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The Effect of Strategic Foresight on Competitiveness, with the Mediating Role of Strategic Learning (Case Study: Private Banks of Kermanshah City)

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Abstract. The purpose of this paper was to investigate the impact of strategic foresight on competitiveness by moderating the role of strategic learning in Kermanshah private banks. The present study was a quantitative one and was applied in terms of purpose and nature of the descriptive-correlational method and The questionnaire was distributed in two ways; the library and the field .For validity of the research questionnaire, face validity and expert opinion of instructors and consultants were used and for reliability of the questionnaire Cronbach's alpha coefficient and test performance test were used. There are 208 individuals in the city of Kermanshah with a sample of 135 people selected through our random sample using Morgan table. Data analysis was performed using descriptive and inferential statistics.

Keywords. Strategic Foresight , Strategic Learning , Competitivne, Private Bank , Kermanshah

Introduction

In today's business world and the emergence of new markets, expanding the competitive environment between companies and institutions is a quite obvious affair. Nowadays bank and banking is one of the most profitable jobs and the most promising industry in Iran. Contemporaneous with the globalization of service organizations such as banks and the intensification of competition between their markets, the need for an effective pivotal market becomes more apparent and this requires establishing and maintaining meaningful relationships with customers (Masoumi, 2015). It is obvious that the winner is someone who can create distinctive capacities and overcome the competitive challenges (Sepehri, 2014). In today's competitive markets where customers have significant options, banks should have various and continuous ideas in their programs. The traditional banking method which has existed for a long time and people have been receiving all their banking services through this closed circle is not working in today's world considering technology and banking daily changes (Yuchang, 2017). Consequently, a significant reason for the optimism of many researchers about increased competition has been the reduction of concentration on the Iranian banking system due to the advent of the private banks .The performance structure traditional hypothesis of Missone(1939) and Bine(1951) predicts that competition will be greater when there are more corporation in the market or the market is so-called less concentrated. . Quality of Iranian public banking services compared to private banking has an undesirable situation. Private banks need to be diligent in updating and expanding capabilities to maintain customers positive attitude. It is

undeniable that in equal conditions with improvement of customer and quality oriented culture, who follows the principles remains (Hadizadeh Moghaddam and Shahedi 2009). The banking industry has a special place and role in dynamism of the economy. And despite the challenges and global uncertainties in the business environment, the use of foresight to improve management in this section has become increasingly important (Rashidzadeh & Khazaei, 2017). The success or failure of a bank's performance cannot be conceived apart from the manager's performance. A bank can succeed which take advantage of competent managers, diverse tools, and its opportunities and potential in line with the victory of the collection. Factors that lead to the success of the bank include the use of information technology, marketing, customer orientation in the true sense, and avoiding towing names and slogans. Bank managers need to be able to identify new opportunities of the market, and in order to achieve this, experts and professionals must be at the service of the collection. Banks can be in constant contact with customers and the market by taking advantage of competent managers and educated human resources, employing strategic plans and designing accurate prospects, and by creating variations and reformations, the can keep the society under magnifier. (Qazizadeh, 2016)

Theoretical framework:

In recent years, Iran's monetary and financial industry has undergone many changes. The establishment of private banks, Loan funds, and financial and credit institutions, as well as the privatization of some state banks have led to a fierce competitive situation, in which case the quality of service is considered as the most fundamental competitive tool. (Mortazavi, et al,2011). Perhaps the most prominent phenomenon in today's banking is globalization. Banks and institutions in the past have been attracting financial resources through banking operations, But at present, banks like other organizations are trading internationally. On the other hand, with the increasing development of technology and industrialization of the countries, Significance changes have been made in the banks attraction of financial recourses. In a way that a bank can be successful in which take advantage of competent managers, diverse tools and facilities, and its potential in line with the victory of the collection (Ebdali & Salemi 2017). There is no doubt that the survival and development of service organizations and industries is offering qualified services. And the banking system as a service industry is not excepted from this rule (Alvani, et al. 2011). Therefore, as a result of competitiveness of the country's banking industry, considering promotion and improvement of the bank services is doubly important. Nowadays banks have a variety of programs to attract customers. What can help banks to achieve this goal is attaining competitive benefit. Different banks have tried in different ways to preserve their advantage and to maintain their position in competition with other banks. Achieving competitiveness can be an important goal for banks in ensuring customer satisfaction and ultimately their profitability (Ebrahimi & Nazari ,2016).

