

The role of the project resource planning system in strengthening the strategic planning process

hakeem khalill Ibrahim ¹ , Mohammed Abed Salih ² , Muthanna Firas Ibraheem ³

Abstract

The aim of the research is to define the role and impact of the ERP system (communication, selection of systems package, support to senior management, training, organization management for application) in the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice) in an oil company The North through a field study and the diversity of their administrative levels. The research has been applied to the sample consisting of (83) people from different departments in the organization by relying on the questionnaire as a main tool for collecting data and information. ERP Enhancing the strategic planning process in the researched organization as well as having a significant impact relationship between the ERP system ERP Enhancing the strategic planning process in the researched organization, so the research recommends the need to adopt the two themes of the ERP system in strengthening the strategic planning process as a dominant culture in the manufacturing process being Long-term profitable source.

Keywords: ERP system, strategic planning process

I. Introduction

The ERP system is one of the modern and information systems which through its application the organization can improve the quality of its products, reduce production costs and be the first in the market and the fastest in responding to the needs, desires and needs of customers. and competition within the market, so that these systems have become the main driver of profit, Therefore, having the appropriate technology became very important for its direct association with all activities, as the ERP system provides integration between all activities, which is the basis for the application of information technology, and through the participatory mechanism provided by the system.

The decision-maker can obtain the Information and data for the various departments easily and conveniently, while providing the appropriate accuracy and timing, and this facilitates the work of the organization as it is now possible for workers with the push of a button to obtain information and direct the work, scheduling and rescheduling it with work in line with other departments in the organization while avoiding the inconsistency

¹ university of anbar , hakeem.khalill@uoanbar.edu.iq , 009647827224078 .

² university of Anbar , College of Engineering , abed84@uoanbar.edu.iq , 009647816877912 .

³ university of anbar , muthannafiras86@uoanbar.edu.iq , 009647817443566 .

that occurs due to the paperwork in spite of what The application of the system involves high costs and risks, but the advantages outweigh these risks. (Al-Taweel and Tawfiq, 2013)

Many international and Arab companies have applied in general because of the great benefits that they have touched. Hewlett-Packard's computer systems manufacturing and distribution company in Europe has achieved after the application of the system many benefits, as it improved its operations in reducing delivery time to 95%, reducing cycle time by 80%, reducing inventory by 30%, and reducing distribution costs to 70%. (Al-Jalili, 2013) .The success and failure of organizations depends on the extent to which their managers possess administrative skills, including strategic planning, where some studies have indicated that organizations that use strategic planning are more successful and effective than those that do not use them. Crises have become an essential feature of contemporary organizations in the third millennium In the dynamic environment, and every non-organization has become the impact of crises and consequently increased interest in strategic planning as a method in facing crises and adapting to sudden and unpredictable changes. So strategic planning to face crises means that organizations are using It served a way to discover its future opportunities and avoid risks and crises at the organizational and country level.

The ERP system can be integrated with its components (communication, systems package selection, senior management support, training, organization management for implementation) and the strategic planning process (vision, mission, strategic goals, strategic analysis, strategic choice) to maintain the organization's high performance and provide information necessary for the success of the organization's work and making it more compatible with the external environment to achieve the highest profits and provide the best services to clients. Hence this study came to analyze the benefits of applying the system in the Iraqi environment.

First: research methodology

Second: the theoretical framework for research

Third: The practical framework for the research

Fourth: Conclusions and proposals

II. Research methodology:

The Research problem

The main problem of the research is the weak technological and information capabilities in industrial organizations to use and introduce industrial philosophies and modern information technology that enables them to face international competition so that they can enhance their competitive position in the local and global markets , penetrate foreign markets and achieve optimal investment for their various resources and achieve integration between its various parts efficiently and effectively. In light of the business environment that has become more dynamic and competitive, one of these applications is the ERP system which has spread in international organizations.

Strategic management is considered one of the important advanced departments in the field of organization management, as it requires an integrated and comprehensive background on the principles of

management, its dimensions and functions, the foundations and activities of organizations. Strategic management is only conceiving the future visions of the organization, then drawing its mission and determining its goals in the long run, and defining the relations between it and its environment, with the aim of making strategic decisions affecting the long term, reviewing and evaluating them. In light of this, strategic planning has become an important dimension in monitoring the future of organizations, and forecasting the challenges that they may face and which negatively affect their production efficiency according to the type of service they provide.

The research problem can be identified by raising the following questions:

1. What is the nature of the ERP system and the strategic planning process and what are the practical details associated with it?
2. What is the level of ownership of the researched organization has a clear vision and vision about the two research variables (ERP system and strategic planning process) and the extent to which these strategic concepts are applied?
3. To what extent the adoption of the ERP system can be considered a necessary contribution to strengthening the strategic planning process system?
4. What is the nature and type of link and impact relationships between the ERP system and the strategic planning process in the organization in question?

The research importance:

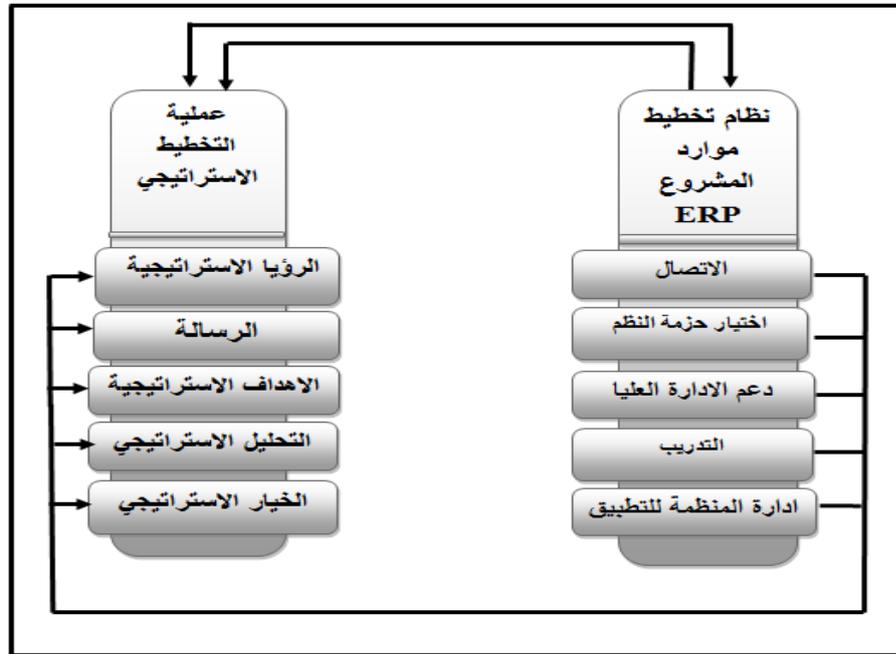
Elements of the importance of the research emerge through the number of contents related to the subject of the research itself, in its applied field and its increasingly important effects at the present time. Especially for contemporary organizations, as awareness of the importance of adopting the ERP system as well as the evolution of global awareness of the importance of the strategic planning process. The research also acquires one of its important aspects from the field or sector in which the research was applied. The importance of the research can be summarized as follows:

1. The scarcity of the subject of the project resource planning system has been rarely addressed by many researchers at the local and Arab levels, in addition to not addressing the role of the system in supporting and strengthening the strategic planning process for linkage.
2. The importance of the research emerges through the selection of the research organization (North Oil Company) due to its great role the Iraqi economy on the one hand in addition to its large size and absorption of large numbers of workers from the other side.
3. Dealing with two important topics for organizations in general and researched in particular at the theoretical and practical levels, because they contribute to the continued growth and survival of these organizations.
4. Attempting to demonstrate the importance of the ERP system and the strategic planning process as part of an important task in enhancing the intellectual value of the business on the one hand and enhancing its competitive position on the other.

The default search scheme

The research model was built after defining the research problem, its importance and objectives, and through reviewing the literature on the topic in order to address the research problem towards the pursuit of its goals, where the default model was designed as shown in Figure (1).

Figure 1



The research hypotheses:

In line with the research objectives and a test of the supposed research scheme, it was based on a set of main and sub-hypotheses, and we present them as follows: -

1. The correlation between the ERP system and the strategic planning process.

The first main hypothesis: -

There is a significant correlation between the ERP system and the strategic planning process combined. From this hypothesis, a set of sub-hypotheses arises:

- First: There is a significant correlation between the ERP system and the strategic vision.
- Second: - There is a significant correlation between the ERP system and the message.
- Third: - There is a significant correlation between the ERP system and the strategic objectives.
- Fourth: - There is a significant correlation between the ERP system and strategic analysis.
- Fifth: - There is a significant correlation between the ERP system and the strategic option.

The second main hypothesis: -

There is a significant correlation between the ERP systems alone and the strategic planning process combined. From this hypothesis, a set of sub-hypotheses emerges:

First: There is a significant correlation between communication and the strategic planning process.

Second: There is a significant correlation between the choice of systems package and the strategic planning process.

Third: There is a significant correlation between the support of senior management in the strategic planning process.

Fourth: There is a significant correlation between training and the strategic planning process.

Fifth: - There is a significant correlation between the organization's administrations to implement the strategic planning process.

influence correlation **between the ERP system and the strategic planning process.**

The first main hypothesis: -

There is a significant influence correlation between the ERP system combined and the strategic planning process combined. From this hypothesis, a set of sub-hypotheses emerges:

First: - There is a significant influence correlation between the ERP system and the strategic vision.

Second: - There is a significant influence correlation between the ERP system and the message.

Third: - There is a significant influence relationship between the ERP system and the strategic objectives.

Fourth: - There is a significant effect correlation between the ERP system and strategic analysis.

Fifth: - There is a significant influence correlation between the ERP system and the strategic option.

The second main hypothesis: -

There is a significant influence correlation between the components of the ERP system individually and the strategic planning process combined. From this hypothesis, a set of sub-hypotheses emerges:

First: There is a significant influence correlation between communication and the strategic planning process.

Second: - There is a significant effect correlation between the choice of systems package and the strategic planning process.

Third: - There is a significant influence correlation between supporting the top management and the strategic planning process.

Fourth: - There is a significant impact correlation between training and the strategic planning process.

Fifth: - There is a significant influence correlation between the organization's administration of implementation and the strategic planning process.

Research aims:

The research aims to diagnose the relationship between the ERP system and the strategic planning process. The research objectives can be clarified as follows:

1. Define the management of the research organization in the concept of the ERP system, the process of strategic planning, and the necessity of applying modern information systems to achieve a kind of distinction in the field of work.

2. His contribution is considered modest in introducing the two research variables (ERP system and strategic planning process) in light of presenting the theoretical framework for each of them, in a way that reflects the urgent need for business organizations to think about mechanisms to improve production and administrative processes.

3. Disclosure of the level of interest of the researched organization with the ERP system, as well as revealing its ability to adopt this technology and the extent of the organizations' interest in adopting and applying the strategic planning process.

4. Diagnose the level of implementation of the ERP system and the strategic planning process, and determine the extent of the research organization's proximity to its application.

5. Learn about the nature of the link and impact relationships between the ERP system and the strategic planning process.

Data and information collection methods:

The following methods were used to collect data for research:

1. Using some foreign sources, in addition to periodicals, letters, and foreign university theses that are related to the subject of research from the Internet to cover the theoretical side of the research and support the field side.

2. Questionnaire form: To obtain the data of the individuals in the research sample, as well as defining the role of the ERP system in the strategic planning process, and many sources were relied on in preparing the questionnaire variables, where the phrases related to the ERP system variables were prepared on the source (Ramsy, 2005), (Bhatti, 2005), (Finney & Corbett, 2007), (Sullivan, 2009) (Al-Jalili, 2013), (Shahathit, 2014) and relied on preparing phrases for the strategic planning process on and (Abu Halima , 2013) and (Zu'ibi, 2014) and Likert quintet measure was adopted, as the response range for the questionnaire paragraphs ranged between (1-5) degrees and was For (5.4) level agreement or high class. As for the grades (1,2), it indicates the level of disagreement or the low degree, while the degree (3) represents the neutral or intermediate response that covers the search variables of (60) paragraphs.

