

INVESTIGATION INTO THE IMPACTS OF ORGANIZATIONAL CULTURE UPON THE MANAGERS' COMPETITIVE INTELLIGENCE WITH KNOWLEDGE MANAGEMENT MEDIATION (CASE STUDY: IN STATE AND PRIVATE BANKS OF KHORRAMABAD, IRAN)

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***Abstract:** This research aims at investigating the impacts of organization culture and knowledge management upon competitive intelligence in state and private banks of Khorramabad, Iran. The statistical universe of the research contains 240 managers of the state or private banks. 150 managers were adopted as the sample volume using Cochran's Formula. The research methodology is descriptive, which is applicable and surveying in terms of nature and implementation method, respectively. Questionnaires were applied as the means of data collection, and descriptive statistics were also employed for analyzing. In addition, PLS and SPSS softwares were utilized for deductive statistics. The results demonstrate that the mediative knowledge management is a consequence of the organizational culture impacts upon competitive intelligence; moreover, the competitive intelligence of the private banks managers is stronger than the state-owned banks managers. Regarding the facets of organizational culture, club culture and market culture, in turn, make a stronger impact upon competitive culture.*

***Keywords:** organizational culture, knowledge management, competitive intelligence, state and private banks.*

INTRODUCTION

In the last decade, the banking industry of Iran concomitant with other individuals is proceeding toward competitiveness through changing the supply, establishing financial and credit institutions and private banks, and employing new technologies in offering

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the services. In such a competitive condition, organizations complying with these situations can operate successfully. In fact, hyperactive reactions toward a competitive milieu overtures as an especial aspect of marketing activities (Pirayesh & Alipour, 2012). Regarding the fact that banking has been confronting many threats and opportunities in such an intense competitive condition, no bank is able to offer the whole feasible services and surpass other banks in terms of the services it offers. Banks can promote competitive strategies by the means of competitive intelligence, considering their strength, and the available opportunities in the environment. In case they employ these competitive strategies, they would achieve a leading position compared with the competitors. If a bank has a data collection center as well as a competitive intelligence branch, the bank would be more advantageous than other banks (Javid, 2014). In Spitzer's 1998 keynote address to the Society of Competitive Intelligence Professionals, he pointed out six key factors that impede effective CI: 1) lag between the decision and its implementation (decision drag); 2) data overload; 3) outsourcing the "thinking"; 4) teams that do not understand the critical thinking process; 5) lack of context (organizational values); and 6) lack of creativity and innovation. Adding KM components to the CI process can help to resolve many of these problems (Dysart 8). Factually, knowledge management leads to improving the organization compliance with environmental situations, increasing the innovation in offering the services and the products quickly, exchanging new products, and escalating the organization efficiency (Andrew et.al, 2001). Finding a kind of culture associated with knowledge management has been perpetually considered as one of the most critical subjects in knowledge management literature (Jones, 2009). The success of every organization in implementing the strategies including knowledge management depends largely on supporting the organizational culture. This strategy is assumed to be an essential factor for the organizations to organize their potentials and resources for achieving the knowledge management goals. To draw more attention, it could be stated that knowledge management strategy is supposed to be able to aid the necessary business issues of the organization (Holsapple, 2004). Regarding the momentousness of the managers' competitive intelligence in the status quo and the impact of organizational culture upon individuals' behavior as well as the impact of knowledge management on collecting the information, this research is mostly an attempt to investigate the impact of organizational culture upon competitive intelligence. In addition, it is an endeavor to answer the question whether knowledge management moderates the impact of organizational culture upon competitive intelligence or not?

THE REVIEW OF LITERATURE

Knowledge Management

Nowadays, the physical and tangible assets of the organizations including money, buildings, and equipment are not considered as competitive advantages. In fact, human knowledge resources play a moderating role in augmenting the organizations

competitive potency. Organizations manage their knowledge by executing knowledge management programs and the employees' internal knowledge management. In a nutshell, knowledge management can be defined as the process of creating, promoting, and applying the knowledge (Akhavan & Bagheri, 2010). According to Snowden's theory (2000), knowledge management means identifying, optimizing, and actively managing the intellectual capital. This knowledge can be either obviously visible in humans' constructions or possessed by individuals as tacit knowledge (Nekoudari & Yaghubi, 2010). According to the definition by APQC, knowledge management means the strategy aiming to put the accurate knowledge at the right individuals' disposal at the right time (Nekoudari & Yaghubi, 2010). Sherven Lawson (2003) devised an agglutinate model of Vig, Parich & Howrich, and Armacost under the Title of "considering the association of organizational culture with knowledge management". The different dimensions of the research are presented as following (Koochaki et.al, 2011).

