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## The Relationship between Electronic-governance Foresight and Managers' Organizational Transparency in Order to Present a Model (Case Study: Saderat Banks of Tehran province)

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### Keywords:

Foresight, Electronic governance, Organizational transparency, Managers, Human resources.

**Purpose:** Organizational transparency plays an important role in improving the performance of various organizations, especially service organizations. Therefore, the purpose of this study was to determine the relationship between e-governance foresight and the organizational transparency of managers in order to present a model.

**Methodology:** This research was applied in terms of purpose and mixed (qualitative and quantitative) in terms of implementation method. The qualitative part of the community was experts related to the field of research, 12 people were selected as a sample according to the principle of theoretical saturation with non-random sampling and snowball methods. In 2017, there were 7170 people in the quantitative sector of managers of export banks in Tehran province, of which 365 people were selected as a sample according to the table of Karjesi and Morgan by simple random sampling. The research tool was semi-structured interview in the qualitative part and researcher-made questionnaires in the quantitative part, whose psychometric indicators were confirmed. Qualitative part data were analyzed with open, axial and selective coding method in MAXQDA software and quantitative part data were analyzed with exploratory factor analysis and structural equation modeling methods in SPSS and Smart PLS software.

**Findings:** The findings of the qualitative section showed that the e-governance foresight has 75 indicators and 17 components in 6 dimensions: organizational, technical, information and data, marketing, resources and perspective and organizational transparency, 60 indicators and 15 components in 6 dimensions: information transparency, economic transparency, transparency The client had management transparency, organizational transparency and human resources transparency. Also, the findings of the quantitative section showed that the factor load and average variance extracted of all dimensions and components were higher than 0.70 and 0.50, respectively, and their reliability was calculated higher than 0.60 with Cronbach's alpha and combined methods. In addition, the relationship model of e-governance foresight with managers' organizational transparency had a good fit, and e-governance foresight and all its 6 dimensions including organizational, technical, information and data, marketing, resources and perspective had a positive and meaningful effect on managers' organizational transparency ( $05 / 0P <$ ).

**Conclusion:** According to the results of this study, e-governance foresight had a positive effect on the organizational transparency of managers. Therefore, to improve organizational transparency, it is possible to improve the foresight of e-governance and its components including organizational, technical, information and data, marketing, resources and perspective.

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## 1. Introduction

In today's competitive world, organizations need new tools and solutions to maintain and survive, and organizational transparency is one of these tools and solutions to survive and create a competitive advantage compared to competing organizations (Cheng and Wang, 2021). This structure can play an effective role in improving and developing the affairs of organizations in today's turbulent environment and help organizations achieve and maintain a sustainable competitive advantage (Cabugwang, Enriquez, Villabroza and Pulmano, 2023). In recent years, organizational transparency has attracted the attention of researchers, and its lack is considered one of the factors causing crisis in organizations (Grosman and Leiponen, 2018). Transparency is a process that includes not only the availability of information, but also active participation in obtaining, creating and distributing knowledge, and requires responsibility and accountability (Zalik and Osuoka, 2020). Transparency refers to the accessibility of information and means the possibility of looking inside something to understand it (Nair, Muttakin, Khan, Subramaniam and Somanath, 2019). Organizational transparency was created to counter corrupt practices and refers to the free flow of information and easy and quick accessibility of all stakeholders (Sendlhofer and Tplstoy, 2022).

