

**THE IMPACT OF STRATEGIC MANAGEMENT IN RAISING THE EFFICIENCY
OF BUSINESS ORGANIZATIONS A FIELD STUDY IN THE IRAQI
COMMUNICATIONS SECTOR**

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Abstract

The telecommunications companies in Iraq face many challenges, the most important of which is the administrative challenge facing senior management. The situation becomes more complicated considering the constantly changing work environment, which is affected by the rapid technological development and intense competition for resources. In addition, the strategic management process allows discovering future opportunities that help in developing the performance of business organizations. The researchers conducted by a group of telecommunications companies; the sample of the study consists of the employees in those companies. Data collected from 132 employees in three companies through the questionnaire and the use of statistical methods to analyze data through the SPSS program, study summary that the implementation of strategic management leads to efficiency and effective performance in telecommunications companies, and that these companies have an interest in training in general, but there are Weak and deficient training in strategic management.

Key words: STRATEGIC MANAGEMENT, BUSINESS ORGANIZATIONS, IRAQI COMMUNICATIONS COMPANIES

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1. INTRODUCTION

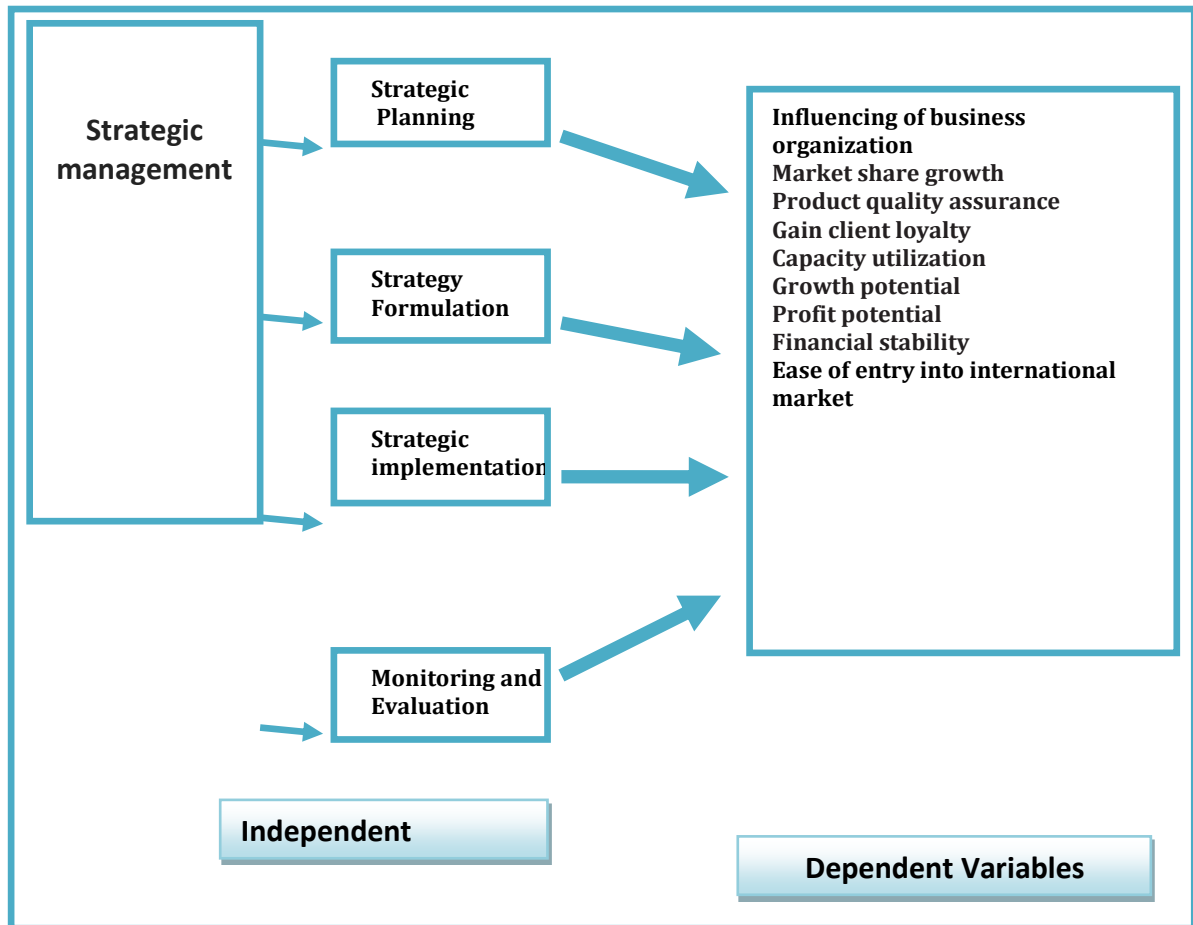
Organizations may face great challenges and intense challenges in the near future, which motivate them to resist that now by reviewing their policies and designing strategic plans that enable them to develop their resources and raise the efficiency in the use of these resources. In this framework, the concept of strategic management that increases the ability of the organization appears to adapt to environmental variables, so that Strategic management allows relative control in the future (Tapera, 2014). In a world in which variables overlap at a high speed at a rapid speed, the spread of information (the explosion of information) and the works are intertwined to develop emerging data that constitute an introduction to new acts and behaviors, The research problem focuses on the extent of the possibility of applying and practicing strategic management in the Iraqi telecommunications sector and its impact on the efficiency and effectiveness of the performance of this vital and important sector of the Iraqi economy, through the previous presentation, the two researchers put the study problem into the following question:

- Does the management of telecom companies in Iraq have knowledge about strategic management?
- Does the management of telecom companies' study and analyze the external environment to obtain opportunities and avoid risks?
- Is the management of telecom companies studying and analyzing the internal environment to determine the strengths and weaknesses in performance, in the other hands, Clarify the concept and importance of strategic management and the reasons for its application in business organizations.

2. THEORETICAL BACKGROUND AND HYPOTHESES

2.1 Conceptual Framework

Diagnosis of actual practice strategic management in communications companies operating in the Republic Iraq.



Şekil 1. Conceptual Framework of study (Salih, 2009).

2.2 Concept of Strategic Management

Strategic management refers to it as "a set of decisions and actions that determine long performance Term for organizations. It is also known as the set of decisions and actions for the formation and implementation Strategies designed to achieve the goals of the organization (Ahmed and Mukhongo, 2017), Strategic management is a dynamic process that seeks to reach the achievement of the organization's mission by managing resources efficiently (Heli Wang et al,2016), The application of strategic management in the field of business appeared clearly in the fifties of the last century, specifically in 1951 when the scientist of management Newman pointed to the nature and importance of the strategy in planning for the economic project and the roots of the term strategy go back to the Greek origin, which means the art of war (Rahman, 2014).

2.3 The Use Strategic Management in Business Organizations?

Today, business organizations face great challenges, which necessitate adopting a strategic management style. These challenges are summarized as follows (Tapera, 2014).

- Quantitative and qualitative variables accelerate in the business environment
- Increased intensity of competition: the emergence of new competitors, increased intensity of competition in local and global markets.

2.4 Environmental Survey

Before starting to define the strategy, the strengths of the organization must be precisely defined, which will depend on it for the start of the future, and the organization's weaknesses must be identified and avoided and addressed. In order to know the strengths and weaknesses of the organization, the internal environment of the organization must be studied, just as any organization operating in an external environment affects the way it operates and identifies opportunities for it to be seized and the threats it faces. Environmental factors of the organization are related to the study of the internal environment (strengths and weaknesses) and the study of the external environment (Opportunities - Threats) (Noah, L. and Were, S., 2018).

2.5 Strategic Planning

In fact, the topic of strategic planning is very complicated because of its interference with strategic management, on the other hand, there are those who are seen as an administrative process that aims to change the work system in business organizations in a way that achieves efficiency and effectiveness, and there are those who consider strategic planning merely a philosophy that defines the way to solve problems Higher Management (Salih, 2009).

Hypothesis1: Strategic planning is positively related to in raising the Efficiency of Business Organizations

2.6 Strategy Formulation

It means setting and defining the goals and main goals of the organization or organization in light of the overall future vision, clarity and definition of the

institution's mission and directing the research to identify and analyze internal and external factors indicating with reducing risks. The process of formulating the strategy also includes identifying alternative strategies, then choosing the appropriate strategic alternative. This stage includes a set of activities represented in: 1. Defining the mission of the institution, 2. Defining long-term goals and objectives, 3. Studying the external environment identifying opportunities and risks, 4. Studying the internal capabilities to identify elements of strength and weakness, 5. Identifying for Strategic Alternatives, 6. Choose the appropriate strategy (Njagi, L. & Kombo, H, 2014).

