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Organizational Readiness for Change and its implications on the success of management information systems
A Survey study of the opinions of a Sample of end –users at the University of Mosul

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ABSTRACT

This study aimed to identify the role of organizational readiness for change (ORfc) in achieving the requirements for the success of Management Information Systems (MIS), Hence, the research problem arose with the question: Is there organizational readiness for change, and does this readiness affect the support for the requirements of successful management information systems, Through a review of scientific assistances in this field, the research model and its hypotheses were formulated, and a questionnaire was designed to collect data. The research sample consisted of (70) end users at the University of Mosul, The research reached a number of conclusions, the most important of which is the existence of a statistically significant effect of organizational readiness for change in enhancing the requirements for the success of management information systems., The study reached a set of conclusions, the most significant of which is that ORfc is a continuous process with no final endpoint. Organizations that seek the success of MIS must achieve levels of organizational readiness for change that are at least commensurate with the changes occurring in the technological environment of MIS. The study also presented a set of recommendations, the most important of which emphasized the need to create an organizational climate that supports and recognizes the importance of organizational readiness for change in order to enhance the chances of success of Management Information Systems, as well as developing specific plans and programs to support the change process.

Keywords: Organizational readiness for change Management Information Systems success, University of Mosul

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الاستعداد المنظمي للتغيير وانعكاساته على نجاح انظمة المعلومات الادارية
دراسة مسحية لآراء عينة من المستفيدين النهائيين في جامعة الموصل

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المستخلص

استهدف البحث التعرف على دور الاستعداد المنظمي للتغيير في تحقيق متطلبات نجاح أنظمة المعلومات الإدارية ومن هنا انبثقت مشكلة البحث بتساؤل مفاده هل يوجد استعداد منظمي للتغيير وهل يؤثر هذا الاستعداد على دعم متطلبات نجاح أنظمة المعلومات الإدارية ، ومن خلال مراجعة الإسهامات العلمية في هذا المجال تم صياغة أنموذج البحث وفرضياته وتصميم استبانه لجمع البيانات ، حيث تألفت عينة البحث من (70) مستفيداً نهائياً في جامعة الموصل ، وتوصل البحث إلى مجموعة من النتائج من أهمها وجود أثر ذو دلالة إحصائية للاستعداد المنظمي للتغيير في تعزيز متطلبات نجاح انظمة المعلومات الادارية ، وخلص البحث الى مجموعة من الاستنتاجات كان أهمها إن الاستعداد المنظمي للتغيير هي عملية مستمرة وليس لها محطة وصول، فالمنظمات التي تهدف إلى نجاح أنظمة المعلومات الإدارية لابد لها أن تحقق مستويات من الاستعداد المنظمي للتغيير لتكون على الأقل بمستوى التغيرات التي تطرأ على البيئة التقنية لأنظمة المعلومات الإدارية، ومجموعة من التوصيات كان أهمها التأكيد على خلق مناخ تنظيمي يدعم ويدرك أهمية الاستعداد المنظمي للتغيير لتعزيز فرص نجاح انظمة المعلومات الادارية ووضع خطط وبرامج خاصة في دعم عملية التغيير.

الكلمات المفتاحية: الاستعداد المنظمي للتغيير ، نجاح أنظمة المعلومات الإدارية ، جامعة الموصل

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Introduction

New concepts have emerged in the contemporary business environment, among which organizational readiness for change has been one of the most prominent concepts that has received increasing attention, particularly following the remarkable success it has achieved as a process of continuous interaction, anticipation, exploration, and confrontation of future technological challenges. These developments concurred with the fundamental transformations observed worldwide toward Management Information Systems (MIS), which focus on devoting intellectual possessions and information and how to employ them in attaining the success of MIS. These challenges require activating ORfc , which leads to developing the capability to confront sudden technological changes in MIS through its role in enhancing users' capabilities and making them prepared to serve as the most important pillar in strengthening the requirements for the success of Management Information Systems, From here, the research problem was launched to identify the organizational readiness for change and whether it affects the support of the requirements for the success of management information systems. The importance of the research is highlighted in highlighting the organizational readiness for change and its role in the success of management information systems to meet the challenges of the contemporary business environment.