Organizational transparency is the process of ensuring accountability through timely disclosure of information (Liu, Laing, Cao and Zhang, 2018). In a more complete definition, organizational transparency means public access to all information, both positive and negative, that can be legally published in an accurate, timely, balanced and unambiguous manner so that the organization is accountable for its behaviors and policies (Holland, Krause, Provencher and Seltzer, 2018). A transparent organization is an organization where people from inside and outside can obtain the necessary information about the actions, activities and processes of the organization (Choi and Jung, 2021). Transparent organizations share information in such a way that various internal and external stakeholders can make informed decisions about their relationship with the organization, and this does not mean that stakeholders share all information, but only useful and important information is provided to them. (Oxelheim, 2019). Regarding transparency, four characteristics are approved; Firstly, transparency is related to information discussion, secondly, transparency is related to information that is shared consciously, thirdly, transparency is related to the perception of received information, and fourthly, the level of transparency is different according to the perceived quality of information (Ulitsky, Dreizen, Serbian, Mashkin and Sokolova, 2023). Organizational transparency increases competition, promotes organizational trust, improves performance, improves decision-making quality, more employee participation, higher employee role clarity, learning from errors and mistakes, and reducing destructive behaviors (Heimstadt, 2017). Also, this structure can cause more employee participation (organizational transparency through a better understanding of the organizational role and focusing on tasks causes more employee participation), creating trust in the organization's manager (organizational transparency increases the trust of employees and managers in senior organizational managers), Increasing creativity (organizations without creativity and innovation fail and organizational transparency provides the conditions for creativity and innovation), improving performance (organizational transparency improves performance by increasing participation and encouraging the presentation of creative ideas) and increasing employee job satisfaction ( Organizational transparency increases job satisfaction by increasing visibility and appreciation of employees (Choi, Yoon and Lim, 2023).

One of the possible factors related to organizational transparency is e-governance foresight. The formation process of electronic governance began in the second half of the 1990s in America and in the private sector; Therefore, the emergence and expansion of the use of the Internet affected the functioning of companies, and the increase in the effectiveness of employees and their efficiency was considered, and with the passage of time and according to the successful experiences gained in the private sector, since then, the use of information and communication technology Providing better services to citizens was placed on the agenda of governments. Also, in Iran since 2013, with the approval of the e-governance roadmap, the mentioned topic was seriously put on the agenda (Shojaan and Taghavifard, 2018). Today's organizations increasingly need information and communication technology or electronic technology to grow and survive and create a

competitive advantage, and this technology has the potential to support the existing business strategy and shape new strategies, and this structure is not only a success factor for daily operations, Rather, it is considered a facilitating factor for increasing competitive advantage (Ronaghi, Farhadi and Kheradmand, 2018). Framework governance, principles, structure, processes and methods to determine the direction and compliance of monitoring and performance coordinated with the general purpose and objectives of an organization and e-governance is an approach that organizations implement information and communication technology strategies through their business with the assurance of success and with It arranges strategies that include the implementation of appropriate methods for evaluating the performance of information and communication technology (Akimov and Kadyшева, 2023).

In e-governance, governments will need to use information and communication technology, especially the Internet, to support government operations, involve citizens and prepare government services (Manoharan, Melitski and Holzer, 2023). Therefore, electronic governance can be defined as relations between governments, customers and suppliers, including businesses, other governments and citizens using electronic methods. Also, using information and communication technology to provide services directly and 24 hours a day and 7 days a week is another definition of e-governance (Shojaan, Taghavifard, Elyasi and Mohammadi, 2019). In the definitions of electronic governance, it is mentioned as an information age model of government, which aims to create a good government in order to achieve this goal by understanding the processes, structures and using different levels of information and communication technology in the public and private sectors. (Peng, Tu and Wei, 2018). E-governance is a technological phenomenon that is faced by people, rulers and policy makers today, and the wise and planned application of this phenomenon is one of the requirements of development. Also, foresight is a tool of pragmatism to facilitate policy-making, structured forecasting and attention to the future and requires creative thinking, interdisciplinary view, collective learning, being active, interaction and participation, creating alignment in new social networks, guiding strategic perspectives, creating committed actors to share perspectives and Support for deliberative democracy. In addition, e-governance foresight is one of the most suitable tools for formulating strategies, a course of action, and an action plan that can be implemented for e-governance in the long-term horizon (Saghafi, Yaghoobi and Ansari, 2018).

