

## Exploration of the effects of ICT on Improving the Cultural Management (Case Study: the Cultural and Artistic Organization of the Municipality of Tehran)

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**Abstract:** This article examine the effects of ICT on improving the cultural management. The way of collecting data is descriptive. The study used questionnaires for gathering the required information and the sample included 287 cultural managers selected randomly. It is worth mentioning that 73 of them were among e selected managers using the ICT will lead to improving management of the cultural services, increasing the efficiency of managers based on the principle of customer-centering decreasing the expenses and increasing the rate of presenting the cultural services. Based on the result of the study also some suggestions are made to improve the statue of presenting the cultural service and products.

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### Introduction:

The economic, social and cultural life of the people of a community largely depends on the technology of information and communication. Despite the past, in which technology and information were limited to the authorities of industries and those of skill, and they had to certificate them, in modern societies, even the common people are so engaged with technology that it become a big part of their routine lives especially in the domain of culture.

Given that, any kind of politic and program in relation with the cultural expansion cannot be designed irrespective of the last developments of the field of information dissemination of information and communication at the national and international levels. Our present cultural is replete with the information received from the TV and satellite programs, newspapers and so on, and of course this information is conveyed using some specific content and marks (Saeedi, 2006). New developments in the information and communication technology have revealed the tendency of different organizations for using them in order to get their organizational purpose and to create value for their audience more than any time else, and of course the cultural and artistic organization of the municipality of Tehran is not an exception from this process passing from the industrial era and entering the era of information and communication ( or according to Alvin Toffler, the age of knowledge), the increasing need of human being for some sort of teaching different from that of the past is felt more

than ever, and in this way, technology of information and communication which has been developing increasing can change all aspect of our lives positively.

The cultural and artistic organization of the municipality of Tehran considers spirituality as the main purpose of cultural developments and believes that the most important challenges for getting this goal are developing some principles and trying to guard the national and Islamic culture of the greater Tehran in relation with its urban characteristics. For the purpose of identifying, predicting and meeting these fundamental needs and challenges, this organization prioritized something's like the active corporation of the citizens through strengthening the social organizations of the domain of art and culture, using the scientific methods in assessing the needs of the society and reflecting the cultural and social realities of Tehran. This organization also regards the creation of reciprocal relationship with its audience and presenting them with suitable and various cultural services and products, which guarantee its survival and maintains the necessary balance and stability for its activities through the active relationship with the other cultural institutions and authorities of our country. So, it is quite clear that the changes result from the information technology can easily affect it, and for using this new environment it should combine the present knowledge with the computral and communication information. Given that using the technology of information has such benefits as

increasing the speed of services and decreasing prices, pay a good attention to it seems necessary. Generally speaking the overall goal of this study is examining the effects of information and communication technology on the promotion of the cultural management of the cultural and artistic organization of the municipality of Tehran.

#### **Stating the research question:**

In the past 20 years, the information and communication technology has played a very fundamental role in promoting the professional affairs. Today human being is experiencing a world based on the information and communication technology which has its own features. Living in this modern world requires getting a deep knowledge of this technologies and acquiring the skill of using them. Lacking these requirements, living and competing would be very challenging for human beings, organizations and companies should also acquire the basic requirements of using new technologies in order to take some good steps in the way of development and success and guarantee the survival of their crops. Today at the age of communication and information using the internet and web, we can do a big part of our daily live such as searching the resources from data bases (libraries,...), knowing about activities and programs of institutes, and advertisements, social, sport and economic news, and most importantly using the special services and products of the cultural centers and organizations, without being present at the above mentioned places.

