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Strategic Planning and its Impact on Some Operational Decisions in Oil Production - A Survey Study of the Opinions of a Sample of Administrative Leaders in the Oil Sector in Nineveh Governorate

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Abstract

The study aimed to test the impact of strategic planning on operational decisions in some oil companies in Nineveh Governorate. The independent variable, strategic planning, was expressed through dimensions such as analysis, vision, mission, and objectives. The dependent variable, operational decisions, included dimensions such as energy decisions, location decisions, treasury decisions, and supply chain decisions (including transportation and raw materials). The research problem addressed whether the operational decisions in the studied organizations are influenced by strategic planning. To achieve this objective, a hypothetical framework was formulated to reflect the relationship between the study variables and the impact of strategic planning on operational decisions at both the overall and partial levels of their dimensions. The descriptive-analytical method was adopted, and a questionnaire was used as the primary tool for data collection from the field of research (oil companies in Nineveh Governorate). The questionnaire was distributed to a sample of 108 administrative and production leaders. Statistical software (SPSS-v26) was used to analyze the data. The study found several important results, including the existence of a correlation between strategic planning and operational decisions, both collectively and individually. It also found an impact on both the overall and partial levels of strategic planning on operational decisions. These findings led to the presentation of some recommendations and suggestions for the responsible authorities and administrative leaders in the studied companies. These recommendations include setting clear goals and disclosing the main and subsidiary objectives to avoid misinterpretation and achieve them quickly and efficiently.

Keywords: Strategic planning, operational decisions, oil companies in Nineveh Governorate

Introduction

The era we live in witness's rapid developments in all areas of life, whether economic, social, cultural, or political. As a result of this progress, organizations have grown and gained increased importance in society, and their survival is contingent on their ability to compete in the context of increasing economic openness. This realization has led many researchers and professionals in the field of organization to understand that effective organizations cannot be discussed without paying attention to several elements of successful organization. (Geng et al., 2022)

Operational decisions are an essential part of the operational management processes of any organization or company. These decisions involve making alternative choices and deciding on the utilization of human and material resources, defining desired objectives, and determining

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the pre-agreed steps to achieve them. These steps should align with the company's strategies and objectives as defined by top management and strategic planning. (Almerri, 2023; Soto Silva, 2022)

Consequently, planning for the future is crucial for organizations to avoid various crises. Strategic planning is one of the most critical topics for organizations, as it represents a systematic effort to reach fundamental decisions and activities, focusing on the future of what the organization is, what it does, and why it exists. It serves as a management tool to help the organization perform better in all circumstances it encounters and predict the direction of organizations amid their ever-changing environment. (Fernandes et al., 2022)

To achieve the research objectives, the study comprised four chapters. The first chapter presented the research methodology, while the second chapter discussed the theoretical aspect. The third chapter represented the practical aspect of the research, and it concluded with the fourth chapter containing the conclusions and recommendations. (Miguel Ángel Medina et al., 2023; Abou Eid, 2023)

Literature Review

Study Problem

The oil companies are considered the most important organizations due to their pursuit of achieving economic and social progress within Iraq in general and Nineveh in particular. Among these companies are Northern Oil Company / Qayyarah Oil Fields and Ain Zala Oil Fields, Northern Refineries Company / Qayyarah Refinery and Kask Refinery, and Oil Pipelines Company / Nineveh Oil Depot and Valve Receiving Unit. The management of these companies has been seeking to explore the most important tools and methods that enable them to fulfill their requirements and achieve their objectives. (Ma & Fokoué, 2015)

Given the significance of oil production and its derivatives in Nineveh Governorate and the limited production capacity in the region, this situation negatively impacts citizens. Moreover, the oil sector holds great economic importance for the country, as it directly and indirectly affects all aspects of daily life. (Muthuswamy & Hu, 2023)

Based on the preliminary survey conducted by the researcher on the organizations and companies under study, the researcher identified the following aspects of the research problem:

1. Weak focus on strategic planning and its dimensions and its impact on operational decisions.
2. Insufficient emphasis on developing a clear methodology in these companies to deal with these variables and establish the relationship between them.

This serves as a motivation for the researcher to study the variables (strategic planning and some operational decisions) in the oil companies operating in Nineveh Governorate and to identify the research problem, which revolves around the main question: Do some operational decisions in the researched organizations depend on the application and implementation of strategic planning?

