

**TURKEY REPUBLIC  
FIRAT UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES  
DEPARTMENT OF BUSINESS  
ADMINISTRATION**



**THE ROLE OF MANAGEMENT INFORMATION SYSTEM  
IN IMPROVING ORGANIZATIONAL CULTURE: FIELD  
STUDY WITHIN THE GOVERNMENT BANKING  
SECTOR IN DUHOK**

**MASTER THESIS**

**SUPERVISOR  
Asst. Prof. Dr. Cem AYDEN**

**PREPARED  
Nechirvan Haji Ibrahim**

**ELAZIĞ-2020**

**TURKEY REPUBLIC**  
**FIRAT UNIVERSITY**  
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**BUSINESS ADMINISTRATION DEPARTMENT**

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Jürimiz, ..... tarihinde yapılan tez savunma sınavı sonunda bu yüksek lisans / doktora tezini oy birliği / oy çokluğu ile başarılı saymıştır.

**Jüri Üyeleri**

- 1.
- 2.
- 3.

F. Ü. Sosyal Bilimler Enstitüsü Yönetim Kurulunun ..... tarih ve ..... sayılı kararıyla bu tezin kabulü onaylanmıştır.

**Prof. Dr. Ömer Osman UMAR**  
**Sosyal Bilimler Enstitüsü Müdürü**

**ABSTRACT****Master's Thesis****The Role of Management Information Systems in Improving Organizational Culture: Field Study within the Government Banking Sector in Duhok****Nechirvan Haji Ibrahim****Firat University****Social Science Institute****Business Administration Department****Elaziğ, 2020; Page: X+73**

The main management information systems are one of the old and modern topics in that one, i.e. One of the things that cannot be dispensed with, especially within the current time, which is characterized by information and technology, but the time when technology has become the basis of life, especially with regard to banking activities and banking operations, as it can be said that the activity the banker without information systems becomes one of the organizations that he suffers from paralysis, and at the same time the information systems work in conjunction with the so-called culture, i.e. (organizational culture) that can be expressed as the features that distinguish one institution from others and that have become in some sometimes the basis of competition between organizations in terms of the extent to which these organizations (banks) adapt their activities to the surrounding environment, hence the idea of the study came through not trying to know the extent of the interconnection and impact available between information systems and organizational culture at the level of banking institutions operating within the banking sector, and therefore was chosen four randomly from the banks operating in (Zakho) as a sample for the current study, as 135 questionnaires were distributed to the staff of the employees and 120 questionnaires were retrieved valid for statistical analysis, and from a group of basic and secondary assumptions that centered around (determining the relationship the influence and interconnectedness between the variables of the study on the macro and partial basis), and from testing these hypotheses

about the hypothetical study scheme, a set of conclusions have been reached, the most important of which is that the information systems and the extent of information that the system can provide to users determine the basis in the nature and type of culture possessed within the individuals working within the bank and the bank itself.

**Key Words:** Information Systems, Organizational Culture, Bank, Types of Culture.



**ÖZET****Yüksek Lisans Tezi****Örgüt Kültürünün Geliştirilmesinde Yönetim Bilgi Sistemlerinin Rolü: Duhok'ta  
Devlet Bankacılığı Sektöründe Saha Çalışması****Nechirvan Haji Ibrahim****Firat Üniversitesi****Sosyal Bilimler Enstitüsü****İşletme Ana Bilim Dalı****Elazığ-2020; Sayfa: X+73**

Yönetim bilgi sistemleri bu konudaki eski ve modern konulardan biridir, yani özellikle mevcut zamanda, bilgi ve teknoloji ile karakterize edilen, ancak teknolojinin temeli haline geldiği zaman içinde dağıtılamayan şeylerden biridir. Hayat, özellikle bankacılık faaliyetleri ve bankacılık işlemleri ile ilgili olarak, faaliyetin bilgi sistemleri olmayan bankacının felçten muzdarip olduğu kurumlardan biri haline geldiği ve aynı zamanda bilgi sistemlerinin de çağrılmış kültür, yani (kurum kültürü), bir kurumu diğerlerinden ayıran ve bir kısmi haline gelen özellikler olarak ifade edilebilir. Bu nedenle çalışma fikri, ara bağlantı ve im bankacılık sektöründe faaliyet gösteren bankacılık kurumları düzeyinde bilgi sistemleri ve örgütsel kültür arasında pakt bulunmakta ve bu nedenle (zakho) 'da faaliyet gösteren bankalardan rastgele olarak seçilen ankete örnek olarak 135 anket dağıtılmıştır. Çalışanların ve 120 anket istatistiksel analiz için ve etrafında odaklanan bir grup temel ve ikincil varsayımdan (araştırmanın makro ve kısmi bazda değişkenleri arasındaki etki ve birbirine bağlılık) ve testten geçerlilik kazanmıştır. Varsayımsal çalışma şeması ile ilgili bu hipotezler, bir dizi sonuca ulaşılmıştır, bunların en önemlisi bilgi sistemlerinin ve sistemin kullanıcılara sağlayabileceği bilginin kapsamı, sahip olunan kültürün doğası ve türünün temelini belirlemesidir. Banka içinde çalışanlar ve bankanın kendisi.

**Anahtar Kelimeler:** Bilgi Sistemleri, Örgüt Kültürü, Banka, Kültür Çeşitleri, Sistem.

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**ETHICAL DECLARATION**

I hereby declare that i am the solely author of this master’s thesis entitled “*the role of management information systems in improving organizational culture : field study within the government banking sector in duhok* ” and it is necessary to declare that all data and information in this document have been obtained and submitted in conformity with ethical demeanor and academic rules. I also mentioned that i did not submit this thesis study to any other institution to obtain a degree.

**Nechirvan Haji Ibrahim**

**ELAZIĞ – 2020**



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First of all, i would like to dedicate this achievement to my parents, my brothers and sisters, my lovely wife and children.

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**ELAZIĞ – 2020**

**Nechirvan Haji Ibrahim**

## INTRODUCTION

In our modern era, information is the main driver of all affairs of our lives. The old methods are successful in managing organizations, because guessing, intuition, and imitation are all ways that no longer guarantee the success of management today in achieving the desired goals of these organizations. Currently the opportunity is greater to collect information and benefit from it in terms of accuracy and speed in obtaining it in time and treating it and storing it to retrieve it in a way that was not available to it in this quantity and this type before and this is due in the first place for computers, accessories, networks and communication systems and all this led to its emergence. Hence, we find that information systems have importance and ability to improve different aspects of life in general and to manage organizations in particular, find that the beginnings of information systems were in the fifties of the last century, but its work and areas in that period were primitive and limited since the computers were also in the beginning to add to the high cost in the operation of these computers, and weak operational capacity and large size, but in the other two decades increased focus on use information systems to avoid most of the existing problems, and start using the operating systems dealings as the first component of computerized management information systems, which is a priority computing of files located in offices.

The issue of organizational culture is of great interest to researchers because it plays an important role in formulating the strategies of organizations in various forms and in building organizational structures, and in shaping the attitudes, identity and attitudes of employees, in addition to giving the organization its own advantage and contributing to the achievement of its objectives.

The organizational culture is one of the main determinants of the success or failure of organizations, assuming a correlation between the success of the organization and its focus on the values and concepts that motivate its members to commit i am serious about innovation and participation in decision making culture in general is the nucleus that emanates from individual or collective behaviors in all aspects of life, whether life or practical, and whenever this culture is instilled in the early stages of any individual is easy in the future to deal with and implemented on the ground because it has become part of his behavior it can be separated from it in absolute terms and this is what some advanced and civilized societies are doing in our time to achieve the goals they want now and in

the future. Just as behavioral scientists from different behavioral sciences, especially in the field of anthropology, agree on the importance of culture and its vital role in the formation and formation of an individual's personality, values, motivations and attitudes, just as each society has its own culture, each organization also has its own culture that evolves over time, even organizations operating in the same country, each organization's culture is distinct from the other, with its values, beliefs, perceptions, assumptions, symbols, language, etc. (Hareem, 2003: 261). Business organizations are always striving for administrative efficiency and effectiveness to achieve their goals. Where the advanced business organizations take up of one of the most recent trends of these organizations is the keen interest in the organizational culture of the organization, where organizational culture is one of the most important features of modern management, and is an important element in the formation of business organizations, where they play a vital role in the embodiment and development of modern administrative thought (Qaryouti, 2000: 50).

Hence it can be said that organizational culture has an impact on the various activities of the organization, being one of the important ways that help to raise the level of efficiency and effectiveness of the organization and its activities, and since workers carry their own ideas and beliefs, this will affect the social and cultural interaction within the organization in which they work. Organizational culture is considered as a guide for management and employees and forms for them models of behavior and relations within the framework of intellectual guiding them and regulates their work, relations and achievement, workers in organizations do not perform their roles individually, but within the framework of therefore, organizational culture, including its values and rules of behavior, determines the expected organizational behavior of these workers and determines the patterns of relations among them, and between the beneficiaries and other entities they deal with, even their clothing, appearance, language and performance levels. Problems and train them to follow them.

## CHAPTER ONE

### 1. MANAGEMENT INFORMATION SYSTEMS

#### 1.1. System

The meaning of the word system is of Greek origin. It is essentially derived from the word (system), which is composed of a number of parts (Tai, 2005). Although systems existed before the existence of man, the use of this concept in the fields of science was not only since (1939), researchers have sought to find a precise definition of the system:

Serve it (Msgoni, 2014: p. 10) the system is “a set of parts or elements that interact with each other to achieve a particular goal (s), he agreed with the definition of the system (Sakka, 2011: p. 17), where he defined it as “a set of parts, elements or components that work together in a coherent and interrelated manner to achieve a specific goal or set of objectives”. (Al-najjar, 2007: p. 25) also defined the system as “a set of interrelated elements or parts that work in complete coordination and interaction, governed by certain relationships and mechanism of action within a specific scope, to achieve common goals and a general goal, by accepting and processing inputs through a structured conversion of inputs to produce outputs with feedback and control.

Lutfi defined it as “a group of units combined to form a whole thing and work together in harmony, since the system consists of several units, each unit constitutes a system itself. The system itself is also a unit of a larger system” (Lutfi, 2005: p. 118). We note from the previous definitions that everyone agreed that the system is only a set of interrelated elements that works consistently and smoothly to accomplish a task or goal.

#### 1.2. System elements:

Through the definitions of the system and the views it is possible to identify the elements included in the system:

##### 1. Input

It is all that enters the system and represents the resources necessary for the system to be able to carry out the various activities necessary to achieve its objectives. Inputs include many elements such as data and raw materials, for example, from internal and

external sources .it is noted that the input of the system is not homogeneous and that the inputs are the outputs of other systems.

## 2. Transformational processes:

All activities required to convert system inputs to outputs. These processes may be performed by a machine or a human being.

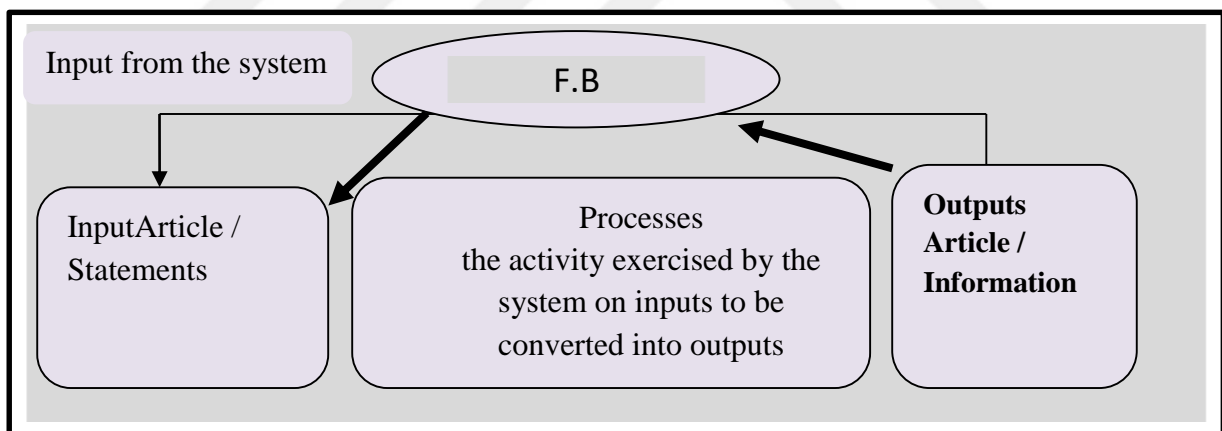
## 3. Outputs:

Outputs are the result of the process of converting inputs to outputs by going through the process stage, and as required by them (outputs) they are completely different from the inputs and are within the agreed specifications and measurements.

## 4. Reverse feeding:

The process of returning some outputs from the system to the system in the form of inputs requires, and the process of correcting paths for guiding the system and monitoring and evaluating the outputs.

It requires examining the effectiveness of the system through its results and outputs, and the following figure represents the general model of the system's elements.



**Figures 1.** General Model of System Elements

**Source:** Al-tai, Mohammed Abdul Hussein, (2005), introduction to management information systems, first edition, Wael publishing house, Amman, 20

### **1.3. The Concept of Management Information Systems**

The concept of informatics has recently emerged as a result of the enormous poverty in the quantity of contemporary information, and what it represents of advanced technology, working on the collection, processing and transmission of information, and thus we are an important and essential factor in the economic and social life of any contemporary society, and influenced informatics in the thinking patterns and habits of all segments of society in relation to the supply knowledge and experience, which is useful in the performance of business and problem-solving and decision-making at all levels and scientific research, whether theoretical or practical.

Consequently, it is possible to enter into the concepts and researchers who dealt with the concept of information systems as an attempt to clarify the difference of views. (Laudon & Laudon, 2013, p. 13) defined information systems as “combined and linked components that work together to gather, store and process information to support decision-making, coordination, control, and analysis at the level of the organization so that it becomes clear to management, and helps administrators and staff in analyzing problems and understanding difficult issues.” Tawfiq explained (Tawaf, 2010: p. 7) as “a group of human and mechanical elements entrusted with collecting and operating data according to specific rules and procedures in order to prepare the information necessary for the needs of the administration to prepare them to perform their duties well in addition to the possibility of making decisions. ”.

