation in culture, and requirements of the professional system for cultural policymaking	Ahmadipour, 2016 Jahandideh, 2015 Moravej, 2018

In a study entitled *Proposing a Cultural Policymaking Model with a Transformation Approach (A Case Study of Science and Research Branch of Islamic Azad University of Tehran)*, Ansari et al. (2021) concluded that cultural policymaking for cultural transformation in higher education as an axial category in the research model explained the policymaking model for the Science and Research Branch of Islamic Azad University of Tehran with the components of context, intervention, strategies, and outcomes. In addition to drawing a policymaking model in the designated organisation, their research results analysed and explained the process of

policymaking in Iran's higher education system.

In a study entitled *Recognition of a Policymaking Model in Donation Institution for Developing General Models of Policy Promotion*, Abbasi et al. (2019) concluded that policy promotion was a major policymaking challenge in Iran and had imposed hefty costs on authorities. A historical review can clarify that donation, which is known as a tradition approved by the holy legislator, provides great capacities and capabilities to institutionalise, protect, and expand the intentions of donors; therefore, it can be considered a policymaking cycle. In addition to the analytical-historical review of donation and its role in the formation

of the Safavid dynasty, more than 15 donation experts were interviewed. The thematic analysis method was then employed to explain the promotion model of donation. In the final model, the promotion components of donation were introduced as the formation of decisions (on donation) based on the sustainable public need, policymaking individual, trustworthy management, network support, and objectivity along with reliability and updatability.

In another study entitled *Policymaking Model for Cultural Organisations*, Moravej (2018) reported that the analysis results of policymaking in cultural organisations indicated that the cultural area was still far from the ideal state and was much more difficult and complicated than the other areas, despite all measures taken in political, cultural, social, and economic dimensions.

In a study entitled *GT-Based Theoretical Policymaking Model for Reforming Bureaucratic System in Islamic Republic of Iran*, Abzari and Khani (2018) concluded that productivity, management, structure and organisation, human resources, and international communications, laws, and regulations were identified as causal, contextual, and intervening factors affecting the policymaking instructions for reforming Iran's bureaucratic system. They continued that implementing the proposed strategies would improve the bureaucratic system.

In *Proposing a Policymaking Model for Cultural Organisations (A Case Study of Institute for the Intellectual Development of Children and Young Adults)*, Ghorbani Zadeh (2017) concluded that the effectiveness of cultural products and services would act as the axial phenomenon in the research model along with contextual categories, intervening categories, strategies, and outcomes to explain the policymaking model for the Institute for the Intellectual Development of Children and Young Adults. In addition to formulating the policymaking model for the designated organisation, the research results analysed and

explained the policymaking process in cultural organisations of Iran.

In *Designing and Explaining Effectiveness of Iran's Bureaucratic System*, Alvani (2016) concluded that more attention should be paid to the consistency between managerial, political, legal, and professional dimensions with cultural features having further rationality to improve the effectiveness of bureaucratic system in Iran. This important action will be considered an effective step in the long run to facilitate the national development process. According to their research results, there was a significant difference between the status quo and the ideal conditions of managerial, professional, and political dimensions. However, there was no significant difference between the status quo and the ideal condition of legal dimension. Moreover, five cultural features of authoritarianism, mutual distrust, nepotism, lack of meritocracy, and irrational public culture were identified as the main cultural obstacles in the way of processing the effectiveness of Iran's bureaucratic system.

In *Cultural Policymaking*, Ahmadipour (2016) discussed the history of policymaking in this regard and its novelty to point out the lack of appropriate management in finding specific solutions to cultural problems in such organisations through such policymaking.

In a doctoral dissertation entitled *Cultural Policy towards Simulation Model for Provincial Centres of IRIB*, Mokhtari (2016) discussed the growth of IRIB in recent years to the point which all provinces of Iran now have their own specific centres. However, the cultural products expected for these centres are not sufficient, and there are no monitoring entities defined to supervise the formulation of appropriate policies, something which often imposes high financial and social costs on the IRIB.

In *Cultural Policies of EU and Views of Audience: How Are Orientations of Cultural Values Related to Use of Media and National Context?* Verboord (2021) concluded that the

research findings indicated three distinct types of cultural value orientations among Europeans: valuation of cultural heritage, valuation of cultural exchange, and pessimism towards European culture. These orientations are shown to two cases of three principles of EU goals. Although the use of personal media and trust are the important predictors of these orientations, there are limited effects of media systems such as the market shares of public disseminators.