Very few researches have been done about e-governance foresight, but relatively many researches have been done about e-governance and organizational transparency. In addition, no research was found on the relationship between e-governance foresight and organizational transparency, and the results of the most important researches in this field are reported below. For example, the research results of Moein, Hashemiannejad and Ghorbani (2021) about the design of the organizational transparency model with the approach of promoting organizational health showed that organizational transparency with the aforementioned approach has 14 dimensions including information management, participation, organizational accountability, accountability, lack of concealment, human resource management, It had trust and monitoring, religious and spiritual teachings, organizational control, administrative automation, transparency, information technology, culture building and organizational whistle-blowing. Derakhshan, Ganbari and Zandi (2018) reported in a research titled factor structure and internal consistency of organizational transparency questionnaire that the said structure had 23 indicators in four factors of participation, basic information, accountability and concealment. Also, the research results of Rahnavard, Seihoon, Mortazavi and Taherpour (2019) titled the design of the e-governance framework in developing the export development policy showed that the establishment of such governance can lead to consequences such as the trust of exporters, the satisfaction of the stakeholders in the export sector, the legitimacy and the improvement of the quality of export policies. and have positive effects such as the satisfaction and trust of exporters and increase the legitimacy of governance among the stakeholders and improve the quality of policies in the country. Saghafi et al (2018) conducted a research on the comparative analysis of e-government foresight projects in the world for modeling in Iran and concluded that a time horizon of less than 10 years is suitable for e-government and the level of national foresight is the best support for the

implementation of this project and the most important factors. The impact on the implementation of this project includes cultural-social factors, economic factors, political and managerial factors, technical factors and environmental factors. In another study, Shojaan and Taghavifard (2018) reported a model for the realization of e-governance in Iran, for which 39 indicators in 7 key components include the development of strategic-legal documents, the creation of an executive-supervisory structure, the development of an interoperability framework, the development of technological infrastructure, The expansion of information security space, research and realization of technology economy and electronic participation, education and culture building were identified.

Organizational transparency plays an important and necessary role in the advancement of organizations, so it is necessary for managers to think about the progress of their organization in the field of transparency and without any fear to make their organization's information clear to the stakeholders. Because when information is provided to the stakeholders, transparency will be created in the organization and the organization will be on the path of growth, excellence and success (Ghanbari and Moradi, 2018). With an index equal to 0.4649 in Asia, Iran is ranked 29th among 47 Asian countries, which is placed in the middle group (between 0.25 and 0.50) in the grouping of the electronic development index, and ranks 106th among 193 countries in the world. It has been concluded that these statistics indicate Iran's inappropriate position in the discussion of electronic governance (Shojaan and Taghavifard, 2018). Therefore, the realization of e-governance in the country is accompanied by many challenges, and this is the necessity of providing a model for the foresight of e-governance, and since organizational transparency also plays an important role in improving and promoting the status of organizations, therefore, examining the relationship model of foresight of e-governance with organizational transparency is essential. The results of this study can help governmental and organizational specialists and planners in understanding the current situation and improving the conditions. Therefore, the purpose of this study was to determine the relationship between e-governance foresight and the organizational transparency of managers in order to present a model.

## 2. Methodology

This research was applied in terms of purpose and mixed (qualitative and quantitative) in terms of execution method. The qualitative part of the community was experts related to the field of research, 12 people were selected as a sample according to the principle of theoretical saturation with non-random sampling and snowball methods. According to the principle of theoretical saturation, sampling continues until new samples cannot add a finding to the previous findings. In the purposeful sampling method, a number were selected from among the samples known to the researchers, and in the snowball sampling method, the selected samples were asked to introduce other experts related to the research field to the researchers. Also, in 2017, there were 7170 people in the quantitative sector of managers of export banks in Tehran province, of which 365 people were selected as a sample according to Karjesi and Morgan's table by simple random sampling method. In the simple random sampling method, a code was assigned to each member of the community and the desired number (365 people) was selected with the help of a random number table. The process of conducting the research was that after the title was determined, the available sources were studied and questions were designed for interviewing the experts. Then, identifying experts and interviewing them continued until the new samples could not add a finding to the previous findings. In this research, saturation was reached by interviewing 12 research experts. Interviews were conducted individually, and before its implementation, the importance and necessity of the research were explained to the interviewees, and they were explained about the observance of ethical points and considerations, and they expressed their consent to participate in the research. In the next step, based on the results of interviews with experts, questionnaires were designed and the statistics of managers of export banks in Tehran province were prepared and the sample size was calculated. Samples including 365 people were selected from among the managers of export banks in Tehran province, and the importance and necessity of

the research was explained to them, and they were justified about observing ethical points and considerations, and they announced their success in participating in the research. Finally, the bank managers were asked to answer the researcher-made questionnaires accurately and completely. It should be noted that the samples of the qualitative section were praised and thanked after completing the interviews and the samples of the quantitative section after completing the questionnaires, and the necessary coordination was made with them on how to inform about the results of the research.