The research problem can be further clarified by posing the following sub-research questions and attempting to answer them:

1. Is there a significant relationship between strategic planning and operational decisions at the overall level in the researched organizations?

2. Is there a significant impact of strategic planning on operational decisions at the overall level in the researched organizations?

These research questions will guide the investigation and analysis of the relationship between strategic planning and operational decisions in the oil companies studied in Nineveh Governorate.

The study derives its significance from both academic and practical aspects:

1. **Academic Importance:** The theoretical importance of operational decisions and strategic planning lies in providing a theoretical framework to understand, analyze, and organize all management and organizational-related processes. Scientific theories help guide operational activities and make crucial decisions regarding the various challenges faced by operational management in organizations. This study aims to explore the relationship between two vital subjects: strategic planning and operational decisions, contributing to the existing body of knowledge in this area.
2. **Practical Importance:** The practical significance of the study lies in its potential to offer recommendations that can assist management in making appropriate decisions to enhance productivity, overcome obstacles, and improve strategic planning awareness. The study's findings can aid organizations in the oil sector, particularly those operating in Nineveh Governorate, to develop and implement effective and sustainable strategies that maximize production and utilize reliable information to support decision-making processes.

The Importance of the Study can be summarized as follows

1. Providing valuable information and feedback to the management about the level of strategic planning awareness and focus within the researched organizations.
2. Raising awareness among the researched organizations about the significance of strategic planning for business development, improving productivity, addressing weaknesses, and capitalizing on strengths.
3. Acting as a guide for the researched organizations and administrations to emphasize the importance of the study's variables among their staff, managers, and employees.
4. Enabling the organizations to recognize the importance of these topics and variables and motivate them to address these aspects within their operations.

Academic Importance

The primary goal of the research is to study strategic planning and its impact on some operational decisions, with the following sub-objectives:

1. Assess the availability and level of interest in strategic planning and its dimensions within the researched organizations.
2. Examine the presence and level of interest in operational decisions within the researched organizations.
3. Test the relationship between the components of strategic planning and the achievement of some operational decisions at both the overall and partial levels in the researched organizations.
5. Evaluate the impact of strategic planning and its components on the achievement of some operational decisions at both the overall and partial levels in the researched organization.
6. Draw relevant conclusions and offer suggestions based on the study's findings, focusing on the study variables (strategic planning and some operational decisions). These conclusions and suggestions can be valuable for organizations aiming to apply strategic planning effectively within the context of their operations and objectives.

Study Hypotheses

Main Hypothesis 1: There is a significant relationship between strategic planning and operational decisions at the overall level within the researched organization. This hypothesis gives rise to the following sub-hypothesis:

Sub-Hypothesis 1: There is a statistically significant relationship between the dimensions of strategic planning (individually) and operational decisions (collectively) within the researched field.

Main Hypothesis 2: There is a statistically significant impact of strategic planning components on the studied operational decisions within the researched organizations. This hypothesis gives rise to the following sub-hypothesis:

Sub-Hypothesis 2: There is a statistically significant impact of each individual component of strategic planning on the studied operational decisions within the researched organization.

Study Methodology

The researcher adopted a survey and descriptive-analytical method, utilizing questionnaires and direct interviews to gather information from the context of the researched organizations.

As for the scope of the study:

1. Temporal Scope: The study's timeframe spanned from 10th September 2021 until the first submission date of the dissertation in 2023.
2. Geographic Scope: The field aspect of the study was applied to oil companies in Nineveh Governorate.
3. Subject Scope: The study encompassed two variables: strategic planning and some production and operational decisions, represented by their respective dimensions and expressed decisions.
4. Human Scope: The study included a sample of managerial leadership from the researched oil companies in Nineveh Governorate, comprising department heads, unit and section managers, and employees with experience in the oil sector.

Data Analysis Methods

The study employed various statistical tools and methods to analyze the data accurately, including Microsoft Excel and Statistical Package for the Social Sciences (SPSS). The following analyses were performed:

1. Spearman's correlation test to examine the relationships between the study variables (strategic planning and some operational decisions).
2. Simple and multiple linear regression tests to assess the impact of the independent variable (strategic planning) on the dependent variable (some operational decisions).
3. Calculation of significance values (F, T) to test the significance of the determination coefficient (R^2) and regression coefficients (Beta).