The cultural and artistic organization of the municipality of Tehran was founded in 1996 in order to expand the culture and art in the Iranian society and to improve the culture of city-dwelling in the greater Tehran. Expanding the culture, deepening the religious cognition, strengthening the beauty and truth seeking features of human being, living happily using a productive spirit and getting the social life skill are among the basic needs from which this organization has earned existence. With respect to the basic changes that constantly occur in the unstable and competitive environmental of the world such as goals can only be achieved by using and adapting the environmental conditions and technological developments. That is because in the present age , development is like a growing tree with different branches which pave the way of future, and it's branches are in fact the same as the human culture which are recognized as the indicators of development. Then, if we determine the mayor end of using technology as supporting and sponsoring development in a society and the end of development as human being's booming and his consent of meeting his mundane of spiritual needs, we will find out that technology is not just a way of production. So, its reflection may influence the overall aspects of our

lives and our economic, social, political and cultural behavior. In other words, science and technology are the cultural carriers of a society from which is has originated. Then, they are the means of reciprocal cultural relationship and ignoring them will marginalize the cultural values of society and paves the ways of accepting exotic cultures and their constant prevalence.

#### **Important of Research:**

The modern world, today, is accompanied by a stable and unavoidable incident by the name of «change» , which it's intense, speed, uncertainty in the process of globalization have been very amazing. All aspects of our lives including the economic, political, social and cultural ones are somehow affected by these changes. So, examining, recognizing, predicting and adapting with them require having plans and suitable strategies for the future and having an attitude combined with creativity, that are of importance and necessity for every kind of organization.

Among the important aspects of these global changes are the eyes catching developments of the field of technology of information and communication. Examining these changes in terms of their structures, internal parts, intra organization components, economic, cultural and industrial aspects, value creating for their audience for the purpose of promoting the quality of presenting services and products, increasing the rate and care, decreasing expenses and generally, promoting efficiency can be very important. Since the cultural and artistic organization of the municipality of Tehran is responsible for the issue of culture at both the micro and macro levels in the city, acquiring some sort of competitive benefit with respect to the new developments of information and technology such as presenting cultural services and products, attracting and maintaining its audience, seems necessary for it. It is supposed that it will get the above mentioned goals through examining the fields have changed, using new methods of presenting the cultural services and products for achieving their goals and creating value. It is hoped that conducting this research and presenting suitable solutions can help the managers of this department service Tehranian citizens in a more efficient manner.

#### **Objectives of the Research:**

##### **Main Objective:**

Examining and clarifying the effect of information and communication technology (ICT) on improving the cultural management of the cultural and artistic organization of the municipality of Tehran.

##### **Peripheral Objectives:**

1- Portraying the promotion in the management of the cultural services and products at the central and

artistic organization of the municipality of Tehran as a result of using information and communication technology (ICT)

2- Examining and clarifying the noticeable increase of efficiency of the cultural managers of this department with respect to the principle of customer-centering as a result of using the information and communication technology.

3- Examining and clarifying the decrease of expenses of presenting the cultural services and products of the department as a result of using (ICT).

4- Portraying the increase of the rate of presenting the cultural services and products of the department as a result of using ICT.

#### **Research Questions:**

1- Does the use of information and communication technology have any effect on the promotion of cultural management?

2- Which aspects of cultural management may be affected by the usage of information and communication technology (ICT)?

#### **Research hypotheses:**

1- Using the information and communication technology (ICT) will promote the management of presenting the cultural services and products at the cultural and artistic organization of the municipality of Tehran.

2- Using the information and communication technology (ICT) with respect to the principle of customer-centering will increase the productivity of the managers of the department noticeably.

3- Using the information and communication technology (ICT) will decrease the expense of presenting the cultural services and products at the department.

4- Using the information and communication technology (ICT) will result in the increase of the rate of presenting the cultural services and products at the department.

#### **Research review:**

No research has been conducted in order to examine the effect of information and communication technology on the promotion of cultural management so; a number of projects that are similar to this study in terms of method and subject will be examined shortly.

##### **A. Studies have been conducted in Iran.**

Rahimi (2004) conducted a study by the name of « examining the attitude of managers of public libraries dependent on the cultural and artistic organization of the municipality of Tehran about using computers in them.» This study aims to investigate the opinion of managers in their four major parts: selecting and ordering the resources, borrowing them, technical services and references. The final analyzing of data in these four major parts revealed that in

manager's opinion, the main reason of using computers is increasing the rate and care in doing things. They also believe that the role of compute in the four above mentioned parts cannot be denied at all.

