

Role of Management in Cultural Growth



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Introduction

Culture and Its Bases

As the axiom and presupposition, we accept that personality of each individual has four dimensions: Body, Mind, Spirit and Soul (Malekian, 1996, pp. 75-76).

Also, we believe that there is a relationship between behavior with body, knowledge with mind, characteristics with spirit, and finally, beliefs with soul (Baqeri, 1995, pp. 55-58).

Moreover, we accept that the culture of a society is as the characteristics of an individual.

Proving the mentioned claims shall be remained for another appropriate time and accepting the above mentioned statements, we go through the explanation of culture's bases.

Culture or the personality of a society has four bases:

- 1.1. First Base: Common Behaviors (For example, daily donation);
- 1.2. Second Base: Attitudes, desirables and undesirables (For example, tendency to assisting poor people);
- 1.3. Third Base: Belief (For example, belief that donation brings blessing to our properties);
- 1.4. Fourth Base: Knowledge and Information (like Information about charities).

We accept as an assumption that there is an interaction among all the four bases.

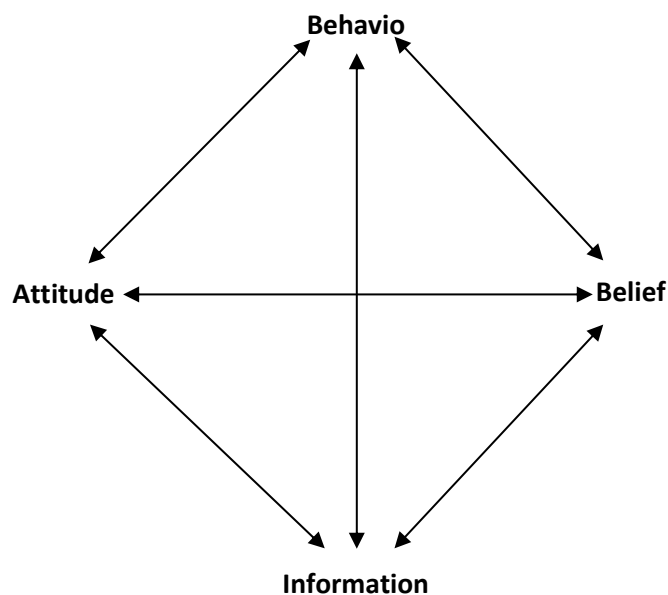


Diagram 0-1: Bases of Culture and Their Interactions
Source: Research Findings

1.5. Cultural Subsystems

The mentioned model has the capacity to be adapted for cultural subsystems like religious culture, political culture or economic culture as cultural subsystems. Based on the mentioned model, economic culture should be consisted of economic behavior, economic beliefs, economic attitudes or interests and at last, economic knowledge or information of the people.

Levels of Religious Culture

The cultural situation of a society can be defined and divided in different levels of desirability. Now to describe clearly about the matter, we mention an example of different bases and fields of religious culture, political culture, and economic culture.

Levels of Religious behavior

There are lots of instances and branches regarding the religious behavior of people about one of which and its different aspects, we will talk hereunder. The subject is “observing other people rights by each citizen”. Considering this subject by each member of the society or regularly by the society can be in one of the following situations or levels:

- 1.5.1. Undesirable Level: not observing the rights of others by committing misdeeds and crimes;
- 1.5.2. Minimum Level: observing the rights of others only because of supervision, like hidden camera;
- 1.5.3. Adequate Level: equity that is observing the rights of others even if there is no fear of being punished and in case of existing no laws and regulations;
- 1.5.4. Desirable level: beneficence that is providing service to other people, for example by welfare institutions;
- 1.5.5. Maximum Level: sacrifice that is passing over our rights and gives priority to others.

All the above mentioned issues may be summarized in the following table:

Table 0-1: Different levels of religious behavior regarding observation of others' rights

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Non-observation of others' rights	Rights observation cause of laws	Rights observation cause of morality (equity)	Beneficence	Sacrifice

Source: Research Findings

An Example of Political Culture:

Table 0-2: Different levels of political behavior regarding participation in elections

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Lack of participation in any election	Participating just in the most important election (like presidential election)	Participating in some of the elections	Participating in most of the elections	Participating in all the elections

Source: Research Findings

An Example of Economic Culture:**Table 0-3: Different levels of economic behavior regarding the ranges of productivity**

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Additional burden to other people	Authority in self-management	Authority in family management	Authority in others management	Creative in work production

Source: Research Findings

Levels of Religious Attitude

People's religious attitude, also, has different samples and branches. Hereunder, we study, as an example, feelings of friendship and hate towards people in religious culture.

