

Designing the Strategic Framework of Transformation (Interactive Digital and Transformative Model in Virtual Space) in the Islamic Republic of Iran's Radio and Television using Quantitative and Qualitative Methods

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Abstract: National Media is the largest media group in Iran in terms of influencing the society. But it has not been able to adapt and synchronize itself with the new developments in the field of communication and the emergence of virtual space. Despite the repeated emphasis in the country's development plans and the existing high-level documents, the measures taken in this regard are not satisfactory and the lack of attention to this issue has led to the lack of use of related opportunities and the dissatisfaction of the stakeholders in this field. Therefore, it is very important to design the presentation of a model in order to transform the virtual space of the Islamic Republic of Iran Broadcasting (IRIB) in accordance with increasing the functionality of the virtual space among the audience. The purpose of the research was to determine the opportunities, threats, weaknesses and strengths of the Islamic Republic of Iran Broadcasting (IRIB) to operate in the virtual space and also to know the causal relationships between the consequences and components of the transformation in the functioning of the virtual space of the broadcasting. The type of research is a combined quantitative and qualitative method, which is a descriptive-surveillance quantitative method (the statistical population of all managers and senior experts of the Islamic Republic of Iran Broadcasting (IRIB) in the field of cyber space in the cyber space deputy and other deputy offices was 152 people. The sample size of 109 people was determined by Cochran's formula. The statistical sample was selected using the stratified random sampling method and in the qualitative method, first by analyzing the qualitative data of the interview with the theme analysis method, the indicators and components of the conceptual model were finalized. And after that, the questionnaire was prepared and organized. In the following, the validation of the model was done using confirmatory factor analysis. A model was extracted from this research for creating transformation in the virtual space of the Islamic Republic of Iran Broadcasting (IRIB), which has six main components: content production, opportunities and threats, strengths and weaknesses, transformation components, introduction platforms and transformation consequences. In the quantitative dimension, based on the results of the tests, a component of the transformation of the Islamic Republic of Iran Broadcasting (IRIB) has a positive, direct and significant effect on the consequences of the transformation of the Islamic Republic of Iran Broadcasting (IRIB). The effect of turning threats (in IRIB for social media activity) into opportunities for social media activity is meaningful, positive and direct. Weaknesses in IRIB for social media activity have a positive, direct and significant effect on IRIB strengths for social media activity.

Keywords: national media, transformation, virtual space, model.

Introduction

Many relations and social institutions have been affected by the Internet due to its expansion as a tool to enter the world of virtual space and the lack of time and place limitations in this space, and even

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international relations have been affected by it. Many variables, including communication, public opinion, etc., have changed in the West and currently in third world countries with the expansion of the Internet and in its domain, virtual space. The technological infrastructure has had a great impact on the advanced services of this space and has led to changes. Some effects of Virtual space in recent decades include issues such as influence, effects of Virtual space and its consequences in revolutions and social and democratic movements in the region. Considering this significant impact, it can be safely said that this technological phenomenon has now permeated all human relationships and civil and social activities. On the other hand, the results of numerous researches show that virtual space through messaging software such as Instagram, Telegram, WhatsApp, etc., as alternative media, has a significant impact on the way of life of people in matters such as covering, makeup, speech, actions, beliefs and their way of thinking, and has resulted in consequences such as a feeling of inferiority and deprivation or lack in the audience. These effects are such that a person feels lack and dissatisfaction with life as a result of connecting with virtual space and defining ideal life standards in it and also compared to what he sees on the TV scene.

Despite the high influence of virtual space in the normal life of people, the national media, as the only media with the right to broadcast IRIB in the country, has not been able to play an effective role in this field. While the IRIB has played an important role in various political, social, cultural, etc. fields and has been able to strengthen cultural cohesion, strengthen national identity and counter destructive waves, but it has not been able to evolve in accordance with changes made by virtual space. Therefore, there is a need for IRIB to know the direction of its movement in the virtual space based on the changes and developments in the world's media in order to realize the competition with other media and achieve its goals, in the existing competitive environment due to the active presence of the virtual space in domestic and international arena. According to the statistics announced on the website Status World Internet, 56 million and 700 thousand people out of a population of 82 million people use the Internet in Iran in 2018, which shows an increasing trend, and according to this, Iran has the highest number of Internet users in the Middle East. It is noteworthy that in 2000 only 250 thousand internet users were active in Iran, which was 3.8% of Iran's population, and currently these users include about 70% of Iran's population (Pakdel, 2019: 28). also; It is necessary and necessary to pay attention to the category of media management, which is one of the new trends in the management level, to create a transformation in the management of IRIB in order to optimally use all material, human, and technological facilities in the direction of producing, reproducing and distributing targeted messages (content production). In the framework of the accepted value system to have a favorable effect on the audience.

This thesis tries to present a model for change in the activities of the national media in the virtual space during a scientific study. This study has been carried out with the aim of providing a model for IRIB to use the capacities of virtual space by creating a suitable transformation in the type of activity that is suitable for the use of virtual space in order to have the necessary impact on users.

Research objectives

- Presenting a model in order to transform the virtual space of the Islamic Republic of Iran Broadcasting (IRIB)in accordance with increasing the functionality of the virtual space among the audience.
- Knowing the causal relationships between the consequences and components of transformation in the functioning of the virtual space of the Islamic Republic of Iran Broadcasting (IRIB .)

