



2528-9705

Örgütsel Davranış Araştırmaları Dergisi
Journal Of Organizational Behavior Research
Cilt / Vol.: 3, Sayı / Is.: S2, Yıl/Year: 2018, Kod/ID: 81S2277



A FRAMEWORK OF MASS MEDIA IN THE MIDDLE EAST TO THE SOCIAL CAPITAL DEVELOPMENT

Aliakbar FARHANGI¹, Mojtaba AMIRI², Hadi KHANIKI³, Nazila SHAFIEIAN^{4*}

¹ Professor, Faculty of Humanities, Science and Research Branch, Islamic Azad University, Tehran, Iran,

² Assistant Prof., Faculty of Management, University of Tehran, Tehran, Iran,

³ Professor, Faculty of Social Science, University of Allameh Tabatabaee, Tehran, Iran,

⁴ Ph.D. Graduated, University of Tehran, Tehran, Iran.

***Corresponding Author**

Email: nazeela.shafian@ut.ac.ir

ABSTRACT

This survey was conducted to develop and explain the functional framework of mass media in the Middle East on the basis of the social capital development in which the Voice of Islamic Republic of Iran (Voice of I.R.I.) was investigated as the case study. The research methodology is based on the Delphi with the elite approach and the mixed qualitative-quantitative strategy. The field data were collected in three stages containing the deep interviews in the first stage and the questionnaires in the second and the third stages. The qualitative data (interviews) were analyzed by the grounded-theory strategy and the quantitative data (questionnaires), whose questions were based on their previous step results, were analyzed by the descriptive statistics. After reaching the consensus of the elite panelists at the end of the third stage, the final functional framework of the research was developed and explained. The findings of the research suggest the main functions of mass media especially the Voice of I.R.I. for the social capital development, including; the provision of the causal and the contextual conditions, the utilization of the intervening agents, and the use of the active and extra-active strategies.

Keywords: Mass media, Broadcasting, Radio, Framework, Social Capital

INTRODUCTION

Since the world changing happen rapidly, the managers of mass media need to update the world information at a very low cost that can be achieved just by developing the social capital as well as increasing the level of the public trust and the social participation both within the organization and in the society (Rothstein, 2014: 2-8). Social capital is a communicative approach that is developed by the interactions between the individuals or the companies (Decarolis & Saporito, 2006, pp. 42-43). Social capital in the mass media organizations can be achieved by dynamic interactions among the employees and the managers, and plays an important role to aware the managers of the environmental threats and opportunities by the wide information networks (Alipour & Enayati, 2015: 2-4).

Since the main functions of the mass media (e.g. the broadcast networks) is providing and sharing information as well as developing culture in the society, the managers of such organizations often use different methods to attract their target audiences (Akhavan tuyserkani, 2009: 50). However, the recent studies on the Iranian radio networks show a sharp decline in attracting audiences, so that more than 64% of the audiences are dissatisfied with the programs of this media (Hamarz et al., 2012: 299-310). Facts and figures of Iran's broadcasting news

indicate a top-down communication between the authorities and the audiences which has resulted in social distrust and obstacles to the development of social capital (Sabilan, 2004: 378). Accordingly, the results of the national research on the values and attitudes of Iranian citizens show a continuous reduction of social trust among them over the past three decades (Rahman Institute Report, 2015). On the other hand, the recent report of Legatum Institute, a private investment firm which has conducted annual surveys of 104 different variables of the prosperity indexes, shows that Iran's overall prosperity rank has remained in the bottom 35 since 2007 and this country ranked 111th among the 142 countries in social trust (Legatum Institute report, 2015). In the other words, many strategies used by the senior managers of the broadcasting organization of Iran, especially the Voice of I.R.I. are based on the social capital development, such as the development of communication, cooperation and social trust among the members of the organization in different channels, the movement of organization towards multimedia, and etc. (Hamarz et al., 2012: 308-309).

Emphasizing the importance of the mass media in the Middle East as well as the considerable role of the social capital development in such organizations, the researchers were determined to provide a functional modeling framework of such organizations to identify and to explain the components of the social capital development and their relationships in such organization. Since the wide range of the issue, the Voice of Islamic Republic of Iran (Voice of I.R.I.) was scrutinized as the case study. In addition, the validity and reliability of the modeling framework has been made by using the Delphi in which the elite panelists were questioned in the three qualitative-quantitative research stages.

Research Theoretical Principles:

Mass media are the powerful identity-developing means that not only announce events in the societies, but also interpret them. Hence, most of their activities are formed on the basis of the fabricating the social issues and processing them. However, mass media are considered as the important source of knowledge generation, so that they collect and analyze the environmental data in a way that can form the discourse of their era (Grimes, 2007: 30-32). Many of the great theoreticians have criticized the mass media in many ways, such as Neil Postman, who considered the mass media as a factor of thought distraction and culture degradation in humankind by providing and broadcasting vulgar and entertaining programs (Postman, 2005: 10-12). In spite of all criticisms, the mass media have some capabilities and functions which can be used for developing the human capabilities and the social relationships (Cobley, 2008: 387). Harold Lasswell (1960) considered three main functions for the media, including environment monitoring, social solidarity in response to the environment, potential cultural heritage transfer from one generation to the next one. Charles Wright also added the entertaining for Lasswell's three functions (Severin & Tankard, 2002: 80-90). However, the media might have malfunctions, that is, they might cause outcomes undesired for society and its members. A single act alone might have function or malfunction at the same time. For example, the media might decline the sense of alienation and rootlessness in an individual by displaying a society, which he introduces himself through it. However, given the impersonal nature of the mass media, it could be stated that the media are involved in depersonalization from the society (Saroukhani, 2002: 84-94). Moreover, the media are criticized due to their contribution in reducing the subcultures and strengthening the mass society, preventing the cultural growth (Severin & Tankard: 2002: 80-90).