First Axis: Research Methodology

First: Research Problem

The world has witnessed significant progress and qualitative leaps in the field of MIS, whereby many organizations have become in need of successful MIS applications in order to conduct their activities and to become organizations capable of competitiveness and survival. ORfc is considered an effective practice and more compatible with rapid technological changes, as organizations have begun to pay attention to adopting and activating organizational readiness for change as a process of continuous improvement and change in response to environmental stimuli related to MIS technology. This, in turn, contributes to the development of users and places them within high levels of interaction with MIS, leading to their success, Therefore, organizational readiness for change is a fundamental factor in preparing the organizational environment to absorb and adapt effectively to technological changes. Consequently, a weakness in this readiness or its inadequate activation can negatively impact the success of management information systems.

Accordingly, the research problem can be formulated through the following questions:

1. Is there organizational readiness for change in the organization under study?
2. Is there a statistically important correlation between the variables and dimensions of ORfc and the requirements for the success of Management Information Systems in the organization under study?
3. Does ORfc affect the support of the requirements for the success of MIS in the colleges under study?

Second: Research Importance

The importance of the research is highlighted through the following:

1. Shedding light on two main variables—organizational readiness for change and the success of Management Information Systems—as two critical variables for confronting the challenges of the contemporary business environment, which still require further conceptual framing and diagnosis of their factors and relationship.
2. Stimulating the motivation of the colleges under study to pay attention to ORfc and to enhance this concept due to its importance in strengthening the requirements for the success of MIS.
3. The importance of the research is also reflected in that it provides a scientific framework for an integrated model that addresses its variables from a comprehensive and integrative perspective, extending from causes and reflected in outcomes, as well as through the use of internationally recognized measures and tools and testing them in Iraqi organizations, thereby stimulating ORfc to enhance the requirements for the success of MIS.

Third: Research Objectives

The objects of the research are defined as surveys:

1. Exploring the features of the organizational environment that works toward ORfc in the organization under study.
2. Formulating a theoretical framework that includes the most important basic elements of the concept of ORfc, as well as the concept of the success of Management Information Systems and its main components.
3. Identifying the extent to which the colleges under study adopt ORfc with its dimensions and employ it to enhance the requirements for the success of MIS.
4. Identifying the relationship and impact between ORfc and the requirements for the success of MIS in the organization under study.
5. Producing a set of conclusions and recommendations that contribute to enhancing Iraqi organizations' awareness of the importance of adopting the role of ORfc in strengthening the requirements for the success of MIS.

Fourth: The Hypothetical Research Model

The methodological management of the research problematic requires the design of a hypothetical model that indicates the logical relationships between the research variables as an expression of the provisional solutions proposed by the researchers to answer the research questions raised in the research problem. This model is based on the likelihood of measuring every of the research

variables, in addition to its comprehensiveness. ORfc represents the explanatory variable, while the response variable is represented by the requirements for the success of MIS, as shown in Figure (1)



Figure (1) Hypothetical Research Diagram
Source: Figure prepared by the researchers

Fifth: Research Hypotheses
In line with the research objectives and in order to test its proposed model, the study adopted a set of main hypotheses, as follows:

- **First Main Hypothesis:** There is Organizational Readiness for Change in the organization under study.
- **Second Main Hypothesis:** There is a statistically significant correlation relationship between the variables and Organizational Readiness for Change and the requirements for the success of MIS in the organization under study.
- **Third Main Hypothesis:** Organizational Readiness for Change affects the enhancement of the requirements for the success of MIS in the organization under study.

Sixth: Methods of Data and Information Collection
In order to enrich the theoretical aspect of the study, the research relied on the assistances of authors and researchers composed from sources characterized by scientific references, including books, journals, conferences, research papers, articles, theses, and scientific studies in both Arabic and foreign languages linked to the subject of the study, in addition to making use of the services of the World Wide Web (Internet).

With regard to completing the field aspect of the research, the researchers relied on a number of essential tools for collecting field data, as follows:
A. Personal Interviews
Personal interviews were conducted with the respondents in order to form a general understanding of the research variables from their perspective, as well as to clarify ambiguous items in the questionnaire and explain them when necessary, in order to ensure accurate responses that support this research.
B. Questionnaire Form
The questionnaire form was designed as the chief instrument for obtaining data and information. Simplicity and clarity were taken into account in its formulation to diagnose the research variables

in a manner that serves the research objectives and hypotheses. Due to the unavailability of a ready-made scale to measure the research variables, the researchers relied on previous research and studies that addressed the research variables in order to benefit from them in constructing a measurement scale for this study (Kinicki, 2008: 419); (Ismail, 2005: 643); (Al-Tai & Dawood, 2007: 158); (Lee & Tsai, 2005: 328); (DeLone & McLean, 2002: 24); (Vance et al., 2008: 79); (Al-Hayali, 2006: 64); (Terry & Standing, 2003: 469); (Ariestyadi & Taufik, 2021: 3); (Holt et al., 2007: 242)