(Al-shorman, 2004: p. 73) explained with the systems that “aim to prepare the management information for the administration to perform its functions well. In another definition (Al-zahrani, 2008: p. 14), it is described as “a set of elements that integrate together to gather, analyze, classify, store and retrieve information for use in decision-making in the organization”. It was defined by the American information systems association as an information system that collects, connects, organizes, communicates, and displays information, by the administration in the field of planning and control systems practiced by the organizational unit (Al-bakri, sultan, 2001, 20). To information systems as systems consisting of a set of procedures and ways related to data collection, analysis and presentation of information in the form of decision-making. Information systems are defined as a set of nested components and modular procedures that work together to assemble information needed by the organization, stored, distributed, disseminated and retrieved to support operations (Laudon, 2008, 15) management,

cooperation, analysis, perception and oversight within the organization (Jellassi, 1995, 29) the reasons why organizations are interested in information systems when implementing their strategies are:

- A. Sharing different sources of information and knowledge.
- B. The need for high processing power to deliver new creations.
- C. The need for diversity and flexibility to be able to work within different complexities and variables.

Another group of researchers has identified another concept of management information systems as a computer-based information systems application that provides management-oriented and predefined reports in fixed formats (Whitten & Barlow, 1994, 8).

(Qasem, 2004, 14,) referred to information systems as a group of personnel, procedures and resources that collect, collect, manipulate and transmit data into useful information and communicate it to users in a timely and appropriate manner in order to assist them in performing the functions assigned to them. (Yassin, 2004 , 14) information systems have been defined as equipment, programs, personnel and procedures that aim to provide the administration with all the information systems it needs to be accurate and clear from the activities or operations of the organization, which in the front of decision-making, in the same direction stated (Al- Taie, 2005: 18) that they are full elements or for the integration of the necessary supplies to achieve a certain goal through the processing of data or material for the preparation of information during a certain period of time, and defined( Najjar, 2007: 26), information systems as computerized systems that integrate data from different sources in order to provide the necessary information to users with similar needs the concept (McLeod & shell, 2009, 530) of information systems is a computer-based system that makes information available to users with similar needs, McLeod believes that MIS is the formal and informal systems that provide previous, current and predictive information in oral or written form according to the internal processes of the institution and the surrounding environment and supports managers, employees and key environmental elements by making information available in a timely manner to assist in decision-making (McLeod, Raymond, (1990), p. 58), to management information systems as a set of procedures performed by humans, machines, or both to convert data into information and communicate it. To those who use it in planning, decision - making, control, coordination and performance evaluation in

appropriate time and place in the quantity and quality required (Allaqi, Madani Abdelkader, (1993), p. 245), in its definition, MIS is the system that deals with all information and decision-making activities related to the operations of the organization for the purpose of increasing the effectiveness and efficiency of the organization by providing information and supporting management decisions (Al-sabah , (1998), , p. 149.) Tai specifies that MIS is the integrated and interactive structural configuration of machines, equipment, programs, bases, and manpower, which ensures the collection and processing of data in order to provide the necessary information (delivered to beneficiaries, stored, updated, retrieved) at the right time, cost and quantity. The internal and external environment of the organization and its past and present performance and possible future forecasts in a manner that facilitates the task of departments at all levels in decision-making through the accomplishment of administrative functions and to achieve the best use in possible for this information (Taie, 2000, p. 26). Based on the concepts of MIS it is possible to observe mayati (Al-bayati , 1992 , , p. 45)

System designed on the basis of the need of senior management or some other officials who have the necessary need for knowledge and provides them with abstracts of information and is therefore a tool for decision-making. It is a control system that specializes in transferring information to administrative levels after processing and updating so that decisions can be made in the best way. It is a computer - based information system for data entry, processing and conversion information for decision makers. It is an integrated system that connects various functional subsystems such as production system, marketing system, service system, financial system, personnel management system and others. It is a system that supports the functions of planning, organization, direction and control in the organization (Ashill & Jobber, 2004) explained that the function of information systems at any level in the organization is to provide information that will enhance decision-making and management. ), Davis and Olson defined MIS as the integrated system that connects the machine and the beneficiary in order to provide information to support the administrative functions of the organization, using computer, ready-made software, databases and manual procedures. In the manner that raises the level of their performance to the objectives of the organization (Hayali, 2006,30)

(Al-afandi, 2006, 6) explained that the information system is the system that provides the information necessary for the administration to assist them in making

decisions and that it consists of several parts or elements or components working together in a coherent and consistent manner to users of that information in order to achieve the goal or set specific goals. In their overall presentation of information representing the outputs of information systems,( Zoghbi & Al-agma,2008) show that they are a set of useful data and passed to a future party where they use it as a cognitive addition, make a decision, or do an event accordingly (Al-jarrah, 2006, 33).

#### **1.4. Importance of management information systems:**

It is clear from the previous definitions that the fundamental importance of information systems, is to extend all users beneficiaries [individuals, organizations, countries, etc.] With the necessary information they need to develop their perceptions, and provide them with guidance and expertise that contribute to the achievement of the goals they seek. (Moses, 2006), in addition to the main objective, (Musa ,2006) mentioned a set of very important objectives that seeks to achieve:

Assist in linking multiple sub-goals and direct them all towards the achievement of overall overarching objectives. Linking multiple sub systems together into an integrated entity that coordinates data flows and correct and appropriate information to those who request it. Facilitate decision-making processes at different levels and levels by providing selection and appropriateness in the right format and the right timing to help decide the course of performance and action. Provide the appropriate elements of information for the purposes of monitoring, monitoring and measuring performance, and identify information on current activities in terms of current implementation rates and future projections. Simplify ways and means of preparing and producing reports of all kinds and forms. Efficiency is achieved by performing tasks faster or at the lowest cost, and effectiveness is achieved through assist managers in making better quality decisions. Among the tasks that highlight the importance of the information system at the level of internal performance of the institution are (Al-Khudairi, 2001, 14), work to link the objectives of the sub-systems of the institution with the overall goal, and thus increase coordination between the objectives. Linking the sub-systems of the institution with each other in an integrated system to allow the audit of data and information between systems and leading to achieve coordination between the activities of those systems. Assist and support the decision-making and decision-making process at all organizational levels by providing reports containing the necessary information for those decisions in a timely

manner. Provide the necessary information for planning and control purposes and in the appropriate form 5. Control the process of data and information storage and archiving. The importance of the information system lies in the development and improvement of productivity through the production of routine reports of the institution accurately and updates data and information and predicts the problems faced by the institution. Develop the performance of institutions through the availability of feedback on the implementation of the scheme and projects.

In the light of scientific advancement, the industry needs a new type of manager, more able to lead, smarter youth, more energy people, managers that are more flexible and the ability to put creative achievements above the monotonous rules and regulations. Blue collars to white-collar so specialized managers in some developed countries move from the decision-making stage to the decision-making under the management based on the principle of comprehensive information systems, they contribute to problem solving, and decision-making in a broader circle of project management, senior management weighs all alternatives and minimizes risks. This requires a tremendous amount of information and good systems for collecting, classifying, storing, processing, and using modern methods (Judge, Fouad, 1980 , p. 129).

It is clear from the foregoing that the importance of mis lies in the many benefits it brings to the organization and the individuals working by providing this system to the beneficiaries (decision makers) with the necessary information. (Bayati & Hassan , 1992 , p. 45).

1. MIS provides information to various administrative levels when needed for the purpose of exercising its functions in planning, organization and control.
2. Identify and clarify channels of communication horizontally and vertically between the administrative units in the organization to facilitate the retrieval process.
3. Evaluate the activities of the organization and evaluate the results in order to correct deviations.
4. Create conditions for effective decisions by processing information in a concise and timely manner.
5. Assist in forecasting the future of the organization and the prospects in order to take precautions in case of failure to achieve the objectives.

6. The possibility of benefiting from these systems by issuing reports, whether aggregate or detailed in real time, monthly, quarterly or annually on the activities of the organization.
7. MIS provides increased ability to access and retrieve specific information in a timely manner in order to make timely and timely decisions
8. Management information systems enable managers to collect and link together all the information needed by all departments in the organization for accomplishing the various work of the organization.
9. Gathering the data needed for planning, coordination, guidance and control processes and formulating them for decision-making in general from various sources from inside and outside the organization according to scientific bases .this is done after classifying and arranging the collected data and removing any inconsistency or disagreement as well as classifying them from duplication.
10. A large part of the skepticism comes out of the doubt, thus making the decision-making process easy and efficient as it was based on a few individuals with experience and knowledge.
11. Increasing the efficiency and effectiveness of management by satisfying its information needs or requirements.

### **1.5. Characteristics of the strategic information system**

In order to build a management information system that contributes to the achievement of the organization's objectives of growth, survival and revenue, as well as its contribution to the achievement of competitive advantages, therefore should provide a set of characteristics of this system and through access to references and competent sources, the researcher noted that there is an overlap in the views of the book researchers regarding the characteristics of MIS and the characteristics of the information itself, some of them prepare one thing based on their view of the system in full, and there are those who see the system as parts and each part of it has characteristics that may differ or overlap with the characteristics of other parts and in order to clarify that interference and harmony with the objectives of the study we will address the review of the characteristics of mis and characteristics of information through the views provided by writers and researchers in this area.

### 1.5.1. Characteristics MIS

There are many characteristics described by the information, and the characteristics that have formed a meeting point for a number of writers and researchers in this field are identified (Zoghbi, 2004: 21):

1 - **Reliability:** a feature that allows the decision-maker to rely on information outputs, through the enjoyment of strategic information comprehensive, health and accuracy, in terms of inclusiveness must be information to cover the variables of the external and internal environments all. As for health, that is, information is free from error and confusion and that the information is accurate in the sense that it is a real indicator of events that concern and mean beneficiaries.

2. **Cost or value:** When producing information for different purposes, this must be related to the cost of collecting, processing, storing and retrieving information, in order to justify this cost - whether it is the cost of time or material cost - this information should have value arising from its use in decision-making, strategy making, and in various administrative areas , The value of information can be measured in two ways: first, by reducing the uncertainty that may surround decision-making, and second, the possibility of making a decision quickly. This decision will therefore be appropriate in terms of the time associated with the decision and its relevance to those events in this period.

3 - **Quantity Approved:** this means the amount of information adopted in the decisions of senior management; the larger the amount indicates a personal appreciation less, in the sense that strategic information enters a large amount in the decisions because of the importance of those decisions and the future fate of the organization.

4-**Timing (Time Constraints):** time constraints are defined as the time limit between the availability of data and the time when information is needed, i.e. The timing of its availability for use by decision makers. This is an important characteristic, especially for decisions with rapidly changing circumstances, (Sabah& Al-Sabbagh, 2008) identified the characteristics of management information systems as follows:

1. Relationship between management information systems and data processing system. Quality decisions are supported.

Different methods of providing information to managers, as follows:

The data processing system supports the management information system. The data processing system is linked to operational activities, while the management information system is one of the administrative tools, where there is to support decision-

making activities, especially programmed, repeated and understandable, which are usually common decisions at middle management levels.

Management information system (MIS) is provided to managers in the form of reports containing management information linked to planned decisions. As the information system allows the immediate and partial recall of information without the need to view the total reports, the manager can call a specific information associated with a particular decision he wishes to make.

### **1.5.2. Characteristics**

Good information is one of the main priorities of the administration today and is becoming increasingly important as the basis for the management decisions (Abdul Baqi, 2000, 375). Information is one of the most important elements of MIS due to the importance of the information itself. Poor quality of information can lead to undesirable economic, legal and humanitarian consequences (Awajan, 1997, 17) and avoid information should be sound, undistorted and have characteristics that qualify it to be highly valuable, effective and can be utilized in the performance of administrative functions. In line with this, there are many characteristics that should be available in the information in order to enhance the ability of management to make decisions the level of different management activities of the organization (Gordon, 1987, 71) many information systems theorists consider the efficiency and success of information systems by judging the quality of their outputs represented by information with good characteristics (Gouda, 2004, 268).prior to the authors and researchers in the field of MIS resulting in the emergence of diverse aggregates of these characteristics .

**Table 1.**Shows the opinions of writers and researchers about these characteristics

Researcher	Characteristics
Al Wazi, 2000	Modernity, accuracy, auditability, appropriateness, non-conflict, inclusiveness, impartiality, quality of information.
Sharia, 2000	Precision, modernity, power of communication, perfection, brevity.
Maagiy,2002	Value, convenience, timing, form, completeness, accessibility, accuracy.
Martin etal, 2002	Accuracy, document ability, flexibility, reliability, robust, security, good, accessible.
Ronald Maier,2002	Proportionality, accuracy, reliability, timing, completion, achievement, informatics.
Jindal , 2002	Timing, accuracy, relevance, sufficiency, comprehensiveness, clarity, exceptional
Samurai and Zoubi , 2004	Accuracy, relevance, clarity, comprehensiveness, timing, flexibility, cost, objectivity, measurability, health, perfection, protection, economic, usability, reliability, forecasting, information format, source of information
Marota , 2004	Health, size, interest, inclusiveness, modernity, level
Tai , 2005	Type, accuracy, age, time horizon, level of detail, completeness, ease, access, source, value.

Researcher

Based on the views expressed in the previous Table (1) it is noted that there are multiple views on the content and number of characteristics, one researcher may refer to one or more particular characteristics, while another researcher expands all the sub-characteristics depending on the nature of the study. As well as the existence of some kind of overlap between the characteristics of the system and characteristics of information. accordingly,

We tend to classify the characteristics into two main groups commensurate with the purposes of the present study as follows:

### **A. Intrinsic Characteristics**

The characteristics are closer to the system than to the beneficiary as it is linked to the nature of the work of the management information system and guaranteed and for the system to work efficiently and successfully must be available this type of characteristics, which are essential to the system and are represented by the following.

1- Security of the System: the security of the system is expressed by the set of preventive measures taken to protect all components of the system from theft, loss and damage and to put them in the form of security to protect them. These procedures do not allow unauthorized persons to access the work and information of the system, as well as not leak information from unauthorized individuals (Samurai & Zoubi, 2004, 28).

2 - Economic Feasibility: that the establishment of any rational system must have a positive equation of return / cost, namely, that the beneficiary of the system to get the best services with the least effort and time. (Hassania, 1997, 362).

3. Reliability: a feature that makes the system's beneficiaries dependent on data collection, processing and analysis, as well as other factors such as the ease of verifying or tracking information from its sources as well as its consistent and systematic presentation (Samurai, 1995, 82).