Despite of declination in audiences, radio is one of the oldest audiovisual media that can be accessible through the modern technologies such as internet, satellite, mobile phones, and etc. In order to attract audiences, it is essential to prepare the content of the media based on the needs of the society (Radio Comprehensive Information Base, 2014). Radio has always played crucial role in the education and development of the villages. Antenna radio was founded in Italy and in the Mussolini government to provide more political, economic, and military training for villagers in order to produce more wheat than to win in the wheat war and to support the self-sufficiency policy (Khatun abadi, 1995: 69- 71). The Nicaraguan government broadcast a program under title of "Math Radio" since 1973 to 1980, which its main goal was to support the efforts of teachers in classrooms (Movlana, 1992: 212). From educational perspective, radio has the advantages such as immediate delivering and receiving the messages, communicating with a large group of people having common needs, using feelings and emotions, overcoming time and space, and cost-effectiveness (Khatun abadi, 1995: 69- 71). The Voice of Islamic Republic of Iran is the only legal trustee to broadcast radio programs in Iran. In addition to providing services such as informing, entertaining, consulting, etc., to its audience, it implicitly develop culture in the society (Khojaseh, 2007: 155-168).

Social capital is also considered as an important source of cultural diffusion in mass media organizations, and by developing public information and communication network, it keeps away the media from hegemony, leading to increased trust of people in media organization. With an emphasis on public involvement, it can increase its audience more and more, resulting in national and cultural development (Anderson, et al., 2007, pp. 246-249). Social capital is the abstract of social or organizational culture, and any step taken by the managers to enrich the culture can lead into increased social capital (Alipour & Enayati, 2015: 2-4). Social capital has many implicit meanings, so it causes ambiguity and confusion. The scientists of social science consider the capital as an inventory, which is continuously stored over time. However, economists tend to have prospective approach and value the capital in terms of future profits (Casson & Giusta, 2007: 220-221). Social capital can be made by the social communication and the individual interactions. Social capital is a set of norms that enhance the level of cooperation among the members of social systems and reduce the communication costs (Fukuyama, 1999, p.1). Social trust is considered as the most important dimension of social capital and one of the main sources of capital in attracting the radio audiences in Iran. "Normative coherence" is considered as the first step in obtaining the social trust, and observing the national and transnational ethics and values is very important in these organizations. "Clarification" is one of the main structural characteristics that lead to trust-making in social organizations such as media organizations (Sharepour, 2015: 1-3).

Research Theoretical Framework:

In order to provide the appropriate and comprehensive responses to the main and the secondary questions of this research, the axial coding of the grounded theory based on the Strauss and Corbin approach was used as the paradigm model. In this model, the relationships among the causal, contextual and intervening conditions as well as strategies and the outcomes are displayed. Using this model helps the researcher to think about the collected data regularly and find the logical relationship among them (Danaee fard, et al., 2013: 97-98). Figure 1 illustrates the paradigm model of the axial coding:



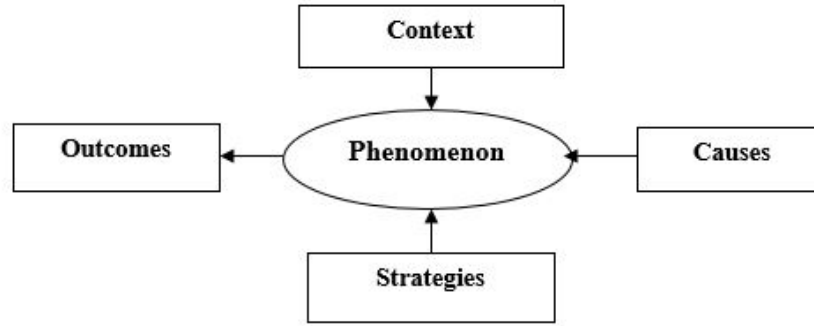


Figure 1: The Main components of a paradigm in axial coding (Flick, 2009: 334).

RESEARCH METHODOLOGY:

The strategy of the present research is based on the mixed method, which is originated in the social sciences and refers to the methodology of researches that mixes of qualitative and quantitative data collection within a single inquiry. The mix-method research relies on the pragmatism approach. The philosophical base of pragmatism methodology generally relies on the fact that everything, which is efficient and useful, should be used in the research (Mohammadpour, 2010: 34-36). Collection of library and field data included deep and semi-structured interviews with elites and sending questionnaires to them simultaneously. After analyzing quantitative and quantitative data and matching the findings, the proposed pattern of research was developed (Danaei Fard, et al., 2013: 92). In the studies conducted by using simultaneous mix methods, equal weights are given for quantitative and qualitative data (Bazarghaan harandi, 2008: 164-167).

As the survey is based on the Delphi, its orientation is based on the basic-applied research, and was conducted in three stages. In each stage, the methodology used for analysis is different based on how the data are collected. The data obtained from the interview and the questionnaire in Delphi is different in terms of the research objective, the number of Delphi stages, the type of questions, and the knowledge level of the participants. The questions answered in each stage can be analyzed quantitatively, qualitatively, or a mixture of them (Feizi & Irandoust, 2013: 80-87). In The Delphi, the first stage results from the base of the next stages and the collected data of this stage are mainly analyzed based on the qualitative research paradigm and the coding of the grounded theory strategy. Accordingly, the concepts, the subcategories and the main categories are distinguished in the process of coding with which the researcher provides the multiple choice questionnaire for the next stage of the Delphi (Feizi & Irandoust, 2013: 80-87).

In the quantitative sections containing the second and the third stages of the research, the parametric statistics were used for analyzing the collected data. In the Delphi, the parametric statistical indexes are often used to distinguish the level of the elite participant's agreement and to develop the consensus decision-making. Parametric statistics are also divided into two main groups, including descriptive and inferential. Descriptive statistics is a method for quantifying data characteristics, such as central indexes and distribution indexes. The final stage of the Delphi method usually indicates convergence and consensus in the points of views, achieved through distributing the elite participant's opinions in the second and the third stages to diminish the disagreements (Feizi & Irandoust, 2013: 80-87). Thus, in the process of accomplishment the

Delphi, the mean parameters are usually used to confirm or reject the extracted propositions. Accordingly, those propositions are accepted whose mean scores have a degree of agreement on that. In fact, in the second stage the propositions whose mean scores are more than half of the scale and placed in the agreement area can be confirmed, and the propositions whose mean scores are in the area of “no idea” or “disagree” are considered as the non-consensus proposition that are excluded (Khosravi, et al., 2012: 129-153). In the Delphi, there is not a given rule for providing the consensus achievement conditions and the situations are often different and depend on the researchers determinations. However, as the number of stages is higher, the conditions to achieve consensus would be difficult and the Delphi results would be more credible (Feizi & Irandoust, 2013: 80- 87). In order to achieve the elite participant’s consensus, the researcher informed the points of views of all the participants to each other anonymously in the second stage and asked them to answer the questionnaire containing semi-closed-respond questions. In the third stage, the researcher re-developed the questions of the previous stage questionnaire, in which no consensus had been achieved. After collecting the returned questionnaires in the third stage, the responses were organized and categorized (Feizi & Irandoust, 2013: 80-87).