3. Statistical methods: The SPSS version 18 was relied on

III. The theoretical framework for research

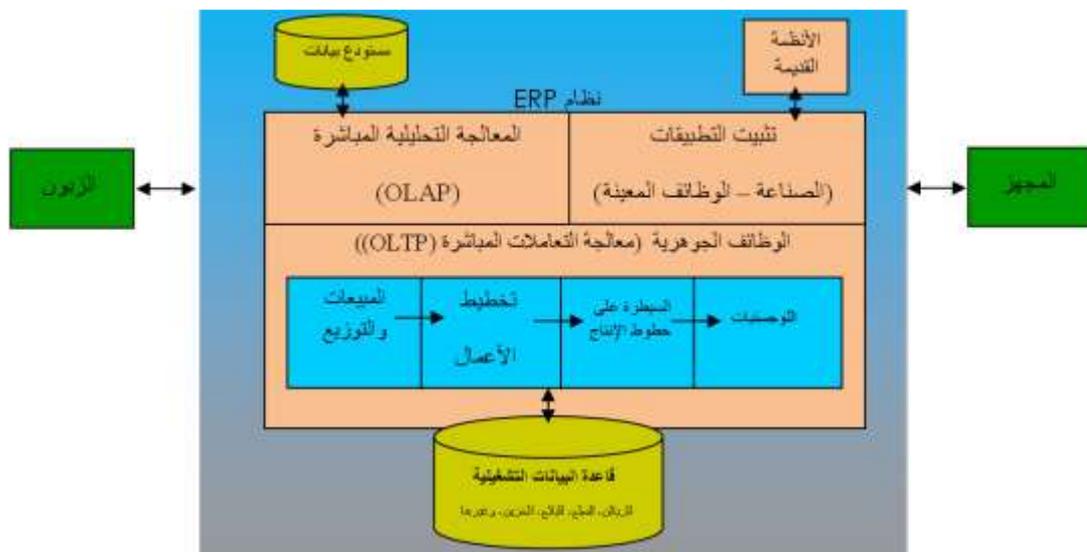
ERP system elements

A. Historical and conceptual approach

Due to the technological development of information technology applications, the ERP system arose as an evolution of its predecessor systems. In the literature on information systems, production and operations, it was emphasized that the ERP system is an evolution of the MRP and ERP systems. (Rowbotham et al, 2007: 275)

In this context, (Arbogast et al, 2008: 2) indicates that the system as a set of coordinated tasks and activities, which can be performed by both individuals and equipment that would lead to achieving a specific organizational goal as it seeks to make business operations more effective, efficient, and capable To adapt to an ever-changing environment. Also (Al-Jalili, 2013: 165) reports that the ERP system is a system that the organization uses to obtain many benefits and maintain an overview of all parts of the organization through a unified database. While (Abdullah & Almudimigh, 2011: 14) shows that it as a system in which information systems software is integrated In a harmonious manner for a number of parts of the organization in a unified database where the system is considered a data store. Figure 2 shows the structure of the project's ERP system.

Figure 2 Structure of the ERP System



Al-Taweel, Akram Ahmed and Younis, Bilal Tawfiq, (2013) distributed databases: ERP system as a model - case study in the textile factory in Mosul, the fifth scientific conference in information technology for the College of Science and Computer, Al-Rafidain Journal of Computer Science and Mathematics, volume (10) No. 1. P. 28

B. Reasons for adopting the system and its benefits

(Galani et al, 2010: 143) believes that the reasons that drive companies to implement the ERP system are technical and business reasons as shown in Table (1).

Technical reasons	Business reasons
1- Solve the Y2K problem 2-Replace disparate systems 3-Software maintenance through outsourcing 4-Remove the redundant data entry 5-Reducing data errors 6-Reducing computer operating costs 7-Application integration across processes	1-Enabling business growth 2 -Improve the efficiency of the system's business operations 3-Reducing business operation and administrative expenses 4-Reducing the costs of transporting storage 5-Eliminate delays and errors related to customers with large orders 6. Standardization of procedures across different sites

Galani ,Despina ,Efthymios Gravas and Antonios Stavropoulos,(2010) ,ERP Benefits and Firm Performance in Greece ,Galani ,Gravas ,Stavropoulos ,143-152.

C. Th. ERP system elements

1. Connect

(Nah & Lau, 2001: 291) presents communication as crucial to implementing the ERP system to know their need, instructions and expectations throughout the organization. Also know the inputs that should be managed to obtain their requirements, comments and reactions and approval, and includes strengthening the official communication of the organization's teams and announcing the progress made in Organization, employees should be selected in advance about the field, objectives, activities, updates and changes that will occur.

2. Choose the systems package

(Finney & Corbett, 2007: 338) believes that caution is required when choosing an ERP package and its compatibility with the systems in the organization, and researchers believe that it should be determined whether this package will be purchased from within the country or from abroad. In this context, one of the Danish production companies adopted the SAP R / 3 system, which is based on the collection and interpretation of duplicate data (Al-Hatalah, 2013: 9).

while (Al-Taweel and Younis, 2013: 33-34) used Oracle 10, which is a strong database. It is safe and has several tools, such as the developer, which is used to design interfaces, reports and graphs. The Oracle Organization is the largest prominent organization in the field of data management and is the second largest software organization in America in California and extends its programs around the world. The tenth version is characterized by many options that the ERP system needs Such as the ability to store and the possibility of conducting the transformation It sees changes, modifications, and control by giving permission to each user. SQL and SQL PL / can be used to issue commands.

3. Supporting top management

He sees (Shahatit, 2014: 31) that successful applications require strong leadership, commitment, participation by senior management, and reruns in existing processes and works, and the application committee should be committed to the organization's integration, fully understand the organization's resource planning system, and fully support with an eye in mind Consider costs, and requirements. (Al-Jalili, 167: 2013) confirms that support for senior management is the most important and vital success factor in the project's ERP system project and system implementation, where senior management provides the necessary resources and authority or strength for the organization's success and support for senior management in applying the system has two main aspects 1. Provide driving. 2. Provide the necessary resources.

4. Training

(Christopher & Huei, 2001: 209) indicated a survey of a group of academics and practitioners of the ERP system to identify the main issues of system training, with the results:

A- Re-engineering and maintenance

B- Learning online

C- Ethics and legal issues

It emphasizes giving adequate training to workers before applying the new information system. It indicates that some of the possible reasons for the difficulty of implementing the information system and the lack of participation of end-users are insufficient funding, lack of business process re-engineering, insufficient time and planning, inadequate technical support, and insufficient training.

