

An analysis of the change management strategy and effective implementation of ERP planning at the representative offices of the Iranian insurance company in Zanjan Province

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ABSTRACT

In today's environment, the technology and customer needs are constantly changing, thus identifying customer needs and meeting them in the shortest possible time, with the lowest cost and the highest quality, is of particular importance and contributes significantly to the company's success and survival. It has. In order to effectively deal with such a situation, new management approaches and, at the same time, the appropriate intelligence systems that can support these new approaches have been developed over time and will be followed up by the development of information systems in this area. Get it The important thing we face in reality is that two or more of these two areas of work require sharing and sharing information together. The present study was carried out by analyzing the change management strategy and effective implementation of planning resources in the insurance company of Iran Zanjan province and among employees and directors of this insurance company. A sample of 118 people was selected based on Cochran formula, which was selected by simple random sampling method. Data were gathered through library and surveying methods and a researcher-made questionnaire was used. The results of the analysis indicated a significant relationship between change management and the effective implementation of organization resources planning in Iran's insurance company in Zanjan province.

Keywords: change management strategy, organizational resource planning, resource management, organizational change

Introduction

For many years, the applications used in the information systems were presented separately and did not have anything to do with each other. Such softwares were considered by small companies and they easily met their needs by these applications.

But after a while, with the onset of the process of reengineering business processes in organizations, the need for different types of information systems was felt and the production of integrated information systems that could handle various software applications such as accounting, production, sales, warehouse ... Beginning in a coherent and coherent way. To produce such software, offering new approaches, including integrated software, seemed necessary. In 1992, the structure of an integrated information system was developed by Jaquaho and Rahali. In this structure, the sharing of data among users created the opportunity to easily and quickly provide the data needed by other units, as well as other departmental managers, were able to integrate with each other in an integrated manner. And extract the required reports from a single system. ^[1]

The organization's resource planning system is a coherent set of programs used to support core business activities such as production, finance, accounting, sales and marketing, and

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human resources. The resource planning system of the organization helps to diversify the organization's distribution and sharing of information and knowledge, reduce costs, and improve business processes management.

Express the issue

Choosing the right strategies for transformation is the most important factor in the success or failure of the transformation programs. The strategies of transformation are those techniques and patterns that actually create the desired change in the fields and scope determined. In simpler terms, these are the solutions and methods by which the desired transformation is implemented. As discussed earlier, transformation strategies can be based on the scope and application of these two levels of micro and macro. Large-scale strategies focus on the entire organizational system and have strategic (long-term, broad, fundamental) orientations. The purpose of these strategies is to further transform the cultural context of the organization as a whole, to modify the structure, processes, and the set of formal and informal relationships as well as to replace the philosophy and a new way of managing the organization's affairs.^[2]

The micro-strategies are more focused on a specific subsystem in the organization, and their application is more on the side of changing individual and group behavior. At micro level, development strategies are generally used in relation to the four organizational sub-systems, ie structure, technology, task, and behavior. We need to know that such sub-systems are usually targeted at macro strategies. The difference is that at macro level, commonly used multi-purpose strategies, which simultaneously involve multiple subsystems. The micro level determines the specific changes that are intended for the specific field. With regard to the above, it can be concluded that transformation strategies for the successful implementation of planning the organization's resources are part of micro-strategies, because the planning of IT resources that affects organizational structure, duties, and employees.^[2]

Despite the advantages of the organization's resource planning system, many enterprise resource planning systems that have been used in different companies have failed or are facing executive problems due to the resilience of staff members of many of the organization's resource planning systems. Al-Mashadi and Zayeri claimed that the effective implementation of organizational resource planning requires the creation of capabilities that use transformational management strategies to improve the implementation of organizational resource planning in an organization.^[3] Although some studies have attempted to illustrate this by identifying those transformational management strategies that facilitate the success of the organization's resource planning, many planning systems have yet to be resourced with resilience and ultimately Failures.^[4]

Appropriate improvement strategies (human resources development), along with ERP implementation strategies, lead to organizational change jointly. Therefore, for an organization

that wants to avoid problems that may be encountered during a change, responsiveness to domestic customers (employees) is very important.^[5] Experience has shown that the most important failure factor in implementation and implementation of this project is the use of software by employees in different parts of the company. If they do not accept that the planning of the resources of the organization improves the process of implementation of their work and their activities to the previous systems, they will resist the implementation of it and will fail it. Therefore, implementation of change management, which is one of the major issues in management, can stop the process of this failure and failure.^[6] For this reason, in this article, introducing transformation management strategies for successful implementation of resource planning in Iran in Zanjan province will be addressed.

Research questions and assumptions

questions

Is Change Management Effective on the Establishment and Implementation of Successful Resource Planning in Iranian Insurance in Zanjan Province?

Is management factors affecting the establishment and implementation of successful planning of the organization's resources in Iran's insurance policy in Zanjan province?

Are Process Factors Affecting the Establishment and Implementation of Successful Resource Planning in Iran's Insurance Zone in Zanjan Province?