- **Description of the Questionnaire Form**

  The questionnaire was used to gather the data required to complete the research (Appendix 1). It consisted of three sections. The first section was devoted to the demographic information of the respondents. The second section was allocated to the measures related to the variable of ORfc, which included three dimensions (management support, awareness of change, and personal benefits). The third section addressed the variable of the requirements for the success of MIS, which comprised five dimensions (user conviction, system use, system quality, information quality, and user satisfaction). A five-point Likert scale stayed engaged.

- **Measurement of Questionnaire Reliability**

  For the determination of confirming the cogency of the scale, Cronbach's Alpha (Reliability Alpha) was charity. The outcomes displayed that the generally Alpha coefficient extended about (93.7%), which characterizes a very high flat of questionnaire reliability when associated with the typical Alpha flat of (60%) generally accepted in social science revisions.

Seventh: Statistical Analysis Methods

A number of statistical tools were used to test the validity of the research hypotheses, using the statistical software package (SPSS, Version 23). The statistical methods included Spearman's rank correlation coefficient to measure the strong point of the association between two variables, the Chi-square test to identify the degree of agreement between variables, and finally simple linear regression to measure the effect of the explanatory variable on the response variable.

Eighth: Research Methodology

The research methodology refers to a design through which plans are developed that enable the research to clarify its objectives in a simplified, systematic, and coherent manner. Undoubtedly, the research topic and its objectives play an important role in selecting the appropriate methodology and determining the methods of data and information collection. In accordance with the research objectives and the nature of its variables, the researchers adopted the descriptive–analytical approach, which does not stop at merely collecting information to describe the phenomenon, but rather proceeds to analyze it and reveal the relationships among its various dimensions in order to interpret it adequately and arrive at general conclusions that contribute to understanding the present, diagnosing reality, and identifying its causes.

Ninth: Description of the Research Population and Sample

To implement the current research, it was necessary to identify organizations characterized by the availability of intellectual knowledge and experience. Accordingly, the University of Mosul was selected as the field for conducting the present study, where a number of colleges were included.

The respondents were selected as beneficiaries of Management Information Systems, as the university possesses advanced computerized information systems. A total of (70) questionnaire forms were distributed to the beneficiaries in those colleges, and all (70) questionnaires were retrieved, resulting in a response rate of (100%). Morgan's table was adopted to determine sample size.
https://x.com/SaudiAcademics/status/1698206471823978539?lang=ar

Tenth: Demographic Description of the Research Sample

The data presented in Table (1) illustrate the analytical description of the personal characteristics of the research sample. With regard to educational attainment, it is observed that more than half of the respondents approximately hold a bachelor's degree, at a rate of (62.9%), which indicates that the respondents possess a good level of scientific knowledge. As for the number of years of service in the current job position, more than half of the respondents approximately had less than five years of service. In the same context, total years of service reflected the number of training courses attended by the respondents during their service, as it is noted that (47.1%) of the respondents participated in one training course, while the remaining respondents were distributed almost equally among the other training courses.

Table (1) Personal Characteristics of the Research Sample

Percentage %	frequency	Total service period	Percentage %	frequency	Academic achievement
55.7	39	5−1yea	62.9	44	Bachelor's
38.6	27	10−6year	14.25	10	Higher Diploma
4.3	3	15−11year	14.25	10	Master's
1.4	1	25−21year	8.6	6	PhD
100	70	Total	100	70	Total
Percentage %	frequency	Number of training courses	Percentage %	frequency	Length of service in the current job position
12.9	9	Nothing	52.8	37	5−1year
47.1	33	1	34.3	24	10−6year
21.4	15	2	8.6	6	15−11year
18.6	13	More than 3	4.3	3	25−21year
100	70	Total	100	70	Total

Source: Table prepared by the researchers

Second Axis: Organizational Readiness for Change / Conceptual Framework

First: The Concept of Organizational Readiness for Change

The ability of any organization to survive and continue requires that the level of knowledge of its members at least matches the level of environmental change. These rapid changes and challenges—particularly technological ones—may have effects on work requirements, which generates an urgent need to acquire new experiences, skills, and knowledge, benefit from previous experiences and practices, and activate them to confront these challenges. This imposes that organizations adopt ORfc to assist them to attain success.