5-Organization management of the application

(Finney & Corbett, 2007: 338) and (Shahatit, 2014: 31) see that managing the successful application of the system to the organization's senior management in general and the extent of its interest and support to the agencies responsible for application management, therefore it does not involve the planning stages but rather the allocation of responsibilities For different actors, define milestones, critical paths, training, human resource planning and finally define measures of success.

(Al-Jalili, 2013: 168) emphasizes the establishment of a steering committee consisting of senior management functions from various companies, senior representatives for project management, ERP system and end users. The members of the steering committee should be referred to in selecting the project resource planning system, and monitoring and follow-up of the implementation of the system by external experts and consultants. While (Colldo, 2000: 6) believes that the components of this requirement are the scope of business operations for the respective business units, the ERP system implementation function, technology analysis, upgrade, integration and data exchange.

2- Strategic Planning

a. Historical and conceptual approach

The term strategic planning began to be used in the business world in the second half of the twentieth century. Many models have been developed, the most influential of which is the Harvard University School of

Management model. The main objective of this model was to help organizations achieve the highest degree of compatibility between organizations and their external environment in the most accurate sense of finding the best strategy the organization uses in the process of achieving its goals. (Saleh and Akkak, 2012: 33).

While both (Al-Qaisi and Mahmoud, 2015: 205) indicate that the beginnings of the emergence of strategic planning at the hands of the world (I. Anoff) in the early sixties, it has become increasingly important in research, implementation and support by many One of the administrators, economists, and politicians in the developed market economies, which prompted former President (Lyndon Johnson) to ask in 1965 that all American institutions adopt strategic planning as an important part of their work. Organizations have practiced the planning process in various forms over many years to reach what it has reached now, because it can achieve for it two important aspects: diagnosing the problems of the organization and providing a focus and direction for the organization. Now planning when he took the strategic dimension was able to gain strategic aspects. (Al-Taie and Karmashh, 2010 : 8) .

(Al-Jashmi, 2013: 11) believes that strategic planning is a set of decisions and actions that lead the organization to develop the organization's strategy by setting organizational goals and then defining the overall strategy and collecting the resources necessary to achieve the goals. He also defined it (Muhammad, 2009: 7) as an organized method used by the organization to determine decisions related to the important and essential matters for its long-term survival, and these issues are the basis for all plans that are developed for any subsequent period of time. In what he sees (Lech, 2013: 315) as a scientific and practical method aimed at setting goals, managing means and drawing milestones for achieving goals, taking advantage of various means, including setting decisions, drawing policies and enlisting the capabilities to make the goals into effect. While each of (Al-Raja and Malkawi, 2012: 291) refers to the strategic process as an ongoing process to improve organizational performance by developing strategies to generate the results that the organization wants to reach for a period ranging between (5-15 years).

B. The importance of strategic planning

The complex and diverse nature of profit and non-profit organizations, and changes in the internal and external environment, have made the adoption and adoption of strategic planning an issue of the utmost importance, as it helps to differentiate between organizations with a sustainable competitive advantage that does not have a sustainable advantage. The importance of strategic planning can be illustrated in capturing the following:

1. Promote strategic thinking.
2. Demonstrates the future direction of the organization.
3. It helps to make decisions at present in light of future consequences.
4. Develops a coherent and reasonable basis for decision-making.
5. Builds a team and strengthens capabilities.
6. Clarifies future threats and opportunities.
7. Improving organizational performance.

8. Reacts efficiently to rapidly changing conditions. (Al Qaisi and Mahmoud, 2015: 206)

Third: Elements of strategic planning:

. Strategic vision

The strategic vision is one of the most important elements of strategic planning and can be considered as an abstract general idea close to the human dream and a visible goal for management and its employees (David, 2016: 262). The organization puts into its vision its aspirations and ambition in a way that makes it represent a bridge between the present and the future, and describes the future. The goal is not the future that can be expected to represent mainly for the purpose of noble and emotional tendency motivates others to work and commitment. A successful vision must have several characteristics, including:

1. To be simple, direct and understandable.
2. The ability to persuade the value and importance of achieving it and be different in the sense that it is reformulating the known scene and setting a new framework.
3. Ambitious, realistic and achievable.
4. Emitting energy and compassion, not anxiety and confusion.
5. Strong and courageous, focused on achieving high results, not just marginal results.
6. Ideal in nature and contains moral standards. (Abu Al-Nasr, 2009: 100)

2. The message

The existence of any organization is closely related to the existence of a specific message that it seeks to achieve, and this message is derived from the environment surrounding the organization and the community in which it lives. The organization usually begins with a clear and specific message, but over time and the changing of consumer tastes and technological development, the variety of products changes.

The message is defined as the purpose or reason for the existence of the organization, and the organization's message distinguishes the activities or actions of the organization from similar activities with others, and defines the organization's framework from the perspective of the product, market and customers. The organization's clear mission message describes the organization's values and priorities, and charts broadly and broadly the future direction of the organization. (Al-Ariqi, 2011: 158) .The message also bears a specific issue that the organization is looking forward to achieving (David, 2001: 56) and each of (Al-Taie and Karmashh, 2010: 13) presents a set of questions that he believes the message puts general answers to it, and who are the customers? What is the main product in the organization? What is the basis technology? What is the economic role of the organization? What is the organization's philosophy, values and beliefs? Where is the organization located? What is its competitive advantage? What is her responsibility towards society?

3. Strategic goals

The strategic goal refers to the goal or destination that the organization seeks to achieve during a specific time period ranging from (3-5) years, and the goals focus on the results or outputs that the organization seeks to achieve, provided that these goals are consistent with the organization's mission, vision and values. The importance

of the goal is evident in it helps allocate and distribute resources in an effective way, and strategic goals are considered long-term goals and represent challenges that have a strategic significance in the lives of organizations, and are divided into groups of short-term goals. (Qasim Wahhab, 2016: 287). Both (Mulla Hassan and Murad, 2008: 20) indicate that the goals are specific, measurable, real and appropriate that can be measured by performance measures such as (percentage of profit, penetration of specific markets, market shares, 10% increase for the year Coming). (Sweet, 2013: 166).