Is the technological factors affecting the establishment and implementation of successful planning of the organization's resources in Iran's insurance policy in Zanjan province?

Is Human Factors Influencing the Establishment and Implementation of Successful Resource Planning in Iran's Insurance Zone in Zanjan Province?

Hypotheses

Managing change on the establishment and successful implementation of planning resources in the insurance company in Iran Zanjan province is influential.

Management factors affect the establishment and implementation of successful planning of the organization's resources in Iran's insurance industry in Zanjan province. Processor factors affect the establishment and implementation of successful planning of the organization's resources in Iran's insurance industry in Zanjan province.

The technological factors affect the establishment and implementation of successful planning of the organization's resources in Iran's insurance industry in Zanjan province. Human factors affect the establishment and implementation of successful planning of the organization's resources in Iran's insurance industry in Zanjan province.

Review the background of the research

Shabestani and Roohifard (2017): Based on the results, human resource management and planning increases the organizational

performance of the departments and creates a continuous competitive advantage in increasing productivity, as well as improving the organization's ability to achieve its goals and An irrefutable necessity for today's organizations, which should not be ignored, would otherwise lead to negative outcomes in organizations and agencies.

Abedi and Mirjalili (2017): In this paper, first, definitions of the resource planning system and software implementation stages are discussed, and then the risks that are considered by the software organizations in the organizations are identified, and to address the best of Ranking and prioritization of the hierarchical process method. By reviewing the past papers and interviewing experts, 29 risks were identified. By distributing the questionnaire among the target statistical society, the risk of inappropriate choice of consultants and sellers and unwillingness Users are very important to make effective changes through implementation.

Kaykhani et al. (2017): The purpose of this study was to investigate the effect of planning resource resources on international airport services in Zahedan.^[1] The statistical method of this research is survey and correlation type. In this research, the statistical population of the passengers of the international airport is Zahedan, and our sample is 384 passengers who at least once used the airport's services before implementing this planning. Which were selected by random sampling and the results were analyzed by SPSS software. The findings of this study indicate the significance of the relationship between the impact of organizational resource planning on services at this airport, and the most important result of this research is the impact of the planning of organizational resources on improving the airport's services before the implementation of this planning until after implementation. , In a way that this satisfaction of passengers from the airport services Qabb of the implementation of the program 54% and after its implementation has reached 88%.

Arabi (2015): Enterprise Resource Planning (ERP) is a massive and promising software that has been built to increase productivity and automation of business processes, rather than eventually leading to failure. The lack of transparency in performance requirements, lack of commitment to management and inadequate training are one of the most common reasons for the failure of enterprise resource planning. The paper emphasizes the reluctance to change the behavior and business processes as a cause of failure.

Mayer (2018): The results of the research show that these models have different functions in the study of different technologies and their acceptance. The study intends to take a new approach to the topic using the Technology Acceptance Model (TAM). Over the past few decades, understanding the utility and ease of use has been the most important factor in the adoption of new technologies in the field of information systems. But these two factors alone can not describe the behavior of users in emerging environments, such as the use of enterprise resource planning systems. In this paper, a model for accepting enterprise resource planning systems with an emphasis on trust and the key factors behind the success of

enterprise resource planning as other influential structures is presented.

Pars (2016): This paper examines the role of IT in the planning of organizational resources. Let's explain briefly about the evolution of organizational resource planning. The following are the functions and methods of implementation, the advantages of implementation, its place in the software and information systems, as well as the most important risk factors for organizational resource planning, and then discusses the development of planning resources of the organization and the role of IT in the development of the program. We focus on organizational resources and the development of enterprise resource planning (ERP). In addition, the reasons for the failure of resource planning projects and the main obstacles in implementing the organization's resource planning system are mentioned.

Research method

The present research can be based on the type of purpose of the applied research type. The main objective of the applied research is to achieve the practical consequences of finding solutions to real problems, developing applied knowledge in a particular field, and inventing and inventing devices and methods for doing practical tasks. This research can also be considered as descriptive research. In descriptive research, the researcher seeks out how the subject is and wants to know the phenomenon of variable, object, or subject. The methodology of this research is a survey that is descriptive of subsets of research. Survey method is a method for the nature of personal attributes and perceptions (attitudes, beliefs and interests) of individuals through analysis of responses and questions that have been carefully elaborated. Therefore, it can be said that the research method used in this descriptive-survey study is.

Tools work

Information gathering tools are tools that help them obtain the information they need to research. These tools include questionnaires, interviews, observations, tests, tests, and more. The data gathering tool was a questionnaire. In order to collect information, a questionnaire of Bai et al. (2013), which has two sections of general questions and specific questions, is used. Each of the questions in the specialized department is five options and Based on the Likert scale.

Data collection tools in the humanities include questionnaires, interview cards, view cards, folders, forms and the like, which are tools for collecting questionnaires. For statistical analysis and analysis of data, descriptive and inferential statistical methods have been used with SPSS software.