Sharifi (2004) asserted in his ph.D thesis, by the name of « presenting a perceptual framework for institutionalizing information and communication technology in universities» that for getting his goal, universities are required to clarify their attitude about using technology. Then, those factors that predicted these attitudes in a more efficient manner, and protracted their changes in a more precise way should be emphasized purposefully in making programs for increasing the use of information and communication technology in universities.

Kabirifar (2004) in a study by the title of « the effect of developing the technology of information and communication (ICT) on cultural development,» which was done in an analytic and descriptive, stated that the aim of his research was knowing about the direction of culture movement in future and programming correctly for encountering it, using its benefits and being away from its disadvantages. Then, he asserted that at the present century human being cannot live without using this technology, and its great advantages should be used and employed in different cultural fields.

Hashemi(2006) conducted a study with the title of «the role of information and communication technology as the complementary element of total quality management (TQM) on promoting the efficiency of the managers of Azad university ( Roode hen branch), an tried to understand how much the information and communication technology can affect the efficiency of managers the main hypothesis of the study was that the information and communication technology can affect the efficiency of managers positively and for supporting this hypothesis four components including : permanent promotion, considering customers as the most important element, group work and managing creativity were examined. Then, it was revealed that based on the view of subjects ( samples) , all factors connected with information and communication technology had a very important role ( more than the average level ) in promoting their efficiency. It was believed that the assurance statement is about %99.

Nozari (2008) also had a research with the title of «the proposed design of creating information technology network for the public libraries dependent on the cultural and artistic organization of the municipality of Tehran,» in which he state the purpose of his study as creating the regular connection and reciprocal corporation between the above mentioned libraries and developing the process of dissemination of information for meeting the informational needs of

the users of these libraries. Information dissemination network is among the electronic technologies of information and communication that are created for the purpose of preventing repetitive works, decreasing the expenses, easing the access to the resources, expediting the technical affairs and developing the services of information dissemination in libraries.

### **B. Studies conducted abroad**

The result of the study, conducted in (1997) in a Germany shows that %64 of the cities with a population more than 50 thousands persons are placed in the group A or Electronic cities<sup>3</sup>. These cities have the economic information systems which contain some information about local management, urban economics, culture, free time, tourism, urban development and environment. Totally in A cities or digital cities<sup>3</sup>, just by pressing one bottom (~) a flow of needed services and information will be access able through computer networks. As it is seen, the new electronic media and information systems provided the chance of widespread access to new information and help them to get deeper outlooks towards the social life. Also, having access to the hyper medial and virtual technologies [electronic- computer] made the human being get clear and vivid recognition about social life, which led to vesting visions to it. The new electronic-computer media and their related facilities are of influence in structures, processes and cultural. This influence manifests itself in the two following ways:

1- In relation with culture, through using urban design for creating urbane knowing.

2- In relation with structures, through architecture of urban communities (Nejati Hussein, 2000).

Farajpahlou (1992) stated in on article: a review of the information technology's infrastructures in Iran that at the middle of 1970, computerizing the library services was considered for the first time. Then, the central library of Shahid Chamran University in Ahwas (a city in Iran) started recording its library information on some computer cards. At the end of 1970s. however, as a result of economic and social problems resulted from the occurrence of Islamic revaluation and after that, the 8 years of the imposed war, hindered the entrance and use of this new technology, but some companies devoted a part of their own budget to computer equipment.

### **The role of information and communication technology in expanding the cultural information dissemination:**

The electronic era has provided human being with some powerful tools and the prevalence of the media, telephone networks and informational satellites and highways have made all aspects of his life dependent on informational and communicative

technologies more than any time else. Information technology and internet also have challenged the economic and social and cultural situations. The following model ( figure1) shows the way of creating the amount and value of customers tendency to order and buying it in terms of (cultural) services and products, especially in the modern service organizations (such as the cultural and artistic organization of the municipality of Tehran). (Kamrani, 207).