Information and Communications Technology

Technology includes knowledge, tools, and methods of doing work that are used by an organization to produce its products and distribute its services. Technology, as an effective factor in converting data into data, can play a central and essential role in the productivity and efficiency of the organization; In this way, technology can help the economic and efficient use of resources and raw materials and increase the amount and quality of production despite the constant amount of other resources (Zarei,

2017: 87). Technology has always formed a part of human life as a tool; But the emergence of technology as one of the means of production goes back to the industrial revolution in the 18th century AD and the substitution of machine power for humans (Jaafranjad, 1379: 430). Technology in the organization is divided into two categories: production and service. Production technology includes the traditional production process and computer-based production systems (AlSarhan, F, 2008).

Various definitions for technology have been presented in the management literature, some of which are mentioned below:

- A combination of knowledge, equipment and methods used to convert resources and inputs into outputs;
- The chosen methods for doing the work using tools and equipment, techniques and special knowledge and skills of the human force;
- The process of converting information and raw materials into manufactured goods (Rezaian, 2014: 290).

And in today's world, technology plays an important role in the market and competition by substituting new products, services and materials with old products, services and materials, saving the amount of material consumption, self-driving machines, and minimizing their need. to human power, shortening the life of products and their rapid obsolescence and continuous innovation (Rosta, 2015: 98).

Information and communication technology can have a significant impact on the country's economy; it is possible to think about improving and elevating the economic, social and cultural power of the people by accepting the power of information and communication technology and considering it development as the center of all strategies. In this direction, the Internet is considered as a suitable platform for the growth and development of the content production platforms whose main players are digital platforms. Now, from audio and video media platforms to online platforms that establish a meaningful relationship between suppliers, consumers and advertisers of audio and video content in the digital market on the basis of online communication networks and make it possible to access audio and video content Combined with the loaded and plays an editorial role. That means, they arrange and organize the content on their platform. Iran's media platforms are broadly divided into domestic and foreign categories.

External services for sharing video (such as YouTube), audio (social networks such as Instagram and Facebook), messaging (social media such as Telegram). Fulger, D has listed the following five types with the typology of media in traditional formats and technology-based systems in interpersonal and group communication:

- ❖ Direct face-to-face communication and small group communication methods through lectures, sending letters, memos, etc.
- ❖ Types of mass communication in printed formats such as books, newspapers, magazines, brochures and announcements.
- ❖ Artistic formats (due to the possibility of transmitting messages) such as paintings, sculptures, photos, etc.
- ❖ Different types of identification cards, labels, types of packaging, abbreviations and exclusive signs
- ❖ Media that provides interpersonal and group communication from a distance within the framework of the new media system by relying on technology and electronic equipment with a combination of audio/text, audio/graphic, text/graphic, and audio/text/graphic combination. image), and thus, communication has become possible in the form of various forms of verbal or non-verbal language such as image and music; such as radio, television, cinema, internet, online information dissemination tools such as newspapers, magazines, bulletins, electronic billboards and offline electronic information dissemination tools such as text, audio and video posts (Hakim Ara, 2014: 225).

Virtual space

Virtual space was used for the first time by William Gibson, a Canadian writer of science-fiction novels in 1982. This space can be used to describe all types of information resources available through computer networks. In fact, virtual space is considered a different type of virtual and digital reality that is provided by connected computer networks, which with a little tolerance can be considered synonymous with the global Internet network. Virtual space refers to an imaginary space that has emerged from the connection of computers that have connected all people and information sources. According to Oxford, Virtual space is: a theoretical space in which computer communication occurs. Wide virtual space is a world that connects various computer networks of various sizes and even personal computers, using various hardware and software and with communication contracts (Mohammed Mehdi Ashrafiyan Rahghi and Mohammad Reza Bakhtiari, 2018). Virtual space has arisen from the heart of the "web". This space is known as an electronic environment or a network of computers that try to simulate the three-dimensional objects and realities of the real world by using audio and visual effects. But it is claimed that it does not have physical materiality and one of its prominent characteristics is spacelessness and timelessness. The term "virtual" was used by researchers at the beginning of the decade, virtual space is usually defined from two technical and symbolic aspects (Castells, translated by Basrian Jahormi, 2013: 383).

In the virtual world, huge networks of computer systems connected to each other with the help of advanced communication technologies have created a space with completely different characteristics from the physical world, some of which are called cyberspace. Named, and others They have also chosen the title of cyberspace for it (Jalali Farahani, 2014). Today, cyberspace and social media are rapidly replacing mass media. Organizations may face early elimination or lack of expected success if they do not understand this fact in the first stage, and do not keep pace with these media and do not employ them. Finally, here must be three elements in the social media definition set to function properly. The figure below shows the mutual relationship between the components (Dane, Dane, 2011: 34). Social media is the intersection of three communication media, content and social interaction factors (Kaplan and Hanlin, 2012: 13).

