

# Proposing a Hybrid Model for Prioritizing Risk Management Factors Affecting Investment in Bank Using AHP-SEM Integration

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## **Abstract:**

Investment plays a pivotal role in economic growth and sustainable development, with the banking sector serving as a key financial intermediary in mobilizing and allocating financial resources. In competitive and volatile economic environments, effective risk management significantly influences banks' ability to attract and retain investment. This study aims to develop and validate a hybrid model for prioritizing risk management factors affecting investment in the banking sector, with a focus on Bank Saderat Iran. The research integrates Multi-Criteria Decision-Making (MCDM) techniques and structural analysis to identify and rank critical risk determinants. The Analytic Hierarchy Process (AHP) is employed to prioritize risk factors based on expert judgments, while Structural Equation Modeling (SEM) using SPSS is applied to examine the structural relationships among latent variables. The findings highlight that both internal factors—such as credit risk, liquidity risk, capital adequacy, and operational efficiency—and external macroeconomic variables significantly influence investment attraction. The results provide practical implications for banking managers and policymakers to enhance financial stability, improve risk mitigation strategies, and strengthen competitive positioning in the financial market.

**Keywords:** : Banking, Risk Management, Investment, Multi-Criteria Decision Making, Factor Prioritization, SPSS, AHP, SEM

## **Introduction**

Investment has consistently been regarded as a central determinant of economic expansion and sustainable development. Within economic theory, it refers to the allocation of financial and material resources toward the establishment or enhancement of productive capacity. Beyond stimulating output, employment, and efficiency, investment contributes significantly to long-term improvements in societal welfare. Nevertheless, its effectiveness is contingent upon the existence of a stable, transparent, and well-functioning institutional framework. Such an environment depends heavily on competent financial institutions capable of mobilizing savings and allocating capital efficiently. The banking sector represents a fundamental pillar of the international financial architecture. By operating as financial intermediaries, banks facilitate global trade and cross-border capital movements. In fulfilling this role, they may also transmit financial shocks and uncertainties from developed economies to emerging markets, as highlighted by Cardarelli et al. (2011). Given that banks rely primarily on customer deposits as their main funding source and operate with profit-maximization objectives, depositor preferences and behavioral patterns exert a direct influence on deposit volumes (Mitchell, 2014). Recent global economic trends reveal heightened investment-related pressures in emerging economies. Furthermore, financial distress following economic downturns has significantly weakened banking performance worldwide (Hüpkens et al., 2015). Mobilizing financial resources has therefore become a strategic priority for banking institutions, serving as both a determinant of service quality and a measure of operational sustainability. It is widely recognized as a key performance indicator within the banking industry. As noted by Bahrami and Aslani, bank deposits comprise a considerable portion of national savings and substantially influence macroeconomic outcomes. From a broader perspective, investment attraction—particularly in institutions such as Bank Saderat Iran—is shaped by macroeconomic variables. Economic stability, societal trust, and positive expectations regarding national economic prospects significantly affect investment decisions. Key indicators including inflation, unemployment, GDP growth, exchange rate dynamics, and oil price fluctuations critically determine the investment climate (Kalantari, 2011). Unfavorable trends in these variables may discourage deposit growth, whereas stability fosters stronger financial positioning. Banks, as integral actors within the monetary system, perform the essential function of reallocating surplus funds from savers to deficit units through deposit mobilization and credit distribution. Because banking operations are embedded within the broader economic environment, macroeconomic volatility can profoundly influence institutional performance. Contemporary expectations extend beyond traditional intermediation; banks are also expected to support socio-economic development objectives (Karimi, 2015). Consequently, innovation in financial services, adoption of financial technologies, enhanced transparency, and sound corporate governance practices have become decisive factors in strengthening investor confidence. In increasingly competitive developing markets, state-owned banks encounter substantial rivalry from private banks and non-bank financial institutions. With customers enjoying diversified investment options, banks must implement innovative and customer-oriented