Research Methods

First: Strategic Planning

Strategic planning emerged in the organizational landscape in the mid-1960s, and organizational leaders quickly embraced it as the "best approach" to execute new strategies and innovate in order to

achieve a competitive advantage over their competitors and positively impact consumers (Rosado, 2022, p. 93). Strategic planning involves analyzing the organization's mission, vision, and values, as well as examining its internal and external environment to identify strategies, plans, and objectives in response to the challenges identified through this analysis. In this context, the logic of strategic planning forms the foundation of organizational success and has been widely adopted in recent years (Kocaoğlu, et al., 2020, p. 228). Table (1) provides an overview of opinions from various researchers about the concept of strategic planning.

Table.1 Opinions of several researchers on the concept of strategic planning

Author	Concept
(Rahman,2016,17)	A flexible and non-rigid approach and tool for managing and dealing with future changes and uncertainties.
(Thomsen & Aggerholm, 2017 ,1)	An administrative tool that contributes to the development of organizational performance and is widely used in modern organizations.
(Ibrahim, 2019, 3)	The most efficient and effective approach to achieving the future aspirations of an organization by moving it from its current state to a better state is through adopting "strategic planning." The organization adopts strategic planning to achieve its future vision
(Sadq, et al,2020,150)	The process of developing and maintaining a strategic alignment between the organization's goals, capabilities, and changing marketing opportunities as it prepares the organization's path
(Almansoori ,et al,2021,1)	It is one of the most important administrative approaches that help all organizations to succeed, continue, and face the risks they face in the work environment. Strategic planning is a method for the work of organizations in general, as a set of decisions can be taken for all organizations in a timely manner in order to manage the limited resources of the organization in a more rational way, and increase the development of services and achieve More satisfaction for customers, whether individuals or organizations
(Joyce,et al ,2022,4)	The most important managerial and strategic tool that helps organizations define goals and objectives, make rational forecasts, and allocate resources in light of the risks and opportunities they face. Strategic planning gives the organization a blueprint for developing, coherent, actionable business practices that are proactive in situations that allow organizations to keep pace with ever-changing trends in the market and stay ahead. on the competitor

Source: Prepared by the researcher based on the sources contained therein

Based on the above, researchers believe that strategic planning is a process that works to enhance and develop the organization's ability to understand risks, threats, and new

opportunities for adapting to future developments and driving forces of change. By monitoring and interpreting these factors, the organization can build a future vision that enables it to provide the necessary resources and be capable of facing potential challenges, thereby achieving a competitive advantage.

Second: The importance of strategic planning

The importance of strategic planning lies in being one of the core responsibilities of managers, preceding other roles within the organization. Strategic planning at the organizational level is the process through which managers and employees design a future vision for the organization and continuously work on developing strategies. It is considered one of the most crucial skills that managers can learn, relying on the results of evaluations, setting specific future goals, and establishing the necessary procedures, means, and processes to achieve that anticipated future vision. It involves responding to relevant changes occurring in the internal and external environment, effectively utilizing all available resources and assets, evaluating results, and setting achievable and measurable future objectives (Bieler & McKenzie, 2017, p. 161).

Abadi and Bahadli (2019, p. 194) highlighted the importance of strategic planning in the following aspects:

1. Providing data, information, statistics, reports, maps, and plans to establish rational foundations for decision-making in both the public and private sectors.
2. Strategic planning can help preserve the natural and cultural assets of the organization in economic development.
3. Preparing procedures and setting objectives that organizations strive to achieve, as well as developing the required mechanisms for them.
4. Preparing all natural, human, material, and administrative resources through strategic planning and ensuring the achievement of objectives.
5. Strategic planning is the primary administrative responsibility of any organization as it helps to understand future opportunities and risks.
6. It helps establish a suitable foundation for implementing continuous development plans, procedures, and programs.

Third: Objectives of Strategic Planning

Strategic planning enables organizations to analyze the present and forecast the future to maintain competitive advantages and prepare for new changes, technologies, and evolving requirements. Therefore, developing an appropriate planning method ensures effective analysis, prioritization of objectives, and their long-term and medium-term implementation, utilizing available resources in accordance with specific legislations, activities, and programs (Al Basel & Osman, 2020, p. 127). Sheltagh (2020, p. 36) pointed out that the objectives of strategic planning include:

- 1- Defining the organization's mission or purpose: Referring to the primary purpose that the organization aspires to achieve since its establishment within its surrounding environment.
- 2- Identifying common functions: Clearly defining them to avoid errors or approaches that do not contribute to future development or growth. It is essential for the organization and its subordinate administrations to align with the organization's mission or purpose.
- 3- Setting comprehensive common goals: It is crucial to establish common goals that provide clear guidance for various activities, as broad categorization of common activities is insufficient.