- 1) Knowledge creation: Organizations have conscious effort from both inside and outside to examine and define appropriate knowledge and resources. In another word, it is possible to create new knowledge by finding new ways which personnel have found for doing tasks, or find new knowledge from outside sources.
- 2) Knowledge capture: New knowledge is known as valuable and appropriate way for satisfying contemporary and future needs. Keeping knowledge is a logical way which simplifies the process of gaining, extracting and distributing knowledge.
- 3) Knowledge organization: New knowledge is organized and refined by filtering it in order to provide a comprehensive list of beneficial aspects of knowledge in relation to different products and services. Knowledge is located within a context and lines, thus it could be searched, examined and saved.
- 4) Knowledge storage: Modern knowledge is saved in a way that people in an organization have access to it. Data base management and data saving technology can help to the process.
- 5) Knowledge dissemination: Based on the specific needs of the users, in an efficient suitable manner knowledge should be distributed. Moreover it is shared with applicable tools to make it understandable for all users.
- 6) Knowledge application: Knowledge is used in a context in which users can learn and also produce new knowledge. In learning process there must be analysis and critical assessment of ideas plans and knowledge. According to, knowledge management literature, an organization must move toward active managing of its knowledge, to integrate this process to its overall strategic management framework.

Organizational Culture

In the third millennium, organizations emphasize the human resources rather than taking heed of their machineries and equipment. Practically, organizations intend to create a stable competitive advantage in comparison with other organizations. Organizational culture is also imagined as a factor which, firstly, fortifies the human resources of the organization. Secondly, it makes an impact upon human resources as the critical strategic resources of the organization. In addition, organizational culture is deemed as an influential factor in efficacy, growth, and efflorescence of the talents and exploiting the human resources of organization. Thus, heeding and managing the organizational culture in line with the long-term goals and strategies of the organization can make a notable impact on growing and developing the organization, which consequently leads to the competitive advantage based on human resources, as well (Ansari *et al.*, 2010). Quinn believes that recognizing the culture is a fundamental step in identifying the organization, behaviors, and performance; since, we can simplify the changes and stabilize the new orientations using leverage as culture. Therefore, organizational culture is simply a principal factor in the success of the organizations and realizing the long-term goals of the organization. In many organizations, unfortunately, promoting the organizational culture is not regarded as the managers' most exquisite incumbency; whereas, organizational culture influences the whole dimensions and no phenomenon is left intact from the impact of organizational culture (Asadi, 2004). Edgar Shine in his fifth edition book entitled "leadership and organizational culture", believes that organizational culture is a pattern of the shared basic assumptions that the group has learnt from the problems pertaining to the internal integration and internal adaptation. This pattern is so credible and accurate that it is transmitted to the new employees as the right method of perceptions, feelings, and thinking related to the problems (Rast-e-Moghadam *et al.*, 2002). Hofstede considers culture as the collective programming of mind, which distinguishes a member of a group or a class of individuals from others (do'aei Nejad & Shokoohi, 2014).

The researchers believe that culture can specifically influence the organizational performance and the employees' working experience. The principal nature of most cultures pertains to the interactions between the employees and organization (Vashghani Farahani, 2008).

Based on Comeron and Quinn's (1999) theoretical framework about competitive values, four distinctive kinds of culture can be identified (allameh *et al.*, 2011):

- 1) **Group (tribal) culture:** In family culture emphasis is put on the internal concentration as well as flexibility. Valuable aspects of this culture are team work, freedom, participation and extension of the personal. Organization is emphasizing on developing a human work environment in which personnel participation, commitment and loyalty are distinguished.
- 2) **Developmental culture:** The emphasis of this culture is on the external concentration and flexibility. Compatibility, flexibility and creativity are

among the main values of this culture. This kind of culture exist within expert organizations which has temporal group works and are formed to accomplish tasks which need high levels of technology and also the task in uncertain and ambiguous. Risk taking personality and also ability to predict are of great importance in this kind of culture.

