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EXAMINE THE SYSTEM AND INFORMATION EFFECT IN ERP ON MATERIALS PURCHASE PROCESS TO GOODS DELIVERY

Mahmoud KHAJEHPOUR¹, Hadi KHABIRIPOUR², Fereshteh ASADOLLAHIAN³, Shima BARADARAN GHANAD⁴, Tayyebeh MESGARNEZHAD⁵, Hamed SHAKERIAN^{3*}

¹ Ph. D Student, Department of Production and Operations Management, Faculty of Management and Accounting, Shahid Beheshti University, Tehran, Iran,

² Master of Science (MSc), Department of Accounting, Yazd Branch, Islamic Azad University, Yazd, Iran,

³ Ph.D. student, Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran,

⁴ Ph.D. student, Department of Industrial Management, Yazd Branch, Islamic Azad University, Yazd, Iran,

⁵ MSc Student, Department of Accounting, Ardakan Branch, Islamic Azad University, Ardakan, Iran.

***Corresponding Author**

E_mail: stu.shakerian@iaut.ac.ir

ABSTRACT

Enterprise resource planning can influence on the supply chain management in Ceramic and Tile industry. By exploring the literature review and the main variable indicators, the enterprise resources planning is on the supply chain management which its subsidiary hypothesis were surveyed like system and information. according to the statistical population that are the Tile and Ceramic experts of Yazd province (In Iran). We selected some samples based on snowball method and by a questionnaire we collected data. for the data analysis, was used the inferential statistic. (Factor analysis, path analysis and structural equation) with SPSS and PLS softwares. The results of data analysis showed that system hypothesis approved and information variable of Tile and Ceramic industry of Yazd province was rejected and some suggestion was offered about Tile and Ceramic industry.

Keywords: Enterprise Resource Planning (ERP). Tile and Ceramic Supply Chain System, Information.

INTRODUCTION

the core of ERP, is a complex of integrated requests which relates the back office operations to each other for example production, financial and distribution, and creates a more wider subsection from the enterprise business system. ERP expands in transportation, wave house, sellers automation and beyond this in the designing engineering by computer and data management system (Adam, et al., 1997). which is practical for integrating these two technologies. In this regard, the ERPS application not only relates the back office requests, but also should develop beyond its local performance including sellers' automation, data storage, document management and after - sales services with supply chain for increasing efficiently of key clients (Agus and Abdullah, 2000). As the competition is being made among the chain supplies, so the supply chain management in the company results to the answering to the requests and customers expectations. In decade 1190 and with advance of global market, the existence of structure and flexible enterprise seems necessary in order to respond to the diverse customers and market rapid development. In this decade improvement in production process by the use of engineering patterns a large group of industries managers realized by continuum of their presence in market place, the local processes and being flexible in company capabilities is

not enough, the components and materials suppliers should produce high quality and with the lowest price. and products distributors should have a close relationship with the producers' market development politics. with such a view point, the supply chain approach and its management come into the exist. the planning process, control and execution of operations in relation to the supply chain at very best, supply chain management includes all the displacements and raw materials storage, inventory during doing business and actual cost from the starting point to the finishing line of consumption. supply chain management is an integrating approach for planning and control of materials and data which flows from the suppliers to clients as this approach circulates in the different tasks of enterprise. supply chain management relates the inventory management to the data analysis of industrial enterprise by focusing on operation management. During the recent years, this field has been accentuated. supply chain management tasks, is managing and coordinating of its different currents (Christy et al., 1994). So the purpose of this research is to survey the effect of services and satisfaction in ERP on supply chain management.

THEORETICAL FOUNDATION AND RESEARCH HYPOTHESIS

ERP

ERP locates on database. ERP in an industrial manner is a complex of related processes that supported by a software with different modules and helps the automation of important sections of enterprise. ERP is regarded as an information backbone of an enterprise from the points of view of data bases and enterprise processes. ERP integrates all parts and tasks in the whole parts of company inside of the computer system, So the special needs of all enterprise parts is supported in this system. ERP is not only a software or hardware, but also is a complex of thought, architecture, performance and motivation for enterprise to attain to the profitability and customer's satisfaction. ERP is a thinking, technology and system for high efficiency management in different resources in an enterprise. in the result increases the enterprise efficiency and rising the customer's number. P is regarded as a software for supporting the enterprise internal processes.

supply chain management

A supply chain, includes all the facilities or members and activities which are involved in production and delivery of a good or service from suppliers to customers and supply chain management is managing these tasks in supply chain. supply chain elements includes three parts (Gocer et al, 2011):