Target Population and Statistical Sampling Frame

The target population of the research is the elites and the senior managers who dominate the subject matter of the research, including the university professors and the managers of the national media in Iran. Sampling process continues until the categories would be saturated, that is, as long as any new related data to the categories would be obtained (Strauss & Corbin, 1959: 230). Hence, the number of the participants in the research was determined 15 of the elites and the managers of the Iran’s national radio who are recognized as the Delphi panel. Therefore, the sampling method in this research was based on the non-probabilistic- purposeful judgment type of sampling with the snowball form (Sekaran, 2009: 309-310). Snowball sampling is a multi-stage method of sampling with which each participant can proposes the next participants (Newman, 2011: 448-449).



1. Qualitative Data Analysis and Findings Derived from Interviews

The first step of collecting field data, forming qualitative part of the research, was performed by conducting in-depth and semi-structured interviews with the elites for brainstorming. The analysis in this section of the research was performed by using the grounded theory strategy and the Strauss and Corbin approach. In this section, the concepts, the subcategories and the main categories of the participants’ speech in interviews were identified, the components and indicators were abstracted, so the relationship among the components were recognized (Khaki, 2013: 210). The first step of analysis in this method is open coding, which refers to the conceptualization and categorization of data. Using an open coding system, the researcher first reviews the data identifies its processes and gives code for each sentence. Then, by determining and ordering the codes or concepts, the similar and common codes are placed in a single category. Thus, each category includes a number of similar intertwined and synonymous codes (Khaki, 2013: 213-216). The characteristics and dimensions of these categories are very important, since they provide the base for relationship among the categories and subcategories (Strauss & Corbin, 2006: 70-120).

In this research, out of the 15 interviews, about 1408 primary code were obtained. Then, a base was determined for each of the concepts to avoid the problem of multiplicity concepts, and the

similar concepts were classified in one category. The process of categorizing the concepts relating to the similar phenomena is called the Categorization of the Concepts. The categories are more abstract than the concepts (Sandelns & Drazin, 1998: 457). Among the concepts derived from the speech items, the considered phenomenon of the research was determined, then the other concepts were categorized based on the same phenomenon. After categorizing the concepts, in the primary, secondary, and the conceptual coding, 12 subcategories with their specific characteristics and dimensions were formed, shown in the appended figure.

Table 1 shows a part of the process of achieving the subcategory of the research named the necessity of developing social capital in the national radio of Iran, derived from the secondary, the conceptual coding and the generation of the categories that derived from the elites speech items:

Table 1: Part of the process of achieving the categories derived from the concepts of the elite terms in the interview

Item code	Concepts	Subcategory	Dimensions	Properties
PA8	Mass media must act in the national interests but not in the interest of some specific groups	The necessity of social capital development in the Voice of I.R.I	Low to high	social interests national interests
PA9	Mass media can prove their legitimacy and their credibility by developing their multilateral communications with their audiences and involving them in providing programs. Mass media should use the staffs' talents that can be achieved by means of the social capital development.		Low to high	Peoples' talents Mutual relationship Credit of the media People Involvement
PM3	Most people form their thoughts and insights on the world events based on the information gained from mass media.		Local to Non-local	Socio-cultural influence

By determining the concepts and the categories, the open coding step is ended. Then, the axial coding is also necessary for logical ordering of the categories. In fact, the axial coding is a process by which their main categories and subcategories are expanded (Khaki 2013: 231-232). In this step, the researcher tried to find the core category among the others, and examined the relationship among the categories. In this step, the categories are interrelated in a network and each category has its own specific properties and dimensions (Khaki, 2013: 211-226). Since the process of encoding is done around the core or the axial category, this stage of coding is called the axial coding. In this step, the researcher selected a category in the open coding phase and placed it at the center of the investigation as a "core phenomenon", and tried to relate the other categories to it (Strauss & Corbin, 1998: 131). The core phenomenon is a category with which the research is conducted based on it and all the other five categories got their meaning in relation to it. The causal conditions, are the factors that affect the central phenomenon, the strategies are the actions or special interactions that performed in order to response the central

phenomenon, the contextual conditions are the specific conditions that affect the strategies, the intervening conditions are the specific and general environmental factors that affect the strategies, and the consequences are the outputs derived from using the strategies (Danaee fard, et al., 2013: 97-98). In the axial coding of current research, based on the twelve subcategories derived from open coding, six main categories were determined to make association among the categories around the axial category of the research, using the core coding model of Strauss and Corbin approach. Table 2 illustrates the main categories and sub-categories of this coding step.

Table 2: Main categories and subcategories derived from the axial coding

No.	Main category	Sub-category
1	Causal conditions of social capital development in the mass media	Necessity of social capital development
		Dynamic interactions as social capital
2	Core category or phenomenon of social capital development in the Voice of I.R.I.	Flourishing of the social capital
3	Contextual Conditions of social capital development in the Voice of I.R.I.	Civil society considerations
		Freedom of opportunity
4	Intervening Conditions of Social Capital Development in the Voice of I.R.I.	Organizational structure considerations
		Individual considerations of employees
		Creating motivation
		Establishing mutual trust and cooperation
5	strategies of Social Capital Development in the Voice of I.R.I.	Adapting the suitable conditions
		Change the inhibited conditions
6	Consequences of the development of social capital in the Voice of I.R.I.	Establishing the actualized and dynamic interactions

In the selective coding, the researcher tried to integrate the process of coding and explains the codes and the main categories which are associated with the other categories. In fact, after determining the axial category, the researcher could find the logical relationship among the categories and explain it as a line of story (Khaki, 2013: 216-226). The researcher arranged the main topic of that story and committed herself to accomplish it (Flick, 2009: 337). The story line of the research helps the researcher to accomplish and the explanation of the framework of the research.