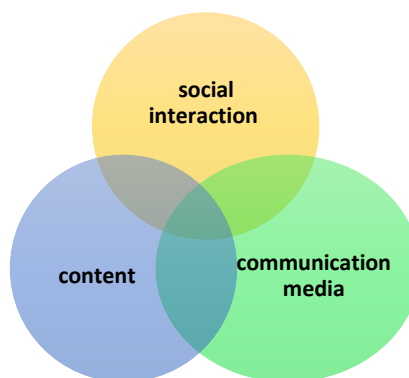


Figure (1): The three common intersections of virtual space and social media

The author believes that each type of social media has its own capabilities and characteristics, which can be used alone or in combination to establish useful and continuous communication with audiences and customers and effective marketing according to the organization's conditions, characteristics, and location. The background and policies considered by the managers of the organization. Social media can be classified into seven groups:

1. Social networks,
2. Blogs,
3. Wikis,
4. Podcasts,
5. Forums,
6. Content communities,
7. Microblogs.

In the end, a complete summary of the methods of gaining the trust of the audience in the virtual space was compiled in the form of the following figure:

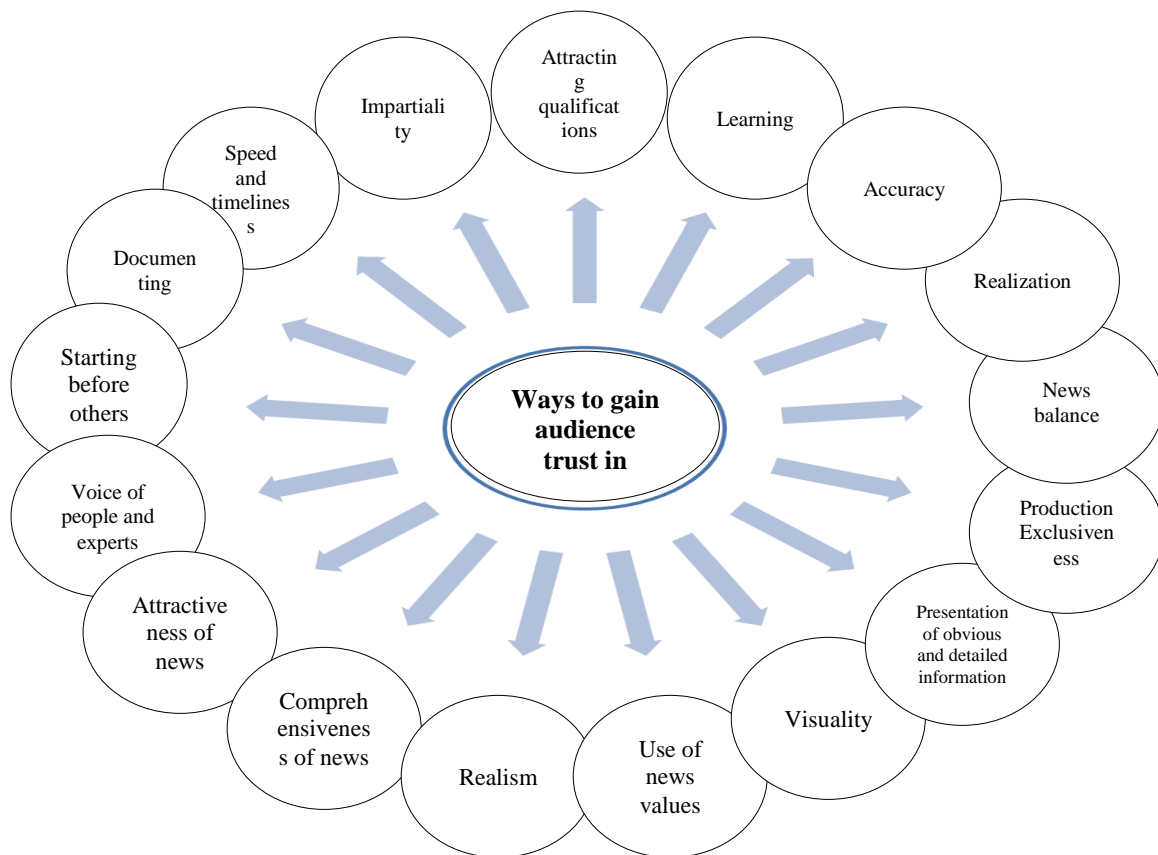


Figure (2): Ways to gain the trust of the audience in the virtual space

Organizational transformation

Organizational transformation refers to a planned effort throughout the organization that is managed by the top management of the organization and increases the effectiveness and health of the organization through planned change programs in the organization's processes using behavioral sciences. The goals of the transformation of the organization are:

- 1) Increasing compatibility between the structure, processes, strategy, people and culture of the organization
- 2) Creating and developing new and creative solutions in the organization
- 3) Developing the ability to modernize (Alwani, 2013: 262).

Today, transformation is considered as one of the most challenging management issues. Transformation has taken on another meaning synonymous with uncertainty and disorder, especially in recent years and in the business environment, and as a result, transformation management has become a vital issue for organizations. Most researchers working in this field state that language is the main problem in change management. In other words, in the process of transformation, it is necessary to use common symbolic and cognitive systems between people, such as metaphors, to carry out the stages of transformation one after the other. However, the topic of debate among many researchers in this field is how metaphors are used in the description and planning of organizational change and whether this problem is effective. Although the use of metaphors has a relatively long life in explaining the transformation process, the ineffectiveness of metaphors in the transformation process is examined from two different perspectives. In fact, the modern perspective has tried on one hand to create more appropriate and vivid metaphors to help the components of the transformation process, and on the other hand to discover and separate the appropriate formats for expressing metaphors in different situations and conditions (Shirtaheri et al. , 2019: 26).