In many service activities especially in the culture domain, the main change aroused because of the new cultural development is combining the common elements of different cultures. Totally speaking, the effects of information and communication technology developments can be stated in this way:

Future companies and organization need creating energy for reviving their units. Of course, it does not mean that the only aspect of this change is converting the structure of organizations. It in fact involves some factors of help for reproducing energy and increasing the abilities of the unit such as: promoting expertise and skills, reengineering systems and reexamining the process of activities, changing the financial, administrative and managerial structures, using the advanced tools for optimizing the resources and developing order in thoughts, insights and behavior of managers for selecting and employing different methods. (Moemeni, 2000).

A complex technology will create an uncertain environment in which the members and clerks of an organization are required to process more information in order to understand unexpected events in a more suitable way and react to them correctly. Interdependence or reciprocal connection between governmental organizations will result in more connection between them. So, the organization should be designed in a way that information can be transferred both vertically and horizontally in order to create a good condition, and make it achieve its goals as a result of a perfect harmony between its components. (Nadler and Tushman, 1988). The structure of an organization generally should be in a way that is in line with the informational needs. Lacking this quality or in a case of lack of enough information received by its members, the organization will make them spend too much time and money on processing useless information, and if such a condition continues, it will result in decreasing the efficiency of the organization (Daft,2002). In modern companies also, horizontal connections are still receiving a great deal of attention, and their positive roles are noticeable. In these organizations, using a team (all those who work on a design) horizontally (including designers, engineers, producers, marketing agents,

those of financial affairs and buying, and even the outside sellers) will make different persons to come together and this in turn will result in more harmony in such companies and turns them to be the most successful companies in the world (Taylor, 1994). Computer informational systems can provide the managers and workers of production line with the opportunities to exchange information about difficulties, chances, activities and decisions regularly. For example, Bavally energy, a 264 million dollars company which works in the fields of exploration and production redesigned its computer informational system in a way that improve the connection between geologists, production engineers and engineers of contracting companies all over the world (Lindgren, 1994). Creating horizontal connection at higher levels, however, entails those connections that engineers engaged in an issue make between themselves directly. In big companies like I.B.M and general electric, managers are encouraged to have direct connection with each other since it can increase the harmony of the organization (Ettorre, 1993). Zhilt company at also made of its managers match the activities of company global level. Given that a production manager should make harmony between 15 countries for marketing and selling its products (about double blades) which as a result of using different methods of advertising, marketing and selling of these countries saved a lot of money and time. General motors' company on the other hand, had specified a number of people by the name of «managers of trade mark and name».to market and sell each of its products (Naughton, 1995). Company also made about 250 teams for designing and producing a plain (777 model) and producing its vital parts, and now all of these teams are working with each other perfectly (Galbraith, 1994). Information technology as one of the strategic tools has many implications. For example, ferrite lee company had used the supporting system of decisions in a way that turned this system to some sort of weapon or strategic tool and made the company to size a bigger part of market. (Bartiamo, 1990).

#### **Research Methodology:**

As far as the research methodology is concerned the study is a practical (or applied) one. Also, the way of collecting data (research design) is descriptive (non- experimental). Theoretical outlines of the present study are derived from library resources and a questionnaire was used for gathering the necessary information.

Validity and reliability originally refers to the correctness of measurements process by the researcher. For making sure of the validity of the questionnaire used in this study, after designing it based on the theoretical models and background

information, 20 copies of it was distributed between a number of managers in the sample group and for the purpose of using their remedial and professional views about the correctness of the draft of questionnaire, they were ask to make comment about its ambiguous points. Then the last changes were made and the final version of it was prepared with the monitor of supervisor. In this study, the method of Alpha (introduced by Cronbach) was use for determining the reliability of research. According to this method of Cronbach, a questionnaire is reliable if and only if the amount of Alpha is more than .7. Then, we may be able to say that it is reliable.