2. Quantitative Data Analysis and Findings Derived from Questionnaires

The second and the third stages of the Delphi research contain the quantitative sections of the research. Delphi is considered as the technique or method whose main objective is achieving the elites' consensus to make the best decision on various issues in the organizations that are g in dynamic environments (Keeney, et al., 2001: 195). Delphi is an approach, in which statistical and quantitative methods are often used to analyze qualitative data (Feizi & Irandust, 2013: 9-10). The Delphi technique is one of the subjective and intuitive methods. The Rand Institution developed this technique in 1950s in Santa Monica (Zare Mirkabad, 2011: 33-48). Moreover, the goal of Delphi is to achieve the most reliable group agreement among the experts on a given subject, performed by using questionnaire and asking the views of experts frequently and based on their feedback (Powell, 2003: 276-382). In the Delphi technique, the subjective data of expert people is transformed into objective data using statistical analysis, leading to consensus in decision making (Azar & Faraji, 2002: 40). Delphi method strongly is based on the structure of the group communication and can be useful whenever the information about the organization issues are inadequate or unreliable, so the managers have to entrust the consensus made by the



specialists' judgments (Hader & Hader, 1995: 12). The questions of the Questionnaire in the second stage were developed by using the concepts derived from speech items of interview in the previous stage, and the elites were asked to state their disagreement or agreement with the questions with a 5 spectrum of Likert scale with which the attitudes of participants can be measured. One of the advantages of such measurement tool is that it does not need the opinion of the judges or reviewers (Saroukhani, 2013: 339-343).

Using the concepts derived from the semi-structured interviews of the elites in the first step, the researcher developed the semi-open-response questionnaire in the second stage that contained 151 questions with a 5- spectrum of Likert scale, ranging from "I strongly agree" up to "I strongly disagree" and the weighing of 1 to 5, and then sent to the elite panelists by email. After that, the researcher analyzed the collected data by using the SPSS software and measured the mean, the standard deviation, and the relative status or the consensus percentage of the propositions. The categories and the concepts whose mean score are between 3.75 - 4 with a consensus of 55%-70% and a standard deviation of 0.65 to 0.80 are considered as the relative consensus, and the categories and concepts whose mean score is between 4.01 - 5, with a consensus over 71%, and a standard deviation lower than 0.64, are considered as the perfect consensus. According to the results of this step, except the 22 questions out of 151 questions, the panelist elites reached to the consensus in majority of the questionnaire propositions, moreover, they reached to the consensus in all the main categories and the subcategories of research.

The third stage of the research was conducted to achieve the final consensus on the propositions and the categories on which the elites reached no consensus in the second step. In this step, the 22 propositions from the second step which had the mean score of lower than 3.75 and the consensus percentage of lower than 55% with the standard deviation of more than 0.81, were re-tested. As there is possibility of change in the view of panelists in the Delphi, the researcher sent the previous views of the other elites and the results of the previous stage for the panelist elites along with the closed-response questionnaires in the spectrum of "agree- disagree" with the proposition weighting from 2-1. In this step, the propositions whose mean score of the elites views were higher than 1.53, were reported as the concepts reached the consensus. However, the propositions whose mean score of the elites' views were lower than the assigned number were reported as the non-confirmed items. According to the findings, except on the 4 propositions, the elites of the panel reached to the consensus. The researcher finally developed the functional framework of the research by using the findings from the field study as well as the library data. Figure 3 illustrates the functional framework of the mass media in the Middle East, specifically the Voice of I.R. I. in which the main components or categories of such media and the relationship among them can be observed:

Causal conditions

- **Development Necessity:** unity- cultural influence- public interest-freedom- security- knowledge & justice development-
- **Dynamic Interactions:** inside & outside, direct & indirect, formal & informal communication-