- 3) **Hierarchical culture:** It emphasizes on internal concentration and constancy. Its main values consist of constancy, efficiency and predictability. This kind of culture is found in organizations which have hierarchical formal places for work or are managed by official formal rules and processes.
- 4) **Market (logical or reasonable) culture:** In market culture, external concentration and constancy are emphasized comparative nature, accomplishing goods and productivity are among its central values. An organization which is formed based on this culture is after competition with other rival organizations, also with concentration on customers in trying to return its money.

Competitive intelligence

Competitive intelligence is not a new concept in business literature. This term was coined in business literature in the first half of industrial era. The term "competitive intelligence" seems to have emerged for the first time in 1930. However, more inscriptions about competitive intelligence, strategic intelligence (SI), and environmental scanning (ES) have been published since the early 1960s. Above all, business intelligence systems (BIS) and management information systems (MIS) emerged in 80s to provide the opportunity to apply the surrounding information with the maximum efficiency (Moshbeki *et al.*, 2010). In 1986, the practitioners who professionally dealt with competitive intelligence established "the society of competitive intelligence" in the U.S. Today, this society has more than 7000 members out of 64 countries across the world (Colagoklu, 2011). Competitive intelligence has rapidly grown and that is why the members of competitive intelligence society increase by 40% every year (Borumand & Kargozar, 2011). This view has turned from a trivial academic field to an internationally well-known scientific major (Borumand & Kargozar, 2011). Competitive intelligence was created as a PhD degree for the first time at Lund University of Sweden. One of the prominent features of the present time is the incremental changes in human knowledge and diverse social, economic, political and technological domains. In such a condition, one of the primary necessities of competitiveness is to recognize the nature of changes and predict the market future trends, competition, technology, preferences, customers' behavior pattern and etc. These issues are the focus of competitive intelligence. In fact, competitive intelligence is the capability emanated from the systematic regular process of collecting, considering, and analyzing the information about the environment, competitors, customers, suppliers, market industry trends, and the future behavior pattern of the

environmental and market elements. In other words, it can be defined as the act of absorbing and transmitting the knowledge from cross organizational elements and environment through specific rules and conditions determined by the organization for protecting against the competitive threats, identifying and exploiting the potential opportunities, and building the future (Moshbeki *et al.*, 2011). The society of competitive intelligence professionals defines competitive intelligence as the process of collecting, analyzing, and distributing the intelligence ethically, which needs to be-regarding the application in industry, within the organization, and against the competitors- accurate, relevant, specific, on time, predicting, and implementable (Borumand & Kargozar, 2015). By definition, competitive intelligence is the process of collecting the information pertaining to the environment and competitors for creating and maintaining the competitive advantage. Besides, competitive intelligence is a systematic process to ensure the up-to-date and accurate information pertaining to competitors (Alizadeh, 2010). Fahey (2007) has outlined five strategic inputs an intelligence researcher needs to focus on. These are market place opportunities, competitor threats, competitive risks, key vulnerabilities and live assumptions.

He argues that each type of intelligence input requires considerable judgment and value-added on the part of intelligence professionals (Safarnia, 2011).

Market Place Opportunities

A marketplace opportunity is a strategy which is concerned with creating and realizing a new market place opportunities. Opportunities define new ways of creating and developing value for customers: new products or solutions; extending existing product lines, reconfiguring existing solutions. Fahey (2007) noted that the executive team continuously addresses two types of new marketing opportunities:

- 1) Extending current opportunities. How can we extend opportunities that are the focus of our current strategy?
- 2) Potential market place opportunities. What opportunities beyond the reach of our current strategy should we be considering? What opportunities may be lurking but not yet fully evident in market place change?

In extending current opportunities, Fahey (2007) believes that short-term opportunities often centre on identifying ways to modify the current strategy to add value for customers. Highlighting how intelligence created assessments leading to new opportunities to extend and leverage the current strategy using three industries as examples, the Fahey notes that two key exchanges must occur between strategy and intelligence professionals: First, the executive team must "challenge" the intelligence team to identify and develop the contours of new opportunities. Second, the intelligence team must demonstrate that it is fully committed to learning about the firm's strategy. The current strategy provides the framework for identifying and shaping the extension of current opportunities. The second strategy input of Fahey (2007) is the potential market place opportunities. The author argues that the executive team also needs to

develop strategy where possible, will be a winner tomorrow's strategy. He believes that the charge for intelligence is to help identify the market place opportunities that will be focus of tomorrow's strategy. Fahey outlined some examples of how intelligence teams in a number of firms assess current and projected change to alert executives to emerging potential market place opportunities.