4. Flexibility: is one of the advantages of an effective system and for the information system to perform a cycle more successfully should adapt to the changes of the external environment, as the system affects and is affected by the environment inputs and outputs of any system received and provided to and from the environment, therefore, must be an appropriate degree of flexibility in order to be developed and adjusted to the latest developments in the environment, and that the system does not keep pace with these changes limits the ability of the organization to develop its needs and requirements (Hitomi, 1996, 25) ,(Hassania, 1997, 362).

### **B. Operational Characteristics**

1. Performance: reflects the system's capacity, speed, and total introduction (Amman, 2003, 29). Each system has a particular reason for its existence, meaning that the system has a set of functions to be performed and these functions must be tangible, clear and of continuous value to the organization. Well for the system to be successful (Yassin, 1998, 24).

2. Ease of access: means the extent to which the beneficiary can access and benefit from information, depending on the skills of the beneficiary in finding information that affect accessibility, for example, information stored in a common database may be difficult to access in a timely manner, compared with those stored in the beneficiary's pc, in general, the use of electronic storage in comparison to paperwork made it easier to access the system. (Al-Tai, 2005, 135).

3. Ease of use: it is intended that the system designer should simplify and facilitate the beneficiary to understand, understand and use the system, and according to this scenario will be the process of investing the system and benefit from it higher and better, so the operations must be provided step by step while avoiding any repetition of unnecessary operations (Hassaniya , 1997, 362).

4. Acceptability: that the system is acceptable to the beneficiaries, especially those working in it, because whatever the capacity of the new system and its effectiveness cannot be sustained without the cooperation and acceptance of the beneficiary parties and those responsible for its operation and management (Hassania, 1997, 363).

### **1.6. Beneficiaries from the management information system**

MIS aims primarily to provide the information that users need for strategic, tactical and operational decision-making. This means that information must be accurate and correct at all times and that there is an understanding of the needs of the beneficiaries. MIS users today form a complex group with diverse skills, different wishes, roles and aspirations. Therefore, the needs of these MIS will guide the course of MIS, so it is important to understand their differences and similarities and thus develop and manage MIS commensurate with that change. User needs will determine the failure or success of the system (Tannenbaum, si, 1990 p.27), and to give a concept to the MIS user we point out there are two basic approaches to the definition of the beneficiary( tai ,2000 , p. 26):

**First:** it is characterized by launch and goes to count the beneficiaries of all those who use or want to use the outputs of the system regardless of the nature of this use.

**Second:** this trend goes to counting the beneficiaries is the only one that uses the outputs of information systems for the purposes of decision-making and improvement in different areas, and this trend is characterized exclusively because it determines the beneficiaries decision makers (managers) exclusively at different organizational levels, ie, who use information systems as a tool in achieving administrative functions through

decision-making based on information provided by management information systems. On this basis, according to the second trend, the beneficiaries of MIS can be defined as those who use the outputs of the system for the purposes of decision-making and improvement, especially in the field of human resources management (such as planning, training, recruitment, performance evaluation, compensation...)

Dimensions that help clarify the information needs of beneficiaries: MIS users vary across many dimensions and together they help to clarify the needs of different groups of users of information. These dimensions are (Daft, 2001,p.258.).

**1. Focus:** users vary according to what they focus on. Do they focus on the information collected at the unit, department or organization as a whole, and are they more interested in the information related to budget, financial or accounting information, individual skills or experience information....

**2. Access:** users rely on different ways to access the information and can be considered as a passive and active at the same time, and that most passive users receive standard reports, but active users who want to obtain additional information to reach unusual results through what is provided system of information and that those have their own ways to access information.

**3. Expectations (expectations):** users have different expectations about what the system can perform and implement. For example, the expectations of different users regarding the types of analyze to be completed as well as the ease of use of the system as well as the speed of providing information.... .

**4. Computer complexity:** it refines the talents of users in proportion to the complexity of the computer, i.e., their understanding of issues related to the computer and do they understand the programming process and test codes and file conversion ..., and do they understand terms such as DSS. In order for users not to be ignorant, the systems must be easy to use and contribute to solving the dilemmas facing them, but at the same time they should not think that the use of the system is very easy but must be aware that using them requires an effort in learning and training (Abdul ,1986 , p. 248.).

### **1.6.1. Classification of Beneficiaries**

The authors and researchers adopted different bases in their classification of beneficiaries. (Abdul Salam & others, 2008) classified the beneficiaries into the following categories:

1. The beneficiary who uses the system over long periods and is often senior and middle managers.

2. The beneficiary who uses the system continuously as workers in data entry

3. Programmed beneficiary who writes some programs and this category includes workers at various administrative levels. (Al-taie,2000) was classified beneficiaries into:

1. Developed and undeveloped: it is the developed beneficiary who can access the program and develop the software that is useful to generate the necessary information for him. The undeveloped beneficiary is the one who receives the information without knowing how to generate and obtain it.

2. Expert and inexperienced: means the beneficiary expert is the one who has experience in dealing with different software and can use the facilities of the system to obtain information, but inexperienced he cannot deal with the system through the facilities provided by, but depends on the ready reports.

3. The primary beneficiary and the secondary beneficiary: the primary who uses the outputs of the system the secondary is the one who feeds the system data, but rarely benefit from the outputs at the core of his work.

4. Continuous beneficiary and beneficiary when needed: there is a difference between the beneficiary who deals with the system facilities intermittently spaced in time and the continuous beneficiary who is aware of all the developments in this area other than the first, which is unable to keep pace with developments in the area of benefit from the system and can distinguish between them also through time (Davis,1985 p.6) :

1. The beneficiary relationship with the information system and divided into the system developer and the final beneficiary.

2. Frequency of use of the system is divided into occasional beneficiary and recurring beneficiary.

3. The nature of the use of the system has classified the beneficiary into a primary beneficiary and a secondary beneficiary. (Judge, 1997, p. 19-18) in their classification of the beneficiary

1. **Internal beneficiaries:** the group of persons who benefit from the functions of the system within the organization in which they work as well as the system operators.

2. **External beneficiaries:** the group of people who benefit from the services of the system outside the organization in which they work.

According to (Hussein, 1992 ) the beneficiaries can be classified according to the location of the beneficiary of the organizational pyramid, where it is classified to the beneficiary in the top management and the beneficiary in the middle management and the beneficiary in the executive management (Hussein, 1992 p.93.). There are different groups of MIS users that can be classified according to :

(1) **Functional specialists:** they are trainees to perform a certain job in a specialized field and therefore they are functional specialists, while a large proportion of these ignorant computer, but the number of people who will use it is increasing, and the number of those who rely in the completion of their work on management information system, as some of them use the system by submitting information requests to the mis center, so it is expected that there will be two types of basic expectations that these specialists hold about MIS:

- A. The reporting capabilities are relevant and highly developed.
- B) reducing the load placed on the computers they use.

(2) **Human resources managers:** these managers usually have some information on all fields of human resources, but they have less specialized experience compared to career specialists are generally experienced, that human resources managers with computer experience at a minimum. For reducing the time they spend in administrative activities, they also view MIS as their decision-making process. They ask logical questions that require rational information from different directions.

The information managers need varies according to their job responsibilities and the size of their companies.

(3) **Section managers:** section managers are more interested in individual level information related to managed personnel or account information, etc. Section managers receive information by submitting applications to MIS.

(4) **Senior management managers:** these managers receive information from regular reports or through special requests they request from the management information system. Their focus is on information on general macro levels, especially summaries of reports related to section comparisons or shedding light on opportunities.

**(5) Employees:** employees are no longer users of the system except when they receive documents related to certain requirements that are required from them for the purpose of recruitment or to issue salaries. Based on the foregoing and in order to reach a procedural concept that serves research directions and goes beyond the problems resulting from divergent views in the classification of beneficiaries, the beneficiary for the purposes of this research means managers (decision makers) at all administrative levels who will benefit from MIS outputs in decision-making and improvement.



## CHAPTER TWO

### 2. ORGANIZATIONAL CULTURE

#### 2.1. The Concept of Culture is A General Framework

It is no doubt that human culture has arisen with the emergence of man on earth and has evolved from age to age throughout history, and the more the culture we are looking for in the depths of history in the ancient the more it becomes a vow to find in the fossil or reveal its secrets however, little has been found in the remnants of man and the tools he used to express his culture. History has recorded this spectacular development, which began to slow and accelerated its growth until it reached in the twentieth century amazing rocket mutations. . These fossils reveal the development of culture as it reveals the evolution of human "fossils of reason" on earth scientists call the human mind the creator of that culture, and the term culture was used for the first time philosopher "Felham Osvald." Hussein Abdel Hamid Ahmed Rashwan "culture , study in the sociology of culture "university youth foundation for publishing ,Alexandria , 2006 , p.) From 1909, the origin of the word culture goes back to the Latin language« cultuement »and« culture »and« culturage »and« coulture », which moved into French in the 13th century, and all the terms «colture» and sewing, weaving, denoting the previous piece »are similar metaphorical meanings are intended to indicate that "a plowed land or religious rituals practiced in the middle ages culture is a process similar to plowing and serving the land and cultivating it to provide abundant production, and a large crop benefiting all (Al Alali Sadiq,2004)." This concept has taken very different meanings where in medieval France it meant rituals, in the 17th century serving the earth, and in the 18th century the formation of the mind, and as well as the mental progress of the individual, or work necessary to achieve progress. A new meaning after his translation into German was represented in the mental and social progress of man, in general for human groups, and here he first knew a collective meaning, and the concept defined a new meaning after (his transfer from Germany to England by Taylor).

The concept of culture in the Arabic language means research, exploration and triumph with all the values that serve the human existence and refine it. - that the concept focuses on knowledge on what man needs according to the circumstances of his environment and society and not absolute types of knowledge and science, as said, "Ibn

Manzoor": Ghulam educate any person with intelligence and intelligence is meant to be constant knowledge of what he needs, culture means understanding the nature of the issues of society and what fix it. - that culture is a renewed process that never ends. The significance of refinement and evaluation means self-renewal. We find that there are differences between the views and views of researchers on the concept of organizational culture and dimensions and criteria used to measure, for example (Krocher & Kola Kohon,2001) that there are more than (164) definitions of organizational culture and these differences are due to the variation in the level of analysis of organizational culture, as well as to the difference in the angles through which organizational culture is perceived, for example, there are those who focus their attention on the types of culture within the organization (bates et. Al), and there are those who deal with organizational culture at the group level within the organization (clan culture) or at the micro level. From addressing organizational culture on a macro level on the other hand, there are those who focus their attention on studying and analyzing the elements of the culture web, or studying the nature and types of organizational culture as a dynamic or stable culture (Stephen J., Harrison, 2000), organizational culture: using ingrained values to build positive organizational improvement”(www.Pamij. Com / Harrison, pp 2-3.), Elliott agrees with the Interpolologists that culture means living together in one place. In their social system, in the importance of understanding cultural differences in the work environment development. Management and improving the quality of institutional performance (publications of the Arab organization for administrative development , 2010 p. 55, 54).

## **2.2. The Concept of Organizational Culture**

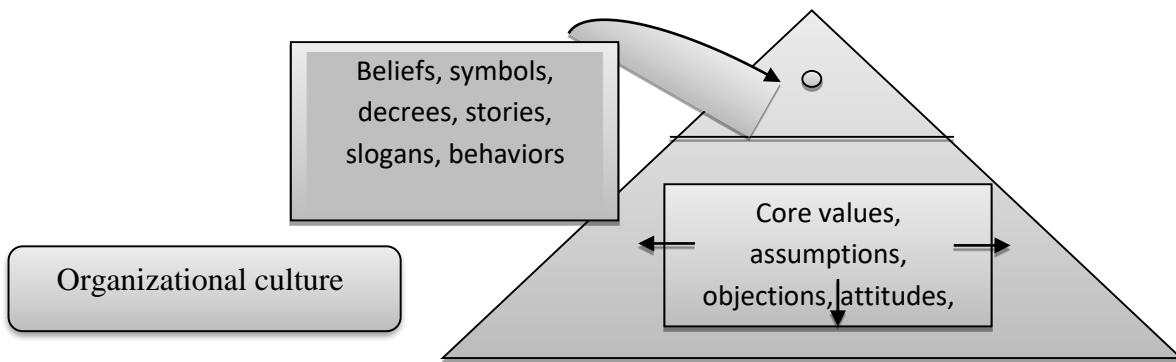
Culture in recent decades has received a distinct intellectual interest not witnessed in previous decades, and this is felt through studies on its nature, and determine its role in the construction of contemporary and future life, and the beginnings of interest in it to the beginning of the emergence of human existence and the development of the stages of his life, as used in the stone age to learn how to make the stone tools necessary for its survival of fishing tools, cooking and in setting fire. It was used in the industrial phase in the production of goods and services and the development of machinery and the formation of skills and expertise. And moved to form the backbone of life from the era of the industrial revolution, as it became involved in all areas of life. Therefore, thinking

was about seeking to frame the concept, and determine the paths of their approaches, and the formulation of dimensions, culture is the acquired behavior and includes all the familiar methods, ideas and values that people practice and care for: as members of society, and culture by its nature is not manifested as a phenomenon only after recognizing its effects (Tamimi, 2007, 45) as well as custom (2009: 83, Hill & Jones, 45) organizational culture is a set of values, traditions and standards that govern the work of workers in achieving and achieving the goals and Mission of the organization, and in the same context has stressed that organizational culture is the combined behavior of the integrated use of individuals in (McCormick, 2008: 7), the organization's culture (Jones & George, 2008: 105) knew their efforts together to implement the organization's mission either the organization is a common set of values, beliefs, expectations and work routines that affect the ways in which individuals and groups interact with each other and also with the organization to achieve its desired goals, while defining it (Deresky, 2008: 92) as the set of unwritten assumptions. The important principles, values, beliefs and expectations about the organization, its objectives and applications are shared by all members of the organization and are a system of values, while it is clearer (Pifister, 2009,2).

Organizational culture as a model of the basic tradition it has created and discovered by the group that works to address the problems of adaptation to the external environment and internal integration and represents in itself the system of sharing values, identifying the norms, preferences and behavior that leads each individual, in the same context (Smith, 2012: 1) defined the culture of the organization is the general framework entrenched in the minds of each of the members of the organization, this framework includes assumptions and core values, and learn these values and assumptions for new members as the best way to conceive and think and behavior, and to expect tuberculosis as an acceptable organizational culture, than others in the same vein (Cullen & Parboteeah 2008: 512) defined common values, beliefs, expectations and standards learned by thousands of individuals that become part of the organization itself.

