

Volume 04, Issue 02, 2024,

Publish Date: 19-02-2024

Doi <https://doi.org/10.55640/ijbms-04-02-02>

INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT SCIENCES

(Open access)

IMPROVING THE BUDGET PROCESS THROUGH EFFECTIVE BUDGET PLANNING STRATEGY

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ABSTRACT

This research paper addresses the importance of an effective budget planning strategy in improving the budget process within institutions and organizations. Emphasis is placed on the potential benefits of this strategy through enhanced transparency, improved resource management, enhanced balance between financial and non-financial objectives, and enhanced cooperation and coordination between different sections. A set of recommendations is made for the effective implementation of this strategy, including the development of participatory and consultative processes, improved monitoring and evaluation, enhanced training and development of staff, and effective risk management. This research is aimed at continuously improving the budgetary process and enhancing the financial and operational performance of enterprises.



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INTRODUCTION

Business organizations, especially industrial organizations, seek to make the best use of their resources to reduce waste, through planning, control, and then performance evaluation. Planning budgets are seen as a control tool that affects the Organization's performance and increases its ability to achieve its objectives. The planning budgets are an important tool used in the industrial sector and have an important role to play in the decision-making process, and the planning budgets are used as a planning and oversight tool in the public and private sectors by conceptualizing the work of the Organization to achieve its established objectives. Sound planning helps to bring the Organization's goals and potential into line with each other and results in the adoption of long-term exploitation decisions. Planning budgets are therefore considered the most appropriate instrument for efficient spending and productive efficiency.

1.2 Search Problem

Most industrial firms experience difficulty in calculating or estimating the industrial costs of the product and distributing its costs in a manner that ensures fair loading, as well as a lack of commitment to applying planning budgets and correcting distortions through the use of system outputs as an indicator to avoid them in the future. In the view of researchers, there is a lack of awareness on the part of corporate administrations of the importance of involving all administrative departments in the process of preparing planning budgets as a tool for cost planning, oversight, and performance evaluation, as the costs of production are high as a result of the lack of optimal use and planning of resources to minimize waste of production outputs. Given the importance of directing industrial firms to use planning budgets in the production process to reduce waste and to channel resources towards optimum utilization, it is important to do so.

1.3 Importance of research

The importance of research stems from the lack of awareness among most Jordanian

industrial companies of the general contribution to the importance of planning budgets and their use as an effective tool in planning, controlling production elements, and evaluating performance. Hence the importance of this research, where planning budgets are considered to be one of the most important tools or instruments to help the enterprise overcome the gaps it faces, namely, to optimize the use of available resources, reduce waste, compare actual costs with estimated costs, correct errors and increase the efficiency of the production process.

1.4 Research objectives

This research seeks to achieve the following objectives:

The main objective of this research is to attempt to reveal the commitment of Iraqi industrial companies to using planning budgets in planning, performance evaluation, and control of production elements.

In addition to identifying the planning budgets and their effectiveness as a tool for oversight and performance evaluation, the importance of the participation of all administrative sections in the preparation of the planning budgets.

1.5 research hypotheses

The research was based on a major hypothesis: "Iraqi industrial companies are not interested in preparing planning balances that are used as a tool for monitoring and evaluating performance."

Search number two:

2. Budgeting as a planning and oversight tool and its role in the rationalization of decisions

Planning: The planning process is defined as: "The report in advance of what needs to be done, how, when and who does it? "or is an activity of economic management aimed at controlling and influencing the nature and trends of changes in economic intensity." (Al-Shahoumiya, 2020: 9). Financial planning as defined (Shinbei, 2016:158) is also a set of efforts to reach the financial plan by which the objectives, possibilities, means, policies, procedures, rules, and duration of implementation are to be defined." The financial

planning process should therefore include the following: - target setting. - Analysis of available financing and investment alternatives. - Choice of the best alternative. - Expect what will be the case in the future. There are two sets of factors to be considered during the financial planning process:

- External factors: assessment of the expected level of performance of the national economy, the conditions under which the State will operate, and whether they are prosperous or deflationary
- Internal factors: determination of the scale of investment, finance, production, sale, costs, employment, markets, and all economic aspects involved in the State. - The task of planning is to make recommendations on the course of action, but the final word in policy-making lies with the State officials responsible for their decisions, or are the executive officers and legislators directly responsible to the people? The planning process for budgeting is crucial. Planning must take place, and fundamental and comprehensive changes must take place in the preparation of the general budget and macroeconomic policy and must work towards the achievement of the following objectives and the most important ones: -

2.1 Economic policy planning

The economic environment is highly volatile as a result of the unstable situation and difficult conditions resulting from its practices and control over different borders, crossings, and economic resources. Despite all these circumstances, all available public resources must be disposed of and must be subject to a systematic planning process to define the strategic objectives of economic policies. These objectives represent the basis for the preparation of the general budget, which will be achieved by its various instruments, such as taxes and public expenditures.

2.2 Planning of the budget process

Link the overall development plan to the

budget planning process itself to ensure that the budget fulfills its primary function of being an instrument for the implementation of economic policy, i.e., in line with the overall objectives of the development agenda. According to (Al-Shahoumiya, 2020: 12-13), the planning process is to adopt a medium-term framework. This requires the competent authorities (Ministry of Finance, Ministry of Planning, Legislative Council) to define macroeconomic objectives in line with the development plan for a period of three to five years. Planning is a general roof over the allocation of resources between the various uses of the medium term, which is set for three or five years. Planning for the current year is based on a justification that falls within the overall framework and is not aimed at total fiscal discipline. This helps to strengthen the overall fiscal discipline process. This requires firm positions by the Ministry of Finance on public expenditures through the commitment, without exceptions, of all to the official determinants of expenditure and borrowing. Planning helps decision makers to make rational decisions regarding the allocation of resources between competing executives around limited resources and helps to analyze alternatives to reach the most efficient means of achieving the core objectives at the lowest cost. Here, a distinction must be made between two types of planning, as stated in the maplet, (Al-Muqaiti, 2021: 13):

Type I: Strategic planning: the general objectives of the State can be achieved in the long term by assessing the resources required for this purpose and necessary for the present and the future. This type of planning involves the prediction of the future based on a set of rules and on what economic events will be like. (Moses, 2019: 43-69)

Type II: Career planning: through which the State aims to increase the efficiency of non-program work through higher efficiency

The concept of planning budgets: There are many concepts relating to budgets as a result of differing perspectives in terms of being a comprehensive and coordinated plan or means of linkage and implementation. The concepts include the following: a comprehensive and coordinated plan of various activities and financial

resources in the project from a given period in the future expressed in monetary form. A plan or program of action in a future period aimed at organizing and coordinating the economic activity of a given unit within the limits of available human and primary resources so that the best results can be achieved by the best means, methods, and methods to achieve the objectives to be implemented. This plan is distributed to all officials to guide them in their work so that a detailed, predetermined plan can be used as a basis for evaluating the performance of the project. A financial translation of a quantitative plan covering all aspects of the project activity for a future period in a comprehensive and coordinated manner. The specialized operational budgets that link each section of the economic unit together with the set of financial lists showing the results of the expected work of that economic unit include - a combination of the flow of information, administrative procedures, and processes, and, at the same time, linked with individual or other considerations - a performance appraisal standard to which officials are bound by the right decision-making and accounting issues and an executive evaluation by which they are determined and which is essentially the basis for performance. - A practical tool for determining the framework for the in-kind, financial, and monetary balance of the operations of an enterprise, and a short or long-term Fftart in the future, whether this or an individual enterprise is engaged in industrial, commercial, financial, or private or public activities, whether the enterprise is a private enterprise, a public enterprise, a jihad, a ministry, a government body or departments. From the above, researchers define the schematic budget as a comprehensive plan for all aspects of the activities of the enterprise expressed in quantitative terms, covering the objectives of the enterprise for specific periods to measure results achieved, detect or predict deviations before their occurrence, coordinate the various departments and departments of the enterprise, involve the personnel in their preparation and then monitor the actual

results of the planned actions. (Seligman, 2018; 46-59)