Today's banks have to pay special attention to the quality of their services to compete in today's turbulent environment, which will attract new customers, improves financial performance and profitability. Providing quality service to our customers is essential for success and survival in today's banking environment, and the advent of private banks has created high competitiveness in the banking industry (cheng & Leo, 2010). Competitiveness, customer and shareholder values, determinant financial strength, ability to act and react in a competitive environment and the potential of individuals and technology are essential to making strategic changes. Competitiveness is sustained if there is a good balance between these factors. An organization is competitive from its customer's viewpoint, as it is able to deliver better value than competitors Bank as an organization and an important pillar in nowadays economy has a long history in

human life. The bank came into existence from the very beginning of human life, That is, when the transition to a fixed economic system leads to a modern, open, and new money-making system. In fact since the coin has been a tool for human society transactions. The bank also opened its initial concept in the closed circle of the economic exchanges (Faraji 2017).

The banking industry has an environment which is based on ideology and competition. Banks can increase their competitiveness using creativity, strategic management, customer orientation, as well as providing innovative services. As an organized entity, the Bank plays an important role in the economy, especially in directing stagnant capital to the productive activities and financing of investment applicants. Especially in developing countries, which often have a bank-based financial system. Given the role of banks in the economy, being competitive may indicate the ability of the bank to influence the economy. Identifying the competitive status of the country's banking market can help policymakers and planners of the country's banking system to guide the banking system to become more competitive and efficient. As in recent years, especially with the presence of private banks and financial institutions, the issue of attracting customers to the banking system has become much more difficult, therefore, at present those banks which have sensible distinctions than other competitors can succeed in this field and gain more market share, so competitiveness is a relative issue rather than an absolute one. Competitiveness depends on the values of customers and shareholders, determining financial power, the ability to act and react in a competitive environment, and the potential of individuals and technology to make strategic changes.

Competitiveness is sustained if there is a good balance between these factors. An organization is competitive from the customers viewpoint if it can deliver better value than the competition. In line with competing in global markets, there are also effective relationships between corporate strategy and marketing strategy, so that corporate strategy creates marketing strategy. Understanding the interplay of corporate strategy and marketing interactions, organizations can find strategic global competitiveness (Ahmad, 2011). The competitiveness of the current world is one of the most important parts of any organization's success or failure. For this reason, organization's managers are seeking new strategies to enter the competitive market. Consequently, a shift in strategy towards competitiveness is essential. Managers need to innovate their strategies in order to maintain their customers and market. Many future events in the organization are predictable. Interference of managers in this process will bring desired changes. In order to act wisely, organization managers need to be well aware of the consequences of their own actions and of others, as well as to assess the reactions of others and the forces that are beyond their control. These consequences only manifest themselves in the future. Accordingly, individuals not only try to understand what is happening to organizations using a strategic foresight approach, Rather they are trying to identify matters that may or may not happen under certain conditions in the future (Iraji, 2014). For companies, precise future means simultaneous meditation in strategy and marketing. Strategic foresight is one that sciences which informs the organization of future events, opportunities and threats, reduces its ambiguities, doubts, and concerns and enhances the ability of the organization to make intelligent choices. Predictability in the management of organizations needs to be changed by changing the business environment, therefore successful behavior of strategic managers is full of paying attention to the environment, felicitous identification of opportunities, and orientation in line with their utilizing in the future. Nowadays, to stay in the competition cycle, managers must have the power to create effective strategies. Managers who can creatively position their organization in a better condition than their competitors, managers who have the strategic intelligence to take advantage of this element to create appropriate strategies and provide grounds of growth and development of the organization (Salehinezhad, 2015). Strategic