A topic of interest in organizational effectiveness and management literature is change management, which is in the broad framework of social change. Recognizing the need for change at the organizational level, and guiding the organization to create these changes is known as one of the most sensitive and challenging responsibilities of organizational leadership. These responsibilities will get worse in the coming years due to situations, including: living with terrible sea changes, the existence of subversive storms from season to season, devastating floods in Asia... Globalization, the disruptive impact of new technologies, the emergence of e-commerce, and the growth of electronic communications between financial markets scattered across the globe, all indicate the enormous speed of business in today's world in every virtual industry. According to French Wendell, organizational improvement refers to a long-term effort to strengthen the organization's problem-solving ability and modernize its processes based on effective management and participatory culture by using changing factors and using behavioral knowledge. The goal of organizational improvement is planned changes that are implemented regularly. Organizational improvement is not a word, phrase or concept that can be easily defined, but it includes a set of methods by which the organization undergoes change (Parsaiyan, 2014: 143).

Background research

- Nasrollahi and Mohammadi (2021), during a study entitled "New media policy making in Iran (a case study of the Islamic Republic of Iran Broadcasting (IRIB) and the National Center for Virtual Space)" used the analytical matrix method of years to investigate the policies of the Islamic Republic of Iran Broadcasting (IRIB) and Sima and the National Center for Virtual Space in the face of new media through targeted interviews with 26 experts. According to the results, the weaknesses of the national media in new media policymaking are more than its strengths and the threats facing this media also outweigh its opportunities, so this organization should put the following items on its agenda: scientific studies, avoiding parallel work, resisting informal pressures and applying audience-friendly policies in order to reduce their vulnerability.
- On the other hand, the strengths of the National Center for Cyberspace in the policy of these media are more than its weaknesses, and the opportunities for the advancement of this center also outweigh its threats. By monitoring the virtual space of the country as much as possible, by strengthening the infrastructure and creating a national information network in order to increase media literacy through technologies, etc., this center should take advantage of external opportunities in order to strengthen its strengths. These results show the political and ideological elements and the complexity of its processes in media policy making.
- Mousavi et al. (2021), during a study entitled "Convergence solutions between IRIB in the field of content production", concluded that the developments and changes in technologies have led to the convergence of traditional media with modern media, which is one of its most important concepts. In the last two decades, it is the field of industry; So, some theorists in this century consider this convergence as a kind of industrial revolution, which has been created in the field of audience and its content as well. In this article, the relevant categories were extracted qualitatively and through in-depth interviews with 12 experts, some of which are: media literacy training of the audience, changing media functions, interacting with the audience, changing strategies. Changing policies through media arrangement, creating a common discourse and having an expert.
- Rasouli et al. (2019), also during a study entitled "Explaining the challenges of the broadcasting organization in the virtual space", concluded that they have faced new threats and opportunities with the emergence of social networks, traditional media and Media organizations. This research has discussed the current and future challenges of IRIB in the virtual space and has finally suggested aggressive strategies as the most suitable strategy for IRIB in this field.
- In the field of foreign research, Siroyak (2022), during a study entitled ""The role of social media in the Russian-Ukrainian war", has concluded that a flood of immediate analyzes has been launched in professional interpretations in social media. This This indicates that the effectiveness of social media has exceeded even some traditional war methods. Chen et al.

(2022), during a study on the role of social networks in public opinion, have emphasized that the control of public opinion and the control of the audience are related to the cognitive domain of space. has become virtual. Also, Kalogropoulos et al. (2021), in a study aimed at showing "the level of trust and confidence of the Greek people towards news media and social media" have concluded that social media are more trusted than news media in Greece to help people navigate their news environment.

Theoretical foundations

Social media is in beginning steps compared to the age of mass communication that is more than four centuries old. Despite this fact, they influence traditional mass media in every aspect, including planned format, content, time and language. Despite increasing competition, new media and traditional media have been working to reach the masses and strengthen communication messages for the benefit of the target audience, and this creates "extensive competition for traditional media" (Bala, 2014: 4). The principles related to the theory of media convergence should be taken into consideration in order to achieve success in this field of competition. Accordingly, "digitalization" is the most fundamental aspect of information and communication technology, by which all texts (symbolic meaning in all encoded and recorded forms) can be reduced to binary code. Convergence between all existing media forms in terms of organization, distribution, reception and regulation is the most important consequence of digitalization for media institutions (Mehdizadeh, 2009: 321). Therefore, the convergence of clear effects has a significant impact on the policies and policies of the mass media, which has actually caused a change in the media culture, which, with the presence of new technologies, redefines the patterns of content production, consumption, and learning. and human interaction with other social institutions and even changing interactions between individuals. On the other hand, traditional media have always been accused of not giving space to their readers and audience, but now anyone who is familiar with using the Internet is able to express their thoughts. Today, the delay in the production and publication of content in mass communication media compared to new media is a point of attention in the world. This delay means a kind of interruption between information receivers and informants, to which one-way transmission and lack of interaction should be added (Rasmussen, 2005: 3). People are aware of others and how they deal with events through mass media, but they do not enter into a dialogue with them about how to deal with those events. Public interaction is done unilaterally and through mass media as well as organizations and large markets. Mass media mediates a public sphere. "Through their regular and nocturnal appearances, television personalities engage in a parallel 'reality', which engages in a strange way with our reality" (Rasmussen, 2005: 4).