Before framing the idea of ORfc , it is an essential to define the connotation of alteration. McKenna (2000: 181) visions alteration as comprising a comparatively enduring change in performance that arises as an outcome of practice or previous experience and focuses on the attainment of information, attitudes, morals, and skills. Daft (2003: 498) defines it as a comparatively stable alteration in information or performance resultant as of practice or experience. Here arises the range to which workers accept alteration and their readiness for it. Von Treuer et al. (2018) maintain that ORfc characterizes the range to which employees in an organization are ready to recruit or endure performances linked to alteration. Al-Tai (2021: 10) defines it as consideration, contemplation, and prior preparation through both the organization and the individual to bridge the gap between what is predictable from alteration and the existing realism. Rismansyah (2022: 360) defines it as a transition method that clues to alterations in the behavior forms of persons, groups, and organizations throughout their growth, development, and adaptation to new circumstances. Al-Fatlawi and Al-Rubaie (2023: 59) designate that it denotes to the scope to which employees receive alteration in the company and their facility to contrivance alteration in a way that attains the company's achievement and sustainability. From another perception, Gabutti et al. (2023: 1) assessment it as a concept that defines the company's facility to instrument transformation, whether strategic or sudden.

Second: The Importance of Organizational Readiness for Change

ORfc is deliberated an effective tool for management alteration. In an situation of uncertainty and incessant change, ORfc has become the basic—if not the merely—condition for observance pace with alteration, challenging experiments, concocting the organization to face the future, and anticipating its variables and prospects for improvement (McGill et al., 2002: 477). It is also an important factor that motivates employees to acquire skills and knowledge and equips them with the necessary expertise to reshape their cognitive frameworks and reformulate problems—especially technical ones—according to a vision based on new knowledge, enabling them to perceive these problems in new ways.

With the increase in such knowledge, individuals become highly valuable assets capable of flexible and rapid responses to changes. ORfc liberates individuals from the control of rigid organizational structures and enables them to adapt to working at all organizational levels, which in turn allows them to unleash their creativity and thus solve organizational problems with ease. ORfc is a prerequisite for successful change, whereas weak readiness is a cause of change failure. Through it, the organization can look toward and anticipate the future, helps adapt to new technical, cultural, and resource-related developments, and contributes positively to strengthening commitment to change, which is necessary for the successful implementation of change through achieving preplanned objectives. This enables organizations and individuals to adapt to internal and external technical conditions and variables (Nath, 2002: 120).

High levels of readiness for change indicate that everyone in the organization has the desire to implement change through planning new and advanced organizational procedures, policies, and practices that meet aspirations and achieve objectives. Employees tend to exert greater efforts to support change programs, in addition to developing and implementing high levels of perseverance to address shortcomings and various obstacles during implementation stages.

Third: Dimensions of Organizational Readiness for Change

Based on the foregoing, the current study adopts the dimensions agreed upon by most researchers (Ariestyadi & Taufik, 2021: 3; Holt et al., 2007: 242; Al-Sabawi & Al-Tai, 2022: 268):

1. Awareness of Change

Awareness of the reasons for change is the primary source of acceptance of change. This occurs as a result of communicating the details of change to employees. When awareness is neglected, projects face increasing resistance, leading to slowed progress. Strategies for effectively building awareness include training on the changes to be implemented, sponsorship, activating effective communication channels, and ease of access to information (Ariestyadi & Taufik, 2021: 4). Increasing awareness of change is among the most important reasons for the success of the change process, as it emphasizes the extent of employees' awareness of the required change, its importance to the organization, and their acceptance of implementing the required change.

2. Top Management Support

Top management support is one of the most critical elements in implementing any organizational change within an organization. Therefore, organizations aiming for organizational readiness for change seek to provide support requirements. Top management prepares the necessities of change, and the more appropriate and effective this preparation is, the greater the organizational readiness for change achieved. The primary role of top management is to create internal organizational conditions that increase members' willingness to continue development, allocate the resources required to acquire the system, reduce resistance to change by clarifying benefits through system use, improve system quality, and balance organizational needs with information system quality requirements. Accordingly, the level of support provided by top management determines the success of Management Information Systems, as strong top management support may lead to better perception of system benefits (Rahim, 2011: 74).