strategies to maintain competitiveness. Tools such as internal marketing and strategic branding have thus gained prominence (Keshavarz Haddad, 2004). Simultaneously, banks face multifaceted risks inherent in their complex operations. These risks may be classified as internal (non-systematic)—including credit, liquidity, operational, and structural risks—or external (systematic), arising from macroeconomic and regulatory environments beyond managerial control (Najmabadi, 2002). Risk, broadly defined as the possibility of deviation from anticipated outcomes, necessitates structured risk management approaches (Nasrollah, 2005). Effective risk management frameworks incorporate governance systems and analytical models designed to support informed decision-making and financial stability (Karen, 2005). Accordingly, investment in Bank Saderat Iran is expected to improve when operational efficiency increases, transparency strengthens, capital adequacy is reinforced, and risk governance mechanisms are enhanced. Deposit mobilization ultimately depends on both internal managerial competencies and external environmental conditions. In Iran's banking system, household deposits constitute the primary funding base. However, competition among banks and macroeconomic instability—alongside inconsistent interest rate policies—have encouraged capital shifts toward alternative markets such as foreign exchange, gold, and real estate (Ebrahimi, 2010).

### **Theoretical Foundations:**

Investment constitutes one of the principal variables in macroeconomic analysis and serves as a fundamental catalyst for economic growth and long-term development. Its magnitude and effectiveness are shaped by numerous determinants, including monetary and fiscal policy frameworks, political stability, and structural characteristics of the economy. Despite methodological differences among economic schools, capital accumulation is universally acknowledged as a primary driver of development (Gharehbaghian, 1993). From a legal and institutional standpoint, banks are defined as financial entities entrusted with mobilizing and allocating credit resources while conducting diverse financial operations such as foreign exchange transactions, fund transfers, documentary collections, dividend distribution, debt settlement, safekeeping of valuables, custody of securities, and fiduciary services (Bekish, 2012). Although commonly understood in everyday usage, the concept of a bank requires a precise definition to clarify its operational structure. Under Article 1 of the Banking Act of 1955 and Article 58 of the Monetary and Banking Act of 1960 in Iran, a bank is characterized as a joint-stock company established pursuant to commercial law and authorized to undertake banking activities. While the 1972 Monetary and Banking Act does not explicitly redefine banks, it subjects their establishment and functioning to regulatory oversight. From a managerial perspective, banks operate as profit-seeking financial institutions that collect deposits and employ shareholder capital to generate returns through lending activities and the provision of financial services (Masoudi, 2007). Traditionally, their core functions have involved deposit mobilization and credit extension to creditworthy individuals and enterprises. Contemporary banking, however, extends beyond these intermediation activities to include securities trading, foreign exchange operations, short-

term investments, gold and currency transactions, safekeeping services, and the issuance of guarantees. Within Iran's banking framework, activities are conducted in accordance with Islamic (interest-free) principles. On the liabilities side, pursuant to Article 3 of the Islamic Banking Act, banks mobilize funds through Qard al-Hasanah deposits and term investment deposits. On the assets side, resource allocation is conducted through Sharia-compliant financing contracts, including participatory arrangements such as Mudarabah and Musharakah, exchange-based contracts such as installment sales, leasing, Salam, debt purchase, Ju'alah, and direct investment mechanisms. Resource mobilization has historically been central to banking operations. Through financial intermediation, banks channel surplus funds from depositors to deficit units within the economy. Structural shifts in the global economic landscape have, however, necessitated service diversification and financial innovation. Modern banking has consequently expanded into investment banking, insurance-related services, housing finance, and production financing, thereby creating additional non-interest revenue streams (Zaribaf, 2003). Efficient mobilization and allocation of financial resources remain critical challenges in monetary systems. Effective intermediation enhances productivity, lowers production costs, promotes employment, and stimulates growth, whereas inefficiencies result in resource misallocation and economic stagnation (Ramezani, 2006).

- **Risk Management in Banking:**

Risk management comprises a systematic framework designed to identify, measure, monitor, and control potential adverse events within organizations. Its principal aim is to reduce uncertainty, limit financial losses, and exploit potential opportunities. In the banking sector, risk management is of paramount importance because banks are inherently exposed to diverse risks, including credit, liquidity, operational, and market risks. From a scientific perspective, it involves a structured sequence of risk identification, assessment, evaluation, and the implementation of strategies for mitigation, transfer, or acceptance to minimize negative outcomes.

- **Types of Banking Risks:**

Risk is embedded in all banking activities, and ineffective management can undermine financial performance and institutional stability. Banking risks are broadly classified into financial, operational, business, and event-related categories (Khoshsima & Shahiki-Tash, 2012). Given their systemic importance, banks must establish robust risk governance systems.