#### **Research population:**

Statistical population of this study includes 287 managers of some centers (cultural centers, complex and houses of culture, art galleries and instruction centers), who were selected using the random and classic method of sampling, it is worth mentioning that 73 of them were among the selected managers.

#### **Tools of gathering data:**

In this study the necessary data was gathered through using a questionnaire. But because of the geographical dispersion of these centers in the town and for the purpose of decreasing the possibility of reluctance of some managers for completing the questionnaires, all of them were presented, explained and gathered personally and in a condition in which a letter of certification from the directorate department of programming and developing the organization.

#### **Method of analyzing data:**

For analyzing gathered data, first of all, the variables of research should be processed using descriptive statistics (table of frequency, circle graph) which explores the population variables such as age, sex, education level, record of work and the type of job. Then, analyzing statistics will be mentioned. In analyzing statistics of this study, Kolmogorov-Smirnov's test was used to examine variables in order to find out whether they are normal, also examining and testing hypothesis and it's different aspects was done through using one sample t-test, and Ferridman's test was used for ranking aspects of the four hypothesis and determining the positive and negative points of the cultural and artistic organization of the municipality of Tehran. After gathering questionnaires and extracting data, spss soft ware was used for analyzing data, the final results were prepared in from of word and excel table.

#### **Research findings:**

Population features of the cultural managers of the cultural and artistic organization of the municipality of Tehran who were among the bosses of cultural centers (cultural houses, complex and houses of culture, libraries, art galleries and instruction centers) is as follows: %63 were female, %37 were

male, %11 had diploma, %19 had A.D, %57 had B.A, %11 had M.A and %1 had ph.D degree. Also, as far as the record of work is concerned %49 were between 5-10 years, %44 were between 10-15 years, %4 were between 15-20 and %2 were between 20-25 years. And finally in terms of type of responsibility %9 were managers of cultural centers, %24 were managers of cultural houses, %25 were managers of libraries, %11 were managers of art Galleries and %30 were managers of instruction centers. in this study first of all, the test of klomogorov-smirnov was used to find about the normality of dispersion of data. Based on the results of this test, distribution of data of all variables of the four hypotheses were normal also, for testing the hypotheses, the test of one sample t-test was implemented. In the study, all hypotheses were tested using null hypothesis and then alternative hypothesis,

and then the amount of indicator for each hypothesis was calculated. According to the level of significance for each indicator, if it is lower than %5, the null hypothesis will be rejected and the alternative one will be accepted on the other hand, if distance of assurance for both high and low levels is positive it can be concluded that mean is higher the mean of test which equals 3 and in this way, the hypothesis based on the existence of that variable will be rejected with the possibility degree of %95.

#### **Examining and testing the research hypotheses using one sample t-test.**

**Examining and testing the first hypothesis:** using the technology of information and communication will promote the management of presenting cultural services and products at the cultural and artistic organization of the municipality of Tehran.

**Table1:** inferential statistic of the promotion of management of presenting cultural services and products and its different aspects.

Inferential statistics						
variables	Mean equal to 3					
	t	Level of freedom	Level of significance	Deference between means	%95 distance to make sure of difference	
					minimum	maximum
Giving on time instructions for developing knowledge and skill	12.048	72	0.000	1.233	1.03	1.44
Electronic exchange of information between different centers of the organization	12.048	72	0.000	1.233	1.03	1.44
Access ability of electronic resources	12.974	72	0.000	1.151	0.97	1.33
Permanent connection with those who receive services	8.302	72	0.000	0.904	0.69	1.12
Increasing the number of new and suitable chances	9.488	72	0.000	0.932	0.74	1.13
Promoting the management of cultural services and products	13.69	72	0.000	1.09	0.9316	1.2492

**Table 2:** coming to a conclusion about the statue of promotion of management of presenting cultural services and products and its different aspects.