Hypothesis2: Strategy Formulation is positively related to in raising the Efficiency of Business Organizations

2.7 Strategy Implementation

It is a series of interconnected activities and activities that are applied to implement the tasks required by strategic decisions, regulations, and policies by the company's top management. These activities include organizational structure, organizational culture, management information systems, Organizational citizenship in the company, Incentives and promotions system, rewards and compensation system, network system, projection system, evaluation and monitoring system. The process of implementing the strategy affects all parts of the organization and thus it is not an easy process as it requires a set of activities that must be carried out by senior management, which is to define the annual goals of the organization emanating from its strategic goals and build appropriate activities and policies to achieve those goals and to do resource planning and reconsider the composition Regulatory and incentive plans (Johnson & Johnson, 2009).

Hypothesis3: Strategy Implementation is positively related to in raising the Efficiency of Business Organizations

2.8 Strategy Valuation

The evaluation is the last stage of the strategic management stages, and in fact it is the extent to which the objectives of the strategic plan are achieved. The process of evaluating the strategy includes the process of comparing planned and actual

performance, identifying deviations and taking the necessary corrective measures, as the strategic evaluation includes one or more of the following areas of excellence: 1. evaluation Financial performance of the organization, 2. Evaluation of the extent to which the goals of stakeholders are achieved 3.Evaluation of the marketing performance of the company (the market share of the company in this year in comparison with previous years), 4. Productivity assessment,5.Evaluating the company's social and moral responsibility towards environmental protection (David, Fred R, 2007).

Hypothesis4: Strategy valuation is positively related to in raising the Efficiency of Business Organizations

2.9 SWOT Analysis

SWOT analysis is widely used for planning in the short, medium and long term, as well as in the area of strategies for preparing new projects. Because this analysis is based on searching for business opportunities and looking at the climate in which that business is located, For this reason, a table is created, also known as the SWOT matrix, and helps raise issues related to the institutional context, which must be taken into account when making substantive decisions in the daily life of all types of companies, whether governmental, private sector, or joint stock companies, The idea of this tool is to discover what you can boost, and the factors that you must monitor and control, so as not to negatively affect your business. This can contribute to providing well detailed knowledge that will make your company able to anticipate surprises, which are not planned in practice. (Arslandere and öcal, 2016).

2.10 SWOT Analysis Importance

The importance for managers of a stringent and harmonious situation analysis is incontrovertible, and a SWOT analysis can supply a useful lens (Allio, 2006). SWOT analysis helps to know all the strengths that can be used to deal with threats and obstacles, provides the appropriate means to take advantage of the opportunities available, and reduces the control resulting from the weaknesses affecting the efficiency of the facility's work. SWOT analysis contributes to providing solutions

appropriate to complex strategic situations, by reducing the amount of information to contribute to the development of decision-making. SWOT analysis provides establishments with the ability to choose the best systems, review all data and information, especially in light of the rapid changes in the environment and increase the volume of information, which made the process of environmental analysis difficult. (Böhm, 2009).

2.11 Is Strategic Planning and Strategic Management Two Sides Of The Same Coin Using Them Interchangeably So That The Two Sing The Other?

The importance of this question stems from the interference in some academic contributions and practices of some Managers deal with these two terms. The short, logical and objective response to this the query is no for the following cause:

- The planning task in general, operational or strategic, is one of the manager's tasks that includes Also on regulation, direction and oversight, and therefore the term strategic management is considered broader from strategic planning.
- Strategic planning is segment of the strategic management operation and represents tasks the first three are strategic management tasks (Al-Muqli, 2002).

2.12 The Importance of Strategic Management

Strategic management is a necessity, not a luxury, because it leads to raising the performance of organizations in the near future, and that has been well implemented and highlights the importance of strategic management through (Sassi, et.al, 2017):

2.13 Strategic Thinking

Strategic thinking indicates the availability of capabilities and skills necessary for individuals working in strategic actions and exercising strategic management tasks, so that it gives the ability for workers in business organizations to analyze the internal and external environment and make accurate future predictions with the ability to formulate the appropriate strategy and the ability to win all competitive positions (Dionisio, 2017).

2.14 Strategists

They are persons largely in charge of the victory or defeat of the organization, and they are the level of senior management (Chairman of the Board Directors of the Business Organization, vice Chairman, Unit Managers of Higher Management, Executive Director, President of the University, businessmen) and heads of strategic Business units (Strategic Business Units). All the names mentioned have the right to make strategic decisions (Steen, 2013).

