

# Designing an organizational communication model based on organizational culture in the government sector (state banks)

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## Abstract

The current research deals with the design of the organizational communication model based on the organization's culture in the sector of state banks (state banks). The type of research is descriptive correlational, and the study is fundamental in terms of purpose. This qualitative research has been conducted using grounded theory and structural-interpretive modelling. Data analysis was done through three stages open coding, central coding and selective coding, and then a model was explained based on the grounded theory. This qualitative research has been conducted using grounded theory and structural-interpretive modelling. Data analysis was done through three stages open coding, central coding and selective coding, and then a model was explained based on the grounded theory. The results of hypothesis testing revealed a model that described organizational communications with organizational culture from an Islamic perspective in state banks (Bank Melli Iran, Sepah Bank, Export Development Bank of Iran, Saderat Bank of Iran, Sanat and Madan Bank, Keshavarzi Bank, Maskan Bank, Post Bank of Iran, Tose'e Ta'avon Bank). The research findings are based on the organizational communication model based on ethical organizational culture in the government sector (state banks). Organizational communication is highly influenced by the culture that governs the organization, and as much as a proper communication and cultural strategy is created in the organization, the organizational processes in the field of human resources, especially banks, will be more optimal. Organisational communication aims to transfer the required information to all parts of the organization. Determining what, when and how to communicate to employees is the key to implementing this system.

Keywords: organizational communication, organizational culture, ethical, state banks  
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## 1 Introduction

The purpose of organizational communication is to transfer the required information to all parts of the organization. Determining what, when and how to communicate to employees is the key to implementing this system. Almost 7 out of 10 employees believe that the flow of communication in their organization is poor. Employees often complain that managers withhold important information. They believe that the information they receive is not timely and that the lack of important information has challenged their job. Communication is like blood in the veins of the organization, if it flows properly, it leads to the improvement and health of organizational processes, and if it flows

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inappropriately and ineffectively, it causes conflict and rumours between individuals and units. Effective and desirable internal communication is the basic factor that connects people, which, along with a desirable and ideal culture, causes appropriate organizational behaviour.

The changes that organizations have faced in the cultural sphere, along with challenges in cultural domains such as dealing with multi-generational workforces, shifts in the perspectives and attitudes of different generations within the organization, and the emergence of new technologies, have led to an increase in the influence of culture as a factor affecting internal communications and its role within the organization.

In today's era, organizations are increasingly facing dynamic and changing environments. Therefore, in order to survive and dynamism, they have to adapt themselves to environmental changes. In other words, given the accelerating pace of scientific, technological, social, cultural, and other changes in the present era, successful and efficient organizations are those that, in addition to aligning with the transformations of contemporary society, can foresee the path of future changes and transformations. They are capable of guiding these changes towards creating desirable transformations to build better futures. However, observations and studies show that many organizations are not only innovative and creative, but they are also unable to coordinate with the developments and advances and changes of the present era, and are often managed with ineffective traditional methods [6].

Organizational culture is an environmental variable that affects all members of the organization to a different degree, and therefore, a correct understanding of this structure is important for effective organization management and work. Organization members impart their written and even unwritten culture to new members as the best way to solve issues related to external adaptation (such as the best approach to engaging in global markets) and internal integration (the optimal method for aligning and strengthening processes within an organization). Hence, by possessing the necessary capacity for changing and transforming organizational culture, it becomes possible to alter the thoughts and feelings of a significant portion of the organization's members. Many experts agree that organizational culture refers to a system of shared beliefs members hold toward an organization, a characteristic that distinguishes one organization from another. It is an expansive system formed by members with a shared inference, which the organization esteems or values. In organizations referred to as human entities, there exist behaviours that serve as predominant actions within the organization. These behaviours, known as organizational culture, can either be closed, tiresome, lacking participation, or open, flexible, encouraging employees toward thinking, creativity, and innovation [3].

Organizational communication is one of the important topics and is of interest to all the managers of the state bank sector organizations, and the lack of consensus on the characteristics of effective organizations is their differentiation in terms of specific goals and missions and their different cultures. This research aims to adapt the mode of organizational communication based on organizational culture in order to improve the effectiveness of organizational performance.

Organizational communication is a pattern of systems that deal with the entry, maintenance and exit of human resources. The purpose of localization of organizational communication is to adapt theories to better explain phenomena related to the formation and existence of the studied phenomenon. By using this method, some theories can be examined and retested in the social, cultural, religious, economic, demographic and technological changes, and if changes are needed to better explain the studied phenomena, they can be applied. Therefore, it shows the importance of designing a model by considering the background factors for the development of local human resources, which can be a model for the long-term planning of organizations by predicting changes.

As organizational culture serves as a competitive advantage in modern organizations and casts its shadow over all organizational affairs, including extensive organizational communications, addressing these two crucial aspects will significantly impact organizational productivity and effectiveness. It seems necessary to focus on organizational culture and its ability to create effective communication in the organization to create a favourable environment in advanced and superior organizations. One of the challenges in today's societies is that organizational culture does not support other organizational processes. This consumes a lot of the organization's managers' time in implementing organizational change. Deploying appropriate human resource strategies that support a conducive organizational climate based on organizational culture facilitates organizational communications and fosters appropriate communicative behaviour within the organization. This issue becomes doubly important in banks, which are strongly faced with changes in policies and strategies and commercial relations and contracts between the international economy. Therefore, the theme of culture and communication in leading organizations is one of the basic and important processes that will increase the credibility and competitive advantage of the organization.

## 2 The theoretical framework of the research

Today, the most important and valuable capital of any organization is the creation of effective organizational communication, which compensates for most of the organizational shortcomings and can lead the organization to excellence and continuous improvement. In this regard, the organizational culture in the country's banking system can play an essential role in guiding and achieving effective organizational communication by relying on thinking, creative, motivated and skilled human resources to advance the high goals of the organization. Organizational communication in the banking system can have a decisive impact on the organization due to its influence on the behaviour and culture of banking organizations.