1. Upstream, materials, supply services by the suppliers.
2. internal processes: tasks inside the enterprise for supplying end product
3. downstream: distribution and delivery of products to the customers

Supply chain management is looking for integrating the organizational units along the supply chain and coordinating materials flow, data and financial flows for fulfilling the customer's demands with the aim of competitiveness of supply chain. in the chain supply, all the tasks in relation to the goods flow and materials conversion include the preliminary production to the end product delivery to the customers. supply chain management is an integrating process of supply chain tasks and its related information flows which results from the improvement and task coordinating in the production and delivery of goods. according to the Ladan and et al. 2004, supply chain includes all the related tasks of materials flow and goods conversion from



the raw material to delivery to the end consumers and its related data flows (Van hoek and et al., 2010). Supply chain includes all the tasks related to the flow and goods conversion from the raw materials (mining) to delivery to the end consumers and its related data flows. (Pak maram et al., 2015). In general, supply chain is a chain that involves all the related tasks according to the goods flow and material conversion from the preliminary production to the delivery of end product to the consumers. in the good flow, there are another two flows involved. One is the data flow and the other is financial resources and credits flow. Today, supply chain management is an infrastructure discussion in electronic business implementation in the world. In the world competitions, in this era, all the diverse products should be in access according to the customer demands. Requests for high quality products and instant giving services existed the pressures that we never faced with such a thing before. in the result companies can not afford these tasks alone (Sarmad et al., 2015).

ERP and supply chain integration reasoning result from past surveys, observations, concentrations, objectives and supply chain systems performance and ERP.

From the global point of view, the companies' business, develop their foreign activity range in order to find new opportunities around the world. While the rapid effects and the dynamic foreign environment bear great pressure on the company performance and decisions. the way of rapid reaction to the foreign changes and competition in the global environment is a determining outcome. Different enterprise demand integrated information system which provide the data transfer from one border to the other. Beside this, the enterprise seeks to the customer relation between the central office and local unit, even in a district the companies demand the same functions by the way of effective coordination of different departments with each other. In short, the need to apply the simple and influential business process. As a result, they can intensify the relation and coordination in the performance sections. In order to attain these goals, there is a need to the performance integration (Khanleri et al., 2014). So we can say (the main hypothesis) ERP has a meaningful and positive effect on supply chain management.

ERP systems

- ***Application software***

Package is a complex of integrated cells that have been designed, engineered earlier and are ready for commissioning. It covers all the enterprise commercial processes. American society of product and inventory control defines the ERP as follows: A method for planning and effective control of necessary resources for receive, production, delivery and responding to the customers needs in the manufacturing, distribution, and services company (Chine, 1998). ERP is a commercial software. Its aim is data integration, flow and information among the diverse sections of an enterprise including financial, accounting, human resources and supply chain and customers' management. ERP system, is a variable data system and can be regulated which integrates the data and processes based on enterprise data in the enterprise units and among them (Munoz edrisi et al., 2015). ERP are computer systems which designed for enterprise transactions processing. And their purpose is facilitating planning, production and on time responding to customers in an integrated environment (Akkermans et al., 2003). ERP system is a tool for gathering and integrating data and managerial skills which applying for the whole of enterprise in a data base for example from financial affairs to human resources according to the supply chain elements and connection of production to purchase and sale. So the first hypothesis:



system has a positive and meaningful effect on supply chain management and the second hypothesis: information has a positive and meaningful effect on supply chain management.