2.15 Progress of the Strategic Management

Strategic management is a development of the business policy approach, and it focused on the internal aspects of the organization through the efficient use of the organization's resources at a time and then led to increased attention to the environment and its problems and its impact on the organization in general and led to changing all administrative policy terms to a more comprehensive term which is strategic management on the basis of this new term It focuses on managing the organization as a whole in light of its relationship to the external environment, through Figure 1-1 the following shows the historical development of strategic management, and that the style of business organizations has changed and the emergence of strategic management through passing through the following stages:

- **The stage of lack of interest in the future:** In the early stages, the focus of any executive director was on the current in light of the current environmental conditions and there is no interest in the future (the manager's thinking is just in time).
- **Stage of caring for the future:** After that, managers began to care about the future. Instead of focusing on current problems, managers discovered that there was a benefit in trying to make a prediction for the future and prepare for it (Martín, et, al, 2014).

2.16 Business Organizations

Our era is witnessing competition in production, creativity and excellence in the world. All of these efforts are being rolled out in their organizations, governmental

or private organizations or non-profit organizations. It is noted that so many organizations working in the area of malaria control are very important. What we will focus on in the lines, Types of business organizations according to the ownership standard to several types, namely:

- **General Organizations:**

They are the bodies, ministries, institutions and other state agencies that work to prepare and provide services and goods to employees, and are owned by these organizations of the state, and there are joint activities between governmental organizations and the private sector in establishing and managing a specific facility that mostly produces goods, and this partnership is called The strategy with the private sector in the joint sector.

- **Individual (private) organizations:**

These are establishments or institutions whose ownership belongs to individuals, one person, and in these institutions its owner is the only one responsible before the law, if there are deviations or negative violations, as the sole owner of the institution, and the law guarantees freedom of disposal of his property, and the owner of the individual institution uses the Chairman of the Council The company's management and the executive managers of the organization's leader and administrators who specialize in directing and leading an organization, as well as it uses engineers and technicians to operate and maintain machinery and public facilities for the institution.

- **Cooperative organizations:**

Cooperative organizations are a form of cooperation that arises between individuals, which is not necessarily aimed at achieving profit (non-profit organizations), but rather the main goal is to serve its members and provide their needs and desires with less prices, and the member gets a need for lower prices in consumer cooperative organizations, But if the organization made a profit from purchases by non-members, the profit is distributed to members and cooperative organizations in Iraq, many and many, such as (housing societies), (the Iraqi

cooperative organization), and many others, and the type of management applied in this field is called "cooperative management".

- **Charitable and voluntary organizations:**

The work of these organizations is characterized by having a specificity in view of the absence of the profit target, from its distinct field of activity, and its only goal is to do good and help to those who need it. Examples of these organizations include the following: Charitable social work organizations, social clubs, women's federations, and charities, but Funding sources for these organizations are what exist with people's zakat, donations, donations, and other aid from the people of charity and trust. The administration in this field is called "charitable management.

- **International organizations:**

They are organizations that operate on a global scale, i.e. they have branches, activities and contacts in more than one country such as business, industrial and financial organizations: which have branches in more than one country, and these organizations aim to make a profit, and have a main center that is often located in the host country Among these organizations, for example, multinational companies, banks that have more than one type, and the department that operates in their environment is called these business organizations, the International Business Administration (Al-Rimi,2019), (Weedmark, 2020).

The main hypothesis of the study: Management Strategy is positively related to in raising the Efficiency of Business Organization.

2.17 Organizations of the future:

What is expected from future organizations, and what will the relationship between the organization and its clients are questions that puzzle many who are interested in the administrative field in the world. As there is no specific picture of what the organizations will be in the future, however, the challenges faced by contemporary organizations require that they start from today to reconsider their services provided and take the correct methods in the exercise of their work, as the

success of the organizations in the future depends on what they will do today (Al-Dhahir, 2009).

2.18 The Organization of The Future

The organization that organizations of the future are looking for their new principles, which pushes them to start in a comprehensive industry for all of their work. The trend to modernize organizations is an irreplaceable trend in light of globalization and the multiplicity of the needs of society, which has become in need of more new services, more diversified, and investment tools, that generate financial return for it. It is appropriate, and what is required is the expansion of the field of activity, as competition has become a daily reality, and modernization is not only at the level of organizations, but is also by modernizing Information systems, infrastructure, and others (Al-Douri, 2009).

2.19 Strategic Management of Business Organizations

Organizations have faced challenges and difficulties that either surpass them and achieve success and stability, or lead to failure. As a result, it is imperative for organizations to find ways to meet these challenges. As organizations today are witnessing several transformations, they are forced to follow modern methods and behavior in order to provide their services and products in the best way, as well as to form a future picture of what will be their status in the near future. Strategic management provides this through a future vision that enables organizations to adapt to environmental changes, and benefit from studies conducted on markets, products and competitors in order to achieve long-term goals and objectives (Maroa, 2015).