Society and statistical sample

Society consists of all real or hypothetical members who are interested in generalizing the findings of the research to them, or, in other words, society is a group of people, objects or

events that have at least a common trait or feature. The statistical population of the present study All branches and insurance representatives of Zanjan province are 174 cases. The statistical community may be large or small in terms of the number of people or items to be observed. To save on human resources, the cost and time and respect for other executive considerations, instead of studying all the people in the community, one can select and sample an individual from the community. An example is usually a group of people who represent the community and more or less have the characteristics of the community.

Data analysis

In this section, we examine the research hypotheses using correlation coefficients and regression.

Table 1: Regression results of research hypotheses with variable of organizational planning resource response

Number of responses	Beta factor	Significance level	The coefficient of determination	Permanent variable
Variable number	0/534	0/00	0/11	change management
constant number	1/545	0/00		
Variable number	0/232	0/01	0/09	Management factors
constant number	1/55	0/01		
Variable number	0/682	0/04	0/16	Process factors
constant number	1/343	0/01		
Variable number	0/675	0/00	0/06	Technological factors
constant number	1/456	0/01		
Variable number	0/658	0/03	0/07	Human Factors
constant number	1/765	0/01		

Hypothesis 1: Managing Change on Successful Implementation and Implementation of Organizational Resource Planning in Iran's Insurance Industry is effective in Zanjan Province.

Based on the data obtained from the research, the correlation coefficient between change management and organization resources planning is equivalent to 534/0, which indicates a positive correlation between the two variables, ie one increase leads to another increase. The value of Cox and Snell's variable regression is equal to 11.0, indicating that 11% of the predicted changes are. Also, due to the amount of sig (error less than 5%), the coefficient is significant.

Hypothesis 2: Management factors affect the establishment and implementation of successful planning of the organization's resources in Iran's insurance industry in Zanjan province.

Based on the data obtained from the research, the correlation coefficient between management factors and organizational

resource planning is equivalent to 511.0 which indicates a positive correlation between the two variables, ie one increase leads to another increase. The value of Cox and Snell is 0.09, which indicates that 9 percent of the changes in organizational resource planning are predictable by the variables of managerial factors. Also, due to the amount of sig (error less than 5%), the predictor variable is significant.

Hypothesis 3: Process factors affect the establishment and implementation of successful planning of the organization's resources in Iran's insurance industry in Zanjan province.

According to the results of the research, the correlation coefficient between successful establishment of organizational resource planning and process factors is 0.711, which indicates a positive correlation between the two variables, that is, one increase leads to another increase. The value of Cox and Snell's regression is equal to 0.16, which indicates that 16 percent of the variation in the variability of the successful establishment of organizational resource planning by the variable is predictable process factors. Also, due to the amount of sig (error less than 5%), the predictor variable is significant.

Hypothesis 4: The technological factors affecting the establishment and implementation of the successful planning of the organization's resources in Iran's insurance industry are effective in Zanjan province.

Based on the research data, the correlation coefficient between the technological factors on the establishment and successful implementation of the organization's resource planning is equivalent to 465/0, which indicates a positive correlation between the two variables, ie one increase leads to another increase. The value of the regression criterion is equal to 0.06, which indicates that 6% of the changes in the deployment and successful implementation of the planning of the organization's resources are identified by the variable and predictable factors. Also, due to the amount of sig (error less than 5%), the predictor variable is significant.

Hypothesis 5: Human factors affect the establishment and successful implementation of organization planning in Iran's insurance industry in Zanjan province.

Based on the data obtained from the research, the correlation coefficient between human factors and the establishment and successful implementation of the planning of the organization's resources in Iran's insurance industry in Zanjan province is 719.0 which indicates a positive correlation between the two variables, Gets The value of regression criterion is equal to 0.07, which indicates that 07% of the changes in the establishment and successful implementation of the planning of the organization's resources in Iran's insurance in Zanjan province is predictable by the variable of human factors. Considering the amount of sig (less than 5% error), predictive variable coefficient, meaning successful establishment and

implementation of planning resources in Iran, is significant in Zanjan province.

Conclusion

Management may conclude that employees still have a lot of resistance to operational changes stemming from the implementation of organizational resource planning. In such cases, excellent management should use its best endeavors to figure out what the mistake has occurred (whether the mistake has led to a high degree of resistance). For example, senior management may re-identify the needs of users and adopt appropriate change management strategies to achieve an acceptable proportion between the two. As previously stated, successful implementation of organizational resource planning involves matching the appropriate strategies for effective overcome. Resource sources (habits, risks and perceived risks). The proposed approach showed how this goal could be achieved.

Suggestions

In this paper, it is suggested that, in order to overcome employees' resistance to change, excellent management should take the following measures:

- 1- To study the needs of users and the reasons for its potential resistance to change;
- 2- Confronting situations with appropriate strategies and techniques in order to successfully introduce the organization's resource planning;
- 3- Assessing the status of change management activities.

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