The research tool in the qualitative part was a semi-structured interview, the questions of which were designed after studying the theoretical foundations of e-governance foresight and organizational transparency. The interview included a number of main questions and some secondary questions; So that all main questions were asked to all 12 interviewees, but secondary questions were asked to some interviewees. That is, from the interviewees who were confused about the main questions or who went out of the framework of the main question during the interview and answering the main question. The interviews were conducted individually at the place and time agreed with the interviewees and in addition to noting the important and key content, all the interviews were recorded for review. The average duration of the interview with each expert was 45 to 60 minutes. The validity of the interviews was confirmed by the triangulation method and their reliability was obtained by the agreement coefficient method between two coders at 0.83. Also, the research tool in the quantitative part was researcher-made questionnaires whose questions were designed based on theoretical foundations and interviews. The researcher-made questionnaire of e-governance foresight had 75 items and the researcher-made questionnaire of managers' organizational transparency had 60 items. To answer each item, a five-point Likert scale was used, from completely disagree with a score of one to completely agree with a score of five. Each of the researcher-made questionnaires includes a number of dimensions and components, and the score of each dimension and component is calculated with the total score of its items, and a higher score means more of that characteristic. The face validity of researcher-made questionnaires of e-governance foresight and organizational transparency of managers was confirmed by experts' opinions and its reliability was obtained with Cronbach's alpha and composite methods above 0.60. In the present study, qualitative part data were analyzed with open, axial and selective coding method in MAXQDA software, and quantitative part data were analyzed with exploratory factor analysis and structural equation modeling methods in SPSS and Smart PLS software.

### 3. Findings

The findings of the qualitative part were obtained using the coding method from semi-structured interviews and the findings of the quantitative part were obtained using the method of factor analysis and structural equations from researcher-made questionnaires. In Table 1, the results of open, central and selective coding of e-governance foresight and organizational transparency were reported.

**Table 1.** The results of open, central and selective coding of electronic governance and organizational transparency

Number of indexes	Components	Dimensions	Variable
14	3 components of culture, stakeholders and laws	organizational	Foresight of electronic governance
16	3 components of electronic services, technologies and infrastructure	technical	
13	3 components of data security and privacy, databases and contracts	Information and data	
15	3 customer-oriented components, service quality and participation	Marketing	
7	2 components of financial resources and human resources	References	
10	3 components of structures, strategies and	perspective	

	planning		
12	3 components of information flow, providing information needs and quality characteristics	Transparency information	
9	2 components to improve risk management and financial transparency	Economic transparency	
11	3 components of customer affairs, responsiveness and improvement of service quality	Client transparency	
8	2 components of decision-making and managerial transparency	Management transparency	Organizational transparency
12	3 components of work culture, organizational change and transformation and disclosure	Organizational transparency	
8	2 components of employees and participation	3 components of work culture, organizational change and transformation and disclosure	

According to the findings of Table 1, e-governance foresight has 75 indicators and 17 components in 6 dimensions of organizational, technical, information and data, marketing, resources and perspective and organizational transparency, 60 indicators and 15 components in 6 dimensions of information transparency, economic transparency, customer transparency, It had managerial transparency, organizational transparency and human resources transparency. The assumptions of exploratory factor analysis showed that sampling adequacy with a value of 0.75 and Bartlett's test with a value of 834.20 at a significance level less than 0.001 indicated that the assumptions of the aforementioned analysis method were met. In Table 2, the results of the exploratory factor analysis of e-governance foresight and organizational transparency were reported.