foresight is the art of shaping the future as we want it. Those who hold this knowledge, now shape the organization as they please. You can see countries and societies that have failed to adapt themselves to changes and therefore disintegrated. They didn't understand the essence of change correctly. Foresight from this perspective is the recognition of changes. Since recognizing the future is from the most vital sciences required by any company, and the ability of small and medium companies to compete in the global environment depends on having an accurate plan. yet, it is profitable for the beneficiaries to take into account the interests of the community and the environment. It can be said that rapid changes in the business of today's companies have forced companies to adopt strategies for their survival that can focus both on the company's current successes and on investing in activities that gain competitive advantage for their future successes. (AmirGhasemKhani, Kazemi & Molahoseini, 2017). Foresight in managing organizations needs to change because of changing business environments, so successful behavior of strategic managers is full of attention to the environment, felicitous identification of opportunities, and orientation in line with taking advantage of them in the future. Nowadays to stay in the competition cycle, existence of the managers with the power of creating effective strategies is essential. Managers who can creatively put their organization in a better position than their competitors, managers who have the strategic intelligence to take advantage of this element to create appropriate strategies and provide grounds of growth and development of the organization (Salehinezhad, 2015).

Strategic foresight emphasizes that people in the organization should be prepared for the future rather than just enjoying and contemplating the present. Strategic foresight is one of the most important factors for shaping the future. So the first step to achieving effective long-term planning is having a strategic viewpoint toward future. The matter isn't precise determination of what is going to happen in the next ten or twenty years, and even the performance of the organization during this time. On the contrary, what is important is having a look at the distant future with the aim of enhancing safety and security against wonderful and unpredictable events. Atmosphere of the bank is an environment that is unintentionally involved with the development of the environment surrounding it, and must inevitably move synchronize with it. One way to exchange, reinforce and synchronize with the environment is learning. The constant development of human knowledge has led to widespread environmental changes. Organizations must pay close attention to these environmental changes, adapt their company to environmental change in order to survive, develop in harmony with their surroundings, and increase their ability to foresee future changes. Nowadays, the only way to respond to environmental change and gain competitive advantage is to learn faster than competitors, to access information and knowledge faster than competitors and to provide the appropriate environment and conditions for sharing and dissemination of knowledge. Learning can be achieved when people consider using strategic learning methods that are conducive for creating an appropriate learning environment. Small and medium organizations should always pay attention to environmental changes because they are more likely to be affected by environmental change than large ones. Lack of attention to environmental changes and competitors creates many fundamental problems for organizations. Consequently, it causes their destruction. Therefore, banks should always provide a conducive learning environment that provides strategic learning methods for such an environment. On the other hand, paying attention to the employees and their commitment and loyalty to the bank is one of the most important issues for the survival of the bank. Strategic capacities can grow in the shade of strategic learning. Considering the importance of strategic learning, implementing strategic learning processes provides the organization with a set of mechanisms that can lead to many benefits such as producing competitive performance and maintaining competition (Garcia-Morales, 2006). Since every

corporation needs a strategic learning process to expand and transform knowledge into new technologies, products and services, strategic learning alone is an important finance for the corporation. Strategic learning is similar to the idea of dynamic capacities. But at the same time, it goes beyond source-oriented theories because it has integrated the emerging strategy perspective with the idea of dynamic capacities (Gourji, 2012). Any factor that improves the banks, albeit slightly, can have a significant impact on society and the country's economy. Developing strategic learning at the bank can help the organization fulfill important missions it has been given. Based on this paradigm shift, companies must focus on building their competitive strengths and capacities in order to remain and succeed in the market (Mani & Shafiee, 2018).