- 4- Achieving alignment and integration in the allocation of available resources for the organization: This ensures efficient and effective utilization of resources by distributing them among the organization's diverse activities.

Secondly: Operational Decisions

1- Concept of Operational Decisions

As businesses in any organization evolve and the number of employees increases, and the organizational structure becomes more complex, the process of making operational decisions becomes crucial for management. It starts with planning and influences the decision-making process, which is of vital importance to organizations and primarily to managers in goods and services. Thus, the responsibility for operational decisions falls on managers as they make decisions on behalf of the organization to achieve its objectives, and it also affects the decisions of those who are in authority. Table (2) illustrates the perspectives of researchers on the concept of operational decisions.

Table.2 Concept of Operational Decisions

Author	Concept
(Al-Taweel and Abdel-Razzaq, 2017, 237)	A set of choices made by operations managers in collaboration with all functional levels while examining and evaluating all the company's resources and skills in order to increase its success in the market.
(Majbas, 2018, 54)	The main decisions complementing the tasks of the operations that fall within the responsibility of the operations managers in order to achieve the basic factors for success in the production of goods and the provision of services to enhance the competitive position of the organization.
(Hammer, 2019, 69)	The main task in industrial companies for managers is to manage performance by making appropriate decisions to achieve their main goals for the organization in providing products that lead to maximum profit in light of cost and benefits and with the aim of improving efficiency and economy
(Yolmeh& G`ursoy,2019,4)	Short-term choices affecting daily tasks including running patrols, assigning first responders, and setting up machine checks.
(Nadolna&Beyer,2021,2376)	Decisions that are taken on a daily basis according to fixed controls, foundations and standards

Source: Prepared by the researcher based on the sources contained therein

Based on the above, the researcher believes that operational decisions are one of the key tasks of the production and operations manager. These decisions involve enhancing the organization's performance and achieving its objectives by selecting the optimal alternative

from the available options, considering the available resources and in coordination with the rest of the organization's functions, in order to produce goods with high quality or provide services based on cost and timely delivery to the customer.

2- Importance of Operational Decisions

Operational decisions are crucial for all managers as they enable them to implement their plans, organize, employ, lead, and control during the production process (Demir, 2018). Additionally, they play a pivotal role in the organization's competitive strategy, contributing to its successful competition in the market and achieving customer satisfaction by aligning operational decisions with the organization's overall image (Alaameri & Jawad, 2021).

The significance of operational decisions can be summarized as follows (Majbass, 2018):

1. Enhancing the organization's competitiveness in the market.
2. Selecting the best methods for performing work among various alternatives.
3. Identifying the key success factors in the operations function.

3- Objectives of Operational Decisions

Managers responsible for operations play a critical role in decision-making, and their ability to make effective decisions is essential for the organization's success (Heizer et al., 2020). Operational decision objectives include quantifiable results that are expected to be achieved in the short or long term. They highlight the measurable expression of the operations' mission and goals, which differ from the organization's overall goals, as operational objectives are more precise and specific. Integrating operational objectives with the objectives of other functions helps the organization achieve its overall goals more effectively (Shawani, 2015).

According to Al-Aameri (2021), operational objectives contribute to organizational excellence by fulfilling what the operations require for survival and continuity. The five main objectives identified are:

1. Developing product and service quality, high flexibility, and quick responsiveness to increase revenue and customer satisfaction.
2. Reducing the cost of producing goods and services through efficient management and converting inputs into outputs.
3. Working on risk reduction in operations and developing production flexibility.
4. Reducing the required capital for generating products and services by increasing operational efficiency and resource utilization.

Overall, operational decisions play a pivotal role in achieving the organization's goals and objectives, ensuring competitiveness, and maintaining high-quality production or service delivery.