3. METHODS

3.1 Sample and Procedure

After defining the study community and determining the research sample accurately, the two researchers began preparing and arranging the process of distributing and collecting the questionnaires, so the first steps were that all Iraqi telecom companies were contacted, and some communications companies showed good cooperation with the researchers, while others were Unlike that, The research

community consists of 3 communication companies operating in the Republic of Iraq and they are respectively (Asiacell, Zain Iraq, Korek Telecom), Through these field visits of researchers to communication companies, conducting structured interviews and using the method of brainstorming with employees, data was collected, in fact the researchers face several challenges because some employees do not accept interviews, on the other hand, it is difficult for the researchers to personally accomplish the interviews if the sample size Large and overcome most of the researchers on this obstacle with the help of assistants to conduct interviews, through the previous explanation and data collection we will clarify the history of companies, the number of participants, the quality of the service provided, the number of cities covered by companies etc.

- **Asia Cell Communications Co., Ltd. operating in Iraq:**

Asia cell is the main provider of high-quality mobile and internet services in Iraq, with a subscriber base of 14 million. It was the first provider of mobile communications services in Iraq to achieve coverage for all its parts, as the company provided its services in all nineteen Iraqi governorates, including the capital, Baghdad, and all major Iraqi cities. Asia cell's network covers 99.06% of the Iraqi population, making it the largest national coverage among mobile operators in Iraq.

- **Zain Iraq Communications Co., Ltd. operating in Iraq:**

Zain Iraq is one of the companies of Zain Group, a leader in mobile communications and data services in the Middle East and North Africa, and the awareness about the brand among Iraqis reaches 97%. Zain Iraq's strategy is based on understanding the consumer's desire and making it the focus of any service or idea to provide the best and most advanced services to achieve what its subscribers aspire, and this makes the subscriber wherever in Iraq the most important reason for our success and the motivation to provide the best technologies in the communications and information sector. Zain Iraq's vision to the year 2020 focuses on partnering with the young generation and providing products and services that provide young people with everything they need He can develop his life and communicate with Alm.zan

Iraq provides a common better and faster 3.9G service wherever it was in Iraq, based on infrastructure and equipment with global standards as well as regional expertise provide a common modern method of communication and effective.

- **Korek Telecom Communications Co., Ltd. operating in Iraq:**

Korek Telecom, the fastest growing cellular operator in Iraq. We offer the widest and most reliable cellular network. Our network covers the entire country and advanced technology guarantees us to secure the best network with the best services within the category, Korek covers all eighteen provinces in Iraq and provides a comprehensive range of wireless communication services that give subscribers, institutions and government users the freedom to move and using the most advanced technology. Korek most distinguished feature is to provide the best quality network and services at the best value.

3.2 Measures

After determination the study population and determining the sample accurately, the researchers began preparing and arranging a process Distributing and collecting the two questionnaires. The first step was to contact all telecommunications companies Iraqi. Some telecom companies have cooperated well with the researcher, while others have unlike that. The research community consists of 3 communication companies operating in the Republic of Iraq and they are respectively (Asia cell, Zain Iraq, Cork Telecom) 195 questionnaire forms were distributed to all communication companies and the number of retrieved questionnaires 132 (N=132) the respondents' response rate was 52%.

Table 1: The Process of Distributing And Collecting The Questionnaire in the Telecom Companies

Iraqi telecom companies (research sample)	The forms distributed to the respondents	The forms retrieved from the respondents	Respondents' response rate
Asia Cell Communications Co., Ltd	75	55	60
Zain Iraq Communications Co., Ltd.	65	45	52
Korek Communications Co., Ltd	55	32	44
Total	195	132	52%

The table (1) shows that the researchers distributed 75 questionnaires to a group Asia cell Telecom Co., Ltd. 55 forms have been retrieved and are valid for

analysis and with a response rate of 60% of the respondents, Also, 65 forms were distributed to the respondents at Zain Iraq Telecom, and 45 forms were retrieved, with a response rate of 52% of the respondents. Also, 55 forms were distributed to the respondents at Korek Telecom, and 32 forms were retrieved with a response rate of 44% of the respondents. Note that the total number of forms distributed to the respondents in the three companies amounted to 195 forms, of which only 132 were retrieved, with a response rate of 52% of the total respondents in the three companies. It is noted that the response rate of the respondents is average. This percentage is large and reasonable and meets the objectives of the research.