Table 0-4: Different Levels of religious attitude in relation with feeling friendship and hate towards people

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Feeling interest towards the cruel people and hate of the pious ones	Feeling indifferent towards other people	Feeling and stating interest and hate	Alteration interest and hate to a social trend	Feeling interest and hate to the level of sacrificing life for someone

Source: Research Findings

An Example of Political Culture:**Table 0-5: Different levels of political attitude in relation with defending of ruling party**

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Feeling hate towards rulers and preparation for riot and revolution	Feeling indifference towards rulers	Defending of the party by voting	Defending up to the level of financial support	Defending up to the level of endangering himself and hurting

Source: Research Findings

An Example of Economic Culture:

Table 0-6: Different levels of economic attitude in relation with consumerism

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Excessive consumerism even through borrowing	Consumption to the level of borrowing	Consumption to the level of luxurious life	Consuming without any saving	Consuming along with saving

Source: Research Findings

Levels of Religious Belief

Searching through various examples and branches of people’s religious beliefs, we study people faith to human leaders’ hierarchy.

Table 0-7: Different levels of belief in religion in relation with faith to the religious Guardians (leaders)

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Denying Prophecy	Believing in General Prophecy	Believing in Special Prophecy	Believing in Guardianship (Imamat) & Jurisdiction (caliphate)	Belief in Guardianship of the Islamic Jurists

Source: Research Findings

An Example of Political Culture:

Table 0-8: Different levels of political belief in relation with arrogant plots

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Interpretation of a conspiracy as an illusion	Probability of a conspiracy	General belief in a conspiracy	Certain belief in a conspiracy and recognizing its signs	Belief in necessity to confrontation with the conspiracy

Source: Research Findings

An Example of Economic Culture:

Table 0-9: Different levels of economic belief in relation with investment

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Keeping cash (money) at home	Having a bank account	Bonds purchase	Share purchase in stock exchange	Private investment

Levels of Religious Knowledge

People in a society gain lots of knowledge and information about different aspects of religious and piety to show the possibility of classification of this information; we study the knowledge of comparing different religions and sects.

Table 0-10: Different levels of religious information related to comparing some religions and sects

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Lack of information about Islam's priorities	Being aware of the deviations of other religions	Getting informed of the quarrel with Islam	Comparative information	Knowing about the doubts and ability to reply to them

Source: Research Findings

An Example of Political Culture:

Table 0-11: Different levels of political information related to recognition of parties

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Lack of knowledge about the ruling party	Knowing the ruling party	Familiarity with the power structures	Familiarity with the political changes	Familiarity with the power relations

Source: Research Findings

An Example of Economic Culture:

Table 0-12: Different levels of economic information related to knowledge of investment

Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Lack of information about the investment options	Familiarity with bank and stock exchange	Familiarity with some investment options	Familiarity with all the investment options	Comparative information

Source: Research Findings

Main Role of Management in Cultural Growth

Considering the above mentioned material matters in relation with the cultural bases and levels, it's now the time to use this viewpoint and study the appropriate which management can play. In this regard, we point out two main tasks of management in cultural area.

Cultural Addressee Recognition

Management can determine in which cultural level the members of a society are standing.

According to what was said, if it is deemed each of ten subsystems can be located in one of the five levels, for religious culture, political culture and economic culture the following tables shall be provided for cultural addressee recognition of determination of cultural condition of society in relation with the areas and sub-areas and different levels.