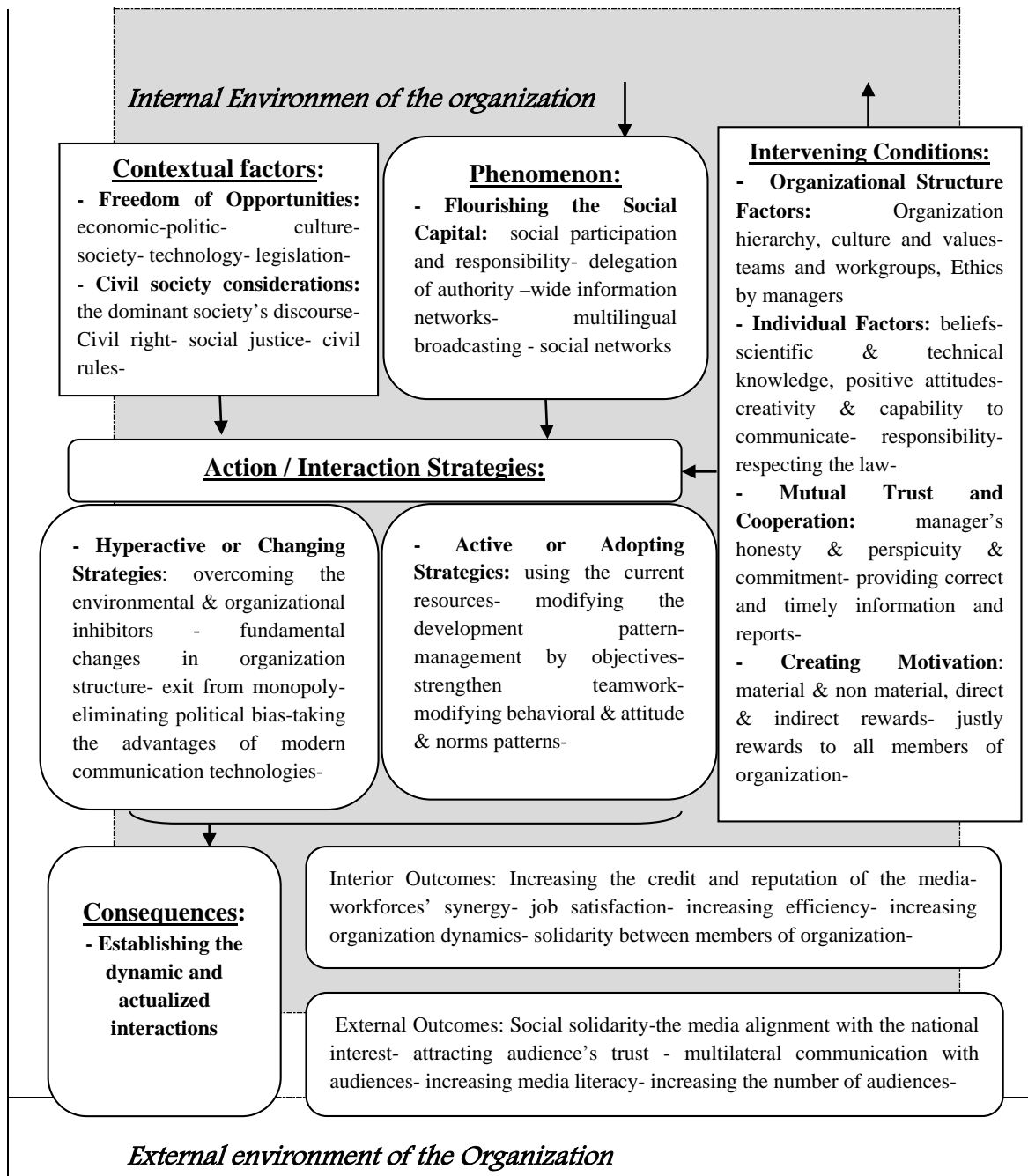


Figure 3: The Framework of the Mass Media in the Middle East, particularly in the Voice of Islamic Republic of Iran, to the Social Capital Development.

DISCUSSIONS:

1. Explaining the Functional Framework of the research:

The above framework not only has been illustrated the 6 main categories with their 12 subcategories, that are considered as the functions of the Voice of I.R.I, but also the specifications of each category along with their communication paths can be identified as below:

The phenomenon or the axial category of the Voice of I.R.I is the flourishing of the social capital development that is considered as the subject of the research with which the research has been conducted and the other categories and their relationships can be interpreted. The properties of this category are social participation, social responsibility, and delegation of authority with small to large dimensions, as well as general information networks in a limited to wide range dimensions. Hence, it is necessary to identify the relationships between the axial categories with the other categories, such as; the causal conditions, the contextual conditions, the intervening conditions, the strategies and the consequences, are necessary to the phenomenon. Furthermore, the flourishing of social capital development is one of the major functions of the mass media-radio in Iran that is expected to result in the social capital development both inside and outside the organization.

The category of causal conditions of social capital development of the Voice of I.R.I is a set of causes and their properties that lead to the occurrence or development of the phenomenon. It includes two subcategories such as; the necessity of the social capital development and the dynamic interactions as the social capital development. So that, the specifications of social capital development Necessity include; creating Solidarity and unity, influence on Society and cultural, Preference of public interests, Promoting the human values as well as justice, security and freedom in speech and thoughts, developing rationality and knowledge in the organization and the society, along with Low to high, Local to non-local dimensions. Also, the specification of dynamic Interactions as the social capital development include; establishing interactions between colleagues and the affiliates, as well as creating direct and indirect communication with audiences, and developing formal and informal relationship between managers and employees along with Low to high, Positive to negative dimensions.

The social capital development of the Voice of I.R.I also depends on the contextual condition that is a set of environmental factors influencing the actions or the strategies. The category of contextual conditions contains two subcategories; the subcategory of freedom of opportunities includes the Social-Cultural conditions, the level of knowledge and the informational technology in the society, and the freedom to gain the economical- political opportunities, with the dimensions of low to high, inequality to equality, unilateral to multilateral. Besides, the specifications of the civil society considerations subcategory consist of the dominant discourse of the society, the civil right, the social justice and the urban laws with the low to high, and negative to positive dimensions.

The category of intervening conditions embraces the facilitating factors that impress the environment and the strategies of the mass media organizations and result in the social capital development in the Voice of I.R.I. This category consists of 4 subcategories; the individual considerations, the organizational structure considerations, creating motivation, and making mutual trust and cooperation. The most important component of this category is the mutual trust and cooperation whose main features stresses on the honesty, clarity and perspicuity, commitment to the promises, and level of providing accurate and timely information of the managers and the other members of the organization in the small to a large, and positive to negative dimensions. Besides, the individual considerations is the second subcategory of the intervening category which relates to the managers or the employees' traits and characteristics and considers their beliefs, level of education, technical knowledge, positive attitudes, creativity, capability to communicate, responsibility, respecting the law, the level of dependency or



independency, with dimensions of low to high, negative to positive, and intangible to tangible. Also, the organizational structure consideration is another subcategory in this category whose features and dimensions depend on the organization's norms, culture, values, and the tendency of working individually or teamwork, getting the occupation according to the influential supporters or the competency, and the hierarchy type of the organization horizontally or vertically, with the dimensions of negative to positive, individual to collective, relationship oriented or rule oriented. Making motivation is the last subcategory of the intervening category that strongly depends on paying the remuneration and rewards to the employees and managers in forms of materially or spiritually, directly or indirectly, justly or discriminatory, with dimensions of low to high, reinforcement to creation.

The category of the actions/interactions or the strategies of the social capital development in the Voice of I.R.I has been developed to control the phenomenon or the core category of the research. This category includes two subcategories such as; adapting the advanced status quo for the social capital development, and changing the inhibiting conditions for the social capital development which are in the spectrum of passive, active (adaptive), and ultra-active (change) strategies. Complying with deterrent conditions, the passive strategies cannot be considered in the present study. However, the specifications of the active or the adaptive strategies include; fixing the right conditions, optimizing and managing the use of organizational resources, stabilizing the status quo, improving the status quo, and taking advantages of the environmental opportunities along with the dimensions of low to high, negative to positive, intangible to tangible in the advancing conditions. However, when the state of this medium's organization is in an unfavorable and deterrent situation, it is necessary to use the changing strategies (ultra-active) rather than using the adaptive strategy. The characteristics of the change strategy are the overcoming of environmental barriers, eliminating the organization's inhibitors, using modern communication technologies, reviewing the organization's policies and programs, declining the height of the organizational hierarchy, and reducing or even excluding the factional biases, in low to high, and negative to positive dimensions.

The last major category is the consequences of the social capital development in the Voice of I.R.I that aims to activate the constructive and dynamic interactions within the organization and the society which is identified as the component of this category. The interior outcomes of the social capital development are as the increasing the credit of the media, raising the workforce's synergy, increasing the job satisfaction and efficiency, improving the organizational dynamics, creating the coordination among the members of the organization. Likewise, the external outcomes of the social capital development are as the widening the communication networks, creating the social solidarity and unity, the media alignment with the national interest, attracting the audience's trust and cooperation, establishing the multilateral communication with the audiences, developing the media literacy among people, and most importantly, increasing the number of audiences, along with the low to high, intangible to tangible, one-sided to multi-sided dimensions which could be realized if the five other categories are appropriately linked.