Research Findings

Firstly, Analysis of the Correlations between Study Variables

The hypotheses related to the research participants were based on the existence of a significant correlation between the study variables, represented by strategic planning and operational decisions in the oil sector in Nineveh Governorate. In order to reach an accurate judgment regarding the acceptance or rejection of these hypotheses and their corresponding sub-hypotheses, this section seeks to clarify the value of the correlations between these variables,

their significance, and according to the study methodology. These hypotheses are related to the correlation relationships between the main and sub-variables of the study, as follows:

This section focuses on testing the nature of the correlations between the main and sub-variables of the study, represented by strategic planning and operational decisions. Before confirming their validity, the data of the study variables were tested to ensure that they follow a normal distribution using the Kolmogorov-Smirnov test. The results shown in Table (3) indicate that the significance value for the study dimensions is greater than 0.05, which indicates that the data follows a normal distribution. Therefore, the researcher adopted the Pearson correlation coefficient since the data is normally distributed.

Table.3 Normal Distribution Test

variables and dimensions	Kolmogorov-Smirnov
Strategic Planning	0.076
Analysis	0.072
Vision	0.061
Mission	0.069
Objectives	0.091
Operational Decisions	0.081
Energy Decision	0.068
Location Decision	0.056
Inventory	0.071
Supply Chain/Raw Materials	0.076
Supply Chain/Transportation	0.055

Source: Prepared by the researcher based on the results of the SPSS program.

A - Analysis of the nature of the relationships between strategic planning and operational decisions in the oil sector in Nineveh Governorate.

The content of this analysis reflects the testing of the first main hypothesis, which states the existence of a significant relationship between strategic planning and operational decisions at the overall level in the researched organization. Based on the data presented in Table (4), it is evident that there is a statistically significant correlation between the dimensions of strategic planning (combined) represented by analysis, vision, mission, and objectives, and operational decisions (combined) represented by energy decision, location decision, inventory, supply chain/raw materials, and supply chain/transportation) in the researched field. The correlation coefficient between them was 0.884, and it was significant at the 0.01 level. These results indicate a strong and significant relationship between the variables, confirming the acceptance of the first main hypothesis, which emphasizes the ability of strategic planning dimensions to explain the dimensions of operational decisions.

B - Analysis of the nature of the relationships between individual dimensions of strategic planning and combined operational decisions.

The content of this analysis represents the testing of the first sub-hypothesis derived from the first main hypothesis, which states the existence of a statistically significant relationship between individual dimensions of strategic planning and combined operational decisions in the researched field. According to the data presented in Table (4), there are statistically significant correlations between individual dimensions of strategic planning (analysis, vision, mission, and objectives) and combined operational decisions in the researched field as follows:

1. There is a statistically significant correlation between the dimension of analysis as one of the dimensions of strategic planning and operational decisions. The correlation coefficient between them was 0.578, and it was significant at the 0.05 level.
2. There is a statistically significant correlation between the dimension of vision as one of the dimensions of strategic planning and operational decisions. The correlation coefficient between them was 0.826, and it was significant at the 0.05 level.
3. There is a statistically significant correlation between the dimension of mission as one of the dimensions of strategic planning and operational decisions. The correlation coefficient between them was 0.898, and it was significant at the 0.05 level.
4. There is a statistically significant correlation between the dimension of objectives as one of the dimensions of strategic planning and operational decisions. The correlation coefficient between them was 0.839, and it was significant at the 0.05 level.

Table.4 Results of the Correlations between Strategic Planning Dimensions and Operational Decisions (Combined)

independent variable dependent variable	Dimensions of Strategic Planning.				Overall Indicator
	Analysis	Vision	Mission	Objectives	
Operational Decisions.	0.578	0.826	0.898	0.839	0.884

Source: Prepared by the researcher based on the results from the statistical software SPSS.

* $P \leq 0.05$ $n=108$

The results of the correlation analysis mentioned above indicate the ability of individual dimensions of strategic planning to explain operational decisions, thereby supporting the acceptance of the sub-hypothesis derived from the main hypothesis, which suggests a significant statistical relationship between the individual dimensions of strategic planning and collective operational decisions in the researched field.

Secondly, the analysis of the impact hypotheses among the study variables is based on the idea that there is a significant effect between the study variables in the oil sector in Nineveh province. In order to arrive at an accurate judgment regarding the acceptance or rejection of the hypothesis and its sub-hypotheses, this section seeks to clarify the value of the emerging impacts between these variables and their statistical significance.