Literature review local research

Mohammad Reza dalvi Esfahani and et al (2014) wrote an article with the title of investigating the marketing strategies alignment and the impact of these on supply chain and enterprise performance. the aim of this research is alignment effect of marketing on supply chain and enterprise performance in the industrial group of selection. The results of this survey shows that there is a positive and meaningful relationship between marketing strategy alignment and supply chain with supply chain performance. Also there is a positive and meaningful relationship between supply chain and enterprise performance. according to the importance of supply chain performance to the enterprise knowledge, education and acknowledgement program in enterprise about supply chain could be a strong tool for communicating the integrated supply chain advantages. Supply chain partners should share the information, define the responsibilities and assign them and align the incentives. Mosakhani and et al. (2014). in an article with the title of “ presenting a template for measuring the planning project requirements of enterprise resources (case study of Qazvin Azad University) Mentioned that this survey is being presented with the aim of presenting a modal for investigating the proceedings and essential requirements of ERP system in an enterprise. The results of the model test shows that the university has the appropriate platforms from the technical, economic and operational point of view in order to apply a simple system of ERP with the minimal standards for ERP development. In spite of appropriate program related technology development, human resources readiness is below the average level. Abdolvand, Tarani (2014) in his paper, with the title of acceptance factors of cloud ERP system in the small and medium-sized enterprise in Iran mentioned that ERP system is in under the focus of big enterprise because of a great deal of advantages. statistical population of this research involves 200 IT managers in small and medium – sized enterprise. As mentioned before, according to the competitiveness of business environment, the enterprises have to use ERP system. As the ERP comprises a great scale of enterprise, their install, implementation storage are time consuming and costly. as these systems need a lot to hardware, their implementation could be challenging and risky. So may experience high failure–rate. Maleki and Hekmatian (2014) presented their paper with this title “ the investigation of knowledge management impact an supply chain management. case study of this paper is about clothing industry. the data of this paper is from 500 turkey great companies. And 15 companies of six provinces as a face to face meeting. Then these data were investigated by an analytical network process. according to the result, knowledge management elements have positive impact on clothing supply chain performance. according to the investigation knowledge production is a remarkable criterion for clothing companies. They should apply correct management and strategy in order to compete and dominate on market. The results show that applying it is so important for managers. in the clothing companies the most important happening for managers is correct supply chain management and more competition among supply chain. Khanlari, Kafaie (2014) represented in their paper that in spite of acceptance of applying ERP system by enterprises, most of them could not attain to the expected results by establishment of this system. The finding of this research suggest that each of the structural dimensions of concentration, formality, personnel ratios, specialism by impact on five–fold system dimensions are influential in the success of applying it after establishment phase and explains its impact in a separate



dimensions. This research is investigating enterprise structure impact on ERP system success and finding optimal structural characteristic for successful applying of this system. For this, the relationship between the different dimensions of enterprise structure and ERP success system was investigated. Ghorbanpour Dabagh (2014) in his paper "ERP establishment effectiveness in internal auditing performance of north west sugar factories" stated that today enterprise designing regarded as a tool that applying it accompanies with more corollary including transparency, costs and workforce fatigue reduction, providing an appropriate environment, improvement in personnel's job skills and management, correction in the way of doing work. The results showed that the companies which had established ERP system could control the internal weakness in a better way in comparison with the companies with fewer internal weakness control which did not have. Such a system. we get to these results by fitting the probit regression model which includes diverse control variable associated with internal weakness control Hamidi (2015) in his paper "presentation of a network analysis structure for ERP system selection in fuzzy environment" stated that ERP system of enterprise resources make the enterprise more efficient by business processes integration in an information system infrastructure selection of an appropriate ERP system is a vital issue in supplying the commercial strategies and company purpose. The results suggests that ignoring the criterions interaction may lead to wrong decisions. First, based on companies' requirements and executive requests, the ERP criterions were defined. After this and exploring the ERP choices and their suggestions, the best choice of ERP system is chosen from the fuzzy analytical process by considering the decision making process ambiguity.

- **External Research**

Chandrakumar and et al. (2015) referred to the package size estimation of special pockets of ERP investigation by package scores. in his paper "an approach for ERP package size estimation by package score." the suggested method became valid by the data gathered from the 14 ERP projects of the same company. There is a positive correlation between packaging the scores and the effort of these projects. These results show the feasibility of our suggested method and positive atmosphere for beneficial use of this method by project managers in future ERP projects. Eventually, we investigate the meaning of these results in the future investigation of scope of practice. Badvi and et al. (2016) mentioned to the new angle for understanding this success by project management theory combination with institutional theory by neo-institutional theory view point in the paper "The sovereignty effect of enterprise project interests' management on ERP project success. According to the neo-institutional theory the more using project management and interests management as a sovereignty and action in an enterprise the more could use them in ERP projections. As a result, they transformed to a part of enterprise logic in projections management. it is supposed that ERP investing success relates to the enterprise projections and institutional logics of enterprise interests management. After 130 questionnaire analysis by use of structural equations modeling we found that this hypothesis is confirmed. Furthermore, the enterprises which have both logics have a better performance in comparison to the other enterprises. This research shows that the cause of investment project success is project management. This responsibility makes changes in business. Mat yatin an et al. (2015) in his paper ERP system execution interests in telecommunication investigates the relationship between information quality, system quality, service quality, consumer's satisfaction and ERP net profit. The finding shows that service quality in the most effective factor in net income. while