2. Answering the questions of the research to find out the extent to which research objectives have been achieved:

On the other hand, the findings of the research and the above frame work could help the researchers to respond the questions of the research. As in the qualitative or in the mixed



qualitative-quantitative researches, the research questions are designed based on the research objectives and can replaced the research hypotheses, the researcher can determine the extent to which the research objectives are achieved by answering them. As the two main questions of this research were too general to respond accurately, the researcher subdivides them in to four sub-questions. In fact, the researcher could answer the main questions of the research by responding the sub-questions as follows:

1. How the components of the functional frame work of the mass media to the social capital development can be identified?

After conceptualizing, the open coding and the axial coding, the researcher identified the 6 main categories which are considered as the functions of the mass media along with their 12 subordinate categories explained above as the components of the functional framework of the research.

2. How the relationships among the components of the functional framework of the mass media to the social capital development can be explained?

Determining the axial category among the other categories that obtained in the open coding step, the researcher could explain the relationships between the axial category and the other categories. The category of causal conditions expresses the necessity of developing social capital as well as creating the constructive interactions inside and outside of these organizations which can be considered as one of the main functions of the Voice of I.R.I. and the main factors in moving along with the core category of the research, i.e. the development of social capital in the such media. The social capital development also depends on the environmental or the contextual conditions. The necessary context for the development of social capital should be provided in the environment and in the society by the Voice of I.R.I. The central issue of the social capital development of such mass media also depends on the intervening conditions i.e. the facilitating factors that affect the environment and the organizations' strategies to lead the Voice of I.R.I to the development of social capital. The intervening conditions of social capital development include the individual considerations, the organizational structure considerations, creating the motivation, establishing the trust and the mutual cooperation. The category of strategies or the actions of the organization for the development of the social capital is another function of such media which is strongly depends on categories of the phenomenon, the intervening and the contextual conditions. And the last major category is the consequences of the social capital development which lead the media to have the dynamic and the actual interactions. It should be noted that such category can be accomplished whether the relationships among the other five main categories have be established accurately.

3. How the logic governing the functional framework of the mass media to the social capital development can be explained?

The logic governing the component and their relationships in the framework of the research can be explained by the theory of the research which was discovered during the qualitative data collection as well as coding them, refining or filtering the first obtained codes, and integrating the codes to construct the sub-categories and the main categories that are related to each other. Refining the sub categories, the researcher could place the concepts and the sub-categories in a consistent and logical way i.e. on the basis of the Strauss and Corbin paradigm patterns, in the six main categories. Then, the researcher could distinguish the core or axial category among the other categories. In this framework, the main emphasis is on the phenomenon or the category



of flourishing the social capital development in the Voice of I.R.I. whose consequences have been taking into account the causative conditions, the contextual conditions, the intervening factors, and the strategies. Identifying the core category in the selecting coding, the researcher could find the logical relationship between the core category and the other categories and wrote the line story of the research by explaining the details of the main categories' specifications and components. In fact, the logic of the functional framework of the present study suggests that all the situational, interactive-process, and the outcomes dimensions of the categories and their relationships should be identified on the basis of the axial category of the research which is the flourishing of the social capital in the Voice of I.R.I.

4. How the functional framework of the mass media to the social capital development using the Delphi and the elite approach can be validated?

Croswell noted that the researcher's sensitivity, methodological coherence, sample suitability, data collection, and simultaneous analysis of data are the most important strategies for validating the research findings in the grounded theory (Danaee fard, et al., 2013: 125-128). On the other hand, according to the Delphi, the validity of the research does not depend on the number of participants in the research, but rather on the scientific validity of the specialists or the elites involved in the research (Ahmadi, 2009: 107). Therefore, the extensive library studies, as well as three stages of questioning and responding of the 15 panelists who are the elites, and analyzing the data in each stage with the qualitative as well as the quantitative strategies can verify the high sensitivity of the researcher and the validity of the research.

CONCLUSION:

Accepting the social capital development as the vital function of the mass media in the Middle East in general and in the Voice of I.R.I in particular, the researchers paid more attention to identify the factors that create, support, and improve that function. Therefore, after collecting the qualitative data or the deep interviews with the 15 elites and analyzing them by using the grounded theory strategy and the Strauss and Corbin approach, the researcher began to gather the quantitative data in the second and the third stages by providing the questionnaires based on the findings from the previous stages and analyze them by the descriptive statistics. After the data analysis, the researcher provided the functional framework of the research by using the data analogy strategy and the set of findings of all three phases of the field data as well as the library data. In this framework, the main categories and the subcategories, along with their relationships can be identified and the dominant dialectics of the framework is intelligible. Besides, the flourishing of the social capital development in the Voice of I.R.I was considered as the core category or the phenomenon and the main component of the research. The propositions (specifications plus dimensions) of this category include: social participation, responsibility, delegation of authority, with low to high dimensions, besides the public information networks, multilingual broadcasting, and social networks with finite to infinite dimensions. Thus, the researcher determined to establish the relationship between the phenomenon and the other main categories, including the causal conditions, the contextual conditions, the intervening conditions, the strategies, and the consequences along with their sub-categories, which are necessary to achieve the social capital development in the Voice of Islamic Republic of Iran. Moreover, the researcher could determine other five categories which can be considered as the



components as well as the functions of that media in favor of the core category of the research. After identifying the components, the researcher could find the logic of the components' relationships during the collecting and encoding the data. After filtering the codes and the 12 sub-categories, the researcher established the integration in the categories by using the Straus and Corbin paradigm pattern and distinguished the axial category among them to construct the main 6 categories which can communicate with each other. Determining the core category permitted the researcher to write the logical relationships of the components by the story line of the research i.e. explaining the components in details. The logic of the functional framework of the present study indicated the conditional, interactive-procedural, and consequential dimensions of the categories have been identified, and their relationships have been determined on the basis of the axial category or the phenomenon that is the flourishing of the social capital development in the Voice of I.R.I. The functional framework leads the researcher to answer the questions of the research with which the researcher can assert to achieve the research objectives. Performing the field study in three stages of questioning and answering in Delphi along with the elitism approach and obtaining the consensus of the elites verified the reliability as well as the validity of this research.