**Table 2.** The results of exploratory factor analysis of e-governance foresight and organizational transparency

Composite reliability	Cronbach's reliability	Mean variance extracted	factor load	Number of indexes	Dimensions and components	Variable
0/92	0/87	0/88	0/93	8	Organizational components	(3)
0/89	0/82	0/74	0/85	2	culture building	
0/96	0/93	0/93	0/96	3	Beneficiaries	
0/0/90	0/84	0/76	0/86	3	Rules	
0/94	0/91	0/89	0/93	9	technical (3 components)	
0/84	0/64	0/73	0/85	4	Electronic services	
0/93	0/90	0/78	0/85	2	technologies	
0/86	0/75	0/67	0/83	3	Infrastructures	
0/88	0/79	0/91	0/98	8	Information and data (3 components)	
0/89	0/81	0/73	0/85	3	Data security and privacy	Foresight of electronic governance
0/87	0/72	0/78	0/88	2	Data banks	
0/87	0/79	0/70	0/83	3	contracts	
0/89	0/86	0/89	0/94	8	Marketing components	(3)
0/91	0/82	0/85	0/92	2	customer oriented	
0/94	0/91	0/80	0/89	4	Service quality	
0/89	0/76	0/80	0/89	2	participation	
0/88	0/83	0/76	0/94	5	Sources (2 components)	
0/91	0/85	0/77	0/92	3	Financial resources	
0/89	0/75	0/80	0/89	2	human resources	
0/93	0/86	0/92	0/93	7	Perspective components	(3)

0/93	0/88	0/81	0/91	3	Structures
1/00	1/00	1/00	1/00	1	Strategies
0/88	0/80	0/72	0/84	3	planning
0/93	0/87	0/90	0/97	11	Information transparency (3 components)
0/94	0/92	0/82	0/92	4	Information flow
0/90	0/83	0/75	0/85	3	Providing information needs
0/92	0/88	0/74	0/88	4	Qualitative features
0/92	0/90	0/87	0/94	8	Economic transparency (2 components)
0/93	0/91	0/78	0/89	4	Improve risk management
0/91	0/87	0/73	0/83	4	Financial transparency
0/92	0/85	0/86	0/92	8	Customer transparency (3 components)
0/79	0/62	0/57	0/73	3	Customer affairs
0/98	0/96	0/96	0/98	2	responsiveness
0/92	0/87	0/79	0/88	3	Improving the quality of services
0/98	0/95	0/91	0/95	8	Management transparency components) (2
0/96	0/94	0/89	0/95	3	decision
0/96	0/95	0/85	0/93	5	Management transparency
0/92	0/88	0/83	0/97	9	Organizational transparency components) (3
0/91	0/84	0/77	0/85	3	work culture
0/94	0/91	0/80	0/88	4	Organizational change and transformation
0/95	0/90	0/91	0/95	2	disclosure
0/89	0/79	0/75	0/89	6	Human resource transparency (2 components)
0/88	0/74	0/79	0/89	2	Staff
0/87	0/80	0/64	0/76	4	participation

Organizational  
transparency

According to the findings of Table 2, 30 items were removed from the e-governance foresight questionnaire and 10 items were removed from the organizational transparency questionnaire due to the factor loading less than 0.40. Therefore, e-governance foresight has 45 indicators and 17 components in 6 dimensions: organizational, technical, information and data, marketing, resources and perspective, and organizational transparency, 50 indicators and 15 components in 6 dimensions: information transparency, economic transparency, customer transparency, management transparency, transparency It had organization and transparency of human resources. Also, the factor load and average variance extracted of all dimensions and components were higher than 0.70 and 0.50, respectively, and their reliability was calculated higher than 0.60 using Cronbach's alpha and combined methods. In Table 3, the results of the fit indices of the e-governance foresight relationship model with organizational transparency were reported.

**Table 3.** The results of fit indices of the e-governance foresight relationship model with organizational transparency