the other two factors are not meaningful. It seems that adding an intermediate, consumer satisfaction has low effect on the relation of the two other dimensions and net income. Service quality is a factor with highest efficiency in telecommunications company. an effective ERP is a system which can be supported in business intelligence business in a company. Chanyong and et al (2010) in their paper "structural equation model for analyzing the ERP impact on supply chain management" investigated gathering data in order to apply the ERP system and its impact on company capability in supply chain. ERP and supply chain management are important choices for IT investment for doing business or IT managers and their potential capabilities have been admired in business performance improvement and University research. Operational interests, business trend and strategic planning interests intensity the supply chain company abilities in operational merger of process, customer and communication integration, planning and process integration control. Kafman and et al. (2014) in their paper "statistical power of structural equation models in supply chain management research" investigated the other domains of supply chain management that the power size is not enough. This findings is worrying, because the statistical power influences directly on conclusion meaningfulness based on covariance structural equations model. In 86 percent of application investigation, covariance power level of structural equations model is not documented well. Furthermore, in 32 percent of 988 covariance of structural equation model the statistical power is very low. 43 percent of the other 988 application the statistical power level is nearly 100. Kafman and et al. (2015) in the paper "investigation of partial least squares structural equation modeling (PLS-SEM) in supply chain management research investigated using PLS in a 75 papers. in prominent journals of structural equations model. Also the most of researchers comprehend the traditional techniques based on structural equations model, but they are not familiar with PLS – SEM a lot. Lotfi and et al (2013) in the paper "sharing information in supply chain management" explore the sharing impact on information supply chain management for rising efficiency of enterprise performance in production sector. sharing information has a remarkable benefits for production sector. For example inventory reduction and efficient inventory management, lowering the cost (substantial reduction of Uncertainty), remove of substantial reduction in Bullwhip effect, using the improved resources, increasing productivity, enterprise productivity, service improvement and strengthening the social bonds, recognition the primary problem, rapid reaction, decreasing the cycle time from offer to delivery, tracing and even in a better way, rapid entrance to market, advanced network and using the optimized capacity. The other side, sharing information has its own obstacles. As was discussed before, the production sector should Use the advanced IT in order to share the information in supply chain in an efficient way to increase the competitive advantage. For maintaining its positive is global economy.

RESEARCH METHOD

The present research is descriptive–survey research and according to the goal is applied research. its aim is expanding the applied knowledge in a special field.

Society and sample

The statistical society of this research includes experts and elites who are aware of ERP in supply chain in the Tile and Ceramic factories of Yazd province. The snowball method was applied in the research. Its sample was 40 elites who were aware of supply chain.



Data Collection

According to the research topic and its variables, data is gathered by a questionnaire during the winter (2015) to September of (2016) for testing the hypothesis. The responds should be given based on five–point likert scale. in data gathering by Using taking notes in a library method, and could be applied in data gathering by a field method and questionnaire tool. questionnaire is one of the most common tool for data gathering in survey studies. In this research the following methods are Used according to required data. A) underlying data collection method by primary source: having interviews with managers and ERP and supply chain experts, using questionnaire which the resulting information is the bases of impact and refuting the hypothesis. B) Data collection method by secondary resources the experts theories about ERP and supply chain. applying the research and publications of organizations which working about ERP and supply chain. In different centers, using books, papers and magazines from the credit sites Using the University papers.

Data Analysis

In data analysis, the descriptive and inferential statistics. Descriptive statistics includes Frequency tables, mean, standard deviation and so on. In the inferential level, the structural equations model was Used by confirmatory factor analysis and path analysis. For factors analysis and hypothesis confirm (factor and confirmatory path and structural equations) the PLS and SPSS software's were used respectively.

DATA FINDING

In this research, the structural equations modeling was applied by PLS–SEM for testing the hypothesis and model verification. This method is Used in cases that our sample is small or the variables distribution are not normal. In PLS models, two models are being tested. external model is equivalent to the measurement model and internal model is similar to the structural equations models. the external model indicates the factor loading variables that has been observed.

External Model (measurement model)

In methodology of structural equations model, at first it is necessary for resident to study the construct reliability in order to specify the selected items for assessing the variables in a more accurate way. For this purpose confirmatory factor analysis was used. If factor loadings of an item with its variable be T–value of higher than 1/96, in this case this item has the essential accuracy for assessing that construct or latent factors. In the following tables the value of factor loading presented for every item of latent factor.