4. Strategic analysis

The organization works within a large environment, as it does not work in a vacuum, and its interests are not limited to the limits of its internal environment, as it is a continuous and permanent need to look and deal with the external environment because it represents a major source in providing it with the resources it needs and opportunities to stay and continue to work. The environments are divided into an external environment and the general environment (community environment) and a special environment (the mission environment) are called. The general environment affects all organizations working in it, such as political, legal, social, civilizational, economic and technological. While the private environment affects the designated organization and not other organizations through its factors represented by suppliers, customers, competitors, brokers, interest groups and industry fields. (Al-Taie and Karmashh, 2010: 13) and (Dawoodi, 2007: 40). As for the internal organization environment, it consists of the main departments of the organization, which the administration has full control over, from what has been mentioned. The importance of strategic analysis of all environments becomes clear because of the variables it contains, and analysis can be defined. The strategic is to diagnose and monitor all of the organization's potential in order to identify internal strengths and weaknesses and external opportunities and threats, and is denoted by SWOT, which is (Strength, Weakness, Opportunities, Threats). (Al-Haj, 209: 2012) The strategic analysis is the main tool for identifying strategic elements in the external environment from available opportunities and risks that limit the organization's ability to take advantage of these opportunities and balance them with elements of strength and weakness in the internal environment and external opportunities and threats. It should also be noted that the process of disclosing Opportunities and threats The external environment goes through several stages: surveying, monitoring and gathering competitive knowledge, as the stages lead us to predictability. (Qasim Wahhab, 2016: 287)

5. The strategic choice

The organization adopts one selected strategy or several selected strategies, it is unlikely that there will be a correct choice or a definite error. Several strategic alternatives are evaluated based on the SWOT process. Strategic analysis of internal strengths and weaknesses, opportunities and external threats is carefully chosen. The strategic choice represents the essence of strategic management, and it relates to decisions that pertain to the future of the organization and the way it needs to respond to many of the pressures and influences reached in the process of strategic analysis. (Kazem, 2005: 9). Alternatives or strategic options can be classified into three strategies:

1. Strategic options at the macro level
2. Strategic options at the business unit level
3. Strategic Options at the Career Level (Abdullah and Omar, 2014: 65)

After defining the strategic option by the higher management, it is put into effect by building an organizational structure capable of implementing the strategic plan, allocating budgets and programs supporting the implementation of the strategy, setting an information system that tracks and monitors the progress of the implementation process, also, generating an organized culture or organizational climate consistent with the chosen strategy to ensure Its success. (Al-Raja & Malkawi, 2012: 293). Some believes that the strategic choice of the organization is the one that is most appropriate to its internal situation and promotes adaptation to the external environment and leads to a greater possibility to achieve its goals and mission, while (Certo) confirms that it is a decision that is chosen from a group of alternatives and is considered the best way to achieve the goals of the organization.(Simon) provides a special vision in defining the strategic option as a renewed dynamic process that moves with the change in external environmental factors and the capabilities and capabilities of the organization and it is necessary to continuously analyze and diagnose it and change its implications in the performance of the organization and determine the causes and motives of dependence this (Hussein, 2005: 27).

IV. The practical framework for the research

Correlation and influence relationships between study variables

Analyzing the research model and testing its main and subsidiary hypotheses as they appear in the research methodology requires the content of this relationship to verify the validity of the first hypothesis which states that there is a significant correlation between the ERP system and the strategic planning process. And as follows:

A. Relationships between the ERP system and the strategic planning process

Table (5) indicates that there is a significant correlation relationship between the ERP system and the strategic planning process, as the value of the correlation coefficient reached (77.0%) at the level of significance (0.01) and this relationship can be used in that it measures the ability to follow the research organization The ERP system, which by applying it correctly, provides good support for the strategic planning process.

Table (5)

Results of the correlation between the ERP system and the strategic planning process at the overall level of the research organization

<p>Independent dimension</p> <p style="text-align: center;">The approved dimension</p>	
<p>ERP system</p>	<p>*77.0</p>

***P≤ 0.01**

N=83

To reach detailed indicators between the ERP system (communication, package selection, support for senior management, training, organization management for implementation) and the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice) in light of the sub- hypothesis of the main hypothesis, as follows: -

Table (6)

Results of the correlations between the ERP system and the strategic planning process at the sub-variables level of the researched organization

Planning system ERP project resources The strategic planning process	Connectio n	System package selection	Supporting top managem ent	Training	Organizat ion managem ent of the applicatio n
Strategic vision	**0.484	**0.503	**0.577	**0.548	**0.625
the message	**0.658	**0.636	**0.706	**0.686	**0.685
strategic goals	**0.510	**0.508	**0.589	**0.560	**0.577
Strategic analysis	**0.466	**0.444	**0.379	**0.452	**0.458
The strategic choice	**0.577	**0.563	**0.498	**0.576	**0.534
Overall index	**0.630	**0.617	**0.624	**0.652	**0.662

*P≤ 0.01

N=83

The relationship between communication and the strategic planning process

Table (6) indicates a positive correlation between communication and all elements of the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice), as the degree of correlation reached (0.484) (0.658) (0.510) (0.466) (0.577), respectively, at the level of significance (0.01). As for

the relationship with the strategic planning process at the macro level, it is also a positive and significant relationship, as it reached (0.630) at the level of significance (0.01). This indicates the interest of the researched organization in communication, as it is crucial and important in implementing the ERP system by knowing the needs, requirements and expectations and conveying the reactions resulting from the application of the system and the progress of the organization's operations in addition to its role in the great in supporting and strengthening the strategic planning process.

2. The correlation between the choice of systems package and the strategic planning process

Table (6) indicates a positive correlation between the choice of systems package and all elements of the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice), as the degree of correlation reached (0.503) (0.636) (0.508) (0.444) (0.563), respectively, at the level of significance (0.01). As for the relationship of choosing the systems package with the strategic planning process at the macro level, it is also a positive and significant relationship, as it reached (0.617) at the level of significance (0.01). This indicates the interest of the researched organization in choosing the systems package, because it is crucial and important in implementing the ERP system by selecting the devices, networks, systems and software necessary for the system to work in order to be able to communicate with its suppliers, customers and other organizations. This is important and necessary in supporting and strengthening the strategic planning process.

The correlation between supporting senior management and the strategic planning process

Table (6) indicates a positive correlation between supporting top management and all elements of the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice), as the degree of correlation reached (0.577) (0.706) (0.589) (0.379) (0.498), respectively, at the level of significance (0.01). As for the relationship of choosing the systems package with the strategic planning process at the macro level, it is also a positive and significant relationship, as it reached (0.624) at the level of significance (0.01). This indicates the interest of the researched organization in supporting the higher management, as it is crucial and important in the implementation of the ERP system by providing all administrative, technical and legal facilities provided by the higher management to support the successful application of the system by creating a strong and aware leadership of administrative and productive information systems in addition to enabling workers in the system And giving them some powers and responsibilities, which allows freedom to work, which in turn represents a very important point in strengthening the strategic planning process.