3.3 Measurement Validation

- **The first section of the questionnaire: This section aims to identify personal characteristics, the demographic of the respondents, which helps in identifying the characteristics of the study community**
- **Gender**

Table 2: Distribution of Sample Individuals by Gender

Gender	Male	Female	Total
Frequency	87	45	132
Percentage (%)	66%	34%	100%

From Table 2, it is clear that the percentage of males is higher than that of females, due to the fact that males work more than female.

- **Age**

Table 3: Distribution of Sample Individuals by Age

Age	18 – 25yrs	26 – 35 yrs	36 – 45yrs	46yrs&Above	Total
Frequency	34	50	36	12	132
Percentage (%)	26%	37%	27%	10%	100%

Through Table 3, it is clear that the highest percentage of age groups is 26-35, and the reason for this increase is because the youth category is the most experimental group for work in communication.

- **Marital Status**

Table 4: Distribution of Sample Individuals by Marital Status

Marital Status	Single	Married	Divorced	Others	Total
Frequency	53	48	22	9	132
Percentage (%)	40%	36%	16%	8%	100%

Through Table 4) it is clear that the highest percentage of the social status of the individuals answering the questionnaire are single individuals, and the reason for this increase is that the working times are many up to more than 10 hours.

- **Work Experience**

Table 5: Distribution of Sample Individuals by Marital Status

Marital Status	0-5 yrs	6 -10 yrs	11 -15 yrs	16 yrs-20 yrs	20 yrs& above	Total
Frequency	29	27	49	16	11	132
Percentage (%)	21%	20%	38%	12%	9%	100%

From Table (5) it is clear that the highest percentage of years of service for the respondents are group members 11-15 yrs, and the reason for this increase is that this group has a love to work compared to other groups.

- **Descriptive statistics results for the study variables**

Table 6: Statistics Results for the Study Variables

Variables		Mean	SD
The first axis around the dependent variable			
Statement About Strategic Planning			
1	The company has a specific strategic vision and written	3.38	1.097
2	The company has written goals and strategic goals	3.10	1.188
3	All individuals working in the company are involved during the strategic planning process in the company	3.60	1.240
4	The values, habits, and culture of workers help to implement the company's plans and strategies	3.56	1.246
Total		3.41	1.193
Statement About Strategy Formulation			
5	Strategy Formulation Working on establish a general tone or organizational climate for companies	3.70	1.180
6	Formulation strategy requires coordination between several individuals working in the company that focuses on effectiveness.	3.80	1.028
7	A process by which the organization chooses the most appropriate course of action that will help the organization achieve its goals. It should take into account the data and information obtained from conducting market analysis	3.65	1.060
Total		3.72	1.089
Statement About Strategic Implementation			
8	The application of strategic management leads to efficient company performance	3.90	1.290
9	The implementation of strategic management leads to effective company performance	2.82	1.261
10	The application of strategic management leads to the quality of services provided by the company.	3.31	1.074
Total		3.34	1.208
Statement about Strategy Monitoring and Evaluation			
11	Companies predict how both the strength of competition will change, such as the threat that potential competitors can pose	3.70	1.211
12	Companies use descriptive methods to analyze the external environment	2.90	1.112

13	Companies compare their current performance with their previous performance and with that of other competing organizations	2.50	1.040
	Total	3.03	1.121
Second Axis Is Around the Independent Variable			
Statement about Efficiency of Business Organizations			
14	The current organizational structures of telecom companies are helping to implement strategic management	2.80	1.082
15	Relationships between corporate departments and units are characterized by cooperation and joint coordination, and team spirit prevails in order to achieve the company's goals	2.90	1.054
16	The working environment inside the telecom companies is a suitable one that helps accomplish tasks with ease and ease	3.85	1.281
17	Knowledge of managing business organizations using strategic management methods contributes to the efficiency and effectiveness of implementing plans and strategies of telecom companies	3.90	1.391
18	The application of strategic management leads to efficient performance of telecommunications companies.	2.80	1.380
19	The application of strategic management leads to the quality of services provided by telecommunications companies	2.35	1.201
20	The future of the company's activity in Iraq is good and it has many opportunities that can contribute to the company's development	2.50	1.205
21	The current organizational structures of telecom companies are helping to implement strategic management	2.75	1.287
	Total	2.98	1.235