In this field, it should be emphasized that because new media channels offer possibilities such as selectivity and a range of media technologies in choosing information sources and interacting with other people, it is necessary to create any kind of interaction, and the nature of this interaction becomes social media. to the important variable of social capital study (Kasturi & Vardhan, 2014: 4). Interactions generally happen through media messages in people's daily lives in mass communication media, not between message sources and receivers in the field of mass media itself. This scenario has changed in non-linear and network-based patterns with the advent of the Internet and the possibility of communication between all. One of the big breaks created by digital technologies refers to the possibility of combining two communication models "one-to-one", that is, between few people and "one-to-all" or the mass communication model. In other words, "virtual space allows the simultaneous occurrence of mutual behavior in communication and the common context of this communication based on the arrangement of "all for all" (Mariano da Rocha Barichello & Menezes Carvalho, 2013: 239).

According to Massimo De Felice (2008), digital media, which today have become more "social" media, penetrate with the cooperation of participants, and transform the concept of society. According to this Italian researcher, this form of participation is free for all, creating a new, more democratic and inclusive way of living in the present. In this situation, it can be claimed that while mass media

reinforce homogeneity, they cannot adapt to social life as defined stages and sectors, and in a way increase heterogeneity and relatively closed communication environments. While the linear space of mass media ignores membership in social groups, modern communication technologies do not erase the differences between social groups to the same extent. Lemos (2009), making a contrast between mass and digital (or post-mass) media, claims that "mass media are information media. Post-mass new media are considered communication and conversation media. As it was said before, this view of "Postman" shows the necessity of interaction between traditional and new media. Postman (2011), defines social media alluding both to sociability and to content creation: "What is social media? It is the participation of the end user in creating online content, and the ease and variety of ways in which the user can create content., comment on it, add to it, and share it, and communicate the same with others who do so" (Dias & Andrade, 2013: 52).

Theories

1. The components of the transformation of the IRIB on the consequences of the transformation of IRIB.
2. Turning threats into opportunities has a significant impact on social media activity.
3. The weaknesses of IRIB have a significant impact on the strengths for social media activities.

Research method

The present study has been conducted with the aim of designing and explaining the optimal interactive model for the activities of the broadcasting organization in the field of virtual space, therefore, a combined method was used in this study. The type of research was survey in quantitative method, which was investigated using statistical techniques and using a questionnaire that was approved by organizational experts and academic experts. The data collection tool in the quantitative part was a researcher-made questionnaire. The questions (items) of the questionnaire were designed through a five-point Likert scale. Cronbach's alpha coefficient of the questionnaire was obtained with the help of SPSS statistical software, 0.87. In this study, the statistical population includes all managers and senior experts of the Broadcasting Organization in the field of virtual space, in the vice president of virtual space and other vice presidents, numbering 152 people. The sample size was determined by Cochran's formula to the number of 109 people. The statistical sample was selected using the stratified random sampling method, which included the vice presidents of the organization in the field of virtual space, the vice president of virtual space, and elites and activists in the field of virtual space.

The thematic analysis method was used in the qualitative method, because this study is considered as a developmental study and presents a model in the broadcasting organization. In order to achieve this, an interview was conducted with 15 experts and experts, including university faculty members in media management fields, executive directors of the IRIB, and experienced experts in the field of media management. Data were collected using in-depth interviews and analyzed. To select the participants in the research, their expertise in the field of media management and having an executive experience in the field of media management was taken into consideration. Based on this, non-probability judgmental and purposive method was used until reaching a consensus. In this study, a semi-structured interview tool was used to collect data. Data were analyzed using thematic analysis method. Thematic analysis refers to a method to determine, analyze and express the patterns (themes) in the data. This method at least organizes and describes the data in the form of details. The process of theme analysis begins when the analyst considers patterns of meaning and topics that have potential appeal. This analysis involves a continuous back-and-forth between data sets and coded summaries, and analysis of the resulting data. Writing the analysis starts from the very first stage. In order to achieve this, in the first step, the basic themes were extracted by rereading the interviews repeatedly. In the next step, the themes were named according to their semantic relationship with the theoretical foundations of the research, and the organizing themes were formed, and finally, the overarching themes were determined based on the identified organizing themes.

Findings

In general, the following results have been obtained regarding the relationships between the components of the model, which are summarized in Table (1).

Table (1): Hypothesis test results based on path analysis

Result	t-Value	Path coefficient	Path		Causal relationships
Confirmed	8.662	0.514	Consequences of transformation	Transformation components	1
Confirmed	18.333	0.705	Opportunities	Threats	2
Confirmed	23.802	0.754	Weaknesses	Strength	3
Confirmed	15.394	0.670	Creating content on social media	Content production in IRIB	4

Structural model quality test (Q2)

This criterion was introduced by Stone and Geisser (1975). This criterion determines the predictive power of the model. Stone and Geisser believe that models with acceptable structural fit should be able to predict indicators related to the endogenous constructs of the model. This means that, if the relationships between the structures are defined correctly in a model, the structures will be able to have a sufficient impact on each other's indicators, and in this way, the hypotheses will be correctly confirmed. Hensler et al.(2009), regarding the severity of the predictive power of the model regarding endogenous structures, have determined three values of 0.02, 0.15 and 0.35. The quality of the model is strong according to Table 8 and the values of redundancy or Coefficient of changes in redundancy index (CV Red).