1. **Financial Risk**

Financial risk represents a composite of interconnected exposures that collectively heighten a bank's vulnerability. For example, deterioration in credit quality may generate liquidity pressures if borrowers default, thereby affecting funding stability.

2. **Credit Risk**



Credit risk emerges when borrowers fail or refuse to fulfill their financial commitments. It encompasses delayed payments, partial recovery, or total default. Both internal deficiencies—such as weak credit appraisal systems—and external macroeconomic shocks—such as recessions—intensify credit exposure. Effective mitigation requires sound credit evaluation models, prudent lending policies, and adequate collateral (George & Parker, 1995). Metrics such as the non-performing loan (NPL) ratio and the loan-to-deposit ratio are commonly applied. Lower credit risk contributes to enhanced stability and profitability (Sarmiento & Galan, 2014).

### 3. Market Risk

Market risk arises from volatility in economic variables such as interest rates, exchange rates, equity prices, and commodity values. These fluctuations affect both on-balance-sheet and off-balance-sheet positions, potentially diminishing capital adequacy and profitability (Wen Shou, 2009).

### 4. Operational Risk

Operational risk refers to losses resulting from failures in internal processes, human error, system breakdowns, fraud, or external disruptions. It includes procedural weaknesses and technological vulnerabilities, including cybersecurity risks (Taghavi, 2010).

### 5. Business and Event Risks

Business risk, often linked to country risk, stems from macroeconomic and regulatory environments. Event risk includes unforeseen external shocks such as political instability, systemic crises, or force majeure events.

### 6. Liquidity Risk

Liquidity risk occurs when a bank lacks sufficient liquid assets to meet short-term obligations. Key indicators include liquid assets-to-total assets and depositor concentration ratios. Effective liquidity management balances solvency with profitability (Ahmadpour, 2008).

### 7. Capital Adequacy

Capital adequacy is a critical prudential measure that absorbs unexpected losses and protects stakeholders (Jorion, 2006). Strong capitalization enhances resilience, whereas insufficient capital may contribute to systemic instability (Asayesh, 2015). Post-2008 reforms, particularly Basel III, strengthened capital and liquidity standards, directly affecting efficiency and profitability (Sarmiento & Galan, 2014). In complex financial environments, tools such as the Analytic Hierarchy Process (AHP) support structured prioritization of multidimensional risks (Brunelli, 2014).

Zomordian et al. (2015) evaluated four principal Iranian asset markets—stocks, housing, foreign exchange, and gold—by applying the Value at Risk (VaR) metric to quantify investment risk and determine capital safety levels. Using monthly observations from 2002 to 2013, the study implemented the TOPSIS multi-criteria decision-making approach. The results demonstrated that equities carried the greatest risk and, accordingly, offered the lowest degree of capital security. Investor preferences differed by risk profile: risk-averse and risk-neutral individuals favored housing and gold, whereas risk-tolerant investors primarily selected equities, with housing as a secondary option. Hemati and Mohibinejad (2007) explored fluctuations in credit risk among Iranian banks between 1999 and 2006 through ANOVA analysis. Their findings indicated that variations in credit risk were largely driven by macroeconomic dynamics rather than bank-specific disparities. Specifically, GDP levels and inflation exhibited negative relationships with credit risk, while GDP growth, imports, lagged credit risk, and loan expansion showed positive associations.