The results of studies and research indicate that most models presented in the field of organizational communications based on organizational culture in the state banking sector lack a suitable systemic structure. The main components of the system (input, output, process, outcome, and feedback) are not specified, and the elements and indicators presented in organizational communication models do not correspond to the needs and characteristics inherent in culture-based organizational communications in the banking system. Often, the presented models in this area are focused on organizational goals and outcomes, lacking a focus on performance in the realm of organizational communication in the banking system. They frequently emphasize a commercial approach and achieving specific objectives, with culture-based communications playing a minor role in the banking system. Overall, these models are static and lack sufficient dynamism to adapt to the cultural factors and variables within the organization. Michael Porter believes that the skills and motivation of individuals within a company, as well as how they are deployed, can be considered significant factors contributing to that company's competitive advantage [2]. Iranian state banks, akin to a forefront entity, play a pivotal role in shaping the character of modern society in Iran. Therefore, to foster excellence in state banks, which consequently leads to societal elevation, profound sensitivity and attention to their organizational culture are essential. Topics like large-scale loan beneficiaries, embezzlements, loans based on connections, irregular recruitments, and so on are small examples of weaknesses in organizational culture and effective communications.

According to social scientists, our society is an organizational society. We are born in the organization; studied in the organization and spend most of our lives working for the organization. Much of the communication takes place in organizations and is widely written about. If you are an organizational employee, most of your effort to coordinate with other colleagues by taking orders from the boss, giving orders to subordinates, interacting with customers and coordinating with other organizations requires communication. Communication is like the human nervous system that reacts to stimuli and coordinates the responses by sending messages to different parts of the body. They coordinate the actions of different departments of the organization. An organization without effective communications becomes a collection of individuals performing operational tasks: organizational actions become disjointed, organizational goals drift toward individual objectives, and communications form fundamental elements of professional management, necessitating managers to engage with individuals at various levels. The manager's communication with those working for them might be the most crucial as aspects of work such as training, assignment of tasks, and performance evaluations are carried out through these communications. Therefore, communication exists in many activities of the organization. Most importantly, communication is a process through which individual and group activities and interactions are coordinated to increase effectiveness [7]. In Iran, due to severe, unjust international banking sanctions imposed by various countries, our financial power has significantly diminished in the global arena. If our state banks can actively leverage their organizational culture to progress, they could significantly contribute to the country's economic cycle. Unfortunately, in practice, we do not witness this scenario.

Organizational communication is an integral part of any organization that plays an essential role in creating a successful business. Communication in a company affects the behaviour of people working in it. Communication in an organization is an important management component because it carries the role of planning and directing management. Organizational communication plays a fundamental role in how people interact with each other. On the negative side, failure to manage ineffective communication can lead to misunderstanding, lack of coordination and incompetence in the organization. Therefore, having effective communication in the organization is essential for the optimal implementation of programs and contributing to the overall success of the business. Undoubtedly, one of the organizations that is always in the challenge of making critical decisions in society is the country's banking system. The country's state-owned banks hold a special and crucial significance as the largest and most practical economic sector of the country. This banking system, utilizing its special facilities to improve the country's economic sector, should significantly employ organizational culture to enhance the skill development of employees and the specialized workforce. It plays a substantial role in establishing effective organizational communications both internally and externally. However, it should be noted that we have yet not achieved a banking system that demonstrates satisfactory performance in communications, despite allocating significant resources to the realm of communications and organizational culture. There exists a profound gap between the growth of the organizational communication sector

and the anticipated level of progress. Among the challenges of organizational communication based on organizational culture are: organizational structure and formations, rules and guidelines, resources and facilities, training programs, and upper-level policies.

Studies by some organizational communication scholars in recent years indicate that many issues and problems prevalent in the structure and fabric of communication result from improper attention to the aspects of organizational communication. If managers were aware of these matters, they could potentially execute their tasks more effectively and efficiently. In Iran, performance evaluation of organizations has been focused since 1972, and recently, in the National Services Law, performance evaluation has been highlighted as one of the effective principles in the development and quality of programs in achieving stated objectives. In the last step of the performance evaluation model, perhaps we can mention the design and action initiative for the implementation of the national productivity and excellence award of the organization in the banking system sector, which has been formulated as an overall performance. In the design of this award, goals such as: spreading culture and development of improvement, organizational and individual learning, continuous improvement of performance and selection of superior organizations in terms of performance are proposed.

Communication weaves the fabric of an organization, creating cohesion and organizational unity. The responsibility of fostering proper communication within an organization lies with management; hence, managers should be cognizant of the importance and quality of the communication process and understand how to establish effective communications [1]. Simon, Smithsberg, and Thompson each acknowledge in their classic work that the nature of communication is critical to the functioning of government. In fact, blockages in the communication system cause one of the most serious problems in executive management [8]. In recent decades, many organizations in developed countries have increasingly emphasized the importance of organizational communications, focusing on auditing these communications. This approach enables them to measure the effectiveness of their organizational communications, identify organizational communication barriers, and take steps to address and overcome these obstacles. However, this matter has remained relatively unknown in our country, and there is less focus on auditing communications within organizations. Another point is the limited attention given by management scholars and students to the concept of organizational communications. Among the limited research conducted in the field of organizational communications, only a few studies have focused on organizational communication performance. Consequently, considering the significance of organizational communications in the public and governmental sectors, as well as the scarcity of research in the realm of organizational communications, especially concerning communication performance within organizations, efforts have been made to highlight organizational culture as one of the most crucial factors. By doing so, it's possible to facilitate improvements in organizational communication performance, make managers more aware of the importance of organizational communications, and take steps toward organizational enhancement. "Organizational culture" is mostly known as the non-material and intangible aspect of the organization and is investigated and studied at different times [5]. The international sanctions on the sale of computer equipment and software have weakened bank systems, depriving them of the ability to provide customers with up-to-date market expectations. Therefore, if organizational communications become more comprehensive, internal capabilities can be utilized to address these deficiencies.