Table (2): CV Red values

CV Red	Variable
0.35	the beds
0.28	Opportunities
0.37	Strengths
0.44	Transformation components
0.28	consequences
0.40	threats
0.36	Social media content production
0.25	Production of national media content

GOF test

The GOF criterion is related to the general part of structural equation models, which means that the researcher can control the fit of the general part by using this criterion after checking the fit of the measurement part and the structural part of the overall research model. According to table (3) and three values of 0.01, 0.25 and 0.35 as weak, medium and strong values for GOF, and obtaining a value of 0.62 for this model, the research model has a very good fit.

Table (3): Commuality level and R^2 related to research variables

R^2	Commuality	Variable
0.72	0.59	Contexts
0.48	0.59	Opportunities
0.70	0.53	Strengths
0.65	0.68	Transformation components
0.47	0.62	Consequences
0.79	0.56	Threats
0.60	0.69	Social media content production
0.45	0.61	Production of radio content
0.79	0.57	weaknesses
0.63	0.60	Average
$\sqrt{AveR2 \times (Ave\ of\ communalities)}$		GOF

Qualitative analysis of research

This interaction was designed entitled “Transformation in IRIB based on the themes and concepts of the following model. This model has six main components including: content production (including 6 indicators), opportunities and threats (including 11 indicators), strengths and weaknesses (including 13 indicators), transformation components (including 5 indicators), introduction platforms (including 7 indicators) and the consequences of transformation (includes 4 indicators) and includes a total of 46 indicators, which are discussed in the following main effects and components of the research. The results and analyzes show that there are significant differences between content production for virtual media and content production in radio and television, including the compliance of IRIB with the administrative structure and hierarchy in content production, unlike other social media in social media, this is decentralized, and content is produced based on the needs and behavior patterns of users and often by the users themselves. In addition, there is no special supervision by an authority on content production in social media. Another point is education and skills. Production in IRIB requires skill and training, while in social media, production is done only by renewing the existing skills or without the need for special skills. This issue causes the response time between content producers and users to be longer in IRIB than in social networks.

The component of production quality is an important point in producing content for radio and television. The produced content must have gone through the process of knowing the audience, in such a way that it has the expected satisfaction and effect, and must always be accompanied by motivations such as entertainment, awareness, and the production of knowledge. In addition, this content production should be done based on the general policy of the system, while there is no such requirement except for compliance with the current laws of the country in networks and social media. It should be kept in mind that all these cases and with regard to the results of the content analysis, regarding the opportunities of IRIB to operate in the virtual space, it can be said that since the virtual space has provided a suitable context for the growth and expansion of business and space for revenue generation and marketing, IRIB can do marketing in this space by providing advertisement reports, and media planners and managers in social media can manage public opinion as well. Also, it uses its capabilities to introduce the productions of the broadcasting organization.

On the other hand, there are also threats to the activities in this space towards IRIB, among them, we can mention the two-way and interactive communication in the virtual space and social networks, which is practically neglected in radio and television, and the only expedient of the system. has been of interest. Meanwhile, neglecting new communication technologies to communicate with the audience is known as a serious threat to IRIB. At the same time, IRIB does not actually follow the audience's wishes in producing content, and it provides content based on its priorities, governance and politics to the audience. On the other hand, IRIB have strengths and weaknesses to enter this field. Some of the strengths are: the existence of a rich archive of IRIB content, the existence of facilities and technical equipment and infrastructure in the field of content production and publishing, the use of skilled and specialized human resources with experience in the field of content production and the use of the capacities of partner organizations in inside and outside the country. On the other hand, some of the most important weaknesses of this organization in entering the field of social networks are: lack of adaptation to different conditions, lack of agility in the management system, lack of adaptation of the skills of the human resources engaged in IRIB with the skilled workforce to work in social media, incorrect selection of human resources and development of human resources suitable for working in social media, incompatibility of work processes in the IRIB with work activities in social media, resistance to accepting new technologies, hard and inflexible organizational culture in front of the culture of the audience and the diversity of social media, difficult access to the information archive and content produced by this media, non-implementation of the freedom of information policy according to the needs of social media by the IRIB.

Therefore, the transformation components in the field of the functioning of the virtual space of IRIB can be introduced as follows: re-engineering of the business processes of IRIB to operate in social media, redefining the processes of distribution and content production based on the needs of the

audience to operate in the social media, policy making and correct planning regarding the new axes of activity in social media, observation and analysis of competitors' points of view in the field of content production and distribution in IRIB and examining the ways of making changes for content production and distribution in social media. This evolution can be accompanied by the following consequences: the users' use of social media and content produced and published by IRIB in the social media platform, increasing the penetration rate of IRIB on the user, increasing the trust of users, identifying the public competences of IRIB in the social platforms.