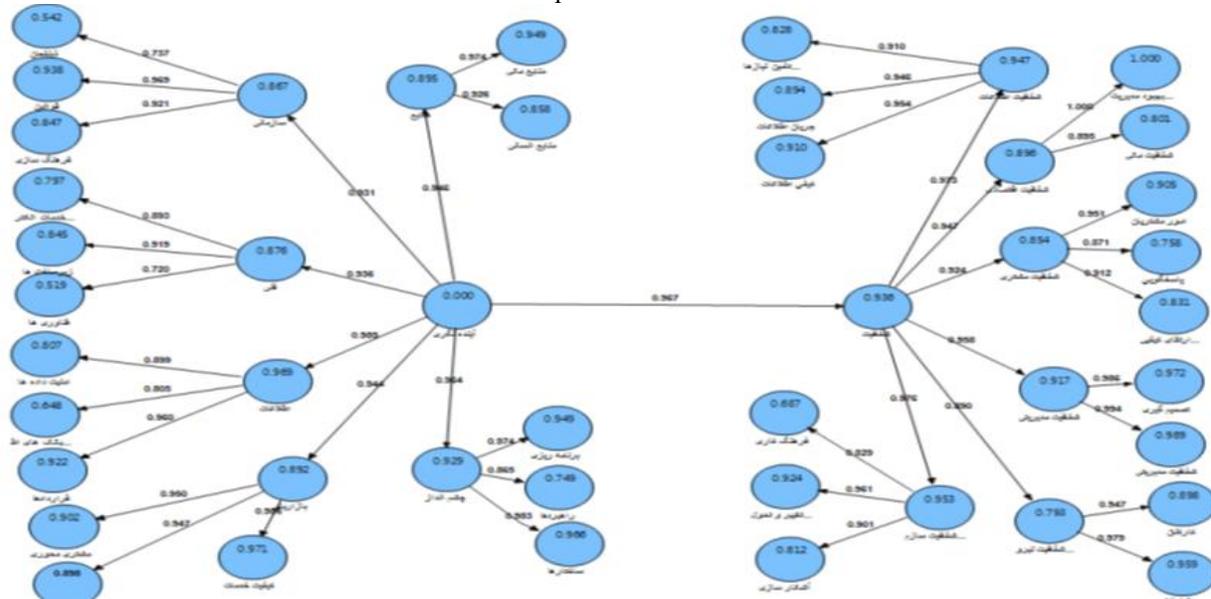
Acceptance limit	Calculated value	Indicators
Greater than 0.40	0.47	R <sup>2</sup>
Greater than 0.20	0.34	Q <sup>2</sup>

Greater than 0.25

0.71

GOF

According to the findings of Table 3, the relationship model of e-governance foresight with managers' organizational transparency had a good fit. In Figure 1, the results of structural equation modeling of the e-governance forecasting relationship model with organizational transparency were reported, and in Table 4, the results of the aforementioned model were reported.



**Figure 1.** Structural equation modeling results of e-governance foresight relationship model with organizational transparency

**Table 4.** The results of the effects of the e-governance foresight relationship model with organizational transparency

Result	t-statistics	betas	effects
✓	75/22	0/96	The effect of e-governance foresight on managers' organizational transparency
✓	4/82	0/22	The effect of the organizational dimension on the organizational transparency of managers
✓	2/29	0/09	The effect of the technical dimension on the organizational transparency of managers
✓	4/38	0/28	The effect of information and data dimensions on managers' organizational transparency
✓	2/04	0/11	The effect of the marketing dimension on the organizational transparency of managers
✓	3/37	0/08	The effect of resources dimension on managers' organizational transparency
✓	3/96	0/26	The effect of perspective dimension on managers' organizational transparency

According to the findings of Figure 1 and Table 4, e-governance foresight and all its 6 dimensions including organizational, technical, information and data, marketing, resources and perspective had a positive and significant effect on managers' organizational transparency ( $P < 0.05$ ).

#### 4. Discussion

Today, the competitive advantages of organizations are in the group of innovation and providing new products and services, and the use of electronic platforms can be successful in this field. At the end of the 20th century, the ineffectiveness of the forecasting method due to hindsight and rapid changes and developments in the world of experiences led to the emergence of foresight in the discussion of technology. Foresight is a systematic effort to look into the future with the aim of identifying emerging technologies and strengthening strategic research areas with social and economic consequences and benefits. Therefore, the purpose of this study was to determine the relationship between e-governance foresight and the organizational transparency of managers in order to present a model.