- 1) Follow regulatory developments as a means to project the emergence or demise of specific regulations that open up access to new markets and/or allow the sale of specific products.
- 2) Track and project research and development progress in specific research domains as one input to identify potential new product breakthroughs at some point in the future.
- 3) Conduct patent analysis to identify patterns in the transition from research technology developments likely to lead to new products or significant product modifications.
- 4) Use of projections competitor's strategy to identify potential new products and thus emerge customer needs.
- 5) Use projections of technology developments in related product areas to identify new products or solutions that could be in the market place in two or more years.

Competitor Threats

In competitor threats, the author noted that opportunities would be so much easier to realize were it not for the presence of current and potential competitors. He defines competitor's threats as ways that a rival can inhibit a company's strategy from succeeding in the market place. If threats are detected too late, resources tied up in supporting a strategy may be substantially waste, if threats are detected long before coming to full friction, strategy can be adapted to eliminate, ameliorate or avoid the threat. The author believes that executive should pose the following three questions:

- 1) How might competitors most adversely affect our current strategy?
- 2) Which competitors are most likely to do so?
- 3) How might we best "handle" these threats?

Fahey argues that intelligence thus must assess current and potential competitor change for its strategy implications for threats. The executive team must be alerted to current or potential competitor threats.

Competitor Risks

In competitive risks, the author argues that strategy is played over time in a market place or competitive context that extends well beyond competitors. Change in and

around the market place (being driven by customers, channels, suppliers, governmental agencies, technology houses, political parties, etc.) is the source not only of marketing opportunities and competitor threats but of competitive risks. He explained competitive risks to include any market place change that could negatively impact the firm's current or potential strategy. He advised that an executive team therefore should always pose the following three questions to its intelligence team.

- 1) What competitive risks does our strategy face?
- 2) What competitive risks might we face in the future?
- 3) How can we best manage these risks? Tailoring response to these broad questions compels the intelligence team to look beyond competitive trends, patterns and discontinuities to isolate and assess risks and demonstrate how they negatively impact the pursuit of specific opportunities.

Key Vulnerabilities and Assumptions

Discussing on the issues of vulnerabilities, Fahey argues that assessment involves confronting the question:

To what is our strategy (or potential strategy) most vulnerable? Or, as stated in some firms: What is it that could most critically affect our strategy and that we can least control? Such assessment forces both intelligence professionals and executives to go beyond merely listing competitor threats, competitor risks and key assumptions. It compels analysis and ranking of current and potential threats and risks to identifying those that could most severely impede a strategy's success.

Based on the foregoing, we deduce that competitive intelligence requires a complete view of competitors. But how does the emphasis on this competitive intelligence influence competitive advantage. First let us now briefly examine the construct of competitive advantage.

Internal and External Investigation

A research was performed in Tehran North Branch to investigate the impact of content dimensions of the organization upon the efficacy of business intelligence with respect to the moderating role of knowledge management. The results of the research demonstrated a positive significant association between the organization content dimensions and the efficacy of business intelligence. In addition, the results elucidated that knowledge management reinforces the association between the content dimensions and the efficacy of business intelligence (Haghighat Monfared & Shaban, 2010).

Tawn Lew (2013), in a research on "The sharing of knowledge and competitive intelligence" by distributing 401 self-made questionnaires among the managers of transportation company in Vietnam through the modeling method of structural equations, found that sharing the knowledge has a positive significant association

with market culture, group culture, and adhocracy culture. The results also illustrated that sharing the knowledge makes a positive impact on competitive intelligence.

Sherven Lawson performed a research on "The association of organization culture with knowledge management". The results of the research indicated that organization culture is positively associated with knowledge management. The hierarchical culture supports the successful application of knowledge management. However, no results concerning the repercussions of adhocracy and group culture in supporting the knowledge management was observed.

Sharifnia (2009), in a research on "Considering the association between organizational culture and knowledge management based on Globe Model in the seaports and navy organization", came to the conclusion that a positive significant association exists between organizational culture and knowledge management in the seaports and navy organization. In fact, the more efforts are made in the organizational culture domain and variables, the more positive impact upon knowledge management will be obtained (Kouchaki *et al.*, 2012).