### **Review of the Literature:**

Rahmani and Heydari (2006) analyzed determinants of the capital adequacy ratio (CAR) in Iranian banks from 2000 to 2005 using regression techniques. Examining credit risk, profitability, bank size, and the deposit-to-loan ratio, they found statistically significant relationships across all variables. Profitability positively influenced CAR, whereas credit risk, size, and the deposit-to-loan ratio had negative effects. At the international level, Sharman and Sulaiman (2019) applied AHP and fuzzy TOPSIS to assess deposit mobilization and investment attraction in Bangladeshi banks. Their findings highlighted the importance of geographic positioning, institutional scale, and service diversification. Similarly, Yang and Wu (2020), analyzing Chinese banks between 2005 and 2019 with AHP, identified competition intensity, service quality, deposit mobilization capacity, excessive liquidity growth, speculative capital inflows, and managerial corruption as key determinants undermining investor confidence. Rivera-Batiz and Rivera-Batiz (1990) theoretically demonstrated that foreign direct investment in small open economies generates both direct employment and indirect service-sector expansion. Al-Samadi and Ahmad (2010), examining Jordanian banks through panel data, found negative and significant relationships between credit risk and economic growth, inflation, loan growth, and bank size. Mismán et al. (2015) showed that weaker financing quality in Malaysian Islamic banks increases non-performing financing, while stronger regulatory capital reduces credit risk. Umutola Awojobi and Amel (2011) identified positive effects of economic growth, liquidity, size, and market risk on capital ratios in Nigerian banks, while inflation and credit risk negatively influenced risk management performance. Lee (2003) found that larger banks during the Asian financial crisis exhibited lower NPL ratios and improved credit quality. Finally, Mikhail et al. (2022) emphasized that safeguarding investment environments is crucial for economic resilience in Russia amid external pressures.

## Methodology:

This study employed a mixed-method approach combining qualitative and quantitative techniques to identify and prioritize factors affecting investment attraction in Bank Saderat Iran. In the qualitative phase, semi-structured interviews were conducted with 10 senior bank managers to extract key influencing factors, which were analyzed using content analysis in MAXQDA software. In the quantitative phase, a questionnaire based on a 5-point Likert scale was distributed among 200 bank employees and managers, selected through stratified random sampling. The Analytic Hierarchy Process (AHP) was applied using Expert Choice software to prioritize the identified factors and calculate their relative weights, while Structural Equation Modeling (SEM) was performed using AMOS software to examine the causal relationships among latent variables and test the research hypotheses. Data analysis also included descriptive statistics, Cronbach's alpha for reliability assessment (with all values above 0.70), and the Kolmogorov-Smirnov test for normality, which confirmed the suitability of parametric tests. This integrated methodological framework enabled comprehensive identification, prioritization, and validation of the factors influencing investment attraction in the banking sector.

- Main Hypotheses

H<sub>1</sub>: Intra-organizational factors have a positive and significant effect on investment in Bank Saderat Iran.

H<sub>2</sub>: Banking risks have a negative and significant effect on investment in Bank Saderat Iran.

H<sub>3</sub>: Macroeconomic factors have a significant effect on investment in Bank Saderat Iran.

- Sub-Hypotheses (Dimensions of Intra-Organizational Factors)

H<sub>1-1</sub>: Capital adequacy has a positive and significant effect on investment in Bank Saderat Iran.

H<sub>1-2</sub>: Bank liquidity has a positive and significant effect on investment in Bank Saderat Iran.

H<sub>1-3</sub>: Asset quality has a positive and significant effect on investment in Bank Saderat Iran.

H<sub>1-4</sub>: Bank profitability has a positive and significant effect on investment in Bank Saderat Iran.

H<sub>1-5</sub>: Financial transparency has a positive and significant effect on investment in Bank Saderat Iran.

H<sub>1-6</sub>: Innovation in banking services has a positive and significant effect on investment in Bank Saderat Iran.

H<sub>1-7</sub>: Public trust has a positive and significant effect on investment in Bank Saderat Iran.

H<sub>1-8</sub>: Bank competitiveness has a positive and significant effect on investment in Bank Saderat Iran.

- Sub-Hypotheses (Dimensions of Banking Risks)

H<sub>2-1</sub>: Credit risk has a negative and significant effect on investment in Bank Saderat Iran.

H<sub>2-2</sub>: Liquidity risk has a negative and significant effect on investment in Bank Saderat Iran.

H<sub>2-3</sub>: Market risk has a negative and significant effect on investment in Bank Saderat Iran.

H<sub>2-4</sub>: Operational risk has a negative and significant effect on investment in Bank Saderat Iran.

H<sub>2-5</sub>: Exchange rate risk has a negative and significant effect on investment in Bank Saderat Iran.

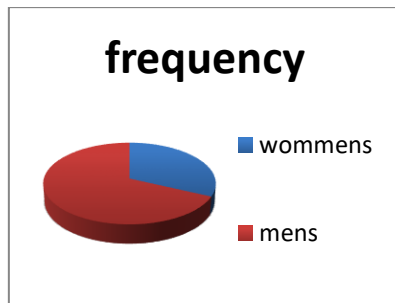
H<sub>2-6</sub>: Interest rate risk has a negative and significant effect on investment in Bank Saderat Iran.