3. Personal Benefits

This dimension reflects an individual's perception that they will benefit from change through developing personal relationships, obtaining new job opportunities, facilitating future work execution, feeling secure, improving competence, and enhancing job performance. The individual's perception of these and other benefits motivates acceptance of change (Al-Khader, 2017: 118).

Third Axis: Success of Management Information System / Conceptual Framework

First: The Concept of a Successful Management Information System

Management Information Systems derive their importance from the importance of information itself, which represents the lifeblood of organizations of various types. They are the window through which organizations view their internal environment and external world, and through which they envision their future. Accordingly, their success is a crucial issue. Before addressing the success of MIS, it is necessary to clarify the concept of a MIS. Laudon and Laudon (2012: 44) describe it as a set of interrelated elements that collect (or retrieve), process, store, and distribute information to support decision-making, coordination, and control in the organization, and provide managers with direct access to organizational performance results. Although criteria for the success of MIS differ from one person to another, there are general characteristics that define the framework of any successful information system, represented by

achieving successful MIS applications within the organization. This success is associated with the value the organization gains through its actual use of the system in executing activities effectively in order to achieve desired objectives across all managerial levels (Al-Sharman, 2004: 86). Successful Management Information Systems provide accurate and sufficient information about the organization's various activities, including production, marketing, planning, and research and development. At the same time, a successful information system is capable of meeting management's needs for information related to the external environment, which is necessary for formulating and developing plans (Malikawi, 2007: 33).

Successful Management Information Systems also describe various situations and events affecting management that constitute the climate in which administrative work takes place, analyze and interpret past situations and events to identify the fundamental factors and variables determining them, and determine the relationships linking and driving these factors. They assist management in decision-making by providing bases for comparison and evaluation among alternative solutions and procedures when selecting systems, supplying information about future events and phenomena (forecasts), enabling management to prepare for and plan to confront them, and evaluating administrative policies and decisions to determine their effectiveness and efficiency in providing necessary information. Moreover, successful Management Information Systems assist users in accomplishing routine tasks (Stair & Reynolds, 2003: 19).

The success of an information system also means that it is a high-quality system that achieves all the objectives and requirements of beneficiary parties, covers all required work procedures both presently and in the future, operates technically correctly without errors, and is easy to preserve and progress.

Second: The Importance of a Successful Management Information System

Organizations constantly seek to possess successful Management Information Systems that enable them to accomplish their work quickly and accurately, assisting users in making decisions through continuous access to information that serves them regarding recent developments related to organizational activities and users, thereby increasing user satisfaction (Davies, 2002: 236). Such systems also familiarize users with the environmental conditions in which the organization operates and enable them to recognize the level of progress available to them and their awareness of achieving objectives and utilizing available resources.

The importance of successful Management Information Systems is further highlighted through enhancing the effectiveness of communication and information exchange among individuals and organizational units, particularly with regard to strategic information, as well as providing information about past organizational activities for purposes of planning, implementation, and follow-up, and increasing levels of security and confidentiality in handling important documents (Al-Tai, 2005: 75–76).

Successful Management Information Systems also assist managers in leading the organization efficiently and effectively, focusing their attention on critical success factors in their work, increasing their ability to plan and forecast the future within calculated probabilities, proposing alternatives in cases of deficiencies in plan implementation, and anticipating the organization's future needs that ensure the achievement of objectives. Moreover, successful Management Information Systems are considered organized tools and techniques for providing value-added information to the organization in order to achieve competitive advantage. They may be regarded as

a strategic approach to using information and communication technology to share information resources and improve the efficiency and effectiveness of organizational processes, thereby helping the organization achieve its strategic objectives (O'Brien, 2011: 202–205). Based on the foregoing, the importance of a successful Management Information System lies in an equation that states that an organization's survival and growth are equal to the existence of a successful MIS that provides the necessary information required to determine the organization's directions, objectives, and strategies, and subsequently to implement, monitor, and develop its activities.