They showed that organizational culture is a set of values and norms shared by individuals and groups in the organization over time (Hill & Jones, 2010: 394). He pointed out (Daft, 2001, 315) in the subject of the concept of culture should be defined levels of organizational culture, because of these levels of importance in determining the concept of organizational culture, for example daft stated that the concept of

organizational culture consists of at least two levels as shown in figure (2) , in which all concepts of organizational culture are presented



**Figure 2.** Organizational culture are presented

Source: Daft, R.L., (2001), *“Organization Theory and Design”*, West Publishing Co, Inc., New York.

The first level of the visible part consists of symbols, decrees, stories, slogans, behaviors, confusion, and physical aspects. Among the oldest definitions of culture is the Taylor definition.

It defined it as all that complex knowledge, beliefs, art, ethical behaviors, and any other abilities and habits acquired by man as a member of society.as (Wheelen & Hunger,2002) referred to culture as a set of convictions, expectations and values that are learned and shared by members of the organization and passed on from generation to generation, this culture will usually reflect the values of the founders and the mission of the company (Thomas & David 2000,: 89.), while Richard referred to culture as a combination and summary of the ways in which activities are standards and values adopted, including the climate or scope of the organization, the prevailing attitudes as well as the norms, morale and sense of sensitivity towards these standards, as well as general priorities for existing satisfaction (richard,2000 p.186.).(Michael a Hitt & don Hellriegel et al,2005 ) Also supported Taylor's definition of culture as a complex pattern of convictions, aspirations, expectations, ideas, values, attitudes, and behaviors shared by the members of the organization. Individuals with each other include traditions in the common language prevailing in the organization.

The values prevailing by the organization are represented by product quality. Philosophy that guides the organization's policies towards users and consumers. The

rules of the game of staying in the organization as well as what newcomers to the organization must learn to become accepted members.

The sense or climate of the organization that comes from its physical plans and the way managers interact (Michael & Duaneire, 2001, p. 505.) organizational culture is a characteristic of the organization and not of individuals (Hofstede, 1998, pp. 477-492) the culture of the organization refers to that in-depth structure, which derives its origins from the values, beliefs and assumptions held by individuals within the organization. Based on the definitions in previous studies of organizational culture, it defines those (Chuang et al., 2004) as “a model of shared values that shows how to control attitudes and behavior and to establish what is important to the members of the organization”. Common values are fundamental to the functioning of the organization, as it maintains the organization as an interdependent unit and gives it its identity that sets it apart from other organizations. (Chuang, & Zikic, 2004, pp. 26-34) it also defines it (Park et al., 2004) as “sharing the fundamental assumptions that fao has learned in its handling of the environment and problem solving of external adaptation and internal integration”. External adaptation relates to the organization's ability to respond to environmental changes and meet its requirements, while internal integration refers to harmonization between different individuals and groups with different disciplines and levels within the organization. Thus, organizational culture is a way of controlling new employees and teaching them how to solve their problems. (Park, & Schulte, 2004, pp. 106-117) . Wilson (2001) argues that organizational culture refers to "sharing of values, beliefs, assumptions and practical practices that constitute a guide to individual attitudes and behavior within the organization" (Wilson, 2001, pp. 11--12. )believes that organizational culture is a “model of symbols, beliefs, values and assumptions that help organizational members justify their experiences and expectations, and help them maintain their membership in their department and in their organizations” ( Alvesson 2002, p 33). This reflects the general consensus of researchers regarding organizational culture, who agree that the concept of organizational culture is rich, effective and complex. ( Ogbonna, & Harris, 2007, pp. 388-408).

### **2.3. Components of Organizational Culture**

Organizational culture contains several components or forces that have an impact on the behavior of individuals, which is the sum total of how individuals think, perceive and work as members of the organization, which is reflected in the practice of management and the way to achieve its goals and strategy. Organizational culture consists of several components mentioned (Faouri, 2005: 154-155) and (Abu Bakr and Taha, 2005: 147) as follows:

#### **2.3.1. Organizational Values**

Values are common agreements between members of a single social organization about what is desirable or undesirable, good or not good, important or unimportant. Organizational values represent values in the work environment and serve to guide the behavior of employees under different organizational circumstances.

#### **2.3.2. Organizational Beliefs**

Common ideas about the nature of work and social life in the work environment, and how to accomplish work and organizational tasks, such beliefs the importance of participating in the decision-making process, and contribute to teamwork, and the impact on achieving organizational goals.

#### **2.3.3. Organizational Norms**

Standards to which the staff of the organization adheres, as they are useful for the organization, for example: the obligation of the organization not to appoint father and son at the same time, these customs is unwritten, and must be followed.

#### **2.3.4. Organizational Expectations**

Organizational expectations are the unwritten psychological contract, which means a set of expectations, defined or expected by the individual from the organization, as well as the organization during the period of the individual's work in the organization, such as mutual expectations between the president and subordinate, and colleagues among them, represented by appreciation and mutual respect, it provides a regulatory and regulatory environment, which helps and supports one's psychological and economic needs.

### **2.3.5. Organizational Rituals and Customs**

Reflect the basic values and ideals that contribute to increasing the membership of the organization, such as rituals of joining a new employee in the organization, the way of preparing and managing meetings, and the way of speaking and writing.

### **2.3.6. Cultural Heritage of the Organization**

Events and situations experienced by the organization, including what is positive, which the organization tries to focus on and disseminated and considered a catalytic reference for individuals, and what is negative is the organization is trying to overlook.

### **2.3.7. Ethics**

It is a major component of organizational culture, including the values and ways of thinking, and the ways of dealing between the members of the organization and external parties, and the ethics of the organization usually consists of the following:

- The ethics of individuals that they derive from family, religion, friends, school and society.
- Ethics that guide the behavior of individuals in the job.
- Community ethics resulting from the formal legal system and the resulting customs and practices in society.

## **2.4. The importance of organizational culture**

During the 1980s, organizational culture became one of the most important management topics that attracted the attention of researchers and managers in the united states. This interest was shown to identify the reasons behind the inability of American companies to keep pace with Japanese companies in terms of performance levels. The level of performance between American and Japanese companies to determine the impact of differences in organizational and national cultures on the performance level (Daft., & Noe. 2001, p. 586). According to (Richard's, 2008) view, the lack of understanding of culture in the world of economics and trade it could be a fatal error (Narynan & Nath, 2004 )stated that the importance of culture lies in its proper contribution to the empowerment of the organization. She in highlighted the importance of culture, as he stated that the fundamental task of culture is that it helps to understand the environment through the use of different environmental changes (Narynan, VK & Nath, r., op. Cit., p.

449.). Help them to find appropriate solutions to the problems of external adaptation and survival, as well as solutions to the problems of internal coordination (Schein, eh, 1985., p.28) (Jerry & Stark, 1996) presented the importance of organizational culture by linking organizational culture with organizational performance. He stated that organizational culture has a great impact on the performance of the organization, and this has been determined in recent years. (Jerry & Stark ,1989 p. 448). For example, good financial performance of companies Hewlett-Packard proctor,( M.C. Donald and IBM, Gamble) in their ability to develop organizational cultures of a nature consistent with the nature of their environment and work, as these companies have been able to develop administrative values it identified a strong core of work management methods and methods of dealing with users, competitors and processors as well as other environmental elements, (Gerry & Scholes 2010 ) also pointed out that the importance of culture lies in the ability of the organization to develop basic assumptions and convictions shared by the members of the organization because culture works inadvertently and tacitly to help the organization to realize itself and its environment, because perspective.

The importance of organizational culture is due to its influential role in all the activities of the organization. Organizational culture puts pressure on the organization's employees to move forward in the process of thinking and acting in a way that is consistent with the prevailing culture of the organization , (Williams and Francescutti, 2007: 151)

2.4.1. Culture is a hallmark of the organization from other organizations and constitutes a source of pride for its staff, especially if its values focus on innovation, excellence, leadership and overcoming competitors.

2.4.2. Organizational culture is one of the inherent and powerful means in enabling managers to achieve the objectives of the organization.

2.4.3. Achieving a sustainable competitive advantage comes from creativity and organizational efficiency, which together raise the organization's competitive position. Organizational culture of unique quality makes the organization a potential resource for generating excellence compared to competitors.

2.4.4. Organizations with an adaptive culture that focus on satisfying the changing needs of customers and employees can outperform organizations that do not. Organizations with a strong and coherent culture can increase their market share by

increasing the quality of products and services. FAO needs more than just effective strategies, as it needs a good culture to support them.

2.4.5. Organizational culture broadens the horizons and perceptions of working individuals about the changes that occur in the environment in which they work, ie, they constitute a frame of reference, in which individuals interpret events and activities in the light.

2.4.6. Culture is a fundamental element that affects the organization's susceptibility to change, and keep abreast of the developments around it. Organization's ability to change and scalability.

**The importance of organizational culture is determined by:**

**A. Organizational culture:** the strong and stable base on which organizations stand to face the accelerating changes in the local and global environment in light of openness and technological development, and the integration of organizations.

**B. Organizational culture** works as an equation in which the immediate personality of individuals fuses the supreme objectives of the organization, and so that the common values form the equation of the interaction of this fusion, and so that the achievement of the individual itself, including the goals achieved by the organization within the prevailing value system in society.

**C - Organizational culture** the framework that contributes to the building and development of the organization and its evolution and keep abreast of changes and developments, and in return is the basis in the decline of the organization and decline if this culture is negative.

**D - Organizational culture is the basis for the success** of the transformation and development processes and work with the overall quality sought by organizations. Most of the transformation and development undertaken by the organizations during one stage has failed quickly, since the organizations' administrations did not recognize and determine their existing organizational culture, nor did they create or develop their own organizational culture in the context of their transformations. (Sloe, 2011, 37 -38).

The term culture as cohesive glue is a common term for organizational culture understanding organizational culture, (London, sage, 2002) . This view emphasizes the sharing of values, beliefs and standards with a focus on the analysis and sharing of cultural manifestations. Each organizational culture has unique features compared to those of

other organizations. Culture can be the determining factor for successful implementation of an operational strategy, and it plays an important role in determining the success or failure of managers. (Belt Hazard & Potter, 2006, pp. 8-12) at the narrowest levels, the researchers found that there was a significant correlation between the nature of the prevailing culture and many outputs such as commitment to work and work turnover. (Black, & Gregresen, 1997, pp. 7-1) the term culture as cohesive glue is a common term for organizational culture. Understanding organizational culture, (London, sage, 2002, 2.) Organizational culture is an inherent and powerful means of enabling managers to use it to achieve their goals. People have created so-called cultures that can have a strong impact on both the positive and negative sides of the administration's decisions and initiatives. Managers must understand the culture of their organizations and take it into account in their daily and strategic activities. In addition, managers who understand the culture of their organizations can work to change it if necessary. (Williams, & Francescetti, 2007, pp. 147-158) what distinguishes the interest in the culture of the organization is to emphasize that strong organizational culture leads to the good performance of senior management (Ogbonna, & Harris, 2000, pp. 766-788) many academics and practitioners also believe that the organization's performance depends on the breadth of sharing strong cultural values. (Knapp, 1998, pp. 3-6.)

### **2.5. Types of Organizational Culture:**

To determine the extent to which the prevailing organizational culture can reflect the real needs and constraints of organization, writers and researchers have sought to analyze organizational culture into types, which vary from one organization to another, and from sector to sector according to the basis of the division used, most notably (Al-Ahmad, 2008: 30-32) and (Sarayrah, 2003: 196-199):

#### **Firstly. (Handy) classification (1978):**

Handy classifies organizational culture based on the extent to which the prevailing culture in an organization reflects the real needs of an organization to:

**1. Power culture:** it means that the process of control in the center of the organization and decision-making is in the hands of a certain number of prominent individuals in the organization.

**2. Role culture:** it is focused on the type of functional specialization, and therefore functional roles more than the individual, and interested in regulations and rules, as it provides job security and continuity and stability of performance.

**3. Task culture:** this culture focuses on achieving goals and accomplishing work, cares about results, or tries to use resources in ideal ways, in order to achieve the best results at the lowest cost.

**4. Process culture:** attention is limited to the way the work is done, and not to the results achieved. Vigilance is spread among individuals to protect them. A successful individual is the most accurate, organized, and interested in the details of his work.

### **Secondly, Classification of (Wallach, 1983):**

Classified organizational culture according to the type of administrative leadership to:

**1. Bureaucratic culture:** it is the culture in which responsibilities and authorities are defined. Work is organized; coordination between units and hierarchy of power is based on control and commitment.

**2. Innovative culture:** characterized by the availability of a work environment to help creativity, and its members are characterized by a love of risk in making decisions and face challenges.

**3. Supportive culture:** the working environment is characterized by friendship and assistance among workers. The cooperative family atmosphere prevails. The organization provides trust, equality and cooperation. The focus is on the human side in this environment.

### **Third. Jones Classification (1983):**

J classifies organizational culture based on the attitudes of employees within their organizations to:

**1. A culture of production (capital culture):** the culture of production is predominantly focused on the attitudes of workers towards work to improve their poor performance, as the work provides sufficient guarantees.

**2. Professional culture:** characterized by general skills and specialties, which rely on mutual leadership, rather than formal authority, rules and procedures.

**Fourthly.( Luthans 1991) classification:**

Luthans classifies organizational culture by degree of strength and weakness to:

- 1. Strong culture:** a culture that creates a great cohesion among the members of the organization. Consensus to inform individuals of the prevailing values in the organization, and incentives for returns and rewards granted to committed individuals.
- 2. Weak culture:** where individuals walk in opaque ways are not clearly defined, and receive contradictory instructions, and thus fail to make appropriate decisions.

**Fifth: Daft classification (2001):**

Daft classifies organizational culture based on adaptation to the external environment of the organization:

- 1. Adaptability culture:** focusing on the external environment, where the organization tries to change to meet the needs of customers through innovation and development.
- 2. Mission culture:** in which the organization gives the primary importance of visibility for its purposes, and focus on a specific part of customers within the external environment without the need for rapid change.
- 3. Clan culture:** this type of culture focuses primarily on the extent to which individuals are engaged and involved in the organization, and on the speed with which changes are expected to occur in the external environment.
- 4. Bureaucratic culture:** where the focus is on the cohesion and stability of the internal environment, where there is a high level of cohesion, compliance and cooperation between individuals.