4. The correlation between training and the strategic planning process

Table (6) indicates that there is a positive correlation between training and all elements of the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice), as the degree of correlation reached (0.548) (0.686) (0.560) (0.452) (0.576), respectively, at the level of significance (0.01). As for the relationship of training with the strategic planning process at the macro level, it is also a positive and significant relationship, as it reached (0.652) at the level of significance (0.01). This indicates the interest of the researched organization in training, because it is crucial and important in implementing the ERP system by allocating large funds for training and re-engineering works and allocating departments and units whose mission is to train workers to use these modern and complex systems In addition to this, the training contributes to being able to discover and address points The strength and weakness in the performance of workers, in addition to keeping pace with the

developments in information systems, and in turn, the training process constitutes a great opportunity for the success of the system on the one hand and the strengthening of the strategic planning process on the other hand.

The correlation between the organization's application management and strategic planning process

Table (6) indicates that there is a positive correlation between training and all elements of the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice), as the degree of correlation reached (0.625) (0.685) (0.577) (0.458) (0.534), respectively, at the level of significance (0.01). As for the relationship of the organization's management component of the application with the strategic planning process at the macro level, it is also a positive and significant relationship, as it reached (0.662) at the level of significance (0.01). This indicates interest in the organization's management of the application, as it is crucial and important in the implementation of the ERP system by dividing the responsibilities and powers of members based on the application of managers, experts and consultants by forming steering committees composed of senior management from various companies and senior representatives to manage the ERP system and the goal is to Reaching the successful application of the system and achieving compatibility in the internal environment (the organization's departments) and external (suppliers, consumers and other organizations related to society) and in turn constitute how the system is managed for its success on the one hand and strengthening the strategic planning process

B. Influence correlation between the ERP system and the strategic planning process at the macro level of the researched organization.

. Influence correlation between the ERP system and the strategic planning process at the research organization's level

Table (7) indicates that there is a significant effect of the ERP system on the strategic planning process in the researched organization, as the calculated value of (F) reached (117.922) and its significance (0,000) was at the level of significance (0.01), and degrees of freedom (1.81) and by a determination factor R²) (0.593) This indicates that 59.3% of the effects are explained by the model of differences or effects present in the response variable, and the rest is due to other variables not covered by the research model.

By following the coefficients (B) and testing (t) for it, it was found that the calculated value of (t) was (10.86) and its significance (0,000) was at two degrees of freedom (1.81) and with a significant level (0.01).

Table (7)

Impact results between the ERP system and the strategic planning process at the research organization's level.

Independent dimension / The approved dimension	ERP system		STD.	T	sig
	B0	B1			
The strategic planning process	7.363	1.022	0.094	10.86	0.000

Form Summary

F sig	df2	df1	F	R ²
0.000	81	1	117.922	0.593

*P≤ 0.01

N=83

. Influence of ERP system elements (communication, systems package selection, senior management support, training, organization management for implementation) in the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, strategic choice) at the macro level using the multiple regression method In the researched organization.

The differences between the ERP system and the strategic planning process were analyzed using ANOVA variance analysis. Table (8) shows the results of the F-test the significance of the differences between the variables represented by the multiple regression equation.

The table indicated what we have previously gone through regarding the effects of the ERP system as a whole (communication, system package selection, senior management support, training, organization management for implementation).

A value of (F=117.922) appeared, and its significance (0.000) was at a significant level (0.01), and two degrees of freedom (1.81) and explanatory power (R²) (0.593), which is an average explanatory force, as it indicates that (59.3%) of the differences or influences exist In the response variable, the rest is due to other variables not covered by the research model.

The results of the data analysis shown in Table (8) show that all the elements of the ERP system had a significant influence, which the organization's administration makes for application and training, as it contributed to the significant influence on the strategic planning process in the researched organization.

Table (8)

The influence of ERP elements (communication, systems package selection, senior management support, training, organization management for application) on the strategic planning process at the macro level using the multiple regression method in the research organization.

Sig .	F	T	R2	SD	Coefficients of independent variables B	Independent variables (Effect variables)
0.00	31.53	7.30	0.397	0.54	50.86	Connection
0.00	49.73	7.05	0.380	0.48	44.91	System package selection
0.00	51.56	7.18	0.389	0.58	38.47	Supporting top management
0.00	59.94	7.74	0.425	0.44	45.26	Training
0.00	63.16	7.95	0.438	0.37	43.20	Organization management of the application

Form Summary

R ²	F sig	F	STD. Error	df1	df2
0.593	0.00	117.922	0.094	1	81

*P ≤ 0.01

N=81

The influence of the ERP system on the strategic planning process (strategic vision, mission, strategic goals, strategic analysis, and strategic choice) at the macro level using the multiple regression method in the research organization.

a. The impact of the ERP system on strategic vision

Table (9) shows the existence of a significant effect of the ERP system in the strategic vision, as the calculated value of (F) was (64.068) and its significance (0,000) was at a level of significance (0.01), and degrees

of freedom (1.81) and by a factor of determining R^2 () (0.442) It is an intermediate explanatory power, as this result explains the ability of the independent variable to explain (44.2%) of the differences in the dependent variable. And that (55.8%) of the variables were not included in the model and that they are due to random variables that were not included in the research scheme, and due to the recent adoption of modern systems in the organization and not using the system efficiently and insufficient awareness of the importance of its adoption in supporting the strategic planning process in general and achieving the vision of the organization in particular . Based on the foregoing, it becomes clear to us that we accept the second main hypothesis that "there is a significant influence between the ERP system in the strategic vision.