We notice from Table 6 that the average responses of the sample members about the statements related to strategic planning ranges between (3.38 - 3.56), which indicates the approval of the sample members on all of these statements, and the overall mean of these paragraphs was 3.72 which is a high degree which indicates The approval of the sample members on telecommunications companies depends mainly on strategic planning, which leads to an increase in the market share of companies, This table also shows that the average responses of the sample members about the phrases related to formulating the strategy ranges between (3.60 - 3.60), which indicates the approval of the sample members on all of these phrases, and the overall mean of these paragraphs was 3.79 which is a high degree indicating approval Sample members. The formulation of the strategy is very important for the work of business organizations, which leads to an increase in the quality of service for telecommunications companies, As we also see from Table 6, the average responses of the sample members about the terminology related to the implementation of the strategy ranges between (3.90- 3.31), which indicates the approval of the sample

members on all these statements, which indicates that the implementation of the strategy is medium, and the average These paragraphs 3.34, which is a high degree, indicate that the sample members agree to implement a strategy by which customers' loyalty can be gained due to the presence of other competing companies. We have noted from Table 6 that the mean for the responses of the sample members about the phrases related to evaluation and monitoring of the strategy ranges between (3.70 - 2.50), which indicates the approval of the sample members on all of these statements, which indicates that the individuals working in the communication companies are interested in the process of evaluating the strategy, The overall mean of these paragraphs was 3.03, which is an intermediate degree, which indicates that the sample members are compatible with this process because of the possibility that the company will grow more quickly than expected, As we see from Table 6, the average responses of the sample members about the phrases related to the efficiency of business organizations range between (2.80 - 2.75), which indicates that the efficiency of the performance of business organizations is average, as the general average of these paragraphs was 2.98 It is an average score Because of the challenges faced by telecom companies such as strategic threats, which relate to customers, competitors and investors.

3.4 Hypothesis Testing

First hypothesis test: There is a statistically significant effect of strategic planning on the efficiency of the performance of business organizations, and to validate this hypothesis, a simple linear regression test was used and the following results were reached:

Table7: The Results of The Regression Analysis of Independent Variables of The Effect of Planning Strategic Management on the Efficiency of the Performance of Business Organizations

Independent variable	Correlation coefficient	R Square	Regression coefficient	T	P-value	Decision
Strategic planning	0.224	0.055	0.204	2.280	0.025	Accept the alternative hypothesis H1

We note from Table 7 that there are statistically significant differences between strategic planning and the efficiency of the performance of business organizations, as we see that the value of the importance level is 0.025 which is (value of $p < 0.05$), which means that the null hypothesis is not acceptable, and therefore the first alternative hypothesis (H1) is accepted, This confirms the statistically significant effect of strategic planning on the efficiency of the organizations' performance.

- **Second hypothesis test:** There is a statistically significant effect of strategy formulation on the efficiency of the performance of business organizations, and to validate this hypothesis, a simple linear regression test was used and the following results were reached:

Table8 : Results of the Regression Analysis of Independent Variables of the Effect of Formulation Strategic on the Efficiency of the Performance of Business Organizations

Independent variable	Correlation coefficient	R Square	Regression coefficient	T	P-value	Decision
strategy formulation	0.234	0.085	0.200	2.290	0.000	Accept the alternative hypothesis H2

We note from Table 7 that there are statistically significant differences between strategy formulation and the efficiency of business performance, where we see that the value of the importance level is 0.000 which is (value of $p < 0.05$), which means that a null hypothesis is unacceptable, and therefore the Second alternative hypothesis (H1) is accepted, this confirms the important statistical impact of strategic formulation on the efficiency of organizations' performance.

- **Third hypothesis test:** There is a statistically significant effect of strategy implementation on the efficiency of the performance of business organizations, and to validate this hypothesis, a simple linear regression test was used and the following results were reached:

Table9 : Results of the Regression Analysis of Independent Variables of the Effect of Implementation Strategic on Efficiency of the Performance of Business Organization

Independent variable	Correlation coefficient	R Square	Regression coefficient	T	P-value	Decision
Strategy Implementation	0.234	0.085	0.200	2.290	0.000	Accept the alternative hypothesis H3

We note from Table 9 that there are statistically significant differences between strategy formulation and the efficiency of business performance, where we see that the value of the importance level is 0.000 which is (value of $p < 0.05$), which means that a null hypothesis is unacceptable, and therefore the Second alternative hypothesis (H1) is accepted, this confirms the important statistical impact of strategic formulation on the efficiency of organizations' performance.