Table (4): The final model of transformation in IRIB / Transformation in the national media Model

<p>The strengths of the national media for social media activity include:</p> <ul style="list-style-type: none"> • The existence of a rich archive of IRIB content, • The existence of facilities and technical equipment and infrastructure in the field of content production and publishing • The use of skilled and specialized human resources with experience in the field of content production and the use of the capacities of partner organizations in inside and outside the country <p>The Opportunities of the national media for social media activity include:</p> <ul style="list-style-type: none"> • High penetration rate of social media • High and increasing usage hours of users and the amount of consumption • Media planners and managers manage thoughts in social media <p>The threats of the national media for social media activity include:</p> <ul style="list-style-type: none"> • Paying attention to the needs of the audience and the methods of attracting the audience • Not monitoring the creative actions of competitors in the field of activity in cyber space • Ignoring new communication technologies to communicate with the audience • Existence of a threatening and negative attitude towards social media by national media managers and decision makers • Content production in the national media is based on the priorities of the broadcasting organization, governance and politics, not the needs and wishes of the audience • Disadvantage of domestic media messages and government social media compared to the unrestricted activity of media messages in foreign and private social media in terms of audience. • The non-responsiveness of the broadcasting organization in front of the audience in the field of content production and publishers • The lack of integrated activity of the broadcasting organization in social media under an independent and single brand and the existence of multiple content production managers <p>The weaknesses of the national media for social media activity include:</p> <ul style="list-style-type: none"> ❖ Lack of adaptation to different conditions ❖ Lack of agility in the management system ❖ Lack of adaptation of the skills of the human resources engaged in IRIB with the skilled workforce to work in social media ❖ Incorrect selection of human resources and development of human resources suitable for working in social media ❖ Incompatibility of work processes in the IRIB with work activities in social media, ❖ Resistance to accepting new technologies, ❖ Hard and inflexible organizational culture in front of the culture of the audience and the diversity of social media, ❖ Difficult access to the information archive and content produced by this media, ❖ Non-implementation of the freedom of information policy according to the needs of social media by the IRIB. <p>Content production in the national media</p> <ul style="list-style-type: none"> ❖ Content production takes place in all the deputy offices of the Broadcasting Organization ❖ The General Department of Plans and Programs is responsible for policy making and

prioritization of content production in all deputy departments

- ❖ Content production in the broadcasting organization is based on the priorities of the organization, the general requirements of the government, and based on research

Content production in social media

- ❖ Content production in social media is done based on the needs and behavioral patterns of users.
- ❖ Content creation in social media is often done by the users themselves
- ❖ A specific regulatory authority does not monitor content production in social media

The consequences of the transformation of the national media for activities in social media are:

- ❖ The users' use of social media and content produced and published by IRIB in the social media platform,
- ❖ Increasing the penetration rate of IRIB on the user,
- ❖ Increasing the trust of users,
- ❖ Identifying the public competences of IRIB in the social platforms

The transformation components of the broadcasting organization to operate in the social media space are:

- ❖ Re-engineering of the business processes of IRIB to operate in social media,
- ❖ Redefining the processes of distribution and content production based on the needs of the audience to operate in the social media,
- ❖ Development of hardware and software technologies necessary for infrastructure development
- ❖ Policy making and correct planning regarding the new axes of activity in social media,
- ❖ Observation and analysis of competitors' points of view in the field of content production and distribution in IRIB and examining the ways of making changes for content production and distribution in social media
- ❖ Correcting the status quo
- ❖ Turning weaknesses into strengths
- ❖ Turning threats into opportunities

Discussion and conclusion

According to the results of the structural equations in relation to the confirmation of the findings from the interviews, the relationships between the main components of the research drawn in the final model are appropriate, and the said model can lead to model moving towards social media in the national media. The obtained results show that the main component of the model includes content production, opportunities and threats, strengths and weaknesses, transformation components, introduction platforms and transformation consequences. The results of the analysis show that the evolution in IRIB has been confirmed in the direction of a patterned shift towards social media, and the proposed hypotheses have been confirmed as follows:

Hypothesis 1: the transformation components of the broadcasting organization have a significant effect on the consequences of the transformation of the broadcasting organization.

According to the obtained data, the components of the transformation of the broadcasting organization have a positive, direct and significant effect on the consequences of the transformation of the broadcasting organization. Therefore, attention should be paid to developments in various areas of broadcasting, such as content production, special training for production in the field of virtual space, and increasing the quality of production in this field. Content production for virtual media is of interest due to decentralization and based on the needs and behavioral patterns of users. In addition, the ability to access the means of production in the national media is aimed at the government and the government, while this access is sometimes provided for free and at a small cost in the field of virtual space and social networks. In this context, the broadcasting organization needs a fundamental review of its performance. On the other hand, production in IRIB requires special skills and training, but content production in virtual space and social networks is independent of complex training and time-consuming processes. Therefore, it is necessary to eliminate the deficiency by providing the necessary training with the producers of audio and television. In addition, basic measures should be taken to improve the content quality of the production. Although the production in IRIB is technically of high

quality compared to virtual space and social networks, but the content quality is something that should be paid more attention. In this context, paying attention to the wishes of the audience and needs gauge is very effective in the production content.

Hypothesis 2: Turning threats into opportunities has a significant impact on social media activity. The results show that the transformation of threats in IRIB for social media activity into opportunities for social media activity has a meaningful, positive and direct effect. Due to the growth of activity in the field of virtual space with high speed and penetration, IRIB can use the opportunities available in this direction, including exclusive services on the Internet and e-commerce platform, and do marketing in this space by providing advertisement reports. Also, the IRIB can manage public opinion in social media and also use it to introduce IRIB products. Regarding the existing threats, it should also be stated that despite the need for the media to represent public opinion and create interaction with the audience, sometimes the audience has been seen as a neglected matter, which is mostly filled with some political interests. This issue is considered as a threat to radio and television, where the axes of content production are determined based on the priorities of the IRIB organization, governance and politics, not the needs and wishes of the audience. Therefore, the IRIB is facing a serious threat in terms of the lack of interest of the audience in the virtual space for the IRIB's productions, as well as the non-responsiveness of the IRIB to the audience in the field of content production and publication.