In light of the proportionality between culture on the one hand and the environment and information systems on the one hand, and the strategic focus on the other hand: - organizational culture has been classified into four types as follows (Gulab, 2011,609-608).

- 1. Entrepreneurial Adaptive Culture:** Entrepreneurial (adaptive culture) has a strategic focus on the external environment based on flexibility and change to meet the needs of the customer. This kind of culture encourages standards and beliefs that increase the organization's ability to deal with changes. This is not only a response, but an organization that encourages organizational change, innovation and creativity.

**2. Culture Mission:** organizations that adopt this kind of organizational culture are oriented towards a certain category of external customers without the desire to make a radical change in the organization, and since this culture is based on the stability of the environment in which the organization operates, management is responsible for shaping the organization's vision and mission and then translating it into measurable goals so that the performance of thousands of people can then be judged.

**3. Community Culture:** This type of organizational culture focuses on participation and teamwork among the members of the organization based on expectations of the absence of changes in the external environment, and teamwork under the concept of this type of culture creates between the individual sense of responsibility ownership and loyalty, which is reflected positively in increasing the performance levels of these thousands.

**4 - Bureaucratic Culture:** This type of culture focuses on the inside of the organization from the basic postulate the external environment is a stable environment. Organizations that believe in this type of organizational culture focus on business processes, policy and practice in order to achieve organizational goals. Conformity and cooperation among the thousands of individuals, which gives the organization integration and efficiency.

The current study agrees with (Daft 2001) in terms of dividing culture into four types of organizational culture: adaptability culture, which focuses on the external environment, where the organization tries to change to meet the needs of customers. Innovation and risk. Mission culture, in which the organization gives the primary importance to the visibility of its objectives, and focus on a specific part of customers within the external environment without the need for rapid change. Clan culture this type of culture focuses primarily on the extent to which members of the organization are engaged and involved, and on the speed with which changes are expected to occur in the external environment. Bureaucratic culture, where the emphasis is on the cohesion and stability of the internal environment, where there is a high level of cohesion, compliance and cooperation between individuals (Daft 2001 p. 127).

## CHAPTER THREE

### 3. STUDY METHODOLOGY

#### 3.1. Research Problem

Banks play at the time ornaments an important role within all sectors and social and productive fields and the importance of this role the researcher tried to devise the problem of studying the situation within the banking sector because of its importance in the business sector, and there is no doubt that all management practices within the current time in the light of new challenges facing the environment business systems are not relying on experience alone, but are the result of the interaction between expertise, knowledge, technology and information technology. Today, it systems are considered an effective indicator of the success or failure of an organization, following this importance of the fact that information is used as a tool for coordinate and support the administrative and decision making process by means of a communication tool within the organization and with the surrounding environment of another offender.

Thus, it can be said that the problem of the study is to reveal the influential relationship between information systems and the role they play in improving organizational culture, and then can summarize the problem by standing on the procedures to increase the effectiveness of the information systems used within the banking sector and the possibility of improving the banking culture.

#### **The problem can be clarified through the following consultations:**

1. Are there differences in the views of employees within the banking sector on the role of information systems in improving organizational culture?
2. Does the role of management information systems role in improving organizational culture?
3. Is there an impact of information systems in organizational culture?
4. What is the relationship between management information systems and organizational culture?
5. Are there any statistically significant differences at the level (0.05) about the study variables (information and organizational culture) attributed to personal and functional variables?

### **3.2. Research Objectives**

The present study aims through the attempt to link between its basic variables (management information systems as an independent variable and organizational culture as a dependent variable) as a new attempt by the researcher according to his knowledge within the literature, which attempts to achieve many of the objectives, including theoretical field and which we will try to explain below:

3.2.1. To provide a theoretical and thorough explanation through which the researcher mechanism that information systems have become a modern feature of the progress of organizations and all sectors of business, in addition to clarify the concepts of organizational culture.

3.2.2 Determine the efficiency of both management information systems and organizational culture within managerial levels

3.2.3. Detect the most important factors that determine the efficiency and effectiveness of both management information systems and organizational culture and identify their causes.

3.2.4. Determine the nature of the relationship between management information systems and organizational culture in terms of correlation and impact

3.2.5. Provide recommendations through which to contribute to improving the activity of banking facilities in terms of lack of customers within the current environment.

### **3.3. Research importance**

The importance of the current study stems from the importance of the variables discussed and the importance of the sample of the study through several views, namely:

- Academic presentation

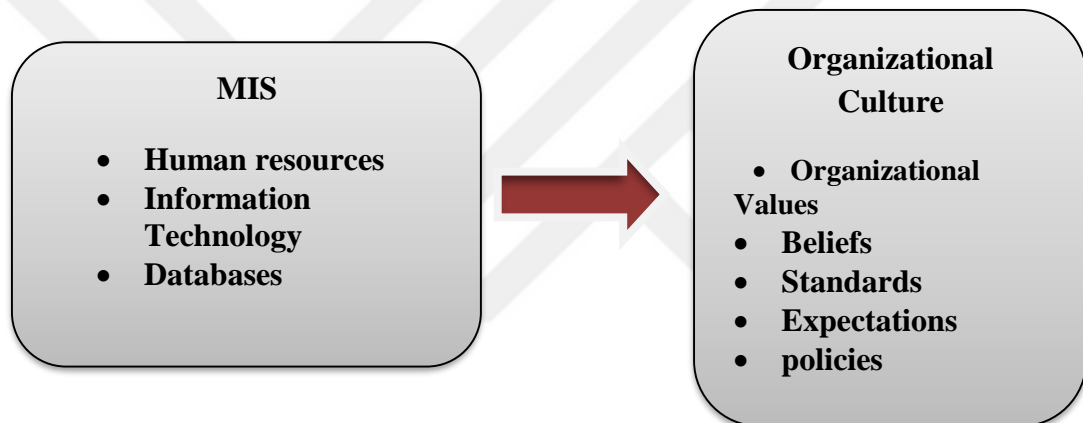
This study acquires its importance in the academic view by investigating two important variables in the administrative literature that falls within the field of management information systems and organizational culture. Because the variables are dynamic in nature and need continuous improvement, the study attempts to provide a theoretical framework for these variables and enrich the subject with available scientific references.

Field vision:

The importance of the field stems from the importance of the banking system operating within the governorate, which thrives through investments and the cost of exclusion from customers and the extent of its impact on the organizational culture by highlighting the importance of the bank and its cultures and its distinctive study in the surrounding environment and the impact of investment in banks and their impact on society.

### 3.4. The model of the study

The study adopted a model to clarify the relationship between the variables studied and their effects representative by (management information systems, organizational culture), as shown in the following form:



**Figure 3.**Basic study model based on sources (Abu Omar, 2009, 30, Amaj, 2010, 37, Abdul Jalil, 2011, 36)

### 3.5. Study Hypotheses

Starting with the importance of the study and its objectives and answering its questions, the study adopted several hypotheses as follows:

- There is a significant link between management information systems and organizational culture at the macro level of the sample study
- There is a statistically significant relationship between each dimension of management information systems and culture
- There is an important statistically significant impact between management information systems and organizational culture at the macro level

- There is a statistically significant relationship between each dimension of management information systems and organizational culture
- Sample study varies according to its basic variables

### **3.6. Data collection**

#### **3.6.1. Preliminary data**

The researcher can collect raw data using various tools such as questionnaires, observation, and interviews; these data are unique and tailored to a particular study. For this research, the primary data will be collected through the questionnaire. The researcher will meet with all participants and inform them how to fill out the questionnaire.

#### **3.6.2. Secondary data**

For this study, secondary data were mostly collected from textbooks, journal articles, magazines and the internet, which were presented in a literature review. Moreover, the results from previous research conducted in the same area served as a valuable basis for the supporting materials.

### **3.7. Research design**

Research design is a useful tool for the researcher in planning and carrying out his research, helping him to get results and results. The questionnaire was used to collect data from government banks operating in Dohuk governorate

Research design is very important because it determines the success or failure of the study. The determination of research design will provide researchers with a detailed plan used to guide their research.

This part of the study primarily gives the researcher a title for the direction and how to carry out the research. Research can be conducted either through qualitative or quantitative methods. Correct understanding will help the researcher to distinguish between the two methodologies and lead the researcher in the right direction. Since both methodologies have particular advantages and disadvantages, choosing the ideal methodology is essential for the success of the research.

Quantitative research is a methodology involving a deductive approach and the collection and analysis of numerical data. The data collected from the questionnaire will be analyzed by the social statistics statistical package (24 SPSS) - a suitable software

package available for survey authoring, data mining, text analysis, statistical analysis, collaboration and dissemination. The following statistical methods will be used:

1. Cronach's alpha is used to measure the reliability and reliability of research variables.
2. Descriptive statistics include means, standard deviation and variability coefficient
3. Analysis of the multiple correlations used to study the relationship between research variables and dimensions.
4. Linear regression analysis in a gradual manner used to analyze the expected effect of the independent variable on the dependent variable in our research.

### **3.8. Study the sample and the rationale for its selection**

In order to achieve the objectives of the study and prove its hypotheses, the banking corps (Government Banks) was selected. Respondents represented employees, including the administrative sector. The banking sector was chosen for the following reasons

1. The banking sector occupies a prominent position in the construction and development process we are witnessing today.
2. The banking sector has the latest information systems through which it operates in terms of obtaining information about transactions or about the market or customers.
3. Working for a sector within the current environment on the so-called confidence or culture that it owns within the current commercial institutions.
4. It is also due to the choice of banks that they suffer from some problems related to trust between the bank and the counterparties who were.

The questionnaire will be distributed according to the random method of separation. The questionnaire forms were distributed to members and employees working within government banks

## CHAPTER FOUR

### 4. THE FIELD FRAMEWORK OF THE STUDY

This research aims to present and analyze the results achieved by the study sample answers by displaying iterations, percentages, mathematical mean and standard deviations to verify the validity of the hypothetical model of the study. Therefore, this chapter is divided into the following topics:

**The first axis:** a description of the study population, its sample and the subjects.

**The second axis:** a description of the study variables

#### **Description of the study population and respondents**

This topic will be devoted to describing the study sample and its rationale for selection, the limits of the study and a description of the individuals surveyed, and an explanation will follow.

#### **Description of the study sample and its rationale for selection**

To achieve the objectives of the study and prove its hypotheses, the banking corps was chosen (for the province of Zakho), as the respondents represented employees working within the banks concerned, and that the choice of the banking sector was for the following reasons:

- The banking sector occupies a privileged position in the construction and development process that we are witnessing today.
- The great responsibility of the banks to work in the various fields of knowledge and fields of work, and then their great role in determining the fate and future of the people and their hopes, as it depends on its rise and progress, so they were chosen as a sample for study.

The economic and investment output and the outputs of the banking process are the most influencing the creativity in organizations because university work contains a high percentage of creative requirements.

As for the research sample, it was chosen according to the stratified random method, as (4) were selected from banks, as shown in table (1). In line with the study directions, the researcher distributed the questionnaire to the respondents from the

employees working in the banking sector, and the number of distributed forms reached (135) forms, of which (120) forms were returned for analysis, and the number of damaged forms reached (15). As indicated in table (2).As table (3) indicates the structure of the questionnaire form and the sources that were approved in the formation of this questionnaire

**Table 2.**Distributing the questionnaire forms to the respondents from banks

Percentage of total valid forms	Forms			Banks	N
	Good	Received	Distributed		
100%	50	50	50	Khyber	1
78%	37	37	47	Dalal	2
88%	16	16	18	Mah Zain	3
80%	16	16	20	Hazel	4
100%	120	120	135	Total	

Table prepared by researcher

**Table 3.**Indicates The Structure of the Questionnaire Form

Basic variables	Sub variables	The number of paragraphs	Paragraph numbers	Approved sources
Personal information	Bank, gender, age, marital status, educational qualification,	7		
Creative behavior	Human Resources	9	X1-x9	Al-Afandi, Arslan Ibrahim Abdul-Karim, (2006), Al-Zoghbi, Ali Ahmad (2004), Al-Sabah, Abdul Rahman, Sabbagh, Imad (2008),
	Information technology	12	X10-x21	
	Databases	6	X22-x27	
Organizational culture	Organizational values	10	X28-x37	Williams, and I. Frances cutt ,(2007), Yassin, Saad Ghalib,( 2004), Stephen J., Harrison, 2000, (Al-Ahmad, 2008
	Organizational beliefs	5	X38-x42	
	Organizational standards	6	X43-x48	
	Organizational expectations	5	X49-x53	
	Organizational policies	5	X54-x58	

To describe the study population, the data obtained by the researcher from the introductory part of the questionnaire form has been emptied, as shown in table (4).

**Table 4.** Frequency distribution and percentages of the characteristics of the respondents

Female				Male				Gender
%		S		%		S		
42.5		51		56.7		68		
Postgraduate		Ba		Diploma		Prep		Certificate
%		S		%		S		
9.2		11		31.7		38		
28.3		34		29.2		35		
Divorce		Unmarried		Married				Social status
%		S		%		S		
-		-		35%		42		
65%		78						
More than 15		15-10		5-10		From a year-5		Length of service
%		S		%		S		
25		30		25		30		
37.5		45		12.5		15		
50- bigger		45-50		30-45		Less than30		Age
%		S		%		S		
5		6		17.5		21		
58.3		70		19.2		23		

Table prepared by researcher.

Table (2) indicates the frequencies and percentages of the characteristics of the individuals in the study sample, as follows:

**1. Gender:** The percentage of males constituted 68% of the individuals surveyed at the sample level and 51% of females, which indicates that the majority of the staff are male.

**2. Age:** The most visible age group is the age group (30-45) years, followed by the confined category (less than 30 years).

**3. Social situation:** It became clear that the majority of the study sample was married with a rate of (78%), while the percentage of unmarried people reached (42%), while the percentage of divorced women (zero%) constituted an indication of social communication.

**4. Academic qualification:** It is clear that the majority of respondents are holders of a baccalaureate degree (31%), while the proportion of middle school graduates (29.2%)

came after a diploma with a diploma of 29% and the percentage of those with a diploma reached supreme (9.2).