In *Attitude of Local Population towards Effects of Tourism Development: Evidence from Czech Republic*, Linderová et al. (2021) concluded that local respondents perceived some of the negative effects to expand the economic outlook. At a higher traffic load, this is considered the noise expansion. Pervasive crises are considered game changers in the tourism industry; therefore, some primary considerations are recommended for future studies not only academically but also practically. Local people's entrepreneurial attitudes should be the tools that can considered resilience against the effects of tourism development.

In *Adaptation Strategy of Tourism Beneficiaries during COVID-19 Pandemic: A Case Study of Indonesia*, Yutisia (2021) concluded that the COVID-19 pandemic caused recession in the tourism industry. As a result, tourism shareholders lost their revenues, resorted to other sectors, and sought alternative jobs. Tourism workers now do other jobs than tourism activities for survival. However, they will return to their jobs once tourism is back to normalcy. The state's strategy was to create flexibility by focusing on tourism destinations. According to the findings, tourism players should be creative and innovative in response to this pandemic.

In *Global Expansion of Cultural Policy*, Alasuutari (2020) concluded that developing and reporting a national cultural policy would be a tool for supporting and promoting national art and cultural heritage. They also concluded

that promoting the concept of cultural policy would be possible through international comparisons by national reports and the willingness of countries to model others, especially the countries that belong to the same reference group. These two factors ensued from UNESCO's strategic planning. In fact, UNESCO's employees can benefit from their experience in searching for national policy guidance to predict the possible challenges and the processes that different campaigns can start.

In *Strategic Planning for Tourism in Portugal: National Tourism Development Challenges*, Bailoa and Cravo (2020) concluded that the positive effects on many indices such as contribution to GDP, exports, and incomes would indicate that tourism could be the driving force of economy affecting all regions of a country. Moreover, different strategies that the state has constantly defined in the past two decades have helped these results. This paper starts with a brief review of the literature and then presents a descriptive analysis of the major long-term tools indicating tourism strategies in Portugal to show the important role that planning can have in managing the effects of implementing these activities. The results of the main indices (published by different sources) were also presented. According to the results, there are still some areas that should be addressed; hence, main tourism development challenges are clarified in Portugal.

Methods

This study benefits from exploratory designs based on fundamental research, for it seeks to find a model to analyse and explain the optimal policy model of cultural organisations through the grounded theory and structural analysis. Since a desk method was used along with field methods such as questionnaires and interviews in this study, it is considered a cross-sectional survey.

Finally, it is worth mentioning that this study consists of quantitative and qualitative sections. Based on desk studies and specialised interviews, the indices of policies towards cultural organisations are identified in the quantitative section. After that, questionnaires are distributed in the qualitative section to collect data from the experts on the dairy industry. Hence, this is a mixed-methods research study.

The statistical population includes all faculty members and active managers. In studies based on the opinions and judgments of experts, the statistical sample size does not matter much. However, since the statistical sample members respond to the questions on major criteria and minor indices, it is important to select the samples or individuals involved in group decision-making. The involvement of irrelevant individuals in the decision-making process will lead to certain problems, and the negligence to employ experts and professionals will reduce efficiency. The experts selected in this study had more than 15 years of experience and at least master's degrees. In the quantitative sections, the views of all second-rate managers and employees of the Ministry of Cultural Heritage, Handicrafts, and Tourism were used.

In this mixed-methods (qualitative-quantitative) research study, the grounded theory was adopted in the first section. It is an inductive approach (considering both quantitative and qualitative approaches) employed mostly for immeasurable phenomena and processes. After theoretical sampling and data collection or at the same time, daily phenomena of life are analysed. In the quantitative section, a researcher-made questionnaire is utilised to implement a survey. The grounded theory is then employed to use a regular set of methods for developing the theory of a phenomenon. According to the research findings by Strauss and Corbin, after the data from the review of previous studies were added to the researcher's knowledge in

the quantitative section, the grounded theory was employed in the qualitative section to interview individuals operating in policymaking for cultural organisations (e.g., professors, faculty members, and active managers of the Ministry of Cultural Heritage, Handicrafts, and Tourism) through data analysis and coding. Data analysis is based on open coding, axial coding, and selective coding until theoretical saturation when the data-based theory is developed. This study was performed in multiple steps through various techniques. The structural analysis was employed to identify and design the relationships of indices. The data analysis methods are different in two studies. In the first study, data analysis is performed after data collection through thematic analysis following the analysis of results and implementation of the grounded theory. In the second study, a descriptive survey is used through structural analysis.