The findings of this study showed that e-governance foresight has 75 indicators and 17 components in 6 organizational, technical, information and data dimensions, marketing, resources and perspective and organizational transparency, 60 indicators and 15 components in 6 dimensions of information transparency, economic transparency, customer transparency, It had managerial transparency, organizational transparency and human resources transparency. Also, other findings of this study showed that the factor load and average variance extracted of all dimensions and components were higher than 0.70 and 0.50, respectively, and their reliability was calculated higher than 0.60 using Cronbach's alpha and combined methods. In addition, the relationship model of e-governance foresight with managers' organizational transparency had a good fit, and e-governance foresight and all its 6 dimensions including organizational, technical, information and data, marketing, resources and perspective had a positive and meaningful effect on managers' organizational transparency. Although no research was found on the model of e-governance foresight with organizational transparency, the findings of this study, especially in the qualitative part, are consistent with the findings of Moein et al (2021), Derakhshan et al (2018), Rahnavard et al (2019), Saghafi et al. (2018) and Shojaan and Taghavifard (2018) were consistent.

In the description of the findings of this study, it can be said that with the institutionalization of information and communication technology in electronic governance and influence in technical, social, political and economic infrastructures, it is possible to conduct interactions of every citizen at any time and any place inside or outside the country. The role of banks as an electronic financial intermediary in realizing this is undeniable, the emergence of phenomena such as virtual banking, mobile banking and mobile banking shows the coordinated approach of the banking industry with the goal of electronic governance and alignment with the latest achievements of information technology, which undoubtedly leads to the realization of governance in the long term. It will provide electronics. The current problems of human society as a whole are caused by two factors: the lack of intelligent knowledge of the future in the past and the astonishing developments in the social, political, economic, technological and environmental fields along with the accelerated process of globalization. Based on this, foresight is a systematic, collaborative and gathering process of the future that builds a medium-term to long-term perspective with the aim of making up-to-date decisions and mobilizing joint actions. Foresight is considered as collaborative activities and uses forward-looking collective intelligence to prepare a medium-term to long-term vision that systematically deals with the future of science, economy and society, and by supporting current decisions and creating mobility in it with the unity of forces, realizes the desired future. will be

In the last two decades, the transparency of monetary policy performance and decision-making by banks in developed countries has become one of the main pillars of economic policy, and almost all economists agree that more information is better than less information, and when people are more informed, they can make better decisions. This increases the efficiency of the economy in the allocation of resources and increases the overall welfare of the society. In recent years, these debates against banking are more important than other areas of the economy; So that the predictability of monetary policy has been raised as one of the key factors in increasing the effectiveness of monetary policy in the future-oriented atmosphere in policy making. Many banks in industrialized and emerging countries improved their monetary policy communication and transparency strategies, enabling banks to make monetary policy decisions more clearly and transparently within a defined institutional framework. Therefore, the foresight of electronic governance and attention to organizational transparency cause banks to pay special attention to the needs of customers at different times and places. As a result, the aim and intention of the banking industry is to make it easier, faster and more convenient for customers to use these technologies. Undoubtedly, the subject of e-governance foresight in such a collection can be used in macro and long-term planning, and for this purpose, the organizational transparency of bank supervisors and managers can, in addition to instilling peace in the society, increase employee participation, facilitate inter-organizational cooperation, increase accountability, and require accountability. Officials will prevent and fight corruption and promote trust between employees and society.

1. According to the findings of this study, the following practical suggestions are presented in the field of e-governance foresight and organizational transparency.
2. The development of information and communication technology infrastructures and the efficiency and updating of the structure and the use of modern tools and technologies in the administrative system.
3. Updating and improving organizational portals with the aim of disseminating basic information about the goals and missions of the organization
4. Planning the route of providing services through the organizational portal without the physical presence of people
5. Creating different systems to strengthen public monitoring and receive public reports
6. Planning about conducting continuous evaluations by regulatory bodies and self-evaluation of employees to maintain readiness for evaluation at any time and any place.
7. Elaboration and publication of the code of ethics and behavior of employees to promote the culture of integrity among organizational employees and publish its information through the organizational portal.
8. Organizations' use of new information and communication technologies in providing services, increasing efficiency and effectiveness, and promoting accountability and transparency.
9. Formulating dimensions of organizational transparency and institutionalizing it in people through training and advertising to strengthen organizational transparency
10. Efforts to create a suitable atmosphere and strengthen the sense of belonging and loyalty to the organization
11. Recruitment and promotion of employees and managers through the principles of merit selection, merit appointment and meritocracy
12. Providing necessary reinforcement for active and capable employees and managers and providing punishment for organizational whistleblowers
13. Employee participation in organizational decisions with information transparency strategy

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