- **Forth hypothesis test:** There is a statistically significant effect of strategy Monitoring and Evaluation on the efficiency of the performance of business organizations, and to validate this hypothesis, a simple linear regression test was used and the following results were reached:

Table10 : The Results of the Regression Analysis of Independent Variables of the Effect of Monitoring and Evaluation Strategic on the Efficiency of the Performance of Business Organizations

Independent variable	Correlation coefficient	R Square	Regression coefficient	T	P-value	Decision
Strategy Monitoring & Evaluation	0.234	0.085	0.200	2.290	0.000	Accept the alternative hypothesis H4

We note from Table 10 that there are statistically significant differences between Strategy Monitoring & Evaluation and the efficiency of business performance, where we see that the value of the importance level is 0.000 which is (value of $p < 0.05$), which means that a null hypothesis is unacceptable, and therefore the Second alternative hypothesis (H1) is accepted, This confirms the important statistical impact of strategic Monitoring & Evaluation on the efficiency of organizations' performance.

- **Main hypothesis test:** There is no statistically significant effect of strategic management on raising the performance of business organizations to prove this hypothesis, and to know whether strategic management affects the performance of business organizations? Multiple linear regression models were used and the following results were obtained:

Table 11: Results of Multiple Regression Analysis for strategic management Test on raising the performance of business organizations

Dependent variable	Independent variable	Regression coefficient	R Square	T	P-value
Strategic Management	Strategic planning	1.430	0.514	0.260	0.025
	Strategy formulation	-0.020			
	Strategy implementation	0.260			
	Strategy Monitoring & Evaluation	0.160			

We note from the previous table that the value of the significance level P-value = 0.025 is smaller than the level of significant significance in the study to prove the hypotheses ($p\text{-value} < 0.05$), which means rejecting the null hypothesis, and accepting the alternative hypothesis H1, which confirms that there is an effect Statistical significance strategic management on raising the performance of business organizations.

4. Conclusion

It became clear from the study that Iraqi communications companies have specific strategic goals and objectives written, but unknown and known to some workers, especially in operational management. So it must the top management of these companies must Seeking to be the goals and objectives of these companies are known and understood by all employees, because whenever the employees know and awareness of the goals, objectives and vision of their companies, this will reflect positively on their performance, on the other hand, Iraqi telecom companies practice the strategic management process in a medium way. This requires activating the practice of strategic management and applying it in all operations and activities in order to benefit from the benefits of applying strategic management such as increasing market share, product quality, gaining customer loyalty and financial stability.

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Questionnaire

After Greetings,

Please answer the following questionnaire statements relating to the study on the

The Impact of Strategic Management in raising the Efficiency of Business

Organizations

Instruction: Please tick the appropriate answer in the box provided.

Respondent Demography:

1. **Gender:** Male Female
2. **Age:** 18 – 25yrs 26 – 35 yrs 36 – 45yrs 46yrs & Above
3. **Marital Status:** Single Married Divorced Others
4. **Work Experience:** 0–5 yrs 6 – 10 yrs 11 – 15 yrs 16 yrs-20 yrs 20 yrs& above

	Statements	5	4	3	2	1
The first axis around the dependent variable						
statement about strategic planning						
1	The company has a specific strategic vision And written					
2	The company has written goals and strategic goals					
3	All individuals working in the company are involved during the strategic planning process In the company					
4	The values, habits, and culture of workers help to implement the company's plans and strategies					
Statement about Strategy Formulation						
5	Strategy Formulation Working on establish a general tone or organizational climate for companies					
6	Formulation strategy requires coordination between several individuals working in the company that focuses on effectiveness.					
7	A process by which the organization chooses the most appropriate course of action that will help the organization achieve its goals. It should take into account the data and information obtained from conducting market analysis					
statement about Strategic Implementation						
8	The application of strategic management leads to efficient company performance					
9	The implementation of strategic management leads to effective company performance					
10	The application of strategic management leads to the quality of services provided by the company.					
statement about Strategy Monitoring and Evaluation						
11	companies predict how both the strength of competition will change, such as the threat that potential competitors can pose					
12	Companies use descriptive methods to analyze the external environment					

13	Companies compare their current performance with their previous performance and with that of other competing organizations								
second axis is around the independent variable									
statement about Efficiency of Business Organizations									
14	The current organizational structures of telecom companies are helping to implement strategic management								
15	Relationships between corporate departments and units are characterized by cooperation and joint coordination, and team spirit prevails in order to achieve the company's goals								
16	The working environment inside the telecom companies is a suitable one that helps accomplish tasks with ease and ease								
17	Knowledge of managing business organizations using strategic management methods contributes to the efficiency and effectiveness of implementing plans and strategies of telecom companies								
18	The application of strategic management leads to efficient performance of telecommunications companies.								
19	The application of strategic management leads to the quality of services provided by telecommunications companies								
20	The future of the company's activity in Iraq is good and it has many opportunities that can contribute to the company's development								

You can write any comments or suggestions according to this research at the following Gmail

Yours sincerely