Organizational culture is actually a complementary part of organisational communication. The richness of this culture creates empathy among every member of an organization and helps them to see themselves in the same line. The role that organizational culture plays in an organization is divided into the performance of organizational culture and its effects on various parts of the organization [4].

Considering the ever-increasing changes in human society and the changing expectations of organizations' stakeholders, it seems that providing a single version of the organizational communication model for all countries and organizations cannot be the answer, and in the meantime, the use of a local model fills the existing gaps to a large extent. Despite the application of organizational communication models in modern organizations, the concept, dimensions, and components haven't yet been clearly defined. This issue is more noticeable in the sector of state-owned banks compared to other sectors. In our country, the policies and plans for reforming the administrative system, aligned with the National Management Services Law and the country's five-year development plans, were formulated and ratified under the general policies of the administrative system issued by the Supreme Leader. These were transparent and clear but the executive bodies demonstrated varying behaviors in executing laws and implementing these policies. In many cases, the justification given by the managers of the executive bodies is the non-execution of these policies within their own organization. What is evident about the incapacity of the executive bodies and the unsuitability of the policies is that due to disregarding the conditions of the organizations in policymaking, the success of the executive bodies in practice is not achieved. A significant part of these policies is related to the organization's communication field, and one of the most important organizational conditions that should be included in the policies

and implementation of programs is the organizational culture related to the conditions of each organization. In this regard, the question arises: How should effective organizational communication be in the organizational culture of Iran's state banks? Given that the banking system in our country has a different nature compared to other organizations, it is necessary to design a model for enhancing organizational communications, increasing efficiency, and effectiveness based on the existing culture within the organization. This model should be understandable for officials in the banking sector. It requires resources such as defining and implementing a general orientation, programs, and activities in these organizations based on the existing organizational culture, stabilizing achieved results, making them valuable and useful, guiding and fostering creativity and innovation among employees, aligning personal and team goals, and improving the friendliness of organizational communications. It should be based on organizational culture, creating a culture of quality and continuous improvement in the quality of organizational communications, increasing managers' understanding, and presenting a comprehensive model for implementing organizational communications based on organizational culture in the state banking sector.

It should also be added that: it is not possible to understand the theories of management science, especially in the field of human resources management, without paying attention to the cultural contexts that have played a role in their formation. Since every organization has different units, it is not possible to define a specific culture for all of them, therefore, each organizational unit should be defined in a suitable organizational culture with its own conditions to increase its effectiveness. Based on this, in this study, the entry, maintenance, and exit systems of human resources will be aligned with a specific organizational culture, considering the policies and laws existing in the country's administrative system. For designing the qualitative research model, the grounded theory method will be used. After identifying the existing legal frameworks, the study will enumerate the implementation obstacles and necessary modifications to enhance organizational effectiveness in various organizational cultures within the realm of strategies and functions of human resource management. The present research examines the relationship between organizational communication and organizational culture in the country's banking system. Given that every organization has different conditions for establishing organizational communications, this organization is no exception to this rule. Considering the banking system's duty to foster culture-based constructive communications, it has always held significant importance. Neglecting plans to address improper communication, both within and outside the organization, can lead to severe consequences. Therefore, the country's banking system plays a fundamental role in culture-based organizational communications. Therefore, the most important issue or question of this research is: What is the model of organizational communication based on organizational culture in the government sector (state banks)?

### 3 Research methodology

The present research seeks to present the design of the organizational communication model based on the culture of the organization in the government sector (state banks), hence creating a theoretical structure to formulate and present the mentioned model in the banking system requires an integrated approach based on inductive techniques. In the meantime, Grounded Theory provides an inductive method for creating integrated theories by deeply examining the inside and outside of the organization.

Therefore, it seems that qualitative research is more based on phenomenology. A qualitative researcher looks for live experience in real conditions and tries to collect data without disturbing the scene and in a non-interventional way, and his goal of this effort is to make sure that the data and their analysis are a correct reflection of current events. What is important in qualitative research is the emphasis on a holistic view, moving from observing the details of behaviour and modelling it towards theorizing, inductive logic and naturalism. The qualitative method is used in this research. The most important reason for using the qualitative method is:

The absence of similar studies both domestically and internationally in the field of culture-based organizational communications within the banking system, as discussed, the review of the research background indicates the lack of theoretical foundation regarding the design of a culture-based organizational communication model in the governmental sector (state banks). Therefore, employing the Grounded theory seems justified. With the help of the grounded theory method, a process model is obtained to explain the phenomenon of organizational communication based on organizational culture in Iran's banking system with different dimensions and aspects.

Therefore, in this research, firstly, the design of an organizational communication model based on organizational culture in the government sector (state banks) is presented with the help of the grounded theory research method and based on the data collected in the in-depth interviews, literature review and content analysis. In grounded theory, data analysis is done at two main levels: the textual level and the conceptual level. The textual level includes segmenting and organizing data files, coding data and writing notes. While the conceptual level emphasizes the construction of the model including linking codes and forming networks.

Grounded theory, being a qualitative research methodology, doesn't translate directly into mathematical formulas as it heavily relies on qualitative data analysis rather than quantitative calculations. However, creating an abstract representation using mathematical symbols to illustrate its core concepts is shown below:

Let's consider the iterative process of grounded theory development:

1. Data Collection:

$$D = \{D_1, D_2, \dots, D_n\} \quad (3.1)$$

where:

$D$  represents the collected qualitative data, such as interviews, observations, or texts.