3. Importance of planning budgets

With the objectives of the enterprise and since the objectives are achieved through the planning budget, the planning budget is linked. There is close planning without oversight, and there is no oversight without an evaluation of the actual disease of the scheme. Hence, the most important benefits we can derive through the application of the planning budget system can be summarized as follows: - a coordination and communication tool: coordination is the harmony and balance of all aspects of the production, services, units, or sections of the facility to the fullest extent possible to achieve the objectives of the enterprise. The planning budget system serves to achieve full coordination between the various departments and departments of the enterprise and their activities during the budget implementation process so that all work in a balanced manner towards the achievement of the predefined objectives of the management of the company.

Planning tools such as setting and setting objectives and developing strategies to achieve these objectives. A planning budget is a planning tool based on the translation of plans and objectives into estimated tables of different life activities. (Solemah, 2022:14-15)

3.1 The importance of planning is illustrated by the following

The program needs assessment of activities is established based on initial information and data, to arrive at the scale, type, and priorities of these needs, identifying and analyzing the material, human and institutional resources available, their size, and the change in their follow-up and evaluation relationship to provide a mechanism to follow up the implementation of the plan and to work towards addressing errors through feedback. It accelerates the process of development by limiting resources, both internal and external, and by improving the process of their exploitation, leading to psychological security among members of society and helping to achieve their satisfaction as a result of

contributing to the development of the plan, the dissemination of projects for its implementation and the identification of the means and financial requirements necessary to achieve those objectives. Providing coherence and consistency between different objectives and sectors, thus facilitating oversight and compliance with implementation, and helping to define precise and clear responsibilities. - A tool for oversight and performance evaluation. The expression of planning budgets is an effective tool through which to carry out oversight and performance evaluation by measuring what is estimated or planned for actual performance and expressed in actual numbers derived from the system. Where there are deviations between expected and actual results, the causes of these deviations are analyzed through responsibility centers so that management can take corrective action. (Saleh, 2009:43)

3.2 Criticism of the planning budgets

- Budgets are time-consuming and costly for the enterprise.

What reflects the handicaps of others is that budgets inhibit response and flexibility, often adding significant value to the enterprise in comparison with the time spent in its preparation. - Balances are concentrated mainly on control and vertical orders. - Balances that reflect the structure of communications and the teams on which the organization relies. - Encourage balances to manipulate and change behaviors.

Budgets are prepared, adjusted, and updated on a non-recurrent basis, usually on an annual basis - budgets may increase competition between enterprise administrations and encourage the contribution of knowledge. - Individuals may feel that their budgets are undervalued by the planning budgets: the preparation of planning budgets requires consideration of a set of general bases, including a sound information system that provides easy access to the necessary data and information promptly. - The objectives to be achieved through planning budgets are possible and not impossible. - Management

personnel are aware of the concept and importance of the budget, which has an impact on their positive participation in the effective preparation of the planning budget. - Clear timing of the budget preparation period and the period covered by it. - Clear delineation of budget preparation responsibilities through the establishment of a committee to oversee the preparation of the centers and coordination of sub-balances at the section or responsibility levels. The planning budget is an internal plan for the management of the enterprise and is therefore subject to the established accounting principles. There are no instructions or principles issued by any of the specialized accounting boards governing the preparation of the budget. However, there are general grounds that must be considered in the preparation and implementation of the budget to ensure its success as a financial plan aimed at programming the economic activities of the enterprise. These are as follows: - The budgetary adequacy of the objectives of the enterprise is based on the objectives of the enterprise, which must be clearly defined, applicable, and implemented within the parameters of the enterprise's circumstances. (Khaldi, 2006:38).