Third: Characteristics of a Successful Management Information System

The success of a MIS in achieving its objectives depends on the availability of a set of characteristics that enable it to satisfy users' needs by providing information required for decision-making, thereby making it a successful system. The most important of these characteristics include (Al-Shalabi, 2005: 55–57); (Al-Tai, 2005: 135); (Al-Bajari, 2011: 47); (Bocij et al., 2003: 424):

a. **Ease of Use:** The scope to which the system is easy for users to recognize and use, facilitating optimum system application.

b. **Ease of Access:** The grade to which users are intelligent to gain and advantage from information.
c. **System Knowledge:** Information of the system distresses its success, as it reveals users' prospects of having a good considerate of the system and assurance in it. Such assurance rises user communication with the system and productions a main part in the success of MIS.
d. **Acceptability:** The degree to which the system is recognized by users.
e. **Ease of Learning:** The scope to which users are capable to rapidly understand and learn the system and use it optimally, thus accomplishing the favorite objects.
f. **Flexibility:** One of the most significant appearances requisite in a successful MIS, due to the quick and wide changes describing the interior and exterior MIS situation as a consequence of knowledge, technological, and communiqué revolutions, which require continuous alterations and updates.
g. **Acceptable Response Time:** Reaction times are deliberated suitable when users recognize that they accept information that assists them in a timely way.

Fourth: Dimensions of the Success of Management Information Systems

Organizations underline the incessant assessment of their MIS stems to confirm their success in attaining the objects for which they were well-known. Relevant literature designates that numerous studies accept the subsequent processes to evaluate MIS success (DeLone & McLean, 2002: 24); (Vance et al., 2008: 79); (Al-Hayali, 2006: 64); (Al-Murad, 2012: 231); (Terry & Standing, 2003: 469):

a- User Conviction: The scope to which users recognize that the info system chances their information essentials through a comprehensive and actual evaluation related with their experience with the MIS . User conviction is stately by contented, accurateness, plan, suitability, and easiness of use of the system. Consequently, user conviction is among the most broadly used processes for assessing the success of information systems, as it accepts a direct association between system efficiency and user conviction. Therefore, system success is imitated in the range to which users consider that the system meets their info desires.

b- **Information Quality:** This gauge designates the appearances of information system productions and dramas a protruding role in system success and involvement to rational decision-making. Information quality is evaluated founded on its facility to promotion users in implementation exact tasks by providing outputs with requisite appearances, comprising relevance, reliability, understandability, extensiveness, accuracy, comparability, and timeliness.

c- **User Satisfaction:** Denotes to effective responses articulated by users toward MIS. Numerous approaches are used to quantity user fulfilment, for instance the scope to which the system meets user requests, fulfilment with hardware and software, the system's facility to achieve essential work, and its ability to rise productivity, foremost to user satisfaction with MIS.

d- **System Use:** The scope to which the system is easy for users to recognize and use optimally to accomplish favorite objectives. System use is stately by occurrence of use and time expended using the system, as system success or letdown mainly depends on the flat of user employment. Since systems are designed to create productions for users, non-use indicates absence of advantage in decision-making, which shows system letdown.

e- **System Quality:** It is well known that system quality positively affects system success. This indicator focuses on desirable characteristics of the system itself, including ease of learning, ease of use, integration with other systems, flexibility, response time, and users' perceived expectations.

Fifth: The Relationship between Organizational Readiness for Change and the Requirements for the Success of MIS

The mere existence and completeness of a Management Information System does not necessarily imply its success and efficiency, as there are numerous requirements that represent causes of system success or failure; the more these requirements are fulfilled, the greater the chance of success (Al-Samarrai & Al-Zoubi, 2004: 59). Here, the importance of ORfc increases in light of the use of modern information technologies in information systems, particularly with regard to the availability of scientifically and practically qualified individuals and their ability to perform work efficiently and effectively (Turban et al., 2002: 22).

User conviction, beside with qualitative developments in data and communication technology, has altered users into active contributors in system engineering, development, and eminence building. Users are the most experienced about their actual needs and difficulties; consequently, through readiness for change, they improve system success and effectiveness, resultant in unparalleled quality ranks (Howcroft & Wilson, 2003: 5). Providing information that users desire to is critical for system success, as system success or letdown mainly depends on the flat of system use; non-use indicates absence of advantage and thus system letdown. System use is attained concluded ORfc (DeLone & McLean, 2002: 6), which is revealed in user fulfilment—one of the most extensively used gauges for assessing system success—as it articulates the scope to which users be certain of that the system encounters their data requirements.

The quality of MIS is appreciated when the system is easy to use and delivers better assistances to users, thereby prompting user satisfaction. Users' attitudes also affect system quality improvement, as these attitudes are influenced by perceived system quality through use. Knowledge of the system affects its quality, as it reflects users' expectations of understanding the system and having confidence in it. Knowledge of system procedures leads to problem-solving, as users utilize information to acquire knowledge that provides an appropriate framework for interpreting system

outputs. Thus, system knowledge represents a combination of information, experience, and understanding of the system (Turban et al., 2002: 49).