Appendix 1: Table of subcategories derived from the open coding (12 subcategories)

No.	Concepts	Subcategory	Dimensions	Specifications
1	PA8- PA9- PA13- PB7- PB10- PC7- PC11- PD1- PD10- PE1- PG14- PH19- PI4- PI10- PI12- PI13- PK1- PK2- PK20- PL1- PL4- PL6- PL18- PM1- PM2- PM3- PM5- PM6- PM9- PM12- PM14- PN1- PN2- PN3- PN4- PO1- PO2- PO5	The necessity of social capital development	Low to high- Local to non-local	Solidarity/ Alliance Socio-cultural influence Preference of public interests Promoting the human values Freedom of thought and speech Socio-political security Development of justice, rationality and knowledge
2	PB8- PE3- PE4- PF1- PF2- PF3- PF12- PG1- PG7- PG11- PJ4- PJ5- PJ6- PJ7- PJ10- PJ11- PK13- PK18- PK20 - PL18- PM4- PM12- PM15- PO4	Dynamic interactions as the social capital development	Low to high- Positive to negative	Direct / indirect communication Formal / informal interactions Inside / outside of the organization interactions
3	PA6-PA10-- PC10-PC11- PD2- PD11- PE13- PE19-PF6- PF9- PG6- PH1- PH2- PH3- PH4- PH13-PH14- PH18- PI9- PI11- PJ12- PK7- PK15- PK16- PK17- PK18-PK19- PK20- PL2- PL6- PL7- PL8- PL13- PM11- PN6	Flourishing the social capital development	Low to high- Limited to wide range-	social participation social responsibility Public information networks Delegation of authority

4	PA11- PA13- PB1- PC14- PE4- PE17- PH8- PI1- PI2- PI3- PJ1- PL16-PO3	Freedom Opportunity	Low to high Inequality to equality One-dimensional to multidimensional	Economical/political opportunity Social/Cultural opportunity Informational /Technological Opportunity Legal/Supportive Opportunity
5	PA6- PA8- PA10- PA12- PC6-PD3- PE12- PI11-	Civil society factors	Low to high- Negative to positive-	Civil rights/Urban law Social justice
6	PA5- PB5- PB5- PB6- PC2- PC8- PC12- PD8- PE2- PE9- PE15-PF7- PF8- PF11- PG1- PG2- PG3- PG5- PG10-PH10- PJ8- PK3- PK4- PK6- PK8- PK10-PK13- PK14- PK21- PL19- PL20- PM7- PN7	Organizational structure factors	Negative to positive- Individual to collective- Relationship oriented to rule oriented	Hierarchical/Bureaucratic/ Horizontal structure Norms/Values/Culture of the organization Team/group/Individual work
7	PB3- PB4- PC4- PC9- PC13- PD6- PF5- PG8- PG12- PG13-PJ2- PJ3- PJ11- PJ12- PJ15- PM7-PO9	Individual factors	Low to high- Negative to positive- Intangible to tangible-	Religious/ Political /Ethical/Technical/knowledge personality of employees Family/Community/Society status of employees
8	PB11- PB12- PB13- PC3- PE8- PE18- PF6- PG13- PK11- PM15- PM16	Motivating	Low to high Strengthening to creating	Material/non-material rewards Direct /Indirect rewards
9	PA6- PA12- PB9- PC5- PD2- PD5- PE8- PE11-PE13- PE16-PF8- PG2- PH1- PH3- PH15- PH18- PI9- PJ2- PJ13- PJ14- PJ15- PJ16- PK4- PK7- PK9- PK12- PK15- PK19- PL2- PL3- PL5- PL9- PL11- PL12- PL14- PL15- PL18- PM8- PM11- PM12- PM13- PN2- PN3- PN6- PN7-PO6-PO8-PO10-PO11	Mutual	Low to high Negative to positive	Honesty/Sincerity Faithfulness to Commitments Providing trustworthy and timely information
10	PA3- PA4- PA13- PB1- PB2- PC1- PC10- PD4-PD7- PD9- PE5- PE7- PF4- PF10- PG4- PH5- PH6- PH16- PH17- PI7-PI11- PJ16- PK18- PL7- PL8- PL17- PM5- PM13- PN3-PO1	Adopting the advanced status quo for the social capital development	Low to high Negative to positive Intangible to tangible	Fixing the right conditions Improving the current situation Managing the organizational resources Optimizing use of organizational resources Taking advantages of the environmental opportunities



11	PA2- PA4-PA7- PA10- PC11- PC14- PD9 - PE5- PE9- PE10- PE11- PE14- PH15- PE16- PE17- PE18- PE19- PF9- PG6- PG9- PG15- PH6- PH7- PH8- PH11- PH12- PH14- PH15- PI6- PI7- PI8- PJ9- PK5- PK8- PK9- PK11- PK14- PK16- PK21- PK22- PL3- PL4 - PL5- PL10- PL13- PL15- PL16- PM4- PM14- PM16- PN5-PN6-PN7	Changing the inhibited conditions for the social capital development	Low to high Negative to positive	Overcoming the environmental inhibitors Eliminating organizational inhibitors Using modern communication technologies Review policies and programs of the organization Declining height of the organizational hierarchy Excluding factional biases
12	PA1-PA8- PA11-PB8- PB10- PC5- PD11- PF2- PF3- PH9- PJ16- PK20- PK22- PL8- PL11- PL13- PM8- PM15- PN1- PN2- PN5-PN6-PO3-PO4-PO6- PO7-PO8-PO9-PO10	Establishing the dynamic and the actualized interactions	Low to high Intangible to tangible One-Dimensional to Multi-Dimensional	Creating unity/alliance/solidarity among people Attracting trust and partnership among audiences Increasing the media reputation/the media literacy Increasing job satisfaction and Synergy of workforces Widen the communication networks Increasing the number of audiences

References

- Ahmadi, N. (2009), "Delphi Technique: Introduction and Critiques", Social Sciences Journal, Issue 22, pp. 100-108.
- Akhavan T., L. (2009), "Study the Favorable Features of the Programs of Radio Javan Considering the Ideas of the youth of Tehran and the Programmers of Radio Javan", Tehran: Faculty of Radio and Television.
- Alipour, A., & Enayati, T. (2015), "Developing Research Generative Companies Model with the Aim of Developing Social Capital in Universities", Journal of Social Capital Management, Volume 3, No. 1, pp. 1-21.
- Andersen, A., & Park, J., & Jack, S. (2007), Entrepreneurial Social Capital: Conceptualizing Social Capital in New High-Tech Firms, International Small Business Journal, Vol. 25, No. 3, pp. 245-272.
- Azar, A., & Faraji, H. (2002), "Fuzzy Management Science", Tehran: Community Pub.
- Bazargan H.A. (2008), "An Introduction for Qualitative Research Methods; Common Approaches to Behavioral Sciences", Didar Publications.
- Cassan, M., & Guista, M. D. (2007), Entrepreneurship & Social Capital: Analyzing the Impact of Social Networks on Entrepreneurial Activity from a Rational Action Perspective. International Small Business Journal, Vol. 25, No. 3, pp. 220-244.
- Cobley, P. (2008), "Communication Theories: Critical Concepts in Media and Cultural Studies", Translated by: Goudarz Mirani Sabar, Volume 4, Tehran: Social-Cultural Studies Research Institute.