- Appropriate to the organizational structure of the enterprise: The budget preparation process is preceded by the reorganization of the administrative structure of the enterprise with a detailed description of the functions, identification of the various administrative responsibilities, and clarification of the lines of authority. The budget is presented in a manner consistent with the organizational structure of the enterprise to allow for the smooth functioning of the business and to identify deviations from the plan for the various units by matching the classification of the budgetary activities and the organizational structure of the enterprise. (Teoh, Wong, 1993: 346).
- Balancing the accounting system and the manual of accounts: although the balance is a sanction of the accounting system, and using accounts consistent with a manual to facilitate the comparison of actual and

planned data after supporting the management levels of the enterprise: from the highest management level responsible for adopting the budget and authorizing its implementation to the lowest management level contributing to the implementation of the activities according to. To balance, the approval of the budget by the parties concerned ensures that there is no resistance to the implementation of the budget. (Russell,2000: 180)

Linking the budget to the incentive system ensures cooperation of the various administrative levels for budget implementation. Principles for the preparation of planning budgets: The preparation of the planning budget is linked to several basic principles, which are as follows:

1. **The principle of targeting:** The objectives are set according to serious and thorough studies and consider the conflict that may exist between the objectives of the departments. The various objectives are developed and a need to reconcile the objectives to achieve the basic purpose of the project.
2. **Precautionary principle:** The purpose of planning and budgeting is to determine the objectives that the project seeks to achieve under internal and external conditions based on optimum resources and means available to achieve the objectives and that the estimate should be realistic and achievable.
3. **The principle of participation, persuasion, and the provision of incentives:** objectives or plans can best be achieved in the absence of full cooperation between departments and departments on the project, and officials believe in the objectives of the scheme and convince them of the reasons for achieving them. This requires the participation of those

departments responsible for the realization of these plans, which makes them feel responsible for achieving this plan and the incentive system increases the levels of workers and their interest in achieving the objectives:(, et. al,2014: 82-83 Eskandari).

The reasons for the preparation of the planning budgets: There are many reasons why the management of the facility should adopt a budget method to increase its administrative efficiency:

- Budgeting requires periodic planning of all activities of the enterprise.
- Creates individual command awareness.
- Budgeting improves the efficiency of coordination management, promotes a spirit of cooperation between individuals, and increases the efficiency of the enterprise communication system.
- The balance takes the direction or quantitative measure in the analysis and presentation of key data and information.
 - Budget provides an integrated performance appraisal system
- To move all efforts and activities towards achieving the objectives of the facility. Rules for the preparation of planning budgets.
- The planning budget characterizes ongoing processes and capital formation as a whole.
- The economic unit is committed to the distribution of annual budgets in kind, financial, and monetary terms and should be divided according to the budget. Key economic activities are major economic activities. The economic unit is committed to the geographical distribution of the annual budgets (Al-Waqad, 2010: 48-50)

In preparing the planning budget, the economic unit is committed to models that serve all planning processes.

The planning budget links costs to the face-to-face cost centers (IAASB,2013: 19-20)

Production centers, production service centers, marketing service centers, administrative and financial services centers, and capital operations centers. Constraints to the effectiveness of the planning budget system: The most important

internal and external factors affecting the effectiveness of the discretionary budget system are: the complexity of the technical aspects: the degree of technological presentation of the industry to which the enterprise belongs is linked to the degrees of uncertainty in terms of resources and future uses of the enterprise. The more complex the technical aspects of the industry to which the enterprise belongs, the greater the degree of uncertainty, the more difficult the planning, and the less effective the system is. - Nature of the market environment: this is related to the market framework that operates through the enterprise and its factors and influences of competition and openness to external markets. (Russell, 2000: 182)

4. Programme budget and performance as a planning and oversight tool

4.1 Balance of programs and visibility of planning tool

The concept and importance of planning in balancing programs and performance is one of the tools used in planning, implementing oversight, and evaluating performance and helps in the decision-making process in both the public and private sectors. Balanced planning helps guide efforts in fund development, in formulating a clear process, and in identifying sources and costs, as well as making the Organization able to develop programs to develop its funds in the coming year in a way that ensures research, action, and evaluation. It acts as a source and guide for women and staff (Retreat, 2008:7).