Hypothesis 3: The weaknesses of IRIB have a significant effect on the strengths for social media activity. The results show that the weaknesses in the IRIB for social media activity have a positive, direct and significant effect on the strengths in the broadcasting organization for social media activity. Considering that the strengths of the national media for social media activities include the existence of a rich archive of content, the existence of facilities and technical equipment and infrastructure in the field of content production and publishing, the use of skilled and specialized human resources with experience in the field of content production and The use of the capacities of partner organizations inside and outside the country and its weaknesses include, non-compliance with different conditions, lack of agility in the IRIB administration system, non-compliance of the skills of the human resources working in the national media with the skilled workforce to work in social media. Improper selection of human resources and development of human resources suitable for working in social media, incompatibility of work processes in the IRIB with work activities in social media, resistance to accepting new technologies, rich but old archives (SD) and converted to (HD) low-quality and unbroadcastable content, the rigid and inflexible organizational culture of the national media in contrast to the culture of the audience and the diversity of the social media, difficult access to the information archive and content produced by the national media, failure to implement the freedom of information policy according to the needs of the social media by the IRIB, therefore, the IRIB needs to review and correct its weaknesses for a better presence in the field of virtual space. The theoretical framework proposed in this research shows that the IRIB organization as a traditional media needs to overcome its previous conditions and enter the field of virtual space and interact with new media, or in other words become a fusion of traditional and new media through It is knowledge management. This means that it is necessary to expand its interaction with virtual space and increase its presence in this arena. According to the theory of knowledge management, the relationships between the employees of an organization have changed, and it focuses on the chain relationships between them, and leads to the continuous improvement of organizational efficiency and effective and flexible thinking (Dastgheyb Shirazi, 2016: 1453).

On the other hand, according to the theory of media convergence, which refers to the concept of convergence, combining old media (magazines, newspapers, television, and radio) with new media (virtual and social networks, etc.) to deliver content, the content is able to It is among media boundaries and the TV image and TV sound can be broadcasted on the Internet. Although many theorists believe that convergence is a matter of technology, which has arisen from technological changes, and smoothed the flow of content in different media formats, and given rise to new convergent formats. Henceforth, changes are evaluated following these technological changes, but the

term media convergence is more than technological evolution, and includes changes that cannot be He evaluated them as purely technological. The following should be included in the definition of convergence: changes in media ownership patterns, changes in audience media consumption, changes in culture and audience participation, and convergence between producers and consumers. Based on this, the Broadcasting Organization with the convergence of traditional media and new media can provide the means of schematic movement. Paying attention to the speed of information dissemination in the virtual space, along with creating an interaction space between the sender and the receiver, are among the requirements that should be taken into consideration by the broadcasting organization in the era of communication with the emergence of new media. Nowadays, public opinion needs fresh and reliable information that can criticize or respond to them. This shows the audience's dependence on mass media information, and in the meantime, the IRIB have to form a model shift to respond to this need, and lead to more interaction with virtual space and new media.

In other words, according to the uses and gratifications theory (UGT)¹, it can be analyzed that the values, interests and social role of the audience should be taken into account, and in fact, meeting the needs and motivations of the audience is considered as the most important role of the media that can be realized. In the current situation with presence in the virtual space. In general, it can be said that drawing the desired state of the system in accordance with valid and accepted values in the society and native conditions is one of the essential and necessary prerequisites of any strategic planning, so that considering this ideal state, first of all, with an pathological view weaknesses, strengths, opportunities and threats of the system should be identified and explained, then the upcoming challenges and possible prospects of the system will be drawn, and then the main and supporting strategies will be determined to face these challenges intelligently and realize the vision (Seyyedi et al., 1401). : 177).

Finally, by emphasizing the establishment of optimal interaction in virtual space and new media, it can be said that unlike television, new media can play a direct role in individual life plans. Media that have more participation are more suitable for making changes, because they provide richer information in addition to flexibility. This is more consistent with the more advanced process of change. Also, some new media are less dependent on infrastructure. For these reasons, broadcasting organizations need to be able to maintain their audience to influence social networks and also increase their audience. This work will not be done except by moving towards social media. In general, nowadays, knowledge management is proposed to create change and transformation in the field of management and to pass from the traditional system and enter the field of virtual space as the needs of the IRIB.

In the end, it should be stated that the model presented in this research is more complete compared to the previous researches, because in addition to examining the theoretical foundations and statistics of indicators, the model was designed through thematic analysis of the texts of interviews conducted with experts. In addition to examining and analyzing the texts of the interviews conducted with experts, many models compiled by other researchers were also examined in this study. In the end, the output of the model was compared with the previous models in order to identify its distinction and difference.

¹ Uses and gratifications theory (UGT) is an approach to understanding why and how people actively seek out specific media to satisfy specific needs. UGT is an audience-centered approach to understanding mass communication.

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