The need for strategic learning arises from the issue that with the increase in complexity and speed of environmental change, uncertainty in the bank's organizational environment has increased. The Bank as an organization needs more knowledge and awareness of environmental factors in order to adapt itself to environmental changes. In fact, in today's changing world, the learning process has also evolved. The problem with today's organizations is that they are often unable, as a whole, to identify threats and their effects and fail to create alternative solutions and in general, organizations have trouble for learning. Even if the most successful organizations have learning poverty, they will never flourish all their capacities even though they will continue to live. Therefore, regarding the important missions and duties assigned to banks according to the laws and economic programs in the domain of banking system of the country, as well as creating the appropriate capacity for the banking system to be present in the country's economy through the **impartment** of general system of 44 principle of constitution, organizational learning becomes an important issue. Strategic as one of the employees empowerment dimensions enjoys features such as: using case experiences; creativity and innovation; employee empowerment and so on, can provide the basis for achieving these important goals (Senge, 2001). Implementing strategic learning processes provides the organization with a set of mechanisms that lead to many benefits such as creating better performance for competition and maintaining competitiveness (Garcia-Morales ,et al. 2006). On the other hand, Bargman shows that strategic learning enhances the dynamic capacities of the organization and enhances its ability to enhance strategic innovation plans (Bargman, 2006). Similarly, Taloun (2008) shows that strategic learning enhances organization's capacities to respond to changes in the workplace. Therefore, those organizations are more successful that learn earlier, faster, and better than competitors. For this reason the concept of learning and organizational learning has emerged in recent years and has grown steadily. Organizations instead of their traditional practices and behaviors, which at best include education, transmute to organizations that always learn, That is, they use their efforts to learn as a competitive advantage.

By outset of the twenty-first century, organizations have experienced fundamental and fierce changes around themselves. These changes lead organizations to new challenges that disregarding them increasingly threatens their survival and success, the banking industry is a competitive industry; it has created intense competition between private and public banks. Private banks in the Kermanshah city aren't excepted from this rule. In this industry, to stay competitive, banks must have a particular competitive advantage that guarantees their future. In this study, we tried to investigate the factors that lead to more acceptance and utilization of banking services by private banks in Kermanshah with emphasis on strategic learning. And in this regard, gaining the necessary understanding by customers (here private banks) is a competitive strategy in private banking which will be of great use in today's society. As private banking services are independent of the government, there is a need for banks to remain

competitive to improve their status. Strategic foresight, which its basis is strategic planning for the future, can solve the problem of banks if it be implemented correctly. Accordingly, strategic thinking (consisting of conceptualization, integration, strategic choice, environmental monitoring (Paliokaite, et al. 2014) and strategic learning in this competition should focus on improving private bank strategies and reinforcing them. As far as we know, does strategic foresight affects competitiveness considering the moderating role of strategic learning in private banks in Kermanshah?

The main hypothesis:

- ❖ Strategic foresight has significant effect on competitiveness regarding moderating role of strategic learning in private banks in Kermanshah.

Sub hypothesis:

- Strategic learning moderates the impact of ideation on the competitiveness of private banks in Kermanshah.
- Strategic learning moderates the impact of strategic choice on the competitiveness of private banks in Kermanshah.
- Strategic learning moderates integration impact on competitiveness of private banks in Kermanshah.
- Strategic learning moderates the impact of environmental monitoring on the competitiveness of private banks in Kermanshah.

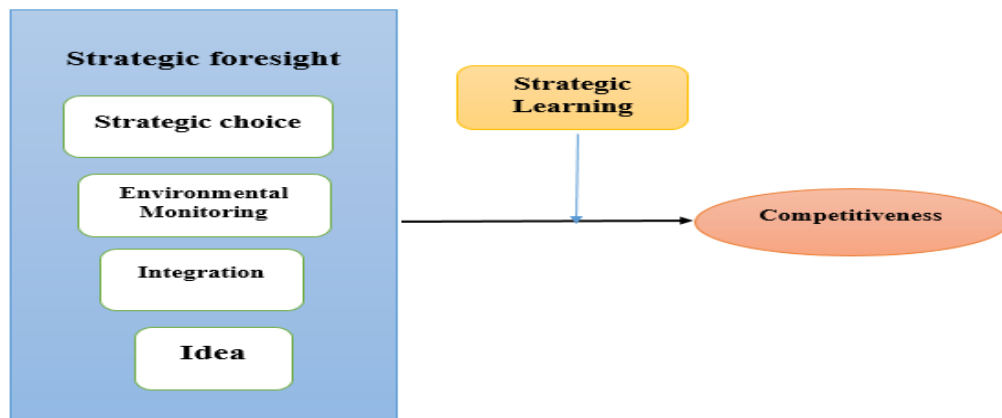
Methodology:

In this paper, the effect of strategic foresight on competitiveness regarding moderating role of strategic learning (Case Study: Kermanshah Private Banks) is investigated. This research is quantitative. The present study is of applied researches because it does not seek to explain or prove new theories; Because it deals with one of the issues of organizations and economic sectors of the country and its results and findings can be useful for solving problems or answering questions of managers, policy makers and investors. Research is descriptive because the researcher is looking for how the topic is and tries to gather information to test hypotheses or answer questions about the current situation. Since the required data for the research were obtained using a sample survey method to investigate the distribution of community characteristics, the research is a survey. The required data were collected in two ways: 1. on the one hand, libraries - to collect literature and researches conducted at home and abroad, and on the other hand to distribute research tools, i.e questionnaires, among human resources (managers and experts of main branches) of the private banks of Kermanshah city, to extract findings tailored to research questions and achieving conclusions related to research questions have been implemented. For validity of the questionnaire, face validity, experts opinion, supervisors and advisors guidance and for reliability of the questionnaire, Cronbach's alpha coefficient and experimental test run were used. The statistical population of the study consisted of managers and employees of the main branches of private banks in Kermanshah. They were 208 individuals selected using Cochran sampling formula and Krejcie Morgan table. Sample size was 135 individuals who were selected using random sampling. Therefore, 135 questionnaires were distributed and collected. Data analysis was done by descriptive and inferential statistics using SPSS and VISUAL PLS software. The table of questionnaire used is as follows.

Table 1: Questionnaire table

Variables	Dimensions	Questions
Strategic learning	-	1-27
Competitiveness	-	28-41
Strategic foresight	Integration	42-44
	Environmental monitoring	45-49
	Idea	50-56
	Strategic choice	57-62

Model 1 : Conceptual research model



Research findings.

Initially, the percentage distribution of demographic variables such as gender, field of study, residence, marital status, is shown.

Table 2: Investigating the frequency distribution of demographic indicators

Index		Frequency (Percentage)	Absolute Frequency
gender	man	52/5	71
	woman	47/5	64
Age	25-30	13/33	18
	31-35	22/96	31
	36-40	19/26	26
	41-45	25/93	35
	46-50	9/63	13
	+51	8/89	12
Education	Diploma	5/19	7
	Associate	14/81	20
	Bachelor	45/19	61
	Master	29/63	40
	PhD	5/18	7
Work Experience	1-5 years	20/74	28
	6-10	22/96	31
	11-15	22/96	31
	16-20	26/30	22
	21-25	9/63	13
	26-30	7/41	10

Investigation of research model :

The exterior model is used to measure the relationship between hidden variables using their measurement items. The exterior model examines the relationship between items or the same questions of the questionnaire via constructs. The exterior model has been used to show that if hidden variables were correctly measured. The results of the measurement model are presented bellow and the results of the factor analysis of the scale for measuring the research variables are presented in the graphs. The main factors of the independent variable, moderator variable, and the total number of the questions (visible variable) are used and each of these variables are represented by Q1 to Q62 index in the figure. The factor load of the observable variable in all cases is greater than 3/0 which indicates that the correlation between hidden variables and visible variables is acceptable. The T- value statistic is greater than 1.96, indicating that observed correlations are significant.

Table 3 : External model of partial minimum squares for research variables

Research variables	Spheres	T statistics	Standard operating load
Strategic learning	Q ₁	4/230	0/553
	Q ₂	3/436	0/565
	Q ₃	3/131	0/524
	Q ₄	3/607	0/503
	Q ₅	4/341	0/596
	Q ₆	4/632	0/622
	Q ₇	4/749	0/665
	Q ₈	2/043	0/300
	Q ₉	4/704	0/478
	Q ₁₀	2/872	0/361
	Q ₁₁	3/364	0/376