$D_i$  denotes individual data points within the dataset.

2. Constant (Researcher Influence):  $C$

$C$  symbolizes the constant or influence of the researcher's perspective, biases, or prior knowledge on the interpretation of the data.

3. Open Coding:

$$OC = f(D, C) \quad (3.2)$$

where,

$OC$  signifies the open coding process where initial codes are created from the data and researcher's influence.

4. Axial Coding:

$$AC = g(O, C) \quad (3.3)$$

where,

$AC$  represents the axial coding process that involves organizing and connecting the initial codes into broader categories or themes.

5. Selective Coding:

$$SC = h(AC) \quad (3.4)$$

where,

$SC$  denotes the selective coding process, focusing on the core theme or central phenomenon and systematically relating it to other categories.

6. Constant Comparative Analysis:

$$CCA = i(OC, AC, SC) \quad (3.5)$$

where,

$CCA$  involves the continuous comparative analysis between open coding, axial coding, and selective coding to refine categories and relationships.

7. Theoretical Sampling:

$$TS = i(D, OC, AC, SC, CCA) \quad (3.6)$$

where,

$TS$  represents the process of selecting additional data points strategically to further develop and refine emerging concepts based on the ongoing analysis.

8. Saturation:

$$Sat = k(OC, AC, SC, CA, TS) \quad (3.7)$$

where,

$Sat$  signifies the point in the process where new data doesn't yield additional insights or changes to the emerging theory, indicating saturation.

9. Theory Development:

$$T = l(Sat) \quad (3.8)$$

where,

$T$  represents the developed theory derived from the iterative process, reaching saturation and establishing a coherent theoretical framework grounded in the data.

In this abstract representation:

$OC$ ,  $AC$ , and  $SC$  represent different stages of coding.

$CCA$  symbolizes the continuous comparative analysis among coding stages.

$TS$  represents the process of selecting new data points for further analysis.

$Sat$  denotes the point at which additional data cease to significantly impact the emerging theory.

$T$  represents the final developed theory grounded in the qualitative data.

### 3.1 Participating team

In this research, the participating team includes university experts who have executive experience or management consulting in the field of management. It should be noted that the sampling continued until the limit of theoretical adequacy. For this purpose, a total of 20 in-depth interviews were conducted considering the above criteria. In each interview session, participants introduced one or two individuals who could contribute more effectively to the research. It's worth noting that the request for the introduction of the next person was made at the end of the interview, allowing the participant, having become familiar with the research objectives and types of questions, to make a more accurate referral for the next individual. The interviews (ranging from 35 to 65 minutes) were recorded to facilitate repeated review, enabling a more detailed analysis and examination of the perspectives shared by the participants. Table 1 presents the interviewees' information.

In addition to the mentioned interviews, the data derived from filtering was also analyzed and encoded. It's noteworthy that the number of interviews was determined based on achieving theoretical sufficiency criteria rather than a predetermined set number. This implies that the point of termination of interviews (data collection) is according to the definition of the grounded theory method, where the researcher ensures that no new concepts or modifications emerge.

Table 1: List of participants

Participant	Education	Participant position	Participant position
1	PhD in public administration	Assistant Professor	10
2	PhD in public administration	Associate Professor	20
3	PhD	Associate Professor	18
4	PhD	Associate Professor	22
5	PhD	Assistant Professor	18
6	PhD in public administration	Assistant Professor	15
7	PhD in public administration	Assistant Professor	17
8	PhD in public administration	Assistant Professor	20
9	PhD in public administration	Assistant Professor	14
10	PhD in public administration	Associate Professor	22
11	Master of Management	The chief manager of the bank	27
12	Master's degree	The chief manager of the bank	25
13	Master's degree	Bank branch manager	18
14	Master's degree	Senior expert	15
15	PhD	Bank branch manager	20
16	Master of Management	Bank branch manager	22
17	Master of Business Administration	Bank branch manager	22
18	PhD in management	The chief manager of the bank	25
19	Master of Management	District Deputy	17
20	Master of Management	Inspector	22

### 3.2 Data collection methods and tools

In order to collect data, two methods have been used, a library (to develop a theoretical basis) and a field method.

**Library method:** This method is used in all scientific research. Because every research is based on theoretical and scientific foundations, which should be addressed in the chapter on literature and research background. The use of the library method leads to the acquisition of basic information, experience and overview, familiarity with the literature, background and sources related to the research topic, as well as avoiding the repetition of research done in the past.

**Field method:** In this method, to collect data, the researcher has to go to the real environment in the statistical population under study and collect the required data by referring to the analyzed unit [9].

The data collection method is inductive. The induction process produces knowledge about the investigated phenomenon. In this phase of the research, face-to-face and in-depth interviews have been conducted, which were conducted by posing open questions; Sometimes the interviews were repeated to share the preliminary findings, and complete, modify and adjust the data. Supplementary questions are designed to direct the topics and reach the themes related to the phenomenon under investigation. In this method, after collecting the required data, based on

the creative insight of the researcher, a set of concepts is compiled in the form of a system of theorems, propositions and theoretical frameworks. To this end, by examining the theoretical foundations and research theory, the main and subsidiary components, as well as the influential indicators of organizational culture-based communications, were identified and formulated. Based on the inductive approach, these research indicators and components were confirmed through the data-driven method, and significant causes and influences on culture-based organizational communications were designed.

### 3.3 Unstructured interviews

In qualitative research, the most common method of data collection is interviews. Qualitative interviewing is a framework in which procedures and standards can be challenged or reinforced. The interview is defined as follows:

The conversation aims to gather information about the interviewees' perceptions of their surrounding world and interpret various meanings related to the studied phenomenon.