Variables	Statue of having effect
Giving on time instructions for developing knowledge and skill	It has effect
Electronic exchange of information between different centers of the organization	It has effect
Access ability of electronic resources	It has effect
Permanent connection with those who receive services	It has effect
Increasing the number of new and suitable chances	It has effect
Promoting the management of cultural services and products	It has effect

**Examining and testing the second hypothesis:** using the technology of information and communication (ICT) will noticeably increase the efficiency (or productivity) of the cultural managers of the cultural and artistic organization of the municipality of Tehran with respect to the principle of customer-centering.

**Table 3:** inferential statistic of increasing the productivity of cultural managers with respect to the principle of customer-centering and it's different aspects.

variables	Inferential statistics					
	Mean equal to 3					
	t	Level of freedom	Level of significance	Deference between means	%95 distance to make sure of difference	
					minimum	maximum
Quick and on time response to customers	11.485	72	0.000	1.164	0.96	1.37
Presenting unique services	9.306	72	0.000	0.932	0.73	1.13
Promoting the quality of services and products	8.431	72	0.000	0.849	0.65	1.05
Attracting customers	5.848	72	0.000	0.658	0.43	0.88
Maintaining customers	7.320	72	0.000	0.795	0.58	1.01
Increasing the productivity of cultural managers with respect to the principle of customer- centering and it's different aspects.	10.17	72	0.000	0.87	0.7070	0.0519

**Table 4:** coming to a conclusion about the statue of increasing the productivity of cultural managers with respect to the principle of customer-centering and its different aspects.

Variables	Statue of having effect
Giving on time instructions for developing knowledge and skill	It has effect
Electronic exchange of information between different centers of the organization	It has effect
Access ability of electronic resources	It has effect
Permanent connection with those who receive services	It has effect
Increasing the number of new and suitable chances	It has effect
Promoting the management of cultural services and products	It has effect

**Examining and testing the third hypothesis:** using the technology of information and communication (ICT) will decrease the expenses of presenting the cultural services and products at the cultural and artistic organization of the municipality of Tehran.

**Table 5:** inferential statistic of decreasing the expenses of presenting cultural services and products and its different aspects.

variables	Inferential statistics					
	Mean equal to 3					
	t	Level of freedom	Level of significance	Deference between means	%95 distance to make sure of difference	
					minimum	maximum
Presenting services at the lowest expense	7.649	72	0.000	0.822	0.61	1.04
Being free from the huge archives	8.626	72	0.000	0.918	0.71	1.13
Optimum use of the present space	13.710	72	0.000	1.411	1.21	1.62
Increasing the efficiency	10.983	72	0.000	1.096	0.90	1.29
Substitution of old and traditional methods and tools with the new ones	10.954	72	0.000	1.137	0.93	1.34
Substitution of old and traditional methods and tools with the new ones	12.38	72	0.000	1.07	0.9034	0.2500

**Table 6:** coming to a conclusion about the statue of decreasing expenses of presenting cultural services and products and it's different

variables	Statue of having effect
Presenting services at the lowest expense	It has effect
Being free from the huge archives	It has effect
Optimum use of the present space	It has effect
Increasing the efficiency	It has effect
Substitution of old and traditional methods and tools with the new ones	It has effect
Substitution of old and traditional methods and tools with the new ones	It has effect

**Examining and testing the fourth hypothesis:** using the technology of information and communication (ICT) will increase the rate of presenting cultural services and products at the cultural and artistic organization of the municipality of Tehran.

**Table 7:** inferential statistic of the increasing the rate of presenting cultural services and products, and it's different aspects.