**5. Years of service:** The highest rate of service came for individuals working within the banking sector who have had a service of (5-10) years, their rate was (37.5) and after them came those who have experience (10-15) their rate (25%).

### **The second axis**

#### **Description and diagnosis of study variables**

This axis includes a description of the study variables and its diagnosis, through analyzing the data related to it, in which iterative distributions, percentages, arithmetic mean and standard deviations are used, and for each of the study variables, and to achieve this, the axis was divided into two sections according to the study variables, as follows:

#### **Firstly. Description and diagnosis of management information system variables**

This paragraph addresses the description of management information systems represented in (human resources, information technology, databases) at the overall level of the study sample, as indicated in table (5).

**Table 5.**Frequency distributions and percentages, standard deviations of management information systems

Variables	The main factors	Symbol	Response scale										Mean	Standard deviation	
			Strongly agreed		Agreed		Neutral		I do not agree		I do not agree strongly				
			S	%	S	%	S	%	S	%	S	%			
MIS	H.R.M	X1	50	60	40	33.3	15	12.5	2	1.7	3	2.5	4.266	0.923	
		X2	28	23.3	66	55	22	18.3	3	2.5	1	0.8	3.975	0.772	
		X3	28	23.3	56	46.7	25	20.8	8	6.7	3	2.5	0.9525	3.816	
		X4	33	27.5	45	37.5	32	26.7	7	5.8	3	2.5	3.816	0.987	
		X5	29	24.2	40	33.3	35	29.2	14	11.7	2	1.7	3.666	1.023	
		X6	25	20.8	39	32.5	36	30	13	10.8	7	5.8	3.516	1.115	
		X7	27	22.5	40	33.3	37	30.8	10	8.3	6	5	3.600	1.0799	
		X8	27	22.5	30	25	35	29.2	22	18.3	6	5	3.416	1.1709	
		X9	19	15.8	36	30	44	36.7	16	13.3	5	4.2	3.400	1.040	
	Average	26	6	39	2	28	1	95	3	6	30.607	5	11.9268		
	Total	73.1				31.22				14.55				3.4008	1.3252
	Information technology	X10	59	49.2	36	30	13	10.8	6	5	6	5	4.133	1.114	
		X11	26	21.7	57	47.5	27	22.5	7	5.8	3	2.5	3.800	0.931	
		X12	18	15	51	42.5	39	32.5	8	6.7	4	3.3	3.591	0.939	
		X13	27	22.5	45	37.5	34	28.3	9	7.5	5	4.2	3.666	1.0398	
		X14	30	25	42	35	35	29.2	11	9.2	2	1.7	3.7250	0.995	
X15		16	13.3	49	40.8	34	28.3	17	14.2	4	3.3	3.433	1.0903		
X16		24	20	32	26.7	40	33.3	20	16.7	4	3.3	3.433	1.090		
X17		24	20	36	30	33	27.5	13	10.8	1	10.8	3.6250	1.9706		
X18		17	14.2	26	21.7	51	42.5	18	15	8	6.7	3.216	1.07831		
X19		13	10.8	43	35.8	40	33.3	18	15	6	5	3.3250	1.1210		
X20		24	20	37	30.8	28	23.3	25	20.8	6	5	3.2500	1.1696		
X21		18	15	37	3.08	37	30.8	13	10.8	1	12.5	3.2500	1.2109		

Average	29 6		49 1		41 1		16 5		7 6		42.447	13.7495 1	
Total	65.58333				34.25		20.08333				3.5372 5	1.14579 3	
Data basic	X2 2	27	22.5	40	33.3	33	27. 5	14	11. 7	6	5	3.566	1.113
	X2 3	22	18.3	46	38.3	31	25. 8	16	13. 3	5	4.2	3.533	1.0685
	X2 4	28	23.3	39	32.5	32	26. 7	18	15	5	2.5	3.5917	1.080
	X2 5	28	23.3	39	32.5	30	25	17	14. 2	6	5	3.550	1.1438
	X2 6	23	21.7	40	33.3	25	20. 8	23	19. 2	6	5	3.4750	1.173
	X2 7	26	21.7	34	28.3	33	27. 5	20	16. 7	7	5.8	3.433	1.1720
Average	15 4		238		18 4		10 8		3 5		21.148 7	6.7503	
Total	65.333				30.66		9.358				3.524	1.12505	

Table prepared by researcher.

**1. Human resources:** The results indicate that the answers of the respondents and at the level of the study sample about this determinant through its indicators (x1-x9) tend towards agreement with a percentage of (73.1%) of those answers with a mean of (3.4008) and a standard deviation of (1,235), in when the percentage of disagreement on the indicators of this dimension reached (14.55%), this indicates the availability of many indicators towards caring for human resources within the banking business.

**2. Information technology:** Data of frequency distributions, arithmetic mean, and standard deviations for the study sample responses towards paragraphs (x21-x10) indicate that (65.583%) of the respondents agree on these terms, compared to (20.08%) not in agreement with the terms of this dimension. (34.25%) are neutral, and that was an mean of (3.537) and a standard deviation (1.145).

**3. Information base:** The results indicated that the answers of the respondents and on the level of the overall index of the central dimension through indicators (x27-x22) tend toward agreement at a rate of (65.33%) with a mean of (3.524) and a standard deviation (1.1250), while the percentage of disagreement ( 9.35%) this indicates the dependence of the administrative leaderships in the two banks on an accurate database in their work.

**Second. Description and diagnosis of organizational culture variables**

This paragraph deals with describing the organizational culture indicators that the theoretical and accredited side indicated in the study model. Table (6) shows the frequency distributions, percentages, and standard deviations at the total level of a sample, and a description of these dimensions follows.



**Table 6.**Frequency distributions and percentages, standard deviations of organizational culture

Variables	The main factors	Symbol	Response scale										Mean	Standard deviation
			Strongly agreed		Agreed		Neutral		I do not agree		I do not agree strongly			
			S	%	S	%	S	%	S	%	S	%		
Organizational culture	Organizational values	X28	47	39.2	39	32.5	23	19.2	9	7.5	2	1.7	4.000	1.020
		X29	33	27.5	52	43.3	26	21.7	8	6.7	1	0.8	3.9000	0.9118
		X30	40	33.3	45	37.5	30	25	1	0.8	4	3.3	3.966	0.960
		X31	24	20	57	47.5	31	25.8	5	4.2	2	1.7	3.806	0.866
		X32	25	20.8	45	37.5	36	30	10	8.3	4	3.3	3.6417	1.0108
		X33	24	20	42	35	37	30.8	12	10	5	4.2	3.566	1.0510
		X34	22	18.3	48	40	16	23.3	16	13.3	6	5	3.533	1.091
		X35	34	28.3	41	34.2	19	15.8	18	15	8	6.7	3.6250	1.230
		X36	30	25	38	31.7	29	24.2	15	12.5	8	6.7	3.591	1.2668
		X37	34	28.3	40	33.3	19	15.8	17	14.2	10	8.3	3.591	1.2668
Total		313		447		266		111		50		37.2197	10.6742	
Average		76				26.6		16.1				3.72197	1.06742	
Organizational beliefs		X38	34	28.3	44	36.7	23	19.2	13	10.8	6	5	3.7250	1.1373
		X39	18	15	58	48.3	22	18.3	15	12.5	7	5.8	3.5417	1.7606
		X40	19	15.8	47	39.2	33	27.5	13	10.8	8	6.7	3.466	1.0918
		X41	27	22.5	44	36.7	26	21.7	18	15	5	4.2	3.5833	1.1592
		X42	26	21.7	42	35	29	24.5	15	12.5	8	6.7	3.616	1.1240
Total		124	103.3	235	195.9	133	111.2	74	61.6	34	28.4	17.932	6.2729	
Average		21.6				26.6		21.6				3.5864	1.25458	
Organizational standards		X43	27	22.5	47	39.2	26	21.7	13	10.8	7	5.8	3.616	1.1240
		X44	35	29.2	35	29.2	29	24.2	17	14.2	4	3.3	3.666	1.14005
		X45	24	20	43	35.8	30	25	14	11.7	9	7.5	3.4917	1.1595
		X46	29	24.2	35	29.2	30	25	17	14.2	9	7.5	3.4833	1.2160
		X47	23	19.2	36	30	38	31.7	16	13.3	7	5.8	3.433	1.120
		X48	26	21.7	38	31.7	32	26.7	13	10.8	11	9.2	3.458	1.208
Average		164	136.8	234	195.1	185	154.3	90	75	47	39.1	21.148	6.96755	
Total		66.3333				30.83		22.83				3.524	1.1612	
Organizational practices		X49	26	21.7	43	35.8	32	26.7	13	10.8	6	5	3.5833	1.0968
		X50	28	23.3	30	25	38	31.7	12	10	12	10	3.416	1.233
		X51	45	37.5	37	30.8	24	20	9	7.5	5	4.2	3.9000	1.118
		X52	24	20	56	46.7	24	20	14	11.7	2	1.7	3.716	0.9717
		X53	33	27.5	45	37.5	31	25.8	7	5.8	4	3.3	3.800	1.0174
Average		156	130	211	175.8	149	124.2	55	45.8	29	24.2	18.4153	5.4369	
Total		73.4				29.8		16.8				3.68	1.08738	
Organizational policies		X54	27	22.5	48	40	28	23.3	14	11.7	3	2.5	3.6833	1.0288
		X55	20	16.7	47	39.2	36	30	14	11.7	3	2.5	3.516	0.9855
		X56	25	20.8	37	30.8	40	33.3	11	9.2	7	5.8	3.516	1.0991
		X57	24	20	39	32.5	28	23.3	20	16.7	9	7.5	3.408	1.1987
		X58	26	21.7	39	32.5	32	26.7	15	12.5	8	6.7	3.5000	1.1595
Average		122	101.7	210	175	164	136.6	74	61.8	30	25	17.62	5.4716	
Total		66.4				32.8		20.8				3.524	1.09432	

Table prepared by researcher.

1. **Organizational values:** The results indicate that the respondents' answers at the level of the study sample on this dimension through its indicators (x37-x28) were tending toward agreement by (76%) with an average mean of (3.7219) and a standard deviation of (1.0674), while the percentage of disagreement within this indicator was (16.1%), and this indicates that the study sample was interested in the organizational values of the bank.

2. **Organizational beliefs:** The data indicate that there is a large percentage of the study sample of (21.6%) who were in agreement with this dimension, while the percentage of those who did not agree (21.6%) was equal between agreement and lack of agreement and among them (26.6%) were indicators of that dimension (x42-x38) were neutral with mean (3.586) and standard deviation of (1.2545).

3. **Organizational standards:** The results of the respondents' answers indicated, at the aggregate level of the indicators of the criteria dimension represented in the questions (x48-x43) and they were toward agreement at a rate of (66.33%) with an average of (3.524) and a standard deviation (1.1612), while the percentage of disagreement reached (22.83) %) this was a high indication of the sample's agreement that they agreed on the criteria that define their organizational culture.

4. **Organizational expectations:** The data indicate that iterative distributions, percentages, arithmetic mean, and standard deviations of the answers towards the phrases ((x53-, as the approval rate for this dimension reached (73.4%)) and this percentage was large compared to the percentage of disagreement, and that was with an arithmetic mean ( (6,683) with a standard deviation (1.087), while (29.8%) of the study sample tended to be neutral.

5. **Organizational policies:** Table (5) indicates that the agreement percentage of the study sample with its indicators (x58-x54) was (66.4%) with an average of (3.524) and a standard deviation of (1.09432) for the study sample, while the percentage of not giving them any importance for policies (20.8%)

## **Fourth topic**

### **Hypotheses test**

This topic aims to test the study hypotheses to identify the correlations and impact between the main and sub variables, and the validity of the assumptions will be verified by using a number of statistical methods and tools chosen to conduct the analysis on the study variables, and accordingly, this chapter has been divided into the following topics:

The first axis: the analysis of correlations.

The second axis: the analysis of influence relationships.

The third axis: analysis of variance.

### **The first axis**

#### **Correlation analysis**

##### **Analyze the correlations between study variables**

To complement the description and diagnostic processes based on the data of the descriptive analysis, the correlation relationships between the study variables were determined, particularly about the existence of a significant correlation between management information systems and organizational culture through the use of the correlation factor (Spearman) and at the level of significance ( $p \leq 0.05$ ) as follows:

#### **1. Analyze the relationships between management information systems and organizational culture**

This axis focuses on testing what came in the second hypothesis of correlation, which stipulated that there is a moral correlation between management information systems and organizational culture in banks. The sample of the study in Zakho province at the macro level, and each dimension of the two variables:

##### **A. The relationship between management information systems and organizational culture at the aggregate level of the study sample**

Table (7) shows that there is a positive correlation relationship with a statistically significant significance between a variable (management information systems) and a variable (organizational culture), as the overall index correlation coefficient reached (0.769 \*\*) which is a significant value at a level of significance (0.01 ), and thus accepts

the second hypothesis, which indicates that there is a correlation between information systems and culture on the level of the total sample of the study from banks in Zakho.

**B. The relationship between management information systems and each dimension of organizational culture at the micro level of the banks of the study sample**

Table (7) shows that there is a significant correlation between administrative information systems and each dimension of organizational culture, and that the strongest correlation was between information systems represented by the dimension (human resources) and organizational culture, as the value of correlation coefficient reached (0.688 \*\*), this indicates that the human resource is the basis for determining the organizational culture of banks and determining their difference from one bank to another because the individual culture is the one that is reflected on the bank. Whereas the weakest moral relationship was represented by the dimension (information technology) and organizational culture, which reached the degree of correlation (0.616 \*\*), and this indicates that the technology is dismissed from an individual to a different brother according to the extent of his knowledge of it and not being absent from it, and thus the hypothesis of correlation the second was fully achieved at the level of the overall index and the level of sub-dimensions, it was partially achieved.

**Table 7.**The overall and partial correlation between study variables

Cultur.org (y)  MIS (x)	Organizational values Y1	Beliefs Y2	Standards Y3	Expectations Y4	Policies Y5	Overall index
Human resources( x1)	0.632**	0.430**	0.449**	0.479**	0.642**	0.688**
Information technology(x2)	0.654**	0.341**	0.341**	0.492**	0.457**	0.616**
Databases (x3)	0.652**	0.450**	0.490**	0.424**	0.567**	0.675**
Overall index	0.752**	0.478**	0.534**	0.537**	0.647**	0.769**

Table prepared by the researcher in the light of the results of the electronic calculation and at the level of the relationship between information systems and

organizational culture at the level of each of the banks of the study sample, table (8) shows that there is a strong correlation between banks from their information systems and the culture that they own, as they all came with relations at the level of banks and they were as follows (0.703), (0.842), (0.768), (0.783.)