In this study, a few faculty members and active managers were interviewed to acquire information on the optimal policy model for cultural organisations, further coordination, and identification of research variables. In this method, acceptable and effective results were obtained for the identification of components. Moreover, a questionnaire was used in the quantitative research phase for data collection.

The first step was to conduct qualitative research. For this purpose, the thematic analysis was used as a qualitative data analysis method. In fact, the thematic analysis is a method of determining, analysing, and expressing patterns (i.e., themes) of data. This method can at least organise and describe data in detail. However, it can exceed this ability and interpret different aspects of a research subject. In this study, the thematic analysis was employed to analyse qualitative data in MAXQDA. The thematic analysis process starts when an analyst considers patterns of meaning and subjects that are potentially interesting.

Results

Table 2

The primary codes extracted from the interviews of experts based on the proposed policy towards cultural organisations in the dimension of flexibility

Interviewee	Policy towards Cultural Organisations from Expert Perspectives in Flexibility
	Having the human resources capacity for organisational problems; improving capacity for acceptance of policies
	Improvability of policies; adaptation of culture and transformation; timely reaction
	Capabilities and features of human resources for acceptance of challenges and problems; improving of policies
	Updating policies; high willingness to accept policies
	Coordination of policies, culture, and transformation
	Having human resources acceptance for confrontation with organisational problems; improving of policies
	Adaptation of culture and transformation; improvability of policies
	Improving policies, capabilities, and features of human resources for acceptance of challenges and problems
	Updating policies; high willingness to accept policies
	Coordination of policies, culture, and transformation
	Having human resources capacity for organisational problems; improving capacities for acceptance of policies
	Improvability of policies; adaptation of culture and transformation
	Capabilities and features of human resources for acceptance of challenges and problems; improving policies
	Updating policies; high willingness to accept policies
	Coordination of policies, culture, and transformation

Table 3

The primary codes extracted from the interviews of experts based on the proposed policy towards cultural organisations in the dimension of empowerment

Interviewee	Policy towards Cultural Organisations from Expert Perspectives in Empowerment
	Tendency towards specialty rather than nepotism; ethical qualification of managers
	Activeness of managers rather than their passiveness; having ethical and managerial qualification
	Importance of profession and specialty of human resources rather than importance of familial affairs
	Creativity and innovation of human resources; encouraging human resources to make progress
	Dynamism of managers; innovation of human resources
	Stimulation of human resources; importance of knowledge rather than relationships
	Ethical qualification of managers; tendency towards skills rather than nepotism
	Activeness of managers rather than their passiveness; having ethical and managerial qualification
	Importance of profession and specialty of human resources rather than familial affairs
	Creativity and innovation of human resources; encouraging human resources to make progress
	Innovation of human resources; dynamism of managers
	Stimulation of human resources; importance of knowledge rather than relationships
	Tendency towards specialty rather than nepotism; ethical qualification of managers
	Activeness of managers rather than their passiveness; having ethical and managerial qualification
	Importance of profession and specialty of human resources rather than familial affairs

Table 4

The primary codes extracted from the interviews of experts based on the proposed policy towards cultural organisations in the dimension of organisational benefit

Interviewee	Policy towards Cultural Organisations from Expert Perspectives in Organisational Benefit
	Managerial stability in policymaking; organisational importance of cultural transformation; smartification of policies
	Feasibility of cultural policymaking; utility of policy towards cultural transformation
	General state's policies towards policymaking
	Strategy orientation in culture
	Organisational investment in cultural transformation
	Smartification of policies; organisational importance of cultural transformation
	General state's policies towards policymaking; smartification of policies
	Requirements of professional system for cultural policymaking
	Organisational importance of cultural transformation; smartification of policies
	Dynamic orientation of managers towards policies; managerial stability in policymaking; necessity of cultural transformations in organisation
	Necessity of cultural transformation in organisation; general state's policies towards policymaking; smartification of policies
	Organisational importance of cultural transformation; managerial stability in policymaking; smartification of policies
	Utility of policy towards cultural transformation; organisational importance of cultural transformation
	Smartification of policies; organisational importance of cultural transformation
	Requirements of professional system for cultural policymaking; organisational importance of cultural transformation

Table 5

The secondary coding of policies towards cultural organisations based on the interviews of experts