H<sub>2-7</sub>: Effective risk management has a positive and significant effect on investment in Bank Saderat Iran.

- Demographic Characteristics of Respondents and Level Education:

According to the presented table, out of a total of 200 respondents, 136 individuals (68 percent) were women and 64 individuals (32 percent) were men. This distribution indicates a more prominent presence of women in the research statistical sample and could reflect the gender composition of Bank Saderat Iran's employees and managers or women's greater willingness to participate in this study. Regarding education level, the highest frequency belongs to the "Other" category with 66 individuals (33 percent), which likely includes high school diploma, associate degree, or other qualifications. Following this, Bachelor's degree with 54 individuals (27 percent), PhD with 43 individuals (21.5 percent), and Master's degree with 37 individuals (18.5 percent) are in the subsequent ranks.





AD	frequency	Percent
B.A	54	27%
Master	37	18.5%
Phd	43	21.5%
Total	200	100%

Sex	Frequency	Percent
M	64	32%
W	136	68%
Total	200	100%

- Descriptive Statistic of Research Variable:

According to the presented table, the mean values for the three main research variables have been calculated. Variable H1 with a mean of 3.82 and a standard deviation of 0.78 indicates that the respondents' perspective on this variable is above average (above 3), and the dispersion of opinions is relatively low. Variable H2 with a mean of 4.12 and a standard deviation of 0.82 has the highest mean among the variables, indicating a more positive evaluation by respondents towards this variable, although its higher standard deviation suggests greater dispersion of opinions. Variable H3 with a mean of 3.95 and a standard deviation of 0.69 has the lowest standard deviation, indicating greater consensus among respondents regarding this variable. In the reliability section, the Cronbach's alpha values for all three variables are at a desirable and acceptable level. Given that all Cronbach's alpha values are above 0.70, the reliability of the questionnaire for measuring each of the variables is confirmed. This means that the items designed to measure each variable have appropriate internal consistency, and the research instrument has the necessary reliability for measuring the variables. Overall, the status of all three variables in terms of mean and reliability is evaluated at a "good" level.

variable	Cronbach alpha	Interpretation
H2	0.88	Good
H3	0.81	Good
H1	0.85	Good

Variable	mean	Std.deviation
H1	3.82	0.78
H2	4.12	0.82
H3	3.95	0.69

- Normality Test of Data:

Based on the presented table, the results of the Kolmogorov-Smirnov test for examining the normality of the data distribution for the three main research variables indicate that all three variables follow a normal distribution. Variable H1 with a statistic of 0.087 and a significance level of 0.152 (greater than 0.05), variable H2 with a statistic of 0.076 and a significance level of 0.118 (greater than 0.05), and variable H3 with a statistic of 0.082 and a significance level of 0.085 (greater than 0.05) are all within the range of accepting the normality assumption. Although the significance level of variable H3 at 0.085 is closer to the 0.05 threshold, it is still above the critical limit like the other two variables, and the normality assumption of the data is not rejected. Therefore, given the normal distribution of all three variables, parametric tests such as Pearson correlation, analysis of variance, and structural

Variable	K-S	Sig(P-value)
H1	0.087	0.152
H2	0.076	0.118
H3	0.082	0.085

equation modeling with the maximum likelihood (ML) method can be used for complementary analyses.

- Pairwise Comparison:

The pairwise comparison matrix shows that in the judgment of experts, internal organizational factors are more important than the other two criteria; such that this criterion received a value of 3 compared to macroeconomic factors and a value of 2 compared to banking risks. Also, banking risks have a value of 2 compared to macroeconomic factors, indicating the medium priority of these criteria, and macroeconomic factors with the lowest values (1/3 and 1/2) are placed in the lowest priority. Based on the first table, the main research criteria in order of importance include internal organizational factors with a weight of 0.54 in the first rank, banking risks with a weight of 0.297 in the second rank, and macroeconomic factors with a weight of 0.163 in the third rank. This prioritization indicates that the characteristics and internal performance of Bank Saderat Iran play the most important role in attracting investment, followed by the bank's ability to manage risks, and finally macroeconomic conditions are determining factors. Among internal organizational factors, public trust with a weight of 0.285 has the highest priority, followed by financial transparency with a weight of 0.202 and capital adequacy with a weight of 0.145. In the banking risks section, effective risk management with a weight of 0.376 is the most important sub-criterion, with credit risk at 0.223 and liquidity risk at 0.141 in subsequent ranks. The model's consistency indices indicate the high validity of judgments in the pairwise comparison matrices. The maximum eigenvalue ( $\lambda_{max}$ ) is calculated as 3.009, and its proximity to the number of criteria (3) indicates desirable consistency. The inconsistency index (CI) is 0.0045 and the consistency ratio (CR) is 0.008, which is much lower than the allowable threshold of 0.10. These values confirm that the judgments made in the pairwise comparison of criteria have the necessary coherence and consistency, and the prioritization results have high reliability. In summary, the designed AHP model with calculated weights and desirable consistency indices provides a valid framework for prioritizing factors affecting investment in Bank Saderat Iran.

Variable	Weight	Rank
H1	0.54	1
H2	0.297	2
H3	0.163	3

Fit indices	Value
Max	3.009
CI	0.0045
RI(n=3)	0.58
CR	0.008

Variable	weight	Rank
H1-1	0.285	1
H1-2	0.202	2
H1-3	0.145	3
H1-4	0.098	4
H1-5	0.092	5
H1-6	0.078	6
H1-7	0.058	7
H1-8	0.042	8

variable	wieght	rank
H2-1	0.376	1
H2-2	0.223	2
H2-3	0.141	3
H2-4	0.082	4
H2-5	0.082	5
H2-6	0.048	6
H2-7	0.048	7

Cate gory	H1	H2	H3	H1- 1	H1- 2	H1- 3	H1- 4	H1- 5	H1- 6	H1- 7	H1- 8	H2- 1	H2- 2	H2- 3	H2- 4	H2- 5	H2- 6	H2- 7
H1	1	1/3	1/2															
H2	3	1	2															
H3	2	1/2	1															
H1-1				1	2	2	3	1/2	3	1/3	3							
H1-2				1/2	1	1/2	2	1/3	2	1/4	2							
H1-3				1/2	2	1	2	1/3	3	1/4	2							
H1-4				1/3	1/2	1/2	1	1/4	2	1/5	2							
H1-5				2	3	3	4	1	4	1/2	4							
H1-6				1/3	1/2	1/3	1/2	1/4	1	1/5	1							
H1-7				3	4	4	5	2	5	1	5							
H1-8				1/3	1/2	1/2	1/2	1/4	1	1/5	1							
H2-1												1	2	3	4	3	4	1/2
H2-2												1/2	1	2	3	2	3	1/3
H2-3												1/3	1/2	1	2	1	2	1/4
H2-4												1/4	1/3	1/2	1	1/2	1	1/5
H2-5												1/3	1/2	1	2	1	2	1/4
H2-6												1/4	1/3	1/2	1	1/2	1	1/5
H2-7												2	1	4	5	4	5	1

• Overall Model Fit Indices:

Based on the presented table, all model fit indices are within the desirable and acceptable range. The chi-square to degrees of freedom ratio ( $\chi^2/df = 2.34$ ) is less than the acceptable threshold of 3, indicating a good model fit. The RMSEA index is 0.052, which is below the acceptable threshold of 0.08, indicating a reasonable error of approximation and model desirability. Additionally, comparative fit indices such as CFI with a value of 0.94, TLI with a value of 0.92, and GFI with a value of 0.91 are all above the minimum desirable threshold of 0.90, confirming excellent model fit. These results indicate that the structural model designed to explain the factors influencing investment in Bank Saderat Iran has a good fit, and the collected data are fully consistent with the theoretical framework of the research. Therefore, the proposed model has sufficient validity for hypothesis testing and drawing conclusions.