Table 1. Confirmatory factor analysis is (factor loading value and T – value) For every satisfaction variable.

| T - statistics | Factor loading | item | variable |
|----------------|----------------|------|----------|
| 2/668 | 0/352 | K1 | system |
| 13/989 | 0/657 | K2 | |
| 24/222 | 0/834 | K3 | |
| 10/050 | 0/691 | K4 | |
| 5/709 | 0/578 | K5 | |



All the item have a greater than 1/96 value. According to the tables, all the variables in their items are being confirmed and have more share in assessing their related variable the indicated which has a smaller coefficient, has a small roll in assessing the related construct.

Table 2. Confirmatory factor analysis (factor loading value and T-value) For information variable

| T - statistics | Factor loading | item | variable |
|----------------|----------------|------|-------------|
| 2/665 | 0/452 | K11 | information |
| 5/429 | 0/641 | K12 | |
| 10/481 | 0/720 | K13 | |
| 7/645 | 0/660 | K14 | |
| 3/179 | 0/503 | K15 | |

Table 3: Confirmatory factor analysis (factor loading value and T-value) For every supply chain variable

| variable | item | Factor loading | T - statistics |
|--------------|------|----------------|----------------|
| Supply chain | K32 | 0/653 | 11/842 |
| | K33 | 0/794 | 11/945 |
| | K34 | 0/727 | 16/748 |
| | K35 | 0/731 | 24/420 |
| | K36 | 0/738 | 14/713 |
| | K37 | 0/727 | 15/471 |
| | K38 | 0/879 | 16/868 |
| | K39 | 0/881 | 40/764 |
| | K40 | 0/781 | 25/885 |
| | K41 | 0/883 | 10/758 |

External Model Fitting

- *Reliability Coefficients*

the mean variance coefficients show that what percent of structure variance or model variable is explained by a separate item. Structures or model variables have mean variance of higher than 0/5 standard index which were introduced y bagouzi and yay. We conclude that items can explain variance variables of research model. In assessing model, the internal model coordinate or reliability is assessed by composite reliability. Reliability coefficients are brought in the following table. In the model, all of the model structures have composite reliability and higher than the standard index of 0/6 the composite reliability indicates high the internal reliability of research data. Also Cronbach's alpha of higher than 0/7 shows the desired reliability.

Table 4. The mean value and reliability coefficients.

| Coefficient of determination | Cronbach Alpha | Composite reliability | Mean variance | variable |
|------------------------------|----------------|-----------------------|---------------|--------------|
| 0 / 810841 | 0/629001 | 0/767184 | 0/412435 | system |
| | 0/608291 | 0/736037 | 0/364540 | information |
| | 0/911545 | 0/926482 | 0/559267 | Supply chain |

- *Construct Reliability*

The construct reliability is measure by two methods: one is the mutual factor loadings which compare the correlation of one construct with the other. and another method is the farfel and larker standard which have been applied in this research.

Table 5. Coefficients determination of construct reliability

| | system | service | Supply chain |
|--------------|----------|----------|--------------|
| system | 100000 | | |
| information | 0/532873 | 10000 | |
| Supply chain | 0/800982 | 0/553989 | 10000 |

The mean square of variance in the latent factors in the present research which are located in the matrix main diagonal in the existed home are greater in comparison with the correlation value among them respectively in the left and bottom homes. We note that this standard is acceptable for all the variable and could confirm the appropriate construct reliability for the model.

Model externals (path coefficient and t-statistics)

According to the internal model we can investigate the hypothesis. By comparing the value of every path coefficient we can confirm or refute the research hypothesis. If the absolute value of t-statistics be greater than 1/96, at confidence level of 95 percent and t-statistics value of more than 2/58, the path coefficient in 99 percent significant level is meaningful. conceptual model test results at confidence level of coefficient has been shown in the following figure. the path numbers indicates the T-value for investigating the path coefficient meaningfulness, it is necessary the t- value of every path be higher than 1/96. In this analysis t-value did not confirmed the meaningfulness of all path and accept the hypothesis which are under the investigation except the institution and information path.

- ***external model (structural model)***

The hypothesis were explored by internal model, and structural model path was evaluated. Every path corresponds to one of the hypothesis. Every hypothesis test is done by exploring the sign, size and statistical significance of path coefficient (Beta) between the latent factor with dependent variable. So in the following table the totality of research hypothesis is observed.

- ✓ ***Model in a Path Coefficient State***

model test in the path coefficient state, resulted to this output. according to it, the coefficient path in this research forms the hypothesis.