Research variables	Spheres	T statistics	Standard operating load
	Q ₁₂	2/940	0/414
	Q ₁₃	2/209	0/319
	Q ₁₄	4/026	0/457
	Q ₁₅	2/266	0/700
	Q ₁₆	3/973	0/413
	Q ₁₇	3/909	0/553
	Q ₁₈	2/505	0/342
	Q ₁₉	3/836	0/551
	Q ₂₀	2/196	0/322
	Q ₂₁	2/540	0/323
	Q ₂₂	3/515	0/461
	Q ₂₃	2/598	0/351
	Q ₂₄	2/219	0/335
	Q ₂₅	2/431	0/375
	Q ₂₆	3/965	0/569
Q ₂₇	3/275	0/436	
Competitiveness	Q ₂₈	2/972	0/353
	Q ₂₉	4/485	0/598
	Q ₃₀	3/409	0/379
	Q ₃₁	3/617	0/423
	Q ₃₂	5/305	0/498
	Q ₃₃	4/178	0/447
	Q ₃₄	5/385	0/519
	Q ₃₅	14/989	0/658
	Q ₃₆	2/873	0/365
	Q ₃₇	2/861	0/352
	Q ₃₈	5/581	0/481
	Q ₃₉	8/975	0/635
	Q ₄₀	4/622	0/476
	Q ₄₁	6/342	0/582
Integ ratio n	Q ₄₂	4/024	0/570
	Q ₄₃	8/030	0/697
	Q ₄₄	14/395	0/749
Environme ntal monitoring	Q ₄₅	3/101	0/392
	Q ₄₆	7/445	0/639
	Q ₄₇	3/975	0/515
	Q ₄₈	7/706	0/664
	Q ₄₉	5/801	0/570
Idea	Q ₅₀	4/65	0/484
	Q ₅₁	7/680	0/634
	Q ₅₂	3/568	0/462
	Q ₅₃	2/578	0/385
	Q ₅₄	4/734	0/541
	Q ₅₅	6/016	0/580

Research variables	Spheres	T statistics	Standard operating load
Strategic choice	Q ₅₆	3/553	0/501
	Q ₅₇	4/511	0/649
	Q ₅₈	4/785	0/533
	Q ₅₉	3/438	0/482
	Q ₆₀	7/297	0/701
	Q ₆₁	4/562	0/547
	Q ₆₂	5/180	0/587

Based on the results of the measurement model presented in Table 3, the factor of observation has a magnitude greater than 0.3 in all cases, which indicates a good correlation between the observable variables and their hidden variables. Also based on the bootstrapping value (t statistic) it is greater than the critical value of 1.96 in all cases, indicating that the correlation between the observable variables and their hidden variables is significant. Therefore, it can be concluded that each main variable has been correctly measured and considering the finding of this scale, the research hypothesis can be tested.

Assumptions Test

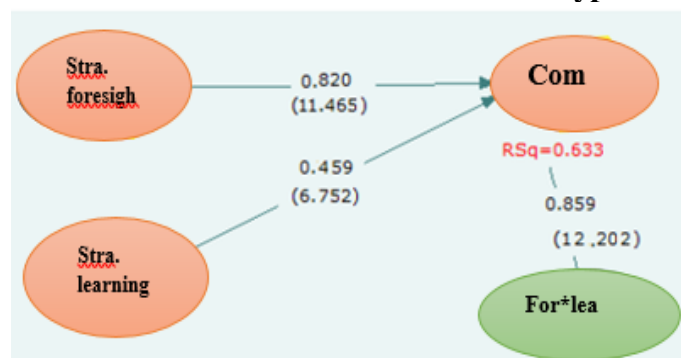
The main hypothesis:

- Strategic foresight has a significant effect on competitiveness regarding the moderating role of strategic learning.

H₀= Strategic foresight has no significant effect on competitiveness regarding the moderating role of strategic learning.

H₁=Strategic foresight has a significant effect on competitiveness regarding the moderating role of strategic learning.

Model 2 : Structural model of the main hypothesis



Given that the existence of strategic learning variable affects the impact of strategic foresight on competitiveness and increases the influence of ideation on competitiveness, and since its significant number equals 12/202 and greater than 1.96; As a result, the strategic learning hypothesis moderates the impact of strategic foresight on the competitiveness of private banks in Kermanshah .

First sub-hypothesis:

- Strategic learning moderates the impact of ideation on the competitiveness of private banks in Kermanshah.

H₀=Strategic learning does not moderate the impact of ideation on the competitiveness of private banks in Kermanshah.

H₁= Strategic learning moderates the impact of ideation on the competitiveness of private banks in Kermanshah.