In the same way, the researchers say that the researcher has gained a deeper understanding of the subject through the interview and is able to interpret the desired phenomenon through the lens of the participants' minds. There are three types of qualitative interviews that include standard interviews, semi-structured interviews, and unstructured interviews. Each type varies in its level of pre-determined questions and flexibility in the interview process.

## 4 Research findings

In this research, a semi-structured interview was conducted with 20 banking experts and 20 interviews were analyzed. In the open coding stage, 460 primary open codes were extracted from the interview content. After reviewing the data and merging similar concepts, these primary codes were reduced to 120 secondary codes. In the second stage of open coding, secondary codes were classified based on the relationship of similar situations and placed in 18 sub-themes (components). In the final stage of open coding, the components obtained from the previous stage were grouped into more abstract themes based on similarities, conceptual connections, and common characteristics among open codes and concepts. In the axial coding stage, the components derived from the open coding phase were related in a paradigmatic pattern, including conditional circumstances, core issues, contextual factors, intervening factors, strategies, and consequences. Next, the findings of the coding steps are presented in Table 2. It should be noted that due to the long number of open codes, only several open codes of each theme have been mentioned.

Table 2: The results obtained from the research process (theme of causal conditions)

Research dimensions	Theme	Concept
Causal conditions	Individual skills	The efforts of employees in continuously increasing their knowledge and level of education
		Having the opportunity to improve knowledge, skills and abilities with which to take on a new position.
		The possibility of employees using their skills and abilities at work
		Having the opportunity to work on challenging situations
		Emphasis on training employees at all levels and equally
		Applicability of learned skill training to improve the work process
		Assimilation of mental assumptions with other employees about strengthening organizational communication
	Mental models	Adapting the mental programs to the company's goals regarding the strengthening of organizational communication
		Communication of encounters and interactions and continuation or redirection
	Financial and physical resources	Sufficient budget allocated to education and communication category
Dedicating enough time to solve the problems of colleagues		
Expansion of software and hardware infrastructure		



Table 3: The results obtained from the research process (main theme)

Research dimensions	Theme	Concept
Main theme	Desire to strengthen organizational communication	Bank managers and employees believe in the position of organizational communication in the ethical organizational culture.
		The organization's attention to the barriers of organizational communication and planning for their elimination and reduction
		The existence of an encouraging atmosphere for communication and exchange of professional information

Table 4: The results obtained from the research process (theme of interventionists)

Research dimensions	Theme	Concept
Interventionists	Organizational policies and rules	The existence of flexible and supportive communication policies of the organization
		Bylaws and supporting regulations for organizational communication
		The level of participation of the education sector in organizational policies, decisions, and operations
		Job characteristics, such as the amount of work and great diversity and challenges in the job
	Delegation of authority	Providing platforms for making decisions by lower levels
		Providing a degree of freedom of action for employees in performing job duties
		Identification of work items that can be delegated by managers
		Responsiveness of employees to the areas they have delegated authority to
	Shared vision	Introducing the organization's vision statement and the values that all employees must adapt to.
		Approval and acceptance of the vision statement by the majority of employees
		Having a shared vision between managers and employees of how things should be done.

Table 5: The results obtained from the research process (contextual theme)

Research dimensions	Theme	Concept
Context	Cultural platforms	Group and organizational communication culture
		Encouraging the culture of conversation in the space of organization
		Strengthening and nurturing the spirit of criticism
		Perfectionist culture and self-improvement of employees
	Economic and political platforms	Economic status of employees
		Economic status of managers
		Bank's economic situation
		Banking sanctions

Table 6: The results obtained from the research process (theme of strategies)

Research dimensions	Theme	Concept
Strategy	Communication channels	Goal setting and prioritization of goals
		Measuring the level of employee communication by establishing a suitable standard
		Provide continuous feedback in performing activities
		Performance evaluation system based on quality and quantity
	Intellectual communication styles	The scientific process of recruitment
		The relationship between the training and promotion of employees in the organization
		Application of new management tools by bank managers
	Communication pathways	Engaging employees in implementing innovations as an opportunity for learned communications

Communication content	Creating and applying the learning in the real work environment
	Encouraging employees to self-manage and self-control
	Organizing problem-solving groups of employees from various departments
	Overlapping tasks between different units
Systematic thinking	Training through work teams
	Encouraging employees to identify and solve problems
	Encouraging individuals and teams to identify key success factors
	Employees' awareness of the impact of their role in the overall process of the bank
	Encouraging employees to understand people's views in different situations

Table 7: The results obtained from the research process (consequences theme)

Research dimensions	Theme	Concept
Consequences	Development of employee capabilities	Empowering employees
		Improving the individual performance of employees
		Reducing redundant and deviant behaviors in employees
		Helping the formation of professional identity in employees
	Environmental adaptation	Employees' use of information systems
		Faster response of the bank to environmental changes
		Benefiting from knowledge management for decision making
	Increasing organizational success	Achieving sustainable competitive advantage
		Reducing organization costs
		Improving organizational capabilities
	Social communication	Exchange of information and documents by employees
		Reduce resistance to change
		Channelize the change management process

Table 8: Data and concepts identified related to outcomes

Axial Coding (Concept)	Open coding (data)
Inspiration	Effectiveness
	Charismatic leadership
	Change leadership
	Attention to quality and products
Responsiveness	Transparency
	Tact
	Availability of organization information for employees
	Clarity of roadmap and workload
	Committing policymakers to transparency in policy-making
	Accurate performance of activities
Efficiency	Effectiveness (performing targeted activities, doing the right things)
	Making effective decisions
	Motivation
	Attention to quality management
	Doing things satisfactorily
	Determining the future value of the organization
	Reducing the price of services
	Reduction of deviations and losses
Quality-orientation	
Operating partners	
Professional partners	
Knowledge creation	