Index	Value	Ac	Resalt
Chi-square/df	2.34	<3	Good
RMSEA	0.052	>0.08	Good
CFI	0.94	<0.90	Good
TLI	0.92	<0.90	Good
GFI	0.91	<0.90	Good

- Path coefficients of the model:

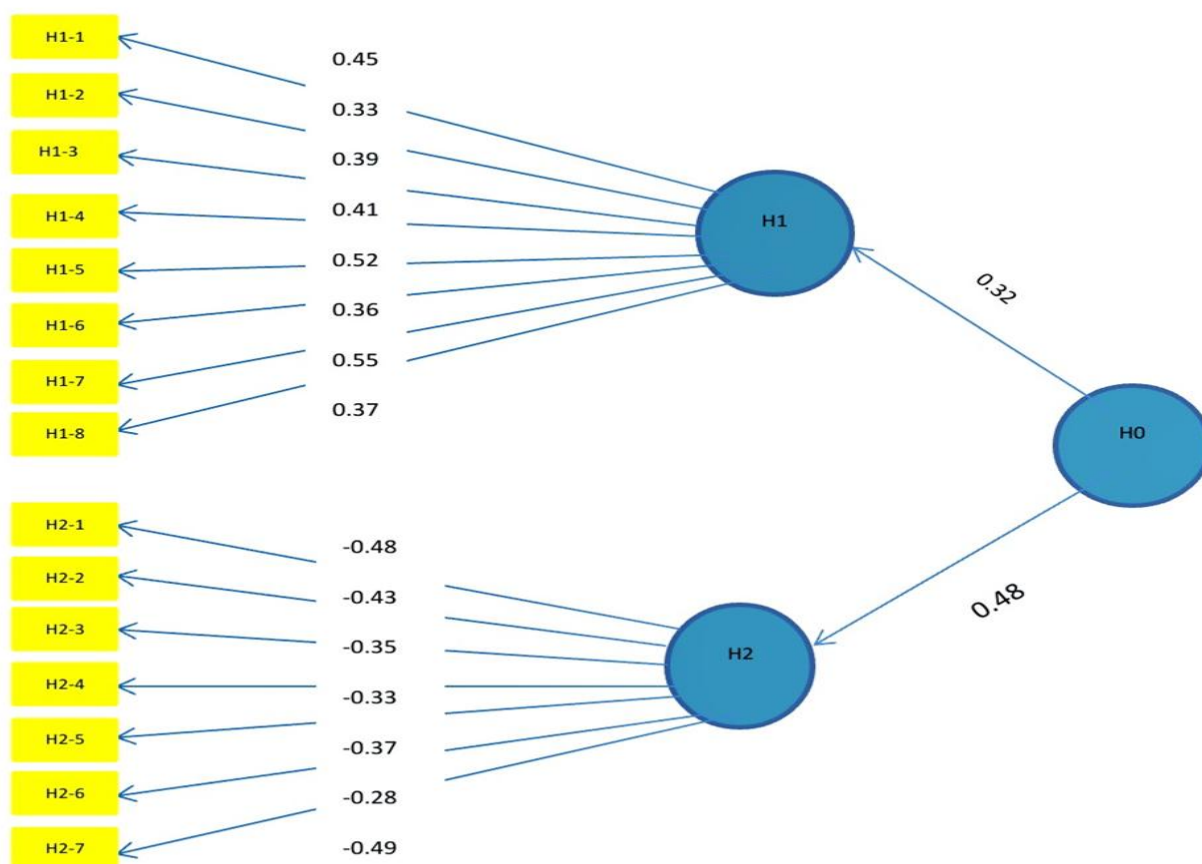
Based on the presented table, all research hypotheses have been confirmed at the 99.9% confidence level ( $P < 0.001$ ). Among the main hypotheses, risk management with a coefficient of 0.48 and t-statistic of 13.76 has the strongest positive impact on investment, followed by internal organizational factors with a coefficient of 0.32 and t-statistic of 7.91. Among the dimensions of internal organizational factors, public trust with a coefficient of 0.55 ( $t = 6.21$ ) and financial transparency with a coefficient of 0.52 ( $t = 5.98$ ) have the greatest impact, indicating that investors pay attention to the bank's trustworthiness and transparency more than anything else. Capital adequacy with a coefficient of 0.45 and profitability with a coefficient of 0.41 are in the subsequent ranks. In the banking risks section, all coefficients are negative, indicating an inverse relationship between these risks and investment. Effective risk management with a coefficient of -0.49 ( $t = 15.65$ ) has the strongest negative impact, followed by credit risk with a coefficient of -0.48 ( $t = 5.21$ ) and liquidity risk with a coefficient of -0.43 ( $t = 4.42$ ). These findings emphasize that an increase in any of the banking risks, especially weakness in risk management and increase in non-performing loans, leads to a significant decrease in investment in Bank Saderat Iran. In summary, the model shows that focusing on strengthening public trust, financial transparency, and credit risk management are the priority strategies for attracting investment.