Kouchaki (2012), in a research on "Considering the organizational model (Quinn Model) with the possibility of settling the knowledge management in Iran Gas Transmission Company", concluded that a significant association exists between the organizational culture and knowledge management. Besides, the correlation coefficient is positive between these two strong distinct variables. Moreover, group, adhocracy, market, and hierarchy culture is significantly associated with knowledge management. Kimasi *et al.* (2011), in a research entitled "A contrastive study of state-owned and private banks", strived to study and examine the organizational intelligence difference within a descriptive-applicable research. Thus, within the framework of a descriptive-applicable research, 429 employees of these two private and state banks are surveyed using the organizational intelligence research. The results of the research manifest that the organizational intelligence of private banks is, overall, significantly more than the organizational intelligence of the state banks.

The Conceptual Model

"Knowledge Management" and "Competitive Intelligence" are applied as the dependent variables in the research. The 22-item questionnaire of Fahy is employed for measuring the competitive intelligence. Besides, Sherven Lawson's model is utilized for the measurement of knowledge management. Respecting the independent variables of the research (organizational culture), Quinn & Cameron Model is employed. Regarding the theoretical records of the subject, the proposed conceptual model for examining the research questions is as following.

The Hypotheses

The first main hypothesis: organizational culture makes an impact on competitive intelligence.

The second main hypothesis: organizational culture makes an impact on knowledge management.

The third main hypothesis: knowledge management makes an impact on competitive intelligence.

The fourth main hypothesis: knowledge management mediates in the impacts of organizational culture upon competitive intelligence.

The fifth main hypothesis: the competitive intelligence of private banks managers is more than the state banks managers.

The first sub-hypothesis: democratic culture makes an impact on competitive intelligence.

The second sub-hypothesis: club culture makes an impact on competitive intelligence.

The third sub-hypothesis: market culture makes an impact on competitive intelligence.

The fourth sub-hypothesis: hierarchical culture makes an impact on competitive intelligence.

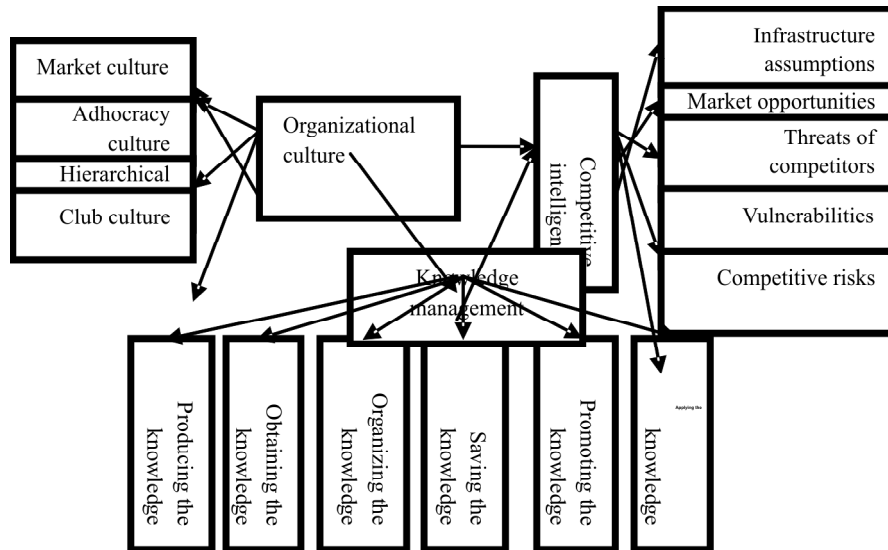


Figure 1: The research conceptual model

THE RESEARCH METHODOLOGY

This research aims at, firstly, scrutinizing the impacts of organizational culture and knowledge management upon managers' competitive intelligence. Secondly, it aims

to measure the effectiveness degree of organizational culture dimensions. Thus, this research could be alleged to be applicable, quantitative, regarding the aim, data collection, respectively. According to the methods, it is also descriptive-surveying with respect to research classification, which deals with considering the associations between the conceptual model variables. Considering the research subjects, the statistical universe consists of 240 managers of the private and state banks in Khorramabad, Iran. After determining the total sample volume, the sample size was specified 150 individuals. Besides, random cluster sampling method was exercised in the research. The questionnaire applied in the research incorporates 2 parts; the first part includes the respondents' demographic features such as gender, age, education degree, and work experience. The second part includes 68 proprietary questions, as well as Quinn & Cameron standard questionnaire consisting of 24 questions. The 24-item questionnaire devised by Sherven Lawson- in fact this questionnaire is a combination of the model of Vig, Parich & Howitch, and Armacost was applied for measuring the knowledge management. The standard 24-item questionnaire of Walle & White was applied for measuring the competitive intelligence. This research was performed through standard questionnaires and that is why it is highly credible. Cronbach's alpha test was applied in the research for measuring the perpetuity of the questionnaire whose values are depicted in tables3-4.