Creating competitive advantage of state banks	Organization development
	Market leadership
	Creating inimitable resources in the organization
	Strategic value creation
	Optimizing organization resources
	Creating economic value for customers
Sustainable competitive advantage	

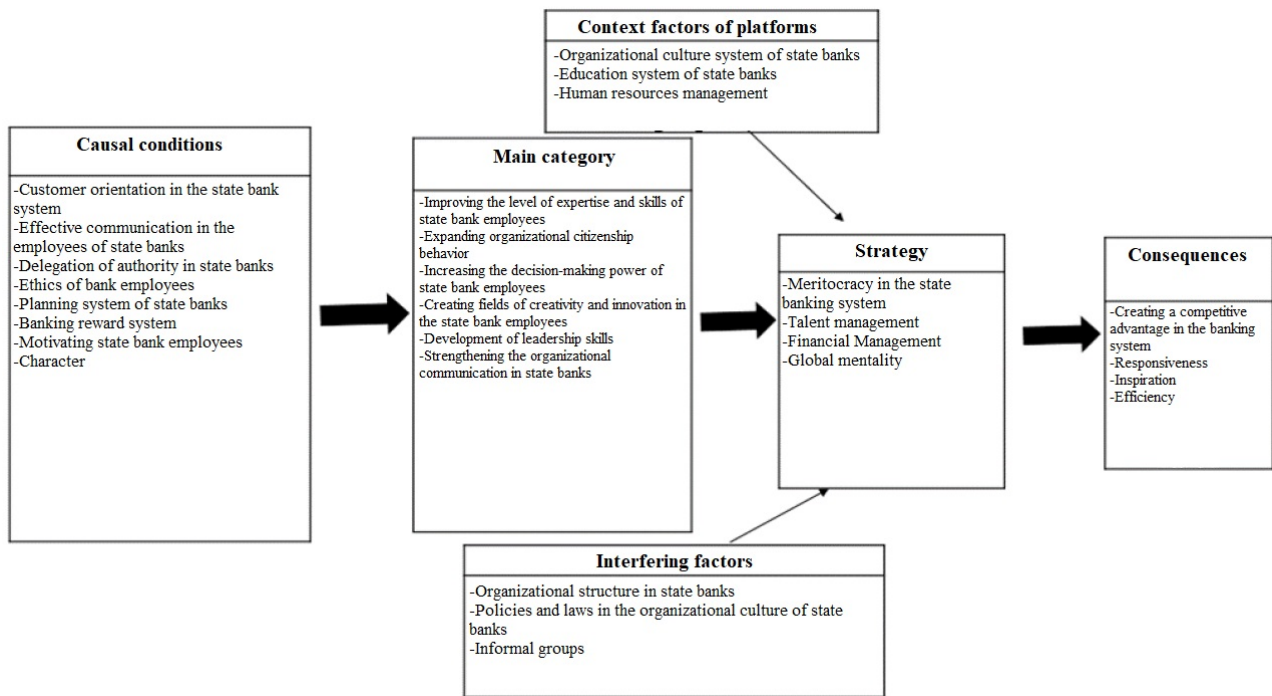


Figure 1: Paradigmatic model of culture-based organizational communication based on central coding

Table 9: Selective coding results

Classification	Selective coding (theme)	Axial coding (concept)
Causal conditions	<ul style="list-style-type: none"> <li>Individual factors</li> <li>Organizational factors</li> </ul>	<ul style="list-style-type: none"> <li>Motivating state bank employees</li> <li>Character</li> <li>Customer orientation in the state bank system</li> <li>Effective communication in the employees of state banks</li> <li>Delegation of authority in state banks</li> <li>Ethics of bank employees</li> <li>Planning system of state banks</li> <li>Banking reward system</li> </ul>
Main theme (phenomenon-oriented)	<ul style="list-style-type: none"> <li>Strengthening individual and organizational communication in state banks</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the communication of state banks</li> <li>Development of leadership skills</li> <li>Creating fields of creativity and innovation</li> <li>Improving the level of expertise and skills of state bank employees</li> <li>Expanding organizational citizenship behavior</li> <li>Increasing the decision-making power of state bank employees</li> </ul>

Context factors	<ul style="list-style-type: none"> <li>Organizational policy-making</li> </ul>	<ul style="list-style-type: none"> <li>Organizational culture system of state banks</li> <li>Education system of state banks</li> <li>Human resources management</li> </ul>
Interfering factors	<ul style="list-style-type: none"> <li>Environmental factors</li> <li>Organizational factors</li> </ul>	<ul style="list-style-type: none"> <li>Policies and rules of organizational culture of state banks</li> <li>Organizational Structure</li> <li>Informal groups</li> </ul>
Strategy	<ul style="list-style-type: none"> <li>Management of individual and organizational resources</li> </ul>	<ul style="list-style-type: none"> <li>Global mentality</li> <li>Meritocracy in the state banking system</li> <li>Talent management</li> <li>Financial Management</li> </ul>
Consequence	<ul style="list-style-type: none"> <li>Model building</li> <li>Value creation</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency</li> <li>Inspiration</li> <li>Responsiveness</li> <li>Creating a competitive advantage in the banking system</li> </ul>