Inferential statistics						
variables	Mean equal to 3					
	t	Level of freedom	Level of significance	Deference between means	%95 distance to make sure of difference	
					minimum	maximum
Presenting service at the shortest possible amount of time	12.031	72	0.000	1.329	1.11	1.55
Increasing the rate of receiving and transferring information	10.916	72	0.000	1.233	1.01	1.46
Exchanging views for making on time decisions	7.952	72	0.000	0.877	0.66	1.10
Doing the activities related to the job correctly and through the shorter and more efficient methods	11.093	72	0.000	1.123	0.92	1.33
Collecting and classifying present information	11.669	72	0.000	1.301	1.08	1.52
Increasing the rate of presenting cultural services and products.	12.35	72	0.000	1.17	0.9833	.03619

**Table 8:** coming to a conclusion about the statue of increasing the rate of presenting cultural services and products and it's different aspects.

variables	Statue of having effect
Presenting services at the shortest possible amount of time	It has effect
Being free from the huge archives	It has effect
Optimum use of the present space	It has effect
Increasing the efficiency	It has effect
Substitution of old and traditional methods and tools with the new ones	It has effect
Substitution of old and traditional methods and tools with the new ones	It has effect

**Ferridman's test of analyzing variance which was used for different aspects of hypotheses:**

Sass output includes two tables. In the first table the statistical features and the indicator x2 are presented, while in the second one, the mean of ranks of each aspect are mentioned. Given the output of spss, the level of significance is lower than the level of standard significance ( $\alpha = .5$ ) then, the H hypothesis at the level of assurance of .95 cannot be confirmed. Then, we can say that aspect of all hypotheses is not the same. Related tables are presented here.

**Table 9:** table of significance of Freidman's test in relation with the first hypothesis ( promoting the management of presenting the cultural services and products).

Number	Calculated amounts
$\chi^2$	73
Statistical indicators	24.26
Level of freedom	4
Level of significance	0.000

**Table 10:** table of mean of ranks in Freidman's test in relation with the first hypothesis ( promoting the management of presenting the cultural services and products.)

Aspects of promoting the management of presenting cultural services and products.	Mean of rank	rank
Giving on time instructions for developing knowledge and skill	3.30	2
Electronic exchange of information between different centers of the organization	3.32	1
Having access to the electronic resources	3.10	3
Permanent connection with those who receive services	2.62	5
Increasing the number of new and suitable chances.	2.66	4

**Table 11:**table of significance of Freidman's test in relation with the second hypothesis ( increasing the efficiency of cultural managers based on the principle of customer-centering)

Number	Calculated amounts
$\chi^2$	73
Statistical indicators	26.62
Level of freedom	4
Level of significance	0.000

**Table 12:** table of mean of rank in Freidman's test in relation with the second hypothesis ( increasing the efficiency of cultural managers based on the principle of customer-centering.

Different aspect of increasing the efficiency of cultural managers based on the principle of customer-centering	Mean of rank	rank
Quick and on time responses to the customers	3.58	1
Presenting unique services	3.04	2
Promoting the quality of services and products	2.97	3
Attracting customers	2.56	5
Maintaining customers	2.85	4

**Table 13:** table of significance of Freidman's test in relation with the third hypothesis ( decreasing the expenses of presenting the cultural services and products.

Number	Calculated amounts
$\chi^2$	73
Statistical indicators	39.33
Level of freedom	4
Level of significance	0.000

**Table 14:** table of mean of ranks in the Freidman's test in relation with the third hypothesis ( decreasing the expenses of presenting the cultural services and products.

Aspect of decreasing the expenses of presenting cultural services and products.	Mean of rank	rank
Presenting services at the lowest expense	2.54	5
Being free from huge archives	2.68	4
Optimum of the present space	3.65	1
Increasing the efficiency	3.01	3
Substitution of the old and traditional methods and tools with the new one.	3.11	2

**Table 15:** The table of significance of Freidman's test in relation with the forth hypothesis ( increasing the rate of presenting the cultural services and products.

Number	Calculated amounts
$\chi^2$	73
Statistical indicators	31.85
Level of freedom	4
Level of significance	0.000

**Table 16:** Table of mean of ranks in Freidman's test in relation with the fourth hypothesis (increasing the rate of presenting the cultural services and products.