Table 9

The influence of the ERP system on strategic vision

Independent dimension The approved dimension	ERP system		STD.	T	sig
	B0	B1			
Strategic vision	6.406	0.198	0.019	6.406	0.00

Form Summary

R^2	F	df1	df2	F sig
0.442	64.068	1	81	0.00

***P≤ 0.01**

N=81

B. The impact of the ERP system on the message

Table (10) shows the existence of a significant influence of the ERP system in the mission, as the calculated value of (F) was (157.463) and its significance (0,000) was at the level of significance (0.01), and degrees of freedom (1.81) and by a factor of determining R^2) (0.660 It is a good explanatory force, as this result explains the ability of the independent variable to explain (66%) of the differences in the dependent variable. And that (34%) of the variables were not included in the model and that they are due to random variables that were not included in the research scheme, and are due to the lack of available capabilities such as special hardware and software necessary to operate the system effectively and efficiently in a way that ensures the achievement of the

organization's mission fully and preliminary. Based on the foregoing it becomes clear to us acceptance The second main hypothesis is, "There is a significant effect among ERP in the message.

Table (10)

The impact of the ERP system on the mission

Independent dimension The approved dimension	Slim manufacturing		STD.	T	sig
	B0	B1			
mission	0.693	0.020	0.018	12.548	0.00

Form Summary

R ²	F	df1	df2	F sig
0.660	157.463	1	81	0.00

*P≤ 0.01

N=81

C. The impact of the project resource planning system on strategic goals

Table (11) shows the presence of a significant effect of the ERP system on the strategic goals, as the calculated value of (F) was (63.415) and its significance (0,000) was at a level of significance (0.01), and two degrees of freedom (1.81) and a factor of determining R²) (0.439 It is a good explanatory force, so this result explains the ability of the independent variable to explain (43.9%) of the differences in the dependent variable. And that (56.1%) of the variables that were not identified to the random variables model were not entered by the research scheme, and are due to the presence of some failures in the application of the system because of the lack of capabilities to operate properly in a manner that ensures the achievement of the set goals. Based on the foregoing, it becomes clear to us that the second main hypothesis is accepted, "There is a significant influence between the ERP system in the strategic goals.

Table (11)

The impact of the ERP system on strategic goals.

Independent dimension The approved dimension	Slim manufacturing		STD.	T	sig
	B0	B1			
strategic goals	1.995	0.006	0.023	7.963	0.00

Form Summary

R ²	F	df1	df2	F sig
0.439	63.415	1	81	0.000

*P≤ 0.01

N=81

D. The influence of the ERP system on strategic analysis

Table (12) shows the existence of a significant influence of the ERP system in strategic analysis, as the calculated value of (F) was (32.132) and its significance (0,000) was at a level of significance (0.01), and two degrees of freedom (1.81) and a factor of determining R²) (0.284), which is a weak explanatory force, as this result explains the ability of the independent variable to explain (28.4%) of the differences in the dependent variable. And that (71.6%) of the variables were not included in the model and that they are due to random variables that were not included in the research scheme, and are due to the lack of utilization of information and treatments provided by the system such as the diagnosis of internal strengths and weaknesses and the diagnosis of external opportunities and threats, which led to the emergence of a slight impact of the application of the system in the analysis process Strategic. Based on the foregoing, it becomes clear to us that we accept the second main hypothesis that "there is a significant influence between the ERP system in strategic analysis.

Table (12)

The impact of the ERP system on strategic analysis

Independent dimension	ERP system		STD.	sig
	B0	B1		

The approved dimension				T	
strategic analysis	-3.043	0.179	0.074	5.669	0.00

Form Summary

R²	F	df1	df2	F sig
0.284	32.132	1	81	0.000

***P≤0.01**

N=81

E. The influence of the ERP system on the strategic choice

Table (13) shows the existence of a significant effect of the ERP system on the strategic option, as the calculated value of (F) was (63,624) and its significance (0,000) was at a level of significance (0.01), and two degrees of freedom (1.81) and by a factor of determining R²) (0.440) It is an intermediate explanatory power, as this result explains the ability of the independent variable to explain (44%) of the differences in the dependent variable. And that (56%) of the variables were not included in the model and that they are due to random variables that were not included in the research scheme, and are due to the organization's inability to determine the strategic option through the ineffective and efficient use and application of the ERP system. Based on the foregoing, it is clear to us that the hypothesis is accepted. The second major stating, "There is a significant influence between the ERP system in the strategic option.

Table (13)

The impact of the ERP system on the strategic choice

Independent dimension	ERP system				
The approved dimension	B0	B1	STD.	T	sig
strategic choice	1.312	0.032	0.025	7.976	0.00

Form Summary

R²	F	df1	df2	F sig
0.44	63.624	1	81	0.000

***P≤ 0.01**

N=81

V. Conclusions and proposals

Conclusions

The researcher reached a number of conclusions, namely:

1. There is a significant and apparent lack of Arabic literature on the role of the ERP system in supporting the strategic planning process.
2. The dependence of the researched organization on the project resource planning system in its work will further enhance and support the strategic planning process in addition to enhancing its ability to develop its competitive capabilities in local markets, by providing solutions and treatments to information in addition to providing and storing a large amount of previous information.
3. The proposed system is a way to link and integrate all departments within the organization.
4. The organizations that can be classified as organizations that have modern information systems are those that are always described as the (strongest, fastest, and highest), which means that they will achieve important vocabulary of the competitive advantage, such as reducing costs, speed, and flexibility.
5. The system provides great flexibility in modifying the basic design when there is any change in operations or data.
6. The proposed system is distinguished by its high capabilities to provide high quality information and reports to all agencies that wish to obtain it.
7. The system provides the display of results through tables and charts.
8. A significant correlation was established between the ERP system and the strategic planning process.
9. There was a significant correlation between all sub-items of the independent and dependent study variables.
10. An influence correlation has been established between the ERP system and the strategic planning process.
11. There was a significant influence correlation between the sub-items of the main study variable and the dependent study variable (ERP system and strategic planning process) and they were as follows:

- There was a significant influence relationship between communication and the strategic planning process.

- There was a significant influence correlation between the choice of systems package and the strategic planning process.

- There was a significant influence correlation between supporting the top management and the strategic planning process.

- There was a significant influence correlation between training and the strategic planning process.

12. The findings contributed to the basic conclusion of acceptance the main hypotheses and sub-hypotheses emanating from it in the researched organization.

Suggestions:

1. The management of the research organization must study the possibility of relying on the ERP system as an important information system in supporting and strengthening the strategic planning process.

2. Providing a positive environment for ERP implementation, by providing the resources and requirements to operate the system efficiently from computers and software that facilitate the application of the system.