**Table 8.** The correlation between information growth and organizational culture, according to the sample study banks

Organization culture								
MIS	Banking	N	Organizational values Y1	Beliefs Y2	Standards Y3	Expectations Y4	Policies Y5	Overall index
	Khyber	50	0.870*	0.971	0.417*	0.751	0.631*	0.703
	Dalal	37	0.308	0.201*	0.470*	0.158 n.s	0.550*	0.842
	Mah Zain	16	0.812	0.186 n.s	0.427*	0.741*	0.623*	0.768
	Hazel	16	0.852*	0.011n.s.	0.290*	0.856*	0.963	0.783

P\* $\leq$ 0.05. Significant. N= 120

Table prepared by the researcher in the light of the results of the electronic calculator

## The second topic

### Impact relationship analysis

#### a. Analysis of impact relationships between study variables

For the purpose of knowing the existence of a significant effect of the study variables, the study model necessitates the levels of influence in the banks of the study sample in a wholly and partly way. The following is an analysis of the effect of the study variables and the interpretation of the statistical implications, as follows:

#### 1. Analysis of the impact of management information systems on organizational culture

This axis includes testing the third hypothesis, which states that there is a moral effect of management information systems in the organizational culture in the same study banks in the province of Zakho, and a test of the sub-hypotheses emanating from it that

states that there is a moral effect of information systems in each dimension of organizational culture, as follows:

**a. The effect management information systems on organizational culture on the overall level of the study sample**

Table (9) shows a significant effect of management information systems on organizational culture, supported by the calculated value of (f) of (171.226) which is greater than its tabular value of (3.84) at the level of significance (0.05) and with a degree of freedom (1,118), which indicates that the regression curve is good in explaining the relationship between information systems and organizational culture and at the macro level, the  $r^2$  has reached a value of (0.592) which indicates the ability of the independent variable to interpretation of the effect on organizational culture by (59%), and this is reinforced by the value of the regression coefficient ( $\beta_1$ ) by an amount of (0.781), and this indicates the fulfillment of the hypothesis.

**Table 9.**An impact relationship between information systems and at the macro level

Independent Certified	Organizational culture		R2	(f)values	
	B0	B1		Calculated	Tabulated
M.I.S	0.769	0.781 (13.085)**	0.592	171.226	3.84

Table prepared by the researcher in the light of the results of the electronic calculator,  $p \geq 0.05$  ,  $n = 120$

**B. The effect of management information systems on each dimension of organizational culture on the overall level of the banks of the study sample**

table (10) shows that there is a significant effect of management information systems in each dimension of organizational culture, and this confirms the achievement of the sub-hypotheses emanating from the third hypothesis, as the table shows that the strongest relationships of moral impact were the information systems in the organizational values dimension in terms of the value of the determining factor ( $r^2$ ) of (56%), while the value of ( $\beta_1$ ) reached (1.165), which is a significant value in terms of the calculated value of (t) of (12.411), while the calculated (f) value (154.024) is greater than its tabular value of (3.84) . Whereas, the least significant moral effect of information

systems was in the organizational beliefs dimension, as the determination coefficient ( $r^2$ ) amounted to (0.228 %).

**Table 10.**The impact relationship between information systems and a dimension of organizational culture

Organizational culture	M.I.S(x)		R2	(f)	
	B0	B1		Calculated	
Organizational values(y1)	0.752	1.165 (12.411)**	0.566	154.024	3.84
Beliefs(y2)	0.478	2.38 (5.904)**	0.228	34.853	
Standards(y3)	0.534	2.212 (6.868)**	0.286	47.173	
Expectations(y4)	0.537	2.021 (6.929)	0.289	47.921	
Policies (y5)	0.649	1.899 (9.222)	0.419	85.044	

Table prepared by the researcher in the light of the results of the electronic calculator  $P \geq 0.05$  , n= 120 ,DF= 1,119

### The third topic

#### Contrast analysis

This axis is concerned with choosing the hypothesis of variance in order to identify the extent of the difference between the banks of the study sample in the range of performance information systems and organizational culture.

#### 1. The banks of the study sample vary according to administrative information systems.

The content of the fourth hypothesis indicates the variance of the banks of the study sample according to administrative information systems, as it appears from table (11) that there is a clear variation in the banks of the study sample according to the information systems and this is what we see through the significance of the model represented by the calculated value of (f) of (7.238) which is moral value at (0.05) level, and this was an indication that the study sample banks have different results in the management information systems they possess.

**Table 11.** Sample study variation according to MIS

ANOVA					
X					
	Sum of squares	DF	Mean square	F	Sig.
Between groups	6.128	3	2.043	7.238	.000
Within groups	32.739	116	.282		
Total	38.867	119			

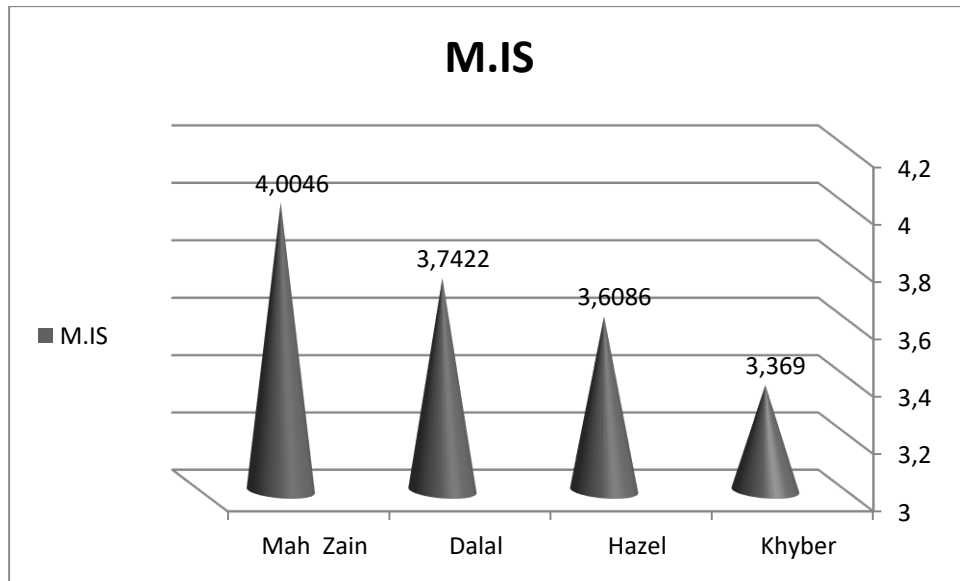
$P \leq 0.05$        $n = 120$

Accordingly, a test (Duncan) was conducted to determine the extent of the degree of disparity between the banks of the study sample, as table (10) indicates that there is a variation between banks according to their arithmetic milieus, as the highest percentage of information systems came in a bank (Mah Zain) and that was in an arithmetic mean the amount of (4.0046).

And then the bank (Dalal), as it was an arithmetic mean of (3.7422), and that is an indication that almost all of the banks have the same variance towards administrative information systems and almost in the same proportion (table 12) figure (3) except that we find that the least variation in the study sample it was in Al-Khyber and hazel banks, and that was with an average arithmetic power of (3.3697,3.6086) respectively.

**Table 12.** The banks of the study sample are included in their variation according to the management information systems

X				
Duncan				
Var00064	N	Subset for alpha = 0.05		
		1	2	3
Khyber	52	3.3697		
Hazel	15	3.6086	3.6086	
Dalal	37		3.7422	3.7422
Mah Zain	16			4.0046
Sig.		.132	.398	.098
Means for groups in homogeneous subsets are displayed.				



**Figures4.** Variation in the study sample banks

## 2. Variation of the colleges of the study sample in organizational culture

In line with the fourth hypothesis to find discrepancies in the banks of the study sample according to organizational culture, the researcher approved the use of (one way ANOVA) analysis, as indicated in table (13).

**Table 13.** The sample varied according to the organizational culture

ANOVA					
Y					
	Sum of squares	DF	Mean square	F	Sig.
Between groups	7.286	3	2.429	9.247	.000
Within groups	30.466	116	.263		
Total	37.751	119			

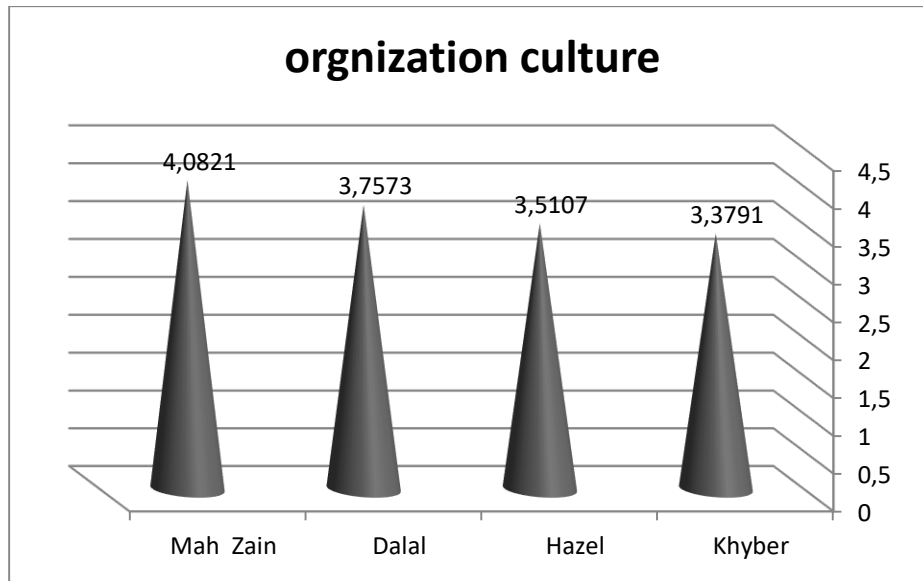
$P \leq 0.05$        $n = 120$

As we find through the above table that there is a clear variation in the banks of the study sample according to its organizational culture, and this is illustrated by the significance of the model represented by the calculated value of (f), as it reached (9.247)) which is a significant value at the level of significance (0.05) and that was an indication of the banks of the study sample have varying organizational culture, and to determine

that discrepancy between banks in their organizational culture, a Duncan test was taken to prove the degree of that discrepancy between the banks of the study sample, as table (12) indicates that there is a difference between those banks according to their arithmetic circles, as the highest percentage of culture came from the study sample banks in a bank (Mah Zain), and that was with an average of (4.0821) and note that she was suffering from a situation of disparity in information systems at a high rate as well, and then came the bank (Dalal) with an average of (3.7573). We also find that the slightest variation in organizational culture was from the share of (Khyber) bank with an intermediate calculation (3.3791). As indicated in table (14), figure (4).

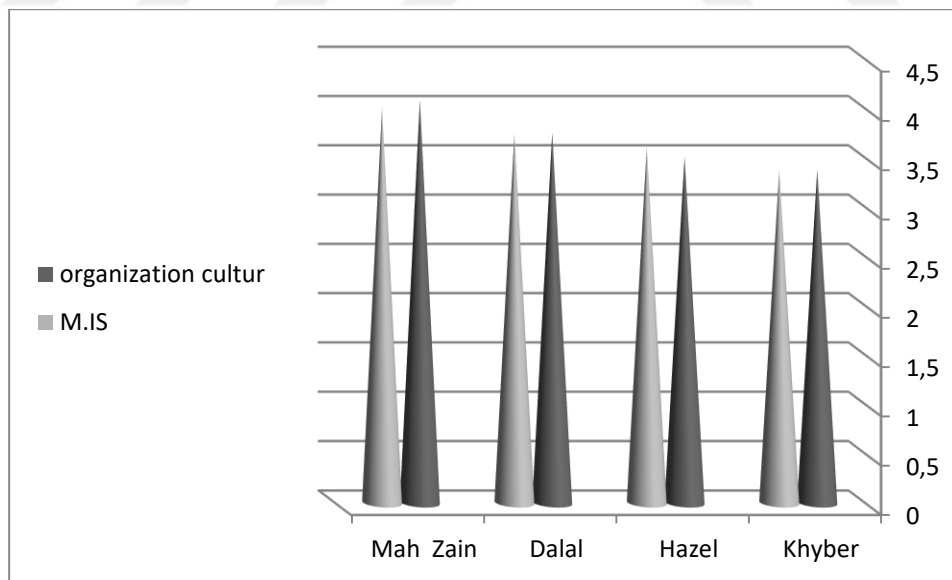
**Table 14.** Sample study banks are listed according to organizational culture

Y				
Duncan				
Var00064	N	Subset for alpha = 0.05		
		1	2	3
Khyber	52	3.3791		
Hazel	15	3.5107	3.5107	
Dalal	37		3.7573	
Mah Zain	16			4.0821
Sig.		.388	.107	1.000
Means for groups in homogeneous subsets are displayed.				



**Figure 5.**Organizational culture in the banks is a sample of the study

Hence, it can be indicated by analyzing the variance that banks of the study sample were uneven through the extent of their influence with their management information systems and their organizational culture, and here we can clarify that variation in the graduation of sample banks as indicated in figure (5).



**Figure 6.**The aspect ratio variation

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

The results are based on the theoretical and field aspects of the results of the study, and then provide suggestions for the introduction and future visions for the management of the study sample in the companies, as well as proposals for researchers on some future studies complementary to the subject, as follows:

**A. The study found a number of conclusions that can be displayed according to each variable separately, as follows:**

#### **Conclusions:**

1. The management information system is one of the important techniques that must be available in each organization because its role lies in providing the beneficiaries (decision makers) at the administrative levels of the organization with the necessary information at the appropriate time. The human resource and organizational culture in most contemporary organizations today is one of the important things as it manages an important resource from the organization's resources and at the same time other departments participate in the responsibilities and roles and during the stages of the decision-making and decision-making process in relation to each job exercised by this administration as the nature of the role of this administration is a consultative, executive and functional role. Therefore, this department is provided with information with qualitative characteristics on all the activities of the organization through the approval of administrative information system applications.

2. The results of the analysis indicated that there is a difference in the opinions of the study sample towards describing each dimension of management information systems and organizational culture, so banks must take into account the views of the sample about those dimensions and their importance in measurement.