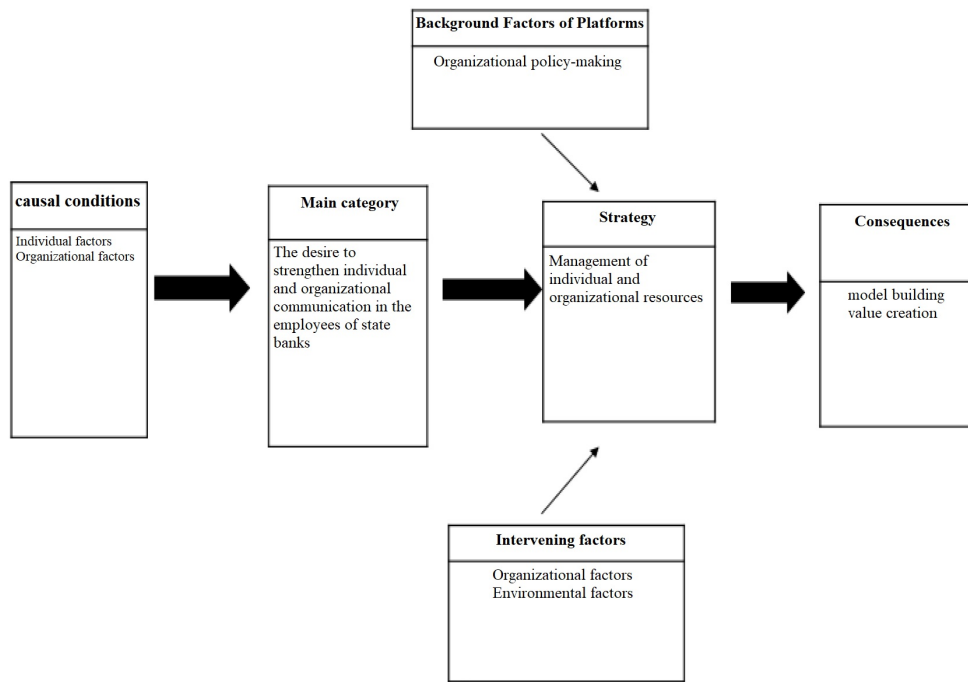


Figure 2: The final model of organizational communication based on organizational culture

## 5 Discussion and conclusion

It is suggested:

- Managers of state banks should pay more attention to individual and organizational factors in the discussion of organizational communication. Of course, under each of the components, more attention and emphasis should be given to some variables so that organizational communication based on the organization’s culture becomes more effective.
- Organizations must strengthen their organizational communication by dynamically updating their structure and culture within the organization. Avoiding redundant and inefficient administrative procedures and fostering a positive attitude among employees while providing diverse opportunities and challenges through internal and

external communication initiatives, involving employees at various stages of assessing organizational communication needs, contribute to improving the organizational culture.

3. Government organizations should pay special attention to increasing and improving the capabilities of employees in the case of state banks and seek to increase productivity in the case of organizational communication and group participation in doing work and improve solidarity and organizational culture.
4. Employees who exhibit strong organizational culture and effective organizational communications should be encouraged and recognized at organizational events.
5. Engaging key individuals within the organization in formulating strategies and establishing strong culture-based organizational communications, along with ensuring accurate information dissemination and consensus-building around strategic decisions, increases the likelihood of acknowledging and embracing the importance and necessity of these strategies by individuals.
6. In analyzing organizational culture problems, we must consider individual, organizational and environmental factors. Neglecting these factors in the analysis and explanation of the causes of the cultural problem will make us fall into complacency and unrealism, which will lead to nothing but failure. To cure this problem, we must consider the culture of the professional organization much wider than the rules and regulations and professional responsibilities and current norms of jobs, human resources responsibilities, professional principles and organizational culture agreements. Compiling a comprehensive corporate communication document, which is a dynamic method in the form of two models of coherent integration of disciplines and a methodical challenge of approaches, seems to be a suitable solution for this problem.
7. The attitude to communication should not be traditional. Leaders and managers must have the necessary expertise and skills to effectively deal with the problems of not establishing correct communication. Managers' attitudes towards culture should be problem-oriented, not virtue-oriented and value-oriented. The virtue-oriented approach forces us to remember and insist on the rules and virtues when facing the problems of organizational communication. In such cases, we use our feelings and emotions as much as we can, but we do not use any skill to solve the problem. Virtueism is not an approach, but a kind of stance and ultimately a kind of attitude. Managers' approach should be impersonal and methodical, focusing on correct understanding of the problem and finally solving the problem. Additionally, along the path, the use of scientific criteria and measurement tools is necessary. Focusing on the problem-oriented tendency, the mind, without wandering, finds exactly what is needed and in the way it is needed to solve the problem. Considering the above, the organization should strive to provide the necessary training to its managers.

## 5.1 Results of analysis of model components

### 1. Causal conditions

Causal conditions are events that create situations, topics and issues related to the phenomenon and explain to some extent why and how individuals and groups engage in this phenomenon. In fact, causal conditions are the events that affect this phenomenon and lead to its occurrence. Based on this, the interviewees in the first stage of the research were asked to state the factors that cause organizational communication based on the organization's culture. In the open coding stage, where the analyses were based on sentence analysis, including interviews, 110 open codes were extracted, and based on the analysis of the next stage, which is axial coding, these codes were categorized into 8 concepts and 2 sub-themes. Factors related to the causal conditions affecting organizational communication based on the organization's culture are explained below based on the above division:

#### (a) Individual factors:

The theme of individual factors is considered one of the themes of causal conditions affecting organizational communication based on organizational culture in the banking system.

This theme includes the concepts of character, customer orientation of state banks, risk-taking, effective communication of state bank employees, delegation of authority and ethics in the system of state banks. The motivation in the banking system signifies that managers, with their spirit and enthusiasm, create strong motivation and appropriate role models for all those around them. Customer orientation refers to a successful manager and organization that bases their work on respecting the customer. Risk-taking refers to controlling future events and preventing possible risks. Effective communication refers to relationships between people and less to others. Delegation refers to the fact that managers must delegate responsibilities to employees and involve employees in decision-making. Ethicalism refers to work ethic, work conscience, sense of participation and empathy.