Concepts	Primary Codes
Flexibility	Timely reaction to changes, having capacity for problems, high willingness to accept policies, adaptability of policies, improvability of policies, strategic adaptation of culture and transformation
Ethical Appropriateness	Ethical appropriateness of human resources in cultural policymaking, accountability, loyalty, and honesty
Organisational Benefit	Organisational investment in cultural transformation, feasibility of cultural policymaking, smartification of policies, managerial stability in policymaking, policy attractiveness to cultural transformation, general state's policies towards policymaking, strategy orientation of culture, requirements of professional system for cultural policymaking

The first secondary research question concerns how the optimal policy model for cultural organisations should be in the dimension of flexibility through the grounded theory and structural analysis in Iran's Ministry of Cultural Heritage, Handicrafts, and Tourism. According to the analysis results in the previous chapter, the components of flexibility were identified as human resources capability to accept problems, improvability of policies, high willingness to accept policies,

adaptability of policy, and strategic adaptation of culture and transformation. Table 6 presents the priorities of these components based on their mean values.

Table 6

Priorities of components in the dimension of flexibility

Dimensions	Components	Mean
Flexibility	High willingness to accept policies	3.1

Dimensions	Components	Mean
	Human resources capability to accept problems	2.3
	Strategic adaptation of culture and transformation	2.29
	Adaptability of policy	2.17
	Improvability of policies	2.1

The second secondary research question concerns how the optimal policy model for cultural organisations should be in the dimension of ethical appropriateness through the grounded theory and structural analysis in Iran's Ministry of Cultural Heritage, Handicrafts, and Tourism. According to the analysis results in the previous chapter, the components of ethical appropriateness were identified as ethical appropriateness of human resources in policymaking, loyalty, honesty, and justice. Table 7 presents the priorities of these components based on their mean values.

Table 7
Priorities of components in the dimension of ethical appropriateness

Dimensions	Components	Mean
Ethical appropriateness	Ethical appropriateness	2.56
	Justice	2.46
	Honesty	2.30
	Loyalty	2.1

The third secondary research question concerns how the optimal policy model for cultural organisations should be in the dimension of organisational benefit through the grounded theory and structural analysis in

Iran's Ministry of Cultural Heritage, Handicrafts, and Tourism. According to the analysis results in the previous chapter, the components of organisational benefit were identified as organisational investment in culture, feasibility of cultural policymaking, smartification of policies, managerial stability in policymaking, policy attractiveness to cultural transformation, general state's policies towards policymaking, and strategy orientation in culture. Table 8 indicates the requirements of professional system for cultural policymaking and their priorities based on their mean values.

Table 8
Priorities of components in the dimension of organisational benefit

Dimensions	Components	Mean
Organisational benefit	Managerial stability in policymaking	2.34
	Feasibility of cultural policymaking	2.31
	General state's policies towards policymaking	2.30
	Smartification of policies	2.26
	Organisational investment in cultural transformation	2.20
	Strategy orientation in culture	2.20
	Requirements of professional system for cultural policymaking	2.14
	Policy attractiveness to cultural transformation	2.10

Table 9
Factor loads

Concept	AVE	Item	Factor Load	t-value	Sig.	Result
Flexibility	0.687	Q1	0.64	4.25	P<0.05	Significant
		Q2	0.69	4.31	P<0.05	Significant
		Q3	0.71	5.58	P<0.05	Significant
		Q4	0.67	4.41	P<0.05	Significant
		Q5	0.72	5.64	P<0.05	Significant
Ethics	0.714	Q6	0.64	4.94	P<0.05	Significant
		Q7	0.69	5.15	P<0.05	Significant

Concept	AVE	Item	Factor Load	t-value	Sig.	Result
Organisational Benefit	0.709	Q8	0.66	4.94	P<0.05	Significant
		Q9	0.61	5.37	P<0.05	Significant
		Q10	0.62	5.96	P<0.05	Significant
		Q11	0.64	5.95	P<0.05	Significant
		Q12	0.69	4.81	P<0.05	Significant
		Q13	0.61	5.69	P<0.05	Significant
		Q14	0.66	5.94	P<0.05	Significant
		Q15	0.67	6.94	P<0.05	Significant
		Q16	0.69	4.81	P<0.05	Significant
Organisational Policy	0.691	Q17	0.62	5.96	P<0.05	Significant
		Q18	0.61	5.69	P<0.05	Significant
		Q19	0.66	5.94	P<0.05	Significant
		Q20	0.67	6.94	P<0.05	Significant
		Q21	0.61	5.91	P<0.05	Significant