3. The results of the descriptive analysis indicated by describing the respondents that the majority of the sample specified are those holding a bachelor's degree, meaning that the study community and its sample are aware of the concepts and dimensions of the study.

4. The results of the statistical analysis indicated that a positive and statistical relationship between each of the administrative information systems and the

organizational culture at the macro level, that is, the organizational culture of business organizations depends on the information systems and when they are used by business organizations (Banks).

5. The results of the analysis indicated that there is a correlation relationship at the molecular level between the dimensions of the study, as we find that the strongest correlation relationship to information systems was represented by the human resource dimension, and this is an important indication of the link between organizational culture and the human resource and the extent of its efficiency.

6. The results also indicated that there is a deficiency in the relationship between information thinking and information technology, and this may be one of the things expected due to the individual's fear (The Human Resource) of change or of modern technology.

7. The results of the analysis at the relationship level at the level of the banks indicated in the study indicated that the Khyber bank was at the forefront of the banks, which possesses a high and strong correlation between information systems and organizational culture at the sample level.

8. The results of the analysis at the macro level of the study sample from the chosen banks indicated that there is an average effect relationship between the two study variables (organizational culture and information systems), i.e. The regression equation is good in explaining the influence relationship between the two variables but within the limits of half, and this may be due to the fact that there is a section of the dimensions were not taken into consideration in the current study according to their limitations.

9. The results of the analysis demonstrated that the strongest impact of the information systems on organizational culture was in organizational values and as a basis for banking, for the time being of each bank is its own culture stemming from the culture of the individuals working with it.

Through the results of the analysis of variance, the results of the analysis related to the first variable proved that there was a significant variation by the study sample towards information systems, in a significant way.

10. The Dunkin test results indicated to identify the levels of bank variation, as Mah Zain came with the highest variation within the study sample and was followed by the rest of the banks, respectively.

The results of the analysis of variance of the arrogant organizational culture indicated that a noticeable variation by the study sample towards the gabions owned within the sample of research from banks.

11. The results of the Dunkin test came to know the differences between banks according to the variance of their arithmetic circles, as also (Mah Zain) came in the highest order of variance according to organizational culture, and this is consistent with the previous conclusion of management information systems, and this indicates that the Mah Zain bank suffers from high variance according to information systems and organizational culture.

### **Recommendations**

Based on the findings of the current study, a set of recommendations can be presented that would contribute to directing the departments of organizations towards the effective and efficient use of the management information system in order to rationalize the decisions related to the management of human resources that are made and taken in the organization and these recommendations are:

1. It is imperative that organizations be concerned with designing the management information system in line with developments in information technology, communications and software with a view to adopting the applications of this system in providing managers with the necessary information on the activities of the organization and the external environment, especially in light of competition challenges and entry into new markets.
2. Banks should increase attention to the process of collecting data from different sources in the organization by adopting a form or models prepared for this purpose that provide accuracy, comprehensiveness and reliability and prevent confusion and repetition at the same time.
3. Banks must draw up a plan to prepare specialized departments for administrative information systems with their own organization and administrative structure. Starting with the system administrator and the administrative and technical specialties to manage and operate these departments efficiently and effectively.

4. It is necessary to provide support by the higher management in adopting the management information system, and you should be fully aware of the role of this system and the extent of its influence in the decision-making process.
5. The study recommends that managers need to focus on adopting an organizational culture that is consistent with their environment in which banks operate by sector because the appropriate organizational culture is necessary for the success of the organization. An organization that is trying to adopt a new strategy must create the appropriate organizational culture to achieve and implement this strategy and is necessary to deal with the nature of the environment that the organization works in it, and it is also necessary to adopt new technologies in relation to productive operations. For this reason, this study came to increase awareness among managers of the importance of appropriate organizational culture and its relationship to the mission environment, which leads to the bank's success.
6. Organizations are able to find and develop the appropriate organizational culture most adapted to the environment through conscious management leaders and exercise their role in managing and renewing the organizational culture so that it is consistent with internal and external environmental changes. Conscious management in contemporary banks can realize the importance of organizational culture by creating new values and creative methods in dealing with complex or new problems facing the organization, especially in the external environment, especially in public sector companies.
7. The study recommends with respect to banks that keep pace with environmental changes, which are characterized by adaptation and can create an appropriate organizational culture that can adopt special strategies. Information systems and better long-term visions make them keep pace with environmental changes in light of current challenges, the most important of which is competition, as this requires developing a culture more adaptive organization. And this is it occurs only through the role of managing leaders working in these companies.
8. The study recommends that banks pay attention to the environmental changes taking place and link these changes to an appropriate organizational culture because the environmental impacts are increasing day by day, which in turn

affects the organizational culture of the banks. The company's management achieves this success through conscious study of environmental changes, facing challenges and exploiting environmental opportunities in general and the important environment in particular.



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## APPENDICES

## Appendix 1. Originality Report



T.C.  
FIRAT ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ

FORM  
30

## YÜKSEK LİSANS TEZ ÇALIŞMASI BENZERLİK RAPORU

## ÖĞRENCİ BİLGİLERİ

Adı-Soyadı	Nachervan Haji İbrahim
Öğrenci Numarası	18121630
Anabilim Dalı	İŞLETME
Programı	Yüksek Lisans
Danışmanın Unvanı, Adı-Soyadı	Dr.Öğr.Üyesi Cem AYDEN
Tez Başlığı (Türkçe)	Örgüt Kültürünün Geliştirilmesinde Yönetim Bilgi Sistemlerinin Rolü: Duhok'ta Devlet Bankacılığı Sektöründe Saha Çalışması

## SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ'NE

Yukarıda başlığı belirtilen tez çalışmamın a) Kapak sayfası, b) Giriş, c) Ana bölümler ve d) Sonuç kısımlarından oluşan toplam ... sayfalık kısmına ilişkin, ... tarihinde Sosyal Bilimler Enstitüsü tarafından Turnir in adı intihal tespit programından aşağıda belirtilen filtrelemeler uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı %29...'dır.

Uygulanan filtrelemeler:

- 1- Kabul/Onay ve Bildirim sayfaları hariç.
- 2- Kaynakça hariç
- 3- Alıntılar hariç/dâhil
- 4- 5 kelimeden daha az örtüşme içeren metin kısımları hariç

Yukarıda bilgileri verilen öğrencinin yüksek lisans tezi Sosyal Bilimler Enstitüsü Yönetim Kurulu tarafından belirlenen azami benzerlik oranlarını aşmadığını ve tez çalışmamın herhangi bir intihal içermediğini; aksinin tespiti esileceği mülheme durumunda doğabilecek her türlü hukukî sorumluluğu kabul ettiğini ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

Gereğini saygılarımla arz ederim.

Dr. Öğr. Üyesi Cem AYDEN

Danışmanın Adı-Soyadı

(İmzası)

Dr. Öğr. Üyesi Cem AYDEN

Anabilim Dalı Başkanı

(İmzası)

Lisansüstü tezler, savunma öncesinde intihal program raporu ile birlikte enstitüye teslim edilir.

İntihal raporu ile ilgili olarak etik kurullar dâhilindeki benzerlik oranları ilgili Enstitü Yönetim Kurulu tarafından belirlenir. (Enstitü Yönetim Kurulu tarafından tezin, intihal kapsamı dışında değerlendirilmesi için TURNİR'in alan adında raporda "benzerlik oranı", "alıntılar hariç" en fazla %10 "alıntılar dâhil" %30'u geçmemesi şeklinde kabul edilmiştir)

Firat Üniversitesi,  
Sosyal Bilimler Enstitüsü,  
23119 - Elazığ / TÜRKİYE

<http://sosbe.firat.edu.tr>

Telefon : +90 474 241 5480  
Faks : +90 474 233 2180  
e-posta : sosbilens@firat.edu.tr

**Appendix 2. Questionnaire Form****T.C****Firat University****Social Science Institute****Business Administration Department****Dear sir / Madam Respondent****(Bank Employee)**

We put in your hands a questionnaire for the study tagged **“the role of management information systems in improving the organizational culture / field study within the government banking sector in Dohuk”** in partial fulfillment of the requirements for the degree of master in business administration, firat university turkey.

This field study contributes to what field information systems contribute to Iraqi banks and the impact of this role on organizational culture, so the researcher would like your generous contributions to the success of this study to serve the public for the benefit of this by answering all paragraphs of the questionnaire by placing a mark (√) in front of the answer which you think explains the variable best.

The researcher would also like to explain the following:

1. There is no need to mention the name, as the data will be dealt with completely confidentially and the data will be used for scientific research purposes only.
2. The success of this study depends on the correctness and accuracy of the answer, so please be patient and objective in determining the opinion for the purpose of achieving the goals that the university hopes for.
3. Please do not leave a paragraph without answering it, as this will lead to the neglect of the form.
4. The researcher is ready to answer any questions or problems facing you.

Thanks in advance for your time and cooperation with us.

Sincerely,

**Researcher**

Nechirvan Haji IBRAHIM  
Master Student

**Advisor**

Dr. Cem AYDEN

**General information****1. Section:****2. Gender:**

- Male ( ).
- Female ( ).

**3. Age:**

- Less than 30 years ( ).
- 30–45 ( ).
- 45–50 ( ).
- 50 and above ( ).

**4. Marital status:**

- Married ( ).
- Single ( ).

**5. Level of education:**

- Preparatory( ).
- Diploma ( ).
- Bachelor ( ).
- Postgraduate( ).

**6. Years of career service:**

- 1- 5 years ( ).
- 5-10 ( ).
- 10-15 ( ).
- over 15 years ( ).

**7. The current job position**

-( )

**Questionnaire**

<i>Management information systems</i>						
No.	Human resources	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		5	4	3	2	1
1	System personnel are trained periodically to develop their skills and abilities					
2	There is no resistance from some beneficiaries to the modernization of system personnel					
3	You are able to use the information you get from information systems					
4	You trust your information system					
5	The use of the system contributes to the goals of both the organization and individuals.					
6	The beneficiary has positive attitudes towards the system in the organization.					
7	The beneficiary recognizes the value and benefit of the system adopted in the organization.					
8	The beneficiary is more convinced of the system through its ability to find solutions to the problems that it has beneficiary.					
9	The beneficiary depends on the output of the system in the performance of functions within the organization.					
<b>Information technology</b>						
10	I can use the international cry (Internet) easily when making my decisions.					
11	The use of the password gives good security for the information adopted by the blind decision.					
12	The information systems used in the bank are highly efficient in providing information needed to prevent the decision.					
13	The exchange of information between the sealed branches of the bank facilitates the decision making process.					

14	The organization seeks to provide computers and accessories in performing administrative and technical activities.					
15	Encourages the organization to acquire modern equipment to keep abreast of technical developments.					
16	Banks put a special budget for the purchase of software.					
17	The system works according to internal communication network.					
18	He management information systems used in the researched banks are evolving in order to keep pace with the developments in information technology to meet the need.					
19	Banks used researched management information systems efficiently and effectively in order to improve their performance.					
20	The necessary information is obtained in time for its decision making					
21	The information provided by the system is appropriate and meets the requirements of the business.					

No.	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>Databases</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
22	The current MIS provides a comprehensive database.					
23	The system provides backup copies of information to keep them from damage or loss in the event of any crisis					
24	All information about all banking operations is stored for future use.					
25	All information about the bank and the organizational culture of the external environment is updated to benefit them at any time.					
26	The database is continuously updated to suit business requirements.					
27	The use of external databases to take advantage of them in the stages of crisis that may face the bank					

<b>Organizational culture</b>						
28	Organizational values:					
29	My prevailing values conflict with the culture of my organization					
30	The foundation focuses on work and achievement as a value					
31	Bring to work on schedule					
32	The ministry shall have a close and coherent atmosphere between the director and the staff					
33	Staff participate in the development of performance development proposals					
34	Achieving justice and equality among employees in the bank					
35	There is an interest in professional and administrative staff development					
36	There is a great interest in the human relations between the employees in the bank					
37	Attention should be paid to solving and addressing the problems faced by employees					
38	Work relates to ethical values (fairness and transparency)					
<b>Organizational beliefs</b>						
39	The bank fosters a spirit of teamwork among employees.					
40	Banks believe in the principle of administrative delegation of staff.					
41	Banks are interested in collective participation in solving problems.					
42	Banks shall adopt a uniform law for all employees.					
43	Employee beliefs are consistent with the bank's organizational beliefs					
<b>Organizational norms</b>						
44	The bank punishes the violator of its laws and regulations					
45	Employees are keen to comply with the regulations and instructions in force					
46	Banks are committed to regulatory norms in the work environment					

47	The prevailing standards among employees help to create a climate of creativity and innovation					
48	Individuals are given a fair opportunity to hear their complaint when disagreements arise on a subject					
49	The director reminds employees of the need to respect the customs and traditions of the community					
Organizational expectations						
50	Banks always strive to meet the employee's expectations of bonuses, incentives and bonuses					
51	Banks take into account the efforts of the competent and distinguished employee who maintains reputation and status of the bank					
52	Banks operate in the light of a clear future vision.					
53	Banks are using their current capacity to formulate their future plans.					
54	The bank is expected to provide job security					
Regulatory policies						
55	Employees are clearly aligned with the bank's policies and procedures					
56	The bank's policies and procedures contribute to the modification of employees' behavior					
57	Tiring policies and procedures contribute to the achievement of the bank's objectives					
58	Employees are familiar with the nature of policies and procedures adopted by the bank					
59	Policies and procedures take into account the culture of employees inside and outside the bank					

**CURRICULUM VITAE****Curriculum vitae*****Personal information***

**Name and surname** Nechirvan Haji Ibrahim  
**Date of birth** 14/2/1992  
**Address** Duhok, Iraq  
**Phone (Iraq)** +964 750 480 7094  
**E-mail** [nichervanhaje20@gmail.com](mailto:nichervanhaje20@gmail.com)

***Education and training***

<b>Degree</b>	<b>Institution</b>	<b>Time interval</b>
<b>Bachelor of art or science</b>	University of Duhok, college of administration & economics, business administration department(Iraq)	2018
<b>Master of art or science</b>	Firat university, Social science institute, Business administration department (Turkey)	2020

***Personal skills***

**Languages** Kurdish, English, Arabic, and Turkish  
**Computer skills** MS, word, MS, excel, and MS PowerPoint.