- Comprehensive Radio Information Base (2014).
- Danaee Fard, H., et al. (2013), "The Methodology of Quantitative Research in Management: A Comprehensive Approach", Eighth Edition, Tehran: Saffar Publication.
- Decarolis, D. M., & Saporito, P. (2006), Social Capital, Cognition and Entrepreneurial Opportunities: A Theoretical Frame Work. *Entrepreneurship Theory and Practice*, pp. 41-56.
- Feizi, K., & Irandoust, M. (2013), "Delphi as a Method for Research, Decision Making and Future Studies", Tehran: Industrial Management Organization.
- Flick, U. (2009), "An Introduction to Qualitative Research", Translated by Hadi Jalili, 2nd Edition, Tehran: Ney Publications
- Fukuyama, F. (1999), Social Capital & Civil Society, Paper Presented at the IMF Conference on Second Generalization Reforms, Washington, November.
- Grimes, N. J. (2007), Crime, Media, & Public Policy, Arizona State University.
- Häder, Michael and Häder, Sabine (1995), "Delphi und Kognition spsychologie: Ein Zugang zur Theoretischen Fundierung der Delphi- Methode". In: ZUMA-Nachrichten Vol.37, No.19.
- Hamraz, V., et al. (2012), "History and Media", Volum 4, Journal of Humanities and Cultural Studies Publications, pp. 273-316.
- Keeney, S.; Hasson, F. and McKenna, H. P. (2001), "A critical review of the Delphi technique as a research methodology for nursing." *International Journal of Nursing Studies*, Vol. 38, No. 2, pp. 195-200.
- Khaki, Gh. (2013), "Grounded Research Methodology in Management", First Edition, Tehran: Fuzhan Publications.
- Khatoun Abadi, A. (1995), "Radio and Developmental Communication", Tehran: Soroush Publications
- Khojasteh, H. (2007), "Main Elements of the Media's Organizational Structure and Comparing the Organizational Structure of Radio with Television", Tehran: Media Journal, No. 71, PP. 155-168.
- Khosravi, A, et al. (2012), "Identifying Factors Empowering Human Resources Using Delphi Technique in Electronic Industries", *Management Development Journal*, No.18 (4), pp. 129-153.
- Legatum Institute Report (2015), "Iran's Ranking in Social Capital Based on Legatum Report", Iranian Journal of Economics.
- Mohammadpour, A. (2010), "Philosophical and Practical Principles of Mix Research Method in Social and Behavioral Sciences", Tehran: Sociologists Publications.
- Movlana, H. (1992), "Transition from Modernism: Communication and Transformation of the Society", Translated by Yones Shekarkhah, Tehran: Ministry of Culture and Islamic Guidance, Media Studies and Research Center.



- Neuman, W.L. (2011), "Social Research Methods: Quantitative and Qualitative Approaches, Translated by Abolhassan Faghihi and Asal Aghaz, Tehran: Terme Publications
- Postman, N. (2005), "Amusing Ourselves to Death: Discourse in the Age of Show Business", Translated by Sadegh Tabatabaee, Seventh Edition, Tehran: Information Publication.
- Powell, C. (2003), "The Delphi technique: Myths and realities." *Methodological Issues in Nursing Research*, Vol. 41, No. 4.
- Rehman Institute Report (2015), "Social Trust Has Been Declined Among the Iranians", Report from Hadi Khaniki (P.HD), Prepared by the Chamber of Commerce, Industries, Mines and Agriculture of Tehran.
- Rothstein, B. (2014), "Social Traps and the Problem of Trust", Translated by Ladan Rahbari; et al., First edition, Agah publications
- Sabilan Ardestani, H. (2004), "Study the Principles, Objectives and News Policies Announced and Implemented at the Islamic Republic of Iran Broadcasting Organization: Tehran, Broadcasting Research Center Publications.
- Sandelands, L., & Drazin, R. (1989); "The Language of Organization Theory; Organization Studies"; Vol.10 (4), PP. 457-477.
- Saroukhani, B. (2002), "Sociology of Communication", Tehran: Information Publications, 11th Edition.
- Sarukhani, B. (2013), "Research Methods in Social Sciences", Volume 1; Principles and Basics, Tehran: Humanities and Cultural Studies Research Institute.
- Sekaran, U. (2009), "Research Methods for Managers", Translated by: Mohammad Saebi and Mahmoud Shirazi, Tehran: The Publication of Higher Institution of Education and Research in Management and Planning.
- Severin, W.J., & Tankard, J.W. (2002), "Communications Theories: Origins, Metods, and Uses in the Mass Media", University of Texas, Translated by Alireza Dehghan, Tehran: Publication of Tehran University, 1th Edition.
- Sharepour, M (2015), "Rise and Fall in Social Capital", Interview in the Weekly Journal of Tejat – No. 156.
- Strauss A., & Corbin, J.M. (1998), "Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory", Sage Publications.
- Strauss, A., & Corbin, J. (2006), "Basics of Qualitative Research Method: Grounded Theory, Procedures and Practices", Translated by Biook Mahmoudi, Tehran: Humanities and Cultural Studies Research Institute.
- Strauss, A., & Corbin, J. (2016), "Basics of Qualitative Research; Techniques and Stages of Grounded Theory Generation", Translated by Ibrahim Afshar, Ney Publications.
- Zare mirkabad, A. (2011), "An Introduction to the Delphi Method", Future Studies Website, Faculty of Science and Technology of Tehran University.