Table 1
Cronbach's alpha coefficients of the research variables

Variables	Cronbach's alpha values
Organizational culture	0.85
Knowledge management	0.95
Competitive intelligence	0.90

DATA ANALYSIS

The software model output are presented in standard and significant status in the following figures through which it is possible to analyze the research hypotheses

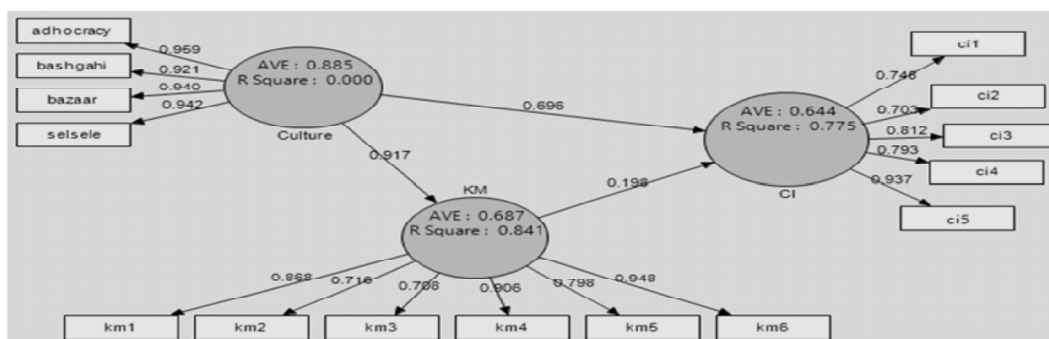


Figure 2: The standard output

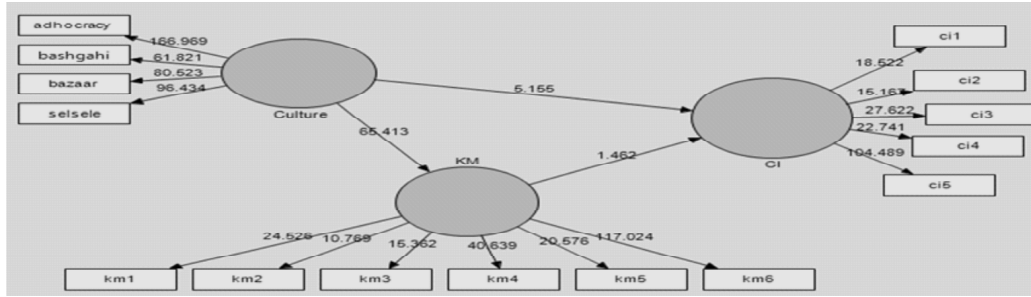


Figure 3: The significance output

Examining the Main Hypotheses

The first main hypothesis: organizational culture makes an impact on competitive intelligence.

Regarding the values obtained in figures 4-7, the result of examining the first hypothesis is like 4-16:

Table 2
The managers’ competitive intelligence and organizational culture

Independent variable	Dependent variable	Hypothesis type	Path coefficient	t-statistics	results
Organizational culture	Competitive intelligence	Main	0.696	5.115	Confirmed

Regarding the results of table 2, the standard operative force of the association between organizational culture and competitive intelligence is 0.696 which demonstrates that the association is strong and ideal. Besides, t-statistics was computed 5.15 indicating the significance of the correlation. Thus, the main hypothesis is confirmed in 95% certainty level.

The second main hypothesis: organizational culture makes an impact on knowledge management.

Table 3
Organizational culture and knowledge management

Independent variable	Dependent variable	Hypothesis type	Path coefficient	t-statistics	results
Organizational culture	Knowledge management	Main	0.917	65.413	Confirmed

Regarding the results of table 3, the standard operative force of the association between organizational culture and knowledge management is 0.917 which

demonstrates that the association is strong and ideal. Besides, t-statistics was computed 65.413 indicating the significance of the correlation. Thus, the main hypothesis is confirmed in 95% certainty level.