A- The impact of strategic planning on operational decisions in the researched companies

The second main hypothesis states that there is a significant effect of strategic planning components on operational decisions in the oil sector in Nineveh province.

Table.5 Results of the Impact of Strategic Planning on Operational Decisions in the Researched Companies.

independent variable dependent variable	Dimensions of Strategic Planning			F	
	B ₀	B ₁	R ²	calculated	Tabular
Operational Decisions.	1.195	0.884 (19.419)	0.781	337.080	5.896

The source is from the researcher's work, based on the results from the statistical program SPSS.

The value (19.419) refers to the calculated t-value with degrees of freedom (df) equal to (1,106). The sample size (n) is 108.

* $P \leq 0.05$ indicates that the significance level is 0.05, which is the threshold for determining whether the result is statistically significant. The critical t-value from the table is 2.974.

From Table (5), the results of the regression analysis indicate a significant effect of the combined components of strategic planning on operational decisions. The calculated F-value (337.080) is higher than the table value (5.896) at a significance level of 0.05 and degrees of freedom (1,106). The coefficient of determination (R^2) is 0.781, meaning that 78% of the variations in operational decisions can be explained by the components of strategic planning, while the remaining 22% is attributed to random variables that are not accounted for in the regression model. By examining the coefficient values (B) and their corresponding t-tests (T), it is evident that the calculated t-value (19.419) is greater than the table value (2.974) at a significance level of 0.05 and degrees of freedom (1,106). Based on the results indicated in the table, the main hypothesis number four has been confirmed for the oil sector in Ninawa Governorate, which states that there is a significant effect of the components of strategic planning on operational decisions in the oil sector in Ninawa Governorate.

B- of the analysis, the individual components of strategic planning were tested for their effect on operational decisions. This test verifies the first sub-hypothesis derived from the second main hypothesis, which states that each individual component of strategic planning has a significant effect on operational decisions in the researched organization. The regression was analyzed for each individual component of strategic planning on operational decisions combined in the oil sector in Ninawa Governorate, as indicated in Table (6) below.

Table.6 Impact Coefficients of Each Component of Strategic Planning on Operational Decisions in the Oil Sector in Ninawa Governorate.

path of direct influence			Bo	B1	R2	T	F	
							calculated	Tabular
Analysis	->	Decisions of operations	2.012	0.578	0.334	7.295	53.217	5.896
Vision	->	Decisions of operations	2.059	0.826	0.682	15.089	227.677	5.896
Mission	->	Decisions of operations	1.224	0.898	0.807	21.053	443.218	5.896
Objectives	->	Decisions of operations	1.669	0.839	0.705	15.901	252.840	5.896

Source: Prepared by the researcher based on the results of the statistical program SPSS.
df = (1,106) $P \leq 0.05$ N = 108

The data obtained from Table (6) is as follows:

1- Effect of Analysis on Operational Decisions

By observing the coefficient values (B) and conducting the (T) test, it became evident that there is a significant effect of the analysis component on operational decisions. The calculated (F)

value (337.080) is higher than the tabulated value (5.896) at a significance level of 0.05 and with degrees of freedom (1, 106). The coefficient of determination R^2 (0.334) indicates that (33%) of the explained variations in operational decisions can be attributed to the analysis component, while the remaining (67%) is due to random variables that are not accounted for in the regression model. The value of B1 (0.578) and the calculated (T) value (7.295) are both significant and higher than the tabulated value (2.974) at degrees of freedom (1, 106). Based on these results, the first sub-hypothesis derived from the second main hypothesis is accepted, indicating that there is a significant effect of the analysis component on operational decisions in the oil sector in Nineveh Governorate.

2- Effect of Vision on Operational Decisions

By observing the coefficient values (B) and conducting the (T) test, it became evident that there is a significant effect of the vision component on operational decisions. The calculated (F) value (337.080) is higher than the tabulated value (5.896) at a significance level of 0.05 and with degrees of freedom (1, 106). The coefficient of determination R^2 (0.682) indicates that (68%) of the explained variations in operational decisions can be attributed to the vision component, while the remaining (32%) is due to random variables that are not accounted for in the regression model. The value of B1 (0.826) and the calculated (T) value (15.089) are both significant and higher than the tabulated value (2.974) at degrees of freedom (1, 106). Based on these results, the first sub-hypothesis derived from the second main hypothesis is accepted, indicating that there is a significant effect of the vision component on operational decisions in the oil sector in Nineveh Governorate.