Model 3: The structural model of the First sub-hypothesis



Given that the existence of strategic learning variable affects the impact of ideation on competitiveness and increases the influence of ideation on competitiveness, and since its significant number equals 17/599 and greater than 1.96; As a result, the strategic learning hypothesis moderates the impact of ideation on the competitiveness of private banks in Kermanshah.

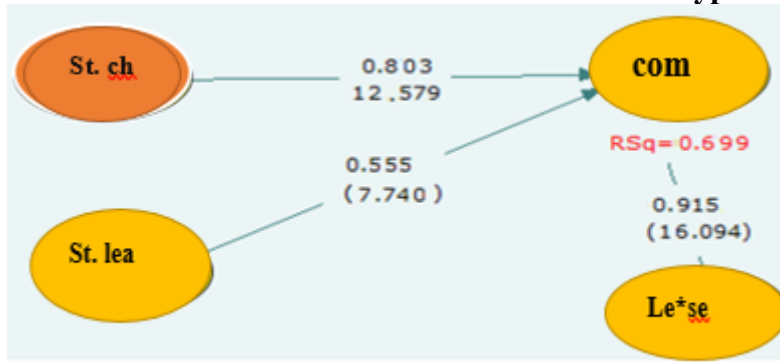
Second sub-hypothesis:

- Strategic learning moderates the impact of Strategy Choice on the competitiveness of private banks in Kermanshah

H₀= Strategic learning doesnot moderate the impact of Strategy Choice on the competitiveness of private banks in Kermanshah.

H₁= Strategic learning moderates the impact of Strategy Choice on the competitiveness of private banks in Kermanshah.

Model 4 :The structural model of the Second sub-hypothesis



Given that the existence of strategic learning variable affects the impact of ideation on competitiveness and increases the influence of Strategy Choice on competitiveness, and since its significant number equals 16/094 and greater than 1.96; As a result, the strategic learning hypothesis moderates the impact of Strategy Choice on the competitiveness of private banks in Kermanshah.

Third sub-hypothesis:

- Strategic learning moderates the impact of Integration on the competitiveness of private banks in Kermanshah

H₀=Strategic learning doesnot moderate the impact of Integration on the competitiveness of private banks in Kermanshah.

H₁= Strategic learning moderates the impact of Integration on the competitiveness of private banks in Kermanshah.

Model 5 : The structural model of the third sub-hypothesis



Given that the existence of strategic learning variable affects the impact of ideation on competitiveness and increases the influence of Integration on competitiveness, and since its significant number equals 13/579 and greater than 1.96 ; As a result, the strategic learning hypothesis moderates the impact of Integration on the competitiveness of private banks in Kermanshah .

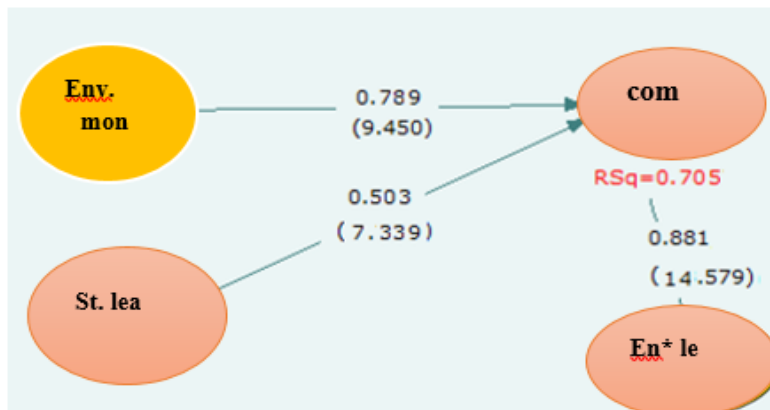
Fourth sub-hypothesis:

- Strategic learning moderates the impact of Environmental monitoring the competitiveness of private banks in Kermanshah

H₀=Strategic learning doesnot moderate the impact of Environmental monitoring on the competitiveness of private banks in Kermanshah.

H₁= Strategic learning moderates the impact of Environmental monitoring on the competitiveness of private banks in Kermanshah.