The third main hypothesis: knowledge management makes an impact on competitive intelligence.

Table 4
Knowledge management and competitive intelligence

<i>Independent variable</i>	<i>Dependent variable</i>	<i>Hypothesis type</i>	<i>Path coefficient</i>	<i>t-statistics</i>	<i>results</i>
Knowledge management	Competitive intelligence	Main	0.198	1.462	Confirmed

Although the impact of knowledge management upon competitive intelligence is positive and equal with 0.19, t-statistics couldn't rise over 1.65. Hence, the impact was not so significant even though knowledge management makes a positive impact. Although regression coefficients values are rather significant, the impact is not confidently accepted.

The fourth main hypothesis: knowledge management mediates in the impacts of organizational culture upon competitive intelligence.

Table 5
Organizational culture and knowledge management

<i>Independent variable</i>	<i>Mediative variable</i>	<i>Dependent variable</i>	<i>Hypothesis type</i>	<i>Path coefficient</i>	<i>t-statistics</i>	<i>Results</i>
Organizational culture	Knowledge management	Competitive intelligence	Main	0.198	1.462	Confirmed

In the case of examining the mediation impacts, the mediation impact coefficient is obtained by multiplying the 0.917 by 0.198 which equals 0.182. T-statistics also equals 1.65, so it could be stated that the mediation impacts are confirmed. In any case the whole coefficients were positive and significant. Still, the path of knowledge management impacts upon competitive intelligence was not significant in the main model of the research.

Thus, the separate impacts of knowledge management upon competitive intelligence were examined, and knowledge management impacts competitive intelligence highly and significantly. Since, organizational culture variable exists in the research conceptual model, which is a consequence of knowledge management. Practically, knowledge management is the repercussion of organizational culture in the research. In other words, knowledge management depends on a condition the correlation coefficient to be 0.92. Moreover, knowledge management plays a strong mediative role in the research model not for the case that predicting to be for competitive intelligence; though it is rather able to play a role in such a condition.

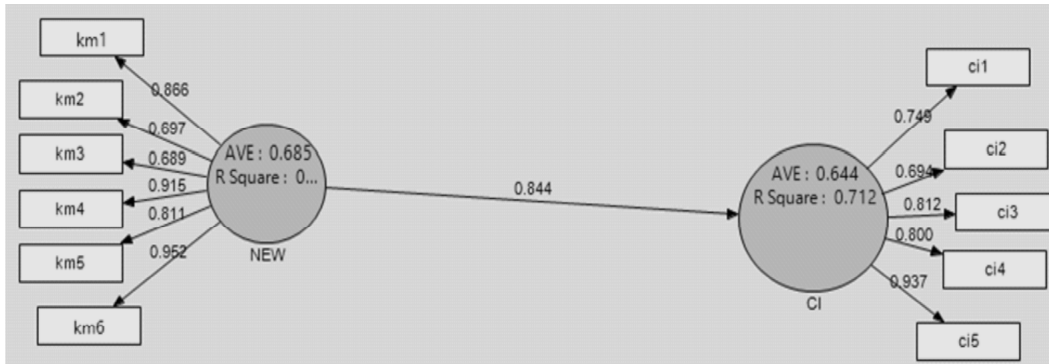


Figure 4: The standard model of the separate impacts of knowledge management upon competitive intelligence

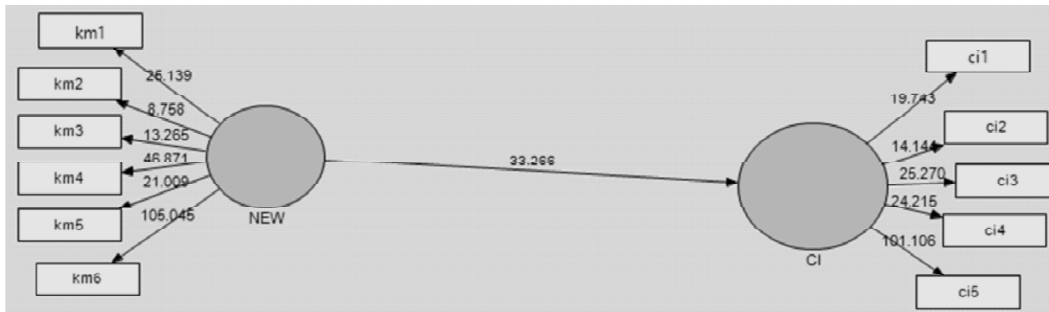


Figure 5: The significance model of the separate impacts of knowledge management upon competitive intelligence

The fifth main hypothesis: the competitive intelligence of private banks managers is more than the state banks managers.