Planning is a prior determination of what needs to be done, what needs to be done, how and when, and who is responsible for it. On the other hand, it is an activity of the management of the Organization aimed at controlling and influencing the nature and trends of changes and growth in the Organization, which must be carried out on an ongoing basis to ensure the efficient and effective continuity of the Organization's work. (Thomas and Henkin, 2010: 190) The use of the budget as a planning tool has been the result of

outstanding planning and budgeting. The planning and budgeting system focuses attention on the targeting and classification of programs and the evaluation of the results of such programs in achieving those objectives, thus determining the full costs of programs and planning for long-term programs, and analyzing alternatives and balances as a tool for the application of adopted decisions and policies resulting from the regular analysis (Al-Zuhairi, 2014: 62).

4.2 Phases of financial planning when preparing the budget

Planning is to determine the non-targeting and predict the potential results under the alternatives that achieve these goals and to make the decisions necessary to obtain the results. Planning is to examine the future and transform it into planned areas of work. The study of the future is at five stages.

(Thomas and Henkin, 2010: 191-192). It's gonna be expressed in...

Target phase: - If the goal is to increase sales by 30%, e.g. the budget for production, procurement, wages, additional industrial burdens, and other budgets quantitatively and financially. Data and information collection phase: - Care to study and analyze the cost-volume-profit interface to achieve the best product mix. (Al-Zuhairi, 2014: 63).

The resource pooling phase concerns the number of needs lists and financial flows that must be obtained from the most appropriate sources. In the preparation of budgets, the cash balance is prepared, which is considered to be at the core of the planning phase of the project & work.

In the preparation of the budget, quantitative standards are prepared and then converted into financial standards that reflect the various aspects of activities in the coming period in quantitative and monetary terms that require their implementation and adherence.

Phase of preparation of work plans and policies - at this stage a detailed plan and policies are presented for each section and this is done when the budget is prepared. It is clear from the above that the preparation of budgets is a design of the

planning work. (Al-Qurayshi, 2011: 248).

4.3 Features of budgeting as a planning tool

The overall objective of the budget is to achieve planning and oversight objectives in its far-reaching decision-making role. A budget is a planning tool and a means of formulating managers' expectations and aspirations shortly or constantly reflecting on the future, and managers' aspirations are seen as the Organization's goals that they seek to achieve using the material means and possibilities available. One of the most notable features of the budget count as a planning tool. It makes the budget manager put planning into his work priorities. (Al-Zuhairi, 2014: 66)

The preparation of the budget provides a means of communicating their plans in an orderly manner to all branches of the facility or government units. The budget provides managers with a way to make their planning effort official.

The budget provides managers with a way to set their targets, which are used as a performance evaluation standard. The balance reveals underlying or foreseeable bottlenecks before they occur, which helps in planning to avoid them. The budget is used to disclose what managers want to achieve and what departments and departments are required to implement and deliver.

4.4 Balance of programs and disease as a control tool

- The concept and dimension of the oversight process in the balance of programs and performance is the important function of the oversight of various activities in government units, which is based on what has been planned, and the performance is based on the verification that administrative units are working accordingly. The balance of programs can play a role in this area. Effective as a regulatory model, oversight as a managerial function is essential for all activities in the administrative units to ensure that the work is proceeding as planned, ensuring that the objectives of

the administrative unit are achieved

- The control process is concerned with measuring actual performance and comparing it with the planned criteria for identifying and addressing deviations, so if the deviations are negative, they are corrected and if they are positive, they are supported.
- The planned standards are the objectives of the Administrative Unit. The process of setting specific objectives and building the plan necessary to achieve those objectives are prerequisites for the exercise of oversight over the implementation of activities in the Administrative Unit. The objectives of oversight under the program budget system are well established. Oversight under the program and performance system is defined as a function of monitoring and accountability. It also provides guidance and guidance to executive managers to ensure that these programs are properly implemented through the projects and activities they contain. Harmonization of performance and alignment with the policy directions of the government unit in line with the objectives of the Social and Economic Development Plan (Shanbi, 2016: 175)

Ensure that the work is conducted regularly and that all efforts are made to achieve the objectives of the programs prepared by the Government Unit. For what it's prescribed for programs in terms of size, type, and time.