Aspects of increasing the rate and care of presenting cultural services and products	Mean of rank	Rank
Presenting services at the shortest possible amount of time	3.34	1
Increasing the rate of receiving and transferring information	3.13	3
Exchanging view for making on time decisions	2.41	5
Doing the activities related to the job correctly and through the shorter and more efficient methods	2.86	4
Collecting and classifying the present information.	3.27	2

**Table 17:** Table of significance of Freidman's test in relation with different aspects of cultural management

Number	Calculated amounts
$\chi^2$	73
Statistical indicators	26.11
Level of freedom	3
Level of significance	0.000

**Table 18:** Table of mean of ranks in Freidman's test in relation with different aspects of cultural management

Aspects of increasing the rate and care in presenting cultural services and products	Mean of rank	rank
Increasing the quality of managing of presenting cultural services and products	2.60	2
Increasing the efficiency of cultural managers based on the products	1.92	4
Decreasing the expenses of presenting cultural services and products	2.59	3
Increasing the rate of presenting cultural services and products	2.88	1

**Conclusion:**

Although some minor steps have been taken in our country with regard to the usage of information and communication technology, it is a rather unknown phenomenon up to now. If we consider management as a systematic activity for achieving the goals of the organization, the role of IT (information technology) in designing the system and achieving them would be quite clear. In our organizations and companies information is not regarded as an organic property which can have a very strategic role in decision making process and achieving goals. The cultural and artistic organization of the municipality of Tehran considers spirituality as the main outlook of cultural development, and now, designing and explaining the principles of this goal and trying to maintain the identity of national and Islamic culture of the greater Tehran are the main challenges for it. This organization also, regards creating reciprocal connections and answering the audience as the main factors of its survival and expansion. Given that, it prioritizes creating reciprocal connections and presenting cultural services and products in various forms and in accordance with the needs of different groups of audience in its connections with them. So, it is quite clear that as a result of the changes derived from the information technology this organization will change too, and for taking advantage of this new environment the present knowledge should be combined with the computer and communicative information and, as a result of the process of technology expanding in terms of increasing the rate and decreasing the expenses this issue become more

important than before. According to the results of this study, using the information and communication technology (ICT) can positively affect the management of presenting the cultural services and products at the cultural and artistic organization of the municipality of Tehran. So, the cultural and artistic managers are better to promote the electronic exchange of data between organization centers to present on time instructions for increasing the knowledge and skills and to have access to digital, virtual and electronic resources. The second hypothesis that says using the information and communication technology (ICT) based on the principle of customer-centering can lead to the promotion of efficiency of cultural managers of the cultural and artistic organization of the municipality of Tehran, was also confirmed by the result of this study. But since at the communication era, the competitive environment for attracting and maintaining customers is too complex and uncertain, the cultural and artistic managers are required to prepare the prerequisites of using ICT more than before for the purpose of quick and on time responding to the customers, presenting unique services and increasing the quality of products and services. Given the hypothesis of « using the information and communication technology can decrease the expenses of presenting cultural services and products at the cultural and artistic organization of the municipality of Tehran», cultural and artistic managers can prepare the prerequisites of the day growing usage of the information and communication technology for the optimum use of the present spaces, substitution of old and traditional tools and methods

with the new ones and becoming free from the huge archives.

#### Suggestions:

Given that the technology of information and communication has a very fundamental role in promoting the managements of presenting the cultural services and products, it is proposed here that the cultural and artistic organization of the municipality of Tehran use this technology at all levels of work and occupation in order to get the higher levels of efficiency and productivity. Also, with respect to the statue of ranking different aspects of the cultural management, trying to maintain and promote the present condition about increasing the rate and quality of management of presenting the cultural services and products seems unavoidable, also the need of decreasing the expenses of presenting these services and products and of promoting the efficiency of cultural managers are quite necessary. cultural managers should also pave the way of movement and growth of their organizations and in doing this consider the following

#### Questions:

- Employing, appointing and instructing the cultural clerks in a quick and permanent approach.
- Expanding cultural centers in terms of space and computer equipment
- Providing the clerks and audience of cultural centers with the case of access to the national and international networks.
- Removing the problems related to the budget, hard and soft ware equipments and expertise of cultural forces.

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