3. Involve all the directors of the organization under discussion in each step of the system's implementation, in order to fully benefit from the system in strengthening each individual sub-component of the strategic planning process.

4. Determine the powers and responsibilities of the various parties involved in implementing the ERP system.

5. The necessity of providing specialized individuals (analysts and programmers) whose mission is to supervise and manage the ERP system.

6. Training all individuals working in the textile factory through training courses that explain how the ERP system works and prepare curricula in line with the goals of the system to facilitate implementation.

7. The formation of an administrative unit (Information Technology Unit) responsible for overseeing the functioning and implementation of the ERP system and the primary role that the system plays in promoting the strategic planning process.

8. Building an internal network between all parts of the organization.

9. Deepening awareness among the managers working in the researched organization about the relationship and influence between the ERP system and the strategic planning process.

10. The researched organization must develop the skills, knowledge and abilities of its employees by enrolling them in training courses in the fields of modern information systems such as the ERP system and the process of strategic planning and all that is new in these two fields, in cooperation with Iraqi universities.

References

1. Abu Al-Nasr, Medhat Mohamed, (2009) Ingredients for Distinctive Planning and Strategic Thinking, The Arab Group for Training and Publishing, First Edition, Cairo_Egypt.
2. Al-Bakri, Thamer Yasir, (2011) Marketing Department, Fourth and Revised Edition, Athraa for Publishing and Distribution, Amman - Jordan.
3. Al-Ariqi, Mansour Muhammad Ismail, (2011) Strategic Management, Second Edition, University Book House for Printing, Sana'a, Yemen.
4. Al-Hutla, Tariq Bassam, (2013) Factors affecting the success of the organization resource planning systems: a field study in medium and small companies in Jordan, an unpublished master's thesis, Middle East University, Amman - Jordan.
5. Hussein, Sahar Abbas, (2005) The Impact of Strategic Planning on Customer Satisfaction from the Viewpoint of Quality Management, Unpublished Master Thesis, University of Karbala.
6. Shahatit, Diaa Kamel, (2014) assessing the relative importance of organization resource planning systems and electronic business technology for communication and integration between them in achieving organizational intelligence in the transportation group, unpublished master's thesis, Middle East University, Amman - Jordan.
7. Kazem, Sanaa Jawad, (2005) Competitive strategy and its role in determining the strategic choice - a comparative study between the performance of the directors of the Dar Al Salam National Branch and the Rashid branch in Diwaniya, an unpublished Master Thesis, Diwaniyah University
8. Al-Jashaami, Ali Abdul-Hussein, (2013) The Impact of the Mission Environment in Strategic Planning - An Applied Study in Hotel Organizations in Karbala, Iraqi Journal of Administrative Sciences, No. (29).
9. Al-Jalili, Alaa Haseeb Abdul-Hadi, (2013) The Role of the Organization's Resource Planning System Requirements in Enhancing Productivity - An Exploratory Study of Managers Opinions at the General Company for Pharmaceutical and Medical Supplies - Nineveh, Al-Rafidain Development Magazine, Volume (35), No. (113).
10. Al-Hajj, Maddah Oraibi, (2012) The Importance of Strategic Analysis in Evaluating the Intangible Capital of Economic Institutions, North African Economics Journal, No. (5).
11. Helou, Sanaa Hassan, (2013) The Role of Marketing Information System in Marketing Strategic Planning - Applied Research in Al-Rafidain Bank (Head Office), Baghdad College Journal of University Economic Sciences, No. (34).
12. Dawood, Fadlah Salman, (2009) Pioneering the quality of university education according to strategic planning: an exploratory study of a sample from the colleges of Baghdad University, Anbar University Journal for Economic and Administrative Sciences, Magazine (8), No. (15).
13. Dawoodi, Al-Tayyeb, (2007) The effect of analyzing the external and internal environment in formulating the strategy, Researcher Journal, No. (5).

14. Al-Raja, Mansour Nasser and Malkawi, Mahmoud, (2012) The role of strategic information system in the strategic planning process - a field study in Jordanian banks, Baghdad College Journal for University Economic Sciences, No. (33).
15. Saleh, Salah Al-Din Hussein and Akak, Ali Saeed Ali, (2012) Strategic Planning in Higher Education Institutions - A Field Study of Directors' Attitudes in Private Omani Universities, Dananar Magazine, Issue (4).
16. Al-Taie, Youssef Hajim and Karmasha, Abeer Mohamed Hassoun, (2010) Strategic Planning and its Role in Achieving Competitive Advantage, An Exploratory Study in the General Company of Southern Cement - Najaf, Kufa Journal for Administrative and Economic Sciences, No. (19).
17. Al-Taweel, Akram Ahmed and Younis, Bilal Tawfiq, (2013) distributed databases: ERP system as a model - case study at the textile factory in Mosul, the Fifth Scientific Conference in Information Technology for the College of Science and Computer, Al-Rafidain Journal for Computer Science and Mathematics, volume (10), Issue (1).
18. Abdullah, Ghanem and Omar, Tamgdeen, (2014) The effect of the diversification strategy on the performance of the economic establishment, Al-Wahat Journal for Research and Studies, volume (7) No. (2).
19. Qasim, Sabiha Hashem and Wahab, Safa Rahim, (2016) The role of strategic planning in the effectiveness of some infrastructure projects - field research in Karbala, Journal of Karbala University scientific journal, volume (14), No. (2).
20. Al-Qaisi, Fadel Hamad and Mahmoud, Zaid Khawam, (2015) Leadership Skills and their Impact on Strategic Planning: An Applied Research in the Ministry of Planning, Journal of Administrative and Economic Sciences, Volume (21), No. (86).
21. Lech, Khaled Aswad, (2013) The reality of applying strategic planning in the College of Physical Education from the viewpoint of teachers, Al-Qadisiyah Journal of Physical Education Sciences, volume, (13), No. (1).
22. Muhammad, Muhammad Siddiq, (2009) Strategic Planning for the Prospects and Future of Higher Education for Graduate Studies at Salahuddin University, Tikrit University Journal for Humanities, Volume (16), No. (8).
23. Mulla Hassan, Tariq Hamid and Al Murad, Najla Younis Muhammad, (2008) Marketing strategic planning and its effect on the quality of banking services - an exploratory study in the branches of Al-Rafidain and Al-Rasheed bankers in the city of Mosul, Journal of Future Research, No. (23).