Ensure that the work has been performed according to the costs consistent with the work plan and the financial plan. Development of business systems and means of implementation by organizational units to ensure maximum production with minimum expenditure, as short as possible and at an appropriate level of quality, while avoiding the greatest loss of time specified in Provide each individual working in organizational units with continuous suitability to perform the work assigned to him or her by the action plan of the rates and standards of units, the workforce, and the schedule of production stages. For timing, it's spent over the months of the fiscal year according to Use of financial

provisions in time for the plan

To provide professional capacity to perform and spend to ensure that work is carried out effectively to avoid errors or deviations while achieving coordination, cooperation, and coherence at all administrative levels and horizontal heads. For activity and in the common accounting system, the budget system is one of the evolving systems and a comprehensive program organized for a future period whereby the various activities of the Organization are reflected through the translation of quantitative indicators and qualitative plans for implementing policies and achieving objectives. In light of those concepts, the budget is the main feature of most management control systems to achieve the following objectives: (Musa, 2019: 80)

Urging management to plan: - The budget provides the Department with a comprehensive planning tool for project activities and helps the Department to set objectives for the organization as a whole and for divisions within the organization. I'd rather judge the actual results of the balance sheet as a standard.

Provision of a performance evaluation standard: - planned performance according to past performance, management assesses the number of people working based on targeted values using budgets rather than past performance and a good budget system urges management to examine performance as planned

Improved communication and coordination within the organization - coordination is harmonization and balance between all factors of production variables and all sections and functions in a manner that achieves the objectives of the organization; communication means making all functions aware and aware of the organizational plans

The balance of programs, the performance of a monitoring tool, and the evaluation of performance are considered to be two sides of the same coin. Sound planning can be envisaged unless it is followed by effective oversight to ensure that the plan is properly implemented. Actual performance is

accompanied by planned performance. Sound oversight is envisaged unless it is properly planned. The budget reflects the plan in the form of desired objectives and actual results in implementation. There are means of achieving control, including supervision, personal observation, preparation of written reports and reports, such as trial reports, comparative reports, identification of deviations, analyses of profit, revenue, cost elements, marketing and administrative expenses, and accountability reports. It can be said that balancing programs and performance is a control tool if the objectives to be achieved by government units are met by using performance and program balances as a basis for comparing real and actual activities and evaluating their performance. The balance of programs and performance is, therefore, a management tool, embodied in a plan for allocating expenditure according to the criteria. The balance of programs and performance shows the resources and outputs of each activity related to the government unit. Thus, government units must identify the activities and programs that pursue their diverse objectives in light of the objectives of each of the different government units and implement these programs and activities. (Seligman, 2018; 88)

Researcher three.

Practical aspect

5. An I.D. on the coffin cement plant:

On the practical side, a search sample is required, through which the most important use, internal control system, and internal audit are identified, and their effectiveness in reducing risk is explained by financial performance. Of course, the search can reflect and reflect other samples of economic unity in general, so the sample of the coffin cement plant was selected in the honorable dry.

5.1 Metadata of research variables

In this research, the results of the research were shown and explained by the use of the questionnaire form obtained from the economic unit in question, which includes the managers of the unit, other staff members of the unit, and

heads of divisions, as well as the staff of the Internal Oversight Section and the Internal Audit and Human Resources Section. Sixty forms were distributed. Fifty-five forms were recovered, valid for use and analysis, using a five-year scale (Likert).

5.2 Measurement of persistence and sincerity of the resolution form

In a form commensurate with the nature of the work of the coffin cement plant and the risks it is likely to be exposed to, several tests have been carried out on the identification form to ascertain its stability and authenticity, including:

5.3 Measurement of prima facie truth

The prima facie truth is one of the most important tests to ensure that the form is capable of measuring what it was designed for. The form was submitted to a different group of experts by the appropriate terms of reference after it was designed, to give their opinion on the validity of the expression of the activities in the paragraphs being measured and the that there is no ethically significant impact relationship for Iraqi industrial companies to the number of schematic balances as a tool for evaluating performance, and through the results of Table 1, we note that the magnitude of the correlation between the independent variable (s) and the dependent variable (s) (s) (%), which is an indication of the strength their

appropriate level of the response measure.