Accordingly, the success of Management Information Systems depends on users' levels of knowledge, skills, and motivation through optimal utilization of organizational personnel via teamwork, participation in decision-making, capability development, and training to enhance skills in dealing with modern systems. Although criteria for MIS success may vary among individuals, there are characteristics that support the framework of any successful Management Information System, namely awareness of change, top management support, and personal benefits, as their presence supports the requirements for system success and enhances its quality through organizational readiness for change.

Fourth Axis: Testing the Research Hypotheses
This axis focuses on testing the research hypotheses as follows:
First: The First Main Hypothesis:
There is ORfc in the organization under study.
Based on the data presented in **Table (2)**, the following results are observed:

a. The calculated value of the **Chi-square test** for the organizational readiness for change variable (as a whole) reached **59.719**, which is greater than the tabulated value of **49.766** at a significance level of **0.05**. This indicates the existence of a high level of concordance for the organizational readiness for change variable.

b. The calculated **Chi-square** value for the **awareness of change** dimension was **47.000**, which is greater than the tabulated value of **24.996** at a significance level of **0.05**. This indicates that the awareness of change dimension has a good level of concordance.

c. The calculated **Chi-square** value for the **personal benefits** dimension reached **35.000**, which exceeds the tabulated Chi-square value of **19.675** at a significance level of **0.05**. This result indicates that the personal benefits dimension has a good level of concordance.

d. The calculated **Chi-square** value for the **management support** dimension was **28.750**, which is greater than the tabulated value of **21.026** at a significance level of **0.05**. This indicates that the management support dimension has a good level of concordance.

These results indicate the existence of a statistically significant concordance relationship for the ORfc variable and its dimensions. Accordingly, **the first hypothesis is accepted**

Table (2): Chi-Square Test for ORfc and Its Dimensions

Organizational readiness for change		Management support		personal benefits		Awareness of change		Dimension and variables / Test
The schedule	Calculated	The schedule	Calculated	The schedule	Calculated	The schedule	Calculated	
49.766	9.7195	21.026	28.750	19.675	35.000	24.996	47.000	Chi-Square
0.028		0.008		0.000		0.000		Sig

At a significance level of (0.05); N = 70

Source: Prepared by the two researchers founded on the results of the SPSS statistical software.

Second: The Second Main Hypothesis:

There is a statistically significant correlation relationship between the variables and Organizational Readiness for Change and the requirements for the success of MIS in the organization under study.

The data presented in Table (3) reveal the existence of normal, positive, and statistically significant correlation relationships between the variable and dimensions of Organizational Readiness for Change and the requirements for the success of management information systems, whether examined within the framework of the relationship between each variable or dimension with the other variable or dimensions individually, or within the framework of the interrelationships among them.

With regard to the strength of these relationships, based on the data in Table (3), they appear to be varied. The relationship between Organizational Readiness for Change and the requirements for the success of management information systems reached a value of (0.875) at a significance level of (0.01). The relationship between management support and the requirements for the success of MIS appeared to be the strongest, as indicated by a correlation coefficient of (0.795) at a significance level of (0.01). In contrast, the relationship between management support and system quality appeared to be the weakest, as indicated by a correlation coefficient of (0.482) at a significance level of (0.01).

Accordingly, based on the foregoing results, it can be determined that the second hypothesis is accepted; that is, there is a statistically significant correlation relationship between ORfc and the requirements for the success of MIS systems and their respective dimensions.

Table (3): Correlation Relationships between the Variable and Dimensions of ORfc and the Requirements for the Success of MIS

ORfc	Awareness of change	personal benefits	Management support	Dimension and variables
0.737**	0.639**	0.766**	0.769**	**user satisfaction**
0.668**	0.696**	0.518**	0.639**	**System using**
0.595**	0.659**	0.557**	0.482**	**System quality**
0.549**	0.568**	0.633**	0.577**	**Information quality**
0.599**	0.612**	0.515**	0.549**	**Beneficiary satisfaction**
0.875**	0.792**	0.775**	0.795**	**Requirements for the success of management information systems**

At a Significance Level of (0.01) — N = 70

Source: Prepared by the two researchers based on the outcomes of the SPSS statistical program.