Table 0-13: comprehensive table of areas, sub-areas and levels of religious culture

Bases or areas	Sub areas	Levels				
		Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Religious Behavior	1. Observing rights of other people					
	2. Observing social etiquettes					
	3. Observing religious percepts					
	4. Observing order and religious cleanliness					
					

Religious Attitude	1. Interest in pious people					
	2. Disgusting cruel people					
	3. Attitude towards religious rites					
	4. Disagreement with Western culture					
					

Religious Belief	1. Believe in God					
	2. Believe in future life					
	3. Believe in prophet-hood					
	4. Believe in faith importance and spiritual in life					
					

Religious knowledge and Information	1. Aware of history of Islam					
	2. Aware of the characteristics and process of Islamic civilization					
	3. Aware of religious and anti-religious of contemporary incidents					
	4. Aware of practical religious percepts					

Source: Research Findings

Table 0-14: comprehensive table of areas, sub-areas and levels of Political culture

Bases or areas	Sub areas	Levels				
		Undesirable Level	Minimum Level	Adequate Level	Desirable Level	Maximum Level
Political Behavior	1. Participating in election					
	2. Membership in a party					
	3. Following political news					
	4. Participating in demonstrations					
					
Political Attitude	1. Defending the ruling party					
	2. Disgusting opposition parties and characteristics					
	3. Attitude towards state political independence					
	4. Disagreement with liberal-democratic culture					
					
Political Belief	1. Believing in arrogant plots					
	2. Believing in possibility and necessity of state political independence					
	3. Believing in necessity of national unity					
	4. Believing in people political participation					
					
Political Information	1. Knowledge about political history of the country					
	2. Knowledge about national political characteristics					
	3. Knowledge about political streams in the world					

	4. Knowledge about parties					
					

Source: Research Findings

Table 0-15: comprehensive table of areas, sub-areas and levels of Economic culture

Bases or areas	Sub areas	Levels				
		Undesirable Level	Undesirable Level	Undesirable Level	Undesirable Level	Undesirable Level
Economic Behavior	1. Rate of production					
	2. Work production					
	3. Purchasing luxury stuffs					
	4. Tax payment					
					
Economic Attitude	1. Consumerism					
	2. Hate or interest of Western life style					
	3. Attitude towards using various stuffs					
	4. Disagreement with consumerism culture of Western countries					
					
Economic Belief	1. Believing in investment					
	2. Believing in importance and impression of advertisements					
	3. Ability for risking					
	4. Believing in the importance of work production					
					
Economical Information and knowledge	1. Familiarity with country's investment options					
	2. Familiarity with economic laws and crimes					
	3. Information about country's financial organizations					
	4. Information about cost fluctuations of important goods in the country and					

Source: Research Findings

Planning a research method to recognize the cultural addressees (qualitative or quantitative dimensions of a subject, planning indicators, spreading levels of addressees in a statistical society, etc) is an independent subject about which shall be discussed in another opportunity.

Planning for Cultural Growth

This is an important achievement of recognizing cultural addressees that an area for cultural development and promotion shall be provided; so, by checking the patient, it will be possible to prepare the facilities to cure him and it is inevitable condition.

Moreover, it seems lack of recognition about addressees, is the main reason of being unsuccessful in different activities related to cultural growth and promotion in a society (political, economic, etc.).

Another subject, in this ground, is that we believe in preparing the area by the government, ruling parties or managers for cultural growth and promotion, since, in our idea, cultural promotion in a formal, legal and commanded is neither possible nor desirable. In other words, neither the government nor the ruling parties, but the people of a society are the agent for cultural development and promotion. As the agent for growth, is not the gardener, but the flower or plant, itself, and at most, a gardener prepares the situation for growth, through removing obstacles and providing the situation.

The second task of religious government in cultural development and promotion is to identify correctly, the political, economic and religious situation of society in different areas and sub-areas and try to assist their own addressees in developing and promotion to an upper level of the same area and sub-areas.

Considering the acceptance of five levels, we can think of four more steps or levels of promotion which are as follows:

First step, Attraction: preparing the ground for addressee's promotion from undesirable level to the minimum level.

Second step, Stabilization: preparing the ground for addressee's promotion from minimum level to the adequate level.

Third step, Growth: preparing the ground for addressee's promotion from adequate level to the desirable level.

Fourth step, Excellence: preparing the ground for addressee's promotion from desirable level to the maximum level.