Q	Path	B	t-value	P-value	Result
H1	Investment → Internal organizational	0.32	7.91	<0.001	Good
H2	Investment → risk management	0.48	13.76	<0.001	Good
H1-1	Internal organizational → capital adequacy	0.45	5.21	<0.001	Good
H1-2	Internal organizational → bank liquidity	0.33	4.12	<0.001	Good
H1-3	Internal organizational → asset quality	0.39	4.89	<0.001	Good
H1-4	Internal organizational → bank profitability	0.41	5.02	<0.001	Good
H1-5	Internal organizational → financial transparency	0.52	5.98	<0.001	Good
H1-6	Internal organizational → innovation	0.36	6.21	<0.001	Good
H1-7	Internal organizational → public trust	0.55	4.78	<0.001	Good
H1-8	Internal organizational → competitiveness	0.37	-5.72	0.001>	Good
H2-1	risk → credit	-0.48	-5.21	0.001>	Good
H2-2	risk → liquidity	-0.43	-4.42	0.001>	Good
H2-3	risk → market	-0.35	-4.18	0.001>	Good
H2-4	risk → operational	-0.33	-4.52	0.001>	Good
H2-5	risk → exchange rate	-0.37	5.89	0.001>	Good
H2-6	risk → interest rate	-0.28	-5.74	0.001>	Good
H2-7	risk → effective risk management	-0.49	15.65	0.001>	Good

- Steuctural Model (SEM):

To test the research hypotheses, Structural Equation Modeling (SEM) was employed. Structural equation modeling represents a specific causal framework that defines relationships among a set of latent (unobservable) constructs. An SEM model consists of two main components: (1) the structural model, which specifies the causal relationships among latent variables, and (2) the measurement model, which defines the relationships between latent variables and their observed indicators. Through SEM, it is possible to simultaneously examine the interrelationships among latent constructs as well as the measurement structure of each construct through its corresponding observed variables. Multivariate theoretical models cannot be adequately evaluated using simple bivariate approaches that assess only the relationship between a single independent variable and a single dependent variable at a time. Instead, multivariate analysis refers to a set of analytical techniques characterized by the simultaneous examination of multiple independent variables (K) and multiple dependent variables (n).



## Results Discussion and Conclusions:

This study aimed to identify the key factors affecting investment attraction in Bank Saderat Iran and to examine the role of risk management and bank efficiency. The findings indicate that capital mobilization in banks is influenced by a combination of internal and external factors. Internal factors include the quality of banking services, financial technologies, transparency of processes, capital adequacy, and risk management, while external factors relate to macroeconomic conditions such as inflation rate, economic growth, exchange rates, economic stability, and public trust. Additionally, competition between state-owned and private banks significantly affects investors' willingness to deposit funds. Based on the analysis, the prioritization of factors shows that transparency and the bank's ability to manage risks are among the most critical drivers of investor confidence and decision-making. Moreover, capital adequacy and the adoption of modern financial tools play a significant role in enhancing efficiency and attracting resources. Based on these findings, several practical recommendations can be proposed to enhance the bank's performance and attract further investments.

- Enhancing Risk Management:

Banks should employ advanced risk management systems to minimize credit, liquidity, and operational risks. Improving Transparency and Financial Technology: Implementing modern banking technologies and clarifying financial processes can strengthen investor trust. Strengthening Internal Marketing: Developing customer-centric services and effective marketing strategies can help state-owned banks maintain their market share against private competitors. Monitoring Macroeconomic Factors: Banks can mitigate the adverse effects of macroeconomic conditions on resource mobilization by closely monitoring economic indicators and adopting appropriate strategies. Utilizing Multi-Criteria Decision-Making Tools: Methods such as AHP and hierarchical analysis can be effective in prioritizing influential factors and improving managerial decision-making. Overall, the success of Bank Saderat in attracting investment depends on its ability to integrate risk management, financial innovation, and responsiveness to investor needs, which can provide a foundation for sustainable development and enhance the efficiency of the banking system in Iran.

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