3- Effect of Mission on Operational Decisions

The coefficient values (B) and the (T) test indicate the presence of a significant effect of the mission component on operational decisions. The calculated (F) value (337.080) is higher than the tabulated value (5.896) at a significance level of 0.05 and with degrees of freedom (1, 106). The coefficient of determination R^2 (0.807) indicates that (80%) of the explained variations in operational decisions can be attributed to the mission component, while the remaining (20%) is due to random variables that are not accounted for in the regression model. The value of B1 (0.898) and the calculated (T) value (21.053) are both significant and higher than the tabulated value (2.974) at degrees of freedom (1, 106). Based on these results, the first sub-hypothesis derived from the second main hypothesis is accepted, indicating that there is a significant effect of the mission component on operational decisions in the oil sector in Nineveh Governorate.

4- Effect of Objectives on Operational Decisions

By analyzing the coefficient values (B) and conducting the (T) test, it is evident that there is a significant effect of the objective's component on operational decisions. The calculated (F) value (337.080) is higher than the tabulated value (5.896) at a significance level of 0.05 and with degrees of freedom (1, 106). The coefficient of determination R^2 (0.705) indicates that (70%) of the explained variations in operational decisions can be attributed to the objective's component, while the remaining (30%) is due to random variables that are not accounted for in the regression model. The value of B1 (0.839) and the calculated (T) value (15.901) are both significant and higher than the tabulated value (2.974) at degrees of freedom (1, 106). Based on these results, the first sub-hypothesis derived from the second main hypothesis is accepted, indicating that there is a significant effect of the objectives component on operational decisions in the oil sector in Nineveh Governorate.

Recommendations

- 1- Field management should focus on setting clear strategic objectives and announcing both main and subsidiary objectives. Clear objectives enable managerial leadership to avoid misinterpretation and contribute to achieving them quickly and efficiently. Empowering the leaders with a clear understanding of the requirements for achieving the objectives enhances their capabilities and clarifies their roles, enabling them to understand what is expected from them.
- 2- Field management should pay attention to operational decisions and enhance their concept among their leadership. This enables them to have a significant impact in the field and gain a positive reputation. Keeping up with the global developments contributes to improving the position of the oil sector both locally and internationally, as well as establishing alliances with other entities to exchange experiences and benefit from their expertise.
- 3- The oil sector should utilize the SWOT matrix (Strengths, Weaknesses, Opportunities, and Threats) to capitalize on opportunities by leveraging strengths in the internal environment and mitigating threats by reducing weaknesses.
- 4- The oil sector in Nineveh Governorate should listen to the perspectives of individuals working in various departments and specialties regarding their future vision of work. They constitute an important fabric and an integral part of this sector, and promoting the principle of cooperation starts with the management to develop and enhance the work environment.
- 5- The oil sector in Nineveh Governorate should define a clear mission about the social role it wishes to adopt and the fundamental issue it aims to address through its work contributions.
- 6- The oil sector in Nineveh Governorate should conduct periodic strategic analysis. This will help the oil sector identify areas that need improvement.

Conclusion

Field management should focus on setting clear strategic objectives and announcing both main and subsidiary objectives. Clear objectives enable managerial leadership to avoid misinterpretation and contribute to achieving them quickly and efficiently. Empowering the leaders with a clear understanding of the requirements for achieving the objectives enhances their capabilities and clarifies their roles, enabling them to understand what is expected from them. (Ponce-de-León et al., 2022)

Field management should pay attention to operational decisions and enhance their concept among their leadership. This enables them to have a significant impact in the field and gain a positive reputation. Keeping up with the global developments contributes to improving the position of the oil sector both locally and internationally, as well as establishing alliances with other entities to exchange experiences and benefit from their expertise. (Wei, 2022)

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The oil sector in Nineveh Governorate should listen to the perspectives of individuals working in various departments and specialties regarding their future vision of work. They constitute an important fabric and an integral part of this sector, and promoting the principle of cooperation starts with the management to develop and enhance the work environment.

The oil sector in Nineveh Governorate should define a clear mission about the social role it wishes to adopt and the fundamental issue it aims to address through its work contributions.

The oil sector in Nineveh Governorate should conduct periodic strategic analysis. This will help the oil sector identify areas that need improvement.

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