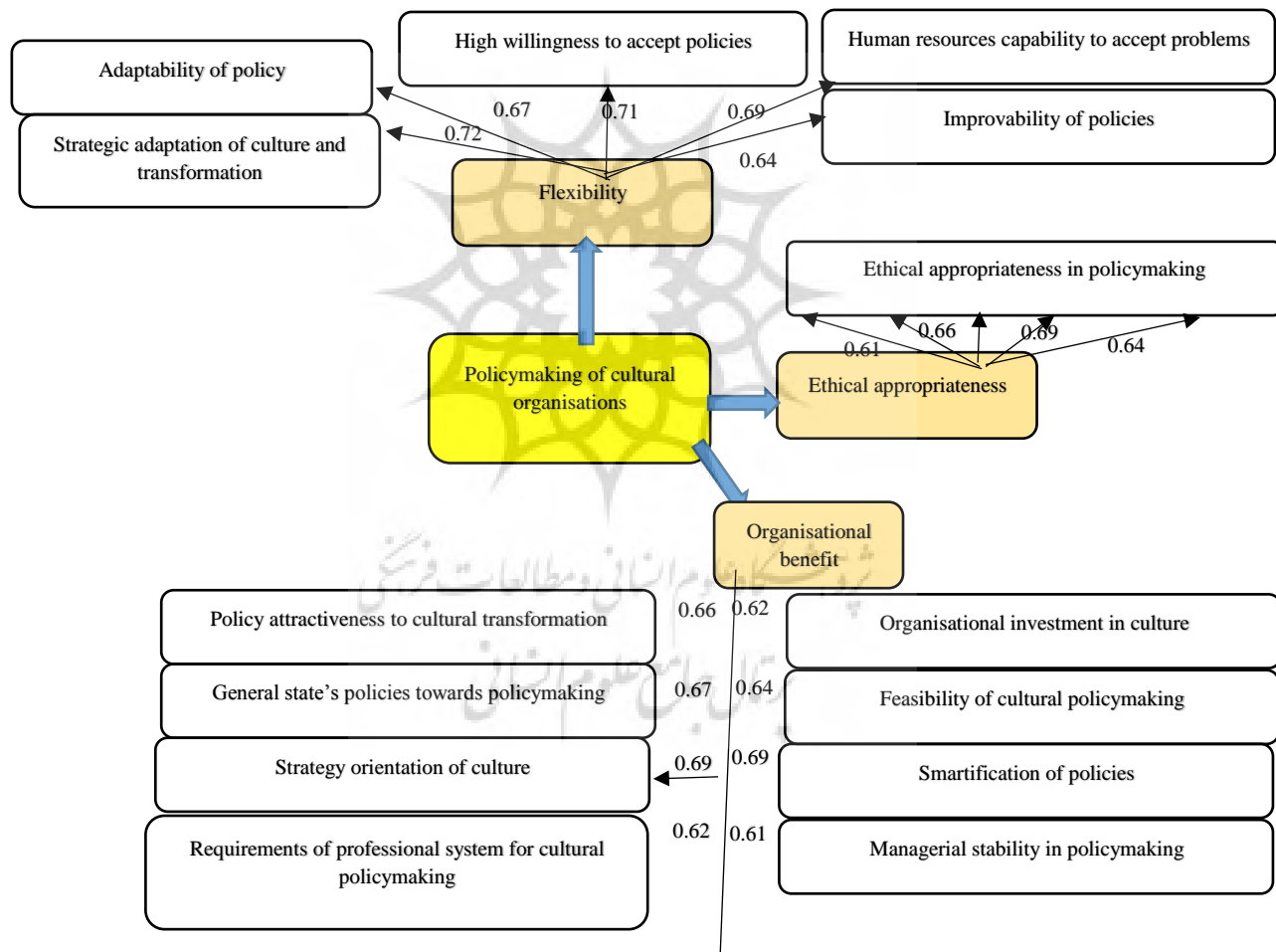


Figure 1. The final research model

Conclusion

According to the analysis results, the optimal policy model for cultural organisations

had a positive effect on the dimension of flexibility through the grounded theory and structural analysis in Iran’s Ministry of