Table 6
Comparing the competitive intelligence of private or state banks managers

Group	Intelligence mean	T-statistics	P-value	Significant difference
StatePrivate	3.564.44	9.28	0	Significant difference

Since p-value equals zero, H_0 is rejected in 0.05 significance level, that is, the average competitive intelligence of private or state banks managers are not equal. In addition, it is considered as a significant difference; since, t-statistics rises over 1.96.

Analyzing the Sub-hypotheses

The software model outputs are presented in both standard and significant status. Accordingly, the research postulations can be investigated.

Table 7
Analyzing the sub-hypotheses

<i>Hypothesis</i>	<i>Independent variable</i>	<i>Dependent variable</i>	<i>Hypothesis type</i>	<i>Path coefficient</i>	<i>T-statistics</i>	<i>Results</i>
1 st sub-hypothesis	Adhocracy culture	Competitive intelligence	sub-hypothesis	0.168	1.54	rejected
2 nd sub-hypothesis	Club culture	Competitive intelligence	sub-hypothesis	0.962	11.168	confirmed
3 rd sub-hypothesis	Market culture	Competitive intelligence	sub-hypothesis	0.278	3.524	confirmed
4 th sub-hypothesis	Hierarchy culture	Competitive intelligence	sub-hypothesis	-0.194	2.679	rejected

Regarding the results of table 7, the standard operative force of the association between the adhocracy culture structure and the managers' competitive intelligence was computed 0.108 manifesting the weak impact of adhocracy culture upon competitive intelligence. Besides, t-statistics equals 1.054 in the hypothesis, which demonstrates that the observed correlation is not significant. Thus, the first sub-hypothesis is rejected. The standard operative force of the association between the club culture structure and the managers' competitive intelligence equals 0.962 demonstrating a strong and ideal association. Besides, t-statistics was obtained 11.168 indicating the fact that the correlation is significant. Thus, the second sub-hypothesis is confirmed in 95% certainty level. The standard operative force of the association between the market culture structure and the managers' competitive intelligence equals 0.278 demonstrating an average and ideal association. Besides, t-statistics was obtained 3.524 indicating the fact that the correlation is significant. Thus, the third sub-hypothesis is confirmed in 95% certainty level. The standard operative force of the association between the hierarchy culture structure and the managers' competitive intelligence equals -0.194 demonstrating no association. Thus, the fourth sub-hypothesis is rejected. In other words, the best culture to reinforce the competitive intelligence is the club culture.

DISCUSSION AND CONCLUSION

Increasing the competitive intelligence causes the organizations to analyze their surrounding information more rapidly and carefully, to save the obtained results, and put them at decision makers' disposal. Furthermore, increasing the competitive intelligence accelerates exchanging the data, information, knowledge, and it improves the efficacy of thinking and decision making. Competitive intelligence resembles a radar which detects new opportunities, warnings, and threats. Similarly, competitive intelligence enables the company managers to identify their milieu precipitately. An intelligent organization perceives the competitors' strategy, learns from their success and failure, and creates the opportunity for the managers to make the strategic decisions more systematically and consciously (Rezaian & Lashkar Boluki, 2010). This research

aimed at considering the impacts of organizational culture and knowledge management upon managers' competitive intelligence. Based on the results of the research, organizational culture influences knowledge management. The acquired result verifies the results of the previous studies performed by DeLong Vafahi, Sherven Lawson, Abbasi, and Moghaddar. We came to the conclusion that knowledge management variable mediates between organizational culture and competitive intelligence, which indirectly acknowledges the results of the researches by Tawn Lew and Haghghat Monfared. Another result obtained from the research is that competitive intelligence of the private banks managers is more than the state banks managers'. In fact, the result was anticipatable, which approves the result of the researches by Kimasi. Finally, it was unraveled that club culture and market culture make the strongest impact upon competitive intelligence.

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