Table 6. Model test in the path coefficient state

| Resampling of t-statistics | | | Standard error | Mean | Beta | Path |
|----------------------------|-------|-------|----------------|----------|-------|--------------------------|
| 800 | 1000 | 1200 | | | | |
| 3/272 | 3/035 | 3/038 | 0/083993 | 0/261507 | 0/255 | System supply chain |
| 1/45 | 1/369 | 1/372 | 0/092979 | 0/127294 | 0/127 | Information Supply chain |

According to the t-value of all path except information hypothesis and institution is higher than 1/96 which indicates at confidence level of 95% the other path experienced the meaningful effect. according to the meaningful level the hypothesis were confirmed to the level of 99%.

General Model Fitting Evaluation (quality indicators)

In structural equations modeling by PLS method unlike the axis covariance, there is not indicator for total model assessment. It is used as a yardstick for general performance of model assessment. some researchers believe the value of more than 60 percent is significant for this statistics. In this research is not significant.



Table 7. The summary of path coefficient, coefficient of Determination, T-statistics and research hypothesis result

| Hypothesis result | T - statistics | Coefficient of path | Hypothesis |
|-------------------|----------------|---------------------|---|
| confirmed | 40 / 402 | 0 / 878 | The ERP has a positive and meaningful effect on supply chain management |
| confirmed | 3 / 232 | 0 / 255 | System has a positive and meaningful effect on supply chain management |
| Rejected | 1 / 431 | 0 / 127 | information has a positive and meaningful effect on supply chain management |

Research hypothesis test

After the principle model investigation, the research model hypothesis were investigated. If the absolute value of T-statistics be lower than $1/96$ zero is supposed, but if the absolute value of T-statistic be higher than $1/96$, suppose of zero is refuted. in this section, the corresponding hypothesis is tested. Main hypothesis: ERP has a positive and meaningful effect on supply chain management. according to the above tables, absolute value of T-statistics equals to $40/402$ and greater than $1/96$. So zero is refuted. In fact, at confidence level of 99 percent has a positive and meaningful effect on supply chain management. Hypothesis (1) system has a positive and meaningful effect on supply chain management. In the above table absolute value of T-statistics equals to $3/232$ and greater than $1/96$, so zero suppose is refuted, it means that there is a positive and meaningful relationship between system and supply chain management. hypothesis (2): information has a positive and meaningful effect on supply chain management. according to the table, absolute value of T- statistics equals to $1/431$ and lower than $1/96$. So null hypothesis is confirmed.

CONCLUSION

According to the basic hypothesis which was presented in the beginning of research and we discussed it in literature review suggest and by a questionnaire the data was gathered and analyzed. The findings suggest that if the absolute value of T-statistics be lower than $1/96$, zero is supposed but if the absolute value of T-statistics be greater than $1/96$, supposing zero is refuted. In the table T-statistics of absolute value equals to $4/402$ ad greater than $1/96$. So the first hypothesis was confirmed, it means that in confidence level of 99 percent system has a positive and meaningful effect on supply chain management. According to the first hypothesis that was discussed and data was collected by a questionnaire and the findings shows that absolute value of T-statistics equals to $3/232$ more than $1/96$. The first hypothesis was confirmed. In fact, in confidence level of 99 percent system has a positive and meaningful effect on supply chain management. according to the table above the absolute value of T-statistics equals to $1/431$ and lower than $1/96$. So supposing zero is refuted according to the results, information could have important role in supply chain. The lack of it make Us not to notify to the suppliers, manufacturer distributor and customer. So the lack of sharing information makes that in some ways we have surplus and deficit products, So the hypothesis was not confirmed in this industry and is rejected.

SUGGESTIONS

ERP in order to be more influential, we should attention to the following cases, including selecting an appropriate system and suppliers, software localization in enterprise according to the strategy, culture and its structure, commitment and support of enterprise management from software implementation, consultants merit in its implementation, appropriate project control in the implementation process and is completion in a definite time, predicted projection and so on. Suggestions for system impact on supply chain management include: representing complete discipline, improving accountability and costs control by applying supply chain management system, with matching cost effective and rapid with market changes in new opportunities, presenting high level services with supply chain management software that has been designed for enterprises with different sizes. Strengthening the relationship with suppliers, customers and facilitate concluding a contract with producers from all over the world. In information impact on supply chain management, the suitable suggestion for solving the information problem, we can refer to ((vertical integration)), “ suitable inventory “, ((strategies for lowering environmental Uncertainty)) and “applying the appropriate techniques for planning and production “.

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