Model 6 : The structural model of the Fourth sub-hypothesis



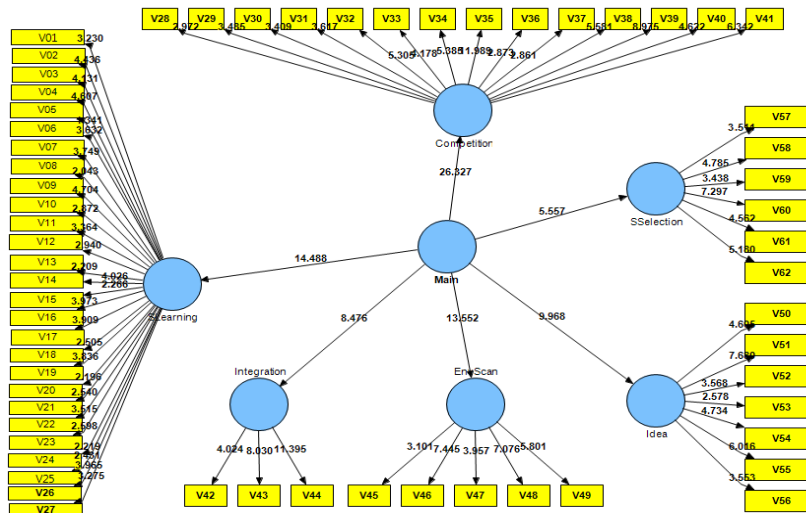
Given that the existence of strategic learning variable affects the impact of Environmental monitoring on competitiveness and increases the influence of Integration on competitiveness,

and since its significant number equals 14/579 and greater than 1.96; As a result, the strategic learning hypothesis moderates the impact of Environmental monitoring on the competitiveness of private banks in Kermanshah.

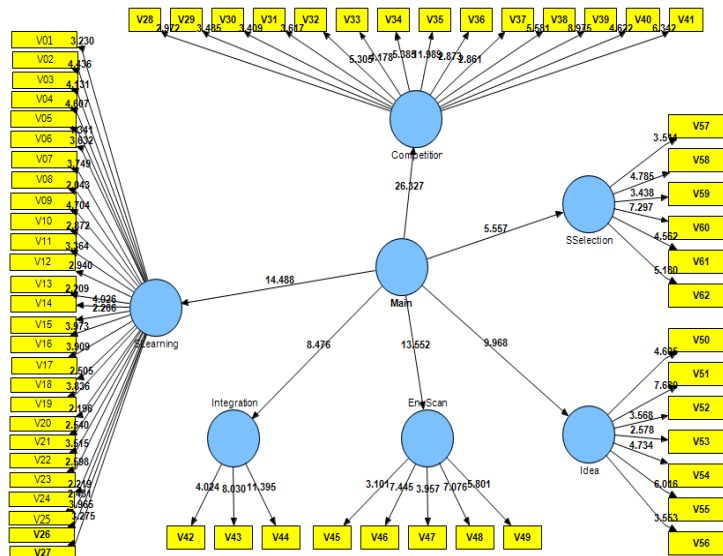
Structured equation modeling using VISUAL- PLS software:

Structural equation modeling have been used to test the research hypotheses. After confirming the factorial structure of the research structures, the results of the analysis have been presented separately. A general model of research is also presented at the end. In this model, the relationships between the research variables are visible in the output of visual-PLS software

Model 7 : Confirmatory factor analysis (t-value statistic)



Model 8 :The final model of non-moderating variable research



Model 9 : The final model of research despite the moderating variable

- Due to the variety of banks and the inability of banking institutions, executives need to develop an efficient information system and provide the necessary information for the branches.
- In order to enhance the competitiveness of private banks, it is recommended to establish a network of value chain activities including raw material provision network, R&D network, distribution network, etc.
- Developing an action plan to enhance managers' knowledge in domain of management tasks through strategic learning.
- Holding familiarization training courses with modern banking business methods.
- It is advisable for policy makers and legislators to review the laws and regulations of their production and services and their quality.
- The government should play a more active role in improving the condition of private banking.
- It is recommended to conduct research with a larger sample size and in a wider geographical area to provide a coherent and consistent literature on how to use the mentioned variables.
- In future researches, consider the interventionist factors such as economic situation and factors affecting the banking system.

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