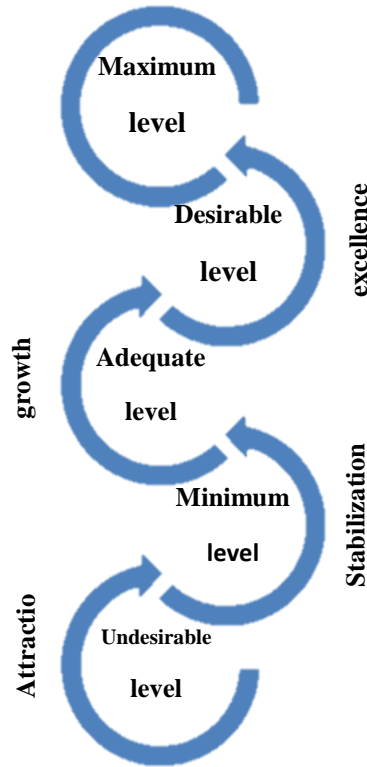


Diagram 0-2: Steps of cultural promotion
Source: Research Findings

Preparing the ground for address promotion from undesirable level to the minimum level (attraction) and to the upper levels (stabilization, growth and excellence) is relatively simple in information area and probably it is attained through ordinary teaching and giving information, but attraction and promotion in belief area, attitude area and social behavior area, have complexities and difficulties for which should be prepared a separate research and theory.

Final Point

There is another important issue to which we should refer at the end and it is related to the interaction of different signs and bases of sub-systems. It means the economic culture of people effects on their religious culture and shall be impressed by it. More precisely, we should say that each base of religious culture influences on other bases of economic culture and is influenced by them.

The mentioned idea, in a simple way, has been showed in the following diagram, and what we should explain, is:

At first, we have granted priority and importance to the religious culture, since we consider it as the deepest and most effective area or cultural indication in each society;

secondly, we gave the most importance to the religious behavior from amongst different bases of religious culture and placed it on the top of the image, while showing its influence on the other signs of public culture or other cultural subsystems in the encircled quadrangle with this message: “the religious behavior of people is the thing which gives direction and order to other bases and cultural signs of the society”.

In the following diagram, continuous lines indicate the bases impression of one cultural area on the other bases of the same area, while dotted lines show the influence of a cultural area bases on another cultural area bases, just showing the effect of religious behavior on the bases of other areas.

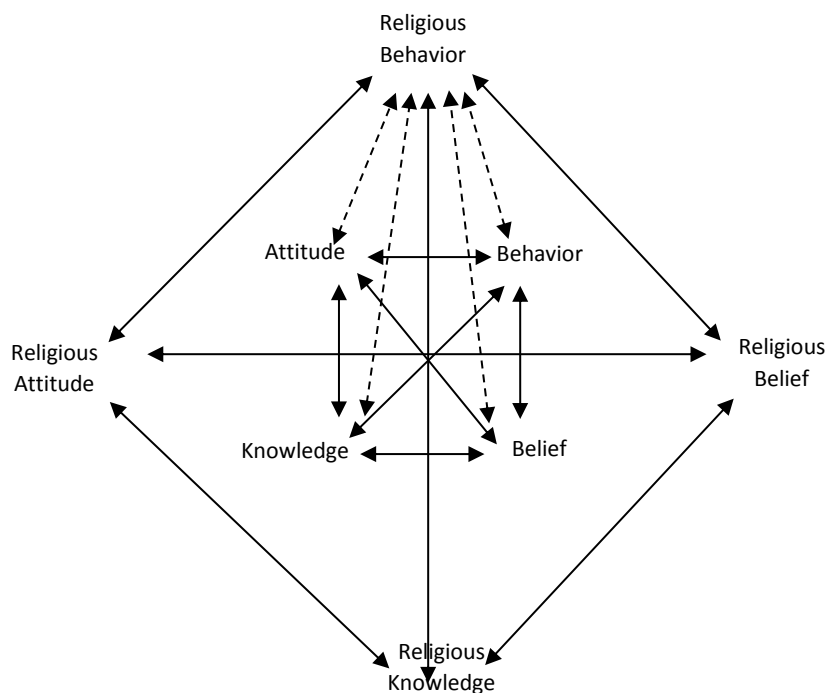


Diagram 0-3: Impression and getting impressed of religious culture in compare with cultural sub-systems

Source: Research Findings