Third: Main Hypothesis Three

ORfc affects the enhancement of the requirements for the success of MIS.

In order to reveal the nature of the effect stated in the third hypothesis, the results of Table (4) indicate the significant impact of ORfc on enhancing the requirements for the success of management information systems. The calculated **F-value** reached **109.855**, which is higher than its critical value of **3.96** at a significance level of **0.05** and degrees of freedom **(68, 1)**. The value of the **coefficient of determination (R^2)** was **0.767**, indicating that the percentage of variance explained in the orientations of the studied organization toward the requirements for the success of MIS due

to the effect of ORfc is **76.7%**. The remaining percentage, amounting to **23.3%**, represents the contribution of variables not included in the study model.

From the value of **β** and its **T-test**, it is inferred that the effect of ORfc in enhancing the requirements for the success of management information systems was **0.880**, with a calculated **T-value** of **11.464**, which is greater than its critical value of **1.66**. This reflects the respondents' ability to interpret the effects of ORfc on enhancing the requirements for the success of MIS. Accordingly, the third hypothesis is accepted.

Table (4) The relationship of impact between ORfc and the requirements for the success of MIS

Organizational Readiness for Change					Explained dimensions / Responsive dimension
β	F		D.F	R^2	
	The schedule	Calculated			
0880 (11.464)	3.96	109.855	1 68	0.767	**Requirements for the success of management information systems**

At a Significance Level of (0.05) (T-calculated) – N = 70

Source: Prepared by the researchers relying on the results of the SPSS statistical program.

Axis Five: Conclusions and Recommendations

This axis comprises presenting the most important conclusions reached by the research, and attempting to derive recommendations and present them in a framework that serves the surveyed colleges in enhancing their progress and achieving their goals.

First: Conclusions

1. **ORfc** is considered one of the important topics in the field of business administration, as adopting this concept reflects on the performance of beneficiaries through developing their capabilities and increasing their ability to confront sudden technological changes in order to expand beneficiaries' insight to achieve creativity and innovation, leading to the success of MIS.
2. ORfc is not only a strategic option, but rather an urgent necessity for all organizations of various types, which must adopt this concept in ways that are compatible with the requirements for the success of MIS.
3. ORfc is a continuous process and has no final destination. Organizations that aim for the success of MIS must achieve levels of ORfc that are at least equal to the changes occurring in the technical environment of MIS.
4. The topics of ORfc reflect the need of contemporary organizations to maintain high capabilities for flexibility, enabling them to respond to developments in the technology of MIS.
5. The analysis results for the dimension of ORfc revealed that the surveyed organization has ORfc (management support, personal benefits, awareness of change) at a high level, as evidenced by the values of the **Chi-Square** test, which showed the existence of a convergent relationship in the responses of the research sample regarding the variable of ORfc and its sub-dimensions.

6. The availability of ORfc enables beneficiaries within the surveyed organization to succeed in management information systems, as the analysis results showed the effect of ORfc on the requirements for the success of MIS.
7. The analysis results of the research variables showed the existence of a significant correlation between the dimensions of ORfc of beneficiaries and the requirements for the success of MIS and their sub-dimensions.

Second: Recommendations

1. Emphasize creating an organizational climate that supports and distinguishes the importance of ORfc to enhance the chances of success of MISms, and to set specific plans and programs to support the change process.
2. Senior administrative leadership in the surveyed colleges must recognize the importance of ORfc and its role in adopting modern methods to succeed in MIS.
3. Follow developments and updates occurring in MIS and raise levels of ORfc that are compatible with these developments.
4. Support and adopt ORfc among beneficiaries who exhibit a learning tendency, and encourage every beneficiary who continuously seeks to deepen their understanding of their work fundamentals according to their informational needs.
5. Due to the important role played by beneficiaries in the success of MIS, the researchers believe it is necessary to provide them with developmental courses to introduce them to the process of organizational change and how to deal with new changes and perform their roles effectively.
6. Give greater importance to personal assistances so that the personal feels that they will benefit from the alteration and does not fear for their position when changes are implemented, due to its major role in the change implementation process.
7. Develop and create a spirit of learning and love of work among beneficiaries, as they view it as a source of their advancement, and the success of management information systems is considered their success by creating integration between their goals and the goals of management information systems.
8. Support the change process by management and encourage beneficiaries to adapt to new changes and systems, urging them to create a spirit of creativity and challenge by supporting them financially and morally.

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