Cultural Heritage, Handicrafts, and tourism. In *Adaptation Strategy of Tourism Beneficiaries during COVID-19 Pandemic (A Case Study of Indonesia)*, Yutisia et al. (2021) concluded that the optimal organisation policy model had a positive effect on the dimension of flexibility through the grounded theory and structural analysis in the tourism industry. Their finding is consistent with the results of this study. In *Proposing an Organisational Policy Model for Tourism*, Blue et al. (2016) concluded that the optimal organisation policy model had a positive effect on the dimension of flexibility through the grounded theory and structural equation in the tourism industry. Their finding is consistent with the results of this study. In *Global Expansion of Cultural Policy*, Alasuutari (2020) concluded that the optimal organisation policy model had a positive effect on the dimension of flexibility through the grounded theory and structural analysis. Their finding is consistent with the results of this study. To explain this finding, it can be stated that human resources capability to accept problems, improvability of policies, high willingness to accept policies, adaptability of policy, and strategic adaptation of culture and transformation can have substantial effects on tourism policies. In other words, tourism policies can profoundly be affected by the acceptance of resultant conditions, self-belief and self-confidence, motivation for hard work (human resources capability to accept problems), use of flexible policies and avoidance of traditional policies (human resources capability to accept problems), motivating employees to comply with policies (high willingness to accept policies), and adaptability of values, norms, beliefs, and symbols to organisational transformation (i.e., strategic adaptation of culture and transformation).

Moreover, the analysis results indicated that the optimal policy model for cultural organisations had a positive effect on the dimension of ethical appropriateness through

the ground theory and structural analysis in Iran's Ministry of Cultural Heritage, Handicrafts, and Tourism. In *Adaptation Strategy of Tourism Beneficiaries during COVID-19 Pandemic (A Case Study of Indonesia)*, Yutisia et al. (2021) concluded that the optimal organisation policy model had a positive effect on the dimension of ethical appropriateness through the grounded theory and structural analysis in the tourism industry. Their finding is consistent with the results of this study. In their study entitled *Proposing an Organisational Policy Model for Tourism*, Blue et al. (2016) concluded that the optimal organisation policy model had a positive effect on the dimension of ethical appropriateness through the grounded theory and structural analysis in the tourism industry. Their finding is consistent with the results of this study. To explain this finding, it can be stated that ethical appropriateness can have substantial effects on policymaking, loyalty, honesty, and justice in formulating tourism policies. Moreover, ethical criteria and religious teachings have undeniable effects on the realisation of policymaking. These effects lead to favourable policymaking. However, Islamic and Western communities differ in notional foundations and religious teachings. Islamic foundations consider the bond between material life and spiritual life, whereas the religious teachings of the Western culture indicate instability in spiritual aspects of human decision-making to the point which some values may not have divine origins and outcomes. In fact, values and beliefs are based on human acceptance in the Western community. Despite commonalities and interactions between different cultures, each society has its own independent culture and unique mechanisms.

Finally, the analysis results in the previous chapter indicate that the optimal policy model for cultural organisations had a positive effect on the dimension of organisational benefit through the grounded theory and structural analysis in Iran's Ministry of Cultural

Heritage, Handicrafts, and Tourism. In *Adaptation Strategy of Tourism Beneficiaries during COVID-19 Pandemic (A Case Study of Indonesia)*, Yutisia et al. (2021) concluded that the optimal organisation policy model had a positive effect on the dimension of organisational benefit through the grounded theory and structural analysis in the tourism industry. Their finding is consistent with the results of this study. In their study entitled *Proposing an Organisational Policy Model for Tourism*, Blue et al. (2016) concluded the optimal organisation policy model had a positive effect on the dimension of organisational benefit through the grounded theory and structural analysis in the tourism industry. Their finding is consistent with the results of this study. To explain this finding, it can be stated that organisational investment in cultural transformation (i.e., investors earning income from cultural policies in the tourism industry), feasibility of cultural policymaking (i.e., implementation of cultural policymaking with the approval of organisational management), smartification of policies (i.e., smartification of policies towards elimination of many problems in an organisation and cultural promotion in an organisation), managerial stability in policymaking (i.e., non-dynamic changes of management in policymaking due to the continuous changes of policies), policy attractiveness to cultural transformation (i.e., general state's policies towards policymaking, strategy orientation of culture, and requirements of professional system for cultural policymaking) can have substantial effects on tourism policymaking.

Ultimately, the following suggestions are made:

- Holding training courses to confront critical problems and crisis management
- Formulating upgradable policies
- Achieving strategic adaptation of culture and transformation through research and development

- Employing modern technology to gain competitive advantage
- Filtering human resources based on ethical appropriateness
- Developing the culture of honesty, accountability, and loyalty in cultural organisations
- Producing valid video clips for ethical training
- Conducting research and development on cultural transformation in an organisation
- Determining the feasibility of cultural policies through the supervision of cultural managers
- Adopting smart policies with the participation of cultural managers
- Using attractive cultural policies

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