5.4 Measurement of persistence (self-harmonization)

In this research, the Alpha constant was used to measure the internal consistency of the form ' s activities, with the alpha value ranging from zero to zero, in terms of the acceptable statistical value of the alpha coefficient (0.5) and above, to be a good constant, as this coefficient was calculated for other enabling and guiding actions of the form.

5.5 Statistical analysis and hypothesis testing

This research examines the statistical analysis of the data of the research sample and the test of the statistical hypothesis of the data, which was developed to determine the impact of artificial intelligence (autonomous variable) on the quality of external (sub-variant) scrutiny tested through the use of SPSS using: regression coefficient, variance analysis, transaction analysis.

To find out the final decision on the hypothesis correlation as a weak correlation, and in the same table it is noted that the determining factor was 0.8, meaning that the ratio of the interpretation of industrial firms to the assessment of the financial performance of companies is rather weak and the remaining ratio is attributable to other factors.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.090 ^a	.008	-.001-	.27585
a. Predictors: (Constant), Y				

Table 1 (Summary of model)

Research data have been tested through the analysis of the variation tool and table (2) the

hypothesis is accepted because the value (Sig>0.05), i.e., there is a morally significant

influence relationship for Iraqi industrial companies on the quality risks of assessing

financial performance.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.067	1	.067	.878	.351 ^b
	Residual	8.218	108	.076		
	Total	8.285	109			
a. Dependent Variable: W						
b. Predictors: (Constant), Y						

Table 2 (Analysis of variances)

The regression equation of the impact of the independent variable on the dependent

variable based on table (3) can be written as follows:

$$Y = 3.414 + 0.120 X$$

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.414	.531		6.425	.000
	Y	.120	.128	.090	.937	.351
a. Dependent Variable: W						

Table 3 (Transaction analysis)

CONCLUSIONS

1. Improved transparency and better decision-making provide an effective budget system that increases the transparency of financial processes within the institution, thus facilitating better and informed financial decision-making.
2. To enhance efficiency in resource management by adopting an effective

budget planning strategy, the Foundation can improve the efficient use of financial resources and direct them to key priorities.

3. To enhance forecasting and future planning through an effective planning strategy, the Foundation can improve its ability to forecast and plan better for future financial needs.

4. Promoting innovation and innovation in the budget process. An effective budget planning strategy can encourage innovation and innovation in the budgeting process, thereby contributing to improving the financial and operational performance of the organization.
5. Enhancing the balance between financial and non-financial objectives by more effectively channeling financial resources and improving planning, the advanced budget strategy can enhance the balance between the objectives of the financial and non-financial institution, such as sustainability and social responsibility.
6. Enhancing cooperation and coordination between different sections and sections could contribute to enhancing cooperation and coordination between different sections within the institution, thereby promoting a common understanding of financial objectives and challenges.

Recommendations

1. The development of participatory and consultative processes should encourage the broad participation of officials and stakeholders in the budget development process. Participatory working sessions can be hosted to collect observations and proposals from different departments and levels within the institution.
2. An innovative approach to financial planning requires an innovative and flexible approach to financial planning that can adapt to rapidly changing challenges and opportunities. Advanced forecasting and data analysis techniques can be adopted to improve planning accuracy and forecasting of future financial needs.
3. Enhancing the balance between financial and non-financial objectives should take into account non-financial objectives such as environmental sustainability and social responsibility in the budgeting process, financial resources could be allocated to initiatives that support these goals alongside traditional financial objectives.
4. Improved monitoring and evaluation require effective mechanisms to monitor budget performance and evaluate results regularly. Key performance indicators (KPIs) can be used to assess the performance of sections and projects and to ensure that financial and non-financial targets are achieved.
5. Enhanced training and development of staff should provide continuous training and development to staff involved in the budgeting process, including the development of planning and financial analysis skills and the use of modern tools and techniques.
6. Effective risk management must identify and assess potential risks that may affect the budget process and implement strategies to deal with them effectively.

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