#### (b) Organizational factors:

The theme of organizational factors is another theme of effective causal conditions for organizational communication based on the culture of the organization, which includes the two concepts of the planning system

and the reward system of the banking system. The planning system refers to planning for the future and the reward system refers to rewards and fair wages and external and internal rewards.

## 2. Compilation and approval of organizational communication based on the culture of the organization

As the primary objective of this research has been to present a model for organizational communications based on organizational culture in the banking system, the main phenomenon under study is the process of formulating and approving culture-based organizational communications. Based on this, interviewees were asked in the initial stage of the research to identify the processes and key activities related to the culture-based organizational communication process at Sina Bank. In the open coding phase and through a detailed analysis of the interviews, 59 open codes were extracted, which, in the subsequent phase of axial coding, were categorized into 6 main concepts and 1 sub-theme.

### (a) Strengthening individual and organizational communication in state banks

Strengthening individual and organizational communication in the banking system is one of the main themes of developing and approving organizational communication based on organizational culture in the banking system. This theme includes several concepts of strengthening organizational communication, developing leadership skills, creating fields of creativity and innovation, improving the level of expertise and skills of state bank employees, expanding the citizenship behaviour of state banks and increasing decision-making power. Strengthening multiple intelligences refers to all kinds of cultural, political, and spiritual intelligences. Developing leadership skills impacts employees' behaviour towards more effective decision-making, planning, and organization. Creating environments for creativity and innovation refers to fostering creative problem-solving, innovation, and divergent thinking. Improving the level of expertise and skills refers to trained and specialized people and having all kinds of skills. The expansion of organizational citizenship behaviour refers to the reputation of managers' professions and their communication and the use of psychological rules in the business chain. Increasing decision-making capacity, as a final theme in individual and organizational capacity building, refers to the ability and power of managers in decision-making and their skill in adopting a systemic approach as a governance system within the organization.

## 3. Contextual conditions

Contextual conditions are those under which strategies and actions address the management of a phenomenon. Accordingly, in the first stage of the research, interviewees were asked to identify the industry and market conditions in the banking sector that significantly affect entrepreneurship policies in the country's banking industry. In the open coding stage and with detailed analysis of the interviews, 51 open codes were extracted, and based on the analysis of the next stage, i.e. axial coding, these codes were categorized into 3 concepts and 1 sub-theme. In this section, the findings of the research are explained on the contextual conditions.

### (a) Organizational policy

The organizational cultural system of state-owned banks is one of the themes of the contextual conditions of organizational communication based on the organization's culture in state-owned banks. This theme refers to the effectiveness of training, commercialization of applied knowledge, and participation in the production of operational knowledge and its facilitation. The educational system is another theme of contextual conditions of organizational communication based on organizational culture in state banks. This theme refers to critical thinking, managers should not act in an insular way, the balance between assigned responsibilities and attention to social capital and having social relationships. Human resource management also refers to the correct evaluation of employees, the quality of work life, and the recruitment and firing conditions of personnel.

## 4. Intervening conditions

Intervening conditions are broad and general conditions such as time, space, and culture, which act as facilitators or limiters of strategies and policy implementation. These conditions facilitate and accelerate the implementation of strategies or delay them as an obstacle. Based on this, the interviewees were asked to state the barriers or facilitators of organizational communication based on the organization's culture in state-owned banks. In the open coding stage and with the detailed analysis of the interviews, 50 open codes were extracted, and based on the analysis of the next stage, namely axial coding, these codes were categorized into 3 concepts and 2 sub-themes.

Organizational factors are one of the categories of intervening conditions of organizational communication based on organizational culture in state banks. This theme refers to the job rotation in different but related positions, facilitating the policy-making process and attracting elite employees based on the upstream rules. Another category of environmental factors is the intervening conditions of organizational communication based on organizational culture in state banks. This theme refers to job analysis, management stability, planning and institutionalization of value in employees.

#### 5. Implementation of policies, strategies and proceedings

Strategies and proceedings are plans and actions that help organizational communication based on organizational culture in the banking system. Based on this, the interviewees were asked to name the strategies and proceedings needed for the successful implementation of organizational communication based on the organization's culture in state banks. In the open coding stage and with detailed analysis of the interviews, 53 open codes were extracted, and based on the analysis of the next stage, i.e. axial coding, these codes were categorized into 4 concepts and 1 theme of individual and organizational resource management. The concepts of global mentality, meritocracy in the state banks system, talent management and financial management are among the themes of organizational communication strategy based on organizational culture in state banks. These themes are based on the manager's understanding of human resources and attention to competencies. Employing gifted and talented people, developing a culture of meritocracy in the organization, cultivating experienced forces to hold key positions, possessing strategic thinking and extra-organizational communication, and optimal use of the organization's financial resources, and as a result, the development of the organization.

#### 6. Consequences

Finally, in the consequences, the expected results and consequences of organizational communication based on the culture of the organization were considered. The expected consequences that can be gained by organizations as a result of the implementation of processes, actions and strategies. To derive these results, the interviewees were asked to express their opinions in this field. After each interview, the initial codes were refined, and based on their coherence and consistency with other discovered codes, they were grouped under broader concepts. This process was repeated numerous times, refining through iterations, leading to 30 open codes. Each of these data was organized into 4 core concepts (central codes) and 1 pattern-forming theme based on conceptual coherence. Modeling is one of the consequences themes of organizational communication based on organizational culture in state banks. This theme refers to the managers' understanding of the organization's environment, having a technological approach in the organization and its continuous monitoring. Value creation also refers to the cultivation of talent management, the use of expert forces, non-discrimination, creating a working environment, giving opportunities for growth and learning and understanding development needs.

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